

ANNUAL OPERATING PLAN FOR 2023-2024

UKGBC's AOP is informed by our Strategic Goals to 2025, with feedback and input from UKGBC's members; it determines where UKGBC will prioritise its efforts and resources through the course of the year.



2025 Goal 1

UK national and devolved policy frameworks have demonstrably evolved to reflect the critical priorities highlighted by UKGBC.

UKGBC's 2023/24 priorities for national climate, nature and biodiversity advocacy include:

- ▶ Securing policy changes in the 2023 review of the national planning policy framework (NPPF)
- ▶ Responding to consultations on Future Homes & Buildings Standards
- ▶ Building further momentum and support for a national retrofit campaign for homes
- ▶ Promoting resilience as a national priority and supporting plans around an Resilience Roadmap
- ▶ Engaging across Government departments to further disseminate key priorities emerging from the Net Zero Whole Life Carbon Roadmap (WLCR)
- ▶ Leveraging upcoming Biodiversity Net Gain regulations to push for more ambitious policies on nature recovery
- ▶ Targeting engagement activities towards influencing the policy positions of opposition parties ahead of the general election
- ▶ Supporting ambitious policy development in the Scottish Government and pursuing the opportunity to develop a WLCR for Scotland.

2025 Goal 2

Local authorities have progressive built environment plans and policies that demonstrate best practice and provide signposts for national policy improvement.

UKGBC's 2023/24 priorities for local advocacy include:

- ▶ Supporting ambitious policy development by local authorities and mayors
- ▶ Maintaining and expanding the Local Authority Retrofit Forum we established in 2022
- ▶ Convening regular meetings of a Retrofit Steering Group and expanding opportunities for wider member involvement
- ▶ Contributing to ambitious regional retrofit activity e.g. Better Homes Hub/GMCA Retrofit Task Force
- ▶ Maintaining and updating UKGBC retrofit resources.

2025 Goal 3

Governments have initiated a progressive sector-wide public estate decarbonisation and procurement plan, to translate the existing targets – including from COP – into delivery.

Given capacity constraints, we are not proposing to prioritise work towards this goal during the 2023/24 financial year. However, the following initiatives will provide opportunities to push Government to show more leadership across its own estate:

- ▶ Net Zero Carbon Buildings Standard
- ▶ Whole Life Carbon Roadmap
- ▶ Resilience Roadmap.

2025 Goal 4

Businesses are cultivating leadership mindsets, setting ambitious science-based commitments, and taking practical action to achieve these.

In 2023/24 UKGBC will strengthen its focus on leadership with current and future leaders through high impact leadership programmes, and targeted events and communications including:

- ▶ Running and recruiting the Recalibrate programme for C-suite Executives in 2023/24
- ▶ Running a successful Change Accelerator programme
- ▶ Running two Future Leaders programmes in 2023 and recruiting for 2024
- ▶ Running regular Leadership Lite programmes
- ▶ Piloting a leadership programme targeted at middle managers
- ▶ Designing and delivering a range of events for our Leaders Network and wider alumni.

In 2023/24 UKGBC will continue to enable organisational ambition and action on climate change through the following activities:

- ▶ Championing the UNFCCC Race to Zero campaign as a recognised Accelerator
- ▶ Reviewing, analysing & showcasing members' climate commitments
- ▶ Developing a digital self-assessment tool for members to evaluate their level of ambition
- ▶ Developing and delivering climate change presentations to all GL members
- ▶ Convening members together in Collaboration Cafés across the UK
- ▶ Committing UKGBC to an ambitious Race to Zero pathway and footprint reduction.



2025 Goal 5

Consistent standards and metrics for built assets have been developed and are in widespread usage, and the cost of carbon is increasingly factored into investment and financing decision-making.

In 2023/24 UKGBC will continue to galvanise industry consensus on definitions, metrics, targets and standards that relate to net zero carbon buildings including:

- ▶ Impactfully contributing to a new NZC Buildings Standard for the UK
- ▶ Completing and launching more detailed guidance on internal carbon pricing and offsetting
- ▶ Completing and launching guidance on linking project LCAs with Scope 3 reporting
- ▶ Delivering assets to improve the clarity and robustness of green lending and ESG labelled financial products
- ▶ Engaging with industry bodies to further disseminate recommendations from the WLCR.

2025 Goal 6

Businesses and professionals throughout the value chain and across the UK are collaborating to identify challenges and solutions, and to define and adopt best practice guidance.

In 2023/24 UKGBC will continue to identify solutions to built environment sectoral challenges and scale up their adoption through:

- ▶ Showcasing sustainability solutions and exemplary case studies in the Solutions Library
- ▶ Seeking out new partnerships and collaborations around solutions, materials and technologies
- ▶ Creating a central repository of industry challenges across all UKGBC impact areas alongside dedicated research and solution call-outs to members
- ▶ Facilitating open innovation through regular forums, events, profiling and mentoring
- ▶ Revitalising the Academic Research Forum to better link industry needs.

UKGBC will also continue to convene industry consensus on good and best practice in relation to climate mitigation, climate adaptation and resilience, and nature and biodiversity through industry transformation programmes, including:

- ▶ Advancing Net Zero with a particular focus on:
 - Commercial retrofit
 - Renewable energy procurement
 - Embodied carbon and whole life measurement
 - Carbon pricing.
- ▶ Resilience and Nature with a particular focus on:
 - Industry-wide risks, targets and calls to action through a resilience roadmap
 - Biodiversity and Environmental Net Gain
 - Embodied ecological impacts
 - Finance and innovation around urban nature-based solutions.

2025 Goal 7

Knowledge, skills, and competencies are increasing in order to accelerate the industry's transformative change.

In 2023/24 UKGBC will continue to raise awareness of what a sustainable built environment looks like, and how to achieve it across different lifecycle stages or impact areas through:

- ▶ Bitesized video and written explainer guides
- ▶ FutureLearn online courses targeting international audiences at scale
- ▶ E-learning modules able to reach hundreds of participants.

In 2023/24 UKGBC will also continue to build knowledge around sustainability in the built environment through:

- ▶ Webinars, workshops and masterclasses on specific topics
- ▶ Site tours for delegates to experience sustainable features in situ
- ▶ More immersive experiential learning opportunities such as tackling sustainability on real life projects

Where individual members wish to upskill their staff community with sustainability knowledge, skills and leadership UKGBC will continue to design and deliver bespoke programmes that meet their needs.

Cross-cutting across most or all Goals

2023/24 work priorities.

The main cross-cutting projects / initiatives that UKGBC will be involved with include:

- ▶ A series of activities to convene leaders and thought-provokers around systems change for a regenerative built environment
- ▶ Ongoing engagement activities with both Government and industry bodies to further embed, engage, and disseminate recommendations and action plans from its WLCR
- ▶ Development of industry-wide targets for climate adaptation and resilience across the UK built environment
- ▶ We will continue to improve our membership offer to maintain high levels of membership retention and we will continue to build our audiences by extending our reach.
- ▶ Revival and reinvigoration of local networks in Birmingham, Bristol, Manchester and Scotland (amongst other regions) with dedicated events and communications activities
- ▶ Developing a comprehensive organisation-wide marketing strategy using audience segmentation to support more effective targeting for fundraising, member acquisition and retention, learning and leadership, learning and events success.