



Occupying Buildings Sustainably

How-to guide on...

Occupier action plans

part of the Occupying Buildings Sustainably Approach

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">Occupier Action Plans Focusing on activities within the occupier organisation and what occupants can do to make buildings more sustainable.	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">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.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.	
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. You can also produce the framework of an overall action plan for sustainable occupation.</p>	
Who is it for?	OBS is principally aimed at occupiers but includes some guidance for landlords and managing agents. <p>For the purposes of OBS, 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 particular property. OBS contains guidance for landlords and managing agents 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 MOBS Online is a web based tool that makes it easier to use the OBS Approach. <p>OBS is a follow-up to the Managing Buildings Sustainably (MBS) project, which looked at procurement of more sustainable property-related services. OBS extends the MBS Approach to cover occupier-specific issues, relationships, and activities. All of the resources and guidance produced by the MBS and OBS projects can be accessed at:</p> <p style="text-align: center;">www.mobs.org.uk</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”

Steering group member.

Key sections of this guide

Introduction to property sustainability, the barriers, the MOBS Approach, and the Occupying Building Sustainably guides	4-7
Occupier action 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	18

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 MOBS. 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.

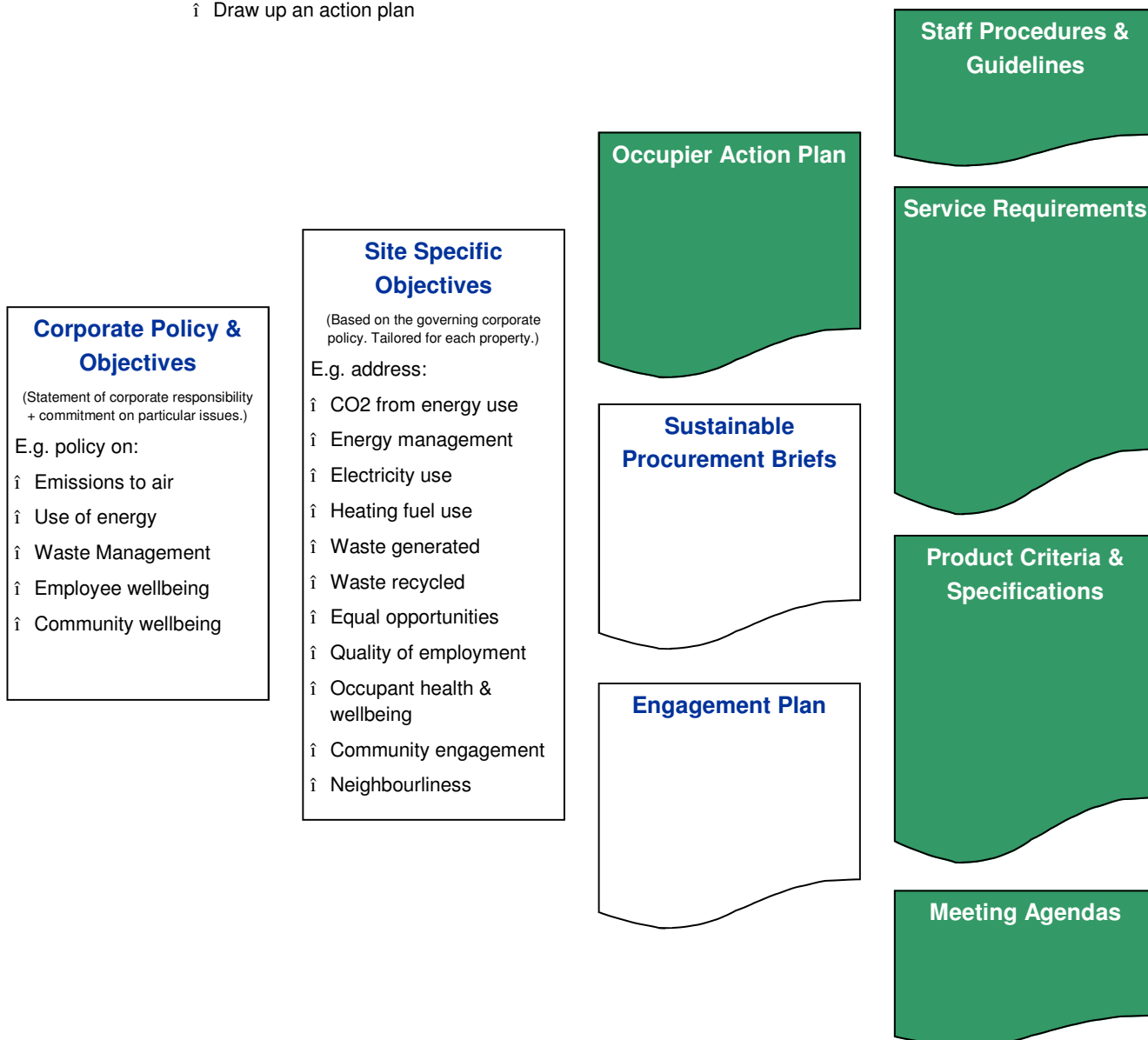
The MOBS Approach

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 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.

There are two further OBS guides covering:

- 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

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

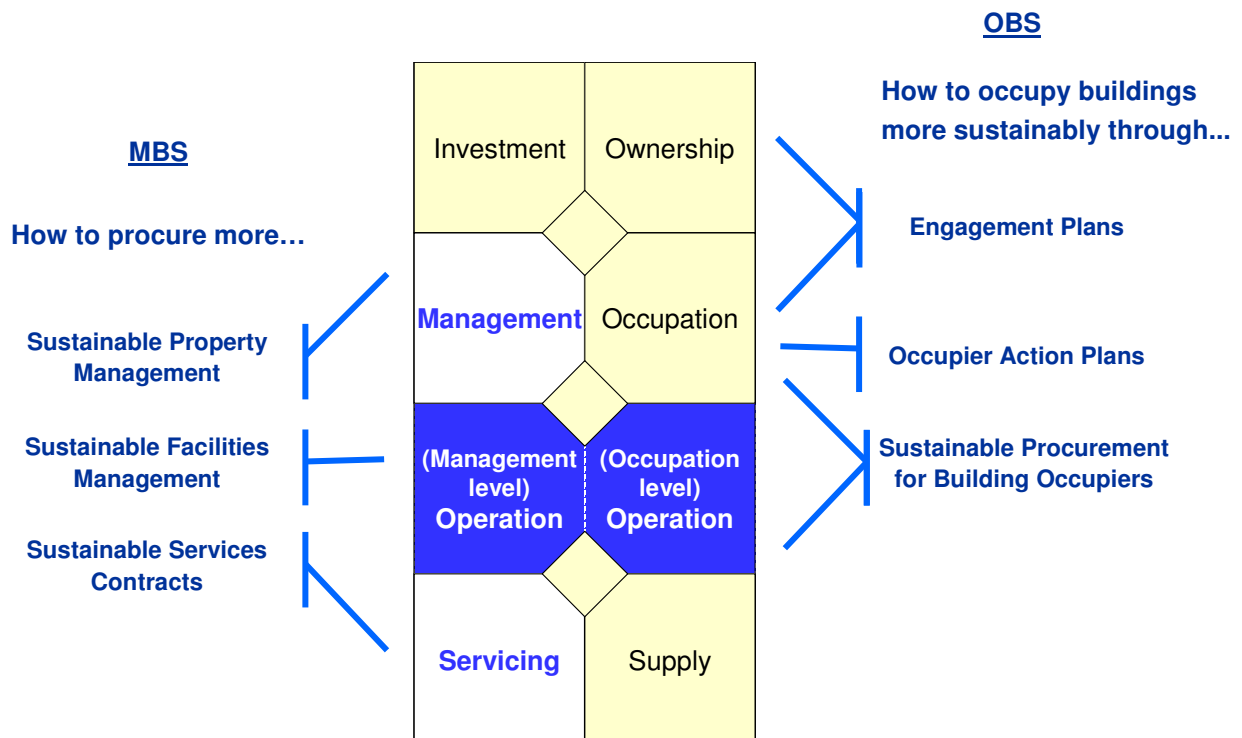
Understanding roles, and the relationships between parties with interests in property, plays an important part in OBS. A simplified model of the [property management chain](#), adopted from MBS, is used to represent these roles and relationships. This is shown in the diagram below along with the primary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

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

OBS Approach



Occupier Action Plans

What is an occupier action plan?

Occupier action plans aim to help occupiers understand the “who, when, what, where and how” of implementing property related sustainable good practice. MOBS Online lets you tailor the scope and scale of a plan: it could cover one sustainability issue, such as energy, or all 12 of the OBS headline issues (see page 10).

A plan in less than ten easy steps

An outline plan is generated by making a series of selections relating to:

- î **Which issues are to be addressed**—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 take responsibility for implementation** of particular good practice measures—selections are made from a generic tree of typical [organisational roles & responsibilities](#). For sustainable procurement, selections are made from a list of [service lines](#).

The selection steps highlighted in blue above are discussed briefly in the latter half (pages 10-24) of this summary guide. The full OBS guides walk through the steps—ten at most—for creating plans for common tasks.

Contents of an action plan

Having made selections, MOBS Online displays results by suggesting:

- î **What** sustainability good practice measures can be implemented—as a list of possible measures to consider.
- î **How** measures can be implemented—by way of links to relevant good practice publications and information sources.

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

The larger the plan you are developing in terms of scope (number of sustainability issues covered) and scale (the number of roles targeted) the more you will appreciate the ability to reorganise the list of measures that makes up a plan to suit your needs. Options are shown in the table on the facing page and include:

- î **A summary of objectives and targets**—useful for communication and at management level, e.g. to coordinate data gathering and reporting.
- î **An overall calendar or schedule of points of intervention** where there are opportunities to tackle sustainability issues—a reminder when activities start that sustainability should be considered.
- î **Checklists of sustainable good practice, listed by:**
 - **Sustainability issue**—allowing those responsible for e.g. energy, water, waste issues, etc. to see all the actions and responsibilities for implementation relating to each issue.
 - **Property related activity or point of intervention**—allowing those managing particular activities, e.g. fitting out an office space or retail unit, to track implementation of appropriate sustainable good practice measures.
 - **Occupier role**—providing a starting point for integrating sustainable good practice into staff responsibilities.

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.

Occupier action plans provide a systematic approach that building occupiers can use to address sustainability issues by incorporating good practice into standard processes and by changing the default working practices of staff, including the behaviour of individual occupants.

OBS Approach

Example Occupier Action Plan

1. Objectives and Targets	Based on our corporate policy the following objectives and targets have been set: <table border="1" style="width: 100%;"> <tr> <td style="width: 50%;">î List of objectives</td> <td style="width: 50%;">î Target(s) for each objective (where set)</td> </tr> </table>	î List of objectives	î Target(s) for each objective (where set)																										
î List of objectives	î Target(s) for each objective (where set)																												
2. Calendar/ schedule of activities.	<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 integrating sustainable good practice into particular activities that take place over a number of different time horizons.</p> <p>Sustainable good practice measures should be integrated into 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. Planning 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. Tendering for a new FM contract / service delivery 2. Redecorating / refitting office areas. î That will take place at least once over the course of our occupation of the building. <ol style="list-style-type: none"> 1. Major refurbishment work—building fabric / Replacement of major items 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 style="background-color: #0070C0; color: white;"> <th style="width: 30%;"></th> <th style="width: 30%;">Objective</th> <th style="width: 20%;">Target</th> <th style="width: 20%;"></th> </tr> </thead> <tbody> <tr style="background-color: #0070C0; color: white;"> <td>Use of Energy</td> <td>Reduce electricity use</td> <td>5% by 2008</td> <td></td> </tr> <tr> <td>Good practice measure</td> <td>Activity/point of intervention</td> <td>Responsibility</td> <td>Timing</td> </tr> <tr> <td>E.g. fit PIR lighting controls</td> <td>Redecorate</td> <td>Building manager</td> <td>On redecoration</td> </tr> <tr style="background-color: #0070C0; color: white;"> <td></td> <td>Objective</td> <td>Target</td> <td></td> </tr> <tr style="background-color: #0070C0; color: white;"> <td>Waste Management</td> <td>Increase waste recycled</td> <td>100% by 2008</td> <td></td> </tr> <tr> <td>Etc...</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Objective	Target		Use of Energy	Reduce electricity use	5% by 2008		Good practice measure	Activity/point of intervention	Responsibility	Timing	E.g. fit PIR lighting controls	Redecorate	Building manager	On redecoration		Objective	Target		Waste Management	Increase waste recycled	100% by 2008		Etc...			
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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.)

Roles and responsibilities

Property sector role

OBS is interested in roles in two different contexts. The first of these relates to the role within the [property management chain](#) (see page 4) of the organisation using OBS. This determines the sorts of issues the organisation faces and the relationships it has with other parties. This is the first selection you will make when using MOBS Online.

Occupier roles & responsibilities

More critical to any plans an occupier has for addressing sustainability is the part to be played by its own staff at each level of the organisation. A really comprehensive plan for sustainable occupation will involve staff throughout the organisation. Establishing clear responsibilities will provide the best chance that sustainability objectives will be met.

No model organisation chart can hope to cover the wide variation in organisational structures, but that probably isn't necessary anyway. OBS uses a simple model that should apply to most organisations. The model splits the organisation into "business" units that carry out the core work for which the organisation exists, and support functions that enable the core work to continue.

Property-related occupier sustainability impacts relating to management and operation will be largely under the control or influence of the support side of the organisation. Most of the occupant dependent impacts will arise from the "business" side, which usually makes up the majority of staff.

The roles used in OBS are shown in the table below.

How MOBS Online uses roles

All the sustainable good practice measures in the MOBS Online database are cross referenced with occupier roles. This means that outputs generated by the system can be sorted by role, as shown in the illustrative Occupier Action Plan on page 7.

	Occupier roles	
	Business Units	Support Functions
Board / Executives	Board membership (or equivalent) e.g. Chairperson, Executive & Non-Executive Directors, Company secretary, and specific committees, etc.	
Senior Management	Business Unit Management	Heads of department e.g. Property, FM, Shared / common services, business support etc.
Management	Line Management	E.g. buildings managers, FM managers, contract managers, etc. (internal employees only)
Staff	Business unit staff	E.g. FM, maintenance, security and cleaning staff etc. (Internal employees only).
Outsourced Staff	Consulting Teams	Property Management, FM management, SHE management, workplace management.

Property related activities

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, 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.

All of the activities listed below are explained in more detail in the following sections of this guide (pages 13-23).

How the points of intervention are used

By selecting the activities that are being undertaken (e.g. a refurbishment) the list of measures that are produced from MOBS Online will be more focused.

The table includes activities such as target setting, occupant behaviour, monitoring and reporting. These don't have a direct impact on the materials and fabric of buildings but integrating sustainability into such activities can play an important role in bringing sustainability into the organisation.

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

Property related activities—Annual Business Cycle

Ongoing management

An Annual Business Cycle will allow 'ongoing management' activities to be considered. Everyday changes to the way buildings are used and managed can have a major effect on sustainability outcomes.

Property strategy

A property strategy will describe the organisation overall approach to managing a building and is likely to change periodically to reflect an organisation's changing needs. Generally the focus of an annual property strategy will be to increase the short term cost efficiency of estate management by controlling and reducing short term operating costs; improve localised operational performance with minimal investment and maximise the short term operational value with minimal risk to the building. The MOBS approach can be utilised to maximise the sustainability aspects of your annual property strategy, adding a 'sustainable' dimension to the property decisions you are likely to make on an annual basis. For example:

- î Re-negotiate your energy supply to be supplied from green sources.
- î Re-negotiate your waste management strategy to include provision for recycling.
- î Develop a newsletter / webpage that provides information on sustainable initiatives you have introduced within your property/estate.

Operational planning

Annual operational planning of your property / estate is likely to include day to day business activities such as travel to and from your location; parking arrangements; managing utilities and legal compliance issues etc. MOBS can help to make these activities more sustainable by suggesting how sustainable decisions can be incorporated into these day to day activities. For example:

- î Consider incorporating a travel plan and car share option at your location and inform visitors (e.g. on a website) about access to the building by public transport by providing bus and train timetables.
- î Investigate the implementation of a compressed working week to reduce the employees commutes. Four ten-hour days per week cuts commuting time, costs and emissions by 20%.
- î Appoint specific member(s) of staff responsible for checking all utility bills, reconciling against actual usage and understanding the way they are calculated.

Churn

Within a building life cycle, there will be a number of moves and activity changes within an occupied building. The activities involved will be broadly similar to those involved within initial fit-out and refurbishment, however MOBS can help to identify additional measures that can be employed to make this activity more sustainable. For example:

- î Relocate occupant location relative to windows [to make optimum use of available daylight].
- î Introduce tele-working as a means of using office space more efficiently.
- î Centralise printers, faxes and photocopiers into dedicated zones to reduce noise in general office area and increase the ability to recycle and avoid unnecessary printing.

Points of intervention
Annual business cycle & ongoing activities
Property strategy
Operational planning
Churn
Service charge review
Facilities budget
Purchasing
Occupant behaviour
Targets
Monitoring
Reporting

Property related activities—Annual Business Cycle

Service charge review

The annual service charge review can be used as an opportunity to ensure that sustainable improvements are included in the budget and negotiate any differences in the budget that may help to reduce charges.

For example:

- î A budget to include water efficient appliances could be included in a washroom refurbishment;
- î Costs for joining a green tariff energy scheme could be incorporated into the charge;

The building owner would have to demonstrate that the sustainability measures are being introduced into the building.

Facilities budget

When setting a budget for your building, it is important to consider sustainability. Implementation of some sustainability measures and initiatives may include capital expenditure up front but the majority will likely result in savings over their lifetime. MOBS can help to plan a more sustainable facilities budget by encouraging the occupier to:

- î Set aside a budget for researching and implementing sustainability improvements throughout the year.
- î Investigate the potential for government funding on the purchase new building equipment i.e. more energy efficient boiler or air conditioning plant.
- î Calculate the payback period anticipated to realise these savings that may be accrued through investing in more efficient equipment. Use this to justify any increase in capital expenditure.

Purchasing

Purchasing and procurement can impact on your building in two main ways: the criteria you employ when you enlist a supplier and the type of goods and services you specify. MOBS can help a building occupier make this process more sustainable by:

- î Ensuring there is a sustainability element to your supplier selection and evaluation process. I.e. employ a supplier questionnaire requesting their environmental / sustainability policy and other information relating to how their business operates and how it managed the environmental / sustainable aspects of its business. Ensure you have a method to evaluate responses and take action if necessary.
- î Develop a sustainability section to your brief requesting services or request a service provider to provide a sustainability aspect to their method statements. The series on Managing Buildings Sustainably can provide more guidance in this area.
- î Specify more environmentally friendly products i.e. environmentally friendly chemicals, locally grown foodstuffs, or recycled products.

The Sustainable Procurement Guide, also part of the Occupying Buildings Sustainably series, provides more information relating to sustainable procurement options.

Points of intervention
Annual business cycle & ongoing activities
Property strategy
Operational planning
Churn
Service charge review
Facilities budget
Purchasing
Occupant behaviour
Targets
Monitoring
Reporting

Property related activities—Annual Business Cycle

Occupant behaviour

There are a number of ways in which you can influence the way people occupy your building in order to make activities more sustainable. The success of these actions will depend on reporting and communication structures within your building. The following are some of the sustainability measures MOBS highlights to help improve building occupant behaviour:

- î Assign responsibility for sustainability to a person in the building.
- î Empower occupiers to identify and tackle issues that affect them.
- î Develop and implement a communication strategy for discussing issues relating to sustainability.

The Occupier Engagement Plan, also part of the Occupying Buildings Sustainable series, provides more information on how to engage building occupants in the sustainability agenda.

Targets

Setting sustainability objectives and targets is essential for continual improvement. Building occupants and businesses may already operate a management system which sets objectives and targets and this should be used wherever appropriate. The type of management systems that you could integrate MOBS with detailed in the table below.

The setting of objectives and targets must:

- î Be considered as an extension of the company policy and will depend on the Impacts of the occupied building.
- î Consider legal and other requirements, significant environmental impacts, technological options, financial, operational and business requirements and views of interested parties / stakeholders i.e. other building occupiers, neighbours.
- î Be documented and maintained at each relevant function and level within the organisation and must be assigned to a responsible persons or group of persons within.
- î A target may be set for each sustainability measure that is introduced as part of the MOBS approach, however it is recommended that 3-4 high level targets are set as a focus for the building.

Points of intervention

Annual business cycle & ongoing activities

Property strategy

Operational planning

Churn

Service charge review

Facilities budget

Purchasing

Occupant behaviour

Targets

Monitoring

Reporting

Type of system	Recognised standards or methods
Environmental Management Systems	ISO 14001; EMAS - Are structured management systems that may be certified to an internationally recognised standard.
Health & Safety Management Systems	HSG 65; HS 18001- Are structured management systems that may be certified to an internationally recognised standard.
Sustainable Management Systems	The SIGMA Sustainability Management System – Is a management framework that integrates sustainability issues into core processes and mainstream decision-making to improve performance on social, economic and environmental issues.
Corporate Social Reporting Systems / Structures	There is as yet no standard approach to sustainable development reporting, however the following structures provide some guidance: Global reporting Initiative (GRI) Guidelines; OECD Guidelines; The UN Compact; WBCSD; AA1000;
Financial Reporting Systems / Structures	Generic Annual Financial Reports; Sustainability specific reports such as: FTSE 4 Good; Dow Jones Sustainability Index - SRI Funds. Corporate Sustainability reports and ratings are becoming increasingly used a key information for investment and lending decisions.
Building Liaison Committees / Communication Networks	Tenant / landlord meetings; internal management meetings.
Building Management Systems	There may be numerous types of Internal building management systems: i.e. specific internal maintenance and management systems i.e. Planned Preventive Maintenance (PPM) systems; whole building management systems such as MOBS;

Property related activities—Annual Business Cycle

Monitoring

The processes behind targeting, monitoring and reporting are closely linked. Regular Monitoring is vital in order to assess the level of continuous improvement in relation to sustainability. Monitoring results can be compared against well established benchmarks. Once again, the monitoring process can be linked with any existing management systems or structures that are employed within the building. Some of the more obvious areas for monitoring within buildings contained within the MOBS spreadsheet are detailed below:

- î Monitor water use (chart volumes used) and investigate all unexpected changes, checking controls and changes in working/occupancy patterns
- î Monitor fuel (electricity, gas, oil) use on a monthly basis and investigate all unexpected changes,
- î Monitor all changes in energy use, checking controls and changes in working practices.

The frequency and responsibility for monitoring should be defined and the results shared and communicated to each reporting structure within the organisation. It is useful to provide a comparison to base line information. Tips on how to report sustainability information is provided below.

Reporting

As described, the processes behind targeting, monitoring and reporting are closely linked. Regular reporting is vital in order to communicate and maintain support to the level of continuous improvement in relation to sustainability. It is useful to report on targets by comparing against industry benchmarks, for example:

- î Electricity compared against benchmark / CO₂ conversion
- î Gas compared against benchmark / CO₂ conversion
- î Water consumed per person per year.
- î Waste produced per person per year.
- î % energy supplied from renewable energy.

There are links to websites that contain useful information relating to industry benchmarks and best practice at the back of this document.

Points of intervention
Annual business cycle & ongoing activities
Property strategy
Operational planning
Churn
Service charge review
Facilities budget
Purchasing
Occupant behaviour
Targets
Monitoring
Reporting

Property related activities—Medium Term Property Cycle

Periodic opportunities

A medium term property cycle is determined as 3-5 years for the purposes of MOBS.

Property strategy

A medium term property strategy is likely to last for 3-5 years. As a result, the items included are likely to be more durable than those included within the annual property strategy and may include a higher level of risk. They are however, still likely to change periodically to reflect an organisation's changing needs. Generally the focus of a medium term property strategy will be to increase cost efficiency of estate management by reinventing or amending operating cost structures; improving operational performance with investment and maximising the longer term operational value of the building. The MOBS approach can help to maximise the sustainability aspects of your medium term property strategy by adding a 'sustainable' dimension to the property decisions you are likely to make on an medium term basis. For example:

- î To enable staff to work remotely and to make greater use of telecommunications instead of physical travel;
- î To give priority to car sharers and provide space for cycle storage to encourage changes in modes of transport for commuting.

Break clauses

A break clause in your lease may be a good time to introduce some of the sustainability measures detailed within these guidance documents. For example,

- î You may wish to negotiate several break clauses to give the option to determine liability sooner or to adapt to fulfil your changing user requirements i.e. to downsize, merge or acquire new property.
- î Use a break clause to negotiate lower rents on the basis of a sustainability measure that you have introduced (e.g. less volumes of waste).

Rent review

By having a robust process to implement and demonstrate the benefits some of the sustainable measures discussed in this document, you may be able to negotiate preferential rent agreements. It helps if the real estate investment company has a clear policy on sustainability. You could:

- î Tie the break clause dates into the rent review dates to allow for open negotiation on the basis of changed circumstances.

Property budget

It has already been recommended to set aside a budget for expenditure on sustainability aspects of a building (see Facilities Budget section above). Expenditure may be required as a direct result of changing legislation and associated legal requirements placed on buildings. For example: the European Energy Performance in Buildings Directive, and the Control of Ozone Depleting Substances have direct consequences for buildings.

A property budget will ultimately depend on the property strategy i.e. how long will the building be occupied, will it be part of a merger, will new buildings be acquired. If it is planned carefully, investment in the property may help to reduce operational costs in the longer term. MOBS can be used to highlight sustainability areas to consider when planning a property budget. For example:

- î Document and maintain a register detailing: equipment containing Ozone Depleting substances; the type and quantity of gas; those that will require replacement in line with the Montreal Protocol and associated legislation.

Points of intervention
Medium term property cycle activities
Property Strategy
Break clauses
Rent review
Property budget
Redecorate / refit
Procure overall FM provision
Procure specific service provision

Property related activities—Medium Term Property Cycle

Redecoration and refitting

Refurbishment and refitting are key areas where decisions can impact of the sustainability or otherwise of the building. At this stage, an organisation has an ideal opportunity to introduce more sustainable aspects to the building based on the choices that are made over the use of materials and design of the fit out. MOBS can help to suggest improvements based on the areas that are being refurbished. For example:

- î Install washroom leak detection systems with automatic shut-off if not already present when refurbishing washrooms.
- î Substitute zero ODP (and zero GWP) refrigerants as a replacement for current CFC/HCFC refrigerants in chillers
- î Install insulation to improve the building thermal envelope

Overall Facilities Management provision

It is inevitable that a large proportion of the environmental and social impacts of a building will result from the Facilities Group, whether these are managed in house or by a supplier partner.

MOBS can help to identify sustainability measures that will minimise Facilities Management impacts within a building. For example:

- î Ensure environmentally sensitive equipment is maintained regularly as part of a planned preventive maintenance system (PPM).
- î Document procedures to ensure that sustainability is incorporated into the provision of facilities management wherever practicable i.e. for the monitoring and measurement of energy and water.
- î Engage supplier partners that have a clear policy statement and procedures that cover the environment and sustainability and who are willing to work in partnership to achieve innovative solutions which improve the social and environmental impact of your buildings, work practices and supply chains.

Specific Services provision

A large proportion of the environmental and social impacts of a building will also result from the service providers and sub-contractors you employ within your building and the specification you make for these services. You may employ a service provider to provide catering, cleaning or Mechanical and Electrical services for example.

MOBS can help you to identify sustainability measures that will minimise the impact of service providers. For example:

- î Specify more environmentally friendly cleaning products as part of your cleaning contract or locally source produce as part of your catering contract.
- î Specify that your service providers source their employees locally.
- î Introduce sustainable KPIs for service contracts.
- î Introduce audit measures to track environmental performance of service providers and work with them to improve environmental performance.

Points of intervention

Medium term property cycle activities

Property Strategy

Break clauses

Rent review

Property budget

Redecorate / refit

Procure overall FM provision

Procure specific service provision

Property related activities—Long Term Property Cycle

Once in a decade opportunities?

A long term property cycle would be one that extends from 5-10 years and beyond.

Property strategy

A long term property strategy may extend beyond 5-10 years. As a result the items included are likely to be more strategic and require more investment than those included within the medium term property strategy and may include an even higher level of risk. The strategy may also involve a move or merger between properties.

The MOBS approach can help to maximise the sustainability aspects of a long term property strategy by adding a 'sustainable' dimension to the property decisions you are likely to make on a long term basis. For example:

- î Research the potential for government funding on major capital investment in energy efficient equipment e.g. boiler plant.
- î Plan for 'sustainable measures' to be introduced during the operation of the building to be maintained after disposal and dilapidation of the building.
- î Consider the sustainable impacts of possible new acquisition e.g. location in proximity to markets, workforce, adaptability of the building to fulfil the changing requirements of the user, overall energy efficiency of the building.

Property search

When searching for a property there are a number of areas where the location and fabric / facilities of real estate can impact on sustainability. These must be identified and prioritised in order to make informed decisions about the type and location of property you are looking for. Your priorities when looking for a new property will be influenced to some degree by your Sustainability Policy and Property Strategy described above.

MOBS can help to identify criteria to consider when searching for a property, for example:

- î Conduct an environmental impact study where appropriate—focusing on energy, water, waste and biodiversity
- î Ensure there are no environmental liabilities concerning land and building materials.
- î Consider the impact of any re-fits that may be required.
- î Ensure property has easy access to public transport.
- î Explore the use of 'Green Lease' terms.

Points of intervention

Long term property cycle activities

Property Strategy

Property search

Lease agreement

Sub-let

Initial fit-out

Refurbishment

Dilapidations

Exit

INFORMATION BOX 3: Property Strategy

A property strategy sets out the role of property in meeting an organisation's operational requirements and tries to predict and plan for changes in the medium and long term. It is likely to address both the efficiency as well as the effectiveness of the organisation's use of property and may cover:

- î Number of staff currently on payroll and future trends for staff to allow planning for changing space requirements;
- î Intensity of use of property assets in terms of operating hours and occupation densities;
- î Implication of new ways of working and use of information technology on the use of property

- î Movement of staff between locations;
 - î Planned relocation and/or consolidation of operations.
 - î The property implications of planned mergers and acquisitions;
 - î Planned refurbishments;
 - î Planned property disposals or relinquishment of leases;
- Strategic decisions about the use of property can have significant impacts on sustainability outcomes. Decisions on location and the use of IT to enable remote and home working in particular can have major impacts on transport related carbon emissions.

Property related activities—Long Term Property Cycle

Lease agreement Sustainability issues to consider within your lease agreement will be limited, however you may wish to work with the managing agent to negotiate a 'Green Lease' where appropriate. A Green Lease may include the consideration of the items detailed in the box blow.

Buy in to, and implementation of, this kind of lease may be encouraged by developing an 'Engagement Plan' with other tenants in your building as appropriate. See document entitled 'Occupier Engagement Plans' also in this series.

Sub-let When sub-letting your property, MOBS can help to identify sustainability measures you may wish to consider. For example:

- î Consider adopting a 'Green Lease' when sub-letting your building. (See Lease Agreement section above).
- î Provide the new occupier with information about the building and any environmental / social aspects of its design, facilities and location that may help them to occupy it more sustainably.
- î Provide the new occupier with information of any local / shared recycling facilities or current energy saving initiatives that have been implemented.

Provision of this may take the form of an 'Occupiers Handbook'. (More guidance on this can be found in the 'Occupier Engagement Plan Guide' that accompanies this guidance document).

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

INFORMATION BOX 4: A "Green Lease"

CONTENTS OF A GREEN LEASE

A Green Lease would encourage occupiers to:

- î Conserve energy consumption wherever practicable.
- î Conserve water wherever practicable.
- î Recycle waste where practicable. Managing agents may wish to provide recycling facilities that are shared by all occupiers to cover the costs.
- î Investment in better life cycle materials and resultant lower operating costs may also help to reduce occupier cost, improving occupants' profits and reducing risk of space turnover as tenants stay.

BENEFITS OF A GREEN LEASE

A Green Lease on a Green Building may offer an incentive for:

- 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.

Property related activities—Long Term Property Cycle

Initial fit-out

The facility design and fit-out and are key areas where decisions can impact of the sustainability or otherwise of the building. An organisation has the opportunity to respond to desires to have a workplace / building that both reflects the green values of the organisation and allow them to reduce the environmental impact of daily work and life practices. The following are areas some of the sustainability measures that MOBS recommends to be considered:

Employ innovative design that:

- î Combines local environmental considerations with the latest technology and line of thought to reduce the building’s environmental footprint (e.g. installation of a building-integrated wind turbine on sites with sufficient average wind speeds).
- î Conserves energy and water and minimises material wastage e.g. Install suitable insulation to improve the thermal envelope; Install secondary glazing to windows / roof lights
- î Includes infrastructure that promotes waste minimisation and recycling.
- î Maximises use of existing and local material and products, native plant species and natural fertilisers etc. where possible

Specify products and materials that:

- î Are made from recycled materials or renewable resources.
- î Use local materials and native plant species.
- î Specify, where possible, that products chosen have not had a detrimental impact on the environment, biodiversity or society during their manufacture.

Engage subcontractors and suppliers that:

- î Clearly practice their environmental vision and are willing to work with you to reduce your impacts.
- î Have measures to track their environmental impact and benefits of their service delivery and or products.

Minimise energy and water use and utilise materials efficiently.

- î Eliminate litter on site and in adjoining streets.
- î Reduce, reuse and recycle un-used material wherever possible.

More detailed guidance sustainability choices that can be made during the fit-out process can be found in the ‘Sustainable Procurement Guide’ that accompanies this guidance document.

Refurbishment

Like initial fit-out, choices made during refurbishment activities may also impact on the sustainability or otherwise of the building. MOBS can help to identify sustainability measures to introduce during refurbishment, for example:

- î Recycle materials removed during the initial fit-out or refurbishment wherever possible.
- î Minimise packaging on products i.e. request that suppliers take back their product packaging after delivery, or use packaging that is recycled, reused or can be disposed of in an environmentally friendly manner.

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

Property related activities—Long Term Property Cycle

Dilapidations

In property jargon terms ‘dilapidations’ refers to a state of disrepair in a property where there is a legal liability for the condition of disrepair. Various types of schedule are usually prepared in respect of the condition of premises, the specific characteristics of each schedule depend, to a large extent, on the timing in relation to the lease term and wording, the style and character of the building and its location.

The impact on sustainability within dilapidations is not immediately obvious, however the process of documenting a schedule of condition may be utilised to document potential sustainability aspect related to the building. For example:

- î Ensure any changes you have made to the building to improve its performance are documented and passed on to the next user with operational instruction where appropriate.

Exit

When dilapidations are complete, there are further measures you could implement to ensure the sustainability aspects of the building are captured. For example:

- î Carry out an exit audit or social and environmental impact study of the building where appropriate.
- î Explore the possibility of a green lease for the incoming tenant where possible.

Points of intervention
Long term property cycle activities
Property Strategy
Property search
Lease agreement
Sub-let
Initial fit-out
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 <input checked="" type="checkbox"/>	emissions to water <input checked="" type="checkbox"/>	use of resources <input checked="" type="checkbox"/>	use of energy <input checked="" type="checkbox"/>	waste management <input checked="" type="checkbox"/>	land contamination <input checked="" type="checkbox"/>
Environmental & Social		Social		Other	
workforce and occupants <input checked="" type="checkbox"/>	local environment & community <input checked="" type="checkbox"/>	marketplace <input checked="" type="checkbox"/>	human rights <input checked="" type="checkbox"/>	lifecycle of products <input checked="" type="checkbox"/>	biodiversity <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 issue that companies should take into account.
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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