New Developments: Working towards Halving Waste to Landfill

Land Securities: Championing resource efficient property development

Property developer Land Securities is using the Halving Waste to Landfill commitment to build on its already impressive track record in resource efficient development.

Background
Land Securities owns and manages a large portfolio of commercial property and provides property services to a range of private and public sector clients. Land Securities has placed itself at the forefront of the drive by the real estate sector to improve the industry’s environmental performance and put sustainability at the heart of its processes.

As such Land Securities was an early signatory (in November 2008) to the Halving Waste to Landfill Commitment launched by WRAP in October 2008. This is a voluntary agreement that invites all parts of the supply chain to sign up to one single, common commitment halving the amount of construction, demolition and excavation waste going to landfill by 2012.

Track record
The company already had a strong track record of setting targets and monitoring performance for the reuse and recycling of waste. The summary of the past three years’ targets indicate that Land Securities aimed for a 50% reduction of waste to landfill prior to the industry-wide initiative. Judging by the 2008-09 figures, Land Securities should be able to achieve the target by 2009-10. For the six months before signing-up, Land Securities started measuring the waste generated by its projects on a monthly basis and recorded the actual recovery rate. This gave Land Securities confidence that it could deliver on its Commitment targets.

Engagement
Sending less waste to landfill aligned closely with Land Securities’ existing aspirations for cost savings and resource-efficient construction – brought on board the environmental management team and, soon afterwards, Francis Salway, the Group Chief Executive. This was essential to ensure that the agenda had early approval and support directly from the Boardroom.

Delivery
WRAP, supported by Davis Langdon, developed a practical plan of action for the implementation of the Commitment. The plan was tailored to Land Securities’ needs and drew on generic WRAP tools and advice.

At the time of sign-up, it was evident that in order to secure the implementation of the Commitment at all levels, Land Securities needed to focus on two areas:
- corporate level – specifically the inclusion of requirements in key policy documents and provision for the adequate training of key stakeholders; and
- project level – specifically the inclusion of requirements in key project documents and the training of project teams.

At project level, Harvest Partnership, a joint venture between Land Securities and Sainsbury’s was identified as an ideal opportunity to pilot the implementation of Halving Waste to Landfill requirements. This was particularly timely, as both Land Securities and Sainsbury’s had become signatories to the Commitment.

<table>
<thead>
<tr>
<th>Re use or recycle demolition and construction waste</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2007-2008</strong></td>
</tr>
<tr>
<td>80%</td>
</tr>
</tbody>
</table>
Five actions
The Commitment outlines five actions for signatories to undertake, including measuring, setting a baseline and reporting. Land Securities, with help from WRAP, is well on the way to fulfilling these five actions.

1. Set a target for reducing waste to landfill
Land Securities had already implemented procedures to set and track targets for reducing waste. In 2001, Land Securities had become the first company in the real estate sector to issue a stand-alone Corporate Sustainability Report environmental report, now reported annually. Efficient resource use and waste management have become embedded within this process of self assessment and reporting. Waste became a key target area in 2004/5 for measuring and setting a baseline. Targets for the re use or recycling of demolition and construction waste have been set and performance measured since then.

The key targets for waste and resources for 2008/09 were:
- to achieve a minimum level of 20% recycled content by weight or value in every new development; and
- to re-use or recycle 90% of demolition and construction waste for projects covered by Site Waste Management Plans, by weight, by 2010 (with the exception of hazardous materials).

2. Embed the target within corporate policy and processes
The action plan developed for Land Securities provided practical suggestions on how to change some of the key documents to reflect the Commitment. The Action Plan initially looked at amending documents to reflect the Halving Waste to Landfill Commitment. However, Land Securities decided to take this opportunity to change the way its overall environmental targets are communicated throughout the organisation and the supply chain. Land Securities has developed a single Sustainable Development Brief that consolidates all its environmental targets and policies. This document now underpins all new developments.

As part of this process, the following Environmental Targets were adopted for 2009/10 and included in the Sustainable Development Brief, Version 1, Issue 1, 2009:
- to achieve a minimum level of 20% recycled content by value in every new development; and
- in line with Government targets for halving construction waste to landfill by 2012, to re-use or recycle 90% of excavation, demolition and construction waste for projects covered by Site Waste Management Plans, by weight, by 2010 (with the exception of hazardous materials).

To ensure that the company’s policy and objectives are effectively communicated and implemented throughout the group, Land Securities has established bodies with specific roles and responsibility:
- Corporate Environmental Group – has a key role in the development and review of environmental corporate targets and budgets;
- Combined Environmental Panel – helps ensure effective communication and implementation of the group’s policy, objectives and targets; and
- Environmental Team – provides support to project teams.

3. Set corresponding requirements in project procurement and engage with our supply chain
At Land Securities project procurement is performed on a case-by-case basis, making a one-policy-fits-all approach impracticable. However, in order to ensure that the corporate targets are implemented at project level, a set of actions has been developed for key individuals (project managers and environment managers) at each project stage, from preparation through to post completion. This active engagement between the project manager and environmental manager ensures the effective communication and delivery targets.
4. Measure performance at a project level relative to a corporate baseline

Performance is reported on a monthly basis and this information includes waste data for each project under construction. Waste diverted from landfill is reported as a percentage of total waste generated each month compared with the Land Securities’ corporate target. The report also includes information on the recycled content achieved on the project.

Land Securities’ Sustainable Development Brief sets out the key requirements for the Contractor in relation to waste. The contractor must:

- optimise on-site minimisation of demolition, excavation and construction waste by identifying and implementing methods of waste reduction, reuse and/or recycling where viable;
- provide a copy of the Site Waste Management Plan (SWMP) to Land Securities Project Manager prior to starting on site;
- provide on a monthly basis indicators of actual performance to Land Securities;
- report forecast and actual waste performance for construction, demolition and excavation waste streams separately;
- provide evidence of meeting recovery, reuse and recycle targets; and
- ensure the disposal of all waste from site is legal and the correct documentation is maintained on site.

5. Report annually on overall corporate performance

Annual reporting is carried out at corporate level using the WRAP Waste to Landfill Reporting Portal.

“Land Securities has been setting recycling targets for its new developments for several years. The WRAP target for halving waste to landfill links well with the introduction of Site Waste Management Plans and coincides with the progression towards our own target for 90% re use or recycling of demolition and construction waste in 2009/10.

We hope that these commitments will encourage our project teams to go further in designing out waste and in recovering more of the waste product, including end-of-life recovery. Ultimately, this should produce cost savings as well.”

Dave Farebrother, Environmental Director
Land Securities Group PLC

While steps have been taken to ensure its accuracy, WRAP cannot accept responsibility or be held liable to any person for any loss or damage arising out of or in connection with this information being inaccurate, incomplete or misleading. This material is copyrighted. It may be reproduced free of charge subject to the material being accurate and not used in a misleading context. The source of the material must be identified and the copyright status acknowledged. This material must not be used to endorse or used to suggest WRAP’s endorsement of a commercial product or service. For more details, please refer to our Terms & Conditions on our website – www.wrap.org.uk

www.wrap.org.uk/construction