



# Effective management of sustainability

## Sustainability toolkit and rating system

Our holistic sustainability toolkit adds value to projects and programmes by ensuring each sustainability factor is considered and then focusing on risk and opportunities.

Halcrow's sustainability toolkit and rating system – HalSTAR™ – answers the need for a common framework to assess and manage sustainability. It brings together every known definition of sustainability to provide a comprehensive guide for decision making and appraisal. Whatever the context, it helps projects and programmes to be more sustainable.

### Decision support

Finding ways to be more sustainable is now an important part of international and national regulations, planning policies and public procurement. Increasingly, it is understood to be of critical importance in infrastructure development.

Most approaches to assessing sustainability provide a checklist of requirements against which performance is measured. The particular needs of local authorities and other stakeholders are seldom acknowledged as part of this decision-making process. As a result, important issues can be missed, irrational trade-offs can be made, and sustainability can be relegated to the status of an add-on to the project rather than a source of real value.

### Our approach

HalSTAR provides a grounded, holistic approach to assessing sustainability. By taking into account every known definition of sustainability, it ensures the systematic consideration of all possible factors before focusing on those of most significance.

The factors that will affect the success of the project are established through consultation with the client and a range of stakeholders, helping to define priorities. The process is able to reduce the risk associated with planning and regulatory compliance by aligning and managing requirements throughout the project, flagging up issues early. Stakeholder needs are considered in the development of context-specific appraisal criteria, which means progress can be tracked to ensure their concerns continue to be addressed. This approach can also enhance the client's reputation.

Each assessment is tailored to suit the circumstances, guided by HalSTAR's framework. The effects of a project on different stakeholder groups are considered by a Halcrow expert, at the level of detail required by the client. The project team can then identify actions that add value and best manage risk through the lifecycle of the project.

Diagrams that break down and summarise performance make the complexity of sustainable developments easier to manage and communicate.

The system contains information on best practice, acting as a database to facilitate knowledge sharing among over 2,000 Halcrow sustainability practitioners. HalSTAR, in the hands of our experts around the world, ensures that solutions can be found to suit local criteria and needs.

## Our services

The HalSTAR process is a client-orientated approach that is adaptable to a wide range of contexts. Potential applications include:

- options appraisal
- simple or iterative project appraisals
- lifecycle management and monitoring
- programme management
- analysis and development of policies and strategies
- visioning and scenario planning
- organisational sustainability management and skills gap analysis
- corporate responsibility reporting

The HalSTAR methodology has been applied with public and private-sector clients on projects ranging from sustainable urban developments, through flood-defence schemes and shoreline management projects, to wind farms and office operations.

## Delivering value – case studies

### ■ Cambridge water-cycle strategy, UK

HalSTAR was used to understand issues of importance to stakeholders, such as local councils, water companies and interest groups, in the development of a water-cycle strategy for Cambridge. Planning policies, legislation and government strategies also formed part of the analysis.

This process helped to identify common issues and concerns, which were prioritised and developed into criteria for appraising different scenarios, ensuring stakeholder requirements were met effectively. The approach also highlighted issues to be mitigated or resolved when developing the chosen solution.

### ■ Renewable energy options, Western Isles, UK

A HalSTAR options appraisal, in parallel with an economic appraisal, looked at potential renewable energy developments in the Outer Hebrides for the Scottish Government. A wide range of stakeholder requirements were correlated and used to assess the feasibility of possible sites.

Concise graphical outputs highlighted key issues, aiding comparison and selection of options and

ensuring impacts were mitigated. The diagrams were also used to explain the issues to stakeholders.

“At last we have a balanced and reasonable study that sets out the options for much-needed economic development in the Western Isles, but shows respect for people’s views and for the local population.”

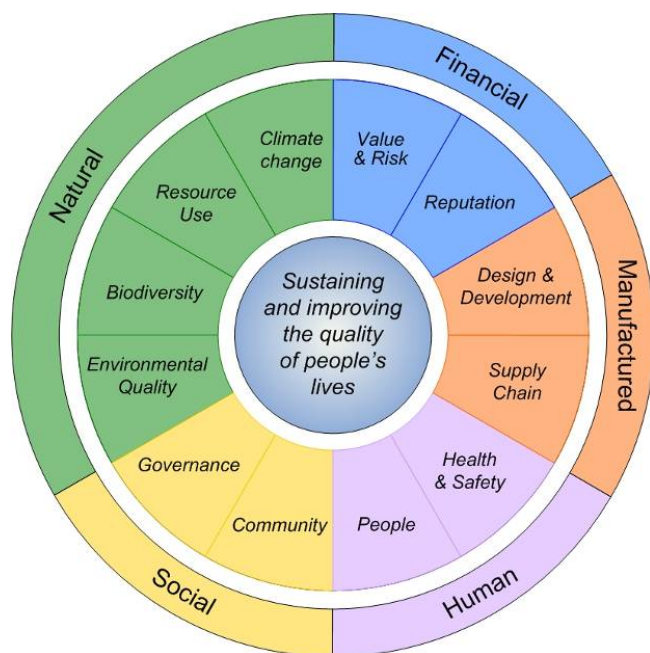
MSP for the Western Isles, Alasdair Allan

### ■ Master planning of Club Aliga, Hungary

HalSTAR is being used to integrate practical sustainability solutions into the master plan development of a large tourist and health resort beside Lake Balaton. Early application has ensured better management of risk and cost.

The framework is being used to introduce sustainability concepts to a client relatively unfamiliar with designing a sustainable development and wary of extra expense.

The approach, combined with BREEAM Europe certification, is identifying innovative measures that will add value.



The core elements of the HalSTAR sustainability wheel

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