

PROJECT BOARD MEETING AND ROUNDTABLE

CBRE, St Martin's Court, 10 Paternoster Row, London, EC4M 7HP

Tuesday 10th March 2020, 12:00 – 13:30

AGENDA

1. Welcome and Minutes of the Last Meeting

For approval.

2. Work Programme Update

Members will receive an update on the 2019/20 work programme which will include the following items:

- Roundtables
- NABERS Waste Rating Tool
- Property Management Toolkit
- GRESB update

3. Work Programme 2020/21

Members will review and agree on the work programme for 2020/21. A paper has been provided below to support discussions at the session. Members are kindly requested to review in advance of the meeting.

4. BBP Member's Climate Change Commitment Update

Members will receive an update on the BBP Member's Climate Change Commitment and the work the BBP is undertaking with signatories.

5. Owner Occupier Forum

Members will receive an update on BBP's new initiative that is looking to collaborate with major corporate occupiers on sustainability issues through an owner-occupier forum. Initiated as part of the BBP's Climate Commitment published last year, this Forum will seek to bring together senior real-estate decision makers to collaborate with the objective of delivering net zero carbon buildings by 2050. The aim of this discussion is to seek assistance from Managing Agents in identifying and bringing on board key occupiers who could constructively contribute to this initiative.

6. Finances

To note.

7. AOB

Item 2. Minutes of the Last Meeting

PROJECT BOARD MEETING AND ROUNDTABLE

St Martins Court, 10 Paternoster Row, London EC4M 7HP

Tuesday 10th December 2019, 12:00 – 14:00

MINUTES

Anneli Tostar	AT	BBP
Amrita Dasgupta	AD	BBP
Chris Botten	CB	BBP
Sarah Ratcliffe	SR	BBP
Carl Brooks	CBr	CBRE
James Woodhead	JW	Cushman & Wakefield
Andries van der Walt	AvD	JLL
Douglas Harris	DH	Montagu Evans
Rebecca Smith	RS	Savills
Vicky Cotton	VC	Workman

1. Welcome and Minutes of the Last Meeting

- CB introduced the meeting and attendees, explaining that the aim of the meeting is to provide an update on the work programme and plan for the upcoming operational year.

2. Work Programme 2019/20

- CB reviewed the Mission Statement, Commitments, and workstreams of the Terms of Reference for the MAP.
- CB went over the achievements and outputs of the group since 2015.

3. Managing Agents Partnership: Aims and Objectives for 2020/21 and beyond

- CB asked members for their thoughts on the value and outputs of the MAP.
 - CB summarised written feedback from members, stating that the MAP is a unique forum for knowledge sharing that does not exist outside of this initiative.
 - Members agreed, saying that it was helpful to have an idea of how other members were approaching problems, especially where members share clients. They noted that this has been an evolving process to understand members share the same goals.
- CB asked for feedback on valuable outputs. He shared that the survey indicated that Core Provisions document and the Waste Reporting Guidance have been useful.
 - RS said the waste outputs have influenced how Savills works with waste contractors and is a good example of the collaborative influence that the MAP can have. VC agreed that the minimum standards have helped with industry standardisation of data. CBr noted that it would be helpful to create more materials like this.

- SR said it would be good to understand what the impact of the Core Provisions document has been, including challenges. The need to make this document more public was echoed by members, who said that the timing was right to do this.
- AvD said that the industry needs to begin having a frank discussion about who is going to pay for additional services clients are asking for.
- JW said it would be helpful if the MAP could talk about training programs and minimum expectations for supply chains to think about upskilling the industry. This was echoed by members.
- CB agreed with points made by members and acknowledged that the MAP has not always remained focused on the delivery of goals initially set out to achieve.
 - Members discussed the potential to collaborate with BBP members, especially on the topic of net-zero carbon.
 - SR gave some feedback from BBP members who requested more leadership from managing agents.
 - CBr spoke of the material changes needed for a property to meet a 70% reduction in energy intensity and the need to convince shareholders of the value of these changes. A discussion ensued around what will be required to meet net-zero commitments. SR mentioned the Owner-Occupier Forum. Members discussed the issue of transparency of minimum standards.
- SR asked members for ideas regarding outputs.
 - AvD asked about the status of the Property Management Toolkit and mentioned that this could be an effective vehicle for delivering some of these standards. SR responded to this and brought up the option of moving forward with part of the Toolkit that deals with net-zero carbon to start publishing something. AvD agreed with this.
 - CBr raised the issue of social value as another key priority.
 - JW mentioned areas of net-zero carbon that are part of managing agents' remit: renewables procurement, metering, and supply chain engagement.
- **ACTION—It was decided that the BBP will request that members identify the parts of the Property management Toolkit that are a) within managing agents' remit and b) material issues for them to address right now.**
- **ACTION—It was decided that AD will give members an indication of the progress of work on each workstream.**
- Members discussed the Roundtable on facilities management (FM) hosted through the GLA.

4. CBRE's approach to Embedding Sustainability into Property Management

- CBr spoke about the structure of the business and how this has changed over time, particularly in having a collective approach to ESG factors. He mentioned a piece of work they are conducting in assessing their own carbon footprint to achieve net-zero in CBRE buildings. CBr said that CBRE is also reviewing their property management agreements and looking at how delivery can be improved.

- SR asked how long property management agreements tend to last. Members said that these are rarely reviewed and tend to get rolled over. They said that sustainability used to be a line in the agreement but is now expanding to be more prescriptive.
- CBr said that this is the first time he has entered a role where there has been enthusiasm around sustainability from the whole business. He again mentioned the need to upskill much of the business.
- CBr reviewed the goals and pillars of the business, as well as their planned hierarchy of implementation.
- SR asked about upskilling. CBr said that this training need is not being met fast enough and needs to be more functional.
- CB asked if CBr has seen evidence of the Core Provisions being implemented. CBr said that his PMA review was conducted in reference to the Core Provisions. He spoke about how to standardize data collection. SR mentioned REEB as a potentially useful resource.

5. AOB

- AD reminded members of the NABERS Waste Rating project.

Item 3. Work Programme 2020/21

The BBP Managing Agents Partnership provides Managing Agents with a platform to support each other by sharing practical information, improving understanding of common challenges and discussing how best to deliver their clients' sustainability requirements. This paper sets out the planned Work Programme for 2020/21.

1. Quarterly Project Board Meetings

The dates for the Project Board Meetings for 2020/21 are as follows. Invites for these meetings have all been sent out. Meetings will be held between 12.00-2.00 pm.

- 9th June 2020
- 15th September 2020
- 8th December 2020
- 9th March 2020

For each of the project board meetings, a MAP member will be invited to present on their organisations' approach to embedding sustainability into the business and services they provide to their clients. For those members wishing to nominate themselves for particular dates, should contact the BBP executive team directly.

2. Knowledge Sharing Roundtables

Throughout 2019/20 Knowledge Sharing Roundtables were organised at almost a monthly basis, totalling 10 for the year. These are set out below:

- February 2019: Freight Consolidation
- March 2019: Waste Management
- March 2019: Challenges with the implementation of MEES
- June 2019: Condition Based Monitoring
- July 2019: Electric Vehicle Charging Infrastructure
- September 2019: Supply-Side Demand Management
- October 2019: Indoor Environmental Quality
- November 2019: WELL Buildings
- January 2020: Machine Learning and AI in buildings
- February 2020: Climate Change Resilience

In light of the extensive work programme planned for 2020/21, it is proposed that these sessions are reduced to quarterly internals, and instead, focus reverts to the projects listed below.

3. Projects

3.1. Responsible Property Management Sustainability Toolkit

The Responsible Property Management Toolkit will be the key focus for the Managing Agents Partnership in 2020/21. A detailed timeline will be presented at the project board meeting, meanwhile, members are requested to note the key milestones for the project provided below.

- 1st April - Property Management Toolkit Working Group: Attendees will provide feedback on the finalised checklist and completed guidance notes.
- End of April 2020 – Launch of online microsite which will include the checklist and the batch 1 of the guidance notes

- End of July 2020 – Batch 2 of the guidance notes to be added to microsite
- End of November 2020– Batch 3 of guidance notes to be added to microsite
- End of February 2021- Batch 4 of guidance notes to be added to the microsite.
- March 2021 – Industry Event to launch the Responsible Property Management Toolkit

Appendix A provides more information on the guidance notes included in each of these batches. At the last project board meeting, members were requested to identify the guidance notes which they believe would need to be applicable to Net-Zero. The feedback received has also been included in this table.

The BBP executive will be arranging sub-group meetings as well as one-to-one sessions with member leads to progress work on these guidance notes.

3.2. NABERS Waste Rating Project

The NABERS Waste Rating project involves the roll-out of the NABERS Waste Rating Tool within the UK through a collaboration with BBP's Managing Agents Partnership. Seven members from the Managing Agents Partnership have put forward one building each to participate in a pilot that will look into the certification of these properties under this scheme. They are:

- CBRE
- Cushman & Wakefield
- JLL
- Knight Frank
- LSH
- Savills
- Workman

This project will continue into 2020/21, where members will work directly with NABERS to submit waste data over a 12-month period. An update paper will be circulated separately to participating organisations, setting out the next steps of the process.

Following on from this, we will be organising a session in April to gather feedback, answer any questions and discuss the role of the BBP executive in supporting members through this process. Upon completion, the BBP will also be looking to publish a summary report on the project and its findings.

3.3. Real Estate Environmental Benchmarks (REEB) Pilot

Developments so far: In 2019 the BBP developed its own bespoke REEB platform which was launched in August 2019. 31 BBP members submitted two years' worth of data on 1038 properties. The results of the process were shared with participating organisations in December 2019. The BBP is now set to publish two industry insights based on these results. They are:

- The latest REEB 2019 benchmarks,
- An Energy Data Snapshot that presents some of the key facts and performance trends over time

Plans for the future: Phase 2 developments for the REEB platform will include the expansion to the Managing Agents Partnership. This will allow members to submit data on behalf of their own clients

including non-members. It is hoped that data provided by the Managing Agents will then be able to feed into the REEB benchmarks and allow the BBP to significantly expand its REEB dataset.

The platform will provide the following functionalities:

- Each MAP member will have their own account that they can log into and manage.
- User will be able to set up sites with property-level information and submit energy, water and waste data
- Users will be able to view validation flags that identify potential data quality issues for further interrogation
- Users will be able to see analysis within a charting library instantly following data upload. They will be able to compare the performance of their portfolios with their peers as well as review the performance of their properties against similar properties within the REEB data set.
- Users will be able to export data analysis to include within their own reporting

It is unlikely that MAP members will be able to participate in the 2020 REEB data collection as some additional development work is required to ensure the data is treated correctly for managing agent participants. To set the system up correctly, it is proposed that a sub-group is established of those MPA members who would like to participate in the development and testing throughout April-July 2020.

3.4. Managing for Performance Project

The important role of Facilities Management, in particular M&E services, has been identified by BBP and MAP members as a critical issue that needs to be addressed if significant energy efficiency improvements are to be realised.

Last year, the GLA organised a number of roundtables on the topic of energy efficiency and FM, in which a number of BBP and MAP members were involved, and produced the document [*Quick Wins to Reduce Building Energy Consumption*](#). Following the production of the document, Quinten Babcock (TfL) has developed an idea for a new joint BBP/MAP project temporarily called 'Managing for Performance'.

The purpose of this project would be to create guidance setting out how energy efficiency and performance outcomes can be integrated into the procurement of M&E services. It's envisaged that this will follow a similar approach to how the Managing Agents Partnership approached the topic of waste management. Carl Brooks (CBRE) and Rowan Packer (CLS Holdings but soon to be MAPP) have also championed the idea.

The concept is at an early stage and initially, a desk-based study will be required to assess what industry activity is already being undertaken in this area and identify stakeholders who may be willing to support the initiative e.g. CIBSE, RICS, IWFM etc. After which a project proposal can be developed for review.

APPENDIX A

The table below provides sets out the status of the toolkit guidance notes and the batch that they belong to. It also provides information on whether they have been identified to be relevant to Net-Zero.

Section	Guidance Note	Type	Member Lead	Batch	Status	Net Zero
Environmental Risk Management						
Environmental Risk Management	What should an environmental legal register cover?	New	Abigail Dean	Batch 2	Not Started	
Environmental Risk Management	What should an environmental risk register include?	New	Abigail Dean	Batch 2	Not Started	Y
Environmental Risk Management	What to consider when assessing the applicability of an environmental legal and risk register at a property?	New	Abigail Dean	Batch 2	Not Started	Y
Environmental Risk Management	Guidance Note: Providing training material	New	Abigail Dean	Batch 2	Not Started	Y
Environmental Risk Management	Managing Environmental Risks	New	Abigail Dean	Batch 2	Not Started	Y
Operational Management						
Operational Management	What should an Asset Register include?	New	None	Batch 3	Not Started	Y
Operational Management	Automating property level data.	New	James Woodhead	Batch 3	Not Started	Y
Operational Management	Sustainability reporting initiatives	New	James Woodhead	Batch 3	Not Started	Y
Operational Management	Reporting Data	New	James Woodhead	Batch 3	Not Started	Y
Operational Management	Incorporating sustainability opportunities within key stages of the annual asset and property management cycle.	New	Abigail Dean	Batch 3	Not Started	Y
Operational Management	Developing a Maintenance and Monitoring Strategy	New	None	Batch 3	Not Started	Y
Rating & Certification						
Rating & Certification	Environmental Ratings & Certification	To Update	None	Batch 1	Not Started	Y
Energy						
Energy	What should an environmental policy include	New	None	Batch 3	Not Started	Y
Energy	Energy Performance Certificates	To Update	Frances Byron	Batch 1	Final Review	Y
Energy	Display Energy Certificates	To Update	Quinten Babcock	Batch 1	Draft	Y
Energy	Air Conditioning Inspections	To Update	Quinten Babcock	Batch 1	Not Started	Y
Energy	Metering and Monitoring	New	Quinten Babcock	Batch 1	Not Started	Y
Energy	Identifying when and where energy is being consumed and how to use the information.	To Update	Quinten Babcock	Batch 2	Not Started	Y
Energy	Undertaking an Energy Audit	To Update	None	Batch 3	Not Started	Y
Energy	Target Setting	New	Quinten Babcock	Batch 3	Not Started	Y
Energy	Template Action Plan	To Update	None	Batch 3	Not Started	Y
Energy	Energy Efficiency Opportunities	New	Richard Groves	Batch 2	Draft	Y
Energy	Continued Monitoring of Energy Performance	New	Quinten Babcock	Batch 2	Not Started	Y
Energy	Managing installed low-carbon /renewable energy systems	New	None	Batch 2	Not Started	Y
Energy	What is 'green' or renewable energy and how to procure it?	New	None	Batch 2	Not Started	Y

Water						
Water	'Leak inspections at a property'	To Update	None	Batch 4	Not Started	
Water	Undertaking a water audit	To Update	None	Batch 4	Not Started	
Water	Benchmarking water usage and setting targets	To Update	None	Batch 4	Not Started	
Water	Water efficiency opportunities	To Update	None	Batch 4	Not Started	
Water	Managing existing water efficiency infrastructure	New	None	Batch 4	Not Started	
Waste						
Waste	Understanding the duty of care responsibilities	To update	None	Batch 2	Not Started	
Waste	Procuring a waste audit	To update	None	Batch 2	Not Started	
Waste	what should a Site Waste Management Plan include	To update	None	Batch 2	Not Started	
Waste	Waste Management Opportunities	To update	None	Batch 2	Not Started	Y
Waste	How to manage waste during refurbishment and fit-out.	To update	None	Batch 2	Not Started	Y
Transport						
Transport	Sustainable transport opportunities.	To update	Rowan Packer	Batch 4	Not Started	Y
Transport	Managing Electric Vehicle charging facilities	New	Nick Hobbs	Batch 1	Draft	Y
Social value						
Social value	What is social value?	New	Andries Van Der Walt	Batch 2	draft	
Social value	Understanding Stakeholder Requirements	New	Andries Van Der Walt	Batch 2	draft	
Social value	Improving Social Value	New	Andries Van Der Walt	Batch 2	draft	
Social value	Measuring and Communicating Impact	New	Andries Van Der Walt	Batch 2	draft	
Supply chain Management						
Supply chain Management	Modern Slavery Act	New	Tanya Lloyd Jones	Batch 1	Draft	
Supply chain Management	Requesting Living Wage Foundation certified services.	New	Tanya Lloyd Jones	Batch 1	Draft	
Supply chain Management	Embedding sustainability into waste management services	New	Carl Brooks	Batch 3	Not Started	Y
Supply chain Management	Embedding sustainability into M&E services	New	Carl Brooks	Batch 3	Not Started	Y
Supply chain Management	Embedding sustainability into cleaning services	New	Nick Hobbs	Batch 1	Final Review	Y
Supply chain Management	Embedding sustainability security services	New	Nick Hobbs	Batch 1	Not Started	Y
Supply chain Management	Embedding sustainability into landscaping services	New	Nick Hobbs	Batch 1	Not Started	Y
Fit-out & Alteration						
Fit-out & Alteration	Managing the fit-out process	New	Richard Hamilton-Grey	Batch 1	Draft	Y
Fit-out & Alteration	Managing the license for alterations process.	New	Richard Hamilton-Grey	Batch 1	Draft	Y
Fit-out & Alteration	Minimum Energy Efficiency Standards.	New	Richard Hamilton-Grey	Batch 1	Not Started	Y
Fit-out & Alteration	Manage Dilapidations & Reinstatement process	New	Richard Hamilton-Grey	Batch 1	Not Started	Y
Occupier engagement						
Occupier engagement	Building User Guide	To update	None	Batch 3	Not Started	Y
Occupier engagement	Assessing occupier requirements	New	None	Batch 3	Not Started	Y
Occupier engagement	Occupier engagement and communication strategies	New	None	Batch 3	Not Started	Y
Occupier engagement	Service charge considerations	New	None	Batch 3	Not Started	Y

Biodiversity						
Biodiversity	Biodiversity Risks'	New	Jane Wakiwaka	Batch 1	Final Review	Y
Biodiversity	Mapping Biodiversity Needs	To Update	Jane Wakiwaka	Batch 1	Final Review	Y
Biodiversity	Carrying out a biodiversity survey	New	Jane Wakiwaka	Batch 1	Final Review	
Biodiversity	Valuable Green Spaces and Biodiversity	New	Jane Wakiwaka	Batch 1	Final Review	
Biodiversity	Green Roofs and Living Walls	New	Jane Wakiwaka	Batch 1	Final Review	
Biodiversity	Incorporating Biophilic design	New	Jane Wakiwaka	Batch 1	Final Review	
Biodiversity	Developing a Maintenance and Monitoring Strategy	New	Jane Wakiwaka	Batch 1	Final Review	
Biodiversity	Managing Green Infrastructure	New	Jane Wakiwaka	Batch 1	Final Review	
Health & Wellbeing						
Health & Wellbeing	Assessing Stakeholder Requirement	New	None	Batch 3	Not Started	
Health & Wellbeing	Why is Health & Wellbeing important?	New	None	Batch 4	Not Started	
Health & Wellbeing	Occupier satisfaction survey	New	None	Batch 4	Not Started	
Health & Wellbeing	Post Occupancy Evaluations	New	None	Batch 4	Not Started	
Health & Wellbeing	Health & Wellbeing Audits	New	None	Batch 4	Not Started	
Health & Wellbeing	Health & Wellbeing Opportunities	New	None	Batch 4	Not Started	Y