

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2650

Title: Primary Care Estate Net Zero Roadmap for London

Executive Summary:

The Mayor of London has set a target for London to be net zero carbon by 2030. The NHS aims to be the world's first net zero health service. This decision seeks approval to provide grant funding to enable the creation of a net zero roadmap for NHS primary care estate in London.

The London Estates Delivery Unit (LEDU) have commissioned NHS organisation Community Health Partnerships (CHP) to undertake a carbon baseline assessment and decarbonisation roadmap for primary care estates across the 5 Integrated Care System (ICS) areas in London. This will comprise around 1,000 GP surgeries across Greater London. The findings of these studies will help to quantify and understand the impact of primary care on the GLA's commitment to meeting net zero by 2030 and the level of investment required to achieve it.

The studies are estimated to cost up to in total £88,000 based on proposals received to date. CHP has secured fifty percent of funding from LEDU and has requested match funding of up to £44,000 from the GLA to enable them to procure the work, the results of which will benefit LEDU, GLA and CHP.

Decision:

That the Assistant Director of Environment and Energy Unit approves:

Expenditure of up to £44,000 through a grant funding agreement with Community Health Partnerships to enable them to complete a carbon baseline assessment and decarbonisation roadmap for primary care estates across the five Integrated Care System (ICS) areas in London.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Catherine Barber

Position: Assistant Director,
Environment and Energy Unit

Signature:



Date:

27 July 2023

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1. The Mayor of London has set a target for London to be net zero carbon by 2030. The NHS also aims to be the world's first net zero health service. For direct emissions (e.g. on site use of fossil fuels for heating), the NHS nationally has a target to reach net zero by 2040 with an ambition to reach an 80 percent reduction in emissions by 2032.
- 1.2. Community Health Partnerships (CHP) manage primary care estate across London and work closely with the London Estates Delivery Unit (LEDU). LEDU are a virtual team bringing together regional and regionally-based national expertise to support the collaborative development of robust NHS estates strategies and capital business cases, and are hosted at the GLA. LEDU report to the London Estates Board (LEB), which aims to solve some of the challenges involved in securing NHS estates approvals and disposals.
- 1.3. At a national level, the health sector is estimated to contribute to around one third of direct (e.g. scope 1) carbon emissions from public sector bodies. The use of energy in buildings is estimated to account for around 40 per cent of the NHS Carbon Footprint¹. Acute sites such as hospitals are the largest consumers of energy and account for the majority of carbon emissions from NHS buildings in London. However, the primary care estate contributes a significant proportion of emissions nationally (around 10% of the NHS estate) and the proportion could be higher in London given the density of population and GP practices.
- 1.4. CHP and LEDU require additional information on the energy performance of primary care estate in London to help them determine what actions need to be taken to meet net zero ambitions.
- 1.5. Primary care sites are not within the scope of support offered by the Mayor's Low Carbon Accelerators, due to their small size and mixed ownership of sites. The Mayor's Business Climate Challenge (BCC) has supported some GP surgeries as part of its cohort of SMEs, enabling them to identify measures they can take to reduce the energy use and emissions. However, this is just a small proportion (less than 5 per cent) of the primary care estate and the BCC is restricted to buildings within Business Improvement Districts.
- 1.6. Data collection and analysis of building performance and energy use are required across the five Integrated Care System (ICS) areas in London, comprising around 1,000 GP surgeries. This will provide CHP with a clearer understanding of the energy and therefore carbon footprint of the estate. CHP also lack information on what potential energy efficiency and decarbonisation measures are needed across primary care estate in order to reduce carbon emissions in line with net zero targets.
- 1.7. CHP have received a detailed proposal to develop a clear and concise net zero roadmap for primary care estates across the five ICS areas in London. The first step in achieving this is the development of a carbon baseline for approximately 1,000 GP premises across Greater London. Data will be gathered on energy use from fossil fuels and electricity, water and where possible waste to generate a carbon baseline. On completion of the carbon baseline, CHP propose to develop a decarbonisation roadmap to achieving net zero throughout the NHS primary care estates portfolio. The roadmap will provide recommended actions that the ICS and GP practices can take to decarbonise their estates and guidance on clinical practices to adopt. Each action will be ascribed a carbon impact, providing an understanding of the decarbonisation potential offered. Also included will be an indication on level of investment required to reach net zero by target dates.
- 1.8. CHP have estimated the work to cost up to £88,000 and require match funding of up to £44,000 through a grant agreement with the GLA to utilise alongside funds already secured from LEDU. CHP

¹ [B1728-delivering-a-net-zero-nhs-july-2022.pdf \(england.nhs.uk\)](https://www.england.nhs.uk/wp-content/uploads/2022/07/1728-delivering-a-net-zero-nhs-july-2022.pdf)

would commission and manage the work, with guidance from the GLA and LEDU. CHP will undertake a benchmarking exercise (comparative rates review) to ensure value for money. The contractors will be appointed by direct award via CHP's 'SBS Framework'.

- 1.9. The work aligns with the objectives of the Environment and Energy Unit, helping the NHS to develop decarbonisation actions in line with a net zero target and also providing early pipeline development for the potential delivery of measures through mayoral support and/or funding programmes. The work could also inform a wider net zero roadmap for London, demonstrating the level of analysis that may be required to produce tangible plans to deliver net zero for specific sectors.

2. Objectives and expected outcomes

- 2.1. The scope of this stage of the project will be the estates of ~1,000 General Practitioners (GPs) practices across the five Integrated Care Systems (ICS) within the boundary of Greater London. The work commissioned by LEDU/GLA and procured by CHP will engage with a select group of GP practices to understand typical conditions and sustainability initiatives. This will then develop "archetypes" which represent all GP premises (e.g., purpose-built health centre, converted house etc.) and will provide average emissions for each type of practice.
- 2.2. The aim of this stage is the development of a net zero roadmap for the GP surgeries across Greater London, plotting out trajectories towards net zero targets (both GLA and NHS England targets) and indicative actions required to achieve these targets.
- 2.3. The roadmap will identify potential decarbonisation actions that can be implemented for each GP archetype, benchmark cost and carbon savings that each action can deliver, the level of investment required to reach net zero by target dates and will suggest typical governance procedures that GP practices can use to manage and deliver the roadmap.
- 2.4. The work will help to identify and prioritise key sites to approach for decarbonisation. Outputs will include:
 1. Greater London wide primary care decarbonisation trajectory, from baseline to net zero target (with intermediary targets included)
 2. short-list of typical actions which can be implemented and estimated costs to achieve net zero
 3. early pipeline development for the potential delivery of measures through mayoral support and/or funding programmes
 4. demonstration of the type of analysis that could aid other sectors in developing tangible net zero actions and timelines.
- 2.5. Each of these outputs are also key performance indicators which feed into a wider Net Zero Roadmap and Blueprint work being designed by the Environment and Energy Unit and will help drive proactive insights, strategy, policies and programmes for the 2024-25 business plans.

3. Equality comments

- 3.1. Under section 149 of the Equality Act 2010, as a public authority, the GLA is subject to the public sector equality duty and must have due regard to the need to:
 - eliminate unlawful discrimination, harassment and victimisation
 - advance equality of opportunity between people who share a relevant protected characteristic and those who do not

- foster good relations between people who share a relevant protected characteristic and those who do not.

3.2. Protected characteristics under section 4 of the Equality Act are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sex orientation, and marriage or civil partnership status (all except the last being “relevant” protected characteristics).

3.3. The GLA will take appropriate steps to ensure that there are no potential negative impacts for those with protected characteristics from the work with CHP. The findings of the study will benefit Londoners by helping to identify where improvements can be made across the primary care estate, not only to reduce carbon emissions but also to help improve the performance and comfort of GP surgeries frequented by all Londoners.

4. Other considerations

Key risks and issues

4.1. Key risks and issues are outlined in the table below:

Risk no.	Risk/issue	Likelihood (1-4)	Consequence (1-4)	Rating	Mitigation
1	Lack of engagement by GP surgeries in the primary care estate	3	4	12	Regular project meetings with consultants, project team and NHS ICS leads. CHP to escalate issues to Primary Care Boards and estate forums where appropriate
2	Study lacks sufficient detail to help CHP to progress net zero in the primary care estate	3	4	12	CHP will manage the study, using consultants with expertise in helping clients deliver net zero outcomes. The project team will review work on a regular basis and the final report will require sign-off by all London ICS.
3	There is not sufficient budget to complete the project.	2	3	6	LEDU and the GLA will ensure that all approvals are agreed, and the right governance is in place before commissioning CHP to commence the work with their contractors.

Links to mayoral strategies and priorities

4.2. The proposal supports the priorities of the London Partnership Board, and specifically its Green New Deal mission, which aims to tackle the climate and ecological emergencies and improve air quality, while doubling the size of London’s green economy.

4.3. The outputs of the study will contribute to early pipeline development for the potential delivery of measures through mayoral support and/or funding programmes. It will contribute towards a broad range of objectives, policy and proposals in the London Environment Strategy and the Mayor’s Pathways to Net Zero by 2030, as set out below:

- Objective 6.1 – reduce emissions of London’s homes and workplaces while protecting the most vulnerable by tackling fuel poverty

- Policy 6.1.3 – improve the energy efficiency of London’s workplaces and support the transition to low carbon heating and power
- Proposal 6.1.3.b – support the reduction of emissions and energy use within the commercial sector, including through improved building management, energy efficiency and reporting

5. Financial comments

- 5.1. Approval is requested for a grant of up to £44,000 funding from the GLA to Community Health Partnerships (CHP) toward the development of a Primary Care Net Zero Footprint and a Roadmap to achieve net zero in primary care premises in London.
- 5.2. The works will be contracted via Community Health Partnerships who have estimated the cost at £88,000 based on proposals received to date with half to be funded by the GLA and half to be funded by CHP through funding secured from London Estates Delivery Unit (LEDU).
- 5.3. This expenditure will be funded from the Retrofit London Hub budget within the Environment Unit. This expenditure is budgeted for within the approved Mayor’s budget for 2023-24.

6. Planned delivery approach and next steps

Activity	Timeline
Grant funding agreement signed with CHP	July 2023
Delivery Start Date for CHP commissioned work	August 2023
First draft of report	October 2023
Delivery End Date for CHP commissioned work	December 2023
Project Closure and final grant claims	February 2024

Appendices and supporting papers:

None.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

Part 1 - Deferral

Is the publication of Part 1 of this approval to be deferred? NO

If YES, for what reason:

Until what date: (a date is required if deferring)

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form – NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to
confirm the
following (✓)

Drafting officer:

Matthew Thomas has drafted this report in accordance with GLA procedures and confirms the following:

✓

Corporate Investment Board

A summary of this decision was reviewed by the Corporate Investment Board on 24 July 2023.

ASSISTANT DIRECTOR, FINANCIAL SERVICES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature:

Ana Gustaf

Date:

27 July 2023