

The logo features a 4x2 grid of squares. The top two rows are dark green, the third row is light green, and the bottom row is white. The letters 'O', 'B', and 'S' are placed in the second column of the first, second, and third rows respectively. To the right of the grid, the words 'Occupying', 'Buildings', and 'Sustainably' are stacked vertically in a sans-serif font. 'Occupying' and 'Buildings' are in a brownish-orange color, while 'Sustainably' is in a green color matching the grid.

Occupying Buildings Sustainably

How To Produce...

Engagement Plans

Part of the Occupying Buildings Sustainably Approach

FABER MAUNSELL | AECOM

JOHNSON
CONTROLS

Summary of ‘Occupying Buildings Sustainably’

What is in this guide?	This guide provides a step-by-step approach to: <ul style="list-style-type: none">Engagement Plans Focusing on issues where occupiers need to work flexibly with Landlords and managing agents, other tenants, and the local community to address sustainability issues effectively.	Our target audience You occupy or manage... <ul style="list-style-type: none">OfficesRetail buildingsIndustrial buildingsDwellingsHospitality buildingsLeisure and recreation buildingsFurther & Higher Education buildingsSchools You are an occupier and your role is... <ul style="list-style-type: none"> Policymaker on sustainability or corporate social responsibility (CSR) Property asset manager Facilities manager Contracts manager Office manager ...and you want to... <ul style="list-style-type: none"> Implement more sustainable working practices Procure sustainable goods and services Engage with the landlord, other tenants and the local community Or you may be a... <ul style="list-style-type: none"> Landlord Managing Agent Supplier or Service Provider ...and want to... <ul style="list-style-type: none"> Work with tenants to make properties more sustainable Attract and retain clients by improving your capacity on sustainability issues.
Other OBS guides	There are two other OBS guides in this series covering: <ul style="list-style-type: none">Occupier Action Plans Focusing on activities within the occupier organisation and what occupants can do to make buildings more sustainable.Sustainable Procurement for Building Occupiers Focusing on how the procurement of both services and materials and equipment provided by third parties can be made more sustainable by integrating sustainability requirements.	
What is OBS?	OBS is an approach to integrating sustainable practices into the way occupiers use their buildings and the way they work with others, including landlords, the supply chain and the local community, to make buildings more sustainable. <p>OBS consists of a series of guidance documents for use in conjunction with MOBS Online, which is an online database of good practice practical sustainability measures. With these you can produce outline documents to help you undertake property-related activities like purchasing, procurement, refurbishment, etc. more sustainably.</p>	
Who is it for?	OBS is principally aimed at occupiers but this document includes guidance relevant to landlords, managing agents and others. <p>The building occupier is the organisation (in public and commercial buildings) or the individual (in a dwelling) making operational use of, or residing in a property. This guide on engagement also targets landlords, managing agents, and others because the relationships between them and occupiers in leased buildings can strongly influence sustainability outcomes.</p>	
When should I use it?	Whenever you are planning how to tackle sustainability issues <p>OBS aims to tie in with existing processes. The output of the online database is designed as content to modify existing documents or as the outline of new documentation. So a good time to use OBS is when you are drafting or modifying documents related to a particular property activity.</p>	
Why use it?	OBS enables occupiers to address sustainability without becoming experts on the issues. <p>OBS captures much available good practice across the sustainability agenda and packages it in a form that helps you to improve the performance of your buildings. The online database lets you produce plans and document content very quickly based on your sustainability policies.</p>	
What is MOBS Online?	An online database that makes it easier to use the OBS Approach (and the MBS Approach for procuring sustainable services). <p>OBS is a follow-up to the Managing Buildings Sustainably (MBS) project, which looked at how organisations can procure more sustainable property-related services. OBS extends the MBS Approach to cover occupier-specific issues, relationships, and activities. As part of the OBS project, the MBS database of good practice measures was put online, expanded to include more measures, cover more building types, and turned into an accessible, flexible tool to help people use the combined MOBS Approach.</p>	

Foreword

The idea of Managing and Occupying Buildings Sustainably is simple:

Using this guide and MOBS Online, anybody that wants to should be able to assemble the elements of a plan to manage and occupy buildings more sustainably.

The MOBS Approach is modular and flexible. An action plan developed with MOBS can be modest or ambitious, address many sustainability issues, or a few that you consider most important. You can work through all of the Approach to produce the framework of a sustainability management system for your buildings, or you can produce the outline content of a single working document for a particular task like tendering a cleaning contract.

MOBS recognises that different people will have different needs. If you are new to addressing sustainability issues, MOBS provides much of what you need to get from a blank sheet of paper to an outline plan of action. For those already familiar with sustainability, MOBS Online provides a condensed database of good practice sustainability measures, a summary of legislation and a reference list with links to sources of further information and guidance.

A great deal of information and experience has been distilled over the course of the Managing and Occupying Buildings Sustainably projects and is now presented in this series of guidance documents and on the MOBS online website. In developing the Approach, a balance has been struck between flexibility and simplicity. There are many ways to tailor your selections when using the online database, but optional steps can be left until you are more familiar with the way the system works. As you experiment with the online database, get to grips with the options and tailor your selections, the outputs will improve to better suit your needs.

MOBS is aimed at people and organisations that have taken the decision to embrace sustainability and are looking for support to turn intent into action. We believe that MOBS is a useful tool to that end, and we hope that the MOBS Approach will be a model for coherent, sustainable management of property and a benchmark for other systems and approaches.

The Occupying Buildings Sustainably Steering Group

“MOBS provides much of what you need to get from a blank sheet of paper to an outline plan of action”

The OBS approach.

Key sections of this guide

Introduction to property sustainability, the barriers, the MOBS Approach, and the Occupying Building Sustainably guides	4-7
Engagement plans	8-9
The MOBS Approach: clarify objectives, identify points of intervention, assign responsibility, identify good practice, draw up a plan	10-24
Web site walkthrough—using MOBS Online to produce an occupier action plan	25
Glossary of terms in light blue font	26

Sustainability in the property sector

What is Sustainable Development?

The concept of sustainable development was set out in Our Common Future, the report of the Brundtland Commission. The report called for

Development “that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

This is one of the best known definitions of sustainable development.

In the past the challenge—particularly for government but also for companies, other organisations and individuals—has been to understand the meaning and practical implications of sustainable development. The UK produced its first sustainable development strategy in 1994. This was updated in 1999 and again in 2005 under the title “Securing the Future—delivering UK sustainable development strategy”. Securing the Future clearly recognises the importance of “a move into action”

So the challenge now is for organisations, businesses and individuals to work out how practical changes in their everyday lives, at home and at work, can contribute to sustainable development.

The OBS Approach focuses on the environmental and social dimensions of the UK sustainable development strategy as it relates to the occupation, operation and management of buildings.

Why address property-related sustainability issues?

Buildings are a major source of environmental impacts, are central to most of our social and work interactions and are vital to our economy. Therefore it is clearly important to the success of any sustainable development strategy to address property related sustainability issues.

Organisations in all sectors are increasingly being asked by government to address sustainability. An important trend for companies is the move towards a risk-based approach to corporate reporting. The [Turnbull Report](#) specifically lists sustainability as a risk issue that companies should take into account. [Operating and Financial Review](#) requires businesses to understand and report on “non-financial” risks. These developments are moving sustainability up the corporate agenda.

Property related impacts often make up a significant part of an organisation’s overall sustainability impacts. Where this is the case, managing and occupying buildings sustainably is key to being a more sustainable organisation. Occupying and managing buildings more sustainably offers both direct and indirect benefits (see Box below.)

“We all—governments, businesses, public sector, voluntary and community organisations, communities and families—need to make different choices if we are to achieve the vision of sustainable development.”

Securing the Future

The Turnbull Report on 'Internal Control: Guidance for Directors on the Combined Code', published by the Institute of Chartered Accountants of England and Wales, specifically lists sustainability as a risk issue that companies should take into account.

The OBS Approach

INFORMATION BOX 1: Business Benefits of Sustainable Property Management

Many studies and reports (see the MOBS Online reference list) have investigated the actual or perceived benefits to business of addressing sustainability issues in general; and property related sustainability issues in particular. The title of one such study; “Reputation; Risk and Reward” (Sustainable Construction Task Force) neatly encapsulates the three broad categories under which benefits are often considered:

Reputation

Positive publicity; enhanced corporate image; competitive advantage; increased appeal to customers and investors.

Risk

Better management of environmental risks; fewer fines or breaches of regulation; preferential insurance premiums and reduced liabilities; “future-proofing” against changes in legal and other requirements.

Reward

Reduced operating costs (and capital costs in some circumstances); more satisfied staff and better retention; some suggestion of improved productivity; better community relations.

Barriers to property sustainability...

...why policy alone does not ensure more sustainable occupation, operation & management

Often clear corporate policy but...

Organisations increasingly have strong policy and clear objectives on sustainability issues. These are often set out and updated as part of annual reporting on corporate social responsibility (CSR) particularly by larger companies in the private sector. Some companies are reporting under the heading corporate responsibility (CR) reflecting the acceptance of sustainability issues into the mainstream alongside e.g. corporate governance and health and safety. Organisations in the public sector and charities are also setting policy and reporting on sustainability issues.

Notwithstanding this major change in attitude, it is not clear (where statistics on buildings are available e.g. on energy, water and waste) that there has yet been a major shift to more sustainable practices in the occupation, operation and management of buildings. Nor are existing buildings yet contributing what could be a very significant share to improved sustainability outcomes such as reductions in carbon emissions, water use and waste production. There are a number of reasons for this.

...No single, simple solution

Organisations would find it much easier to implement sustainable good practice if there were a relatively small number of technological solutions with quantifiable costs, amenable to familiar methods of cost-benefit appraisal. Unfortunately this is rarely the case and achieving continuous improvement means implementing many small measures; this is reflected in the number of measures in the MOBS database. Some measures are complicated, some require frequent attention or ongoing management, some require a number of different parties to cooperate, and some are complex, management intensive, *and* require cooperation.

...Fragmented management chain

Operation and management of property is often delivered through a chain of specialised service providers. The ability of an occupier or landlord to deliver on property related sustainability objectives may depend heavily on the services delivered by consultants and contractors. Yet sustainability is rarely adequately addressed in service level agreements and similar requirements on suppliers of goods and services. Where sustainability requirements are included, they may not be delivered if performance in this area is not evaluated and such requirements rarely filter further down the supply chain.

Implementation gap between policy & practice

In summary, there is an implementation gap between policies, where organisations have them, and ongoing practice in the occupation, operation and management of buildings.



This is the situation that Managing and Occupying Buildings Sustainably sets out to address by looking at the demand side of the property sector in terms of Occupation, by looking at formally bridging the gaps in the building management chain through Sustainable Procurement (which applies to everyone involved in occupying, operating and managing buildings), and by looking at the more complex or informal relationships between supply demand side and the wider community in terms of Engagement.

“...implementation deficit will quickly turn into a credibility gap”

Margot Wallström, European Commissioner for Environment, European Policy Centre Dialogue: Sustainability and Globalisation - Towards Johannesburg

How OBS gets from policy to practice

A coherent, policy-driven approach

“Policy to practice” may be something of a cliché, but it really is the idea at the heart of OBS. The diagram below captures the concept and provides a reasonable summary of the structure of the OBS approach. The boxes in the right-hand column broadly correspond to the types of outputs that can be produced using MOBS Online.

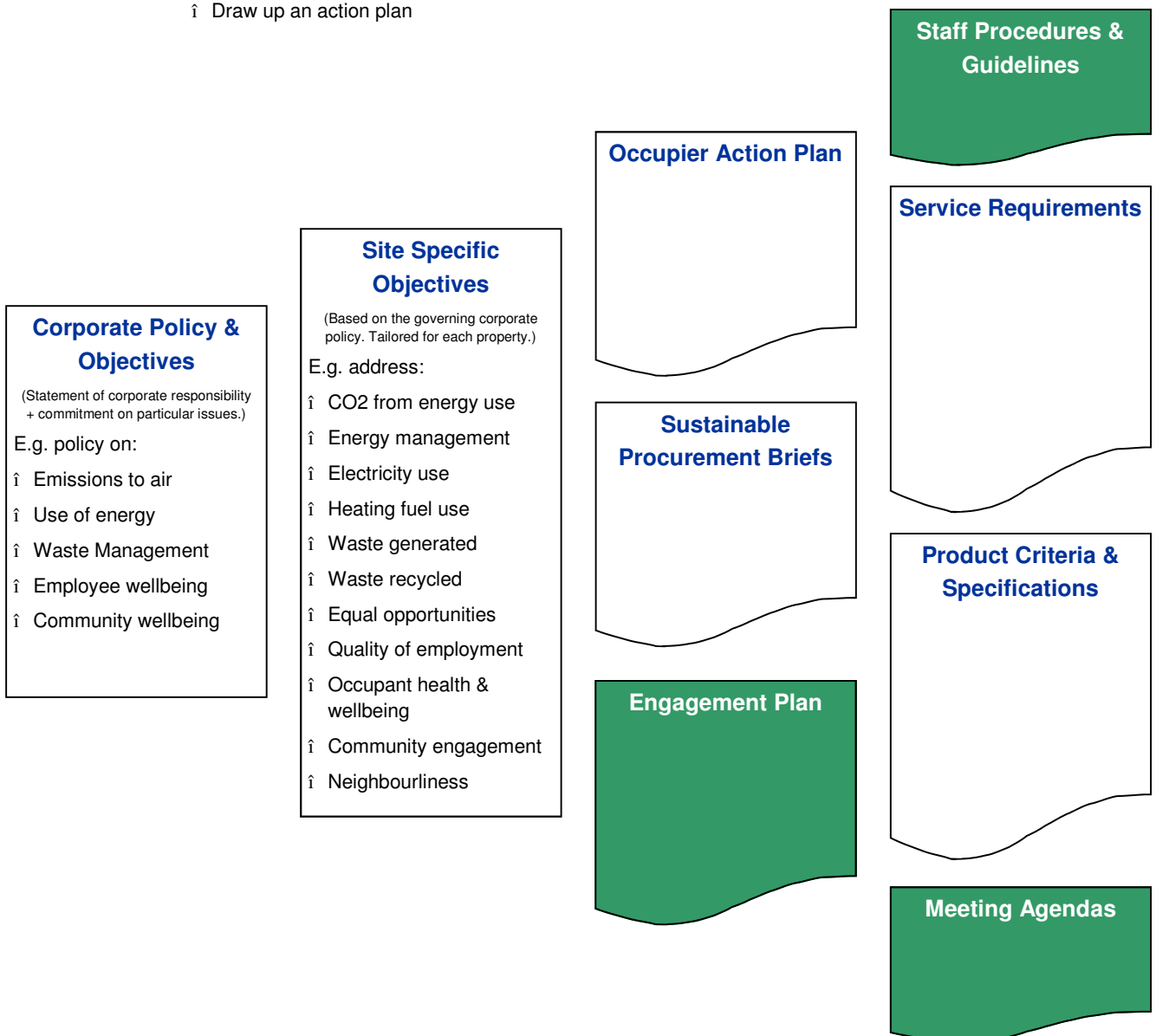
The MOBS Approach

MOBS starts from the assumption that a decision to address property sustainability has already been taken and, ideally, that a high level or corporate sustainability policy is in place setting out the organisation’s objectives. All the Managing and Occupying Buildings Sustainably guides follow the same basic process for translating high level policy commitments into one or more outline plans that support practical action:

- î Clarify objectives
- î Identify “points of intervention”
- î Identify the people in the best position to take action and assign responsibility
- î Tailor a list of specific sustainable good practice measures relevant to the objectives, points of intervention and parties indicated
- î Draw up an action plan

Getting from policy to practice is the idea at the heart of the Managing and Occupying Buildings Sustainably Approach

MOBS Approach



The Occupying Buildings Sustainably guides

OBS Guides

This document sets out the OBS Approach to:

î Engagement Plans

Aim: To develop the exchange of information and enable discussion and negotiation between parties with the aim of better tackling sustainability issues and improving outcomes in buildings. **Audience:** Occupiers, landlords, managing agents, service providers

There are two further OBS guides covering:

î Occupier Action Plans

Aim: To enable occupiers to draw up framework action plans—focusing on the actions required by occupiers themselves—to tackle sustainability issues related to their occupation of buildings. **Audience:** Occupiers.

î Sustainable Procurement for Building Occupiers

Aim: To enable organisations to improve the way they tackle sustainability issues through procurement of goods and services. **Audience:** Occupiers, facilities managers.

Three separate guides have been produced because each guide targets slightly different audiences corresponding to different roles and relationships in the property sector.

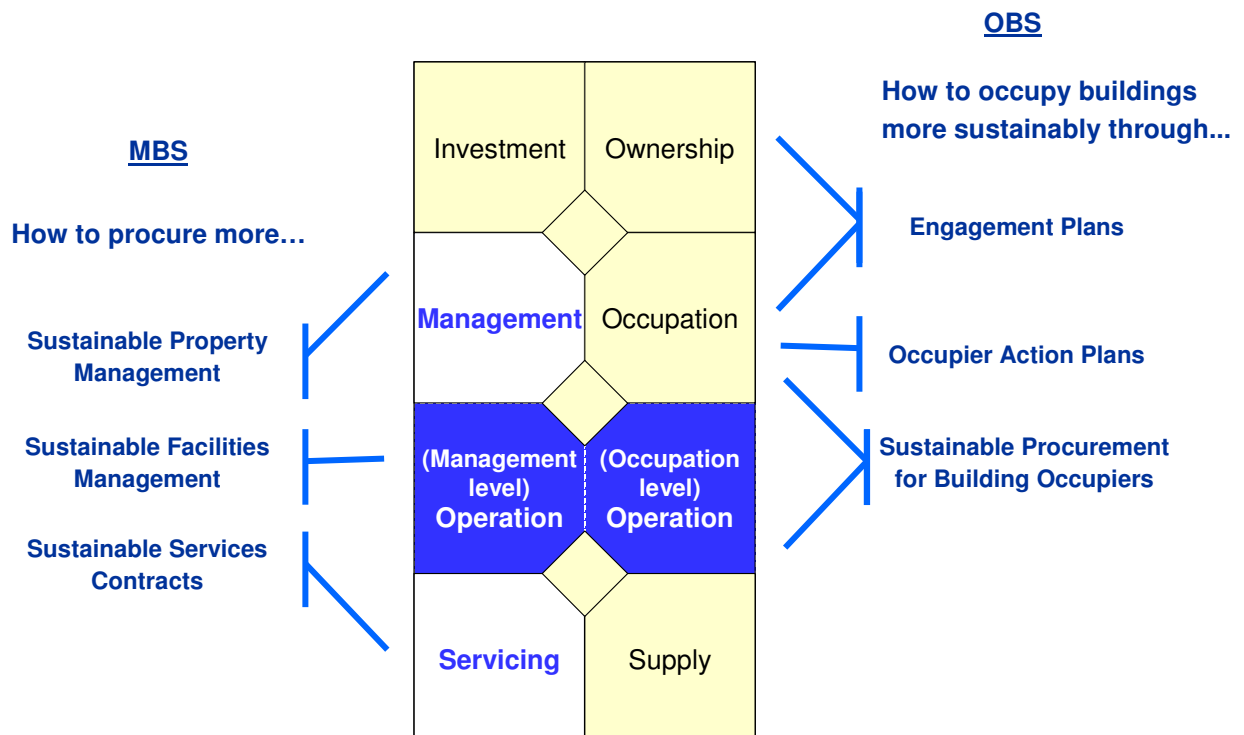
Understanding roles, and the relationships between parties with interests in property, plays an important part in OBS. A simplified model of the [property management chain](#), adopted from MBS, is used to represent these roles and relationships. This is shown in the diagram below along with the primary target audiences for each of the OBS guides and the subjects of the MBS guides.

MBS Guides

The MBS guides on “How to procure more sustainable...” “Property Management”, “Facilities Management”, and “Service Contracts” are also available on the MOBS website www.ecde.co.uk/projects/mbs.

The ultimate aspiration is to introduce a coherent approach to addressing sustainability issues at all levels in the property management chain.

OBS Approach



Engagement for sustainable occupation and management

What is engagement?

Some good practice measures, including many with significant scope to improve sustainability outcomes in buildings, cannot be implemented simply on a decision by the occupier, the landlord, or any single party. In any case, it is generally true that more can be achieved with the active involvement and cooperation of other stakeholders. Often this involvement can be ensured by addressing sustainability in formal agreements such as a lease or contract. But sometimes, due to timing—e.g. the desire to start tackling sustainability issues when formal agreements are already in place—or the delicate nature of the issues at stake makes an informal approach necessary or preferable. This informal approach to broaching and working to tackle sustainability issues is what MOBS refers to as “engagement”.

What is an engagement plan?

An engagement plan is an action plan for cooperation to achieve particular objectives for more sustainable occupation and management of buildings. A plan can be drawn up from the perspective of an occupier, a landlord, a managing agent, or a service provider and concentrates on improving communications on sustainability issues between these parties and other stakeholders such as other building users and neighbours in the local community.

A plan in less than ten easy steps

It is envisaged that a typical engagement plan will be fairly short and simple, will concentrate on identifying opportunities for dialogue on sustainability issues, and contain relatively few specific good practice measures.

An outline of such a plan can be generated using MOBS Online by making a series of selections relating to:

- î **Which issues are to be addresses**—selections are made from a list of [12 headline policy issues](#) and [36 typical objectives](#).
- î **When there are likely to be opportunities** to address particular sustainability issues—selections are made from a list of [property related activities](#) corresponding to [points of intervention](#) for addressing sustainability issues.
- î **Who is best suited to champion** issues and particular good practice measures—selections are made from a generic tree of typical [organisational roles & responsibilities](#).

The selection steps highlighted in blue above are discussed in the following sections (pages 10-26) of this guide, which takes you through the steps—ten at most—for creating outline engagement plans.

The outline plans generated using MOBS Online can be copied from the web page and pasted into a word processing document.

Using an action plan

OBS can provide the raw ingredients of an action plan. Buildings and organisations are complex and plans will need to be fleshed out and tailored to suit the circumstances. And for plans to succeed and improve sustainability outcomes, the will must come from within the organisation, ideally with support from the top down. An example Engagement Plan is shown on the following page.

Some good practice measures, including many with significant scope to improve sustainability outcomes, cannot be implemented simply on a decision by the occupier, the landlord, or any single party...Engagement plans are the OBS answer to such situations.

OBS Approach

EXAMPLE ENGAGEMENT PLAN

1. Objectives and Targets	<p>Based on our corporate policy the following objectives and targets have been set::</p> <ul style="list-style-type: none"> î List of objectives î Target(s) for each objective (where set) 																				
2. Calendar/ schedule of activities. Points of intervention	<p>This is the top-level summary of points of intervention, i.e. opportunities to change our default working practices to make our building occupation more sustainable by communicating and cooperating with other parties. The end result of better communication should be the integration of sustainable good practice into particular activities that take place over a number of different time horizons.</p> <p>Working with others to tackle sustainability issues should be raised as part of the following processes...</p> <ul style="list-style-type: none"> î That take place annually or are ongoing (e.g.): <ol style="list-style-type: none"> 1. Reviewing/agreeing the service charge budget 2. Purchasing 3. Occupant behaviour î That are likely to occur within a 2-5 year time horizon (e.g.): <ol style="list-style-type: none"> 1. Rent review î That will take place at least once over the course of our occupation of the building. <ol style="list-style-type: none"> 1. Searching for and moving into a new building 2. Landlord negotiations and dilapidations 																				
3. Checklist by sustainability issue	<p>This is a summary of good practice measures, responsibilities and timing to support targeted action to meet issue-specific objectives and targets and to aid data gathering and reporting.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 30%;"></th> <th style="width: 30%;">Objective</th> <th style="width: 30%;">Target</th> <th style="width: 10%;"></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">Waste</td> <td style="text-align: center;">Increase Recycling by 10%</td> <td style="text-align: center;">E.g. By End FY '07</td> <td></td> </tr> <tr> <td style="text-align: center;">Good practice measure</td> <td style="text-align: center;">Activity/point of intervention</td> <td style="text-align: center;">Responsibility</td> <td style="text-align: center;">Timing</td> </tr> <tr> <td style="text-align: center;">E.g. Provide centralised recycling facilities</td> <td style="text-align: center;">Redecorate / refit</td> <td style="text-align: center;">Building Manager</td> <td style="text-align: center;">By end FY05</td> </tr> <tr> <td style="text-align: center;">E.g. Provide info on recycling schemes.</td> <td style="text-align: center;">Occupant behaviour</td> <td style="text-align: center;">Building Manager</td> <td style="text-align: center;">Quarterly</td> </tr> </tbody> </table>		Objective	Target		Waste	Increase Recycling by 10%	E.g. By End FY '07		Good practice measure	Activity/point of intervention	Responsibility	Timing	E.g. Provide centralised recycling facilities	Redecorate / refit	Building Manager	By end FY05	E.g. Provide info on recycling schemes.	Occupant behaviour	Building Manager	Quarterly
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How to use the OBS Approach and MOBS Online

Content of the OBS guides

There are three OBS guides:

1. Occupier Action Plans
2. Sustainable Procurement for Building Occupiers
3. Engagement Plans

Each contains:

- î an introduction to OBS and property sustainability
- î a summary of the OBS Approach to the title subject and a discussion of the key related sustainability issues
- î general guidance on sustainable good practice and illustrative case studies, and
- î a step-by-step walkthrough using MOBS Online to generate a plan or useful document content.

Content of the mobs.org.uk website

To get the most out of this guide you should use it in conjunction with the Managing and Occupying Buildings Sustainably MOBS Online database at:

www.mobs.org.uk

MOBS Online contains 450+ good practice sustainability measures organised by sustainability issue, property activity, service line, etc. and cross-referenced to published guidance and sources of information.

You can also download PDF copies of all the OBS documents from the site, as well as the [MBS guides to sustainable procurement](#).

Where to start—using the guides

Start by working out which of the detailed guides you need. This will depend on your role and what you are trying to achieve. Page 4 shows the list of all MBS and OBS guides and the roles they apply to.

Download the right guide. If you want to generate an outline plan or document content, follow the step-by-step walkthrough in the second part of the guide to produce the output you want using MOBS Online.

Using MOBS online

With MOBS Online you are only ever a few clicks away from a shortlist of sustainable good practice measures tailored to the property related activities you are interested in. Most of the selections you need to make to generate appropriate output are intuitive and self-explanatory, but the walkthrough in the guides can help you get to the right output in the shortest number of steps. There are some examples on the following pages.

What you will achieve

The output from MOBS Online is in the form of outline content e.g. phrases to use in a sustainable brief, or skeleton requirements clauses to go into a service level agreement. These can be copied from the results screen and pasted into a word processor for editing and inclusion in your working documentation.

What you can't do with MOBS

MOBS is about voluntary, sustainable good practice not regulatory compliance. The aim when compiling the measures database has been to exclude measures that correspond to meeting regulatory requirements (in particular, relating to health & safety, employment, human rights, and contaminated land legislation and regulation) and to include only voluntary measures.

Sustainability issue headings used in MOBS may be the subject of legislation and regulation but listing of good practice measures under these headings in no way implies the measures contribute to meeting the legal obligations of any party.

MOBS online lets you produce plans and document content very quickly based on your sustainability policies...you are only ever a few clicks away from a shortlist of sustainable good practice measures tailored to the activities you are interested in... These can be copied from the results screen and pasted into your working documentation.

The OBS Approach

Clarifying objectives

OBS is driven by corporate policy on sustainability

A key idea in OBS is that action on sustainability issues should respond to corporate policy and associated objectives. As such, an important early step in the OBS approach is identifying headline policy issues and setting site specific objectives that respond to the policy.

Mapping your sustainability policy into the OBS framework

If policy documents are available OBS takes you through a simple process of mapping the policy onto a [framework of typical objectives](#) arranged under a set of twelve standard headline policy issues. These are cross-referenced to good practice measures in the MOBS Online database. The framework of 12 headline policy issues and 36 objectives is shown below.

If policy documents are not available the OBS issue headings and objectives are a useful starting point for those drafting policies to address the sustainability agenda. For such policies to be meaningful they require both principled and practical commitment from the highest levels of management within the organisation.

Deciding the level of commitment to each objectives

An organisation is likely to prioritise some objectives over others and this is reflected in OBS. Each measure in the MOBS Online database is assigned a “level of commitment”. This broadly reflects the typical level of resources (capital costs + staff resource) to implement the measure. The three levels of commitment correspond to “no/low cost”, “short-medium term return on investment”, “long-term/no return on investment”. OBS encourages you to interpret the level of commitment to each objective based on your policy and to tailor this for particular sites to reflect site context such as previous experience and progress on particular issues, and local drivers.

Typical objectives	other emissions from transport			new & renewable energy		
	other emissions from the building		water use/ management	heating fuel use	waste, careful disposal of	
	CO2 from transport to/ from building		use of materials	energy use/ management	waste, quantity recycled	oil/fuel leaks
	CO2 from building energy use	water pollution	foodstuffs	electricity use	waste, quantity & types generated	contaminated land management
Headline Policy Issue	emissions to air	emissions to water	use of resources	use of energy	waste management	land contamination
Type of Impact	Environmental					
	Environmental & Social		Social		Other	
Headline Policy Issue	workforce & occupants	local environment & community	marketplace	human rights	lifecycle of products	biodiversity
Typical objectives	conduct	community engagement	client relations	stakeholder engagement on human rights	selection of new building materials	species
	employee satisfaction	community health & wellbeing	engagement with society	legislative compliance on human rights	demolition & decommissioning	habitat
	staff awareness of sustainable development	neighbourliness	peer relations			
	equal opportunities		supplier relations			
	occupant health & wellbeing					
	quality of employment					

Levels of Commitment

0. (I.e. not selected.) The company does not wish to take action on this issue within the formal policy framework at this time. It may already be active actively addressing this issue on an ad hoc basis or as part of another programme. It may place a higher priority on other issues or feel insufficiently prepared to make commitments on which it will be expected to report.
1. This issue will be addressed at a preparatory or basic level involving passive and/or investigatory communication with stakeholders, the gathering of enabling information and simple data collection in preparation for target setting. Implement appropriate “no regrets” measures where feasible.
2. Action on this issue is at or will progress to an intermediate level with active stakeholder communication and education, proactive data gathering and monitoring to track progress against targets set. Investigate and implement all measures that meet agreed, medium term return on investment.
3. Action on this issue is at or will continue to an advanced level seeking to partner stakeholder to achieve further progress, proactive data gathering and monitoring to track progress against targets set. Investigate and implement all measures that meet agreed cost-benefit criteria without, necessarily, any quantifiable returns on investment.

Interpreting level of commitment to stated objectives

Objectives can generally be divided into those that relate to positive or negative impacts.

Where impacts are negative, it is common for the levels of commitment to be implied by the following, or similar words:

1. Address (or tackle)
2. Reduce
3. Minimise (implies reduce to the minimum possible)

Where impacts are positive it is common for the levels of

commitment to be implied by the following, or similar words:

1. Address
2. Improve
3. Optimise (implies improve to the greatest extent possible)

While such wording *can* be used to make fine distinctions, the key thing when considering levels of commitment is to establish in practical and if possible quantifiable terms what resources are expected to be committed to meet the stated objectives.

Types of Action

In some cases there are many good practice measures available to address a particular issue; over 200 in our current list relate to energy use. The levels of commitment already serve to narrow down the number of measures to be considered at one time. MBS also categorises the measures into types of action. This provides another means of selecting a subset of measures for consideration. There are three types:

Information actions relate to the gathering of data. This includes identifying individuals with particular responsibilities, obtaining information from third parties, recording data (e.g. from bills) as it becomes available, monitoring to spot trends or sudden changes. Once data is available, service providers can be asked to calculate KPIs and to benchmark performance. Also included are surveys of fabric and services to verify status on specific issues, and to spot and evaluate improvement opportunities.

Communication actions aim to change the behaviour of others. The majority of fall into the broad category of awareness-raising and targeting information to support change: appropriately located

advice notices to inform occupants e.g. next to lighting controls and office equipment; training sessions to educate, or more long term programmes to engage with or partner, staff, occupants and service providers. Education and training should be periodically reinforced with feedback and refreshers. In some cases, service providers can be required to meet a standard or the client can specify particular measures as part of the service. All parties should look for opportunities to report on activities and outcomes related to sustainability.

Implementation actions result in physical or process changes in buildings. This can involve installing new technologies and systems or looking to replace those existing with better ones. Sometimes consumable components can be substituted with better ones. Occasionally the best option is to remove unnecessary systems and components. Managerial changes include establishing new systems, often relating to testing, inspecting, maintaining equipment, and resetting controls. Parties should also aim to purchase better goods and equipment. (For better/best read more/most sustainable.)

Identifying engagement opportunities

This guide presents the opportunities for engagement in two ways.

Consider the partners to work with

First it looks at the various roles in the property management chain (see Box below) and suggests why organisations fulfilling each role should take an interest in sustainability. Engagement with partners will work best when both parties are willing to discuss and adopt more sustainable practices.

Each of the parties has a distinct role to play in managing, operating and occupying buildings more sustainably. There are also certain times in the lifecycle of a property or of a tenancy when engagement between particular parties can be especially effective, and signposts are provided to the relevant points of intervention set out later in the guide.

Identify key points of intervention

As such, the second part of this section looks at property related activities that provide particular opportunities to address sustainability issues. There are certain activities (e.g. refurbishment of fabric and services) that represent opportunities to intervene and to engage partners in changing to more sustainable practice.

Property Management Chain Roles

The diagram on page 7 shows the MOBS model Property Management Chain. It shows the functions that are required to keep buildings in operation. Historically organisations were often vertically integrated, investing in their own property assets and managing and operating them themselves. However it is now more common for buildings to be leased and for each function to be delivered by a specialist company. To clarify the familiar roles that typically carry out some functions in the chain:

Landlord/building owner (ownership)

This group includes property holding companies including some pension funds, the crown estate, and publicly owned property; developers; large companies whose holdings typically include their own operational buildings, etc.

Occupier/tenant (occupation)

The actual user of a property. This may be an owner occupier or a

tenant. Many tenants share space in a building with other tenants. In such multi-let buildings the common parts of the building are typically managed and maintained by the landlord.

Managing Agent (management)

Chartered surveyors specialising in property management including e.g.: property advice; liaison with tenants; collection of rents; letting; planning and management of site works; appointment (and sometimes direct management) of site employees and contractors; etc.

Community

This refers to both any residential, commercial, and other neighbours, and to the neighbourhood—i.e. the physical environment—around a property. It is not strictly part of the property management chain but forms the context within which properties are managed.

Engagement with occupiers and occupants

by landlords, managing agents, and other occupiers in multi-let buildings

Landlord— tenant

Tenants as customers

Landlords increasingly view tenants as customers and are taking a customer oriented approach to meeting the needs of building occupiers.

The MOBS Approach suggests that sustainability should be a factor taken into account by landlord and tenant in their various, sometimes sensitive, negotiations over the course of a tenancy. If this happens, and if both landlord and tenant organisations act in accordance with their sustainability policies (assuming they have them), then sustainability issues should be a focus for agreement and cooperation.

From the landlord and tenant perspectives respectively there is the opportunity to provide and to receive sustainability as part of an improved, customer focused package.

Key points of intervention for engagement are:

- î Service charge review
- î Lease agreement
- î Dilapidations

Landlords increasingly view tenants as customers and are taking a customer oriented approach to meeting the needs of building occupiers.

Managing Agents

As the leased property sector moves to a more customer focused approach, there are likely to be changes in the expected role of managing agents. Managing agents and others providing advice and services to landlords should be ready to address sustainability issues as part of the service they offer. For managing agents, much of this change will be customer driven.

Cooperating with other tenants

Many office, retail and light industrial occupiers share facilities in multi-let buildings or on multi-plot sites with other occupiers. Sometimes sustainability improvements will only be possible if some or all occupiers cooperate. More generally, it will often be possible for occupiers to implement sustainability measures more successfully and cost effectively by working together than if they act independently.

Influencing occupants

There is a widespread idea in people's minds that improving the environmental performance of buildings depends on technical intervention requiring additional capital expenditure, technical expertise, and management time. In contrast, the cumulative impacts of individual occupant behaviour is assumed to be less significant, or possibly too difficult to address and is widely overlooked or downplayed.

The reality is almost entirely the reverse. It is difficult to make even a well designed building resource efficient without the active cooperation of occupants; engaged occupants can make an inherently poor building perform relatively well. This is particularly true in smaller, older buildings with simple systems and controls. Given that in 2004 50% of offices and over 60% of retail building in England and Wales had an area of less than 100m², such smaller properties make up the bulk of the stock.

Engagement with the local community & Stakeholders

by landlords, managing agents, and occupiers

The built environment

Buildings influence, if not define the character of their local environments and give rise to impacts on surrounding buildings and the [local community](#). Increasing the positive contributions that buildings can make locally and reducing any negatives (e.g. by managing all forms of pollution and nuisance including waste and noise) is an important part of making them more sustainable.

The main mechanism for achieving more sustainable outcomes that benefit the local community will be implementing good practice operation and management measures. Neighbours always benefit when pollution, noise and nuisance from buildings are reduced. To understand and tackle specific problems relating to a building it is necessary to engage with the local community.

Tailor the engagement approach

In almost all cases the minimum aim should be to ensure that there is an appropriate point of contact for members of the public to raise and log issues concerning a property.

Local organisations may represent the interests of the general public (e.g. neighbourhood watch, local authority partnerships), commercial and domestic tenants, local businesses, etc. It may also be appropriate to work with such groups.

Stakeholder Reporting

Stakeholder reporting requires organisation to have collected and collated structured data around their business impacts. This means having facts and figures relating to the buildings they occupy as the majority of business' social and environmental impacts will be related to building and estate management. Occupants and businesses may already operate some kind of business of building / environmental management system in order to collect, analyse and communicate such data and it is universally recommended to use this structures to aid stakeholder reporting.

In this guide the term “local community” refers generally to all users of the neighbourhood of a building but particularly to nearby residents and other habitual users such as neighbouring non-domestic occupants.

Engagement with landlords and managing agents

by tenant occupiers, service providers, and suppliers

Tenant Occupiers

It is increasingly likely to be the case that occupiers and tenants will be in a position to shop around for the type of property they wish to occupy and which meets the demands of their internal policies, if they have them.

In addition, tenant occupiers who have stringent policies on the environment and sustainability need to be in a position to demonstrate that the buildings they occupy, whether they have direct managerial control over them or not, are being operated in accordance with those policies. Where they are not directly responsible for certain impacting areas of the building, such as waste management or servicing air-conditioning plant, they need to be able to engage with landlords and managing agents to audit / ensure the necessary policies, procedures and documentation is in place and are being followed.

Key points of intervention for engagement are:

- î Operational planning
- î Service charge review

Service Providers

Likewise, it is increasingly likely to be the case that landlords and managing agents will be in a position to shop around for the goods and services that meet the requirements of their internal policies and those of their tenants, if they have any.

In response, service providers must be in a position to engage with landlords and managing agents and demonstrate the sustainable elements of their products and services. In an increasingly competitive market, the ability to demonstrate sustainable policies and operating procedures may become a market differentiator for this sector.

Suppliers

As with service providers, suppliers of material and equipment have an opportunity to respond to demand from customers for more sustainable products. Those that are able to demonstrate the sustainable elements of their products and services should find this an advantage. A Barbour Index survey in 2003 found that sustainability was the single biggest area in which companies in the property and construction sectors expressed dissatisfaction with their suppliers.

Engagement with service providers and suppliers

by tenant occupiers, Landlords, and managing agents

Value for money Service contractors work in a competitive market. While all customers are looking both for a good core service at a competitive price, there is also the opportunity to look for added value. Sustainability is one area where customers can get such added value.

Discerning owners and occupiers are keenly interested in how service providers and suppliers can help them to make better use of their property assets and achieve better operation of their facilities. The aim of such a partnership is to contribute to high level drivers such as living up to corporate values, improving brand image, and reducing and managing risk, as well as the traditional bottom line driver of cost.

Starting a dialogue with suppliers is the first step in unlocking such benefits. This need not be delayed until a new contract is being procured; discussions on how a contractor can contribute to sustainability in a property should be possible at any time. Often the immediate aim of talking to a service provider about sustainability will be to implement one or more good practice measures to improved building performance.

Proactive

Implementation of some sustainability measures may involve capital expenditure up front but most water, energy and waste related measures should result in savings over their lifetime. Simple payback is often used as a decision-making tool, but whole life costs can be a better aid and wider non-financial benefits may also be relevant when considering sustainability measures.

It can be useful to engage with your service providers and supplier partners to see how they can support you in your sustainable initiatives and to get an insight as to what type of initiatives their other clients may be adopting.

In this guide the term “Service Provider” refers to any number of organisations who may provide specific services (such as mechanical & electrical maintenance, cleaning, etc.) for individual buildings, groups of buildings or an entire portfolio.

Engaging with the supply chain

MBS sets out a process for engaging with the supply chain at each of six steps in a model procurement process:

1. Sustainability objectives

The supply chain need to know that customers have an interest in sustainability. This can be easily achieved by ensuring that all calls for expressions of interest, tenders, etc. are accompanied by a copy of the relevant sustainability policies and, ideally, property specific objectives and applicable targets.

2. Brief

The areas and extent to which service providers are expected to contribute to meeting sustainability objectives should be clearly set out in the brief.

3. Specification / service level agreement

Specific service requirements or product specifications relating to

sustainability should be included in the detailed documentation setting out the requirements for goods and services that underpin the eventual agreement or purchase.

4. Contract

Sustainability requirements should be confirmed during final negotiations and included in/annexed to the contract.

5. Implementation, monitoring and reporting

Sustainability issues should be covered as part of any ongoing reporting.

6. Evaluation

Appropriate measures of sustainability performance should form part of the evaluation of the overall performance of a service provider or a product.

Property related activities and Points of intervention

Points of intervention

Points of intervention are the points in processes that present the opportunity to make a change, and in the case of OBS to implement sustainable good practice. In OBS these points of intervention correspond to property-related activities, like refurbishment and procurement. They have been divided into three groups depending on how frequently they occur over the complete lifecycle of an occupier's period of occupation of a property:

- î Annual business cycle & ongoing activities
- î Medium term (2-5 year) property cycle activities
- î Long term (once during occupancy) property cycle activities

The table of activities is shown below. The shaded areas highlight those most relevant to Engagement Plans.

How the points of intervention are used

Using MOBS Online, the points of intervention allow you to select engagement measures that relate only to one or more particular activities that you are interested in. Bear in mind that there are relatively few engagement measures in the database overall and the absence of specific measures should not be a barrier to engaging others in a dialogue about sustainability issues at any time.

Property related activities / Points of intervention		
Annual business cycle & ongoing activities	Strategic planning	Long term property cycle activities
Target Setting	Property strategy	Property search
Operational planning	Strategic budget planning	Lease agreement
Purchasing	Medium term activities	Initial fit-out
Occupant behaviour	Procure overall facilities management	Sub-let
Churn	Procure specific service provision	Break Clause
Monitoring	Rent review	Refurbishment
Reporting	Redecorate	Dilapidations
Service Charge Review	Replace equipment	Exit

Annual business cycle—engagement opportunities

Target setting

Landlord/managing agent—occupier

The occupant may have objectives and targets within an operational management system that will be affected by how the building is managed and operated. These may be affected by the relationship between landlord and occupier.

E.g. Engage with the landlord to obtain information on:

- î Waste disposal figures from the waste contractor
- î Energy consumption figures
- î Any other information that may affect your management system.

Operational planning

Landlord/managing agent—occupier

E.g. Providing occupants with an occupant handbook including information on:

- î Building services information
- î Building fabric
- î Waste procedures
- î Sustainable features of the building and instruction on how to use them effectively
- î Transport facilities and information

E.g. Managing Agent to provide list of green facilities their building can offer to tenants.

E.g. Managing agent to provide information on transport / other facilities within the building.

Occupier—landlord

Working with the landlord to identify collection space for recyclables

- î Meeting agenda template for meetings to be held with landlord / managing agent.

Occupier—other tenants

In multi-let buildings where tenants are responsible for their services there are a number of ways that cooperation can contribute to more sustainable outcomes, for example:

- î Sharing collection space for recyclables
- î Sharing the same service provider to collect recyclable waste, which may make it viable to have plastics, glass and aluminium cans (which are often produced in relatively small quantities) collected at no or lower cost.
- î Set up joint commuter car-sharing arrangements.

Purchasing

Landlord/managing agent—supplier

The Box on page 17 sets out the actions that all purchasers of materials and equipment can take to influence suppliers and manufacturers and ultimately contribute to the availability of more sustainable products.

Points of intervention
Annual business cycle & ongoing activities
Target setting
Operational planning
Purchasing
Occupant behaviour
Churn
Monitoring
Reporting
Service charge review

Annual business cycle—engagement opportunities

Occupant behaviour

Landlord/managing agent > occupier

It is largely up to occupiers themselves to influence the behaviour of their staff and visitors to the building and of on-site contractors, but the landlord can work with occupiers and indirectly engage with individuals and influence behaviour in a number of ways, e.g.:

- î Display up to date information on public transport in common areas.
- î Provide information on the source of energy supplied to your building and negotiate on your behalf to obtain a 'green' energy supply to your building where possible.
- î Provide shared collection areas for waste so that the maximum return may be obtained for wastes that have been segregated i.e. plastic cups, cans, cardboard.

Occupier > occupants

E.g. Empower occupants within the building to be able to tackle sustainability issues that are important to them:

- î Designate and empower an individual(s) to be responsible for the sustainability agenda within the building.
- î Designate a meeting time or include a sustainability agenda within existing meeting structures.
- î Encourage staff to work proactively towards implementing sustainability measures by offering rewards / incentives.

Churn

Occupier > occupants

Reorganisation of the office space is often accompanied by changes in equipment, location of staff within the building, etc. This presents an opportunity to:

- î Provide information and reinforce messages to staff about recycling facilities within the building.
- î Reorganise recycling facilities to maximise use i.e. remove under-desk bins and replace with centralised recycling hubs on each floor.
- î Reorganise print facilities into central hubs and introduce 'secure print' to maximise efficient use.

Monitoring

Landlord > Occupier

Monitoring results should be shared and communicated to each reporting structure within the organisation and within the building.

Reporting

Landlord / Occupiers > local community

E.g. Engage with the local community to identify any key issues / concerns related to the building/property:

- î Conduct an annual neighbourhood survey.
- î Invite the local community to share facilities.
- î Report findings in relevant forum i.e. annual CSR report if one exists.

Service charge review

The main aim of engagement in terms of service charges should be to ensure that the costs and benefits of sustainable good practice measures are understood. This should ensure that worthwhile measures are implemented with the agreement of all parties, and that there is an equitable arrangement on who pays the costs and who receives the benefits where there are running cost savings.

Points of intervention
Annual business cycle & ongoing activities
Target setting
Operational planning
Purchasing
Occupant behaviour
Churn
Monitoring
Reporting
Service charge review

Medium term activities—engagement opportunities

Procure overall FM service

If you procure a “Total FM” solution, the provider takes on responsibility for a wide range of services and hence has a major influence on the sustainability outcomes for the building. This clearly represents a major opportunity to ensure that the FM provider contributes positively to meeting sustainability objectives.

Generic good practice on sustainable procurement is summarised in the Box below. The following measures are of particular relevance when procuring a “Total FM” service:

Occupier > FM Provider

- î Set environmental KPIs and targets;
- î Set social criteria e.g. relating to terms of employment, sourcing of labour, foodstuffs, materials and equipment.
- î Set monitoring and reporting requirements.

FM Provider > Occupier

E.g. Service provider to offer client additional optional services:

- î Annual energy review.
- î Annual waste review.
- î Develop and support minimisation initiatives.

Procure specific FM service

Occupier > FM Provider

- î Make suppliers aware of your sustainability policies (e.g. by providing copy of policy statements and reports).
- î Request suppliers policies as part of the tender process.
- î Request other relevant environmental information and assess its effectiveness as part of the supplier evaluation process.

Points of intervention
Medium term property cycle activities
Procure overall FM
Procure specific service
Property budget
Rent review
Redecorate
Replace equipment

Medium term activities—engagement opportunities

Rent Review

Managing Agent/Landlord > Occupier

As the provision of office space becomes more competitive, sustainable measures may become the differentiator. Managing Agents / Landlords may wish to:

- î Provide a green benchmark of sustainably buildings to compare occupancies costs.
- î Justify rent in terms of 'green' office space and other services that are provided e.g. compliant waste management and minimisation services.

Redecorate

Occupier > FM Provider

The choice of materials and disposal of wastes during redecoration activities can have both positive and negative impacts on the environment and sustainability depending on the choices made. Engage with the supplier to ensure;

- î More sustainable options are utilises when procuring material (see procurement guide).
- î Ensure FM provider removes all waste and disposes of them in compliance with legislation and best practice.

Replace equipment

Occupier/Landlord > FM Provider

Like redecoration, replacing equipment can have both positive and negative impacts on the environment and sustainability depending on the choices made. Engage with suppliers to ensure:

- î More sustainable equipment is purchased e.g. energy star electronic goods. (See procurement guide)
- î Research lease options and services agreements over out right purchase to ensure equipments is maintained properly and to avoid disposal issues at end of life.

Points of intervention
Medium term property cycle activities
Procure overall FM provision
Procure specific service
Property budget
Rent review
Redecorate
Replace equipment

Long term property activities—Points of intervention

- Property search** E.g. Engage with local community before moving to a property to identify potential issues. and target green agenda's:
- î A variety of circumstances can lead to employees, visitors or customers parking in residential streets close to their destination, which can be a major annoyance to residents.
 - î Report findings in relevant forum i.e. annual CSR report if one exists.
- E.g. Perform a sustainability appraisal for your building.
- E.g. Make it a policy choice to lease 'green' buildings.
- E.g. Engage with occupiers to specify type / location of new property / building:
- î Conduct a mobility/transport survey.
 - î Local impact survey.

Lease agreement

Occupier > Landlord / Managing Agent

The "green lease" is a concept that has been explored in Australia, the US and possibly in the UK although there are few examples that are likely to be widely applicable. Benefits of a green lease include:

- î Faster lease-up or sales.
- î Higher rents or sale prices.
- î Reduced finishing and fit-out costs (shortening project construction perhaps).
- î Reduced long term vacancies and occupier turnover and increase tenant loyalty.

Initial fit-out

Landlord > Tenant

The landlord will often be in a strong position to provide advice to tenants on sustainable fit-out. Particularly smaller tenant may have very little knowledge and experience of fitting out and know even less about sustainability. Clearly highlighting sustainable good practice as part of an overall fit-out guide can therefore have a significant impact on a tenant's decision-making. Key issues might be:

- î Energy efficient lighting and office equipment
- î Selection of sustainable fixtures and fittings, floor and wall finishes
- î Sustainable briefing of fit-out contractors (to cover e.g. waste management on site)

Sub-let

Landlord > Tenant

Consider the following good practice measures:

- î Make sub-leasing tenants aware of your sustainability policy.
- î Provide them with a copy of the Building Owner's Tenant Handbook.
- î Highlight the sustainable operating features of the building, e.g. common waste segregation and recycling arrangements.

Points of intervention
Long term property cycle activities
Property search
Lease agreement
Initial fit-out
Sub-let
Break clause
Refurbishment
Dilapidations
Exit

Long term property activities—Points of intervention

Break clause

Tenant > landlord

This represents an opportunity to bring sustainability into the service you expect from the building. Benchmarking of the building with other available options should include key sustainability issues such as energy and water use and costs, the costs of waste disposal and related opportunities for recycling.

It may be possible at this time to unlock difficult issues such as sub-metering arrangements and storage space for recyclables so that tenants with more sustainable practices can benefit from them in terms of running costs.

Refurbishment

Landlord > Community

E.g. Engage with the local community to help:

- î Maintain the physical state of a property so that it contributes positively to the surroundings.
- î Ensure that some straightforward means of contact is available for any comment of complaints.

Service provider > occupier

Engage with service providers during refurbishment activities to:

- î Advise on better use of space.
- î Conduct a space utilisation survey.

Dilapidations

Landlord > occupier

Dilapidations can be a period where a lot of waste can be generated. Avoid unnecessary production of waste material by:

- î Retain green features for future occupants.
- î Retaining materials for reuse or recycling were possible.
- î Engage with future occupiers to assess space and décor requirements

Exit

Landlord > occupier

Include questions on sustainability in the exit questionnaire, for example:

- î Has there been any contamination / remediation over the period of occupation.
- î Are up to date record and registers available for future use e.g. drainage plans, asbestos registers, ODS gas registers.
- î Are O&M manuals available and up to date.

Points of intervention

Long term property cycle activities

Property search

Lease agreement

Initial fit-out

Sub-let

Break clause

Refurbishment

Dilapidations

Exit

Website walkthrough

Information on how to complete MOBS Online are included on the website. The key steps to generate a customised action plan are set out below.

Step 1. Property sector role

Select the property sector role relevant to your position.

Step 2. Headline policy issues

A key idea in MOBS is that action on sustainability issues should respond to corporate policy, and associated objectives.

Select the headline policy issues you would like measures in the action plan to address. Objectives associated with each issue are then selected in step 3

Step 3. Specific objectives and level of commitment

For each headline issue there are more site specific objectives. Under each of the headline issues you have selected above set the level of commitment to you would like to make to addressing the site specific objectives. The level of commitment broadly reflects the typical level of resources (capital cost + staff resource) to implement the measure.

Step 4. Property activities

Select the property activities which you would like to be the points of intervention to implement sustainable good practice. They have been divided into groups depending on how frequently they occur over the complete lifecycle of an occupier's period of occupation of a property.

Step 5. Select occupier roles

Select the positions of the people who will be responsible for implementing measures.

Step 6. Procurement process stage

Each link between parties in the property management chain involves transfer of responsibility for aspects of building operation and management. Sustainability is frequently overlooked because the role of suppliers and service providers is insufficiently appreciated and assignment of responsibility for sustainability is not included in the documents used in the procurement process

Select the stages in the procurement process you would like the measures in the action plan to apply to.

Step 7. Select service lines

Select the service lines you would like the measures in the action plan to apply to.

Action Plan format

Selections are complete, it just remains to select the format for the Action Plan

MOBS Steps

[1. Property Sector Role](#)

[2. Headline Policy Issues](#)

[3. Objectives & Commitment](#)

[4. Property Activities](#)

[5. Occupier Roles](#)

[6. Procurement Stage](#)

[7. Service Line](#)

[Selections Complete](#)

Step 2. Headline policy issues

A key idea in MOBS is that action on sustainability issues should respond to corporate policy, and associated objectives.

Select the headline policy issues you would like measures in the action plan to address. Objectives associated with each issue are then selected in step 3.

Headline Policy Issues					
Environmental					
emissions to air	emissions to water	use of resources	use of energy	waste management	land contamination
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Environmental & Social		Social		Other	
workforce and occupants	local environment & community	marketplace	human rights	lifecycle of products	biodiversity
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Glossary

MOBS Online	A website with a database of sustainable good practice measures organised by sustainability issue, property activity, service line etc. and cross referenced to published guidance and sources of information.
services	A building service such as cleaning, catering, Mechanical and electrical engineering, security often provided by a service provider.
materials & equipment	Materials required by building occupiers, such as cleaning chemicals, paper etc and equipment required by occupiers, such as photocopiers.
property related activities	Activities include: rent reviews, replacement of equipment, service charge reviews and refurbishment.
sustainability policies	A sustainability policy is widely built up of three main areas of an organisation: Social, Economic and Environment.
Turnbull Report	The Turnbull Report on 'Internal Control: Guidance for Directors on the Combined Code', published by the Institute of Chartered Accountants of England and Wales, specifically lists sustainability as a risk
Operating and Financial Review	This review requires businesses to understand and report on 'non-financial' risks.
property management chain	Roles and relationships of the various parties involved in property management including the property investors, the building owners, manager and occupiers.
headline policy issues	These issues are the key issues that would be included in a sustainability policy, such as: emissions to air; use of resources; lifecycle of products and workplace and occupants.
points of intervention	The points in processes that present the opportunities to make a change and in the case of OBS to implement sustainable good practice. For example: refurbishment and procurement.
organisational roles & responsibilities	Roles and responsibilities of the various parties involved in property management including the property investors, the building owners, manager and occupiers.
service lines	A building service such as cleaning, catering, Mechanical and electrical engineering, security often provided by a service provider.
product classes	Classification of materials and equipment such as: building materials, fixtures and fittings, electrical and mechanical equipment and consumables.
MBS guides to sustainable procurement	A set of guide on 'how to procure more sustainable...': "Property Management"; "Facilities Management"; and "Services Contracts" all available on the MOBS website www.mobs.org.uk .
framework of typical objectives	A standard framework of 12 headline policies and 36 objectives that can be used as a checklist to ensure that the key sustainability issues are addressed.
level of commitment	An indication of how much resource (capital cost and staff resource) will be put into a particular sustainability objective which reflects the priorities of the occupier.

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New construction adds just 2% to the existing building stock every year and the replacement rate is much lower. If we are to develop more sustainably then improving the performance of existing buildings is essential. To date the existing property sector has proved hard to influence due to the number of parties involved their differing responsibilities and often divergent priorities. Occupying Buildings Sustainably (OBS) looks at the vital role of the occupier in addressing sustainability issues in property. OBS extends on the approach presented in Managing Buildings Sustainably (MBS) to tackling some of the complexities of the sector.

Significant resources are used in the construction, operation, maintenance, refurbishment, demolition and disposal of buildings. There are many resources available relating to sustainable construction, which has been and remains a considerable focus of research. Far less has been done looking at more sustainable management and occupation of buildings. OBS extends the work done on sustainable service procurement in the Managing Buildings Sustainably project, with three guides aimed principally at occupiers:

î **Occupier Action Plans**

Aim: To enable occupiers to draw up framework action plans—focusing on the actions required by occupiers themselves—to tackle sustainability issues related to their occupation of buildings. **Audience:** Occupiers.

î **Sustainable Procurement for Building Occupiers**

Aim: To enable organisations to improve the way they tackle sustainability issues through procurement of goods and services. **Audience:** Occupiers, facilities managers.

î **Engagement Plans**

Aim: To develop the exchange of information and enable discussion and negotiation between parties with the aim of better tackling sustainability issues and improving outcomes in buildings. **Audience:** Occupiers, landlords, managing agents, service providers.

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