

A photograph showing several construction workers in safety gear (hard hats and high-visibility vests) working on a red-tiled roof. They are in the process of installing solar panels. One worker is holding a large solar panel, while others are positioned around it. Ropes and cables are visible on the roof. In the background, a window is visible on the side of the building. The overall scene is a clear depiction of renewable energy installation.

MAYOR OF LONDON

PLANNING FOR NET ZERO-CARBON

A toolkit for London's Adult Education providers

Copyright

**Greater London Authority
October 2023**

Published by
Greater London Authority
City Hall
Kamal Chunchie Way
London E16 1ZE

enquiries [020 7983 4000](tel:02079834000)
minicom [020 7983 4458](tel:02079834458)

Copies of this report are available
from www.london.gov.uk

Acknowledgements and contributions

The Adult Education providers 'Planning for
net zero-carbon' toolkit was authored by
Turner and Townsend.



Contents





Introduction

About the toolkit

The Mayor of London has declared a climate emergency and set the target for London to be net zero carbon by 2030. To achieve this target, Adult Education Providers (“providers”) funded by the Mayor of London, will need to achieve net zero by 2030 (along with other sectors). Each provider is asked to have a plan for this in place by 2024. This toolkit is intended for City Hall funded providers, including Further Education Colleges, Independent Training Providers, and Local Authorities, and serves to:

- Offer guidance to providers for developing their own 2030 net zero roadmap for their estates and makes suggestions for actions that providers could adopt in their plans.
- Identify a series of indicative actions to achieve by 2030, including the baselining of current emissions (Scope1, 2, and 3) and the management of estates and supply chains.

- Provide guidance on the key considerations that they should take when developing their individual net zero roadmaps.

This toolkit is part of a suite of support that the GLA have produced as part of the [Skills Roadmap for London](#). The Skills Roadmap for London establishes the expectation of the Mayor for providers, including the management of estates and supply chains, as well as a focus on healthy, sustainable, affordable food.

During the development of this toolkit, an advisory group was set up in collaboration with the GLA. The group included relevant experts, providers, and community groups to consult on each toolkit at key milestones to ensure that the toolkit is applicable to all providers, irrespective of their current net zero maturity or provider type.

This toolkit recognises that providers form a vital component of London’s infrastructure, contributing to the communities that they serve, through the learning they provide, by serving as local employers and through their supply chains.

Education providers contribute towards the UK’s total greenhouse gas (GHG) emissions, mainly from heating, cooling, electricity use, travel, and procurement. Therefore, providers require suitable and relevant net zero strategies to plan the decarbonisation of their existing building stock and supply chains, along with the skills and knowledge to strive for net zero in new build projects.

The actions presented in the toolkit, the suggested timescales for delivery and the estimations on resource requirements and costs are purely indicative. This content will need to be applied to each provider’s organisation on an individual basis to tailor the guidance to their specific needs and requirements.

How to use this toolkit

Each provider using this toolkit should assess themselves against the categories and maturity levels that are applied to each of the 14 net zero themes which will form their net zero roadmap.

The net zero themes are presented in Table 1.

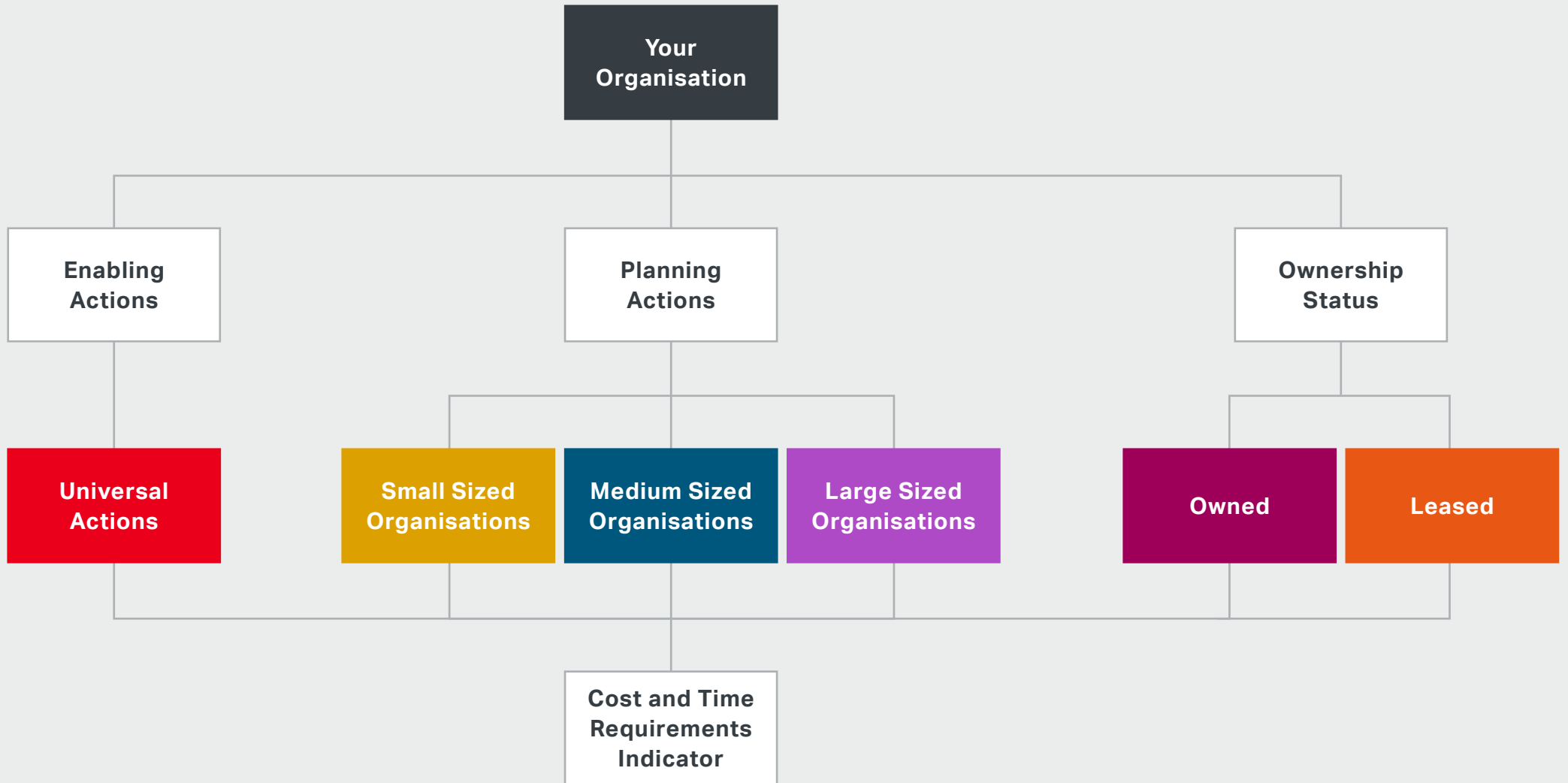
The 14 net zero themes are split into three phases:

- Enabling actions
- Planning actions
- Delivery actions

These phases have been developed to help providers understand when each action should occur. This is because certain actions (e.g. Enabling actions) should be undertaken and completed, prior to other actions (e.g. Planning actions and Delivery actions). This phased approach will help providers to structure their individual roadmaps in a manner that leads to the most effective way. It also provides clarity and continuity if there are changes of personnel so you should provide evidence and a clear action trail. The suggested phasing has been developed for providers who are yet to begin their journey towards net zero. For providers who have already taken steps, it may be possible to accelerate the timelines suggested in this toolkit.

Table 1: Net-zero themes

Enabling actions (2023)	Planning actions (2024-2026)	Delivery actions (2026-30)
Categories: None	Categories: Small, medium and large	Categories: Owned or leased
Carbon accounting and baselining	Student/staff engagement	Reducing carbon from estate operations
Target setting	Auditing and environmental management systems	Waste and recycling
In-house technical capacity/skills	Carbon offsets and removals	Water management/reduction
Governance and senior buy-in	Accountability and disclosure	Green travel
Environmental policy		Supply chain engagement and sustainable procurement



Enabling actions are suggested to be taken in 2023, during the development of your roadmap. These actions are applicable to all providers using this toolkit and are identified with the following icon:

UNIVERSAL

Enabling actions to be taken in 2023 and applicable to all providers using this toolkit.



Planning actions are suggested to be taken between 2024-2026. These actions have been tailored to providers of different sizes. These sizes are:

SMALL

A small organisation is unlikely to have any staff who can be completely dedicated to the net zero roadmap, has an organisational turnover of <£33m and is likely located on one or multiple small sites.



MEDIUM

A medium organisation may have one or two staff who can manage the net zero roadmap, has an organisational turnover of >£33-£66m and may have one or two sites.



LARGE

A large organisation has a dedicated team of staff who can manage the net zero roadmap, has an organisation turnover of >£66m and is likely to be spread across multiple sites.

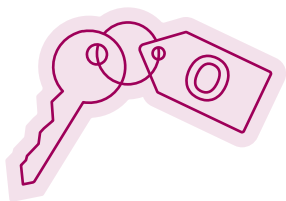


Delivery actions are suggested to be taken between 2026-2030. These actions have been tailored to providers based upon the ownership status of their estates. The categories are:

OWNED

An organisation that is "Owned" is:

- where the provider owns all, or most of the estates and facilities within which they deliver their services.
- where the provider is a long-term tenant and holds a Full Repairing and Insuring Lease (FRI).
- the qualifying factor to fall with the "Owned" category is where the provider holds responsibility and authority to make changes to their premises.



LEASED

An organisation that is "Leased" is:

- where the provider leases all, or the majority of the estates and facilities within which they deliver their services.
- where the provider owns their premises, but may be within a multi-tenanted space, for which they do not have responsibility or authority to make change to their premises.






For each net zero theme and for each category, there are also maturity levels. These maturity levels have been developed to recognise that all providers will be at different stages. The three maturity levels throughout this document are:

- Emerging
- Established
- Leading

A provider’s maturity level may vary for each net zero theme. When using this toolkit, providers are encouraged to assess their existing maturity level against each of the net zero themes to inform your individual roadmap.

Each action has been assessed to indicate the time and cost needs required to implement. As each provider will vary, it is not possible to appraise this completely accurately. The assessment should provide you with an idea of whether the time, cost and resource required is low, medium or high.

Table 2: Cost and time rating explanation

Cost rating	Explanation	Time rating	Explanation
£	Low cost, requiring negligible investment, where staff time is the key factor		< 6 months
££	Medium cost, investment of c.£10,000 to £100,000 and staff time is moderate		6 months – 1 year
£££	High cost, investment of >£100,000 and staff time is significant		>1 year

Enabling actions

Enabling actions are recommended to be undertaken in 2023 and are applicable to all providers, of all sizes and ownership types.

The actions contained within this section are:

- Carbon accounting and baselining
- Target setting
- In-house capacity/skills
- Governance and senior buy-in
- Environmental policy

Recommended actions are for providers across all three maturity levels:

- Emerging
- Established
- Leading



SECTION 1.01

Carbon accounting and baselining



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> Create an initial carbon baseline for your organisation. <ol style="list-style-type: none"> identify and agree the areas of your organisation that lead to GHG emissions classify these areas into Scope 1, 2 and 3 (see GHG Protocol Guidance) collect available data to measure your organisation's carbon footprint Calculate your organisation's carbon data for as many years as you can. Nominate your "baseline year". 	<ol style="list-style-type: none"> The EAUC Standardised Carbon Emission Framework spreadsheet helps providers understand what needs to be included in a carbon baseline. This methodology helps guide providers through the baselining process. The GHG Protocol Guidance to understand how this data is split into Scopes 1, 2 and 3. Historical data will help you understand your carbon consumption trends to set feasible targets. You may need to contact energy provider(s) and suppliers to collect current and historic data or find utility data from energy bills and meter reads. Calculating GHG emissions consists of taking an activity, quantity or financial amount and multiplying it by an established and verified emission factor. Use this spreadsheet as initial data collection guidance. The Annual GHG reporting emission conversion factors can be found on the government website, these will need to be applied to the collected data to yield a CO₂e figure. Your baseline year should be no earlier than 2015 according to the Science Based Targets initiative, and will form the basis against which you will measure all future carbon reductions. 	🕒	£
Established	<ol style="list-style-type: none"> Review carbon baseline against sectoral guidance updates. Consider aligning your baseline with industry standards. 	<ol style="list-style-type: none"> This will ensure you are measuring using the most appropriate carbon reporting method e.g. The Greenhouse Gas Protocol, which is the most popular emissions accounting and reporting framework. Understand industry best standards, e.g., the EN 15978 standard for allowable carbon data, and upskill net zero team with free GHG Protocol training. 	🕒	£

SECTION 1.01

Carbon accounting and baselining



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Leading	<ol style="list-style-type: none"> 1. Review baseline and update if necessary. 2. Commit to continuous improvement of your baseline, by checking updated guidance and standards for what the baseline should cover and report. 	<ol style="list-style-type: none"> 1. To remain consistent with industry good practice, review organisation status and update baseline year inventory if following scenarios are met: <ol style="list-style-type: none"> a. your organisation gains a facility b. a facility changes its use with a significant impact on energy consumption c. your organisation loses a facility d. your GHG emitting activities are insourced or outsourced (scope 1 vs scope 3) e. your GHG calculation methods/ boundaries/ tools significantly improve or change 		£

SECTION 1.02

Target setting



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Review your net zero targets against peers in industry. 2. Ensure target is aligned to GLA aspirations. 3. Set a net zero target for Scope 1 and 2 emissions. 4. Set a net zero target for Scope 3 emissions. 	<ol style="list-style-type: none"> 1. Engage with similar providers across GLA or nationally to understand what targets they have set and assess feasibility of target. 2. Review the GLA net zero targets and pathways. 3. Work with your sustainability and senior management teams to agree the targets you want to commit to. Set interim targets on a path to net zero 2030 to facilitate progress and evaluation. 		£
Established	<ol style="list-style-type: none"> 1. Review any net zero targets that you have already set and ensure that it is aligned to most recent sectoral guidance and regional policies. 2. If pre-existing target is at 2050 or beyond, this will need to be brought forward to align with the GLA target of a net zero London by 2030. 3. Consider making science-based targets. 4. Familiarise yourself with external net zero transition/decarbonisation plans, (such as those set out by government, local authorities and/or energy providers), as you may need to consider these as part of your target setting activity. 	<ol style="list-style-type: none"> 1. The UK is legally committed to become net zero by 2050; therefore, this should be the latest date for any net zero target. 2. The GLA has set a target for 2030, and it is strongly suggested that your organisation aligns. 3. The level of ambition should be reviewed following the science-based target steps for net zero action to meet good practice expectations and to future-proof net zero strategy from any legislative changes. 4. For example, if your local authority has an established plan to transition to a heat network by a specific date, this will likely enable you to achieve energy reduction targets sooner than anticipated. 		£

SECTION 1.02

Target setting



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Leading	<ol style="list-style-type: none"> 1. Align to the GLA Net Zero 2030 aim. 2. Publicly announce your GLA-aligned net zero target. 3. Support and advise other providers on target setting process. 	<ol style="list-style-type: none"> 1. Align your target with the GLA to ensure compliance at a regional level and with your funding body. 2. Promotion of your target will encourage other organisations to set and review their targets. 3. Supporting other providers will demonstrate your status as a “Leading” organisation. 		£

SECTION 1.03

In-house capacity/skills



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Assess the level of in-house capacity, resource and skill availability. 2. Consider assigning a “net zero manager” to be tasked with the day-to-day delivery of the net zero roadmap. 3. Identify any existing staff with an interest in net zero and incorporate them into your net zero team. 	<ol style="list-style-type: none"> 1. Understanding your internal capacity is a critical step in your net zero journey as this will ensure your roadmap remains realistic, practical and deliverable. 2. If you have limited internal resource, it is recommended that you identify one or two staff members who can take responsibility for the development and delivery of the net zero roadmap. This can be shared with other responsibilities but will provide some resilience in case one person leaves. 3. It should be considered that achieving net zero will require significant action and as such, as much resource as possible should be dedicated to effective delivery. 		£

SECTION 1.03

In-house capacity/skills



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Expand number of staff to contribute to the net zero roadmap's progression. 2. Appoint a net zero manager to manage delivery of roadmap. 3. Assign a senior manager (board member) to report to the senior management team about progress and keep net zero at the top of the organisational agenda. 4. Offer Green Skills upskilling opportunities. 5. Expand number of staff to contribute to the net zero roadmap's progression. 	<ol style="list-style-type: none"> 1. Your organisation will need staff with dedicated roles and responsibilities to deliver the actions within your roadmap. 2. For smaller organisations with limited internal resource, consider how roles can be shared across different staff members to share the burden of work. 3. The net zero manager should be responsible for delivery and management of the roadmap. 4. The net zero manager should be supported by a board champion or net zero sponsor, to keep it as an organisational priority. 	🕒	£
Leading	<ol style="list-style-type: none"> 1. Develop sector specific content, guidance and training to be used by Emerging and Established providers. 2. Share this content with other providers. 3. Become a net zero leader and provide guidance and advisory services. 	<ol style="list-style-type: none"> 1. This could be supported by creating or joining net zero networks across the provider sector and with wider educational institutions. 2. As an industry frontrunner you can use in-house skills to disseminate decarbonisation knowledge across peers to further the GLA's net zero 2030 goal. 	🕒	£

SECTION 1.04

Governance and senior buy-in




MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Understand industry net zero governance structures. 2. Develop net zero governance structure based on industry good practice. 3. Nominate an organisational “net zero lead” at senior management level to maintain overall responsibility and accountability for the delivery of the net zero roadmap. 4. Nominate a “net zero sponsor” who can support the net zero lead to keep the net zero roadmap at a high priority status within your organisation. 	<ol style="list-style-type: none"> 1. Evaluate publicly available provider net zero governance structures and/or engage with Leading providers to understand their governance structure. 2. Establish appropriate governance structures that are applicable to the size, scope and nature of your organisation. 3. Net zero lead will have overall accountability for delivery of your roadmap. They will assign individuals across your organisation with a range of responsibilities and accountabilities for implementation of strategy. Remember to formally establish reporting and communication channels. 4. The net zero sponsor should be a member of the senior/executive management team or the board and be able to raise issues of net zero at the highest level and give backing and support to the agenda. 		£
Established	<ol style="list-style-type: none"> 1. Establish a reporting and decision-making structure. 2. Gradually increase the number of staff involved in your net zero journey so it is owned across the organisation and engage stakeholder groups, such as staff and students. 3. Undertake a RACI matrix of net zero strategy to outline who will be Responsible, Accountable, Consulted, and Informed on each theme action point. 	<ol style="list-style-type: none"> 1. Clear responsibilities and decision-making structures within your organisation will be fundamental to decarbonise your value-chains, business model(s), stakeholder engagement and management and operation of the estate. 2. Incorporate more people into net zero roadmap delivery objectives, targets, milestones and KPIs to measure target quantitative. 3. As students at your education organisation may be part- time or on short courses, it is recommended that the staff take a more significant role in the management and delivery of the net zero roadmap. 		£

SECTION 1.04

Governance and senior buy-in



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Leading	<ol style="list-style-type: none"> Increase net zero transparency in the organisation. Publicly report and disclose progress against the net zero roadmap. 	<ol style="list-style-type: none"> Communicate vision and actions throughout net zero journey to facilitate stakeholder relationships and supplier engagement. Third party relationships and business models will need to be reviewed to assess their impact on achieving net zero. This transparency will extend to considering the environmental impact of your third-party relationships and business models, they will need to be reviewed to assess their impact on your organisation achieving net zero. 		<p>£</p>

SECTION 1.05

Environmental policy




MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Review existing environmental policies that have been published across the education sector. 2. Develop an environmental policy. 3. Review policy against relevant environmental legislation. 4. Publish your environmental policy. 	<ol style="list-style-type: none"> 1. Environmental policies that set out your organisation’s views, values and commitments towards the environment. This should cover all major aspects of environmental management, for example: <ol style="list-style-type: none"> a. net zero target and commitment b. use of natural resources c. meet applicable environmental regulations d. purchase non-polluting and energy efficient technologies e. establish a regular review process f. measure progress against the roadmap g. prioritise procurement of goods and services from suppliers with net zero roadmaps/environmental policies etc 2. Report on the environmental performance of the organisation. 	🕒	£
Established	<ol style="list-style-type: none"> 1. Agree environmental policy with your organisation’s executives. 2. Appoint an Environmental Coordinator to be responsible for the implementation of Environmental Policy at the operational level. 	<ol style="list-style-type: none"> 1. This document will be your public policy on the environment, and you now need to consider the next step of coordinating responsibilities. 2. The coordinator should be someone with the authority and resources to see the job through from start to finish. 3. If you have a large organisation, consider the need for a committee to take responsibility for the company’s environmental policy. This committee should contain staff representatives, the building manager, purchasing officer and senior management, and the coordinator should have access to heads of departments. 4. Ensure you keep staff on board with regular briefings and implement ideas they may propose. 	🕒	£

SECTION 1.05

Environmental policy



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Leading	<p>1. Top management should establish, implement and maintain an environmental policy that sits within the defined scope of its environmental management system, and:</p> <ul style="list-style-type: none"> a. is appropriate to the purpose and context of the organisation, including the nature, scale and environmental impacts of its activities, products and services b. provides a framework for setting environmental objectives c. includes a commitment to the protection of the environment, including prevention of pollution and other specific commitment(s) relevant to the context of the organisation d. includes a commitment to fulfil its compliance obligations e. includes a commitment to continual improvement of the environmental management system to enhance environmental performance 	<p>1. An environmental policy provides a formal, public and permanent demonstration of intent regarding performance. A sustainability strategy or action plan is crucial for enabling sustained, strategic improvement in environmental performance, backed up by senior management and with adequate resources.</p> <p>2. Environmental policies and associated strategies should set specific and time-bound targets or performance indicators covering all major aspects of environmental management.</p>		<p>£</p>

Planning actions

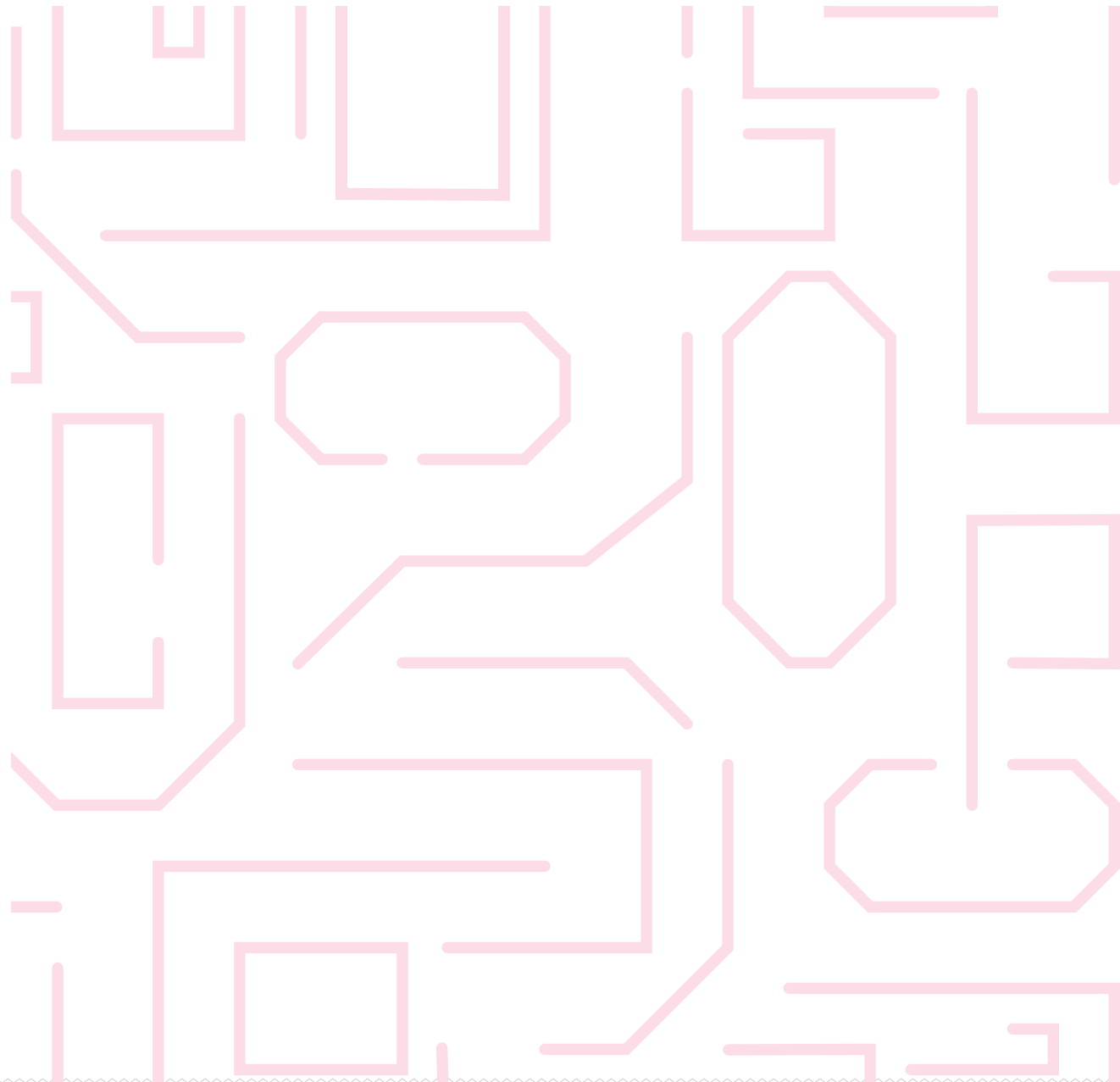
Planning actions are recommended to be undertaken between 2024 and 2026. The scheduling of these actions should take place when you are developing your roadmap in 2023.

The actions in this section have been separated into different provider categories, to help different sized organisations take the necessary level of action within each net zero theme.

Providers should identify which category they fall into and refer to that specific action plan table for each of the net zero themes in this section.

The actions contained within this section are:

- Student and staff engagement
- Auditing and environmental management systems (EMS)
- Carbon offsets and removals
- Accountability and disclosure



SECTION 1.06

Student and staff engagement

Student and staff engagement for small providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Share net zero roadmap with students and staff. 2. A student and staff engagement plan (SSEP) should be developed to maximise the uptake of practices to enable net zero. 3. Consider what skills and training are needed to support the engagement plan. 4. Organisations should aim to provide students and staff with opportunities to develop a broad knowledge and understanding of net zero and wider sustainability issues. 	<ol style="list-style-type: none"> 1. Share your net zero roadmap with students and staff via email and make it accessible on your intranet. You can also supplement with regular video conference updates led by senior employees to provide an opportunity for Questions and Answers. 2. A systematic approach to student and staff engagement should be taken. Opportunities for consultation and feedback should be made available throughout the development of the SSEP. 3. This could be as simple as creating staff and student surveys at regular intervals during the development process, and utilising employee responses to inform the SSEP. 	🕒	£

SECTION 1.06

Student and staff engagement

Student and staff engagement for small providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Assign management responsibility of the SSEP to senior staff for delivery. 2. Create a network of voluntary net zero champions. 3. Establish clear communication channels to engage students and staff. 4. Provide staff and students with sustainability and net zero skills and knowledge development opportunities. 5. Regularly review the SSEP to check progress and see if updates are required. 	<ol style="list-style-type: none"> 1. If you have less staff resource available, the responsibility for the delivery of the SSEP may need to be split between several people. In this instance, it can be helpful to identify and utilise employee expertise. 2. A network of net zero champions can help to implement the net zero roadmap. This should be a voluntary commitment that students and staff can make to support the roadmap. 3. You should utilise existing communication channels to promote engagement and awareness of the net zero roadmap. Net zero champions can support this outreach. 4. Your net zero strategy will require green skill development owing to your limited resources. You can research existing courses and materials available online/ in your community. For example, individual Carbon Literacy Training, where participants are reported to typically realise carbon savings of 5-15%. 5. There may also be less opportunity for continuity of a student voice where courses are predominantly short or part-time. Staff may need to create signage and visual displays, with net zero branding, to reinforce expected behaviours so it's clear that they are in a net zero-committed establishment. 		£
Leading	<ol style="list-style-type: none"> 1. Mandate relevant net zero/sustainability training across the organisation, including: <ol style="list-style-type: none"> a. incorporating net zero into course curricula b. stand-alone net zero training and engagement courses for students and staff 2. Integrate short net zero 'moments' during lessons to highlight the net zero actions your organisation is putting in place. 	<ol style="list-style-type: none"> 1. Small organisations could access existing materials and training courses that can be delivered by external providers. 2. Net zero moments provide an opportunity to enable students to see net zero brought to life and increases sustainability literacy in an informal manner to encourage wider behavioural change. 		££

SECTION 1.06

Student and staff engagement

Student and staff engagement for medium providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> The net zero roadmap should be shared with students and staff. A student and staff engagement plan (SSEP) should be developed to maximise the uptake of practices to enact net zero. Consider what skills and training are needed to support the engagement plan. Organisations should aim to provide students and staff with opportunities to develop a broad knowledge and understanding of the net zero and wider sustainability issues. Create a network of voluntary net zero champions to establish a committee comprised of staff and students. 	<ol style="list-style-type: none"> Medium organisations may share their net zero roadmap through channels such as: <ol style="list-style-type: none"> an initial email announcing the publication of the strategy document making it accessible to employees on their intranet a series of organisation-wide video conferences, led by senior staff The roadmap should be communicated to heads of department, allowing them to share the information with their teams. For medium organisations, a systematic approach to student and staff engagement should be taken, including: <ol style="list-style-type: none"> regular student/staff surveys organisation-wide Question and Answer sessions smaller face-to-face consultation groups etc 	🕒	£

SECTION 1.06

Student and staff engagement

Student and staff engagement for medium providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Assign management responsibility of the SSEP to senior staff for delivery. 2. Ensure clear communication channels have been established to engage students and staff. 3. Regularly review the SSEP to check progress and see if updates are required. 4. Create a communication strategy to update the student population on the net zero journey. 	<ol style="list-style-type: none"> 1. Medium organisations should have enough resourcing capability to assign this responsibility to report on initiatives to one person, however, to increase resilience in environmental initiatives it is advisable to create a network of engagement sponsors to support this role. 2. Alternatively, it can be helpful to identify and utilise employee expertise. For example, there may be employees who are particularly passionate about sustainability and the net zero agenda, or who are particularly adept at engagement. 3. Medium organisations should utilise existing communication channels and explore new means to promote engagement and awareness of the net zero roadmap. 4. There may also be less opportunity for continuity of a student voice, where courses are predominantly short or part-time. Staff may need to create signage and visual displays, with net zero branding, to reinforce expected behaviours so it's clear that they are in a net zero-committed establishment. 		£
Leading	<ol style="list-style-type: none"> 1. Mandate net zero/sustainability relevant training across the organisation, including: <ol style="list-style-type: none"> a. incorporating net zero into course curricula b. stand-alone net zero training and engagement courses for students and staff 2. Integrate short net zero 'moments' during lessons to highlight the net zero actions your organisation is implementing. 	<ol style="list-style-type: none"> 1. Medium organisations should consider having key staff members attend training sessions, with a view to then delivering training internally across the organisation. 2. Medium organisations can also still rely on <u>external training</u> to be delivered to upskill their students and staff. 3. Net zero moments provide an opportunity for staff and students to see net zero brought to life and increase sustainability literacy in an informal manner to encourage wider behavioural change. 		££

SECTION 1.06

Student and staff engagement

Student and staff engagement for large providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. The net zero roadmap should be shared with students and staff. 2. A student and staff engagement plan (SSEP) should be developed to maximise the uptake of practices to enact net zero. 3. For large organisations, responsibility should be divided across physical sites. 4. Organisations should aim to provide students and staff with opportunities to develop a broad knowledge and understanding of the net zero and wider sustainability issues. 5. Create a network of voluntary net zero champions to establish a net zero committee comprised of staff and students. 	<ol style="list-style-type: none"> 1. Large organisations may share the net zero roadmaps through channels such as: <ol style="list-style-type: none"> a. internal promotion and announcements using existing channels b. marketing campaigns c. public and internal announcements d. a net zero roadmap launch day e. a series of organisation-wide video conferences, led by senior staff f. promotion at industry trade event 2. For large organisations a systematic approach to student and staff engagement should be taken including: <ol style="list-style-type: none"> a. digital student/staff surveys b. organisation-wide Question and Answer sessions c. consultations on a site-by-site level d. formal engagement with the student body 	🕒	££

SECTION 1.06

Student and staff engagement

Student and staff engagement for large providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Assign management responsibility of the SSEP to senior staff for delivery. 2. Ensure clear communication channels have been established to engage students and staff. 3. Regularly review the SSEP to check progress and see if updates are required. 4. Create a communication strategy to update the student population on the net zero journey. 	<ol style="list-style-type: none"> 1. Larger organisations would be expected to have sufficient resourcing capability to assign this responsibility to a dedicated team, either by integrating the work into current roles and responsibilities or hiring dedicated resource. 2. Larger organisations should review their existing communication channels to ensure they can disseminate the roadmap and collect and collate feedback and responses from students and staff. 3. In larger organisations it is often more effective to use multiple communication channels, rather than relying on a single channel to prevent information being missed or ignored. 4. There may also be less opportunity for continuity of student voice where courses are predominantly short or part-time. Staff may need to create signage and visual displays, with net zero branding, to reinforce expected behaviours so it's clear that they are in a net zero-committed establishment. 	🕒 🕒	£
Leading	<ol style="list-style-type: none"> 1. Mandate net zero/sustainability relevant training across the organisation, including: <ol style="list-style-type: none"> a. incorporating net zero into course curricula b. stand-alone net zero training and engagement courses for students and staff 2. Consider providing training to small provider organisations to help them to resource the promotion and delivery of their own net zero roadmaps. 3. Integrate short net zero moments during lessons to highlight the net zero actions your organisation is putting in place. 	<ol style="list-style-type: none"> 1. Large organisations should engage any internal training teams to incorporate the net zero roadmap into existing training and engagement. 2. Large organisations should consider having multiple staff trained in Carbon Literacy (or other net zero training courses) to deliver this training internally (on a Train the Trainer approach). 3. Digital training resources should be developed, shared and promoted across the organisation to support the delivered training. 	🕒 🕒	££

SECTION 1.07

Auditing and environmental management systems

Auditing and environmental management systems for small providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Establish a review process to check how you are progressing on your net zero roadmap. 2. Create tools and trackers to allow for progress against the roadmap to be monitored. 3. Work across the organisation to implement procedures to enable data collection across these metrics. 	<ol style="list-style-type: none"> 1. The net zero roadmap should have objectives, targets and metrics that are monitored and analysed across the organisation. This enables informed decisions through the insights gained from the data and how to best utilise resources to meet net zero. 2. The measuring and monitoring process can be slow and labour-intensive, especially for small organisations where staff resource is tight, however there is technology available to assist and automate the process (such as Building Management Systems and smart sensors). 	🕒🕒	£
Established	<ol style="list-style-type: none"> 1. Reviewing roadmap progression. 2. Regular review of the Adult Education Provider sector net zero progress. 	<ol style="list-style-type: none"> 1. An established roadmap should measure and monitor progress on a continual cycle and should adopt the principles of continuous improvements. 2. Benchmarking performance against others will enable you to apply continuous improvement by understanding what is being done by your peers. 	🕒	£
Leading	<ol style="list-style-type: none"> 1. Align your net zero roadmap with established net zero standards and protocols. 	<ol style="list-style-type: none"> 1. Measuring and monitoring to an established protocol demonstrates rigour in your process and demonstrates to stakeholders that you have a robust process in place. 	🕒	££

SECTION 1.07

Auditing and environmental management systems

Auditing and environmental management systems for medium providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Establish governance structures throughout the organisation to review and monitor progress against the net zero roadmap, including your net zero manager and net zero lead. 2. Develop a series of objectives, targets, metrics, and KPIs against your net zero roadmap. 3. Work across the organisation to implement procedures to enable data collection across these metrics. 4. Explore digital options that can automate the measuring and monitoring process. 	<ol style="list-style-type: none"> 1. The net zero roadmap should have objectives, targets and metrics that are monitored and analysed across the organisation. This enables informed decisions through the insights gained from the data and how to best utilise resources to meet net zero. 2. The measuring and monitoring process can be slow and labour-intensive, especially for small organisations where staff resource is tight, however there is technology available to assist and automate the process (such as Building Management Systems and smart sensors). 	🕒 🕒	£
Established	<ol style="list-style-type: none"> 1. Ensure processes are in place for a continual cycle of planning, implementing, reviewing and improving the processes. 2. Benchmark your performance against peers in the sector as this provides an opportunity to test net zero progress against others to identify opportunities and risks. 	<ol style="list-style-type: none"> 1. An established roadmap should measure and monitor progress on a continual cycle and should adopt the principles of continuous improvements. 2. Benchmarking performance against others will enable you to apply continuous improvement by understanding what is being done by your peers. 	🕒	£
Leading	<ol style="list-style-type: none"> 1. Become accredited and certified against the ISO 14001. 	<ol style="list-style-type: none"> 1. <u>ISO 14001</u> is an internationally agreed standard that sets out the requirements for an environmental management system. 2. Certification and accreditation against the ISO14001 is the gold standard in environmental management and demonstrates your commitment to the issues of net zero and the environment. 3. The robust auditing approach that the standard provides will help your organisation to drive forward progress against your net zero roadmap. 	🕒 🕒 🕒	££

SECTION 1.07

Auditing and environmental management systems

Auditing and environmental management systems for large providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Establish governance structures throughout the organisation and across each site so that there is senior accountability for net zero progress and a clear line of communication from each site, through to central management. 2. Develop a series of objectives, targets, metrics, and KPIs against your net zero roadmap. 3. Work across the organisation to implement procedures to enable data collection across these metrics. 4. Implement digital options that can automate the measuring and monitoring process. 	<ol style="list-style-type: none"> 1. The net zero roadmap should have objectives, targets and metrics that are monitored and analysed across the organisation. This enables informed decisions through the insights gained from the data and how to best utilise resources to meet net zero. 		<p>£</p>

SECTION 1.07

Auditing and environmental management systems

Auditing and environmental management systems for large providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Ensure processes are in place for a continual cycle of planning, implementing, reviewing and improving the processes. Capture data and updates from across multiple sites, feeding into central management. 2. Benchmark your performance against peers in the sector as this provides an opportunity to test net zero progress against others to identify opportunities and risks. 	<ol style="list-style-type: none"> 1. An established roadmap should measure and monitor progress on a continual cycle and should adopt the principles of continuous improvements. 2. Benchmark performance against others will enable you to apply continuous improvement, by understanding what is being done by your peers. 	🕒🕒	£
Leading	<ol style="list-style-type: none"> 1. Become accredited and certified against the ISO 14001. 	<ol style="list-style-type: none"> 1. ISO 14001 is an internationally agreed standard that sets out the requirements for an environmental management system. 2. Certification and accreditation against the ISO14001 is the gold standard in environmental management and demonstrates your commitment to the issues of net zero and the environment. 3. The robust auditing approach that the standard provides will help your organisation to drive forward progress against your net zero roadmap. 	🕒🕒🕒	£££

SECTION 1.08

Carbon offsets and removal

Carbon offsets and removal for small and medium providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> Organisations often pay for carbon offsetting from providers with remote projects e.g. protecting or growing forests. Yet education providers with smaller budgets could use this space to offset emissions on their own estates. Discover the feasibility to carry out carbon offsetting across your estate. 	<ol style="list-style-type: none"> All carbon offsets and removals should follow The Oxford Principles: <ol style="list-style-type: none"> first, reduce your own emissions before considering carbon offsets focus on carbon removal, rather than carbon offsets carbon offsets should focus on long-term storage, removing carbon permanently from the atmosphere Crucially, carbon offsetting and removals are an important part of a net zero roadmap. However, this should only be considered after emissions have been reduced as far as reasonably practical. When planning the utilisation of carbon offsetting, ensure that it is only used for your 'hard to abate' emissions and not to displace genuine emissions reduction. 		££
Established	<ol style="list-style-type: none"> Discover any local projects that can be invested in to support your carbon offsetting. Organisations can invest in these projects directly or buy the carbon credits to reduce their own carbon footprint. 	<ol style="list-style-type: none"> The Science Based Target Initiative (SBTi) states that using offsets, either removal or reduction credits, should not be a substitute for internal emissions reductions of less than 90%, and that carbon credits used must be permanent removals of CO₂ from the atmosphere. 		££
Leading	<ol style="list-style-type: none"> If your organisation offsets some of its GHG emissions, then consider reviewing the quality of the offsets. Offsets should offer additionality, be robustly measured, verified by a third party, traceable and transparent. 	<ol style="list-style-type: none"> Offsetting can help companies achieve an interim carbon-neutral goal and deliver sustainable development and nature recovery ambitions, but not net zero. Carbon reduction must be the priority. The Alliance for Sustainability Leadership in Education (EAUC) is developing a Science Based Targets framework for the education sector that is in line with the SBTi but has been tailored for education providers. 		££

SECTION 1.08

Carbon offsets and removal

Carbon offsets and removal for large providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Assess feasibility to carry out carbon offset projects on the organisation's estate. 2. Take part in international carbon trading on the voluntary market. 	<ol style="list-style-type: none"> 1. All carbon offsets and removals should follow The Oxford Principles: <ol style="list-style-type: none"> a. first, reduce your own emissions before considering carbon offsets b. focus on carbon removal, rather than carbon offsets c. carbon offsets should focus on long-term storage, removing carbon permanently from the atmosphere 2. Crucially, carbon offsetting and removals are an important part of a net zero roadmap. However, this should only be considered after emissions have been reduced as far as reasonably practical. 3. When planning the utilisation of carbon offsetting, ensure that is only used for your 'hard to abate' emissions and not to displace genuine emissions reduction. 	🕒	££
Established	<ol style="list-style-type: none"> 1. If your organisation offsets some of its GHG emissions, then consider reviewing the quality of the offsets. Offsets should offer additionality, be robustly measured, verified by a third party, traceable and transparent. 	<ol style="list-style-type: none"> 1. The SBTi states that using offsets, either removal or reduction credits, should not be a substitute for internal emissions reductions of less than 90%, and that carbon credits used must be permanent removals of CO₂ from the atmosphere. 	🕒	££
Leading	<ol style="list-style-type: none"> 1. Use a verification scheme such as the Gold Standard scheme to ensure that they are traceable and can be evidenced. 2. Once carbon neutrality is reached, the PAS 2060 standard can be used for certifying this result. 	<ol style="list-style-type: none"> 1. Offsetting can help organisations achieve an interim carbon-neutral goal and deliver sustainable development and nature recovery ambitions, but not net zero. Carbon reduction must be the priority. 2. The EAUC is developing a Science Based Targets framework for the education sector that is in line with the SBTi, but has been tailored for education providers. 	🕒🕒	££

SECTION 1.09

Accountability and disclosure

Accountability and disclosure for all providers



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	1. Publicly share your net zero target and your net zero roadmap.	1. Review current plans, governance structures and measurement processes to ensure they are robust and align to net zero best practices.	🕒	£
Established	<ol style="list-style-type: none"> Undertake third party verification of your carbon baseline and net zero roadmap. Publish annual net zero report publicly. Benchmark your performance against other providers in London. 	<ol style="list-style-type: none"> Third party organisations can review and verify your roadmap and baseline to provide validation that these have been completed to a good standard. This can then be shared and reported upon. Publicly disclosing your net zero progress annually through a dedicated net zero progress report will satisfy disclosure requirements and can help promote your agenda with students and staff. Benchmark performance against other providers across GLA to understand areas of improvement. 	🕒	££
Leading	<ol style="list-style-type: none"> Share your net zero governance structures with providers to support their journey to net zero. Review available sustainability/net zero reporting frameworks and begin reporting to the most relevant for your organisation. 	<ol style="list-style-type: none"> Providing exemplar content and information to other organisations can help demonstrate your capacity as a net zero leader in this space. A short list of example frameworks include: <ol style="list-style-type: none"> EAUC Streamlined Energy and Carbon Reporting Carbon Disclosure Project Science Based Targets Initiative 	🕒	£



Delivering actions

Delivery actions are recommended to be undertaken between 2026 and 2030. The scheduling of these actions should take place when you are developing your roadmap in 2023, but the actions themselves can be delivered before or during this time.

The actions in this section have been separated into different provider categories, to help different sized organisations to take the necessary level of action within each net zero theme. The provider categories are: Owned and Leased.

Providers should identify which category they fall into and refer to that specific action plan table for each of the net zero themes in this section.

The net zero themes contained within this section are:

- **Operational carbon management**
Reducing carbon from estate operations
- Waste and recycling
- Water management/reduction
- Green travel
- Supply chain engagement and sustainable procurement



SECTION 1.10

Reducing carbon from estate operations

Reducing carbon from estate operations for providers who own their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Review your carbon baseline to identify key carbon hotspots across your organisation and take targeted action to reduce emissions. 2. Change your existing utility provider to a green tariff, backed up with Renewable Energy Guarantee of Origin (REGO) certificates. 3. Install low energy lighting across your estate, replacing conventional lighting with LEDs. 4. Institute a "switch-off" policy, encouraging students and staff to switch off lights and other electrical appliances when not in use. 5. Review your space heating and make sure that it matches occupancy hours. Only heat spaces when they are in use. 6. Implement temperature set points for heating across your estate. It is advised that offices and classrooms should be heated to 19°C. 	<ol style="list-style-type: none"> 1. Operational carbon relates to the GHG emissions from building use aspects such as heating, cooling, lighting, computers, kitchen equipment and more. All appliances that use utilities (e.g. gas, electricity and water) will generate operational carbon emissions. 2. A REGO guarantees that the energy you purchase is obtained from a renewable source that has lower GHG emissions than energy generated from fossil fuels. 3. LED lights use much less energy and last far longer than conventional luminaires. They provide both a cost and carbon saving. 4. The switch off policy should be run through your net zero manager and net zero lead, using the SSEP you have developed as well as your net zero champions. 5. Spaces are often heated when they are not in use leading to unnecessary consumption of energy and GHG emissions. Ensuring that you only light and heat spaces when necessary is a key step to reducing operational emissions. 	🕒	£

SECTION 1.10

Reducing carbon from estate operations

Reducing carbon from estate operations for providers who own their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Carry out site surveys (or hire external support) to locate and identify all fossil fuel-using appliances (e.g. boilers) and identify opportunities to replace them with renewable technologies. 2. Create and/or review asset registers that document the location, age, type and capacity of appliances across your estate. 3. All fossil fuel appliances should be located and their age, capacity and condition should be recorded. 4. Conduct feasibility studies across your estate to assess the installation and use of on-site renewable power generation (e.g. solar photovoltaics). 5. Explore available funding opportunities from government grants and funds to support with the scoping and implementation of decarbonisation projects. 6. Develop a heat decarbonisation plan, which can identify the key steps your organisation will need to take to move away from fossil fuel heating. 	<ol style="list-style-type: none"> 1. Understanding where your mechanical and electrical infrastructure is located, and the age and condition is a key step in planning for the removal of fossil fuel heating appliances. The government's Heat and buildings strategy requires that all buildings move away from burning fossil fuels for heating. 2. Asset registers allow you to plan for you move away from fossil fuel heating appliances by providing you with the information and understanding required to undertake strategic capital investment plans for the installation of replacement technologies. 3. On-site renewable generation can provide both low cost and low carbon electricity that can reduce the amount of electricity that you import from the grid. 4. Typical measures to reduce these emissions (decarbonisation) include replacing gas boilers with heat pumps, installing on site renewables, upgrading lighting to LEDs with movement sensors and installing a building management system (BMS). 5. Focus on operational carbon 'quick wins' in the short term to decarbonise the low hanging fruit in your organisation's sites. 6. The government's Heat and Building Strategy establishes the need to move away from fossil fuels for heating. The EAUC provides guidance on heat decarbonisation plans. 		<p>£££</p>

SECTION 1.10

Reducing carbon from estate operations

Reducing carbon from estate operations for providers who own their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Leading	<ol style="list-style-type: none"> Increase the coverage of electricity and gas sub-meters across your estate to provide additional data and intelligence on energy performance. Utilise additional data and intelligence to target energy saving campaigns and retrofitting options in poorly performing areas. Run energy saving competitions between different sites/areas of one site that have been sub-metered to encourage energy saving activities. Review the most impactful decarbonisation interventions that you have made and turn them into case studies. Promote and share these case studies with other providers to lead the way on operational carbon management. Implement your heat decarbonisation plan, taking steps to remove fossil fuel heating across your estate with low carbon alternatives. 	<ol style="list-style-type: none"> Increased coverage of sub-meters will provide improved understanding of key energy consuming areas. This can allow you to target energy efficiency improvements more effectively in these areas. Once you are meeting milestones ahead of your plan, you can consider sharing your approach with peers, stakeholders, and supply chain so provider efforts to meet net zero are accelerated. Decarbonisation of heating can be delivered in a number of ways, including measures such as the installation of <u>air source or ground source heat pumps</u>. There are several energy efficiency and decarbonisation schemes available that can aid your organisation in implementing your heat decarbonisation plan. Different schemes have different opening windows, but some examples include: <ol style="list-style-type: none"> <u>Mayor of London’s Energy Efficiency Fund (MEEF)</u> <u>Mayor of London’s Business Climate Challenge</u> <u>Low Carbon Skills Fund</u> <u>Public Sector Decarbonisation Scheme</u> 		<p>£££</p>

SECTION 1.10

Reducing carbon from estate operations

Reducing carbon from estate operations for providers who lease their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Review your carbon baseline to identify key carbon hotspots across your organisation and take targeted action to reduce emissions. 2. Engage with your landlord and share your net zero targets, environmental policy and ambition to become net zero. 3. Explore green tariff options if you are responsible for choosing the utilities of your estate. If this is included in your rent, discuss with your landlord your desire to change your existing utility provider to a green tariff, backed with Renewable Energy Guarantee of Origin (REGO) certificates. 4. If you are responsible for lighting, install low energy lighting across your estate, replacing conventional lighting with LEDs and use movement sensors where practical. 5. If your landlord is responsible for lighting, discuss your desire to upgrade the lighting across your estate to LEDs. 6. Institute a "switch-off" policy, encouraging students and staff to switch off lights and other electrical appliances when not in use. 	<ol style="list-style-type: none"> 1. Operational carbon relates to the GHG emissions from building use aspects such as heating, cooling, lighting, computers, kitchen equipment and more. All appliances that use utilities (e.g. gas, electricity and water) will generate operational carbon emissions. 2. A REGO guarantees that the energy you purchase is obtained from a renewable source that has lower GHG emissions than energy generated from fossil fuels. 3. LED lights use much less energy and last far longer than conventional luminaires. They provide both a cost and carbon saving and have the added health benefit associated with better lumen quality better adapted to education activities. 4. The switch off policy should be run through your net zero manager and net zero lead, using the SSEP you have developed as well as your net zero champions. 5. Spaces are often heated when they are not in use, leading to unnecessary consumption of energy and GHG emissions. Ensuring that you only light and heat spaces when necessary is a key step to reducing operational emissions. 	🕒	£

SECTION 1.10

Reducing carbon from estate operations

Reducing carbon from estate operations for providers who lease their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging (continued)	<p>7. Work with your landlord and their facility management team to review your space heating and make sure that it matches occupancy hours. Only heat spaces when they are in use.</p> <p>8. Work with your landlord to implement temperature set points for heating across your estate. Most offices and classrooms should be heated to 19°C.</p>			
Established	<p>1. Engage with your landlord to discuss mutually beneficial building upgrades that can help both organisations.</p> <p>2. Explore green lease clauses with your landlord and negotiate terms that can enable you to reduce your operational carbon emissions.</p>	<p>1. Landlords are likely to have their own net zero targets and requirements and as such, may be a willing partner in delivering estates and facilities improvements designed to decarbonise. For example, British Land have net zero by 2030 target.</p> <p>2. Green lease clauses can allow an organisation to set terms with landlords that support the delivery of the net zero roadmap. Guidance from the UK Better Building Partnerships.</p>	🕒 🕒	£
Leading	<p>1. Review your space usage and utilisation to make sure that your site and facility is correctly sized.</p> <p>2. Estate rationalisation reviews and plans should be undertaken to identify any areas of your estate that you can vacate or sublet.</p>	<p>1. The easiest way to reduce emissions as a tenant is to lease less space.</p> <p>2. Many organisations find after review that they have underutilised space that they can remove from their leases.</p>	🕒 🕒 🕒	£

Case Study

Operational carbon management

Context

This case study example is from a small university located on the outskirts of a city. The university has all buildings on site and has some green spaces. The university applied for two rounds of Public Sector Decarbonisation Scheme (PSDS) funding, winning £112k in round one for solar panels and £3.5 million in round two for Ground Source Heat Pumps (GSHPs).

Goals

The university's sustainability strategy involved moving away from a reliance on gas boilers and to start looking at onsite renewables.

Solution

- conducted energy surveys to identify scope of work (identify old boilers, inefficient insulation).
- undertook conflict mapping to minimise disruption on students during surveys and works (e.g. no drilling during exams).
- carried out stakeholder consultations and engagement to involved students and staff.
- carried out works to reduce operational energy demand such as installing:
 - 3,000 new LED lights across educational buildings
 - loft insulation in buildings
 - a new Building Management System (BMS), allowing for remote monitoring and automation of mechanical and electrical infrastructure
- new transformers, replacing outdated and inefficient infrastructure.



- onsite renewables feasibility studies were conducted, contractors were identified and funding was secured, resulting in the installation of:
 - 2,114 solar panels
 - 55 GSHPs installed

Results

- GSHPs and solar panels saved a combined **~800 tonnes** of CO₂e per year, equivalent to the energy used to power 101 homes for a year.
- solar panels: saving **~300 tonnes** of CO₂e per year.
- **~13,000** CO₂e saving over the life cycle of the project (25 years).
- the university is already seeing an **80% reduction in CO₂e** compared to their 2005 baseline.

SECTION 1.11

Waste and recycling

Waste and recycling for providers who own their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> Undertake a waste audit to develop a waste baseline. Develop a waste and recycling plan. Be aware of upcoming legislation regarding waste/recycling. 	<ol style="list-style-type: none"> Understanding the waste your organisation produces and how you collect and dispose of that waste is crucial. To enable you to understand the scale of action, you will need to take to decarbonise your waste management. This includes: <ol style="list-style-type: none"> the amount of waste produced (by type) the amount of waste sent for disposal through different routes (e.g. landfill, incineration, recycling) Your waste and recycling management plan needs to include a strategy for reducing waste generation, increase recycling, and applies the <u>Waste Hierarchy</u> to your organisation. The different waste types should be aligned to <u>government waste classification</u> procedures and the disposal method of each waste type should be recorded. Information of waste disposal can be sourced from your waste provider or from Waste Transfer Notes you have received from your waste collection. You will need to ensure the strategy has set Specific, Measurable, Achievable, Realistic and Timely (SMART) targets. Increasingly, waste regulation policies are being implemented so ensure that your organisation is equipped to deal with these changes, e.g. the requirement to stop using single-use plastics by October 2023, in line with UK government regulations. 	🕒	£

SECTION 1.11

Waste and recycling

Waste and recycling for providers who own their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Assign waste management responsibilities. 2. Liaise with your waste provider and local council to understand the types of waste that they collect separately. 3. Align the collection of waste on your estates with your waste provider/council collection practices. 4. Increase the provision of recycling bins and waste segregation across the organisation. 	<ol style="list-style-type: none"> 1. Your net zero waste management team will be responsible for the delivery of the waste and recycling plan. Depending on the scale of your organisation, this can be rolled out in an informal capacity or can be formalised into existing responsibilities. 2. Contact your waste provider and local council to understand how your waste is segregated and split to gain an informed understanding of how your organisation's waste is collected and processed. You can then create a waste management strategy and identify which areas need to be addressed as a priority (either in terms of volume or low hanging fruit solutions). 3. Ensure that the waste bin provision matches the volume of waste you collect and how your provider segregates and collects waste. 	🕒	££
Leading	<ol style="list-style-type: none"> 1. Implement circular economy principles to reduce waste across range of your organisation's operations. <ol style="list-style-type: none"> a. identify what waste streams (food, plastics, textiles, other) are applicable to your organisation b. establish a baseline for each category and set targets to decrease the volume of waste c. use free guides and tools to drive the waste reduction and management strategy 	<ol style="list-style-type: none"> 1. The type of waste generated is dependent upon your size, amenities, and subjects taught. After addressing the easier waste categories whilst in an emerging and established practitioner status, move onto integrating circular economy principles to tackle harder to address waste streams. <ol style="list-style-type: none"> a. food and drink waste: WRAP have a number of campaign tools and guidance available to guide behavioural change initiatives in how people consume and dispose of food on your sites. The progress of these schemes can be highlighted and publicised during Food Waste Action Week (usually in March) b. plastic waste: follow guidance and use tools from the UK Plastics Pact to eliminate plastic waste within your organisation and drive wider behavioural change from your students and staff c. textiles: if your organisation contributes to textile waste, consider joining WRAP's Textiles 2030 initiative to accelerate the textile industry towards a circular economy 	🕒🕒🕒	££

SECTION 1.11

Waste and recycling

Waste and recycling for providers who lease their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> Undertake a waste audit to develop a waste baseline. Develop a waste and recycling plan. Be aware of upcoming legislation regarding waste/recycling. 	<ol style="list-style-type: none"> To understand the amount of waste your organisation produces, you may need to liaise with your landlord to provide the necessary data to establish a waste baseline. Good practice outlines that this information will be necessary: <ol style="list-style-type: none"> the amount of waste produced (by type) the amount of waste sent for disposal through different routes (e.g., landfill, incineration, recycling) Your waste and recycling management plan needs to include a strategy for reducing waste generation, increasing recycling, and applies the Waste Hierarchy to your organisation. The different waste types should be aligned to government waste classification procedures and the disposal method of each waste type should be recorded. Increasingly, waste regulation policies are being implemented so ensure that your organisation is equipped to deal with these changes, e.g. the requirement to stop using single-use plastics by October 2023, in line with UK government regulations. Ensure that your landlord is complying with these measures (particularly important if third party caterers and other amenity providers are active within your occupied sites). 	🕒	£
Established	<ol style="list-style-type: none"> Engage with your landlord to set up a method to receive regular waste and recycling data for your organisation. Assign waste management responsibilities to individuals within your organisation to deliver the waste and recycling plan. Increase the provision of recycling bins and waste segregation across the organisation. 	<ol style="list-style-type: none"> Depending on your lease situation, you may have a limit to influence waste management. Liaise with your landlord's facilities management team to propose sustainable waste management measures. From your baseline, create a waste management strategy and identify which areas need to be addressed as a priority (either in terms of volume or low hanging fruit solutions). Ensure that the waste bin provision matches the volume of waste you collect and how your provider gathers it. If this is not the case, request appropriate containers from the landlord. 	🕒	£

SECTION 1.11

Waste and recycling

Waste and recycling for providers who lease their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Leading	<p>1. Implement circular economy principles to drastically reduce waste across your organisation’s operations.</p> <p>a. identify waste streams (food, plastics, textiles, other) establish baseline for each category and set annual targets to decrease the volume of waste</p> <p>b. use free guides and tools to drive the waste reduction and management strategy</p>	<p>1. The type of waste generated is dependent upon your size, amenities, and subjects taught. After addressing the easier waste categories whilst in an emerging and established practitioner status, move onto integrating circular economy principles to tackle harder to address waste streams.</p> <p>a. food and drink waste: WRAP have a number of campaign tools and guidance available to guide behavioural change initiatives in how people consume and dispose of food on your sites. The progress of these schemes can be highlighted and publicised during Food Waste Action Week (usually in March)</p> <p>b. plastic waste: follow guidance and use tools from the UK Plastics Pact to decrease plastic waste within your organisation and drive wider behavioural change from your students and staff</p> <p>c. textiles: if your organisation contributes to textile waste, consider joining WRAP’s Textiles 2030 initiative to accelerate the textile industry towards a circular economy</p>		<p>££</p>

Case Study

Waste and Recycling

Context

This case study example is from a city-based university.

Goals

- to reduce the amount of waste generated per staff and student and to increase the proportion of waste recycled.
- recycle 70% of waste.
- reduce the amount of waste generated per student to 20kg or below.
- raise awareness around waste and recycling for students and staff.

Solution

- consulted students and staff about common waste types that were seen as difficult to recycle on campus.
- worked with waste providers to understand the types of waste that they segregate and collect.
- introduced a mixed recycling scheme designed to collect waste materials, in line with waste providers segregate different recyclable materials.
- created a dedicated team of staff on campus who manage the waste depot on campus. The depot is a hub of activity where the team collect the waste from the bins around campus and stops waste that has the potential for a second life from reaching the waste depot to maximise recycling.



- introduced a furniture store on campus where it is kept until it can be redistributed to other university offices, thus reducing waste and spend on furniture.
- ran a student and staff engagement campaign to raise awareness.
- introduced food composting from the catering outlets.
- students and staff get a 20p discount when they bring a reusable cup to campus cafes.

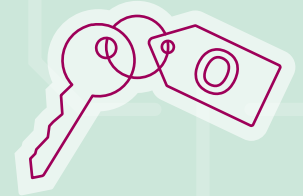
Results

- achieved a **39% reduction** in waste generated per student.
- achieved a **4% increase** in their recycling rate.
- furniture reuse store saved an average **£45,000** per year in furniture and disposal costs.

SECTION 1.11

Waste and recycling

Water management and reduction for providers who own their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Install water meters throughout your organisation's owned building(s) to provide monitoring and mapping of water consumption across your estates. 2. Establish a water usage baseline to measure and benchmark your consumption. 3. Develop a water usage profile to help understand where and how water is used across a building/site. 4. If you have available resource, develop a water management team as part of your net zero governance procedures. 5. Create a water management and reduction plan. 6. Incorporate water plan requirements into responsibility into engineering/ maintenance roles within Estates and Facilities. 7. Implement behaviour change campaigns for all water users. 	<ol style="list-style-type: none"> 1. Water meters will provide data and intelligence about the key areas of water consumption across your site(s) that can inform your water management and reduction plan. 2. Establishing a water baseline using, at minimum, the last 12 months' data will enable you to understand your organisation's water consumption patterns and identify key areas for reduction. 3. Water use should be measured across different building systems such as HVAC, catering, plumbing and landscape. 4. Use existing guidance to develop your water management and reduction plan. Set SMART targets to manage your water and reduce your usage. This will likely need to be through a combination of technological innovations and behaviour change. 5. Promote water reduction initiatives to your students and staff through your SSEP. Switch to timed taps and water saving flushes to reduce water consumption without relying on behavioural change nudges. 		<p>£</p>

SECTION 1.11

Waste and recycling

Water management and reduction for providers who own their estates




MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Ensure the water management plan is reviewed frequently to allow for continual improvement in monitoring and water reduction methods. 2. Introduce leak detection system to identify and report leaks. 3. Install water efficient fittings and plumbing fixtures. 4. Develop specifications for new builds and retrofits aimed at reducing mains water usage. 5. Collect and recycle rainwater for reuse on your estates to reduce mains water consumption. 	<ol style="list-style-type: none"> 1. Water leakage not only wastes water, but it also increases your water consumption and costs. Ofwat and Thames Water provide guidance on leakage. 2. Water efficient plumbing fixtures can significantly reduce water consumption. There are many companies offering low-flow appliances for installation. 3. Collecting rainwater for non-potable uses can reduce your water mains consumption. 		<p>££</p>
Leading	<ol style="list-style-type: none"> 1. Assess your organisations progress against other organisations in your sector - it may be possible to increase your ambition. 2. Ensure water reduction measures are embedded in plans for any new construction and building refurbishment projects so that demand for water can be reduced as your estate develops. 3. Take part in knowledge share and best practice conferences to see what has worked well for others in the sector as new technology is always emerging. 	<ol style="list-style-type: none"> 1. A leading organisation should have a water management and reduction strategy and appropriate technology to frequently monitor and assess their water usage. 2. Promote the successful water reduction measures that you have implemented across your estate to help other providers understand what can be achieved and how they can do it. 		<p>£</p>

SECTION 1.11

Waste and recycling

Water management and reduction for providers who lease their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Engage with your landlord to receive additional information on water consumption from their water bills and or water sub-meters. 2. If there is a lack of water meters across the estate, then engage with landlord to promote and request the installation of additional water meters. 3. Establish a water usage baseline to measure and benchmark your consumption. 4. Develop a water usage profile to help understand where and how water is used across a building/site. 5. If you have available resource, develop a water management team as part of your net zero governance procedures. 6. Create a water management and reduction plan. 7. Incorporate water plan requirements into responsibility into engineering/ maintenance roles within Estates and Facilities. 8. Implement behaviour change campaigns for all water users. 	<ol style="list-style-type: none"> 1. Water meters will provide data and intelligence about the key areas of water consumption across your site(s) that can inform your water management and reduction plan. 2. Establishing a water baseline using, at minimum, the last 12 months' data will enable you to understand your organisation's water consumption patterns and to identify key areas of consumption. 3. Water use should be measured across different building systems such as HVAC, catering, plumbing and landscaping. 4. Use existing guidance to develop your water management and reduction plan. Set SMART targets to manage your water and reduce your usage. This will likely need to be through a combination of technological innovations and behaviour change. 5. Promote water reduction initiatives to your students and staff through your SSEP. Display signage about turning off taps and appliances in high use areas. 		<p>£</p>

SECTION 1.11

Waste and recycling

Water management and reduction for providers who lease their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Ensure the water management plan is reviewed frequently to allow for continual improvement in monitoring and water reduction methods. 2. Engage with your landlord to promote the introduction of leak detection system to identify and report leaks. 3. Engage with your landlord to ask for installation of water efficient fittings and plumbing fixtures. 4. Engage with your landlord to explore collection of rainwater for reuse on your estates to reduce mains water consumption. 	<ol style="list-style-type: none"> 1. Water leakage not only wastes water, but it also increased your water consumption and costs. Ofwat and Thames Water provide guidance on leakage. 2. Water-efficient plumbing fixtures can significantly reduce water consumption. There are many companies offering low-flow appliances for installation. 3. Collecting rainwater for non-potable uses can reduce your water mains consumption. 		<p>£</p>
Leading	<ol style="list-style-type: none"> 1. Assess your organisations progress against other organisations in your sector - it may be possible to increase your ambition. 2. Ensure water reduction measures are embedded in plans for any new construction and building refurbishment projects so that demand for water can be reduced as your estate develops. 3. Take part in knowledge share and best practice conferences to see what has worked well for others in the sector as new technology is always emerging. 	<ol style="list-style-type: none"> 1. A leading organisation should have a water management and reduction strategy and appropriate technology to frequently monitor and assess their water usage. 2. Promote the successful water reduction measures that you have implemented across your estate to help other providers to understand what can be achieved and how they can do it. 		<p>£</p>

Case Study

Water Management/Reduction

Context

This case study example is from a city-based college with approximately 5,000 students and a 570-acre campus estate.

Goals

The College's environmental policy includes ensuring the sustainable use of all resources by discouraging wasteful practices and setting targets for reduction.

Solution

The college retrofitted 75 waterless urinals into existing urinals on the entire site after a successful trial. It has led to savings in costs, water and CO₂e emissions use, whilst also improving the environmental performance of the college.



Results

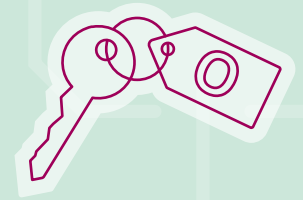
The trial dispelled myths about hygiene issues with washrooms found to be fragrant and welcoming. The retrofitting was efficiently managed with minimal disturbance.

- annual water use avoided from intervention = **11,000m³**
- annual carbon emission reduction = **2 tonnes** of CO₂e.
- annual cost savings from avoided water use = **£13,500**
- further savings for no flush control = **£2,000**
- maintenance charges for the new units = **£7000/year**
- total savings = **£8,500/year**

SECTION 1.12

Green travel

Green travel for providers who own their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Incorporate travel emissions into carbon baseline. 2. Create a Green Travel plan to enable and promote low carbon travel choices that promote health and wellbeing. 3. Promote and encourage green travel choices to your students and staff. 4. Create maps of your estate showing where cycling facilities are located. 5. Create travel maps showing how students and staff can get to your site by active travel and public transport. 	<ol style="list-style-type: none"> 1. Make sure your carbon baseline includes GHG emissions from: <ol style="list-style-type: none"> a. business travel b. student and staff commuting c. visitor commuting d. leased vehicles operated by your organisation e. flights 2. Green travel plan should promote: <ol style="list-style-type: none"> a. public transport b. car sharing c. cycling d. walking 3. Explore guidance and advice issued by Transport for London on active travel. 		<p>£</p>

SECTION 1.12

Green travel

Green travel for providers who own their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Identify travel carbon hotspots and set targets and policies to address these. 2. Invest in active travel facilities. 3. Assess potential EV charging requirements and identify potential charging locations. 4. Support flexible working and learning (where appropriate) to allow for students and staff to avoid travel via video conferencing (e.g. Microsoft Teams). 5. Establish walking, running and cycling groups to improve student and staff confidence. 	<ol style="list-style-type: none"> 1. From your carbon baseline and green travel plan, identify your travel carbon hotspots (i.e. largest emissions) and set targeted policies to reduce emissions. 2. Active travel facilities include: <ol style="list-style-type: none"> a. additional bike storage b. showering facilities c. changing facilities d. storage lockers 		
Leading	<ol style="list-style-type: none"> 1. Introduce distance-based parking permits, prioritising those travelling from the greatest distance to your site (this should not be applied to those with accessibility requirements). 2. Encourage active travel by paying mileage expenses to those who cycle to work. 	<ol style="list-style-type: none"> 1. By restricting car parking spaces for students and staff who live locally, you can encourage more use of public transport and active travel. 2. Paying <u>mileage expenses</u> for those who travel by bike can encourage an uptake in active transport, whilst reducing the mileage expenses you may pay to motorists. 		

SECTION 1.12

Green travel

Green travel for providers who lease their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Incorporate travel emissions into carbon baseline. 2. Create a Green Travel plan to enable and promote low carbon travel choices that promote health and wellbeing. 3. Promote and encourage green travel choices to your students and staff. 4. Create maps of your estate showing where cycling facilities are located. 5. Create travel maps showing how students and staff can get to your site by active travel and public transport. 	<ol style="list-style-type: none"> 1. Make sure your carbon baseline includes GHG emissions from: <ol style="list-style-type: none"> a. business travel b. student and staff commuting c. visitor commuting d. leased vehicles operated by your organisation e. flights 2. Green travel plan should promote: <ol style="list-style-type: none"> a. public transport b. car sharing c. cycling d. walking 3. Explore guidance and advice issued by Transport for London on active travel. 	🕒	£

SECTION 1.12

Green travel

Green travel for providers who lease their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> Where appropriate, allow for students and staff to avoid travel through the use of video conferencing (e.g. Microsoft Teams). Establish walking, running and cycling groups to improve student and staff confidence. 	<ol style="list-style-type: none"> From your carbon baseline and green travel plan, identify your travel carbon hotpots (i.e. largest emissions) and set targeted policies to reduce emissions. Active travel facilities include: <ol style="list-style-type: none"> additional bike storage showering facilities changing facilities storage lockers 	🕒	£
Leading	<ol style="list-style-type: none"> Introduce distance-based parking permits, prioritising those travelling from the greatest distance to your site (this should not be applied to those with accessibility requirements). Encourage active travel by paying mileage expenses to those who cycle to work. 	<ol style="list-style-type: none"> By restricting car parking spaces for students and staff who live locally, you can encourage more use of public transport and active travel. Paying mileage expenses for those who travel by bike can encourage an uptake in active transport, whilst reducing the mileage expenses you may pay to motorists. 	🕒	£

SECTION 1.13

Supply chain engagement and sustainable procurement

Supply chain engagement and sustainable procurement for providers who own their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Incorporate scope 3 (upstream) into net zero roadmap. 2. Review and refine supplier list and identify key suppliers with which your organisation has the highest spend. 3. Establish scope 3 (upstream) carbon emissions baseline. 4. Review data collection methodology. 5. Establish supply chain decarbonisation strategy. 	<ol style="list-style-type: none"> 1. Supply chain engagement and sustainable procurement are necessary to address your organisation's scope 3 upstream emissions (refer to GHG Protocol Scope 3 Accounting & Reporting standard), and good practice rests upon scope 3 reporting and target setting. Familiarise your business with Scope 3 accounting methodology outlined by the Greenhouse Gas Protocol. 2. Ensure you have a complete overview of your suppliers across the supply chain. Undertake a supplier mapping exercise to determine your level of influence and impact on your organisation. 3. If you have adequate internal resource capacity, establish a scope 3 upstream emissions baseline by calculating across the categories relevant to your organisation. This will form your assessment of your current scope 3 upstream footprint and help you to set targets too. External consultancies are an option if in-house capability does not exist. 4. Assess your current scope 3 baseline. Understand where you have missing data and establish reporting teams to collect, manage, analyse, and report on scope 3 upstream data. 5. Your initial supply chain engagement decarbonisation strategy ought to focus on suppliers that have the most significant carbon impact your organisation. Start communicating with these key stakeholders about your net zero targets and the need to collaborate to achieve these aims. 	🕒	££

SECTION 1.13

Supply chain engagement and sustainable procurement

Supply chain engagement and sustainable procurement for providers who own their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Expand supply chain decarbonisation strategy. 2. Schedule data collection method and review annually. 3. Reassess supply chain and reprioritise according to net zero strategy targets. 	<ol style="list-style-type: none"> 1. Begin to expand your supply chain engagement and sustainable procurement plan to include a wide scope of services you procure e.g. waste carriers, water supply, electricity, gas, food etc. 2. During your carbon reporting process, request relevant data from your suppliers in advance to allow time to calculations and creation of carbon inventory. Keep up to date with GHG Protocol guidance on good practice for methodologies and establish a calculation hierarchy and timeline to strive towards the highest level of carbon data quality your organisation can produce. 3. As your organisation becomes established in supply chain engagement on net zero, seek to disseminate collaborative sessions to help spur decarbonisation measures. Though your influence will be dependent on the scale of your organisation, establishing open dialogue with your suppliers on the importance of net zero is pivotal. 4. If suppliers remain uncooperative, you ought to start preferentially selecting suppliers with good environmental standards during this stage. 		£
Leading	<ol style="list-style-type: none"> 1. Consolidate relationships across supply chain. 2. Hold net zero knowledge shares and workshops with provider net zero leaders. 	<ol style="list-style-type: none"> 1. Continue to develop an active working relationship with suppliers and work together to find solutions that enable further development of your net zero strategy and meet net zero sooner. 2. Consider holding net zero knowledge shares organised in collaboration with other providers across GLA for your suppliers to attend to cultivate cooperative spirit towards helping the adult education sector decarbonise. 		£

SECTION 1.13

Supply chain engagement and sustainable procurement

Supply chain engagement and sustainable procurement for providers who lease their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Emerging	<ol style="list-style-type: none"> 1. Incorporate scope 3 (upstream) into net zero roadmap. 2. Review and refine supplier list and identify key suppliers with which your organisation has the highest spend. 3. Establish scope 3 (upstream) carbon emissions baseline. 4. Review data collection methodology. 5. Establish supply chain decarbonisation strategy. 	<ol style="list-style-type: none"> 1. Supply chain engagement and sustainable procurement are necessary to address your organisation's scope 3 upstream emissions (refer to GHG Protocol Scope 3 Accounting & Reporting standard), and good practice rests upon scope 3 reporting and target setting. Familiarise your business with Scope 3 accounting methodology outlined by the Greenhouse Gas Protocol. 2. You will need to have a complete overview of your stakeholders across the supply chain. Undertake a stakeholder mapping exercise to determine your level of influence and impact on your organisation. This may require liaising with your landlord(s) to establish which suppliers they are using for the goods and services within your building(s). 3. If you have adequate internal resource capacity, establish a scope 3 upstream emissions baseline by calculating across the categories relevant to your organisation. This will form your assessment of your current scope 3 footprint and help you to set targets too. External consultancies are an option if in-house capability does not exist. 4. Assess your current scope 3 baseline. Understand where you have missing data and establish reporting teams to collect, manage, analyse and report on scope 3 data. 5. Your initial supply chain engagement decarbonisation strategy ought to focus on suppliers that have the most significant carbon impact your organisation. Start communicating with your landlord about liaising with these key stakeholders about the importance of their tenants' net zero targets and the need to collaborate to achieve these aims. 	🕒	££

SECTION 1.13

Supply chain engagement and sustainable procurement

Supply chain engagement and sustainable procurement for providers who lease their estates



MATURITY LEVEL	ACTION	GUIDANCE	TIME	COST
Established	<ol style="list-style-type: none"> 1. Expand supply chain decarbonisation strategy. 2. Schedule data collection method and review annually. 3. Reassess supply chain and reprioritise according to net zero strategy targets. 	<ol style="list-style-type: none"> 1. Begin to expand your supply chain engagement and sustainable procurement plan to include a wide scope of services you procure e.g. waste carriers, water supply, electricity, gas, food etc. 2. During your carbon reporting process, request relevant data from your suppliers in advance to allow time to calculations and creation of carbon inventory. Keep up to date with GHG Protocol guidance on good practice for methodologies and establish a calculation hierarchy and timeline to strive towards the highest level of carbon data quality your organisation can produce. 3. As certain suppliers will be dependent upon your landlord(s) decisions, and though your influence will depend upon the scale of your organisation, it will be necessary to establish ongoing and open dialogue with these stakeholders on the importance of net zero. If you are multiple leaseholders in the same estate, consider aligning supply chain engagement strategy to serve as leverage towards swaying landlord(s) decisions on supplier choices. 4. If landlords or suppliers remain uncooperative, you ought to start using break clauses to move to estates with a solid net zero strategy and preferentially selecting suppliers with good environmental standards during this stage, adopting a long-term view on the importance of sustainable procurement. This includes prioritising local suppliers, organisations with sustainability accreditations, and those with an SBTi approved net zero target. 		£
Leading	<ol style="list-style-type: none"> 1. Consolidate relationships across supply chain. 2. Hold net zero knowledge shares and workshops with provider net zero leaders. 	<ol style="list-style-type: none"> 1. Continue to develop an active working relationship with your landlord(s) and suppliers so that you can work together to find solutions that enable further development of your net zero strategy and meet net zero sooner. 2. Hold net zero knowledge shares and workshops with providers who are also leaseholders to establish good practice for establishing net zero cooperation across landlords and third-party suppliers. 		£

Other formats and languages

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

Greater London Authority
City Hall
Kamal Chunchie Way
London E16 1ZE
Telephone **020 7983 4000**
www.london.gov.uk

You will need to supply your name, your postal address and state the format and title of the publication you require.

If you would like a summary of this document in your language, please phone the number or contact us at the address above.

Photo credits

Page 11: Greater London Authority

Page 37: Greater London Authority

MAYOR OF LONDON