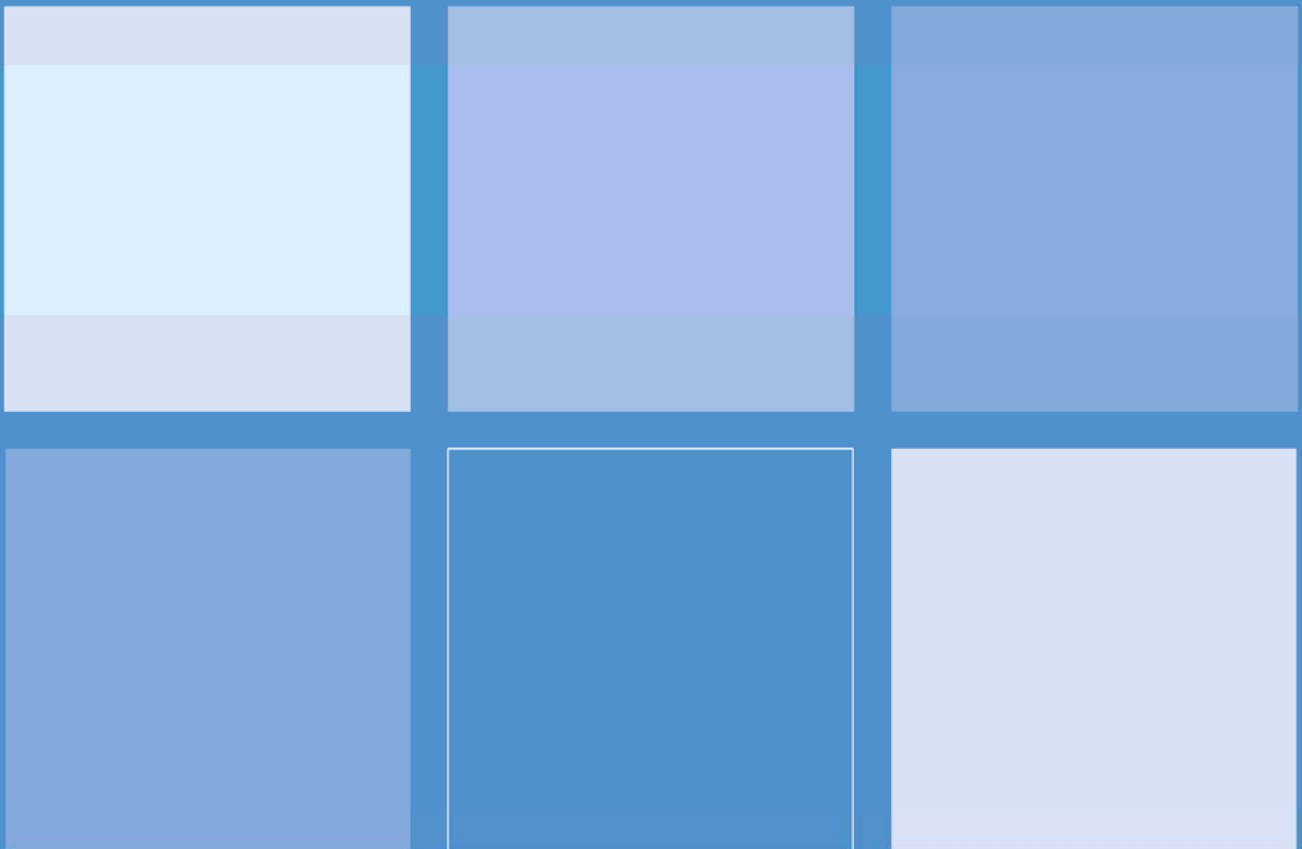


RPS

# Shaftesbury PLC

**Eighth Annual Corporate Responsibility**

**Audit 2010**



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## **Eighth Annual Corporate Responsibility Audit 2010**



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**1.0 Overview 2010**

This Corporate Responsibility (CR) Audit provides Shaftesbury PLC and its stakeholders with a progress report of how it has performed against its Policy Objectives during the financial year 1<sup>st</sup> October 2009 to 30<sup>th</sup> September 2010 and highlights areas in need of further improvement. These recommendations are expanded in more detail in the Action Plan 2010-11.

Shaftesbury has maintained its performance in a number of external benchmarking indices, including continued membership of the Dow Jones Sustainability Index and FTSE4Good. The company has continued to manage and monitor its environmental impacts and to consider how its activities can contribute positively to society. Key performance over the past seven years is shown below.

Performance Area	Key Performance Indicator	2004	2005	2006	2007	2008	2009	2010
Stakeholder Engagement	Listing on FTSE4Good	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Listing on Dow Jones Sustainability Index	-	-	-	Yes	Yes	Yes	Yes
	Good Companies Guide	-	-	-	3 <sup>rd</sup>	6 <sup>th</sup> (highest ranked property company)	N/A	N/A
Employees	Proportion of employees that are female	33%	33%	47%	50%	50%	53%	53%

Performance Area	Key Performance Indicator	2004	2005	2006	2007	2008	2009	2010
	Proportion of females in managerial grade	50%	50%	57%	71%	71%	71%	71%
	Proportion of employees having an annual training and development review	25%	66%	100%	100%	100%	100%	100%
	Employee turnover (percentage)	0	0	0	0	0	5	5
Carbon	Direct carbon emissions for Head Office (tonnes CO <sub>2</sub> )	30	32	23	28	28	33	36
	Carbon emissions associated with common parts of tenanted portfolio (tonnes CO <sub>2</sub> )	924	1,335	1,155	1,172	1,176	1,325	1261
	Normalised data (tonnes CO <sub>2</sub> /m <sup>2</sup> ) for common parts of tenanted portfolio	0.009	0.012	0.010	0.0085	0.009	0.0094	0.0096
Environment	Tenant waste recycled as proportion of waste generated at Carnaby / Seven Dials	6.5%	8.8%	2.4%	Not quantified (by contractor)	32%	36%	36%

Performance Area	Key Performance Indicator	2004	2005	2006	2007	2008	2009	2010
	Percentage of waste by volume/weight recycled or reused on refurbishment schemes with Site Waste Management Plans (SWMP)	N/A	N/A	N/A	N/A	N/A	N/A	Minimum of 80%
	Performance against requirements of Considerate Constructor Scheme – percentage of assessed schemes that achieved target	80% achieved target of 24/40	89% achieved target of 24/40	80% achieved target of 26/40	75% achieved target of 26/40	89% achieved target of 26/40	83% achieved target of 26/40	85% achieved target of 26/40
	Proportion of timber certified with Chain of Custody documentation	N/A	N/A	N/A	Trial on 3 projects	56%	36%	36%
Health & Safety	Number of days/1000 employees lost to accidents	0	0	0	0	0	0	0
	Number of notifiable health & safety incidents in refurbishment projects	0	1	1 prohibition notice	0	2 prohibition notices	0	0
Community Investment	Total value of community investment and charitable giving	£134,000	£531,372	£266,433	£930,055	£301,816	£738,659	£345,458 <sup>1</sup>

Performance Area	Key Performance Indicator	2004	2005	2006	2007	2008	2009	2010
	Proportion of pre tax profit spent on community investment and charitable giving	1.1%	3.72%	1.9%	7.32%	2.63%	3.47%	1.5% <sup>1</sup>

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<sup>1</sup> Assessed against London Benchmarking Group for 2010

## 2.0 Introduction and Methodology

This is the eighth annual Corporate Responsibility Audit compiled by RPS for Shaftesbury PLC. It covers the period from October 2009 to September 2010 and summarises Shaftesbury’s progress against its objectives and targets.

### Company Overview

This report should be read in conjunction with the company’s annual report which provides further details on company structure and activities. This report provides information relating to Corporate Responsibility (CR) for general company operations (including Head Office activities) together with more specific information for each area of the portfolio.

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<b>Number of Staff</b>	18 (16 at Head Office)
<b>Activities</b>	Acquisition, refurbishment and property management within central London
<b>Portfolios</b>	Carnaby, Seven Dials, Chinatown, Opera Quarter, Charlotte St and Berwick St area
<b>Shops</b>	394,000 sq. ft
<b>Restaurants, Cafes, Bars and Clubs</b>	453,000 sq. ft
<b>Office Space</b>	424,000 sq. ft
<b>Residential</b>	345 apartments
<b>Refurbishment Sites assessed in 2009/10</b>	14

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NB. Although, the Longmartin joint venture is partially complete and some of the units have been let, available data is currently limited for reporting purposes and is, therefore, will not included within this year’s report.

### Audit Methodology

RPS works with Shaftesbury throughout the year to assess its activities in relation to CR issues and has used a number of data sources to compile this report.

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<b>Interviews with Shaftesbury Personnel</b>	Penny Thomas – Company Secretary Claire Harris – Managing Surveyor
<b>Interviews / Correspondence with Shaftesbury’s Managing Agents</b>	NB Real Estate (responsible for Chinatown and Opera Quarter) – Sean Gleig and Neil Glendenning EA Shaw (responsible for Covent Garden and Carnaby) – Wade Standen and Nick Bark MJ Mapp (responsible for Berwick Street area) - Adam de Acetis
<b>Interviews / Correspondence with refurbishment Project Managers</b>	Single Point Project Management Ltd (SP.PM, responsible for Carnaby) – Andy Matthews and Leigh Chaney Fresson & Tee (Responsible for smaller individual projects) – Robert Say, Colin Martin, Sophie Willetts and Colleen Thomas TFT (Responsible for a limited number of refurbishment projects in Berwick St) - Jacqui Allen and Andrew Ferrznolo
<b>Site visits</b>	Visits to a number of refurbishment sites and parts of the managed portfolio
<b>Documentation Review</b>	Including energy and water meter readings, timber Chain of Custody, completed checklists for refurbishment projects and Considerate Constructors Reports

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### 3.0 Managing Corporate Responsibility Internally and Through the Supply Chain

#### Management of Corporate Responsibility within Shaftesbury

Shaftesbury does not operate under an externally-certified Environmental Management System (EMS), but in accordance with a bespoke management system, which includes the core elements of a Policy, measurable objectives and targets, an audit programme and reporting. Similarly, whilst no externally certified health and safety management system is in place, procedures exist to ensure it is managed appropriately.

The company has a robust CR Policy which was reviewed in July 2010 by the Board and is available to the public via the company website. Jonathan Lane, the Chief Executive, exercises overall responsibility for the implementation of the CR Policy. Below Board-level, individuals are identified for the implementation of specific aspects of the Policy through the annually updated Action Plan and this includes managing agents and project managers working on the portfolio on behalf of Shaftesbury. Penny Thomas, as Company Secretary, reports directly to Jonathan Lane and coordinates the reporting and progress of the Action Plan. Brian Bickell, Shaftesbury's Finance Director, has overall responsibility for overseeing personnel issues such as health & safety, training and staff welfare.

In support of the overall CR Policy are various other policies including those relating to equal opportunities, health & safety and whistleblowing.

#### Managing the Supply Chain

As a property investor, Shaftesbury's most significant impacts could be considered to occur through its supply chain. This includes the management of its portfolio on a daily basis and the refurbishment of new properties; if not responsibly managed, Shaftesbury could inadvertently contribute to significant environmental impacts, through factors such as the use of energy at these sites, waste produced and materials used.

Shaftesbury employs agents to manage the portfolio and project managers to oversee the refurbishment activities. The company has systems set up in order to integrate environment and social / ethical factors into the procurement process of new services and into the ongoing work of its long-term sub contractors. Management of CR issues in the reporting year throughout the supply chain has included the following:

- **Contractual Information**

- Key information relating to CR requirements is included within contractual information throughout the supply chain.
- Shaftesbury's Estate Management Services Specification includes clauses requiring the contractor to act in accordance with Shaftesbury's environmental and CR policies and to ensure all contactors, consultants and advisors engaged on the portfolio are aware of and observe the policies.

- **Use of CR Policy**

- Issued to all key advisors.
- Included as standard in all contract documentation issued by the project managers for refurbishment projects.
- Issued by the project managers to subcontractors working on refurbishment projects above a capital sum of £75,000.
- Issued by the managing agents to key subcontractors working on the managed portfolio.
- Issued to commercial tenants as part of the tenant's pack.

- **Use of Contractor's Induction Leaflet**

- Issued by the project managers to all subcontractors working on refurbishment projects.
- Issued by the managing agents to contractors working for the managed portfolio.

▪ **Use of Checklists / Legislation Guides**

- Issued at the opening meeting of each refurbishment project by the project managers and updated regularly by RPS/Shaftesbury to reflect new legislation and best practice. The checklists are completed during the course of the project and the project team is also required to submit supporting documents, such as the Considerate Constructors Scheme audit report, waste Duty of Care information, Chain of Custody information for timber etc. Checklists include an overall CR reporting checklist, a contractor’s checklist and a specification checklist. Legislation guides are also provided.

**Use of the Considerate Constructors Scheme (CCS)**

- All refurbishment schemes above a capital value of £75,000 are signed up. Compliance with the Code incorporates a number of factors including environmental and social considerations important to the overall goals of CR.
- Compliance with the scheme involves achieving a score of 24/40 and Shaftesbury sets a more stringent target for its sub-contractors of 26/40.

No. schemes assessed (no. with second/ third visit)	% CCS compliant schemes (24/40 or above)		% meeting Shaftesbury target (26/40 or above)			Average Score (/40)		Overall
	Visit 1	Visit 2&3	Visit 1	Visit 2	Visit 3	Visit 1 & 2	Visit 3	
	13 (8+1)	92%	100%	85%	100%	100%	30.18	

In 2010 Shaftesbury’s target to maintain at least 80% of sites achieving a score of 26 or above was met for all the schemes under consideration. One site did not initially meet the CCS; however, the issues identified were rectified by the time of the second visits and all the sites were therefore in

compliance with the scheme. Overall the average score has increased this year to over 30, with one site scoring 35. Given the nature of Shaftesbury's sites and the inherent difficulties of providing the level of welfare facilities required by CCS, this is a commendable performance by Shaftesbury's contractors. It was also pleasing to note that issues identified repeatedly in previous years had generally been resolved, however, this year the issues on the poorer performing sites included not providing a separate folder for CCS documentation, lack of emergency numbers for operatives and no record of CSCS cards all of which could be addressed easily for future assessments. Further details are provided in Appendix A.

### **Recommendations**

- Policy and supply chain management documents to be updated, where necessary.
- All contractors to register as a company to CCS as well as individual site registrations.

## 4.0 Carbon Management and Performance

Shaftesbury's strategy is to invest in the West End, with all properties within the portfolio located in Conservation Areas and some buildings also having listed status. Shaftesbury maintains and refurbishes the existing buildings in the vast majority of cases, which is by definition sustainable as it avoids unnecessary waste and materials required to construct new properties. It also conserves embodied energy within the existing materials, avoiding the need for additional energy to be used to provide new materials and construct new properties. In addition, through refurbishment Shaftesbury improves the operational energy efficiency of existing buildings. A recent publication by English Heritage published to address the decline of listed buildings, highlights that 80% of the building stock we will be using in 30 years time exists today and the importance of maximizing the use of existing resources and the embodied energy they contain:

*“Responsible stewardship is essential – to ensure that buildings are well-maintained, reusable and flexible to future needs. Replacing a building demands a considerable investment of energy: the energy embodied in the old building will be lost, and more will be used in its demolition and in the manufacture and transportation of replacement materials and reconstruction. It is usually much more efficient to retain the existing building, particularly when its energy performance is good, or where it can easily be improved. Retaining old buildings, and seeking to enhance their energy performance in benign ways rather than replacing them is not just good heritage conservation practice, but also brings wider sustainability benefits”.*<sup>2</sup>

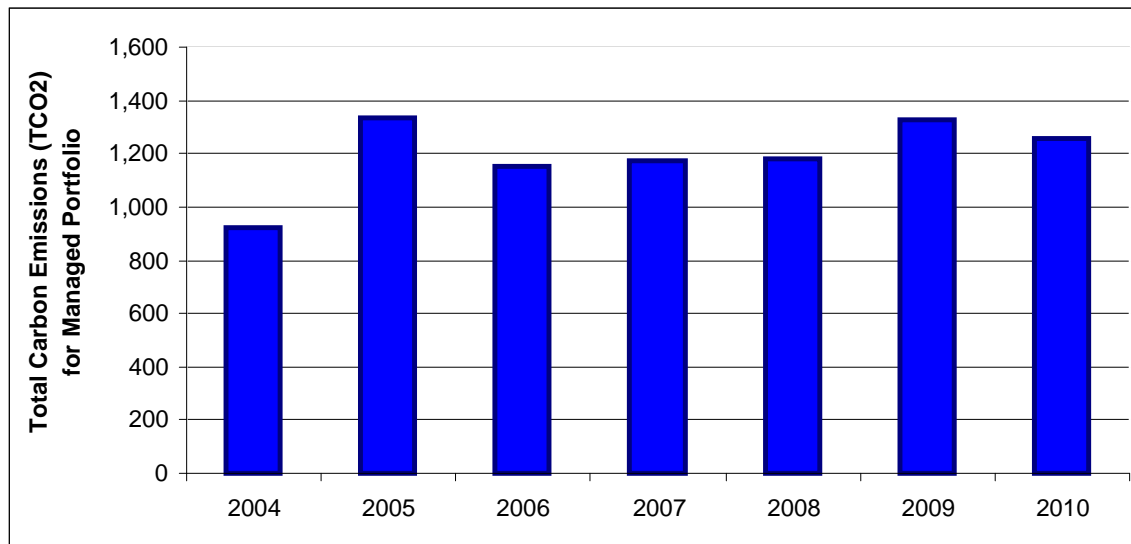
The table below provides key data on carbon emissions relating to Shaftesbury's operations, both at Head Office and in the managed portfolio. Values are presented in accordance with the Greenhouse Gas Protocol and current Defra guidance<sup>3</sup>. More detailed information is provided in Appendix B.

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<sup>2</sup> English Heritage - Saving London (June 2010)

<sup>3</sup> Defra / DECC Greenhouse Gas (GHG) Conversion Factors (September 2010)

	Carbon Emissions (tonnes)						
	Head Office	Carnaby	Seven Dials	Chinatown	Opera	Berwick St	Total
Scope 1 Emissions: Direct	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Scope 2 Emissions: Indirect	36	526	453	185	78	19	1297
Scope 3 Emissions: Air Travel	4.5	N/A	N/A	N/A	N/A	N/A	4.5
<b>Total Emissions</b>	<b>40.5</b>	<b>526</b>	<b>453</b>	<b>185</b>	<b>78</b>	<b>19</b>	<b>1301.5</b>



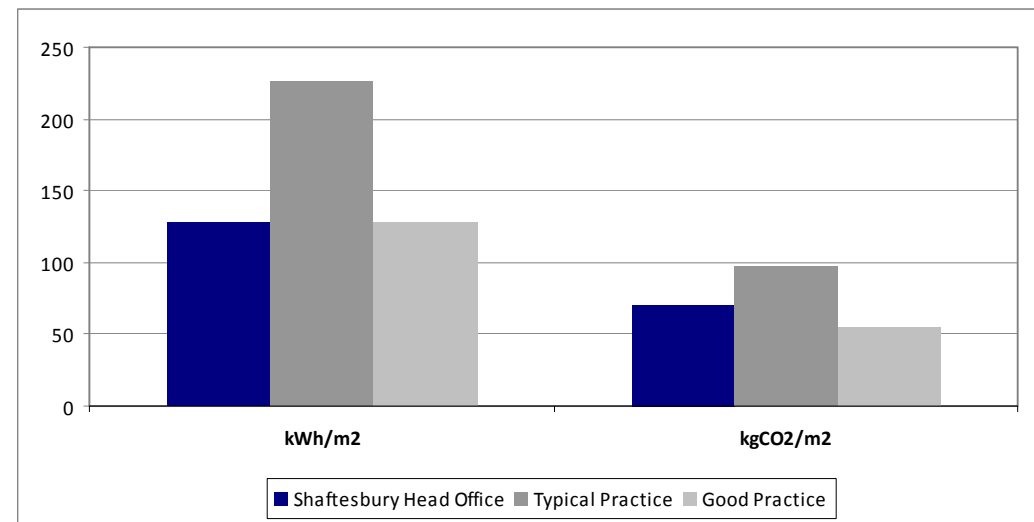
Shaftesbury’s overall carbon emissions have slightly decreased from last year this is particularly within Seven Dials and Carnaby. However, it should be noted that the size of the portfolio is increasing in Berwick St and Opera Quarter which will result in additional increases in the future. The normalised carbon emissions against floor area have remained constant.

Shaftesbury has assessed its obligations against the *Carbon Reduction Commitment (CRC) Energy Efficiency Scheme*. With an annual electricity usage, including areas of the managed portfolio for which Shaftesbury pays the bills, of approximately 5,591 MWh, the company’s usage falls within the threshold for registration at the introductory phase of the scheme. [A significant portion of this (4,176 MWh) is for Lazenby House which provides the supply to Liberty PLC. Shaftesbury charges the full costs for electricity used to Liberty Department Store but is not their landlord and has no direct control over their usage.]

**Head Office**

Despite an increase in usage in the Head Office this year, the office still compares favourably against industry benchmark figures provided for the most relevant office type (Type 3: an air-conditioned standard office)<sup>4</sup>.

With respect to transport issues, since the Head Office is within central London employees generally use public transport (or walk) for both commuting and business travel. To encourage use of public transport, season ticket loans are available from Shaftesbury for all employees except directors and a cycle to work scheme continues. Business travel not undertaken in Central London or by public transport is limited to several flights per year (quantified as Scope 3 emissions above and summarised in Appendix C) which is a consistent level year on year. Car travel is not used for business purposes.

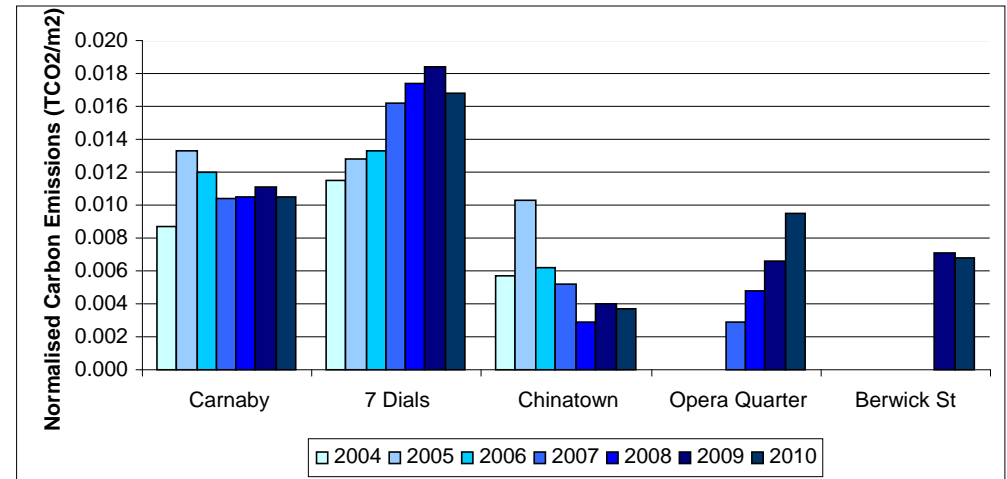


<sup>4</sup> The Carbon Trust – Energy efficiency in offices – Energy consumption Guide ECG 19 (2003).

**Managed Portfolio**

The use of energy within the managed property portfolio is the responsibility of the tenants, with the exception of certain common areas such as stairwell lights and facilities. Generally there is no heating in the common parts and energy use is restricted to lighting, which reduces the environmental impact of these areas.

Electricity usage, and consequently carbon emissions, has slightly decreased in 2009 -10 in the managed portfolio. However, given the variability in the business activity within the portfolio and the growth of Opera Quarter and Berwick St it is difficult for Shaftesbury to show significant reduction in use year on year. Of greater importance is that the average normalised consumption remains relatively constant at 0.01kgCo2/m2.



Green tariffs for the managed portfolio are assessed according to financial viability and for the Berwick St portfolio going forward to 2011 as the electricity supply comes up for renewal it will be transferred to Ecotricity – a reputable ‘green tariff’ supplier with at least 50% of its electricity supply from renewable sources.

Consideration continues to be given to energy efficiency of the landlord-controlled areas; however, due to the nature of energy usage in these areas, this is typically limited to replacement of traditional bulbs with long life bulbs. This process has continued within Chinatown/Opera Quarter and Carnaby/Seven Dials. With the Berwick Street area, long life/low energy bulbs are currently only present in two properties and there is considered to be the potential for

improvement in this area as this part of the portfolio develops. In offices lighting typically accounts for 8-16% of energy use and the installation of energy efficient lighting is not only a cost effective solution it will reduce energy use for lighting by approximately 60%.<sup>5</sup>

Shaftesbury provides an EPC to all prospective tenants to demonstrate the predicted energy performance of the building. It should be noted that owing to the nature of Shaftesbury's portfolio of buildings in conservation areas, with some having listed status, the vast majority of the buildings are unlikely to achieve a high energy rating using the standardised approach<sup>6</sup>. Furthermore, whilst Shaftesbury endeavours to improve energy performance during refurbishment, there are limits to what can be undertaken with heritage buildings (with restrictions on factors such as cavity wall insulation, double glazing and visible renewable technologies) and it may not be possible to improve performance considerably.

### Refurbishments

Given the constraints of the existing buildings in Conservation Areas and with some having listed status, it is considered that there are limited areas in which significant energy improvements can be made above the requirements of the Building Regulations. However, it is Shaftesbury's policy for its project teams to consider energy efficiency as part of the specification of refurbishment, where it is feasible within the constraints of the listing (or otherwise) of the property.

A study undertaken by RPS this year on a single property within the Shaftesbury portfolio demonstrated the comparability in energy performance over 50 years between refurbishment of a Shaftesbury property 38 William IV St and a new build. The Victorian building of traditional brick external walls with zinc covered flat roof and single glazed sash windows with no insulation was estimated to have an Energy Performance Certificate (EPC) grade of approximately a Grade F. Following refurbishment through the addition of features such as secondary glazing to the retained sash windows, all external walls dry lined to

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<sup>5</sup> RICS, Transforming Existing Buildings: The Green Challenge (March 2007).

<sup>6</sup> English Heritage, Guidance for Energy Assessors (July 2007).

incorporate insulation, basement floor excavation to add damp proofing, acoustic air bricks introduced for natural ventilation to flats the building EPC was improved to a Grade C. Furthermore, features such as the damp proofing and improvements to the drainage help to address the potential impact of climate change in the long term.

Of key consideration is the conservation of the embodied energy in the materials through the re-use of the existing buildings which in the study above was in the order of 25 tonnes. This was less than may be the case in the majority of refurbishments as there was a significant amount of work undertaken including provision of a new roof, but is consistent with other studies that estimate that refurbishment results in an initial saving of 35 tonnes of CO<sub>2</sub> per property<sup>7</sup>.

The applicability of energy saving measures varies according to each building, but typically includes:

- Energy efficient light fittings (with timer / sensor controls);
- High-efficiency individual boilers installed within each unit with thermostatic controls;
- Insulation used in roof voids to reduce losses, and within floors and cavity walls;
- Draught proofing throughout;
- Secondary glazing (where possible).

Solar panels for hot water supply have been included at 37-39 Great Marlborough St, where due to the orientation of the roof space and the lack of listing of the building this has been feasible.

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<sup>7</sup> Building & Social Housing Foundation / Empty Homes Agency, (March 2008)

Given the small-scale nature of refurbishment projects, it is often not possible to install cycle facilities within the buildings or external areas. Within the larger Longmartin scheme, both cycle storage and electric vehicle charging points are included. Given the central London location of all Shaftesbury sites, it is anticipated that most tenants will use public transport during the operational phase of the building or take advantage of the London Mayor's bike scheme – Barclays Cycle Hire with a number of docking stations located throughout Shaftesbury's portfolio. During the refurbishment work, contractors also typically use public transport and through its contractor and specification checklists Shaftesbury encourages the use of local suppliers to reduce the impact of transportation of materials.

### **New Buildings**

Shaftesbury's strategy does not generally include the construction of new properties and in 2009/10 there was only one ongoing scheme: the Longmartin joint venture project. This is now coming on stream for rental and is due for completion end 2010. The development includes photovoltaic cells and solar water heating panels to supplement power supplies with a renewable, low carbon source.

### **Recommendations**

- Maintain use and refurbishment of existing buildings to conserve embodied energy.
- Continue to assess the applicability for renewable energy technologies to be incorporated into refurbishments, including heat recovery technology.
- Install movement sensors in all office space as appropriate.
- On larger refurbishment aim to improve the existing EPC rating by an appropriate grade.
- Review and replace Tenant's leaflet with a more detailed sustainability guide for commercial tenants which particularly explores ways to reduce energy use.

## 5.0 Environmental Management and Performance

All Shaftesbury’s buildings are on brownfield land, reducing the need for greenfield development and often regenerating disused sites or those in a poor state of repair. The reuse of existing buildings is considered to be inherently sustainable and can reduce environmental impacts such as the use of new materials and the production of waste during the refurbishment process. As stated by English Heritage<sup>8</sup> 24% of all waste comes from the demolition and construction industry, so by reusing buildings the resources used and the waste generated is considerably reduced.

There were no notifiable environmental incidents within the managed portfolio or the refurbishment schemes in the reporting period.

### Waste

	Head Office	Carnaby / Seven Dials	Chinatown	Opera	Berwick St
<b>Waste Quantity (tonnes)</b>	6 ( <i>paper only</i> )	1191 (tenant waste)	Not quantified	Not quantified	Not quantified
<b>% Recycled</b>	100 ( <i>paper only</i> )	27	Not quantified	Not quantified	Not quantified

<sup>8</sup> English Heritage - Saving London (June 2010)

*Head Office*

Due to the Head Office being leased, there are significant limitations on controlling waste management issues. However, the principal solid waste is paper and this is all recycled. Whilst waste paper volumes have decreased in 2010, it should be noted that paper waste generated is to a certain extent outside Shaftesbury’s control as a significant proportion relates to incoming post and reports etc (including junk mail).

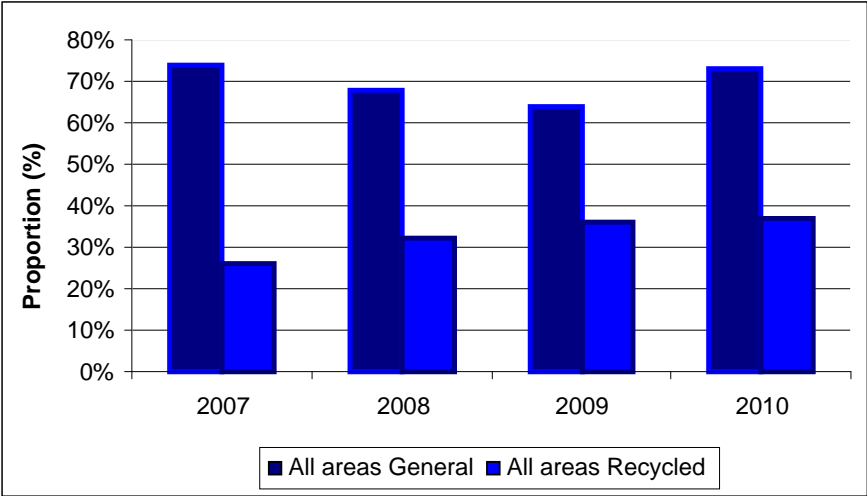
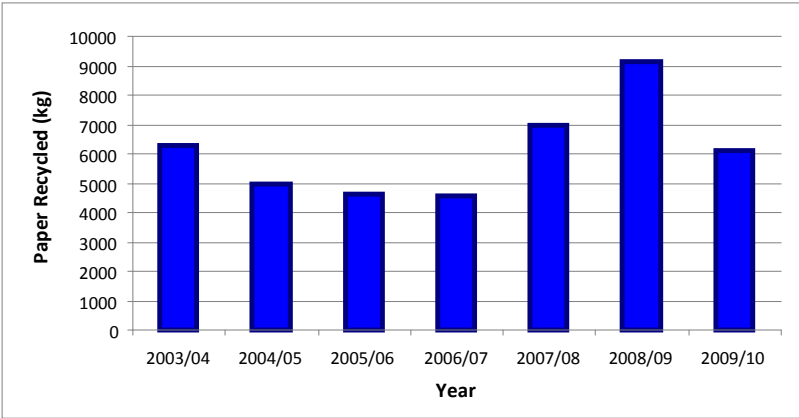
Overall, given the number of staff employed by Shaftesbury, the volume of waste produced is limited.

**The Managed Portfolio**

With respect to the managed portfolio, the volume of waste generated is a result of the tenants’ activities and outside of Shaftesbury’s direct control. However, Shaftesbury, via its managing agents, is responsible for waste disposal in some areas.

There are currently four sites within Carnaby / Seven Dials where Shaftesbury is responsible for waste management:

Percentage of Certified Timber used on Refurbishment



- Kingly Court
- Carnaby Court
- 22 Ganton Street
- Thomas Neal's Centre.

The overall proportion recycled has remained constant at 37%, however going forward there will be a significant improvement as the recently commissioned waste contractor will be taking the majority of the waste to an energy from waste plant. In addition at Carnaby Court investigations are underway to identify the potential for composting food waste.

Waste is not currently quantified in Chinatown, however, all waste currently is disposed of by Veolia on behalf of Westminster County Council and it is claimed the majority is sent to an energy from waste plant in South East London. Shaftesbury also continues to work closely with Westminster City Council to manage the issues that are specific to the area such as controlling the problems of fly tipping and disposal of food and oil waste. The two waste storage areas on the estate, South Service Yard and Horse & Dolphin Yard, are managed on behalf of Shaftesbury. A trial is currently underway at Horse and Dolphin to monitor the current usage with the intention of installing swipe card entry to control unauthorised access. At South Service Yard it is proposed to introduce segregation for recyclable materials.

Within Berwick Street there are no communal waste facilities. Waste facilities are considered to be difficult to incorporate at the present time due to the limited size of this area of the portfolio, although it is considered as a longer term objective.

### *Refurbishments*

A waste duty of care audit was undertaken by RPS of two refurbishment projects in Spring 2010. Waste management procedures practised by Shaftesbury's contractors were found to be generally compliant with the current regulations. Some minor issues were raised regarding implementation of the site waste management plan (SWMP) mainly relating to the updating of documentation as the project progresses.

Through its contractor management procedures, including checklists and supporting information, Shaftesbury requires project managers to manage waste appropriately, to segregate and recycle where possible and to collate information on waste quantities produced. The process encourages site managers and contractors to adopt responsible waste practices and provides Shaftesbury with details of waste quantities attributable to its activities, although the refurbishment sites are typically restricted in space and waste contractors which can sort waste off-site for recycling are selected. SWMP have been compiled for all sites with a value of £300,000 or more. This includes five of the 14 sites in progress at the time of the audit. Data provided indicates that at least 90% part of waste generated is recycled on site or is sent to an offsite recycling facility. Since the waste generated from the Shaftesbury sites will be mixed with other waste sources at the recycling facility it is not possible to confirm the rates specific to Shaftesbury, however, the facilities have rates of recycling that are on average at least 80% and in some cases as high as 98%.

The disposal of half used paint cans is becoming an increasing issue for the contractors. The cans will not be taken as a recyclable waste by waste contractors and therefore it requires disposal as hazardous waste. An alternative option to be pursued for 2011 is participation in the Community Repaint scheme - an award-winning paint reuse network. Individual projects collect "half-tins" of leftover paint from painters and decorators. The paint is sorted and stored at a project's premises and then redistributed to local charities, community and voluntary groups and individuals in social need.

**Water**

	Head Office	Carnaby and Seven Dials	Chinatown	Opera Quarter	Berwick St
<b>Data Coverage</b>	Not monitored	75% of portfolio	South Service Yard Only	Not monitored	Two properties (19% of portfolio)
<b>Usage 2009 (m<sup>3</sup>)</b>	N/A	2,959	259	N/A	176
<b>Normalised Data (m<sup>3</sup>/m<sup>2</sup>)</b>	N/A	0.05	N/A	N/A	0.33

**Head Office**

The Head Office is a leased premises, hence the use of water is part of the lease and is currently not monitored. However, usage is considered to be minimal and restricted to staff welfare facilities.

Owing to its standard office use, there are no water emissions from the property other than standard sewerage.

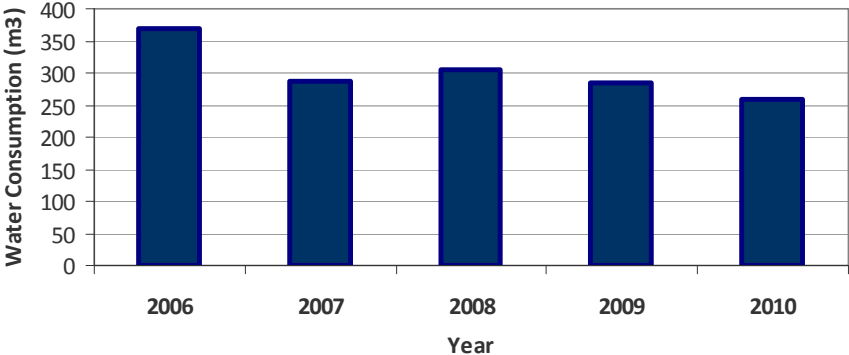
**The Managed Portfolio**

Water usage within properties is generally only monitored in Carnaby and Seven Dials and this was found to have been consistent in usage to previous years at 0.05m<sup>3</sup>/m<sup>2</sup>. Although there are no benchmark comparisons for common parts, using the CIRIA guide for water use in offices<sup>9</sup> a better than average performance would be less than 0.5m<sup>3</sup>/m<sup>2</sup>, therefore, the performance in Carnaby and Seven Dials is comparatively low.

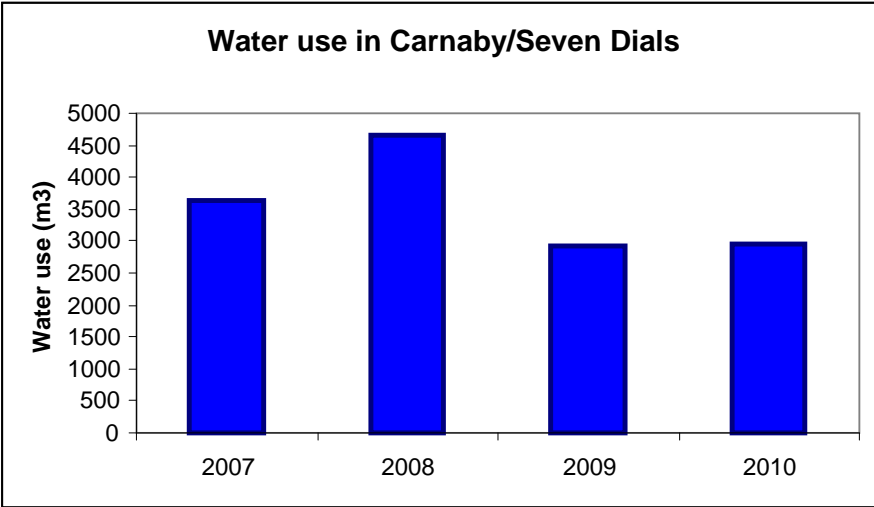
<sup>9</sup> CIRIA – Key performance indicators for water use in offices (Feb 2006)

Water is not monitored within tenanted properties in Chinatown/Opera Quarter and it is considered inappropriate to install meters for the very small volume of water used in the common parts. The water usage in South Service Yard which, due to steam cleaning activities, has the highest water use in this part of the portfolio has remained stable for 2009-10. This area is used for the storage of waste items and requires regular cleaning and, therefore, the use of a relatively significant volume of water. The bin area in Horse & Dolphin Yard is also cleaned daily, but this area is not metered.

**Water use in South Service Yard**



**Water use in Carnaby/Seven Dials**



Within the new Berwick Street part of the portfolio only two properties currently have a meter. One property has a relatively high usage given that the only water using facility is a toilet, but during the course of the reporting year the property was redecorated hence increasing the usage.

Shaftesbury is not responsible for any trade effluent or discharge consents from any of its sites (a tenant responsibility) and water emissions other than to the standard sewerage system are considered unlikely.

**Refurbishments**

Water efficiency measures are incorporated as appropriate within schemes, and include dual flush WCs, low flow taps, motion detectors / timers for urinal flushing and low flow showers. The Shaftesbury specification checklist prompts these to be considered at an early stage in the design process; and although not all schemes have incorporated the features at least two thirds of those for which it applies have done so.

Wastewater generated on site during refurbishment would be disposed of by the sewerage provider or, if considered to be hazardous e.g. contaminated with oil, would be collected by a specialist contractor.

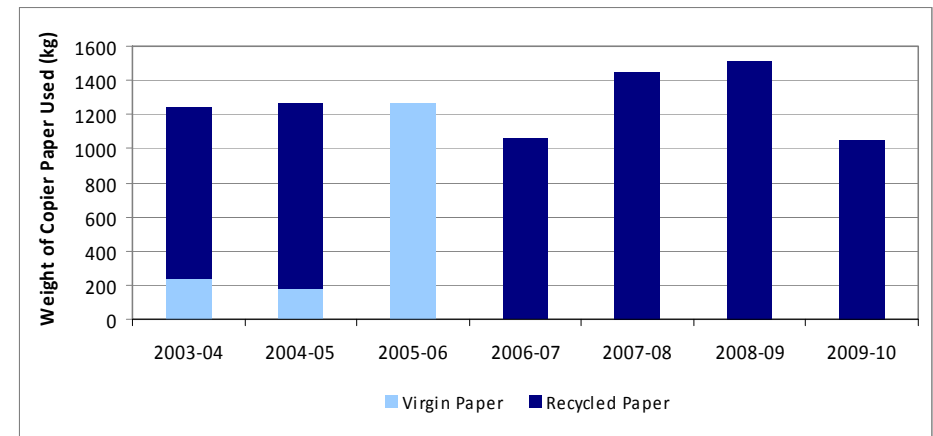
**Use of Materials**

**Head Office**

Paper usage is considered to be the key use of materials at Head Office. Usage has decreased in 2009-10 with only 1 tonne being used compared to 1.5 tonnes in 2008-09.

**Refurbishment Sites**

Within refurbishment projects, there is the potential for significant use of raw materials. However, by the nature of reusing buildings rather than constructing new-build properties, Shaftesbury is significantly reducing the need for raw materials.



The specification checklist issued to all project managers ensures that the re-use of existing materials and prudent use of raw materials is considered at an early stage of the design process. The use of materials is then dictated by the specification that is included within the contract tender documentation to the contractor. Shaftesbury encourages contractors to try and re-use as many features (e.g. fireplaces, original light fittings) as possible. If they are not used in their original location, they will be used elsewhere in the portfolio within Opera Quarter is used as a store for all items.

Shaftesbury does not use a large volume of timber and project managers and contractors are encouraged to reuse as much of the existing timber as possible during refurbishment work. On the majority of the schemes: roof joists, floor boards, doors, windows, panelling, staircases, banisters were all retained as far as possible unless requiring replacement due to rot or lack of suitability to the change of use (see Appendix J).

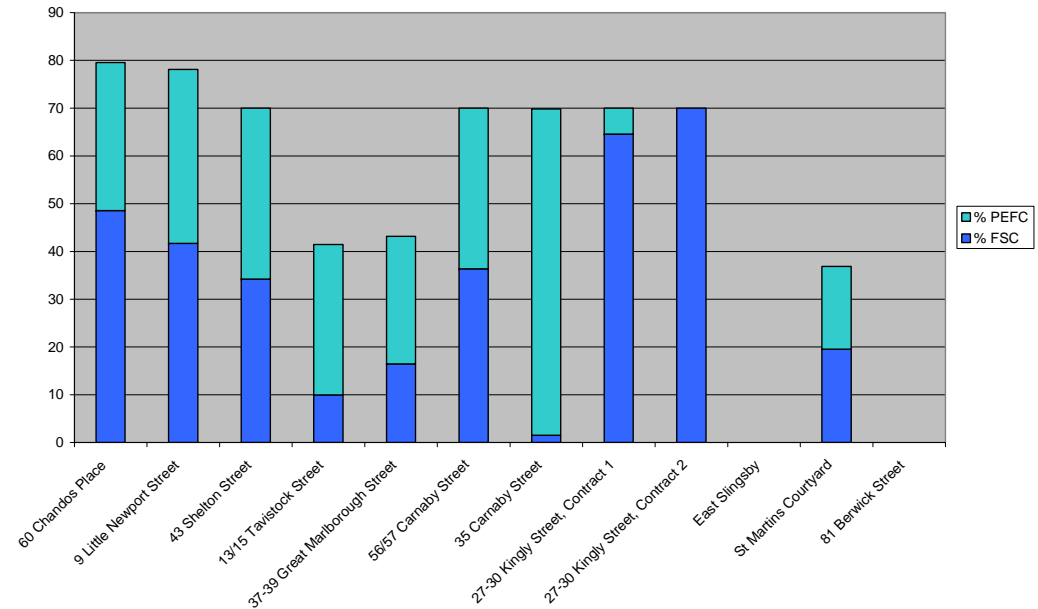
<b>Volume Timber Purchased (m<sup>3</sup>)</b>	<b>% Sustainably Sourced (with full Chain of Custody details)</b>	<b>% Likely Sustainably Sourced (without full Chain of Custody)</b>	<b>Total % Likely Sustainably Sourced</b>
390	36	8	43

Where timber is purchased, the aim is for the sourcing of sustainably sourced products, particularly those certified to the Forestry Stewardship Commission (FSC) or Programme for the Endorsement of Forest Certification (PEFC) schemes. Shaftesbury has set internal targets for 50% to be sourced from sustainable supplies, of which 10% to be FSC. Whilst Shaftesbury has again not strictly achieved its target of 50% due to absence of full Chain of Custody details in some cases, the proportion sustainably sourced on the majority of sites significantly exceeds the target (see graph). The main issue as in previous years is that the contractor does not specify that full paperwork demonstrating Chain of Custody is provided by the suppliers. However, the target for purchase of FSC timber was exceeded (17% of FSC timber used). A summary of timber sourcing for all refurbishment schemes is provided in Appendix K.

Shaftesbury maintains a policy commitment to only use legally sourced timber, and this is clearly required in all specification documentation. The company also goes beyond legal compliance by requiring all hardwoods to be certified. Whilst these are likely to have been sustainably sourced in 2009 – 10, this cannot be guaranteed from the evidence provided.

No refurbishment projects in the reporting year reportedly incorporated the use of any materials containing CFCs and HCFCs.

The majority of the refurbishment sites require the small scale use and storage of paint, and other potentially hazardous materials such as glues. Storage is generally considered to be satisfactory and the sites have spill kits.



**Biodiversity**

By definition, since all of Shaftesbury’s portfolio is within central London and the majority of sites within the portfolio are laid entirely to building / hardstanding cover, there is limited opportunity for ecological enhancement. A new initiative considered suitable for many of Shaftesbury’s schemes is the installation of bird boxes and for 2009-10 boxes were included at 43 Shelton St and 66 and 68 Shaftesbury Avenue. Within the Longmartin scheme green roofs, a green wall (see below) together with bird and bat boxes are all incorporated.



**Green wall at St Martin's Courtyard, Longmartin**

### **BREEAM**

Whilst Shaftesbury does not require the formal certification of schemes to the Building Research Establishment's Environmental Assessment Method (BREEAM), the sub-contractor checklists are designed to follow the principles of the scheme and to encourage environmental factors to be considered during design, specification and refurbishment works. The Longmartin scheme is being formally assessed under BREEAM; Phase C (former NCP Building) has already achieved a 'Very Good' certificate and the remainder is on track to achieve the target.

Construction site impacts such as noise and dust are controlled on site by the contractor. Damping down occurs on sites where dust and mud may be an issue and all sites adhere to local authority noise restrictions. Noisy works are generally undertaken in consultation with neighbouring properties and at

restricted times of day, as a result complaints from local residents relating to noise are few and no prohibition notices were issued. If a complaint is made, the contractor records the details and provides a written apology to the complainant.

### **Air Emissions**

Shaftesbury's activities are not considered to result in significant emissions to air (other than carbon emissions discussed in Section 4). Air conditioning is generally not included within properties and, should any redundant systems be included within property purchases or encountered during refurbishment works, specialist contractors are employed to remove and dispose of any ozone depleting substances. The specification checklist encourages the contractors to specify water based paints and 7 out of the 14 schemes did so, thereby limiting the emission of Volatile Organic Compounds.

### **Recommendations**

- Through choice of waste contractor increase proportion of waste diverted from landfill for managed portfolio.
- Encourage additional tenants to use recycling facilities managed on behalf of Shaftesbury and promote other third party schemes where appropriate, through use of Tenants' Leaflet.
- Aim to maximize reuse or recycling of non-hazardous demolition and construction waste by weight for projects covered by a SWMP.
- Aim to incorporate increased proportion of water efficient fittings in refurbishment schemes.
- Install water meters within Berwick Street properties where appropriate, and particularly during refurbishment.
- Contractors to retain all timber supply invoices and ensure that full chain of custody details are recorded.
- Incorporate ecological enhancement measures (e.g. bird boxes) where appropriate.
- Ensure water based paints are specified where possible.
- Dispose of unused paint to Community Repaint.

## 6.0 Health and Safety Management and Performance

	Head Office	Managed Portfolio	Refurbishment Sites
<b>H&amp;S incidents</b>	0	0	0

### Head Office

Shaftesbury continues to provide health and safety training to members of staff, including fire safety and first aid. A health and safety management system review was commissioned at the end of the financial year for 2009-10. The findings of the review, which will also encompass the managed portfolio and refurbishment sites, will be taken forward into 2011.

### The Managed Portfolio

As part of Shaftesbury's Estate Management Services Specification, there is a requirement for the managing agents to maintain up to date safety risk assessments, asbestos registers, fire risk assessments and Disability Discrimination Audit for all properties and to review these annually.

All sub-contactors working for the property managers undertaking ongoing maintenance of the portfolio work to the health and requirements of the principal agents. Health & safety policies are required as part of standard contract.

### Refurbishment

No improvement notices or prohibition notices were issued against any of the contractors working on Shaftesbury schemes for the year 2009-10

A positive development for 2009-10 was the provision of a staff welfare facility at Rupert Court in Chinatown. This is for use by contractors and their employees working on short-term refurbishment projects on Shaftesbury's portfolio when it is not feasible or practical to provide welfare facilities on site.

#### **Recommendations**

- Continue to ensure appropriate training is provided and zero notifiable incidents status is maintained.
- Implement findings of health and safety management review.

## 7.0 Community and Social Issues

### **Employment**

Shaftesbury has a total of eighteen employees with sixteen based in its Head Office and two on site. Two of these employees are part time. Due to the small number of employees it is inappropriate for Shaftesbury to have complex human resources systems with a large number of Key Performance indicators, therefore the following are the key parameters that are measured which are to be reviewed going forward to 2011.

### ***Equal Opportunities***

The CR Policy is supported by a comprehensive suite of employee policies including an Equal Opportunities Policy, which were all reviewed and update in 2010. As part of this review a Staff Handbook has been developed and issued to all staff and contains policy statements and guidance with respect to recruitment and promotion, job descriptions and selection, training, disabilities, harassment and complaints.

There continues to be five women in senior executive positions (50% of senior executive staff, excluding directors) and there are also two female non-executives on the Board. In addition, since Shaftesbury only has 18 staff, a number of specialist advisors are employed by the company to provide the necessary expertise – including lawyers, accountants, surveyors, project managers etc. Of these, women represent 50% of the senior advisors.

### ***Training***

CR Awareness Training has been undertaken annually since August 2002 for all Shaftesbury staff as well as key suppliers such as the project managers and managing agents. It is considered unnecessary for the internal Shaftesbury staff to have more detailed training given that their remit is to oversee the management of the property portfolio and they rely on the project managers and property management agents to deal with day-to-day issues relating to environmental, health & safety and social issues.

Given the small number of staff, the most effective measure is the percentage that receive training for the benefit of their jobs – this figure has been retained at 100%. Training and development needs are assessed as part of the annual review process for all employees including Directors, undertaken in November 2009. In addition, executive and non executive Directors’ needs are assessed as part of the annual board evaluation process. Professional staff attend appropriate training as required to maintain their Continued Professional Development (CPD).

***Employee Development***

In October 2005, a formal review process was initiated which allowed individuals to identify goals to work towards for each year as well as identify training requirements. This process has proved successful and is continuously being developed and repeated annually.

***Staff Welfare***

Flexible working is accommodated according to individual circumstances and the holiday allowance is five weeks. Employees receive comprehensive employment packages and receive the same benefits as Directors.

**Community**

<b>Value of Community Investment</b>	<b>% of Company’s Pre-Tax Profit</b>
£345,458	1.5%

For 2009 -10, Shaftesbury has joined the London Benchmarking Group and is using their methodology for reporting its community investment and charitable giving. The company continues to be proactive in addressing its responsibility to the local Community and the CR Policy identifies Shaftesbury's approach to charitable giving and involvement with the community within its areas of investment in London's West End. The company has long established relationships with several organisations which are directly relevant to its business.

Support is provided to a number of organisations involved in the arts, theatre and music together with support and involvement with community groups and charities which are addressing important local issues. In addition, the Group continues to work closely with local statutory bodies to maintain and improve the local environment.

The Group also provides financial support and advice to the National Campaign for the Arts and the Association of British Orchestras. Management advice on a non-executive basis is given to the Theatres Trust, the Royal Shakespeare Company, the Orchestra of the Age of Enlightenment and the Art Fund. Other organisations which the Group has supported during the year include: the London branch of the Samaritans (located in Carnaby), the Hungerford Drugs Rehabilitation Project (located in Chinatown), the Soho Family Centre, the Chinatown Stakeholders Group, the Seven Dials Trust, the West End Community Trust and the Chinatown Arts Space.

Shaftesbury's strategy of developing clusters of buildings within discrete areas such as Carnaby, Seven Dials, Chinatown and Berwick St lends itself to more community involvement as the company and its managing agents are directly involved in estate management, any community issues that may arise and ongoing liaison with the local authority. The strategy also enables Shaftesbury to make choices which benefit the community, such as the ongoing lease of properties in Carnaby to individual stores, and the refurbishment of disused office space into much needed residential space in the heart of London.

Shaftesbury reviews each purchase and its proposed use carefully to ensure it will fulfill the needs of the local community, the estate and the company's overall objectives.

Community benefits also result from refurbishment through both the renovation of previously disused or run-down properties and provision of local jobs as part of the refurbishment process itself. It is estimated that the build cost of a refurbished house is 60-70% labour, most of which is sourced locally compared with 50% for a new house.<sup>10</sup> Shaftesbury also contributes to street cleaning and improvements, such as the resurfacing of Kingly Street in Carnaby which has recently been completed.

Within its managed portfolio Shaftesbury continues to maintain strong community links by providing a full time on site estate manager in each of its key locations: Carnaby Street, Seven Dials, Chinatown and Berwick St. These estate managers act as interface between Shaftesbury and the tenants as well as the local Councils.

Shaftesbury continues to encourage payroll giving. The amount donated is at the discretion of the individual employee and the administration costs paid by Shaftesbury.

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<sup>10</sup> Rypkema D – Sustainability and Historic Preservation (Nov 2007)

### *Initiatives for 2009-10*

As in previous years, Shaftesbury partnered with Barnados and specifically gave the charity 65-67 Broadwick Street, Carnaby for a month in December 2009. This provided Barnados with the opportunity to create awareness for the charity, and also enabled it to sell a significant amount of vintage clothes and accessories.

Shaftesbury was also pivotal in the promotion of the high profile 'Elephant Parade, London' providing 5 sites in Carnaby for the colourful elephants that were located throughout London in May this year and providing 6 Foubert's Place and 36 Carnaby St to be used as hubs and shops promoting the charity for a three month period. The Elephant Parade is a conservation campaign brought to London to highlight the urgent crisis faced by the endangered Asian Elephant.

Continuing the environmental charity theme, Shaftesbury also provided space at 10 Kingly Court and 57 Carnaby St for the Environmental Justice Foundation (EJF) to sell Fair-trade and charity bags. EJF is a registered charity established in 2000 that provides film and advocacy training to individuals and grassroots organizations in the developing world, enabling them to document, expose and create long term solutions to environmental abuses.

Another initiative supported and sponsored by Shaftesbury for the second year was the City Showcase which gives the opportunity to up and coming music artists to perform within selected shops in Carnaby. Launched in 2003, City Showcase is a not-for-profit company that has the objective of helping



undiscovered talent make it in the commercial world. They work with musicians, performers, designers, artists, producers, directors, games developers and people in all creative disciplines by providing networking opportunities, workshops, information and showcasing opportunities.

Furthering the support that Shaftesbury has for up and coming fashion talent and giving students a central London location to exhibit their work, Shaftesbury donated 57 Carnaby Street to the London College of Fashion for two months. The unit in Carnaby was used to showcase graduates' end of year shows. As in previous years, other exhibitions have been put on in Carnaby and Seven Dials including allowing art students to show their work in empty units.

During the year, the Group has partnered local authorities and charities to promote and provide financial support for street and lighting improvement works in Carnaby, Covent Garden and Chinatown which will improve public safety and accessibility. The recently completed work in Kingly Street is an example where the street improvements including repaving and installation of bollards have reclaimed the street for mainly pedestrian use.

### **Recommendations**

- Identify and report against additional Key Performance Indicators for human resource issues.
- Continue membership of London Benchmarking Group.
- Continue to partner local community groups and charities.
- Continue to mentor local companies to help them improve their involvement with the local community.

## 8.0 Communication and Stakeholder Engagement

### Internal Communication

Shaftesbury continues to maintain a proactive approach to the communication of its CR performance to its key stakeholder groups: employees, customers and consumers, lenders and insurers, investors and analysts, local government, regulators, local communities and suppliers.

With respect to Shaftesbury's internal stakeholders – the employees – the CR Policy has been issued to all Head Office staff and all attend an annual CR seminar, which reviews the contents of the Policy and progress against the Action Plan.

The forum for staff feedback is possible at monthly staff meetings and through the annual CR seminar. No staff questionnaires are issued, as it is not considered necessary within the structure of the company.

The CR Policy is issued to the Shaftesbury's principal consultants who then include the Policy within contract documentation for subcontractors. All the key project managers and property management consultants attend the annual CR seminar.

### External Communication

#### *Investors & Shareholders*

Brian Bickell and Jonathan Lane of Shaftesbury communicate regularly with the major investors in the company with respect to Shaftesbury's business performance.



FTSE4Good

Shaftesbury continues to maintain its listing on the FTSE4Good Index and the internationally-recognised Dow Jones Sustainability Index. The company also continued to participate in the Carbon Disclosure Project.



As in previous years, Shaftesbury published a summary of its performance against the Action Plan in its Annual Report for 2009 and made its CR audit report available publicly on the internet.

### ***Tenants & Customers***

There are over 800 tenants within the portfolio and Shaftesbury has personal contact with them all. These tenants range from a large number of small specialist businesses and restaurants, particularly in the Chinatown estate, to the larger retail lets in the Carnaby estate. Each tenant has direct contact with at least one director of the company and tenants are encouraged to contact the company with any issues or concerns. This is particularly the case for the Chinatown estate where specific cultural issues need to be recognised when dealing with the community. In addition, full time estate managers are on each of the key estates to deal with day-to-day problems.

During 2009-10, Shaftesbury continued its involvement with the West End Marketing Alliance which brings together a range of businesses, all with a shared interest in the continued success of the West End through the maintenance and development of a strong business environment and residential community in London's West End. Other members include: Covent Garden London, Heart of London, New West End Company, Society of London Theatre, Visit London, Westminster City Council and The Portman Estate.

Shaftesbury has issued the CR Policy to its current tenants and all new tenants receive a copy of the CR Policy and a copy of the Tenant's Information leaflet, which was revised and reissued in October 2008. In addition, other means of communication include the Covent Garden Journal which is a joint initiative between Shaftesbury and Capco and the Seven Dials/Carnaby email newsletters. Both highlight events of interest and promote local business.

It is proposed going forward for 2011 to review the Tenants Information leaflet and develop a more detailed Sustainability Guide for commercial tenants which will include coverage of fit out issues. In addition, it is proposed to develop a short best practice guide for residential tenants.

#### ***Local Councils & Regulatory Bodies***

Shaftesbury predominantly deals with Westminster City Council (WCC) but also with the London Borough of Camden. The company maintains direct contacts at Councillor and Senior Officer level. The main issues of concern relate to planning, solid waste removal, street lighting and street cleaning as exemplified by the recent resurfacing of Rupert Court in Chinatown which commenced at the year end.

#### **Recommendations**

- Continue to maintain proactive stance to stakeholder engagement and where appropriate maintain listing on recognised indices.
- Continue to monitor and report publicly on its performance. Use of the Company website and the Annual Report are considered to be the most sensible means of reporting.
- Review and replace Tenants' leaflet with a more detailed Sustainability Guide for commercial tenants.
- Develop a Sustainability Leaflet for residential tenants.
- Build on success of community investment schemes at Seven Dials and Chinatown, in particular, in celebration of 21 years of Shaftesbury's ownership of Seven Dials.

9.0 Progress Against Key Targets

Target 2009-2010	Comments	Achieved
<p><b>Continue to refurbish existing buildings and promote the re-use of materials to reduce the need to introduce additional 'embodied' carbon.</b></p>	<p>A case study undertaken on 38 William IV Street demonstrates that the embodied energy saved is in the order of 25 tonnes and the operational EPC grade is increased from approximately an F to a grade C.</p>	<p>Yes</p>
<p><b>Ensure findings of Considerate Constructors Scheme from 2009-10 Audit report are implemented at 100% of projects.</b></p>	<p>85% of the schemes achieved the target score on the first visit and 100% on the second visit. The overall average for the sites visited was a commendable 30 out of 40.</p>	<p>Yes</p>
<p><b>Provide good practice Guidance to tenants for use by their contractors during fit outs etc. which reflects Shaftesbury's policies. To be trialled at Longmartin for 2009-10.</b></p>	<p>The Longmartin scheme is only starting to be occupied by tenants and the fit out process is in progress. This target is ongoing with the objective for 2010-11 to develop a Sustainability Guide for commercial tenants.</p>	<p>Ongoing</p>
<p><b>Monitor use of long life light bulbs within common parts (aim for 100% utilization)</b></p>	<p>Use has been monitored. Utilisation target rate not achieved to date, particularly in Chinatown and the newer Berwick St area of the portfolio.</p>	<p>Ongoing</p>

Target 2009-2010	Comments	Achieved
<b>Continue to monitor waste data for waste recycled within the managed portfolio and identify additional locations for recycling facilities within Carnaby.</b>	37% of tenants waste was diverted from landfill in Carnaby and Seven Dials.	Yes
<b>Improve biodiversity within existing portfolio through use of bird nesting boxes at appropriate locations.</b>	Bird boxes have been installed at three locations.	Yes
<b>Aim for BREEAM Very Good for the Longmartin development on its completion.</b>	The Longmartin site is on track to achieve a Very Good rating.	In progress
<b>Ensure that 100% of hardwood timber is sourced from a certified sustainable source.</b>	This could not be confirmed during 2009-10 due to full Chain of Custody not being available for all timber procured at refurbishment sites.	Unconfirmed
<b>Ensure that preferred suppliers demonstrate sourcing of a minimum of 50% of other types of timber from a certified sustainable source.</b>	36% of timber has been confirmed as sustainably sourced and a further 8% is likely to be sustainably sourced, but full Chain of Custody was not provided.	Partly
<b>Aim for suppliers to source a minimum of 10% timber from an FSC certified source.</b>	17% has been confirmed through Chain of Custody and a higher percentage is expected (without full Chain of Custody)	Yes

Target 2009-2010	Comments	Achieved
<b>Achieve zero legal non-compliance for 2009-10</b>	No legal non-compliances have been reported.	Yes
<b>Achieve zero reportable HSE accident/incidents throughout 100% of the portfolio.</b>	No accidents or incidents were reported.	Yes
<b>Ongoing support to key charities for 2009-10.</b>	Support of charities has been maintained.	Yes
<b>Continue to work with statutory bodies through financial support to improve the local environment e.g. lighting projects, pavement maintenance etc. Extend support to Chinatown and other schemes in Carnaby / Seven Dials.</b>	Work has continued in the reporting year.	Yes
<b>Continue to investigate opportunities to mentor big business in the estate and improve their community engagement.</b>	Continued to work with West End Marketing Initiative to promote the environmental quality of the West End.	Yes
<b>Meet with key investors to discuss their expectations.</b>	Shaftesbury has engaged fully with all benchmarking agencies including DJSI, CDP, EIRIS and others.	Yes
<b>Continue to provide CR awareness training to all staff and key suppliers with annual awareness training.</b>	CR awareness training is provided annually.	Yes

## Data Appendices

### A Considerate Constructors Scheme Audit Results

Scheme	Score Visit 1	Score Visit 2	Key Issues Identified
60 Chandos Place	24.5	N/A	Site is small which is why score is low. Issues included no feedback on waste recycled, no targets for improving environmental performance. No on-site changing areas or canteen.
43 Shelton St	31	N/A	Company signage required. No separate folder for CCS scheme. No specific training schedule for personnel.
21-25 Charlotte St	31	32.5	No separate file for CCS scheme issues provided. No specific training schedule for personnel. Similar comments for second visit re. training.
9 Little Newport St	31.5	N/A	No specific training schedule for personnel.
13-15 Tavistock St	30.5	32	CSCS cards are not recorded. Alternative energy sources have not been considered. No showers have been provided. No incentives to promote/improve safety on site. No site id card system/ No occupational health provision
37-39 Great Marlborough St	32	33	CSCS cards are not requested by the site. Emergency contacts and/or next of kin contact details are not held on-site.
56-57 Carnaby St	31.5	N/A	Recycling feedback reports have not been received.
35 Carnaby St	23	26	Again the site is very small making compliance difficult. Issues identified included No records of CSCS cards, welfare facilities untidy and very basic (no female/disable toilet, no showers, no lockers). Near misses are not recorded, no incentives to promote safety on site for operatives. First aider needs to be identified. No occupational health provision.
27-30 Kingly Street, Contract 1	29	31	Operatives emergency contact details not held on-site. No separate file for CCS issues. For the second audit raised the issue that Mobile phone use is discouraged but not specifically restricted.

Scheme	Score Visit 1	Score Visit 2	Key Issues Identified
27-30 Kingly Street, Contract 2 East Slingsby	29.5	31.5	Recycling feedback has not been requested. Mobile phone use is discouraged but not specifically restricted. Comments were similar for the second audit.
	32.5	33.5	Energy use not monitored. No feedback on % recycled. No viewing points provided. No evacuation drill held. Comments were similar for the second audit.
10-14 Upper Martins Lane, NCP & Courtyard Building, West Slingsby	32	35 (also 35 visit 3)	More signage would be an advantage. Separate file for CCS issues. No showers. Subsequent visits state that good improvements were made.
81 Berwick St	30	N/A	Recycling figures are note retained. Emergency details for operatives are not retained on site. CSCS cards are not recorded.
Unit 10, 8 Slingsby Place	27	N/A	Site could be cleaner/tidier. No separate changing areas, no lockers, no showers. No incentives to promote safety on site. Emergency procedure has not been practised. Need to identify first aiders. CSCS cards are not recorded.

#### B Energy Usage and Carbon Emissions

		2004	2005	2006	2007	2008	2009	2010
<b>Usage (KWh)</b>	Head Office	56,254	60,277	41,703	51,342	50,747	61,019	66,470
	Carnaby	806,371	1,231,107	1,109,912	947,732	964,280	1,019,596	964,883
	7 Dials	578,108	641,642	663,438	799,187	860,301	911,500	830,624
	Chinatown	337,886	612,523	364,610	363,349	263,476	371,757	338,892
	Opera Quarter	-	-	-	43,152	72,930	99,842	143,217
	Berwick St	-	-	-	-	-	32,831	34,318
	<b>Total</b>	<b>1,778,619</b>	<b>2,545,549</b>	<b>2,179,663</b>	<b>2,204,762</b>	<b>2,211,734</b>	<b>2,496,545</b>	<b>2,277,516</b>
<b>Carbon Emissions (tonnes CO2)</b>	Head Office	30	32	22.5	28	28	33	36
	Carnaby	433	662	600	517	526	556	526
	7 Dials	310	345	359	436	469	497	453
	Chinatown	181	329	197	198	144	203	185
	Opera Quarter	-	-	-	24	40	54	78

	2004	2005	2006	2007	2008	2009	2010
						18	19
<b>Floor area</b>							
<b>(m2)</b>							
Berwick St	-	-	-	-	-		
<b>Total</b>	<b>954</b>	<b>1,368</b>	<b>1,1778.5</b>	<b>1,202</b>	<b>1,206</b>	<b>1,361</b>	<b>1,297</b>
Head Office	519	519	519	519	519	519	519
Carnaby	49,887	49,887	49,887	49,887	49,887	49,887	49,887
7 Dials	26,941	26,941	26,941	26,941	26,941	26,941	26,941
Chinatown	31,958	31,958	31,958	37,983	50,201	50,201	50,201
Opera Quarter	-	-	-	8,231	8,231	8,231	8,231
Berwick St	-	-	-	-	-	2,520	2,770
<b>Total</b>	<b>109305</b>	<b>109305</b>	<b>109305</b>	<b>123561</b>	<b>135779</b>	<b>138299</b>	<b>138549</b>
<b>Normalised</b>							
<b>data</b>							
<b>(tonnesCO2/m</b>							
<b>2)</b>							
Head Office	0.058	0.063	0.044	0.054	0.054	0.065	0.07
Carnaby	0.009	0.013	0.012	0.010	0.011	0.011	0.011
7 Dials	0.012	0.013	0.013	0.016	0.017	0.018	0.017
Chinatown	0.006	0.010	0.006	0.005	0.003	0.004	0.004
Opera Quarter	-	-	-	0.003	0.005	0.007	0.009
Berwick St	-	-	-	-	-	0.007	0.007
<b>Average for portfolio(excl.</b>	<b>0.009</b>	<b>0.012</b>	<b>0.010</b>	<b>0.0085</b>	<b>0.009</b>	<b>0.0094</b>	<b>0.0096</b>
<b>Head Office)</b>							

Note: Previously carbon emissions data has been backdated according to Defra's September 2010 Guidelines for Greenhouse Gas Reporting.

**C Staff Travel**

	Approximate Return Distance (km)	Number Journeys	Total Distance (km)	Carbon Emissions (tonnes CO2)
London to Cannes	2080	5	4160	<b>0.48</b>
London to Copenhagen	1956	13	25428	<b>2.95</b>
London to Berlin	960	6	5760	<b>0.66</b>
London to Edinburgh	1080	2	2160	<b>0.44</b>
<b>Total</b>	<b>19770</b>	<b>20</b>	<b>41040</b>	<b>4.53</b>

**D Long Life Bulbs**

Estate	Proportion of Long-life Bulbs (%)						
	2005	2006	2007	2008	2009	2010	
Chinatown (fitted during reporting yr)	-	-	-	50	62		
Carnaby	55	65	69	73	74	76	
Seven Dials	20	20	94	96	96	97	
Berwick Street	-	-	-	-	5	4	

**E Waste Recycling Data – Head Office**

	2004	2005	2006	2007	2008	2009	2010
Paper Recycled (tonnes)	6.3	5.0	4.6	4.6	7.0	4.6	6.1

**F Waste and Recycling Data – Carnaby and Seven Dials**

Site	Breakdown	Waste Collected (tonnes)				Waste Proportions (%)			
		2007	2008	2009	2010	2007	2008	2009	2010
Kingly Court	General	131	122	165	159	54%	50%	52%	52%
	Recycled	112	123	154	146	46%	50%	48%	48%
	<b>Total</b>	<b>243</b>	<b>245</b>	<b>319</b>	305	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Carnaby Court	General	195	270	545	631	96%	82%	76%	82%
	Recycled	9	60	170	135	4%	18%	24%	18%
	<b>Total</b>	<b>204</b>	<b>330</b>	<b>715</b>	766	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Ganton House	General	103	0	0	0	62%	0%	0%	0%
	Recycled	62	77	85	122	38%	100%	100%	100%
	<b>Total</b>	<b>165</b>	<b>0</b>	<b>85</b>	122	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
Thomas Neal's	General	164	85	99	83	94%	60%	69%	69%
	Recycled	11	56	45	37	6%	40%	31%	31%
	<b>Total</b>	<b>175</b>	<b>141</b>	<b>144</b>	120	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
All areas	General	584	486	809	873	74%	68%	64%	73%
	Recycled	205	228	454	318	26%	32%	36%	27%
	<b>Total</b>	<b>789</b>	<b>714</b>	<b>1263</b>	<b>1191</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## G Water Usage - Carnaby and Seven Dials

Property	Water Usage (m <sup>3</sup> )			
	2007	2008	2009	2010
41-45 Beak Street	- (a)	-		10
47 Beak Street	31	27	19	33
46 Broadwick Street	43	45	49	47
5-7 Carnaby Street	-	-		
22 Carnaby Street	42	54	45	44
28 Carnaby Street	65	51	37	43
30 Carnaby Street (meter 1)	-	86	78	101
30 Carnaby Street (meter 2)	-	-		
39 Carnaby Street	69	81	65	
46-47 Carnaby Street	-	-		
48-49-51 Carnaby Street	-	-		
4 Ching Court	-	45	52	10
5 Ching Court	-	164	175	165
1a Earlham Street -1 <sup>st</sup> /Basement	209	362	284	146
1a Earlham Street - 2 <sup>nd</sup>	104	111	127	125
1a Earlham Street - 3 <sup>rd</sup>	83	121	115	114
1a Earlham Street - 4 <sup>th</sup>	464	967		22
23-25 Fouberts Place	-	169	161	155
30-32 Fouberts Place	-	19	10	11
26 Fouberts Place	10	10	19	18
14-22 Ganton St - 1 <sup>st</sup>	307	250	47	115
14-22 Ganton St - 2 <sup>nd</sup>	371	434	395	142
14-22 Ganton St - 3 <sup>rd</sup>	102	128	231	278
14-22 Ganton St - 4 <sup>th</sup>	109	226	137	190
14-22 Ganton St - 5 <sup>th</sup>	248	297	126	186
14-22 Ganton St - 2 <sup>nd</sup>	55	181	187	200
14-22 Ganton St - 3 <sup>rd</sup>	157	90	66	40

Property	Water Usage (m <sup>3</sup> )			
	2007	2008	2009	2010
14-22 Ganton St – 4 <sup>th</sup>	11	12	25	62
23 Ganton St	700	678	468	363
26 Kingly St	426	New meter		339
16 Neal Yard	-	-		
3 Newburgh St	41	43		
<i>Total Usage (m<sup>3</sup>)</i>	3,647	4,651	2,918	2,959
<i>Number of Meters</i>	32	32	32	32
<i>Total Number of Properties</i>	21	21	21	21
<i>Total Area of Properties (m<sup>2</sup>)</i>	76,818	76,818	76,818	76,818
<i>Approx. Area coverage of readings (m<sup>2</sup>)</i>	40,253	59,995	57,614	57,614
<i>Usage by area (m<sup>3</sup>/m<sup>2</sup>)</i>	0.09	0.08	0.05	0.05

#### H Water Usage – Chinatown

	Water Usage (m3)				
	2006	2007	2008	2009	2010
South Service Yard	368	286	304	284	259

#### I Paper Usage – Head Office

	2004	2005	2006	2007	2008	2009	2010
Paper Usage (tonnes)	1.2	1.3	1.3	1.1	1.4	1.5	1.05
Proportion from recycled supply (%)	81	86	0	100 (from summer)	100	100	100

**J Timber Sourcing – Refurbishment Schemes**

Site Name	Windows	Doors	Roof Structure	Roof Joists	Floor Joists	Floor Boards	Partitions	Panels	Stair-cases	Bannisters	Other
<b>27-30 Kingly Street Contract 1</b>	10	0	50	50	90	50	0	0	0	0	90
<b>27-30 Kingly Street Contract 2</b>	40	0	80	80	80	50	0	0	0	0	50
<b>43 Shelton Street</b>	10	0	-	-	-	-	-	-	-	-	-
<b>37-39 Great Marlborough Street</b>	5	0	0	0	100	100	0	0	80	0	0
<b>60 Chandos Place</b>	100	0	n/a	n/a	100	100	75	n/a	n/a	n/a	0
<b>13/15 Tavistock Street</b>	75	25	95	95	90	60	15	100	100	95	0
<b>9 Little Newport Street</b>	0	10	100	100	100	0	40	n/a	100	100	n/a
<b>35 Carnaby St</b>	50	0	80	95	50	50	0	0	0	0	0

**K Timber Sourcing – Refurbishment Schemes**

Site Name	total volume (m <sup>3</sup> )	Volume Certified with CoC	% certified	% FSC	volume FSC	% PEFC	volume PEFC	% MTCC	volume MTCC	% likely certified but no CoC	volume likely certified
<b>60 Chandos Place</b>	2.743	2.182	79.527	49	1.332	31	0.849	0.000	0.000	0.000	0.000
<b>9 Little Newport Street</b>	2.483	1.939	78.084	42	1.035	36	0.904	0.000	0.000	0.000	0.000
<b>43 Shelton Street</b>	9.882	6.917	70.000	34.222	3.382	35.778	3.536	0.000	0.000	0.000	0.000
<b>13/15 Tavistock Street</b>	41.624	17.257	41.459	9.936	4.136	31.523	13.121	0.000	0.000	0.000	0.000
<b>37-39 Great Marlborough Street</b>	26.404	11.392	43.146	16.447	4.343	26.699	7.050	0.000	0.000	0.000	0.000
<b>56/57 Carnaby Street</b>	2.064	1.445	70.000	36	0.750	34	0.695	0.000	0.000	0.000	0.000
<b>35 Carnaby Street</b>	8.105	5.662	69.861	2	0.124	68	5.538	0.000	0.000	0.000	0.000

Site Name	total volume (m <sup>3</sup> )	Volume Certified with CoC	% certified	% FSC	volume FSC	% PEFC	volume PEFC	% MTCC	volume MTCC	% likely certified but no CoC	volume likely certified
27-30 Kingly Street, Contract 1	0.349	0.244	70.000	65	0.225	5	0.019	0.000	0.000	0.000	0.000
27-30 Kingly Street, Contract 2	3.741	2.618	70.000	70	2.618	0	0.000	0.000	0.000	0.000	0.000
East Slingsby	31.912	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	70.000	22.338
St Martins Courtyard	248.175	91.487	36.864	19.541	48.496	17.323	42.991	0.000	0.000	0.000	0.000
81 Berwick Street	13.405	0.000	0.000	0	0.000	0	0.000	0.000	0.000	59.448	7.969
<b>Total volume</b>	<b>390.89</b>	<b>141.14</b>	-	-	<b>66.44</b>	-	<b>74.70</b>		<b>0.00</b>	-	<b>30.31</b>
% certified with Chain of Custody		36.11			17.00		19.11		0.00		7.75
% likely certified		7.75									
% certified including 'likely'		43.86									

