

## Making your plans sustainable: A London Guide

A practical guide for those in business, the public or voluntary sectors, to improve your strategy or project to create a healthier and more prosperous future



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# welcome to the London Sustainable Development Commission's Guide to sustainable development

Sustainable proposals contribute to improving the quality of people's lives, now and into the future.

Organisations are increasingly coming under scrutiny about the sustainability of their proposals, either because of statutory requirements, or because of customer demands.

This Guide allows you to consider the sustainability of your proposals, by helping you to think differently. It encourages you to think about the wider implications of your plans, and practical ways in which you can improve them.

By working through the Guide, the Commission believes that your plans will not only become more sustainable and help to improve the quality of life in London and beyond, but they will also be more likely to succeed.

Whether you are developing a strategy, policy, project or programme, the Commission believes that you will find it useful to consult this Guide at the early stages of your project planning.

This Guide is primarily designed for:

Project Developers and Managers, Funding Officers, Strategy Developers and Managers, and Programme Co-ordinators; in Business, Voluntary Organisations, Local Strategic Partnerships, Local and Regional Government, and other Public Bodies or Agencies.

The Guide begins with an introduction to sustainable development and is then split into four sections, according to the Commission's four principles of sustainable development.

Each section begins with a brief explanation, followed by a series of questions. You are encouraged to consider each of the questions in turn and how they relate to your proposal. These questions are designed to give you an idea of the type of issues that you should be considering as part of your project planning, and are not meant to be an exhaustive list. The Commission hopes that working through the questions will provoke your own ideas about the wider impacts of your proposals.

There is space below each of the questions to respond or write notes, to aid your thinking process or planning, if you find this helpful. If you prefer to do this electronically, you can also download a Rich Text File from the London Sustainable Development Commission WebPages: [www.london.gov.uk/londonissues/sustainability.jsp](http://www.london.gov.uk/londonissues/sustainability.jsp).

The Commission suggests that you consider these and any of your own additional questions at the ideas stage of your project, and then revisit them at each of the key project planning stages.

Interspersed throughout the Guide are case studies of organisations who have been recognised for their contribution to sustainable development. These examples may provoke ideas within your own organisation, helping you to address some of the questions in this Guide.

At the back of the Guide there is also a section giving details of additional sources of support, advice and information, and other organisations who may be able to help you further with specific topics of interest.

We hope you find this Guide a useful tool, and look forward to receiving any comments you have through the feedback form at the back of this booklet.



A handwritten signature in cursive script that reads "Pamela Castle".

A handwritten signature in cursive script that reads "Ian Coull".

**Pamela Castle and Ian Coull**

Co-Chairs of the London Sustainable Development Commission.

## sustainable development and quality of life in London

Londoner's quality of life is affected by a whole range of environmental, political, economic and social factors.



The quality, affordability and/or accessibility of these factors, and how they relate to each other can determine whether Londoners experience a good quality of life, or a London of decline and deprivation.

London has retained its position as one of the world's great cities over many centuries, due to the quantity, quality and diversity of its people, businesses, infrastructure, and natural resources. However, London's prosperity linked to its frequent short-term thinking, does not benefit all, and alongside success, London experiences high levels of social inequality, pollution, and an increasingly wasteful use of resources.

Looking to the future, London cannot continue along its current path, where all too often economic, social and environmental improvements are viewed in isolation, and are traded-off against one another. This path is unsustainable, and will have serious long-term consequences for London and the wider world.

To continue to prosper, London needs a clean, safe, and healthy environment, a prosperous economy from which everyone benefits, and a society free from inequality and discrimination. London needs to look to the future and take proper account of the reducing availability of natural resources and the changing climate, and the need to preserve and protect the environment.

A change of attitude is required, where everyone in London takes **Responsibility** for considering how their actions impact on other people and the environment, adopts an attitude which **Respects** London's diverse populations and environment, and considers ways in which to manage the earth's **Resources** more prudently thereby achieving positive **Results**.



These four 'R's are the Commission's four principles of sustainable development, developed by the Commission for London's Sustainable Development Framework, published in 2003, and launched by the Mayor of London.

**Sustainable Development is simply about creating a better quality of life for everyone now and in the future.**



# responsibility

Sustainable Development depends on everyone taking responsibility for their own actions, and being aware of the impact of those actions on other people and the environment.

What happens in London can affect not just London itself, but the UK more generally, and even further afield. Considering what geographical area and who your proposals may impact upon, is part of acting responsibly. Those your proposal may affect could, for example, be your family, friends, local businesses, or Londoners generally. Having identified the geographical reach of your proposals, and identified the people affected by them (stakeholders), the next step is to consider the ways in which your proposals may affect this area and these stakeholders, and to take measures to ensure that people are aware of your intentions, and that they have the opportunity to contribute to your project planning discussions.

Proposals that involve others at the planning stage, are likely to be more appropriately designed, and more successful in the longer term. Proposals that consider not just the immediate geographical environment, but the wider environment, are also more likely to be smarter, and less risky.

Acting responsibly requires looking at the longer term. London is a rapidly changing city. The nature of London's population is set to change significantly, with large increases in the numbers of younger people living in the capital, and increases in the proportion of people from different black and minority ethnic groups, faiths and cultures expected. Technological





development will continue to be important, not only in electronics, communication, and medicine, but also in transport, and increasingly in other areas such as construction.

Global warming is no longer just a distant threat but a present reality. As a result of the burning of fossil fuels for energy (coal, gas, oil, wood), too much carbon dioxide has been emitted into the atmosphere. Other greenhouse gases such as methane have added to this from agriculture and other activities. The result of this is that, even if we all stopped using fossil fuels tomorrow, London's climate is going to be warmer in all seasons, with considerably less rainfall in summer but more in winter, and there will be more sudden downpours. Sea levels are also rising gradually causing increased risk of flooding. Global warming requires serious changes in our behavior, to slow down the warming effect and eventually stop it, but it also now requires us to adapt our plans to take into account the changing climate in London.

Proposals which look creatively to the future, be this 5,10, 25, or 50+ years, will be more appropriately designed for both future and current needs and aspirations, and future weather conditions. By considering the changing nature of London over the lifetime of your project and beyond, your proposals will be more successful and provide better investments.

Taking **Responsibility** means considering issues such as the following (see page 47 for sources of information or advice on these issues):

*What geographical area could your proposal impact upon?*

*In what ways could your proposal impact on this/these areas?*

*Who are the people likely to be directly affected by your proposal?*

*Who are the people that might be indirectly affected by your proposals?*

*What are the ways in which people might be affected directly or indirectly by your proposals?*

*How could you make these people aware of your plans?*

*How could you involve those affected in designing or contributing to your proposals?*

*What is the short, medium, and long term in the context of your plans?*

Looking ahead over the period that your proposal will have an impact on the world...

*How will predicted changes in the demography of London affect your intended outcomes?*

*How might technological advances impact on your proposal?*

*How does your proposal take into account changes in lifestyle, eg increased preference for living alone, increased expectations from consumers about quality and the speed of delivery, and increased customer ethical and environmental concerns?*

*How will your plans be affected by increases in temperature in London over the next 20 years?*

*How could your proposal be affected by the increased risk of flooding in the future?*

*What measures could you take to minimise your risks?*

*How can you make your plans more flexible to adapt to the changing environment?*



### Case Study: Choice Based Lettings

Choice Based Lettings is an East London Authority partnership led by the London Borough of Newham which gives residents in housing need, registered on the housing waiting list, the opportunity to apply for any suitable available property they choose. Council and Housing Association properties in Newham, Redbridge and Waltham Forest are advertised by the East London Lettings Company (ELLC) on a fortnightly basis in a bespoke magazine ELLC Choice Homes, and on the website [www.ellcchoicehomes.org.uk](http://www.ellcchoicehomes.org.uk).

#### *Responsibility*

Through providing information on the properties available, including images and information on the area they are located in, Choice Based Lettings enables residents to make an informed choice about where they would like to live, and enables them to take responsibility for this decision themselves rather than the decision being made by local authority officers. Residents are able to view the property if they win the bidding process for that property, and then make a final decision as to whether or not they wish to live there. Through this method, residents are more likely to be happy with the property they move to, and therefore wish to stay for a longer period of time, rather than view it as a short term solution to their housing needs.

Customers can apply for property through touch screen computer terminals, available in libraries and local advice centres, local council offices and some voluntary agencies, or



through a multi-lingual telephone hotline. In this way, customers are able to decide on which properties are the most suitable for them, at their own convenience, in a location near to where they are based.

### *Respect*

Choice Based Lettings changes the way housing is traditionally allocated by local authorities by replacing the previous points-based system with one of bidding and choice. This shift moves away from a subjective process, where there can be strong incentives to depict oneself as having lots of needs, to one where the customer is respected as being able to make their own decisions about which housing is most appropriate for them.

An online help facility called 'Talking-Heads', has speech, text and images, and explains the service in 11 languages and British Sign Language, important for a very racially diverse borough. Priority is given to households with mobility assessments for disability-adapted properties.

### *Resources*

Through enabling customers to choose their own housing, properties are let quicker than under the previous system, and tenants are more likely to stay in their properties for longer as they have chosen to live there, reducing the turnover of tenants. Not only does this reduce the time that properties remain vacant, creating a more efficient allocation of property, but it



also reduces the likelihood of vandalism, and increases the probability that tenants are more likely to respect their property and the surrounding environment.

### *Results*

Choice Based Lettings has dramatically improved the housing service of the Council making it more efficient by cutting down on bureaucracy and red tape thus creating cost savings. It has also made it more responsive to customer requirements, and the new system of prioritisation according to the length of time people have been waiting for housing, is more transparent than the old system of prioritisation according to the number of points customers had. Fifty per cent of customers still waiting to be housed in a 2003 survey thought that the service was significantly better than the old 'allocations' system.

The ELLC service has received national recognition for using ICT to deliver social and environmental benefits through an I&DeA sponsored eWell-Being Award in 2003. The service is highly interactive both over the phone and the Internet. It automatically prevents customers from applying for a property with more bedrooms than their household needs, and also informs customers before they apply for properties, what their position in the 'queue' would be for that property. During 2004/5, the service will extend to include a further three East London Local Authorities, and has the potential to expand to private sector housing





allocations. The service also offers weblinks to a national web based project enabling people to relocate to other areas of the country which experience lesser housing demand.

The ELLC Choice Based Lettings service uses new technology to provide a creative solution to a service in high demand.

Further information can be found at [www.ellcchoicehomes.org.uk](http://www.ellcchoicehomes.org.uk).



## respect



Respect is a key component of sustainable proposals. If your proposal has respect for the diversity within London's communities and for the environment, this will strengthen your plans, increase your chances of success, and ensure that your proposals are appropriately designed for the different needs, wants and aspirations of Londoners.

Many Londoners experience discrimination as a direct or indirect result of their race, gender, disability, age, sexuality, faith, or where they live. Not only does this create personal injustice and limit life opportunities, it leads to divisions and tensions for the wider society of which we are all a part.

Proposals that respect London's diversity act to bring Londoners together, promote equality, and challenge discrimination. Such proposals hold less risk for you, and will mean that you are able to benefit from the vast pool of knowledge, skills and experience that London's diversity has to offer.



Proposals engendering respect, are also those which help to create safe and vibrant communities, where people enjoy living, and work together to solve common problems. Such proposals respect people's desire to live in a secure, safe and low crime environment, that is clean and litter free; and have due consideration for people's wishes for peace and quiet, or to be noisy, and for privacy. Active consideration of these factors is a fundamental component for a project's success.

Respect is not only about attitude but practical steps you can take. Examples include:

- Appropriately designed recruitment and employment policies which value the diversity of London's communities create a motivated, skilled, and more productive workforce, as well as ensuring that you operate within your legal obligations.
- Creating information which is accessible, in plain English, in accessible formats for disabled people and available in different languages (if appropriate), will mean that more people are aware of your proposals.
- Events which are accessible and appropriate to all, are likely to be more widely welcomed by local communities, and have a higher attendance and success rate. Consider timing in relation to religious or cultural festivals, consider people's caring responsibilities, provide full disabled access, make provision for people with physical, hearing, sight, or other impairments, be welcoming to all different walks of life, and provide culturally appropriate food.
- Building design and the design of housing developments can have a positive or negative impact on community relations, how people feel about their local area, how much people do locally, levels of criminal activity, and whether people respect or abuse buildings and





the green environment. Considering these factors and involving people in designing developments and consulting widely can help to ensure that the impacts are positive.

- Considering how your plans may impact differently on different groups in London, will ensure that you end up with more appropriate and respectful proposals.



Developing **Respect** means considering issues such as the following (see page 48 for sources of information or advice on these issues):

*How can London's diverse population strengthen your proposal?*

*In what ways might your proposal impact differently on different groups as a result of their race, gender, disability, age, sexuality, or faith?*

*What steps can you take to ensure your proposal creates equal opportunities for these groups to be involved in your project planning, and that everyone has an equal opportunity to benefit from your plans?*

*How could your proposal impact on local crime levels and how could you design your proposal to help to reduce crime?*

*How could your proposal work to create safer communities?*

*How can you design your proposal to work to bring together new and existing residents and businesses with each other, and with locally provided services and amenities (such as doctors' surgeries, community centres, open spaces, schools, shops and transport facilities)?*

*How can your proposal help to make people feel positive about the area they live in, improve the local environment, and help to create a sense of place and 'vibrancy' in the area it affects?*

*What possible conflicts might arise as a result of your plans? What steps could you take to avoid, reduce and resolve any conflicts that might arise?*

### Case Study: Green-Works

Green-Works is a not-for-profit social enterprise which brings good quality, low cost furniture to voluntary and community organisations; schools; and start-up businesses; by offering a one stop service to commercial organisations and government bodies, to remove all their unwanted office furniture, and redistribute or recycle it in an environmentally friendly way.



#### *Responsibility*

Organisations moving or refurbishing their offices often need to dispose of redundant office furniture. This furniture, which is often of good quality, tends to end up in landfill sites. Instead, Green-Works collect the furniture and then resells it onto community organisations, schools or small businesses, at about 50 per cent of its normal second hand value. As a result, these organisations are able to redirect money otherwise spent purchasing new or second hand furniture, onto their core activities. Green-Works enables organisations to take a responsible attitude to office relocations and refurbishments, in a way which impacts positively on both society and the environment.

#### *Respect*

Green-Works operates its warehouses in partnership with other community and not-for-profit organisations, located in inner city areas. These organisations all have the common aim of providing training and employment to those who are long term unemployed, or who



experience difficulties accessing jobs. These groups constitute 46 per cent of Green-Works workforce. Thirty-seven per cent of Green-Works employees identify themselves as from black or minority ethnic communities. One of Green-Works partners in East London, First Fruit, develops specific training opportunities, back to work initiatives, and employment and life skills support for people experiencing difficulties finding work. Members of the team include those previously on New Deal, or individuals who were homeless. Green-Works first warehouse in Woolwich was set up in partnership with Remploy, the UK's largest employer of disabled people, and originally employed 10 people. Within a year and a half, Green-Works expanded this operation into larger premises, recruiting the majority of extra staff through the local job centre.



### *Resources*

All of the furniture that Green-Works processes is diverted from landfill. Green-Works estimate that every desk that is passed onto community based organisations saves around 110kg of waste from going into landfill. All furniture that can't be resold to other organisations is broken down and reused in other ways, or recycled. In 2003, Green-Works won the Best Waste Minimisation Project at the National Recycling Awards, as an example of excellence in the UK's Recycling and Waste Management Industry.



### *Results*

Green-Works seeks to operate in a transparent manner by reporting its figures on its website, and making community organisations aware of who donated which furniture. Green-Works provides quarterly reports to its donor members, enabling them in turn to report accurately on their work with Green-Works as part of their corporate social and environmental responsibility activities in their annual reports.

Green-Works has been a remarkable success. As a social business, it seeks to be financially self-sustaining, and has won a number of awards including being selected as one of the top five social enterprises in the UK at the Department of Trade and Industry's National Social Enterprise Award. Established in 2000, Green-Works has grown from one employee to employing over sixteen people directly and twenty indirectly to cope with demand. Green-Works now processes in the region of 500 tonnes of furniture a month, is growing its number of warehouses, and new organisations are joining their membership scheme. Green-Works is an example of a successful business that manages to be successful financially whilst having positive social and environmental outcomes.

Further information on Green-Works can be found at their website [www.green-works.co.uk](http://www.green-works.co.uk).



## resources



In 2000, a study to estimate London's environmental impact<sup>1</sup> found that over that year an average Londoner consumed 13 MWh of gas and electricity, almost five tonnes of materials, more than 680Kg of food and undertook over 8400 km of travel. The study concluded that the area of land and sea needed to provide all the energy, water, food and other materials that were consumed in London (often referred to as an ecological footprint) amounted to 49 million global hectares, which is about 293 times the actual size of London, or equivalent to the size of Spain. This means that if everyone in the world consumed at the same rate as Londoners, then we would need at least three planets to sustain life.

Such continued consumption rates are clearly unsustainable. Not only are the earth's natural resources depleting rapidly, including those used to produce energy, but as other areas in the world continue to grow and develop, it is also predicted that there will be increased demand on those remaining resources. Additionally such high consumption produces a huge amount of waste. Landfill sites are rapidly filling up, and the incineration of waste releases pollutants and carbon dioxide into the atmosphere. This, combined with the carbon dioxide and other pollutants released in London particularly through transport, means that although London's air quality is improving in some respects, it is still unlikely to meet European standards for certain key pollutants, and it still poses a considerable threat to the health of Londoners. Additionally, these large amounts of carbon dioxide being emitted into the atmosphere contribute to the 'Greenhouse Effect', changing our ecosystem upon which life depends.



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<sup>1</sup> Best Foot Forward Ltd (2000) *City Limits: A resource flow and ecological footprint analysis of Greater London*, [www.citylimitslondon.com](http://www.citylimitslondon.com).

The London footprint study estimated that to attain a sustainable lifestyle by 2050, as an intermediate step, the average Londoner needed to reduce their consumption of energy, water, food and other materials by 35 per cent by 2020. This is an achievable goal, and there are many practical ways in which your project can help to meet this target.

For example, to manage your waste better, proposals can:

- reduce the amount of packaging or waste they produce;
- reuse materials where possible;
- recycle those materials that can no longer be used.

This should also result in cost savings, not only through the reduced amount of materials that you will need to purchase but savings associated with less storage or lower waste charges.

Further benefits can also be produced by using energy from renewable sources, and utilising energy more efficiently.

Managing resources is not only about consumption and production, but also relates to protecting and improving London's diverse green environment, plant and animal life, open spaces and buildings of historic or cultural significance. As London continues to grow and develop, greater pressure will be exerted on its wildlife habitats and open spaces, an important factor in determining how Londoners feel about their local area, and vital for the





maintenance of a good quality of life in the bustling capital. Historic and cultural buildings can create a 'sense of community' within an area, and improve people's happiness with the area they live in.

By protecting and improving these London assets through your proposals, your plans are more likely to be accepted by London's communities.



Managing **Resources** means considering issues such as the following (see pages 49–50 for sources of information or advice on these issues):

*How can your proposal minimise water consumption?*

*How can you reduce air pollution resulting from your proposal?*

*How can you reduce the amount of energy required for your proposal, and be more efficient in how you use energy?*

*Which renewable energy sources could you consider using for your plans energy requirements?*

*How can you avoid generating waste as a result of your proposal, and reuse and/or recycle the waste that you do generate?*

*What ways can you use waste as a resource for your plans?*

*How can you reduce or avoid the need for travel by road vehicle through your proposal?*

*How might your proposals affect and improve London's plant and wildlife habitats?*

*How can your proposals enhance London's open spaces?*

*How can your proposals protect buildings of historic or cultural significance?*

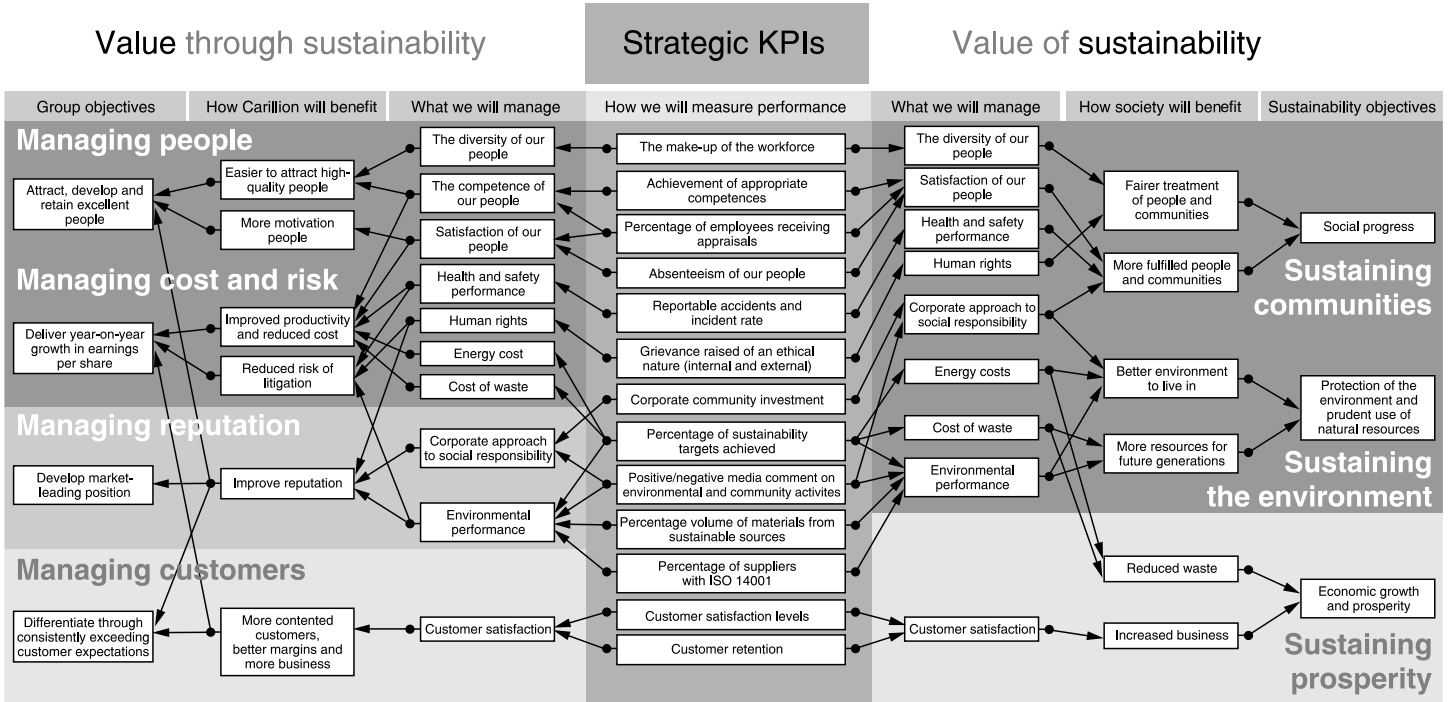
### **Case Study: Carillion plc**

Carillion plc was Business in the Community's Company of the Year 2003, receiving the Impact on Society Award for a large company committed to improving and reporting its overall impact on society. Carillion is a business and construction services company, with a turnover of £2 billion, and 18,000 employees, working in a wide range of sectors, including transport, health and education, defence and secure establishments, commercial property development, leisure and retail.

#### *Responsibility*

Over a number of years, Carillion has moved from taking a reactive stance to sustainable development issues to integrating sustainability with its business strategy. From 1994, when Carillion first adopted an environmental policy to improve its 'license to operate', it has developed and implemented environmental management systems, introduced environmental issues to project management plans and meeting agendas, developed partnerships with NGOs (non-governmental organisations), developed a sustainability policy, introduced procedures and training to demonstrate the business case for becoming a more sustainable organisation, and reviewed its key performance indicators (KPIs) to understand how they could best be built into and drive the business strategy. Carillion has now adopted a Sustainability Strategy Models shown overleaf. This allows the business to demonstrate how business issues, such as supply chain performance management, are aligned with business objectives whilst simultaneously achieving sustainable financial, social and environmental solutions.

### Carillion's Sustainability Strategy Model





In order to motivate staff to change their working practices, Carillion undertook training for all staff in its sustainable development approach, and how this benefited the business. Regular communication was undertaken using a variety of methods, and sustainability was integrated into training courses and induction programmes. The integration of sustainability was led from the very top of the organisation, and attempted to engage everyone involved in the project to share in success and create ownership.

The development of close relationships with non-governmental organisations has enabled staff to accelerate their learning and understanding of the social and environmental impacts of the construction process.

### *Respect*

Carillion has the following company values:

openness; collaboration; mutual dependency; innovation; professional delivery; and sustainable, profitable growth.

Carillion believes that these values create an innovative culture where knowledge is shared and which achieves sustainable, profitable growth for the company.

Driving down sustainability through their suppliers is also a key objective of Carillion, enabling suppliers and contractors to respect people and the environment as part of their developments.

### *Resources*

Carillion has set itself environmental objectives and targets through its environmental management systems and has achieved ISO14001 throughout 95 per cent of its business. It is a member of WWF95+ which promotes the use of timber from sustainable sources. An example of a practical project which has helped to reduce their environmental impact is the development of the de Havilland Campus at the University of Hertfordshire. By adopting a life cycle costing model, the design team identified over £3 million in energy savings that could be achieved over a 25 year period by investing an extra £150,000 upfront in improved insulation and energy systems, abating 40,000 tonnes of carbon dioxide. Carillion seeks to use sustainable design principles in its developments, an example of which is the Great Western Hospital in Swindon. In 2002, Carillion reduced its head office energy consumption by five per cent and carbon dioxide emissions by 15 per cent, together with reducing water consumption by 13 per cent.

### *Results*

Carillion believes that sustainability is a business differentiator and a key factor in winning contracts in the construction-to-services sector. It brings innovation in product delivery, and delivers better engineered, built and maintained facilities for customers. Its sustainability strategy helped it to win the £190 million contract with the University of Hertfordshire, and has reduced costs. Sustainability has helped the company to improve its understanding and

management of risk at the project, business and corporate levels, creating opportunities for business improvement.

Further information on Carillion's Sustainability Strategy can be found at [www.carillionplc.com/sustainability](http://www.carillionplc.com/sustainability).



## results



Achieving sustainable results is all about creating win-win scenarios that benefit your proposal, and also have positive impacts on the wider economy, society, and the environment.

One of the key ways in which your proposal can do this is through creating employment and/or training opportunities for local people. Training opportunities can increase people's skill levels, widening the pool of jobs they are qualified to apply for, and are likely to be successful in. Training also enables employees to add more value to your project, as it creates a higher skilled and more knowledgeable workforce.



Many London neighbourhoods are characterised by unemployment, low income, and low educational attainment. Creating local employment opportunities in these neighbourhoods can contribute to decreasing child poverty by reducing the number of children living in households where neither parent is working, or by raising the net income of poorer households. Investing in these areas by creating local employment opportunities could also increase the viability of your proposal by creating opportunities for business to survive and thrive, by increasing local levels of economic activity. This turn can lead to more local employment, increased local wealth and more investment in these areas. Employing local labour can also reduce your recruitment, relocation, and retention costs. It also reduces the cost of travel to work in terms of time and money. Further gains where employees live close to where they work result from reducing the amount of car travel and its negative impact on the environment.

How you plan and implement your proposal is crucial to achieving sustainable results as success is increasingly linked to having responsible business practices. There are a number of tools and mechanisms available for you to be more responsible in how you develop and deliver your proposals. These include: transparency in decision making; environmental and social reporting; adopting environmental management systems; developing community involvement programmes; considering the ethical dimension of your investment decisions; and driving expectations of the same behaviour through your suppliers.

Innovation, new ideas, new solutions, and new technologies are also key to achieving sustainable development in London. New ways of doing things will contribute to helping to achieve environmental, economic and social objectives simultaneously. Also, innovation will be a key part of your business success. Those proposals that invest in, and generate, new ideas and ways of working are likely to be more successful through increasing competitiveness, and/or responsiveness.

Proposals that value all forms of work including unpaid work, such as volunteering, caring, or looking after children are more likely to be successful and sustainable in the longer term as they will allow flexibility and a balance between home, work and community life for those directly or indirectly affected by or involved in your proposal.



Successful proposals also achieve results through encouraging and creating opportunities for people to live healthy and fulfilling lifestyles. This could involve considering issues such as quality, affordable and healthy food, and cultural, sporting, or leisure opportunities.



Getting **Results** means considering issues such as the following (see pages 51–52 for sources of information or advice on these issues):

*In what ways can your proposal contribute to creating local employment and training opportunities?*

*How can your proposals encourage recruitment and training initiatives to be of benefit to people living within London's poorer neighbourhoods, and people from black and minority ethnic communities which can experience proportionally high levels of unemployment?*

*As your proposals are developed, how are decisions going to be made?*

*How will you seek to ensure transparency of decision-making and/or good corporate governance?*

*How will you report your financial, social, and environmental performance?*

*What community involvement programmes could you adopt as part of your proposals?*

*How could you use environmental management systems as part of your project?*

*How could you use full cost accounting or full product lifecycle costing as part of your proposal?*

*In what ways can you encourage your suppliers to operate in a responsible manner?*

*How can you encourage new ideas and innovation into your proposals?*

*How could you use technology to improve your proposal's results?*



*In what ways does your proposal value all work, including volunteering, caring and/or childcare?*

*How can your proposal result in improvements to the health of people who may be directly involved, or indirectly affected by your proposal?*

*How can your proposal provide people with the ability to obtain affordable healthy food?*

*In what ways could your proposal generate an increase in the availability, quality, or use of cultural, sporting or leisure activities for those directly and indirectly affected by your proposal?*

*How will you ensure your project is of a high quality?*

*How will you evaluate the success of your proposal in being **Responsible**, **Respectful**, managing **Resources** and achieving **Results**?*

### **Case Study: BedZED: Beddington Zero Energy Development**

BedZED is a new 2500m<sup>2</sup> housing and workspace development in Beddington, London Borough of Sutton. The BedZED development comprises 100 properties, a childcare facility, and green space, and is located on the site of a former sewage works.

#### *Responsibility*

BedZED takes a responsible attitude towards development and a long term view, as it seeks to create an overall positive impact on the immediate and wider environment, through being built on previously used land, and by being 'carbon neutral', thereby emitting no damaging carbon dioxide gases into the environment.

#### *Respect*

BedZED aims to create a neighbourhood where people can live, work, and shop all within walking distance of each other. The presence of local amenities close to where people live aims to create a sense of vibrancy, and helps to reduce the fear of crime and the level of actual crime. The development also incorporates a sports pitch and open space for the whole community, providing opportunities for healthy lifestyles for those living and working in BedZED. This is supplemented by the use of low allergen building materials, and creating well-ventilated properties.





BedZED also includes a mix of homes for sale and for rent, incorporating private and social housing, widening its appeal to people of all incomes.

### *Resources*

BedZED has used building materials selected from natural, renewable, or recycled sources where possible, and wherever possible has bought materials from within a 35-mile radius of the site. BedZED innovatively uses waste to produce all of the development's heat and electricity, water saving appliances and recycling bins are installed in all residences, and rain water is used where possible instead of mains water. The developers have arranged a car pool as an alternative to driving, and the design of the houses seeks to minimise the need for heating, by facing south and retaining the sun's heat through triple glazing and insulation. The developers have also sought to create a liveable environment for local wildlife through roof gardens, and by renovating a dry ditch to provide a water filled wildlife habitat.



### *Results*

BedZED won the 2003 RIBA Journal Sustainability Award. The prize is awarded for building for future generations without destroying the world they will grow up in. Recognising the importance of sustainability in architecture, the judges viewed the architects of BedZED as being highly innovative, commenting that despite the density of the development, each unit has its own external space, and the flats themselves have very high levels of daylight, making them appear more generous and airy.

The cost of living for residents and for businesses in BedZED is less than typical housing due to its environmental efficiency, for example the heating requirements of the homes are around 10 per cent of that of other homes reducing fuel bills significantly.

BedZED is being developed by the Peabody Trust, working with environmental consultants BioRegional and the architect Bill Dunster. Further information can be found at [www.bedzed.org.uk](http://www.bedzed.org.uk).



## sources of further information

Sustainable Development - General	London Sustainable Development Commission	<a href="http://www.london.gov.uk/londonissues/sustainability.jsp">www.london.gov.uk/londonissues/sustainability.jsp</a>
	London Sustainability Exchange	<a href="http://www.lsx.org.uk">www.lsx.org.uk</a>
	Forum for the Future	<a href="http://www.forumforthefuture.org.uk/">www.forumforthefuture.org.uk/</a>
	London 21 Sustainability Network	<a href="http://www.london21.org">www.london21.org</a>
	Sustainable Communities Network	<a href="http://www.sustainable.org">www.sustainable.org</a>
Deprivation, Poverty and Social Exclusion	Neighbourhood Renewal Unit	<a href="http://www.neighbourhood.gov.uk/">www.neighbourhood.gov.uk/</a>
	Renewal.Net	<a href="http://www.renewal.net/">www.renewal.net/</a>
	London Divided	<a href="http://www.london.gov.uk/mayor/economy/london_divided.jsp">www.london.gov.uk/mayor/economy/london_divided.jsp</a>
Further Case Studies	Forum for the Future	<a href="http://www.forumdirectory.org.uk">www.forumdirectory.org.uk</a>
	London Sustainability Exchange Success Stories	<a href="http://www.lsx.org.uk/">www.lsx.org.uk/</a>
	UK Government	<a href="http://www.sustainable-development.gov.uk/casestudies/index.htm">www.sustainable-development.gov.uk/casestudies/index.htm</a>

## Responsibility

Local Organisations	London Voluntary Service Council	<a href="http://www.actionlink.org.uk/lvsc">www.actionlink.org.uk/lvsc</a>
	Local Councils for Voluntary Service	<a href="http://www.nacvs.org.uk/cvsdir/">www.nacvs.org.uk/cvsdir/</a>
	London Neighbourhoods Online	<a href="http://www.londonvoices.com">www.londonvoices.com</a>
	Community Empowerment Networks	<a href="http://www.go-london.gov.uk/neighbourhood_renewal/community_empowerment/community_empowerment_fund.asp">www.go-london.gov.uk/neighbourhood_renewal/community_empowerment/community_empowerment_fund.asp</a>
Consultation and Stakeholder Identification	London 21 Sustainability Network	<a href="http://www.london21.org">www.london21.org</a>
	Cabinet Office Consultation Guidance	<a href="http://www.cabinet-office.gov.uk/regulation/consultation-guidance/">www.cabinet-office.gov.uk/regulation/consultation-guidance/</a>
Community Engagement	Office of the Deputy Prime Minister	<a href="http://www.odpm.gov.uk/stellent/groups/odpm_urbanpolicy/documents/page/odpm_urbpol_608134.hcsp">www.odpm.gov.uk/stellent/groups/odpm_urbanpolicy/documents/page/odpm_urbpol_608134.hcsp</a>
Information on the Future	Key UK Trends 2001-2011	<a href="http://www.number-10.gov.uk/su/key.pdf">www.number-10.gov.uk/su/key.pdf</a>
Climate Change	London Climate Change Partnership	<a href="http://www.london.gov.uk/mayor/sustainable-development/susdevcomm_climatechange.jsp">www.london.gov.uk/mayor/sustainable-development/susdevcomm_climatechange.jsp</a>
Creative Thinking Tools	Infinite Innovations Limited	<a href="http://www.brainstorming.co.uk/tutorials/howcreativethinkingworks.html">www.brainstorming.co.uk/tutorials/howcreativethinkingworks.html</a>

## Respect

Stats and Facts on London's Diversity	Focus on London 2003	<a href="http://www.statistics.gov.uk/london/">www.statistics.gov.uk/london/</a>
	London Facts and Figures	<a href="http://www.london.gov.uk/gla/publications/factsandfigures.jsp">www.london.gov.uk/gla/publications/factsandfigures.jsp</a>
	Without Prejudice: Exploring Ethnic Differences in London	<a href="http://www.london.gov.uk/gla/publications/without_prejudice/without_prejudice1.jsp">www.london.gov.uk/gla/publications/without_prejudice/without_prejudice1.jsp</a>
	London Key Facts 2004	<a href="http://www.alg.gov.uk/upload/public/Files/1/KeyFacts04.pdf">www.alg.gov.uk/upload/public/Files/1/KeyFacts04.pdf</a>
Advice on Equalities issues, Good Practise and Legal Requirements	Commission for Racial Equality	<a href="http://www.cre.gov.uk">www.cre.gov.uk</a>
	Equal Opportunities Commission	<a href="http://www.eoc.org.uk">www.eoc.org.uk</a>
	Disability Rights Commission	<a href="http://www.drc-gb.org">www.drc-gb.org</a>
Safe Communities	Crime Concern	<a href="http://www.safer-community.net/index2.htm">www.safer-community.net/index2.htm</a>
Crime, Fire and Road	Fire Safety	<a href="http://www.firekills.gov.uk/">www.firekills.gov.uk/</a>
	Road Safety	<a href="http://www.thinkroadsafety.gov.uk/">www.thinkroadsafety.gov.uk/</a>
Housing Design	Building for Life	<a href="http://www.buildingforlife.org">www.buildingforlife.org</a>
Sustainable Design	Constructing for Sustainability	<a href="http://www.cic.org.uk/information/Publications/sustain.htm">www.cic.org.uk/information/Publications/sustain.htm</a>
Design for the future	Building Futures	<a href="http://www.buildingfutures.org.uk/">www.buildingfutures.org.uk/</a>
Design for vibrant, local, safe communities	Sustainability Checklist	<a href="http://www.sustainability-checklist.co.uk/">www.sustainability-checklist.co.uk/</a>
	The London Plan	<a href="http://www.london.gov.uk/mayor/strategies/sds/">www.london.gov.uk/mayor/strategies/sds/</a>
Conflict Resolution and Consensus Approach	Voluntary Matters	<a href="http://www.voluntarymatters3.org/decision_making/Resources/pa_concensus.html">www.voluntarymatters3.org/decision_making/Resources/pa_concensus.html</a>



## Resources

London's Footprint	Best Foot Forward	<a href="http://www.citylimitslondon.com">www.citylimitslondon.com</a>
London's Environment – General	Greater London Authority	<a href="http://www.london.gov.uk/londonissues/environment.jsp">www.london.gov.uk/londonissues/environment.jsp</a>
Global Warming	Department of Environment, Food and Rural Affairs	<a href="http://www.defra.gov.uk/environment/climatechange/">www.defra.gov.uk/environment/climatechange/</a>
Air Pollution	London Air Quality Network	<a href="http://www.erg.kcl.ac.uk/london/">www.erg.kcl.ac.uk/london/</a>
	Greater London Authority	<a href="http://www.london.gov.uk/mayor/air_quality/">www.london.gov.uk/mayor/air_quality/</a>
Conserving Water	Environment Agency	<a href="http://www.environment-agency.gov.uk/subjects/waterres/286587/287169/">www.environment-agency.gov.uk/subjects/waterres/286587/287169/</a>
Waste and Recycling	Waste Facts and Recycling Facilities	<a href="http://www.capitalwastefacts.com">www.capitalwastefacts.com</a>
	Waste Guide	<a href="http://www.wasteguide.org.uk">www.wasteguide.org.uk</a>
	Bioregional	<a href="http://www.bioregional.com/take_action/take_action.htm">www.bioregional.com/take_action/take_action.htm</a>
	Recycle for London	<a href="http://www.recycleforlondon.com/">www.recycleforlondon.com/</a>
	London Remade	<a href="http://www.londonremade.com">www.londonremade.com</a>
Renewable Energy Sources	London Renewables	<a href="http://www.london.gov.uk/mayor/energy/renewable.jsp">www.london.gov.uk/mayor/energy/renewable.jsp</a>
	Energy Saving Trust	<a href="http://www.saveenergy.co.uk/renewables/">www.saveenergy.co.uk/renewables/</a>
	Action Energy	<a href="http://www.actionenergy.org.uk/">www.actionenergy.org.uk/</a>
Energy Efficiency	Energy Saving Trust	<a href="http://www.saveenergy.co.uk/">www.saveenergy.co.uk/</a>
	Creative Environmental Networks	<a href="http://www.cen.org.uk/">www.cen.org.uk/</a>

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Energy Efficiency and Pollution	The Carbon Trust	<a href="http://www.thecarbontrust.co.uk/">www.thecarbontrust.co.uk/</a>
	Travel Wise	<a href="http://www.travelwise.org.uk/travelplans.htm">www.travelwise.org.uk/travelplans.htm</a>
Biodiversity	Design for Biodiversity	<a href="http://www.lda.gov.uk/workofthelda/strategy/strategy/content/18_508.asp">www.lda.gov.uk/workofthelda/strategy/strategy/content/18_508.asp</a>
	London Biodiversity Partnership	<a href="http://www.lbp.org.uk/">www.lbp.org.uk/</a>
Open Space	Green Space	<a href="http://www.green-space.org.uk">www.green-space.org.uk</a>
Natural and Built Environment	English Heritage	<a href="http://www.english-heritage.org.uk">www.english-heritage.org.uk</a>
	London Sustainable Construction Project	<a href="http://www.lsx.org.uk/programmes/lsci_page1213.aspx">www.lsx.org.uk/programmes/lsci_page1213.aspx</a>

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## Results

Business Case for CSR	Business in the Community	<a href="http://www.bitc.org.uk">www.bitc.org.uk</a>
Corporate Community Involvement	Heart of the City	<a href="http://www.theheartofthecity.com">www.theheartofthecity.com</a>
Social and Environmental Reporting	FTSE4Good	<a href="http://www.ftse.com/ftse4good/">www.ftse.com/ftse4good/</a>
	Global Reporting Initiative	<a href="http://www.globalreporting.org/">www.globalreporting.org/</a>
	ACCA Sustainability	<a href="http://www.acca.co.uk/sustainability/">www.acca.co.uk/sustainability/</a>
	Business in the Community Corporate Responsibility Index	<a href="http://www.bitc.org.uk/programmes/key_initiatives/corporate_responsibility_index/">www.bitc.org.uk/programmes/key_initiatives/corporate_responsibility_index/</a>
Local Employment	Job Centre Plus	<a href="http://www.jobcentreplus.gov.uk">www.jobcentreplus.gov.uk</a>
Environmental management systems	Environment Agency	<a href="http://www.environment-agency.gov.uk/business/">www.environment-agency.gov.uk/business/</a>
Full cost accounting	Accounting and Business	<a href="http://www.accaglobal.com/sustainability/reading/articles/">www.accaglobal.com/sustainability/reading/articles/</a>
Product lifecycle costing	Whole Life Cost Forum	<a href="http://www.wlcf.org.uk/">www.wlcf.org.uk/</a>
Local and Green Procurement	Improvement and Development Agency	<a href="http://www.idea.gov.uk/procurement/?id=sustainable">www.idea.gov.uk/procurement/?id=sustainable</a>
	Mayor's Green Procurement Code	<a href="http://www.london.gov.uk/mayor/strategies/waste/green_procurement_code.jsp">www.london.gov.uk/mayor/strategies/waste/green_procurement_code.jsp</a>
	Shop Social Enterprise	<a href="http://www.shopsocialenterprise.com/">www.shopsocialenterprise.com/</a>
Ethical investment	UK Social Investment Forum	<a href="http://www.uksif.org">www.uksif.org</a>
	The London Principles: Finance and insurance for sustainable development	<a href="http://www.sustainable-development.gov.uk/wssd/lp/">www.sustainable-development.gov.uk/wssd/lp/</a>

Innovation and New Technology	Department of Trade and Industry	<a href="http://www.innovation.gov.uk/">www.innovation.gov.uk/</a>
	London Innovation	<a href="http://www.london-innovation.org.uk/">www.london-innovation.org.uk/</a>
Individual Volunteering	TimeBank	<a href="http://www.timebank.org.uk">www.timebank.org.uk</a>
	Local Volunteer Development Agencies	<a href="http://www.do-it-london.org.uk">www.do-it-london.org.uk</a>
Employee Volunteering	National Centre for Volunteering	<a href="http://www.employeevolunteering.org.uk/">www.employeevolunteering.org.uk/</a>
	London Cares	<a href="http://www.londoncares.org.uk">www.londoncares.org.uk</a>
Caring	Civil Service	<a href="http://www.diversity-whatworks.gov.uk/caring/background.asp">www.diversity-whatworks.gov.uk/caring/background.asp</a>
Worklife Balance	Department of Trade and Industry	<a href="http://www.dti.gov.uk/work-lifebalance/">www.dti.gov.uk/work-lifebalance/</a>
Childcare	Childcare Link	<a href="http://www.childcarelink.gov.uk/">www.childcarelink.gov.uk/</a>
Healthy Lifestyles	London Health Commission	<a href="http://www.londonhealth.gov.uk">www.londonhealth.gov.uk</a>
Healthy Food	BBC	<a href="http://www.bbc.co.uk/food/healthyeating/">www.bbc.co.uk/food/healthyeating/</a>
	Sustain	<a href="http://www.sustainweb.org/chain_index.asp">www.sustainweb.org/chain_index.asp</a>
Cultural, Sporting, Leisure Activities	Greater London Authority	<a href="http://www.london.gov.uk/mayor/strategies/culture/index.jsp">www.london.gov.uk/mayor/strategies/culture/index.jsp</a>
	London's Leisure Economy	<a href="http://www.london.gov.uk/mayor/economic_unit/spending_time.jsp">www.london.gov.uk/mayor/economic_unit/spending_time.jsp</a>
Quality (housing, standards etc)	Institute of Quality Assurance	<a href="http://www.iqa.org/">www.iqa.org/</a>
	Design Quality Indicator	<a href="http://www.dqi.org.uk/">www.dqi.org.uk/</a>

## feedback form

The London Sustainable Development Commission (LSDC) recognise that through using the Guide as part of your project planning, you are taking positive steps to contributing to sustainable development by considering the impact of your proposals on the economy, wider society and the environment.

The LSDC is keen to recognise companies and organisations which have shown leadership by using this Guide, and therefore ask that you fill out this feedback form. All organisations filling out the form will receive invitations to future LSDC events, and their names will be included in the LSDC annual report. Your comments will also be used to inform the development of this Guide, and the work of the LSDC. If you prefer, you can download an electronic copy of the feedback form from the LSDC website, [www.london.gov.uk/londonissues/sustainability.jsp](http://www.london.gov.uk/londonissues/sustainability.jsp).

Please post this form and any other additional comments back to:

**London Sustainable Development Commission** (Secretariat)

PP18

City Hall

The Queen's Walk

London SE1 2AA

Name and organisation

Brief description of your project

How has this Guide increased your understanding of sustainable development?

Have you changed your proposals as a result of consulting this Guide? If yes, how?

How was this Guide useful?

What ways could it be improved for the future?

Any other comments?

# the London Sustainable Development Commission

The London Sustainable Development Commission was appointed by the Mayor of London in May 2002 to advise on sustainability issues within London. The Commission comprises representatives from key sectors and organisations in London, broadly covering economic, social, environmental, and governance interests.

In June 2003, it launched 'A Sustainable Development Framework for London'. The Framework sets out to:

- provide the context for policy development and decision making
- undertake sustainability appraisals of projects, plans and strategies
- monitor progress towards a more sustainable city.

This Guide is designed to be a practical tool for Londoners to be able to consider their actions in the light of the Framework. It aims to ensure that thinking and decision-making is long-term, meeting the needs of the present, without compromising the ability of future generations to meet their own needs.

To accompany the Framework and this Guide, the Commission has also published a set of Quality of Life Indicators for London, designed to enable the Mayor of London to monitor the progress of London becoming a world-class sustainable city.

Further information on work of the London Sustainable Development Commission can be found on the website: [www.london.gov.uk/londonissues/sustainability.jsp](http://www.london.gov.uk/londonissues/sustainability.jsp)

## **Other formats and languages**

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