



An Introduction to the Sustainable Estate Framework

Foreword

Our new Sustainable Estate Framework (SEF) presents an important step in how we ensure and continually advance our responsible management of the estate for which we are custodians. The framework reflects our unique role as Transport for London's (TfL) property company, managing an estate that includes a rich mix of thousands of retail, office, arch, car park, industrial and land assets across Greater London. The SEF runs to the heart of how we protect and grow value across this large and diverse estate for the benefit of TfL, its customers and stakeholders, both for today and the long-term.

Daniel Lovatt

Director of Asset Management,
Places for London



The SEF is a key part of our continued commitment to being a sector leading responsible developer and asset manager. It supports the Mayor's ambitions for a fairer, greener, and more prosperous city while also being grounded in the commercial and practical realities of estate management. The framework brings a considered and structured approach to the assessment and optimisation of economic, environmental and social priorities in our property management capital projects. This is helping us and our partners to maximise the benefits of every pound we invest as we strive for holistic, integrated solutions that serve our customers, protect asset value and financial sustainability, and deliver environmental and social goals.

In developing the SEF, we have adopted a collaborative, pragmatic and iterative approach. We've worked with independent experts to help us shape and validate standards that align with latest best practice. We also recognise the framework will need to evolve to remain fit-for-purpose and keep up with latest requirements and emerging best practice. We've started with a focus on our large capital refit projects (those over £500,000), and we are already working on ambitions to expand the sustainability principles into our property management and maintenance.

We are openly publishing our approach to invite feedback and collaboration that helps us to further improve and to share our learning for others to adopt and develop. This document introduces our new framework and we'll be publishing full details for consultation and collaboration later in the year.

Please get in touch with any questions and suggestions by emailing us at:
PlacesforLondonSustainability@tfl.gov.uk

Background

As TfL's property company, we are one of London's largest landowners with over 5,500 acres of land and thousands of properties that are integrated with the public transport system to bring substantial value and potential. We are building a greener, kinder and more connected London by making more of our land and property to help businesses grow, create new jobs and improve life chances. Our introduction of the new SEF brings a significant step in our commitment to apply and shape industry-leading environmental and social standards throughout everything we do.

We are guided by the three overarching goals of our Sustainability and Inclusivity Strategy:



Promoting vibrant and diverse communities



Creating healthy places for people and planet



Supporting and developing local economies

Our approach to the SEF builds from our existing Sustainable Development Framework (SDF)¹ which is now around five years old. The SDF is fully embedded in our business, used in all our new development schemes. The SDF includes a management process and around 100 KPIs to help project teams set, monitor and deliver measurable standards across environmental, social and economic priorities. The SDF has matured to play a critical role in our delivery of sector-leading best practice and long-term resilience in our new developments. For example, the SDF has been instrumental in our commitment to the largest deployment of Passivhaus Standard homes in the UK. With our partner Barratt London, we are working to build 4,000 Passivhaus homes, with the first scheme already broken ground at Bollo Lane.

We are extending the success of the SDF into our management of the existing estate with the SEF to drive consistency, clarity and continual improvement. Like the SDF, the SEF brings together sustainability standards into one framework of KPIs and supporting guidance for deployment in property management capital projects. The SEF has been developed with input from across our teams and specialists at Places for London. Industry experts have also helped to check, challenge and validate the KPIs.

The SEF - Dimensions and KPIs

Both the SDF and SEF are structured around nine dimensions of sustainability, grouped under the three overarching goals of our Sustainability and Inclusivity Strategy. The dimensions were originally informed by the UN's Sustainable Development Goals to ensure alignment with international best practice. These are shown in the image over the page.

¹ Sustainable Development Framework

Our nine dimensions of sustainability



In the SEF, each dimension contains between three and seven KPIs, with 34 KPIs in total. These are summarised in the diagram below. The KPIs were selected following prioritisation of a long list of sustainability indicators, including those in the SDF. The number of SEF KPIs is likely to increase as the framework matures and our approach is embedded across projects and into wider investment, property management and maintenance.

Each indicator has been carefully benchmarked against national policy, Greater London Authority (GLA) and TfL requirements, existing guidance, current expert advice and example projects to create performance bands ranging from the 'Baseline', through 'Good Practice' to 'Leading Practice'. The KPIs align to recognised standards such as BREEAM and Passivhaus.

These standards are embedded within our SEF KPIs to drive strong project performance and sustainability outcomes. The Baseline level sets the minimum compliance expectation. Good Practice reflects high, policy-aligned performance that most projects can achieve through early planning and full team engagement. Leading Practice sets an aspirational benchmark designed to stretch projects and position them at the forefront of industry leadership.

Our 34 SEF KPIs

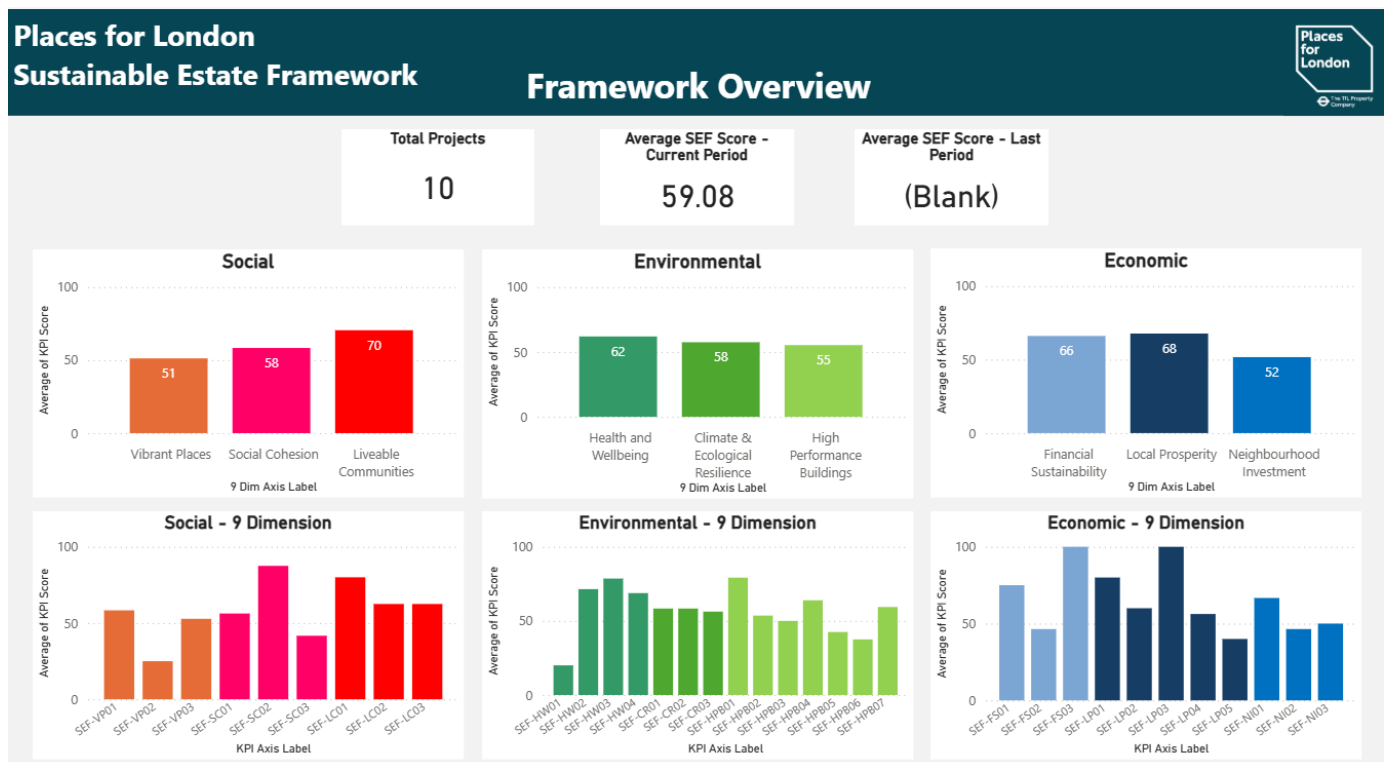
Social Pillar		Environmental Pillar		Economic Pillar	
Dimensions	SEF KPIs	Dimensions	SEF KPIs	Dimensions	SEF KPIs
Vibrant Places	Access & Inclusion	Health & Wellbeing	Outdoor Air Quality	Financial Sustainability	Green Leases
Vibrant Places	Healthy Streets	Health & Wellbeing	Thermal comfort	Financial Sustainability	Internal Rate of Return
Vibrant Places	Secure Properties	Health & Wellbeing	Indoor Air Quality	Financial Sustainability	Preserve Asset Value
Social Cohesion	Community Engagement before and during planning	Health & Wellbeing	Acoustic Performance	Local Prosperity	Supporting Local Business/ SME
Social Cohesion	Engagement with Customers / Residents	Climate / Ecological Resilience	Biodiversity	Local Prosperity	Supporting Apprenticeships and Work Placements
Social Cohesion	Active Public Spaces	Climate / Ecological Resilience	Flood Resilience	Local Prosperity	Workforce Demographic Monitoring
Liveable Communities	Active Frontages – meanwhile / permanent	Climate / Ecological Resilience	Green Infrastructure	Local Prosperity	Procurement and Purchases Plan
Liveable Communities	Meanwhile Uses	High Performance Buildings	Embodied Carbon Intensity	Local Prosperity	Growing the economy
Liveable Communities	New Routes and Links	High Performance Buildings	Responsible Sourcing of Materials	Neighbourhood Investment	Community Volunteering / Investment
		High Performance Buildings	Operational Energy Use	Neighbourhood Investment	Active Travel Transport Infrastructure
		High Performance Buildings	Construction Waste	Neighbourhood Investment	Outcome of Investment in TfL Transport Infrastructure
		High Performance Buildings	Operational Recycling		
		High Performance Buildings	Water Efficiency		
		High Performance Buildings	Green Energy		

Applying the SEF in Practice

The SEF is led by our project teams with support from expert functions in our engineering and sustainability teams and in our delivery partners. The SEF starts to apply at the outset of a capital project with an analysis and agreement about the relevance and potential of each KPI. We have recognised the need for flexibility and tailoring to the specifics of a property, project and location. For example, some KPIs may not be physically relevant to a project. We also recognise the need for pragmatism and want the SEF to support rather than undermine a project's feasibility or delivery. Furthermore, existing good practice throughout the estate is being promoted for wider application aligned with our focus on the SEF.

Throughout the project lifecycle, performance data (projected or actual) is collected for the indicators. All inputs are assessed against the SEF scoring methodology, which applies standardised thresholds and weightings to translate performance against each indicator into a score out of 100, ensuring consistency and comparability across projects. The scorecard and dashboard (image below) allow managers to track performance, compare KPIs, and benchmark across projects and sectors. The resulting insights highlight strengths and improvement opportunities, supporting more informed decision-making across the framework, and providing a consistent, ready-to-use format for governance reporting, ensuring alignment and comparability.

The SEF overview dashboard



For each capital project to truly contribute to a sustainable London, we must ensure it works holistically and performs well against all dimensions, both individually and collectively. We are at the early stages of deploying and embedding the new framework into the business. A programme of internal and external engagement and collaboration is underway to support this, ensuring opportunity for feedback and questions to shape our approach.

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