



## **London Anchor Institutions' Network Green New Deal Working Group minutes**

**23 June 2022**

### **Attendees:**

Nusrat Yousuf (Chair), Catherine Barnard, Nick Biskinis (Greater London Authority), Jane Bartman, Giuliana-Huerta Mercado, Adam Freed (Bloomberg), Matthew Wilkinson, Ryan Wallace (University of London), Brian Cuthbertson (Church of England), Riikka Vihriala (New City College)

### **Apologies:**

Mary Vine-Morris, Andrew Cox (London South East Colleges), Alejandro Colsa Perez (Greater London Authority), Kirsty Macaulay, Michaela Adeniji (NHS London), Rabbi Goldsmith (London Jewish Forum)

### **Introductions**

Introductions were made by Catherine Barnard and Nusrat Yousuf and Jane Bartlet was introduced to the group. Jane will be working with Adam Freed and Giuliana-Huerta Mercado to lead the work in London on decarbonisation

### **Agenda and Overview**

Nusrat highlighted this is the fourth meeting of this Working Group, which will focus on discussing progress to date on the workplan and agreeing next steps, followed by a deep dive from New City College on their work on estates decarbonisation.

Catherine noted the importance of the Working Group activity and how this sits within the wider net zero agenda. She noted how London Climate Action Week was beginning next Monday and will be opened by Mayor Sadiq Khan. She thanked Anchors for their commitment and partnership, and all the work to take practical action to cut carbon emissions and invest in the green jobs that are needed to make that transition. The Working Group and relationship with the GLA is critical to putting in place practical action to cut carbon emission and drive investment in green jobs and skills. This will be a challenge and will require innovation in thinking.

Catherine said the scope of Working Group was now agreed milestones, targets and actions. After these meetings, it was important to ensure we move into a more action-oriented ways of working, where we hold group meetings every-other month, with deep-dive 1-2-1s the month in between meetings to continue moving the action plan forward.

Catherine discussed the Public Sector Decarbonisation Scheme, which is expected to open in September for applications. It is understood there will be around £900

million available for two years. Therefore, Anchors should work on feasibility studies for potential bids over the next three months (July – September).

Catherine also drew attention to the Mayoral Green Bond – which has £500 million available for public sector investment – planned to be issued later this year. Lastly Catherine mentioned the Retrofit Workplace Accelerator Programme; if members had yet to apply or were unsure they should talk to Alejandro or Nicholas for advice and support.

## **Member updates**

A detailed note showcasing progress on the individual 121 meetings held during May and June was shared ahead of the meeting (attached to these minutes as an appendix). Giuliana reminded the group of the agreed goals and targets and took the group through some of the highlights on progress to date.

Most of the members have met or are planning to meet with the Retrofit Accelerator – Workplaces in the next few weeks, and most already have a list of priority buildings they can put forward as part of pipeline development for future funding.

Some of the key points of the discussion that followed include:

- Nusrat highlighted that there has been really good progress. She noted that members had provided feedback that the GLA should give more support to help influence key internal decision-makers.
- UoL highlighted that they do have a level of senior buy-in and are looking at bringing the officers leading specific projects on how they can move these projects forward.

This was Matthew's final meeting as he is leaving his post, Ryan will cover for him in the interim and his replacement should be in place within the next two months. Ryan is being kept apprised of all developments and work on decarbonisation. There will be senior staffing changes on estates (to be completed by August). The key to sustaining momentum is to bring specific project managers leading on those project upgrades forward. Matthew was thanked by the Group for his efforts and proactive work to date.

Matthew outlined the estates situation with the University of London; the University is a federal institution with 17 member bodies with their own estates. It is a complex relationship – the University will, in terms of decarbonisation, be looking at how to bring in those wider members beyond the 'core' of UCL and SOAS.

Adam noted that within recent discussions, NHS London are trying to develop an effective working relationship with the 5 regions in London in order to progress decarbonisation. This has been a challenge and Adam felt that out of the 134 buildings within the NHS London estate it may be more feasible to identify the top 10 buildings with the biggest carbon footprint. Adam suggested that in addition to the bottom-up support from NHS staff and the GLA, that the GLA can help to give a nudge by providing top-down support and highlighting case studies– such as retrofitting of some New York public hospitals.

Catherine concurred and said that it would be great to provide more clarity on who can help to provide such leverage (to be discussed as part of the next 121 meetings).

Riikka reflected that New City College had good support from the senior management team in terms of decarbonisation but nonetheless faced significant challenges on funding. Previously the Department of Education provided capital funding, but sustainability is not a priority within the criteria. Hence Riikka wanted to see if the GLA AEB can be used for capital (and decarbonisation) projects.

Brian provided updates for the Church of England (CoE). He is preparing the Annual Report on the Diocese of London governing body for July. The Church (nationally) has published Route Map to Net Zero 2030, so in terms of this group, he will align plans to that Route Map. CoE already have energy figures for churches of schools. A challenge is that there is no funding from the Public Sector Decarbonisation Scheme for schools (although other funding schemes exist). CoE estate in London includes 480 churches, 180 schools, and 600 residential units. Hope to have interim targets (within the overarching Net Zero 2030 goal) soon. Churches and schools are managed separately so there is only indirect leverage and influence.

Giuliana noted that the London Jewish Academy Trust has funding from the Public Sector Decarbonisation Scheme and the working group team wants to explore opportunities for pipelines and retrofit workplace accelerator programme.

Nusrat reminded members that if they would like more links to the accelerator programme, that she and her colleagues are able to set up meetings.

### **Summary of New City College presentation**

Riikka presented a deep dive on NCC's progress on decarbonisation. Some of the key points are presented below:

- NCC is the 2nd largest further education college in London, created from the merger of 5 colleges between 2016-2019. It holds 9 sites in Greater London. 2 buildings are Grade II listed. NCC owns all but one of the sites.
- Carbon emissions reporting started in 2020 (March). Over the last couple of years capacity to measure emissions has improved significantly. Scope 1 and 2 are almost all accounted for (Scope 3 still a lot of work to do). The priority was to move away from gas boilers.
- When NCC began to scope its green strategy in 2020 there was initially limited knowledge but, with the experience gained, NCC is now in a position to better understand what to reduce and how to do this, whilst prioritising alignment with capital developments.
- NCC began with the principle that it's better to do something than doing nothing.
- First step was to undertake an internal audit of buildings and map out age of a building, gas boilers, building fabric etc. which collectively shaped the initial decarbonisation plan to December 2024. The plan looks at quick wins and scaling good practice from one site to another to reduce Scope 1 and 2 – e.g.

dealing with waste and cutlery, reducing takeaway items, increasing LEDs across campuses, BMS upgrades etc. These kind of changes could result in reducing emissions by 20% by the end of 2024.

- One of the key changes needed was to create internal structures to take decisions. For capital investment each individual team within NCC often bids for funding – looking at costs versus level of need with primacy of curricular and student needs. Although sustainability is a priority, it is not seen as a need and therefore falls outside the criteria because the fossil fuel alternative is often cheaper.
- To facilitate more decarbonisation-focused investment, NCC set up the Green Investment Board (GIB) with a CEO, environmental sustainability and finance representatives. Developed a matrix looking at additional criteria (CO2 reduction, ROI, investment opportunities, delivery options). That board makes recommendation, with better buy-in as there is the presence of a CEO.
- NCC was approached by external consultants to help bid for Salix support to develop pan-campus decarbonisation. The Retrofit Workplace Accelerator programme, which NCC has signed with the GLA, enables free advice and consultancy to help shape and plan projects to promote net zero delivery, which is key to helping to prioritise and deciding how to go about it.
- NCC will receive decarbonisation plans from Salix and use RAW to help prioritise into deliverable projects.
- NCC has also joined key networks (London Anchor Institutions' Network, The Alliance for Sustainability Leadership in Education, Association of Colleges) to share best practice.
- For next steps:
  - Submit project proposal to Salix in September for funding in autumn 2022
  - Have in place detailed decarbonisation plans for all sites by early autumn
  - Prioritise projects with GLA RA-W support, securing approval from Green Investment Board by late autumn 2022
  - Submit applications to Salix for multiple projects in spring 2023 round

Working Group members made a number of points and questions, to which Riikka responded:

- Catherine asked about the kind of evidence needed to secure senior support when using metrics such as CO2, ROI, etc. Riikka highlighted that it was quite simple and organisation was developing knowledge as it goes along. Green Investment Board needs to agree and then it's about 'meeting the criteria'. The key is to ensure we find other ways of funding (Government, private corporate responsibility, etc.)
- Nusrat suggested it would be desirable for the Working Group to hold a deep dive on Scope 3
- Regarding car parks and mobility actions, Riikka said that electric vehicles and charging points were part of the first 2 years of the decarbonisation plan. Riikka also said NCC was lobbying on pension fund rules to enable a salary sacrifice scheme to be used for investment on electric vehicles – the GLA would be a useful ally in lobbying for this change.
  - Catherine said she could share a paper concerning investment and pensions by the London Pension Fund Authority

- Jane suggested that perhaps NCC could encourage creative competition between NCC sites on decarbonisation (Riikka mentioned that there are already competitions in this field – at campus and department levels); Matthew noted there are competitions between halls of residence on energy, waste and water usage reductions with a prize (and found it incredibly helpful).
- Members asked about the NCC's carbon literacy course and its wider use for the Anchors; Riikka said NCC could provide this in the next academic year once funding is in place. NCC has bid for funding from the (central government) Strategic Development Fund, with a specific focus on green skills and one strand with training estate staff. Confirmation will be provided over the summer.
- Nusrat asked if NCC was joining up its thinking with the GLA work on linking decentralised energy systems such as the Local Energy Accelerator (LEA). Riikka replied that there needs to be more work on identifying where the networks are.
- Catherie said that there has been an update last week to the GLA energy guidance on planning applications for commercial, residential and public sector works – that guidance suggests if an applicant wants to undertake a new construction that applicant must look at how such a development links into to heat networks. The guidance also provides for how to identify the heat networks in London, some of which are sponsored by LEA.

### **Next steps & AOB**

- Next 121s will take place July – August, next Working Group meeting will take place w/c 19 September, at which Nusrat has asked for focus on LSEC. The next Working Group meeting after that would be in November
- Nusrat and colleagues will explore scope for carbon literacy training and see how to plug gaps on energy usage data
- Members will continue to develop pipeline project through the Retrofit Accelerator workplaces programme
- Warmer Homes 3 programme is open –£40 million in grants available for retrofitting homes used by low income families with poor EPC ratings (D and below). Average grant is £10,000. So far there has been 200 applications, GLA needs to see at least 3,000 applications for the money to be spent by March 2023.
- GLA is communicating details via Local Authorities: anchors have been asked to help disseminate awareness via newsletters and social media channels.

### **Appendix: Summary of 121s**

121s have taken place over the past month with each member institution to explore progress towards milestones, challenges they are facing, and support needed from the GLA.

#### **Key points:**

- Most members have met or are planning to meet with Retrofit Accelerator Workplaces (RAW) team to discuss opportunities to put forward funding bids for retrofits and support identifying projects.

- 3 members have a list of priority buildings to retrofit in the upcoming years
- 2 members are looking to bring forward GHG reduction targets
- All are interested in taking the potential NCC's carbon literacy course for their estate staff
- Members have suggested further support from the GLA could be helpful to influence key decision makers within each institution to support buy in for decarbonisation projects

## **University of London:**

### Estate decarbonisation

- District Heating Network upgrade is the key planned intervention to realise substantial carbon reduction – team of consultants in place to support the upgrade. BEIS and MEEF funding to be confirmed end of October and November 2022 respectively. Procurement to begin second half of 2022 and works early 2023.
- Pipeline development for further retrofits – potential opportunities for estate decarbonization, including refurbishing Georgian town houses in Bloomsbury to upgrade them for rental markets. Team currently prioritising projects that they can put forward for Retrofit Accelerator Workplaces (RA-W). Anchor representative will schedule calls with the Accelerator teams.
- GHG reduction targets – proposal to accelerate net zero target from 2036 to 2030 underway. Details have been shared with Vice-Chancellor. University lead working to provide carbon reduction targets for '24.
- Anchors GND event – UoL could host an event after district heating network upgrade funding is confirmed in October. They could also be in a position to make an announcement about acceleration of net zero goal if approved.

### Workforce development

- Estate staff green upskilling – have shared opportunity to use a potential NCC course package with estate managers. They are keen on taking a “train the trainer” approach and run short 2-hour sessions rather than longer trainings.
- Students' green course mapping – could easily provide data on postgraduate students taking green courses. Mapping demographics from wider UoL international network would be more challenging. Anchor representative to have further discussions about opportunity.
- Apprenticeships on decarbonisation projects – Anchor rep will begin conversations with programme managers and procurement leads to assess how to incorporate apprenticeships for target populations. This will be particularly relevant for the large heat district network upgrade

## **New City College**

### Estate decarbonisation

- Pipeline development – NCC has prioritised buildings to decarbonise over the next 2 years. They have signed an agreement with Retrofit Accelerator Workplaces to identify quick wins and support them in applications to PSDS.
- Green Investment Board – NCC has set up a board incorporating finance, sustainability and estate teams to improve decision making of decarbonisation projects with a decision matrix. The first exercise will be to decide financing model for solar panel installation for their Epping campus.
- GHG reduction targets – has a target to reduce 20% of emissions by end of 2024, compared to 2019 (if all planned projects are able to get funding). This needs to be confirmed by the board.

### Workforce development

- Estate staff green upskilling course for anchor institutions – NCC is keen on offer bespoke trainings for each institution and is exploring next steps to develop this.
- Skills Bootcamps – NCC will incorporate modules with green skills elements (i.e. heat pump implementation with Daikin donated technology) rather than green skills qualifications.
- Green courses for target populations – NCC got ESF funding to upskill unemployed people on facilities management roles with a decarbonisation focus.

## **NHS London**

### Estate Decarbonisation

- Pipeline development – NHS London is facing challenges due to the complexity of its buildings, estate governance and financing. The Working Group could support on project prioritisation through GLA Accelerators. Next step is to schedule a meeting with RA-W team during July.
- GHG reduction targets – NHS team confident they could provide an aspirational 2024 target.

### Workforce Development

- Estate staff upskilling – NHS keen to take part of NCC's carbon literacy course.

## **London South East Colleges**

### Estate Decarbonisation

- There are 4 key projects supporting LSEC's decarbonization efforts. Including capital funding for energy centre and revenue funding for heat decarbonization plans
- LSEC putting together a Sustainability Committee bringing together key members of the organisation to ensure sustainability decisions (such as decarbonisation projects) have the support and interaction they need

- Pipeline development – LSEC will identify projects to put forward for RA-W and funding available. Previous anchor rep met with RA-W and was considering involvement. New rep will connect with the team to follow up.
- GHG reduction targets – institution has net zero by 2050 target (scope 1 and 2). Sustainability strategy to be signed off soon to assess progress by 2030. LSEC to provide aspirational carbon reduction target for 2024

### Workforce Development

- Local London Green and Digital Skills Academy – £237,000 revenue funding for CPD events marketing supporting students going into green retrofits.
- Green Academies – Strategic Development Fund by DFE to build green laboratories via Green academies partnership and refurbish estate.
- LSEC would in principle be keen to take potential NCC carbon literacy training

## **Church of England**

### Estate Decarbonisation

- Estate energy efficiency data – CoE forecast that energy assessment to 90% of all residential properties may be complete by the end of 2022. This is in addition to the rest of estate (e.g. churches etc.) which is already known
- CoE's intends to undertake a modelling exercise in 2023 to understand the expected performance in future years to help make decisions
- In the meantime, CoE exploring the potential for proactively developing a pipeline of investable projects from when funding (e.g. London Community Energy Fund or others) are available.
- Governance and funding are current constraints to put forward projects. Schools are not owned by the institution. CoE is facing challenges putting forward projects as no PSDS funding is available for faith communities. Asked GLA to help with lobbying BEIS and DfE for more financial support.

### Workforce Development

- Estate staff green upskilling – CoE training conducted by Diocese Properties already includes carbon literacy.
- Information dissemination – CoE keen to disseminate opportunities to their communities regarding Green Academies and Skills Bootcamps

## **London Jewish Forum**

### Estate Decarbonisation

- Pipeline development – Jewish Community Academy Trust received £674,831 as part of PSDS phase 3a. Opportunity to connect with RA-W for support identifying retrofit projects.

## **Actions**



- GLA to look at whether there is a capital fund within the AEB (e.g. Skills For Londoners Capital Fund next round) to support colleges to get funding for their decarbonisation projects
- NCC to share Green Investment Board decision matrix once finalised
- GLA to share details of Warmer Homes 3 for members to disseminate through their internal networks
- GLA/NCC to continue exploring option for programme-wide carbon literacy training for the next academic year
- Anchor Institutions (UoL, LSEC, NHS) to provide GLA with the 2024 carbon reduction target
- Anchor Institutions (UoL, LSEC, NHS) to arrange meeting with GLA Retrofit Accelerator Workplaces to assess if they can provide the support they need for decarbonisation pipeline development

**Action carried over from previous meeting:**

- GLA to provide additional information (and guidance) on how Anchor Institutions may be able to support the development of a pipeline of projects to receive funding via Mayor's Green Bond (expected to be issued later this year)