John Lewis Partnership

A framework for delivering sustainable construction in the retail sector

John Lewis Waitrose

Foreword

Over the next ten years the John Lewis Partnership will carry out an ambitious programme for building new department stores and Waitrose supermarkets, and for refurbishing our existing property portfolio so that it meets the expectations of today's – and tomorrow's – customers. The way we go about that process needs to meet the expectations of our customers too. The scale of construction work now in prospect presents a tremendous opportunity for us to develop and implement new standards to minimise our impact on the environment and on the communities of which our shops are a part.

Over the past year, Forum for the Future and the John Lewis Partnership have worked together to develop a framework for delivering sustainable building. It starts with a vision that unambiguously defines the purpose of comfortable, efficient buildings, low operating costs and reduced environmental impact. This document isn't, however, about vague promises for the future. It lays down immediate practical steps for the way we intend to deliver new buildings and refurbishment projects, which demonstrates genuinely sustainable principles based on whole-life valuation techniques. It also embodies stretching aspirations that challenge us to find constant improvement and innovation as part of the pressing task of tackling climate change.

The Framework sets out clear objectives and principles for each stage of the construction life cycle, starting with a Sustainability Action Plan (SAP) drawn up *before* the submission of any planning application. Achieving those objectives depends on a partnership approach with developers and contractors – all buying in to the same aims. It also relies on the Forum for the Future's recommendation that a senior 'Champion' at the highest level of a business should be responsible for providing the transformational leadership that embeds an understanding of and commitment to this Framework, and the John Lewis Partnership will adopt that recommendation.

Our national response to climate change goes beyond the competitive issues that are such a strong feature of our sector. We therefore offer this Framework to all retailers and encourage them to adopt it as a practical step towards their own aspirations in this field.

Sir Stuart Hampson
Chairman, John Lewis Partnership

Jonathon Porritt
Founder Director, Forum for the Future

What is sustainable construction?

The manner in which we plan, procure, construct and maintain our built environment makes a vital contribution towards sustainable development. For example, the construction sector alone contributes around 8% of UK GDP and employs 1.5 million people. The built environment determines our quality of life, providing the homes we live in, the schools we learn in, the places we work in, the amount of green space we can enjoy and the infrastructure we depend on. But about 50% of all energy use in the UK (and resulting greenhouse gas emissions) can be attributed to our homes and workplaces, while the construction process generates approximately 90 million tonnes of waste per year.

The construction industry is now subject to tightening environmental legislation and taxes, as well as initiatives to improve efficiency and competitiveness. A growing number of property clients and asset managers are now asking questions about non-financial performance, while sustainable development has been placed at the centre of the planning process. Combined with increasing government emphasis on sustainable procurement and a broad range of stakeholder pressures, the marketplace is changing.

Sustainable construction means the provision of built assets that enhance our quality of life while protecting the environment – but doing so in a manner that is efficient, fair and profitable. It is about providing buildings with lower operating costs that provide healthy, comfortable and productive environments for their users. Sustainable construction requires action from all those engaged in procuring, constructing and maintaining the built environment, including planners, clients, investors, agents, designers, contractors and materials suppliers.

Figure A provides a brief description of the generic construction process, outlining key phases and decisions that need to be made during the construction life cycle.

Sustainable construction and the retail sector

The following framework for delivering sustainable construction in the retail sector consists of a series of broad objectives for the different stages of the construction life cycle. Delivering on each objective should ensure any construction project meets current sustainable construction best practice. The framework forms the basis for putting sustainable construction into practice within the whole estate and not just for individual projects. It should also form part of a public statement of ambition and commitment to progressive improvement in sustainability performance.

Figure A: The construction process

Phase	Definition of phase	Key issues to be considered
Strategic business need	Do we need the building? • Identify demand for changes in service provision • Review local community needs • Develop a business case	• Integrate sustainability issues into decision making • Explore service delivery models • Assess options rigorously • Assess wider local community needs and possibility of buildings fulfiling some of these • Influence prospective business partners
Feasibility of project	Can we build it? • Prepare strategic brief and project objectives (including plans for stakeholder engagement and procurement) • Confirm main contractor/developer	• Integrate sustainability criteria into procurement strategy and selection criteria • Provide clear statement of intent • Develop sustainability objectives and targets for project (Sustainability Action Plan) • Consider fiscal incentives for developer/contractor to achieve high sustainability performance
Planning and design	What will it look like? • Develop outline design • Carry out sustainability appraisal and consultation • Win planning approval • Specify performance	• Consider whole-life value and social and environmental issues within design • Consult with key stakeholders, including local community, chambers of commerce, local training organisations, etc • Include clear sustainability selection criteria for selecting materials and products
Construction	How should we build it? • Select sub-contractors • Plan and manage construction • Monitor performance • Hand over to building users	• Include sustainability performance and whole-life considerations in selection criteria for sub-contractors and suppliers respectively • Implement site management procedures on key issues such as waste and health and safety • Monitor and report against sustainability targets • Be a good neighbour
Operation and maintenance	How should we use it? • Incorporate in facilities management • Carry out post-occupancy evaluation • Consider end-of-life options	• Monitor and audit performance • Feed back results and transfer knowledge across estate • Conduct a detailed post-occupancy evaluation within first year of use and at regular intervals thereafter

The John Lewis Partnership and sustainable construction

Policy statement

The John Lewis Partnership is committed to constructing and managing all the buildings in our estate in such a way as to deliver long-term value to all our stakeholders – customers, suppliers, partners and the wider community – while reducing our environmental impact over time. By adopting current best practice, the John Lewis Partnership will deliver high-quality buildings with lower operating costs, providing healthy, comfortable and productive environments for our Partners (our employees) and consumers.

Principles

Shared responsibility – Social and environmental policies that fit in with our Partners' everyday activities and responsibilities, as well as the diverse needs of existing and future communities.

Honesty and accountability – Open communication of our policies, objectives and performance, seeking our customers', suppliers' and Partners' views on these; and actively promoting effective, participative systems of governance at all levels within the company.

Sustainable progress – We will take into account all technical developments, scientific evidence concerning environmental limits and new technologies, whole-life costs, and customer concerns and expectations in the development and implementation of all new policies and procedures relating to our estate.

Demonstrable best practice – We will adopt industry best practice standards and tools related to the built environment. If no such standards exist, we will develop and implement our own standards and benchmarks.

Contributing to a sustainable economy – We aim to contribute to a strong, stable and sustainable economy by maximising the long-term environmental, social and economic value that results from the development and operation of our built assets.

Programmes

Environment – Our development and construction activity will be organised so that we maximise the sustainability of our built assets. We will actively manage and reduce the environmental impacts of our activity. We will reduce our carbon emissions through more energy-efficient buildings and the greater use of renewable sources of energy. We will work towards achieving more with less, by designing out waste and using more recycled materials. We will seek to maximise the long-term environmental benefits associated with our buildings.

Relationships – Through effective and progressive partnering, we will ensure the long-term sustainability of our built assets, and we will only work with developers and contractors that demonstrate equal commitment to implementing sustainable construction best practice. During the planning, design and construction of our stores, we will continue to engage with all our key stakeholders, including local authorities, regulators, customers and suppliers.

Communities – We will look to work with planning authorities, local strategic partnerships and community programmes in order to ensure that the construction and operation of our built assets positively contribute towards the long-term and sustainable wellbeing of the communities within which they reside.

Partners – We will exceed all legal, health, safety and welfare requirements on our sites, as well as meeting the highest standards with respect to the diversity, accessibility and security of our stores. We will consider the long-term economics of our investments and set in place continual improvement frameworks, including key performance indicators and targets, for all who wish to contribute to our success.

The John Lewis Partnership sustainable construction framework

What is this framework?

This framework document constitutes the John Lewis Partnership's response to the growing demand for more socially, environmentally and economically sustainable buildings that are properly integrated within prosperous, sustainable communities. The framework builds on our vision for more sustainable construction, and the principles and programmes that will help us move towards this vision.

Based on the main phases and decision-making points involved in major new build, refurbishment and relocation projects, the framework outlines our corporate objectives and notes some practical considerations or key questions to be addressed if these objectives are to be achieved. Relevant case studies and/or indicators are also highlighted for illustrative purposes – they are not intended to be an exhaustive list because new case studies and benchmarks are likely to emerge over time.

This framework will be integrated into the Partnership's existing policies and decision-making processes related to the built environment.

What benefits will this framework bring?

There are real business reasons why the John Lewis Partnership has adopted a framework for more sustainable construction. These include:

- making the John Lewis Partnership **the business partner of choice** for developers and property agents – as a consequence of a growing reputation for meeting and exceeding planning requirements and building regulations with respect to environmental and social performance
- making the John Lewis Partnership **the employer of choice** – staff recruitment and retention is increasingly important for a company that hopes to grow within an economy that is experiencing skills and people shortages
- making the John Lewis Partnership **the retailer of choice** for consumers – as a consequence of growing consumer awareness about sustainable development and the need to demonstrate a real (rather than cosmetic) response to the agenda
- making the John Lewis Partnership **the client of choice** – main contractors, designers and other members of the supply chain want to work for an enlightened client that recognises and rewards responsible design and construction practices.

Who is this framework intended for?

The main audience for this framework is those Partners (our employees) involved in the planning, design, procurement, construction and management of the John Lewis Partnership property portfolio. However, it should be recognised that the quality and overall sustainability performance of property will be greatly influenced by the knowledge and skills of (a) the project teams assembled to deliver projects (in many cases, this will involve external consultants, architects, contractors, etc) and (b) the suppliers of products for these buildings. These, along with current and prospective landlords and property agents, form another important audience for this framework.

What buildings and projects does this framework cover?

Waitrose supermarkets and John Lewis department stores are the most public and widely recognised element of our property portfolio, so understandably, there is an emphasis on the procurement and delivery of these retail outlets. However, it should also be recognised that a significant number of service and distribution buildings support them and that this framework is applicable to all types of buildings under the control or influence of the John Lewis Partnership.

The framework not only covers new build projects directly procured and managed by the John Lewis Partnership, but also major refurbishment projects/cycles and new tenancy agreements with developer landlords.

1. Strategic business need

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
A. Identification of potential new build and refurbishment options	**A1. Embedding sustainable development within decision making** During the analysis of retail development and growth models, identify all significant social and environmental impacts (as well as commercial factors) in consultation with stakeholders and consider them in the decision-making process.	Balance the needs of customers and local stakeholders, and environmental considerations, with wider economic considerations (and demonstrate this). Will the new store act as a catalyst for long-term economic growth or could it have a detrimental impact upon existing local retailers? Will the proposed location contribute to further congestion or create more car journeys?				
	A2. Adopting more sustainable models of service delivery Adopt models of service delivery that help to mitigate negative social and environmental impacts, and enhance positive impacts.	Seek to improve logistics and distribution to reduce the amount of space (footprint) required to provide the company's product/service offer. How can the increased provision of shop-ready stock and non-shop sales help to reduce land requirements/resource use/emissions, etc?				
	A3. Working with like-minded companies Only work with landlords, developers and contractors that have made a public commitment to sustainable practices and are able to demonstrate how these practices are being delivered.	Recognise that prospective and existing landlords/business partners use the Partnership brand name as a positive aspect in discussing plans with local authorities and community stakeholders. Through these relationships, the Partnership will seek to influence the sustainability performance of its business partners. The Partnership will continue to deliver a variety of capacity-building activities that will help to raise awareness and incentivise best practice, including: • facilitated workshops with design team to develop vision for buildings and associated sustainability objectives • formal progress meetings to assess progress against objectives • contractual requirements and specifications, including fiscal incentives with partnering arrangements • frequent training and case studies.				

2. Feasibility of the project

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
B. Preparation of strategic brief	**B1. Selecting sites responsibly** Ensure that site selection aligns with the principles outlined in our vision and policy for sustainable development.	Ensure proposed new build and refurbishment projects complement the principles of more environmentally and socially responsible construction: • favour brownfield over greenfield sites • align with available public transport links to maximise customer use • maximise the use of low-carbon freight solutions.	www.sustainability-checklist.co.uk Design Quality Indicator (www.dqi.org.uk) Case studies: Sheffield, Peter Jones International Business Leaders Forum (IBLF) document on Selecting Sites for Hotels			
	B2. Stating sustainability aspirations from the beginning Clearly state the sustainability aspirations of the project within the strategic brief and/or review the sustainability aspirations of the prospective landlord. In addition, ensure a bespoke Sustainability Action Plan (SAP) is developed for each project.	Each project should have a bespoke Sustainability Action Plan (SAP), which provides: • a vision for the building, reflecting the sustainable construction policy and principles of the Partnership • a summary of the key sustainability impacts of the proposed building (many of which are described within this framework) • a set of actions explaining how these impacts will be addressed – actions that are time-bound and allocated to members of the design/project team • the KPIs and sustainability performance targets against which this project will be measured. The SAP should be developed as early as possible by the design team in consultation with the proposed developer/contractor and Facilities Management (FM), and should bring the various elements of sustainable construction together into a coherent plan of action. A template SAP will be developed that could be tailored to meet the requirements of individual projects. This would allow for the consistent application and monitoring of the Partnership's sustainable construction policy across all new projects. This plan would include SMART targets (see below) and outline key responsibilities, including the identity of the project Sustainability Champion who will be involved throughout the project from feasibility to building handover. Importantly, the SAP is live and updateable, allowing the Champion to monitor progress against key issues and agreed targets, as well as allocate responsibility for achieving the targets.	www.sustainability-checklist.co.uk DTI/CE KPI on impact on environment of product and process			

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	B3. Knowing what success looks like For each new build or refurbishment project, establish challenging and progressive targets for sustainability performance based on a core set of agreed KPIs.	Commit to a series of SMART targets that address the key sustainability issues associated with the project. These should be challenging (based on current best practice), measurable and time-bound. Targets for energy and water consumption, overall design (such as BREEAM for Retail), recycled content, local construction skills training.	Set targets to meet or exceed benchmarks by Constructing Excellence (CE) KPIs (economic, environment and respect for people – see www.constructingexcellence.org.uk)			
	B4. Respecting biodiversity Consider ways to avoid net loss of habitat, and enhance biodiversity benefits associated with the project.	Seek to utilise brownfield sites wherever possible, and examine the feasibility of landscaping or structural features (eg living roofs) that will provide attractive public spaces with biodiversity benefits.	DTI/CE KPI for area of habitat created/retained			
C. Conduct stakeholder mapping and needs analysis, and engage with key stakeholders	**C1. Respecting community needs** Ensure the project brief reflects local community needs and planning objectives as much as possible.	Prior to consulting identified key stakeholders (eg local authorities, local chambers of commerce, community and interest groups), the project team will need to consider the objectives of the local strategic plans and local authority sustainability requirements within relevant planning guidance. Community needs will be reflected in local strategic partnerships, community plans, local area regeneration plans, etc.	Design Quality Indicator (www.dqi.org.uk) Case study: Kingston Comms Stadium, Hull – local sourcing of suppliers/contractors (ENGAGE) Case study: Dartford and Gravesham Hospital, Bracknell Forest Partnership and regeneration			
	C2. Knowing stakeholders Undertake a stakeholder mapping exercise for each project, which will initiate consultation with identified key stakeholders.	Stakeholder engagement is the recognised way of enabling and managing parties interested in the project. The basic steps involve identifying, prioritising, engaging and responding to stakeholders. Ongoing dialogue throughout the project will be important, and could include a stakeholder panel (see below). Engagement mechanisms may vary (eg panel or local meetings) but communication and feedback mechanisms to stakeholders should be implemented for each project. Increasing the use of 3D modelling will also help to make the consultation process run more smoothly.	VALID (www.valueindesign.com) See Community Planning Network			
	C3. Engaging with stakeholders Maintain communication and engagement with stakeholders during the lifetime of the project.	Consider establishing a stakeholder panel as part of the design and approval process. This panel could include local authority, user community and supplier representatives and will help to overcome criticism of 'buying permission' via planning gain (eg affordable housing). This process will also help the Partnership to check progress (and the objectives/targets of the project SAP) against wider community issues and planning requirements.	BAA at Gatwick and Stansted airports			

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D. Development of procurement strategy	**D1. Procuring responsibly** Develop and implement a comprehensive sustainable procurement strategy with respect to built environment goods and services.	Ensure all sustainable procurement delivers economic value as well as meets best practice social and environmental standards (eg health and safety, labour standards, ethical purchasing). A clear sustainable procurement policy with assessment criteria will help to drive environmental and social performance improvements throughout the construction supply chain. Communicate these requirements to suppliers and encourage them to adopt them with their own suppliers.	BRE Green Guide to Specification CIRIA Sustainable Construction Procurement guide Office of Government Commerce – Achieving Excellence Guide 11 (Sustainability) CSR in Procurement guidelines (Land Securities, Upstream Strategies) and informal Environmental Assessments by designers			
	D2. Delivering better buildings through better procurement Consider how alternative contractual or procurement models may help to deliver the sustainability objectives.	Examine whether fiscal incentives for contractors will help to encourage more sustainable construction practices. Incentives could relate to reaching certain performance targets on energy, water or considerate construction, or may involve sharing the savings resulting from waste minimisation or recycling. We will need to demonstrate leadership and commitment in this area – there may not be capital cost savings associated with a more sustainable building and so a whole-life costing approach is needed in order to demonstrate long-term value. Capital and operational expenditure need to be integrated to realise and maximise long-term value within the Partnership's property portfolio.	The Partnership would need to develop its own internal case studies, perhaps independently verified			
	D3. Respecting local businesses Explore opportunities for partnerships with local suppliers in order to maximise the benefits of the project to existing local businesses.	Seek to engage with local materials suppliers. Also explore the possibility of encouraging the use of regional or local labour and skills for construction and maintenance.				
E. Mobilisation of project team (designers, advisers, etc)	**E1. Having the right team** As part of the overarching sustainable procurement policy, ensure members of the project team have relevant sustainability expertise.	In choosing the team, assess their track record, governance and policy, understanding of sustainability objectives, etc. Sustainable development will be a key consideration in the selection criteria and carry a high evaluation weighting.				

3. Planning and design

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
F. Outline design	**F1.Delivering aspirations** Align the objectives for the project design with the sustainable development aspirations of the strategic brief and the SAP.	Involve the designated Sustainability Champion in the design process.				
	F2. Engaging the contractor early Where an external building contractor is being used, consult with them and engage them in the design process as early as possible.	Significant benefits can be obtained by engaging with contractor representatives during the early design stages. Their experience and knowledge will help to identify operational issues caused by the design that may have significant environmental and social impacts. The earliest possible involvement will encourage and facilitate greater innovation by contractors and provide them with the time to properly evaluate options. For example, time will be required to assess the feasibility of innovative renewable technologies, source local labour and procure local materials.				
	F3. Responsible communication Ensure communications with local authority planning functions are open and transparent.					
	F4. Achieving whole-life value Acknowledge that effective implementation of whole-life costing is considered industry best practice and ensure that this process is incorporated into the design decision-making process.	Consider how current procurement and accounting methods can be improved to encourage the use of more sustainable design, construction and operational practices. For example, the Partnership will examine the payback periods required for sustainable or renewable technologies. To do this, a whole-life costing model is needed for all new build and major refurbishment models, and needs communicating to developer partners and contractors.	DTI/CE KPI on Whole Life Performance Case study: Great Western Hospital – whole-life costing (Constructing Excellence, CIRIA)			

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	F5. Providing good designs Ensure the proposed buildings provide a high-quality, enjoyable and aesthetic design to users and the local community.	Design buildings to be locally appropriate and to enhance the community value of the built facility. This in turn should help to improve Partner morale and improve customer satisfaction.	Design Quality Indicator (www.dqi.org.uk) includes assessment of character, internal environment and urban/social integration Also look at DQI and BREEAM for Retail ENGAGE case study – Peckham Library			
	F6. Being a good neighbour Design and construct buildings to be 'good neighbours'.	In planning the construction, every effort should be made to reduce noise, dust and other nuisance generation, and the number of vehicle movements. Design buildings to minimise light and noise pollution. This may apply to the location of loading bays, use of landscaping and trees as buffering, etc.	Considerate Constructors Scheme			
	F7. Access for all Design buildings to meet access and way-finding requirements of all intended user groups.	These groups include people with disabilities, older people, children, and those for whom English is not their first language.	Design Quality Indicator (www.dqi.org.uk) includes assessment of functionality and access DDA (legislation) on accessibility			
	F8. Delivering buildings that last Provide facilities that constitute a high-quality and durable built environment.	Taking into account the results of F3, ensure the facility provides a good-quality, durable, low-maintenance built environment. Lower maintenance requirements (associated with the design of the store and the materials specified) will decrease operational costs and cause less disruption to the user and the community over the building's lifetime. The facility should also be designed to be adaptable and flexible over time.	Design Quality Indicator (www.dqi.org.uk) includes assessment of Build Quality including performance, engineering and construction.			
	F9. Respecting all users Ensure the design process respects and responds to the needs of diverse user groups.	Aside from legal accessibility and diversity requirements, consider cycle routes, cycle racks, providing childcare or crèche facilities, etc.	Equal Opportunities (legislation)			

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	F10. Ensuring health and safety Address the health, wellbeing and work satisfaction of staff and end users.	A variety of factors are heavily influenced by design and whole-life considerations, eg thermal comfort, staff welfare facilities, green space, natural light. Research indicates that high levels of natural light improve staff productivity – providing good levels of daylight in staff and training rooms would provide tangible benefits.	CDM (Health and Safety and Design – legislation) *Green value* guidance (linking green building design to business value and productivity)			
	F11. Providing security Ensure the building creates a safe and secure environment.	Consider applying Secure by Design principles where possible, incorporating passive and active surveillance to reduce/prevent crime. This will make the store and surrounding area more attractive to staff and customers, particularly early in the morning or late at night.				
	F12. Adding to local social capital Maximise the positive social contribution of the building wherever possible.	Examine how the store will enhance local social capital, eg by helping to address local needs (identified within local and regional plans or through stakeholder consultation) like the provision of community facilities – using meeting/training rooms as external training facilities when not in use, etc.	Case study: Extended schools – wider community use outside core hours (ENGAGE)			
	F13. Delivering considerate construction Clearly specify and enforce expectations of on-site personnel during the construction phase.	The behaviour and operational practices of on-site construction personnel is very important within local communities where residents will ultimately become the customer base. Specify membership of the Considerate Constructors Scheme with clear performance targets and incentives. Also consider developing a booklet or leaflet that communicates expectations to both contractors and the local community.	Sainsbury's Constructive Construction – guide/proactive approach to community liaison and communication (ENGAGE)			
	F14. Maximising end-of-life value Design the building with end-of-life in mind	The planning process already involves preparing a statement on how the Partnership will demolish a development, but demonstrating how the building will be designed for deconstruction, maximising the amount of recyclable building materials, is considered best practice by the Partnership. For example, can steel-framed Waitrose stores be designed with reuse in mind?	Need to consider establishing a KPI for recyclability and setting a relevant target CIRIA Guidance on Designing for Deconstruction			
	F15. Encouraging sustainable consumerism Through the design of the internal layout, encourage sustainable buying and consumption patterns.	Given the growth in sales of organic produce and increasing consumer awareness about food miles, prominence will be given in the building design to the display of ethical, fresh, local produce.	'I will if you will' report on Sustainable Consumerism by Sustainable Development Commission			

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
	F16. Designing out waste Encourage waste minimisation and recycling practices via the design, construction and operation of the building.	In the construction of the building, use standardised components and modern methods of construction (MMC), segregate building wastes, minimise the removal of materials off-site during the site preparation and construction phases, etc. Space is at a premium on many town or city centre sites, so space for waste segregation must be catered for in the site layout. Alternatively, organise a contract with a reputable waste company to take waste off-site, segregate and quantify quantities going to landfill or recycling, etc. In the operation of the building, develop 'fill your own' and recycling facilities, install the most durable/flexible options for displays, etc.	BREEAM Retail addresses materials – see www.breeam.org DTI/CE KPI on waste from construction process (also adopted by Waste Resources Action Programme – WRAP) Use SmartWaste and SmartAudit to determine waste streams and quantities more accurately Case study: Bovis Lend Lease – Safeway Store in Stratford – waste minimisation (Constructing Excellence)			
	F17. Reducing carbon emissions Seek to surpass current best practice expectations in reducing carbon emissions.	Climate change is a major issue and reducing carbon emissions from buildings is a high priority for many governments. Increasing energy prices are also encouraging more energy-efficient practices by individuals and companies. An increasing number of local authorities are currently requiring 10% of building energy to be obtained or generated from renewable sources on-site via Renewable Mandates. The London Plan proposes 20% for major developments. The ultimate aim will be to adopt energy-positive design (ie contributing to the Grid rather than importing from it) on all new buildings and for the property portfolio to be carbon neutral. Regularly review and test the financial feasibility of renewable energy technologies within an accounting framework of whole-life costing, rather than just capital costs. All new stores have to be highly energy efficient, exceeding the 2006 Part L requirements within the Building Regulations. The Partnership will adopt the requirements of the Energy Performance in Buildings Directive and give prominence to energy performance labels in all new buildings, as well as displaying performance information once the building is in operation.	BREEAM Retail addresses energy use – see www.breeam.org DTI/CE KPIs on CO_2 emissions in construction process and designed energy use of building Need to set a target for energy efficiency for new build, eg Part L plus 20%			

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
	F18. Future proofing Consider flexibility and adaptability in the future (future proofing) during the design process.	The design process should include clear parameters based on the sustainability appraisal for the building's capability to accommodate (a) future technological developments, eg with renewable generation (structural implications), smart pricing (service implications), etc and (b) straightforward refurbishment and maintenance, with minimum social/environmental impact during maintenance and refitting.	Design Quality Indicator (www.dqi.org.uk) includes assessment of functionality ENGAGE case study: Millennium Point, Birmingham – composite structures allow for flexibility over time			
	F19. Building smart Seek to employ best practice in 'smart' building technology wherever possible.	Examine how 'smart' heating management and refrigeration can save energy. Look to see how 'smart' labelling, shelves, pricing, etc can improve store efficiency.				
	F20. Building with biodiversity in mind Ensure local biodiversity is at worst protected, and at best enhanced, by the proposed project.	Ensure natural features can easily be managed and maintained. For example, examine the feasibility of adopting 'living roof' technology. An increasing amount of evidence highlights the potential thermal efficiency, biodiversity and aesthetic benefits. The costs and value added by applying such technology will be regularly appraised and based on whole-life costing.	BREEAM Retail addresses ecology – see www.breeam.org) DTI/CE KPIs on area of habitat created/retained and impact on biodiversity of the product www.livingroofs.org			
	F21. Buildings that save water Design the building to be as water efficient as possible during operation.	Water scarcity is now a major concern for large parts of the UK. As a consequence, business leaders in sustainability and responsible practices need to address water consumption. Increases in water charges also provide an economic incentive. Consider the application of low water volume fittings, and systems for rainwater harvesting, greywater recycling and sustainable drainage systems for all new buildings.	BREEAM Retail addresses water use – see www.breeam.org) DTI/CE KPIs on water use during construction and designed water use of building BSRIA Guide – Buildings that save water			
	F22. Measuring resource use Design in monitoring systems to measure resource use.	Build in efficient means of monitoring resource use and other areas of impact, so that performance against targets can be measured, eg sub-metering/intelligent monitoring systems.				
G. Public consultation and planning submission/ approval	**G1. Holding effective stakeholder dialogue** Conduct transparent and responsive public consultation.	Linked to C3.				

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
H. Performance specifications for products and materials and life-cycle costing	**H1. Encouraging innovation in construction** Encourage sustainable innovation within the specification process.	Write sustainability commitments into tendering and specification documents, encouraging contractors and suppliers to develop new products and services that help to meet the Partnership's sustainability aspirations. Allow sufficient time for this to take place.				
	H2. Responsible procurement of materials Apply sustainable procurement principles to all materials acquired for the site.	Integrate sustainability assessment criteria into the procurement process, helping with supplier and product evaluation. This will be linked to the adopted whole-life costing model. Individual materials-specific issues are addressed in H3–H10 below.	BRE Green Guide to Specification Recommendations of UK Government Sustainable Procurement Task Force			
	H3. Procuring sustainable timber Procure 100% of timber from FSC-certified sources.					
	H4. Minimising the use of PVC Minimise the use of PVC in building design.		BRE Green Guide to Specification			
	H5. Maximising the potential for recycling Maximise the use of recycled/reclaimed materials in the building design, as well as products with a high recycled content.	Establish benchmarks for new and refurbished buildings in order to set SMART targets that reflect best practice within the construction industry. Types of materials may include secondary aggregates, reclaimed timber and bricks, spoil, etc.	WRAP's AggRegain website			
	H6. Responsible procurement of coatings Seek to utilise environmentally benign coatings wherever possible.	This will depend on what needs to be coated and whether a coating is really required. Water-based paintings and coatings are obviously beneficial but application of coatings may reduce recycling viability at end of life.	BRE Green Guide to Specification			
	H7. Responsible procurement of steel Seek to utilise steel with the lowest embodied energy commercially available.	This information may be difficult to obtain but asking the question of suppliers helps to prime the market.	DTI/CE KPI on embodied CO_2			
	H8. Responsible procurement of concrete and bricks Seek to use cement/concrete and brick/block with the lowest embodied energy commercially available.	This information may be difficult to obtain but asking the question of suppliers helps to prime the market. Seek to maximise the recycled content of the concrete procured.	DTI/CE KPI on embodied CO_2			

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
	H9. Utilising the most efficient IT and appliances Utilise white goods/appliances and IT with the highest energy-efficiency ratings.	Only use appliances and IT equipment with the highest energy-efficiency specification. Consider very high data and efficiency specification for ICT network to accommodate future technological development.				
	H10. Recycling fixtures and fittings Look to use fixtures and fittings that have a high likelihood of being recycled/reused.	When conducting refurbishment, seek to identify local companies and charities that can use second-hand goods such as tills, tables, shelves, lighting, etc.				

4. Construction

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
I. Trade contractor selection	**I1. Selecting responsible contractors** Only use framework contractors and sub-contractors that can demonstrate their ability to meet the sustainability requirements.	As in objective A3, sustainability criteria should be placed alongside other selection considerations like cost, quality and track record. Project-based criteria could include whether the contractor has put forward challenging plans for waste minimisation, transport, etc. Ideally these actions should have been addressed within the SAP developed prior to detailed design and planning.	ISO 14001 DTI/CE Environmental and Respect for People KPIs Apprenticeships CIRIA environmental good practice on site (training pack, guides, posters, etc)			
J. Construction planning and management	**J1. Implementing sustainable mobility** Ensure a sustainable transport plan for construction and operation has been developed and implemented.	As part of this process, undertake a review of transport needs and current services, prior to developing a green transport plan.	DTI/CE KPI on commercial vehicle movements during construction process Case study: Arup Campus, Birmingham – green transport plan (Constructing Excellence) Growing number of car sharing schemes, eg Airbus, BT, Cable and Wireless, Ikea, Tesco			
	J2. Delivering a sustainable action plan Ensure the framework contractor implements the necessary actions laid out in the project SAP – addressing all the main impacts of the project under the contractor's influence or control.	Agree targets for the construction phase, including monitoring and reporting practices for a variety of impacts like waste, water, ecology, etc at the start of the project within the SAP.	10 DTI/CE KPIs on energy, water, waste, ecology, etc during construction process			

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
	J3. Maximising value to the local economy Encourage the framework contractor and sub-contractors to maximise the value of the project to the local economy and community.	There are many ways in which a large construction project can have a positive economic and social impact within a local community. These should be discussed with prospective contractors during the selection process. These include: • capacity building in the local area, eg training and skills scheme for local unemployed or school leavers • educational visits on site, eg for schools • maximising the use of local labour and products supplied by local businesses.	10 DTI/CE KPIs on Respect for People, including Investors in People, training, etc Case study: On-Site Bristol – LA and CITB team up to develop apprenticeships and projects for unemployed (ENGAGE) Case study: Caxton Islington – First Start programme – skills scheme for local teenagers (ENGAGE)			
	J4. Keeping up to date Encourage regular options appraisals in order to identify the best available sustainable services and products.	The costings and markets associated with technologies like renewable energy solutions are regularly changing, as embryonic markets develop and procurement methods and economic incentives evolve. Regularly reappraise technologies and innovations, as well as explore grants and subsidies for new technologies.	Government's recently launched Low Carbon Building Programme may be able to subsidise use of low carbon technologies The Carbon Trust			
K. Monitoring	**K1. Implementing waste management on-site** Establish the current best practice benchmark for Waitrose and John Lewis stores and seek to exceed these by setting high targets for waste minimisation and reuse on-site.	Is 90% of waste to be reused on-site/recycled and 0% to landfill possible now?	DTI/CE KPI on waste			
L. Handover	**L1. Using the building as it was meant to be used** Clarify Facilities Management (FM) protocols for maintaining the sustainability characteristics of the development.	There is significant evidence within the industry supporting the claim that many high-specification 'green buildings' perform badly, partly because of insufficient awareness among users about how to maximise the benefits from natural ventilation, maintenance cycles, energy-efficiency measures, etc. Handover of the current information and training is important and will be conducted, while proper consultation and engagement of FM staff will be conducted during the development of the SAP and the design phases. Feed back the findings of post-occupancy evaluations on existing stores to those Partners involved in the design and planning of new buildings.				

5. Operation and maintenance

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
M. Facilities management and maintenance, including performance in use	**M1. Monitoring building performance** Maintain ongoing monitoring and auditing of building performance.	Establish the social, economic and environmental performance criteria to be used – based on best practice across the portfolio and against competitors. These performance criteria should be comparable across the property portfolio. It is important that these performance criteria are not just those data sets already collected (eg takings, electricity usage), but reflect the Partnership's overall sustainability aspirations. Data could include results of Partner and customer satisfaction surveys, water usage, waste generation, numbers of complaints, local community usage of facilities for non-retail purposes, etc. Allocating (and recognising) the responsibility for collating and disseminating this information is very important.	Case study: Post-occupancy evaluation of Kingsmead Primary School – best-ever results for building surveyed by Usable Buildings Trust			
	M2. Managing and exchanging best practice information Transfer best practice information and learning across the built environment portfolio, and with the framework contractors.	Set up mechanisms for the transfer of knowledge between building professionals and users of the buildings, eg communications, competitions, networks and meetings to discuss what works well, and what doesn't. In particular, feedback loops need to be in place to transfer this learning into the design and construction/refurbishment of other buildings, eg post-occupancy evaluation. Many contractors obtain little information on the performance of buildings once they have handed over the project. Feedback on performance is important in helping to continuously improve the design and construction of new buildings. The Partnership will develop a process of providing this information.				
	M3. Maximising value to the local community Seek to maximise the local utility of stores.	Aside from the store's core business, store managers should examine the scope for maximising the value of the building to the local community. Potential ways include: • supervising the use of training/meeting rooms for local community use/business training purposes • providing educational visits to the store encouraging school leavers/disadvantaged kids/long-term unemployed to consider retail sector as a career • sponsoring local sports and community initiatives and displaying information in-store.				

Key phases	Objectives/commitments	Practical considerations	Indicators/benchmarks	Responsibility	Process in use	Date and signature
	M4. Demonstrating commitment to sustainable development Aim to use the buildings to demonstrate a commitment to sustainable development.	Consider how Partners and customers will see aspects of the sustainable design, construction and operation of the store. Utilise the building performance as a way of educating users about sustainability issues, eg use a flat screen providing real-time monitoring data alongside explanatory information.				
N. Post-occupancy evaluation	**N1. Reviewing progress** Conduct a detailed post-occupancy evaluation after the first 12 months of operation and then again after five years.		Overall Liking Score (ABS Consulting) Usable Buildings Trust PROBE Studies			
O. Evaluation of end-of-life options and adaptation for reuse or demolition	**O1. Evaluating end-of-life options** When considering demolition or major refurbishment, aim to maximise the reuse of the building components.	Undertake a review of materials present and prepare a recycling/waste management plan as part of a demolition protocol.				

Glossary

Biodiversity
The totality of genes, species and ecosystems in a region or the world.

Carbon neutral
Counteracting the release of carbon dioxide: relating to the maintenance of a balance between producing and using carbon, especially balancing carbon dioxide emissions by activities such as growing plants to use as fuel or planting trees to offset vehicle emissions.

Embodied energy
The energy consumed by all the processes associated with the production of a building, from the acquisition of natural resources to product delivery.

Key Performance Indicators (KPIs)
Quantifiable measurements that reflect the critical success factors of the company, department or project.

Partnering
Working in collaboration with stakeholders.

Stakeholder
One who has a share or an interest in an enterprise.

Whole-life costing
A tool to calculate the true cost of a product, service or activity, showing that financial, environmental and social costs accrue to each part of a product or service during its life cycle, not just at the point of buying and using the service.

Whole-life value
A term that describes the various aspects of sustainability in the design, construction, operation, deconstruction and, where appropriate, re-use of a built asset or its properties. It entails achieving compromise and synergy between three different sets of values: social, economic and environmental.

Useful links

BRE (Building Research Establishment Ltd)	www.bre.co.uk
BREEAM for Retail	www.breeam.org/retail.html
CABE (Commission for Architecture and the Built Environment)	www.cabe.org.uk
CIRIA	www.ciria.org.uk
Considerate Constructors Scheme	www.considerateconstructorsscheme.org.uk
Constructing Excellence in the Built Environment	www.constructingexcellence.org.uk
Design Quality Indicator	www.dqi.org.uk
ENGAGE	www.engageweb.org
Low Carbon Buildings Programme	www.dti.gov.uk/consultations/page13988.html
The Usable Buildings Trust	www.usablebuildings.co.uk
WRAP (Waste and Resources Action Programme)	www.wrap.org.uk
WWF/BRE Sustainability Checklist	www.wwf.org.uk/filelibrary/pdf/regsust_checklist.pdf

The material used for this document is Revive Silk, which is elemental chlorine free (ECF) and consists of 75% de-inked post-consumer waste and 25% mill broke.

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For information on our wider corporate social responsibility activities visit our website: www.johnlewispartnership.co.uk