

# How strong is your ESG policy?

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**Hosts: Amy Steven and Paul Vick**

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Welcome thank you for joining us this afternoon. For those of you who don't know me my name is Amy Stevens. I am Chief Exec at Gifted Philanthropy and we are fundraising consultants. And I'm joined today by a long-term colleague, Paul Vick, of Paul Vick architects. Hi Paul - good afternoon - thank you very much for joining us. As I say we are talking today about ESG policies but we'll go on to that.

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So, we will record the webinar. It will be available on our website, on Gifted's website and possibly also Paul's, but there'll be a link through if not on Paul's website so it can be watched back or if colleagues wanted to join today but couldn't make the time then they can watch that online in a couple of days.

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We'll do all the questions at the end of the webinar. If you could pop those in the q a and not the chat, hopefully it'll stop us missing any of those, but we'll get started.

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So, let's skip through. There we go, making sense of policies. So environmental social governance policies.

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No policy is particularly interesting in my opinion, but we have to do them and we have to make sure they're there to make sure we are operating properly as charities or companies, operating ethically and doing what we need to do to run the organization properly.

So today, as I say, we're focusing on the ESG policy.

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So, first question - what is an ESG policy? So, ESG covers three key areas. First of all, environmental, so what are you doing to ensure you're considering the environmental impact of your organization and that can range from many things. It can be, you know, our team are converting to electric cars. It could be we've decided that 50 of our meetings will all be online to prevent travel. It could be that we're going to do things electronically and not send out printed media and it could be to do with your building if you operate from offices or a venue or what have you. Just to think about, you know, all those small steps such as motion sensitive lighting and what have you. Paul's going to talk in a lot more detail about the kind of things you can do with the building in terms of your environmental impact as we go through but thinking about those small steps that you can take as an organization.

2:45

Your goals for the future, so okay, you may not be as carbon friendly, you know, environmentally friendly as you'd like to be at the moment but where would you like to be and how are you going to get there? Then there's a social aspect. So, how do you operate fairly? Are you inclusive with your recruitment, both of staff and volunteers and also across the wider community? As well, how are you acting in a socially responsible manner and how do you want to kind of play your role in the community that you work in?

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And then governance. So, strong clear and regularly reviewed organizational Governance, you know, it is essential especially for charities to make sure your governance is in place. What I would say is regularly reviewed, you know, people say 'oh we've got all our policies, they're all in place but actually, they were done five years ago and things have moved on since then and perhaps where you've operated has changed since then as well. So, think about your policies make sure they're reviewed annually across the board, not just ESG policies, all of your policies annually at a either an AGM or a trustee meeting.

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So, I'm going to talk about what ESG policies mean for charities in terms of fundraising. So, first of all, environmental. We all know that climate agenda, climate change Agenda, is increasingly important not just in the UK but globally. So, whether you're a charity operating really locally within a small town or a city, to operating internationally or nationally, it's really important that everyone starts to think about the climate agenda because it will affect how people perceive you as an organization. So, supporters want to see that a charity is addressing their environmental impact and whether or not that forms part of your organization's core goals or not. People will want to see it, so please don't worry if you are an organization that you think we don't have anything to do with the environment, we do x y and z, we help dogs for example, environment is not our thing as an organization. It doesn't matter how you operate, you can still kind of demonstrate how you're addressing the climate agenda.

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But don't panic that you need to be changing your objectives or anything in your constitution to say how you're going to address the environment if that's not what your objectives are as a charity. It's simply how you operate as a charity you need to think about it's really important for fundraising because most trusts and foundations have started to introduce environmental considerations to their application Criteria. We've seen this over probably the last three years. It started pre-pandemic, but we've definitely seen it grow so the big statutory funders, National Lottery Heritage Fund, Arts Council etc, they have definitely upped their game and want to see how environmental considerations are built into applications but even the smaller private funders have started to think more and more about it, so it will impact on your applications if you've not addressed your ESG policy. Interestingly, it's becoming increasingly important to corporates. So, I was recently speaking to a corporate a financial institution on behalf of one of our clients to discuss support and they said it's really tricky for us because we're going for a net zero target by such and such a date - and actually, if we make a gift to a charity that has a terrible carbon footprint and isn't doing anything to address that, it impacts on our carbon footprint.

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So, they are really taking into consideration which charities they're supporting. It supports their agenda and their mission to become kind of carbon neutral, net zero. So, super important that we think about this as fundraisers, as leaders of charities and how we manage it with each Organization. Then there's the social side. So, what does that mean for charities and Fundraising? The general public and other supporters of your organization would generally be reassured of your validity, that you are a good organization to get behind and particularly put your money behind. If you have a good reputation for staff Welfare, you know charities have a real role to play in ensuring diversity without kind of forcing yourself down positive discrimination routes. But if charities can't be acting ethically and making sure diversity includes inclusivity is taken into account in recruitment or whatever, that is staff or volunteers, then you know where are we going?

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Charities are supposed to be some of the most ethical organizations we have out there. Finally, don't forget your volunteers. We know, as people working in the third sector, that volunteers prop up the third sector. A lot of charities simply wouldn't exist without them. So, as a charity you have a real responsibility for their welfare, as well, it's not just your paid staff but people who are volunteering. So, what's your volunteering policy? How do you look after these people and make sure they're getting the support that they need? Then governance. So, as I said, on the first slide, good governance is essential in ensuring that a charity operates ethically. It brings the board together as well.

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So, whether that's a board of school governors, a group of trustees at an independent charity, they're all working towards a common goal and working from the same criteria. Obviously, you need to meet certain criteria of the charity commission and any other governing bodies that your organization sits in. The charity commission expects certain standards quite rightly and having your governance in place can help you achieve that. And then finally, knowing your policies. So, ask yourselves as organizations do you actually know what policies you should have in place?

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As a charity, so some examples of that...As we've discussed, your ESG, but also thinking about gift policies. So how do you manage gifts? What happens when somebody wants to make a gift or a donation to your organization? How you process that? What are your criteria for gift refusal if that is necessary, you know, if you believe the source of the funds would negatively impact your organizational reputation? How will you thank people? How will you acknowledge gifts in terms of Recognition? All that kind of thing, included in a gift policy, then some more standard ones. Modern Slavery, Risk Management, if you are an organization who makes grants, your grant making policy, reserves. Obviously, super important, trustee or board code of conduct. Safeguarding - lots of grant makers nowadays will ask to see your safeguarding policy when you submit an application. Equality and Diversity, the dreaded GDPR and Privacy and transparency and of course that environmental sustainability that we're going to go on to talk about. Paul's going to talk a bit more about Legislation, what you do and don't have to do and where we're at with that - and I think I'm now going to pass over to Paul's slides. I am indeed - over to you, Paul. Thank you so much.

10:45

That was a really interesting framework and sets us up really well for some of the things. Now for many people out there, and you may not be alone, though lots of people are grappling with the issue of what ESG is and what you have to do/what don't you have to do, at the moment. So, the background to it really is that, in particular, it was through the investment groups, the finance sides, that they have introduced it. And that's sort of come down and it's on a basis really of what's appropriate to you. So, making it meaningful at this stage is what perhaps counts. I'm just going to run through very quickly what we might know already. So, development that meets the needs of the present without compromising the ability of future generations to meet their own leads to the Bruntman report 1987. So, quite a long time ago and that's where they started talking about sustainability with their three sort of prongs if you like. The environment, social and economic, in particular the environment and the social have come up the agenda and the economic should fall out of those, not necessarily compromise those, but what isn't often reported is the second phrase on the slide - that the technological challenges of renewables are minor compared with the challenges of creating the social and institutional frameworks. So, in other words, the technology will be there and we can do this. It's actually the organizational side around it that will hold it back and here we are in 2022 some 35 years later after the Bruntman report and we're just about starting to address this stuff. So, there's a lot of

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thinking out there. You will have been aware of a lot of these things already I think.

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So, the united nations sustainability development CRI guidance is one of the main sort of benchmarks that's sort of agreed across many academics around the world. Out of this later on, we had 1972, that the limits of growth are not just about growth in GDP Terms, you know. There are boundaries to the planet and once we go over certainly these Boundaries, they won't come back by themselves. So, you know we've got in red there, items where it's felt always we've sort of gone over certain boundaries, particularly on nitrogen, biodiversity and the climate crisis is right up there as well. However, that sort of leaves out some other ideas around economy and more recently on the next slide there's this thing called donut economics if you like where the social side has been introduced, that without the equity of everybody being involved and able to be involved that it will be inequitable and it won't necessarily Work, or it won't work basically. So, this is a little later. So, you see the outer ring is about the planetary boundaries as we were looking at them. Just now climate change, land Conversion, biodiversity - so all of these sorts of things globally are on the outside and then on the inside ring, these are boundaries that we need to sort of catch up with. So they talk about social equity, political voice, peace and justice, education, very important and educational is a really big one. It was at cop 26 - it actually got to the climate summit in Scotland and you know one of the things they were talking about there was how do we deal with micro communication, just continuously introducing it and now we're starting to see legislation so that's sort of some of the economic background. I encourage you to look up these things, because they'll become increasingly Mainstream.

As you're saying that Paul, you mentioned kind of people individually are working as a whole. Is that kind of the background behind someone's saying, well if one person stops using plastic straws it won't make a difference but if everyone in the world does it will have a massive impact. Is that the kind of thinking?

Yeah, that is definitely part of it, yeah. But they're linked and they're linked not just in their own sort of ethical way, you know, if you don't get the climate right then we've got a really big existential problem. If we don't get the social things right, the demographics of birth rate for instance, the most successful form of birth rate control, is actually education so that fits into this process of how do we create that education if you like? How do we get people involved in health? Similarly, if you can do preventative health and you have healthy air pollution for instance then the economic costs come down you know. This is a different way of thinking about just selling gizmos. And, you know, it's better to avoid having to have a ventilator or an asthma thing, by getting the planet right. So, it's sort of just a different way of thinking and that these are some of the economics behind it and more recently you know as we talked with one of the GLA members in London and he was asked, 'will this really happen, the zero carbon?' And he said, look the funding is behind it. Now the finance is being forced it will Happen. So, that is why this is becoming so much to the forefront really.

Yeah thanks for that and the government have taken this on as well. So, in 2021, the build back better, our plan for growth. Again, it's split into like a few chapters. If you go to the next one. So, these are the sort of chapters our plan for growth sets out. The government's plans to support growth through significant investment in infrastructure, skills, innovation and pursue growth that levels up every part of the UK, enables transition to net zero. So, each of those in green are a separate chapter with a whole framework. Firstly consultations. White papers are now moving well. They've already moved in some instances with these pathways to legislation. So, with building control for example coming along in June, there are going to be greater thermal requirements for buildings and there'll be more ones on air tightness, so that it's already coming through as a step change and our government wants to get to net zero by 2050. Some of the councils want to be there by 2030 - 2035 so it's going to be a bit of a push. We can talk more about that later.

17:46

So, it's already there. So, how do we deal with this? As architects, as people who've got Businesses, institutions to take forward? This is the way we start to look at it. In sort of architectural terms, if you like. So, there's use value, you know, greater efficiency of operations.

How do we do things better? How is it a better home? How is it a better museum? How is it a better place to work just in terms of use? Economic can be measured many ways, as well capital, rental, footfall, retailing, the social side. So, the use of economic, that was the Marxian dialectic. Add in some of these other things. We're now talking about the social elements and we've got greater teamwork, community linkages, cohesion, becoming increasingly important post-pandemic, as well. And in a different shape and we'll talk a little bit about the social side of the environment. It sort of impacts across everything you know. Carbon emissions is a really big one but it's also healthier for us, reducing sick days. An inspirational place, if you like, as an environment. So, those things we started to talk about just now and then other items that become very important in physical architectural projects, is identity - and you might see that as a brand, if you like. What is this building standing for? As well as a sense of oneself and belonging and position in this world. Without identity often we don't have any sort of reason to do anything and we don't see ourselves located in this world. And then finally, the cultural side. I see this as the sort of broader Thing. So, you get the department of Culture, Media and Sport in that sort of sense quite narrow and leading visitor attractions. These sorts of things, but culture for me also sort of is a whole framework of how we have the habitual way of making decisions and our relationships, but it's not just about trying to make the most of each of these it's actually realizing that if you've got a better social grouping and it's a broadly inclusive form of Offer. You have the economic value which ultimately will go up and be more resilient as well. So, if the demographic changes then a different demographic could come. How are we attractive to them as well? So, coming back to the driver, that perhaps the money is behind this.

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These are ways of selling in the reasons why people should be doing this. At a business level, if you like, at a corporate level and bear in mind this sort of ESG thing came out of the investors and huge investors are doing it now, saying look actually these are risks we have to show and be aware of from the get-go. So, not only have we got to sort of feed into them at the same time. It's relevant to our own institutions and ourselves moving forward - so multiple values help each other on the long term you know. Yeah sure, we could move on. So, I'm now going to run through a few different examples, just to bring a sort of an awareness really of how to do this and it is possible. I'll be quite quick through these because there's a few slides.

So, we designed some time ago, a low energy, first age to third age house. You know, life enhancing. If you like, first stage to third stage. So young through to old really - and as the transition happens in your life from perhaps being single to married to children to getting old, to a carer. And then the question then is what is a building that makes you or helps you live longer worth to you? Turning that value around and that's a really powerful thing and feeds into this sort of holistic idea we've been talking about with the ESG. These were the sort of things we found for this particular site and they applied to many, many different sites. So, the locality was important to the client. The place, the people, the ethereal is sort of the invisible culture. Our traditions, the way things are structured and, as well as the physical awareness, control of the environment. It is one definition of meaning actually to people and then feeds into the sense of longevity and we're seeing that in some of the care homes we're involved as well. So, an architecture that's actually designed with you in mind, very directly, is particularly good and strong, low maintenance, ongoing costs.

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In this case, there's a densification. We split a site and there were no acquisition costs. There was a desire to stay in the house for a long period of time and they found particularly with the older groups staying at home and being more able to be able to do that in the same way as going out and being able to visit things, it also allows again this longevity to take place. We allowed for three beds which allowed for a whole range of different uses as well as then physically this fantastic light that we bring in and that's often seen as an opposition to creating a low energy home.

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You could create a low energy home with no windows but that's not really going to be very uplifting and that linked to nature.

Yeah and there's the ability to change the architecture and that might be as simple as fitting grab rails in wc's because we've already made the doors wide enough. we've already made the fittings suitable on the standard stuff. Well, there we go, yeah, so this is it from one side. It's quite private, it's low, it sits in the landscape, it's got a reflection pool on this side to bring the light deep into the property. The reflection pool is also a way of gathering rain water that then is recycled as grey water within the house. Next, this is the house itself. So, on the north side at the top of the screen there's a long sort of stretch and that sort of has few windows and then as we come around this bit that sticks across to the bottom shows the living room. Yeah, the next slide's good.

24:19

So, the cellularity which creates an automatic form of insulation because of the size and the breaks and the movement of air is on that one side. So, this is a light study done for June at 9 00 a.m. This is at 11 00am, 2 o'clock in the afternoon, at four o'clock and in the evening - so that living room there and then much later at 8 o'clock. So, the living room has this great light that faces out in the evening sun. You get light from two sides of this space and it's actually quite tall in the middle. It's about four or five meters high although it comes down quite low at the eaves. The result of that is it feels a huge space but Actually, it's quite intimate and that's quite a difficult balance to create in making it desirable and this is it from the outside. Yeah next.

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This is the main space next and then if you go back one...At the time we also put in a small home office on the right and you can see that opening there is about four or five meters wide as well with big sliding doors. So, this was a low energy, passive house that shows the roof detailing and how we brought light in. This is the reflection pool. Yes, it's a low energy, passive house and again it's very possible to do - and that was done at quite a low cost as well. Cost is often seen as one of the barriers to being able to do this and we can talk a little bit a bit more about those strategies later on. This one's a new build in a heritage setting and some regeneration. It's a 22 acre site and we did a vision for this about seven years ago. Yeah, it's in a pretty bad state. It was in this part of the country in Northampton, at the end of sort of 18th century. In these big Buildings, on the right and left the artillery would come through and go through the end walls. There you can just see that have been blocked up with horses, with the artillery and then they go out the other end again. So, they could easily get to the coast in case of Napoleonic invasion and also at the same time, if there was civil unrest. So, it's an amazing site and it was the place where Churchill would have gone in the second world war. How do you bring this back to life? You can see that that's a terrible sort of...it became a lorry park when it was demilitarized. So how do we bring it back? If you just go back one.

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Yeah. So, what we've done here is we've reused those main buildings in the middle and we did a vision and then we got permission sort of one at a time. That's still ongoing. Some for curated retail, some for fast office broadband. To the left is this low energy sort of independent living. Based on this model that you just saw, that was developed with the care home in the bottom left-hand corner there. Then to the north, on the right-hand side is low energy family homes. So, again we're trying to create a whole demography there really, of how do we make this happen and then the question of footfall. The sort of social side of it as well beyond, that is, you know, the ethereal Culture. This was so they already had paid agents in the right coming through this site. So how do we re-encourage those? They found that there were like 2 000 people who'd probably worked on this site at various times and their families of, you know, the children's children. There's a whole sort of invisible heritage there that we can draw on to feed into the positive heritage of the future.

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So yeah, this we cleaned up. We've tidied up. It's all great too. So quite protected. They have swans in the middle. It's an utterly stunning place to be and it was the first and only of its type really. Later on, came Plymouth, later on came Dulwich. On the right-hand side then, you see at the end, under the number one. We can reclaim some of those entrances to give greater permeability into the buildings and then the later phase on the right-hand side you just see an entrance to the boutique hotel that would then service the whole sort of

office area. Here again creating as much footfall and a reason to stay on site. This is the lower terrace. It's Wet. It's used as a caravan. It's a mess. Yeah the next is fine and if you look out over the valley, again I sort of protected you, looking out and looking in.

29:11

Then the next, so it starts, it can become this with these houses subtly put in for independent living. Again, on this notion that it'll help people to live longer. The care home, you know, the relationship to the heritage here was in building. This we would open views. This was a bastion at the corner of the wall which is in a terrible state so it would allow that in conjunction with the new build to then be recovered and be appreciated really. So again, these are ways of making them attractive really and bringing people back. This is new build. The lesson here I think, is don't build what you don't need. This was a studio theatre. The reception space here is semi-outside which is what you're looking at here.

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There's no expectancy for it to be heated. The cost is less, so you win in many ways - and yeah, it was also we could project outside if we like from the left onto the white wall on the right. This is an example of new and old, not protected in the listing sense. We were approached by a global telecoms company and they said we want an identity piece. We just got hold of the building on the right in ownership. We're already in the left-hand building and we want a glass bridge - and this is a firm that is in the UK and serves the White House in the States for example. They wanted something that represented them and could bring back, you know. It was attractive both their clients and them.

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So, this is it from the roof. Then the spaces inside the offices, the workplaces that get, you know, a lot of light. In this case, we said to them, well actually you've got space in the roof here as well as the bridge. What does it connect you to? Can you get rid of a reception? Actually, they're multi-formatting. It's just a lovely place to be and they got extra space here through certain planning things that we worked out for them. The refectory was very important. The thing that perhaps is most different about this is we're using the refectory as a front of house as much as back of house. The staff, so clients, could come here and visitors. We have different formats for it. So, there's a big table in the middle, there's smaller ones on the left. The little booths as well straight opposite and at first we did loads of studies around what size it should be and if everybody was going to sit down then they would just have taken up too much space. So they agreed on three sittings and if everybody was standing, say for a corporate event, award Ceremony, they could all fit in here. There are ways of just trying to keep people on site, if you like, particularly important now as a social thing as we try to create footfall and coming back.

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This is it at night. Who wouldn't want to be working there? It was just fabulous. So, this is a project for a church and this again has so many of these strategies for dealing, but this is protected now. So, we've got a slight difference in how we go about it. It's in Knightsbridge. So, Amy and I worked on this together. This is the historic Development. So, you can see the red bits, everything in 1870. Something was added on, we had various corners of that site that we're trying to join together. So, we took the notion of Salisbury Cathedral, of a cloister. It's on the south side and then applied it. So, we put the cloister on the outside if you like and proposed at the bottom, an external ambulatory walkway. In the Corner, on the top right is a new music school and on the left we've created a new welcome and move the parish office there, which works well with entrance and welcome. So, what we went through with them, was it started with me asking them the question - Actually, quite challengingly - what is your relevance and what's it going to be because if you're not careful you're going to be sort of out of business. And, to their credit they came back to me, said 'well we think these are our strengths' - and one of them was they've got a professional choir. They're one of the few parish churches with a professional choir so this was the room that was added later on just in that one story building. So, we're looking to change that next into a music school over three floors.

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Used really well in this space and again moving the office that was in it and behind it into a disused part of the of the tower.

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So, this is the entrance. It had uneven pathways. Again, all about accessibility Really. How do you increase that? So, these are some of the things we started to think about. The main processional entrance down the middle side. Access on a day-to-day basis. On the right and using those doors either side that are not used so well and similarly looking out, how can you sort of create welcome and also security effectively with minimal number of staff? It becomes a sort of natural form of welcome and what they say about welcome is if someone has a well, a really great welcome and that includes the people and the architecture then they're more likely to come back.

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More than any other single thing that your experience gives them. I mean it's a really powerful thing to know for any organization - and with the office we redid their welcome as well. Let me show you that. So, next this is the sort of state of it. There are cracks everywhere. It's old. It has some fantastic heritage. The floor goes through the middle of the windows all sorts of things are going on there. This is the unused area, under the Tower. It doesn't look great. You can hardly see it all and it's not used that well. It's largely used for storage behind there. So, how do we make more of this asset? So, this is the view down the nave with the tower at the back there. So, by adding in extra floors, putting the parish off as their meeting rooms and part of their wider program was we want more meeting rooms, more one-on-ones, more Groups, not only for themselves but also for creches and possibly even for corporates. Although that was lower down and then on the left-hand side, sorry did I jump too soon? Yeah that's all right, on the left-hand side we've added in a partial basement under the church with a walkway and we'll come back to that in a minute and then you can see here the office sort of space is being created under the tower in the middle there um yeah next and that is the view from looking down from under the tower so actually the amazing view was not really fully appreciated but it's really rich interior and it's an amazing church you know they were they were fighting over the fact at one stage they even had a cross on the altar because they thought that was too catholic and popes so you know there's a lot of tension and history within this amazing place really.

Yeah next, I think one of your earlier slides Paul. Just to jump in, I think it really links back to the social side of it, so yes you know thinking about how we treat people, but also who's visiting and the use of your building so you know if you know the entrance is uneven or the flow of people through the building is going to stop somebody with a disability entering the building then you're not fulfilling your objectives in your capital bills that you might have in your in your policy that says yes we do everything we can but it needs to be thought about at early stages, doesn't it? In the planning of the whole building. Oh yeah, massively and in this case we weren't allowed ramps at the front either because it was grade two listed and so we found alternative ways of doing that which we succeeded in doing. Yeah so this is the where the south sort of aisle is outside now it's going to be part of this linking up if you remember that external cloister? One of the things that this sort of conversation pushed, they said to know yeah, well we think we're good at music and we have a whole sort of counselling and bereavement thing as part of our program as well as big events and they're quite well known for some of their events and they've had politicians there, from Thatcher and, you know it just goes on, and Winston Churchill attended it, so it's got a strong history - but also musical events and weddings and all these sorts of things and there's nowhere really for them to go afterwards to socialize as well as other concerts so this started to say well actually it could be more than just a walkway it could be a place where you decant and also it could be a place where you can get an affordable coffee in a place where it's quite difficult to get an affordable coffee. So, again, this accessibility thing became part of the architecture at a sort of business level if you like and then thirdly they're sort of programme of bereavement. Again, it was a dialogue really of pushing them. They said actually we could have seminars here for bereavement and counselling and have a proper you know proper place for this and the consequence of that was - it's the next

slide actually - is we then started looking at the different ways tables could be arranged in that space and then have breakout rooms in the other spaces that we will have now created in different parts of the of the church complex so suddenly it gets an extra layer of added value by bringing them together yeah next and yeah this is the proposal basically.

39:08

So again, you know it's a just be a fantastic place and there are benches on the left you've got focus on an existing cross again which is part is protected monument and then you've got the sky the light and you've got a tree. I mean it's just fantastic sort of experience of being connected really and in terms of - just go back there on one thing - here you've got on an environmental level and you've got the historic listed church you're recovering a garden that's not used at all really and then those panels on the left that you see at low level behind the bench are part of the airflow system behind which are ducts to allow the ventilation to happen. So again, it's quite subtle but it can all be done basically and we will have shading as well that goes behind that lip on the right and that can come out as well you know be an absolute fantastic space can be used day to day for coffees, for conference, for meetings. Again, it then links the place up so it becomes very, very useful.

Yeah, yeah so a summary of some of the strategies that you've seen - many of the statistics say one of the main reasons people don't go down this route or haven't in the past because cost is in the way so you can have strategies that address climate action and are inclusive but actually save money and you know and save costs and not many people know this. A lot of the industry is about selling you a better ventilation system or a widget or something that's lifetime may never recover the carbon even in its own lifetime you know and photovoltaics is one of those controversial things where it might take 18 years to get back the energy or the carbon emissions to create that thing in the first place by which time it may not work. So, I'm not against them per se, but you just have to be very conscious about what you're doing, so these are the strategies that we have talked about just now and it's perhaps worth taking away the fundamental, the cost of not living shorter or the value of a building that helps you live longer, you know, that that is a really fundamental thing if you can create that in your buildings and I've started to demonstrate how that is done but it also has an effect on users and staff and their costs and productivity and people wanting to be there. The full use of assets - we've talked about densification, we've talked about using spaces that aren't well used we've talked about using more than one space without ruining the architecture. In fact, adding to it, these sort of value-based as well as simply the cost embodied energy over time is really interesting. So, concrete has been around since roman times. So, buildings have a design life and you can put that in the briefs with people, so if it's a very short design like then you're going to use that energy again to rebuild it but actually, if you've got a very old building and we've looked at a few already here trying to reuse them is a really efficient way of doing so. It's not always that easy to be able to do environmental strategies with listed buildings so in some of the examples I've shown you, you were allowed to insulate inside a building, other times you weren't, because you have to be able to see the brick work.

42:35

So, these are some of the things that we can work with and discuss how to do it. Don't build what you don't need. Absolute classic and that's not a race to the bottom it's actually a race to often expectancy. So, the example of the entrance to the theatre, where it was largely outdoors is perfectly acceptable. In a church you're in pews and often these old buildings are cold so how do you deal with that?

43:01

You know, maybe the first step is to stop lots of wind. Fabric first what this is about, is increasing insulation so that you don't need so much heat and active energy measures and this and insulation tends to be cheap. It's a great way to start passive approaches using great force. Natural ventilation, you know, as I see it going through the processes to zero carbon as an economy most people are struggling to get to the first chapter where building regs aren't quite yet, but then you have to go beyond that and you have to be very careful about these active measures.

43:41

Like I was saying, like the PVS pathways to net zero. So, if net zero is about zero carbon emissions and it's net so you can offset them by growing trees or paying to do things that absorb carbon - and there's a whole world out there of that - there is only a limit to how much that will work. If these trees already exist you're not actually really adding to the benefit of low carbon.

44:12

So, in due course we're going to find ways to reduce that as well - and finally and I think this is the thing I would leave you with really, this is all about awareness of how to do this and it can be done and there's an ambition to do it and the finance is being moved into it both with carrots and sticks and helps the ESG. We can be carbon negative, effectively, and we can produce energy rather than just absorb it and all these sorts of things. So that we're positive with the way we treat our environment really. So, those are ways that we can actually save costs, create more value - and there are lots of values as you saw at the beginning - yeah of course and then so there's quite a lot going on there so the question you might you might be asking... well where do we start and how do we get this going? What's the team that does this? So, feasibility is usually the first bit. A study of what is possible. How do you do this? What is possible? Really, the art of the possible, the limits, the risks, the opportunities. In the same way, as we discussed about a whole sort of idea of what St Paul's a church might be or the regeneration of the royal ordinance. Just as a whole understanding that and then seeing what benefits can be created. And yes, the right architect helps you navigate the space between these invisible, the needs of your audience you know staff or client if you like, to the physical structures and they are totally interrelated and then it should also help you with budgeting cash flow prioritization. So, doing things in the right order and spending money as you need it, in the right order is utterly essential to getting through it.

45:55

You could have over 20 consultants at any time. I've listed some of them there - so you just need to employ them at the right time with the right scope and that will be targeting them. Some are after planning permission and some are earlier. So, planning then planning permission. For most of these projects you will need planning permission, a statutory requirement. Without it you can't do the project and you've just got to be careful you don't end up having to do it twice. If you don't get it right first time really and work collaboratively with the planners. But from the grant making and the investment point of view it's a definition of viability. So, it is part, an inherent part of doing that and you know I can't stress how important that is. If you can get more out of it and everybody's happier including the planners and this wider envelope of society then you're on to a winner really. Yeah and we bring you 100% planning permission record and the reason we do that is because of all this background that comes into it.

That's the outcome really, yeah, you took the words out of my mouth Paul. What I was going to say there was I think because you have such success with planning is because you take your clients through those steps and hopefully everyone you can see where we're coming from. From a charity perspective, in terms of, let's say you have a capital new build...how do you make sure that's the right thing for you? Bringing in the ESG policy into action in the building. So, not just saying you know we'd like to achieve x y and zed and the impact it can have immediately on securing funds. So, I talked about the grant makers and the corporates etc but actually putting that long term into your vision for whatever it is you're building, you know, developments to a church, a hospice, a hospital, school, whatever and making sure you think about it. And Paul and I have had these conversations for years now and I remember the one the outside entrance when you explained to me previously Paul, and saying actually this client had a vision for what they thought people wanted which was you know much grander and more expensive and didn't actually meet the needs, because it might, you know, cost more etc And it's about use isn't it? I think that is really critical. How are you, whatever you're building, how are you going to use it or your

48:26

current building that you want to improve? How do you use it? How do your users engage with it? And that will help with the right plan won't it? That's my real takeaway and then bringing that back to fundraising. As fundraisers, we work to a vision quite often. People have a vision for a new build and it's going to achieve these goals and have this impact and to a certain extent we can deliver that on a fundraising term, but when it comes to delivering capital and how that pans out and how the costs pan out it's really helpful to go through this process so that when the fundraising vision in its detail is put out there - which as we know as fundraisers we need for kind of grant applications - it's clear we know what the vision is. It's been thought through and costed et cetera and we're asking at the right time, then in this plan that Paul's talking about here, with you know budgeting and cash flow, we're going to fundraise at the right time with the campaign.

49:31

Yeah, so the relevance of ESG. So, this is just a summary really. Coming back to you, we've talked about strategies for doing it particularly cost effectively and value-wise and how this process might work. So, just coming back to why it's important again - the Government's already published a strategy for the financial sector and we talked about the bills, they're called the environmental industrial strategy. They're looking to make this legislation on ESG, reporting for investors this year possibly next. So, it's going to be very real to these people and this applies to the commercial sector as much as any of these others. We've already seen massive funds do this and seeing it as fundamental to looking ahead and keeping the value of their assets. Environmental legislation infrastructure has already been changing and that route map is laid out. We talked about the building regulations and planning requires them increasingly at an early stage and these ideas of social inclusivity and patterns of operation we're seeing this right now through the pandemic.

50:48

We're seeing it through changes in behaviour, in social equity and change. Yeah, these are already here and we're already probably practicing them whether it's under the companies act or the charities act or all these other things. They are statutorily there, largely, and they'll just be strengthened. You've already probably had corporate and social responsibility targets in the past and obviously these governance issues are really important. Transparency and how do you do that and ask the right questions and this partly is about what perhaps Amy and I are trying to do here, is allow you to ask the right questions and then Amy if you want to add anything to that?

No, no, and we'll move on to questions. I think on that note, so let's see if we have any in the chat. Yes, so we've got a question here from Helen which is a great question and was what I was going to pose to you Paul - which is, what can we do with existing buildings? So, Helen's asking, do you have any advice on what can be done with existing offices? So, we've talked a lot about new build but you know there will be clients of ours and charities throughout the country who have a building that they want to improve and really aren't sure how to go about it. What advice would you give to Helen and others on that? She said it's a 1980s building.

So, there are lots of things really. In fact, we were asked by the corporation of London to start talking to them a little bit about this question because they obviously have a lot of offices in the city. Yeah, so that it's multi-layered again, let's start with the use side if you like the social side. One of the big issues with offices now is how do we get people back to work and there's a lot of the sort of the stereotypical side of this is, often in the public sector, people are increasingly wishing to see more working from home. In the architectural world, we see the planners, we see building control officers working increasingly from home and this has actually slowed down the process often because their wi-fi isn't strong enough to take all the thousands of drawings that have to go through their system. On the other side, there has been a trend of this hybrid working. Do people work Tuesday to Thursday in the office? Do they work Monday to Thursday? So, has the demand gone down? Do you just simply need less space and does that mean you take up less space? So, landlords and the rest are sometimes finding that their tenants are saying 'we won't only need half as much space.' Lawyers might be a typical example.

53:36

So, there's all these questions and as cities and towns there is a desire to get footfall back. If you're in an office within a larger sort of institutional sort of event type space that might work in itself, in the people receiving are also doing administrative work etc. So, so the notion of what you're doing in that office is really important. Some of the strategies, I've got some stats here actually, it's funny you should ask because there was a study done - How important is building sustainability and employee wellness in attracting office staff back to cities for your clients? So, I know 94% of people said that it for wellness - so this might be air, light quality, these sorts of things but it was either crucial or important or fairly important for them to have the wellness criteria there. The sustainability was slightly less, about 73%, so that's still three quarters of people.

54:41

At the same time, as policy makers, people want the high street to come back to life. They want corner shops. So, PWC, you know massive accountancy firm, people all over the place, have said they're trying to get people back and I think they said on the weekend that they had like 60% now returned and they were saying unless people come back, unless you get to that critical mass of people, then people won't necessarily want to come back, because the whole social world and people experiencing the sort of outer space.

55:13

So, that's sort of the sort of use side and we can talk there's a whole seminar in that in itself in a way. And then on the building itself there are questions then of how much, perhaps, you have to strip back of the building to renew it and to make it environmentally sound. Trying not to knock things down tends to use less carbon and energy on the whole unless you can create a lot of intensity. Usually more than double the area, it's the investment rule, so it might be you pull off different layers within a building. You might change the windows, you might make sure the doors work, you might have a different form of cellularity to stop ventilation, you might decide that the mechanical electrical plant is really out of date and we should be insulating the building to a higher standard. Then just using less energy and obviously that will reduce energy costs especially if you own the building and that again ties in back into people wanting to come back to work and in so doing you refurbish and redo the finishes and shouldn't forget that it is really important to communicate within the office, but also people going off site, working remotely. Those are the sorts of strategies. It's quite bespoke to each building and how it's used and what it's made of and the restrictions placed upon it really.

56:44

But there are things you can do to improve your environmental sustainability as we go along and we've done a low energy passive house retrofit, again there are different ways of doing it, depending on the structure. Concrete is harder to do than say timber, you know, with the floors.

57:02

Okay, we are close to time and that's currently the only question we've got, but I've got a question for you Paul. So, in two minutes can you explain to me, you're going to hate me for this, what does zero carbon actually mean in terms of 'this organization is now zero Carbon?'

That is a really good question and you wouldn't be the first to be asking that question and people continuing to ask this question because, in short, they're talking about zero emissions. Emissions of greenhouse gases. Gases that go up in the air, carbon, methane, nitrous oxide, various things that heat the planet up because you know solar rays come through into the earth and create climate change through warming, melting of ice caps, extreme weather. So, that's what the emissions are and carbon is a main one, really. So, what does that mean by net zero

obviously anything we do, pretty well, will give off carbon because we're human beings and we give off carbon dioxide and there must be a world that photosynthesizes which is what the plants do to take away the carbon dioxide. So, what they're saying is how can we, say if we look at our project, by the things that we do, not give off more carbon? That is where the offsetting comes in. Where you might sponsor someone building or growing a forest for example. There are ways to do that and what's slightly complicated by certain measures out there and there are lots and lots - and I can talk to anybody about these later. How to do low energy buildings. Sometimes, they're not always as good as they should be. Most of these measures are and they have different measures of what they call zero carbon - but that is the principle of it.

Thank you very much. Well, listen Paul, thank you so much for sharing your knowledge and your insight with us today. It's super important for us as fundraisers to start thinking about this, both as I said for the operation of the charity, but particularly if capital works are planned. Paul and I are happy to take any further questions offline, if you think about anything. If you think 'oh gosh, yeah, how do I manage this? - our details are on screen.

59:32

As always you can get a copy of the Gifted books, including our new book Gifted Asking if you email my colleague Julie. Paul will be at the museums and heritage show in a couple of weeks-time if you want to stop by and have a chat with him, but thank you ever so much. As I said, the recording of this will be online in a few days-time and thank you for joining us and have a great afternoon. Good afternoon. Thank you. Bye everyone