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UK BRANCH

Greening the Economy

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A Finance Innovation Lab peer-to-peer policy summit considered the role of regulation in the growth of alternative finance for small businesses. Photo: FIL

Front cover: Rob Kessler: *Allium neapolitanum*, Jardim microscopic. Porcelain with print of Allium cells and fresh plant material. Developed with assistance from Vista Alegre Atlantis, Portugal, 2010. Rob Kessler held a year-long fellowship at the Gulbenkian Institute of Science in Portugal during the International Year of Biodiversity in 2010.

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PREFACE

In 2009, we were experiencing the after-shock of a financial earthquake. Teetering on the brink of a double-dip recession, expenditure on public services was reduced in order to pay down debt and stave off deeper crisis, the numbers of people without work increased substantially, with 'in' and 'out' of work poverty growing (work still not always paying), and the human impact was marked by a proliferation in the number of people relying on food banks. While the imperative for government was how to reduce the deficit, the pressing issue for disadvantaged communities was how to survive the new austerity.

Our focus was on how best to target relatively modest funding to achieve the greatest impact while reflecting our core values and concerns. Quick fix responses would not solve the enormous problems facing the country so the onus was on us to think more creatively about how we might respond.

'GREEN' VERSUS 'GROWTH'

The context was not particularly conducive – green issues were slipping down the political agenda and there was a widespread perception that going 'green' is for the good times and that it is hard to keep up efforts to protect the environment whilst simultaneously growing the economy. Yet experts assert that the 'green economy' has the potential to improve wellbeing and social equity whilst reducing environmental risks and ecological scarcities. A healthy society is one in which economic, social and environmental sustainability are considered equally important.

For over 80 years Gross Domestic Product (GDP) has been the yardstick measurement of economic performance. But even one of its architects, Simon Kuznets, warns that "*the wealth of a nation can scarcely be inferred from a measurement of national income.*" Considerable work has been undertaken to substantiate what some call 'General Wellbeing' or GWB. The Prime Minister has spoken of this and the recent report from the Legatum Institute, produced under the auspices of the previous Cabinet Secretary, Lord O'Donnell, is worthy of note.

One measure of general wellbeing, The Social Progress Index 2014 (SPI), brainchild of Harvard professor, Michael Porter, assessed 132 countries on a range of 54 social and environmental indicators. The world's richest nation, the US, is ranked 16th on the SPI partly because of its relatively poor score on ecosystem sustainability (69th). The UK was 13th.

The IFS predicts that household income will be lower in 2015-16 than it was in 2002 and that this period has been the worst, as regards decline in household income, since at least the early 60s and probably much earlier.

We were concerned that responses might focus on material living standards and ignore the features of life that make it worth living. 'Greening the Economy' was our response.

‘GREENING THE ECONOMY’

In the financial turmoil it was more, not less, important to understand the economic and social benefits of greater environmental sustainability. Working collaboratively we funded ten organisations under the ‘Greening the Economy’ banner to push the boundaries and test new ideas. Our aim was to create connections across disciplines and sectors, to link local projects with national think tanks and practitioners with policy makers. One of the things we wanted to explore was if small local changes could help create an evidence base for a national agenda on a greener economy.

We are committed to making the most of all our capital, intellectual and financial, by building on and sharing learning. A two day retreat brought together the ten organisations supported to exchange ideas and forge new alliances. Significant and sustainable change depends on collaboration and partnerships.

The case studies in this publication demonstrate some new approaches which may offer an alternative narrative to ‘growth at any price’ – growth in which everyone can share such that living standards can rise more equitably and without damaging the planet we share with everyone. We hope that you find them illuminating.

Andrew Barnett

Director, Calouste Gulbenkian Foundation
(UK Branch)



“Only a crisis – perceived or actual produces real change. When that crisis occurs the actions that are taken depend on the ideas that are lying around. That, I believe is our basic function: to develop alternatives to existing policies to keep them alive and available until the politically impossible becomes the politically inevitable.”

Milton Friedman

INTRODUCTION

Increasingly trusts and foundations are interested in strategically focused programmes with clear outcomes and measures for change. At the same time, we recognise the need to take more risks and to try out new ideas if the world is to find solutions to the systemic problems it faces: cultural, economic and environmental. We must be clear in our aims, professional and purposeful in our approach, yet open to the untried and unexpected; this is not always an easy balance to maintain.

Between 2009 and 2013, the Calouste Gulbenkian Foundation UK Branch supported ten organisations through its 'Greening the Economy' programme. 'Programme' implies purposeful and pre-determined activity. In reality, the strategy was more emergent and intuitive, shaped by some underlying principles (particularly that social, economic and environmental prosperity are profoundly interdependent), a willingness to invest in new approaches, and a belief in the power of collaboration across boundaries to catalyse change.

This publication offers a survey of the 'Greening the Economy' programme. It provides an overview of what we funded, the rationale for our support and the connections between different projects – in particular how the learning from specific projects led us to support other related pieces of work – and some lessons, identified through a retreat for participants from the programme as a whole. In addition, it provides case study descriptions of each funded project highlighting outcomes so far.

AN OVERVIEW OF THE PROGRAMME

A basis in research

An early focus for support was the IPPR (Institute for Public Policy Research) 'green and decent jobs' research, which helped inform the overall priorities for 'Greening the Economy'. IPPR wanted to explore the impact of cross-sectoral alliances (government, unions, business and conservation) in the US on the creation of 'green jobs' and the potential of replicating this approach in the UK with a view to making them accessible to the most disadvantaged. If green jobs were to be created, it would be important to ensure that those who needed them most would benefit. This might also help to increase government support by generating public support for green policies.



A community owned cooperative, the Green Valley Grocer, a Transition enterprise, in Slathwaite, Yorkshire. Photo: Fiona Ward, Transition Network.

Living Space Project: Campaigning for green and decent jobs





Supporting capacity to influence policy

The Foundation's support for the environmental think tank Green Alliance has recognised the need to strengthen the sector's capacity to influence national policy, but also the levers of power at a local level in order to create the conditions in which green enterprise can flourish. Green Alliance's clear, evidenced reports and facilitative approach have had demonstrable impact and have helped to foster a committed supporter base across the political spectrum.

More needs to be done to connect the many nationwide examples of local success and showcase these in ways which will impact on the national debate, but with some extra funding from the Foundation, Green Alliance is working alongside others, including the Green New Deal Group, to strengthen local networks to advocate at a national level with a more joined-up narrative about what's already been achieved and what's necessary for scaling success. The aim is to demonstrate how investment in green industry is a win-win for jobs and the environment.

Achieving scale

The issue of scale is a recurrent theme amongst the 'Greening the Economy' organisations. Pure (formerly Carbon) Leapfrog developed an online library of legal, financial and technical advice in order to increase substantially the number of community renewable energy projects it could support with pro bono expertise. Its merger last year with Pure the Clean Planet Trust has opened up the possibility of significant social investment in community renewables and the economies and impact of scale.

Transition Network's REconomy initiative offers a radical alternative for local economies, providing the tools to demonstrate the economic potential of 'transition-style' businesses and putting social and environmental values at the heart of more resilient and prosperous local communities. Its international network of transition initiatives provides an obvious route to spread and replicate.



Green Alliance reports: *Green cities: Using city deals to drive low carbon growth*, *Is localism delivering for climate change?* and *Constituency voices: Greening city deals*

Through its research, IPPR identified and inspired similar collaborations in the UK, which have had varying degrees of success as the case studies of the Otesha Project UK and the Living Space Project (formerly Capacity Global) illustrate. IPPR's learning exchange to California proved particularly significant, both in helping to understand what had happened in the US and in forging new alliances amongst the UK group who participated. For the Foundation, it confirmed the power of personal, first-hand experience and the role of international exchange in facilitating change.

Influenced by the IPPR work, Otesha established the East London Green Jobs Alliance with a remit to support local young people not in education, employment or training into 'green job' apprenticeships, while the Living Space Project set up the Academy for 'greener jobs', determined to demonstrate to the disadvantaged communities it serves that 'greening the economy' is relevant for them – and not just about solar panels. Results so far from both organisations reveal the impact of 'green' employment at a grassroots level, but also the challenge of operating in a context so susceptible to the whim of government policy.

The Solar Schools project run by 10:10 has also shown, delightfully if somewhat unexpectedly, how crowd-funding for solar panels can build social and environmental capital across the country, even in more deprived areas. 10:10 now has ambitious plans to adapt the model for different kinds of organisations and communities.

For whole-scale transformation to a 'greener' more socially, economically and environmentally prosperous world, it will be necessary to address underlying systemic drivers such as finance, however daunting and intractable the issues may seem. The Natural Value Initiative, led by Fauna and Flora International, and the activities of the Finance Innovation Lab, a dynamic collaboration between WWF-UK and the ICAEW (Institute for Chartered Accountants in England and Wales), have shown how rapidly new approaches, tools and networks can begin to infiltrate mainstream thinking, with a little investment in interesting ideas and organisations with the energy and vision to deploy them.

LEARNING FROM THE PROGRAMME

So what have we learned from 'Greening the Economy'? What will the Foundation take forward into new programmes and strands of activity? In 2013 we brought the organisations we had supported together for a two-day learning and reflection 'retreat' to help answer these and other questions. We were particularly interested in understanding how the Foundation might better support initiatives to thrive beyond the limitations of funding, and how we might develop evaluation and learning processes to be more useful for everyone. We were also keen to connect members of the group who, somewhat to our surprise, in many cases, hadn't met each other before.

With the help of our facilitator, a series of recommendations emerged, which are outlined in the panel on page 8.

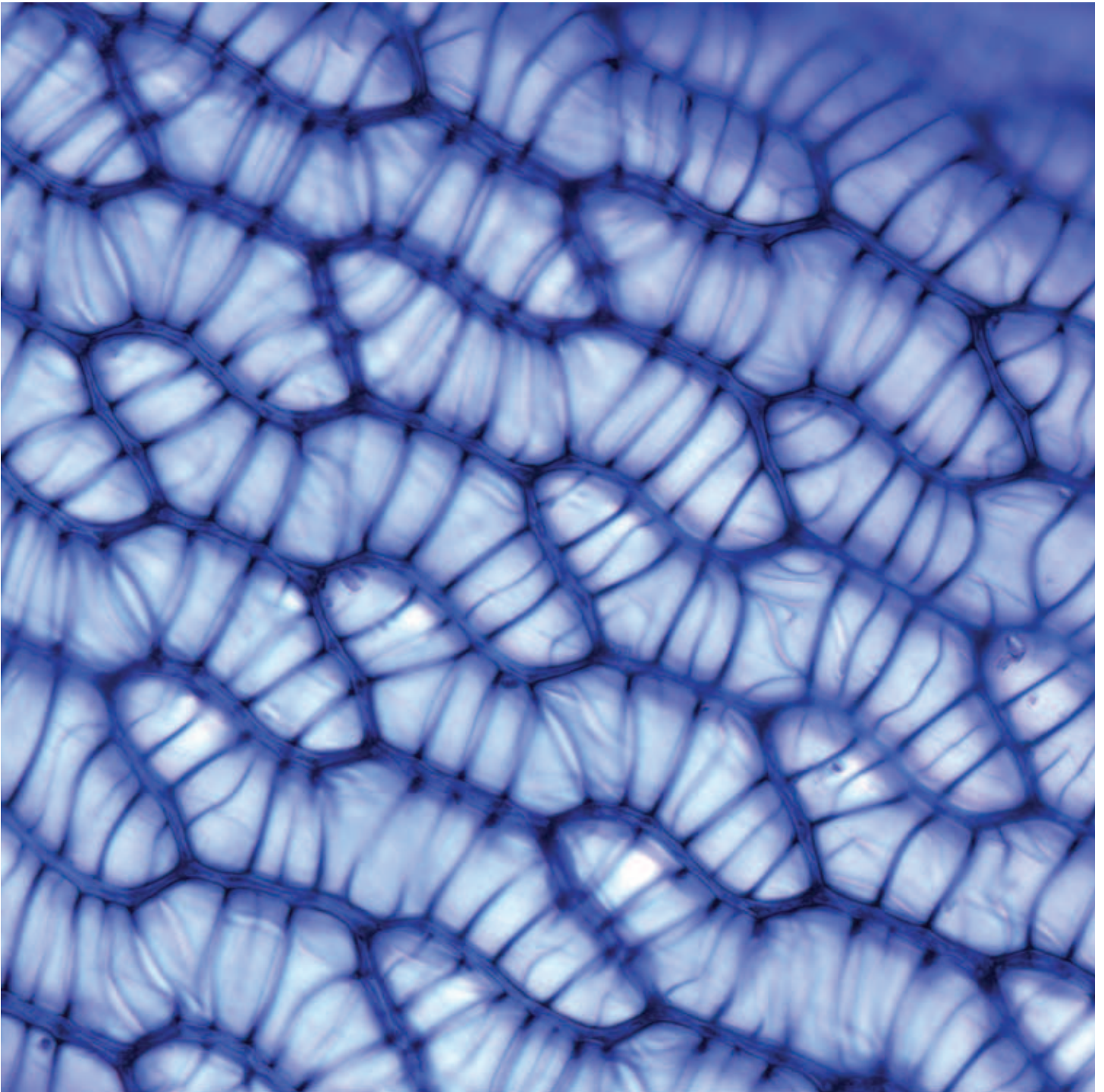
Connecting grassroots initiatives with national policy influencers and doing more to encourage collaboration and to showcase success are key headlines. Our decision to hold a conference this year in collaboration with the City Bridge Trust, to convene a group of thinkers, doers and funders interested in growing 'green' prosperity reflects our commitment to acting on these findings, as does the publication of this pamphlet.

Learning from 'Greening the Economy' has also profoundly shaped our thinking as we move into a new strand of work, marine conservation. Over the next six years we intend to focus on helping to increase the capacity of the environmental sector to communicate the role of the ocean in human wellbeing, with a particular interest in connecting the local with the national and European. We will provide resources for a new Marine CoLABoration and we will continue to be open to experiment.

As we do so, we will try to bear in mind another interesting question which emerged from the retreat. The environment sector is extraordinarily busy and often over-stretched. Creating change is difficult and sometimes exhausting. Whilst there is a willingness to collaborate, organisations often lack the time and resources to do more. As trusts and foundations, we should help them connect across the 'gaps', but should we also fund them to do less, but more effectively?

Louisa Hooper

Programme Manager, Calouste Gulbenkian Foundation (UK Branch)



Rob Kessler: *Sphagnum palustre*,
Sphagnum moss. Leaf detail stained
with violeta de gentiana. 2010

TOWARDS GREATER COLLABORATION: THE LEARNING AND REFLECTION RETREAT

The Foundation emphasises in all its activities the importance of collaboration for effecting change. A fitting closure to 'Greening the Economy' was a two-day collaborative learning retreat which brought together representatives from the organisations supported. This was an opportunity to take time out from the day job to reflect, share learning and connect with others.

Retreat questions, recommendations and reflections

- **Consider programmes as communities of inquiry, with cycles of reflection and action, rather than as separate funding initiatives.**
This can help to connect intentions and needs, find support and collaborative opportunities across silos, share knowledge and expertise more effectively, and make it easier and more effective to work on gaps and systemic issues.
- **Define clearly your intention and your most effective role(s).** Are you an initiator, actor and/or supporter in the 'ecology' of change? How do you harness your own core intentions, talents, capabilities and leveraging skills? There may be a need for foundations to support 'thinkers' and 'connectors' as well as 'doers' to bring about change.
- **Make space to connect projects across silos and build in contingency to support the things that emerge from these spaces.**
Everyone is pressured to focus on his/her own goals and is short of time and resources to invest in exploratory space. How can we support organisations to make space to explore across the 'gaps'?
- **In a world where we are learning and developing ways of working on systemic change, find 'anchors' around which to work systemically.** These may be places, issues and/or intriguing questions.
- **Help organisations to share their stories and reflect on how they work.** Are there ways to help bring stories out more easily and to help share them more efficiently?
- **Develop attractive and engaging ways to share needs, opportunities and learning across foundations.** Identify hand over points, build on knowledge accumulation and make collaborative working easier.
- **Help people to look after their energy and resilience.** Amazing things are happening through amazing people, but this work is difficult and challenging physically, mentally and emotionally. What would a programme with a 'wellbeing' aspect of support look like?
- **Keep exploring the long-term perspective.**



Organisations supported by the 'Greening the Economy' programme benefited from a collective learning and evaluation review.



CASE STUDIES OF THE 10 PROJECTS SUPPORTED

CASE STUDY 1

IPPR (INSTITUTE FOR PUBLIC POLICY RESEARCH)

Green and Decent Jobs

IPPR is a leading UK think tank interested in centre-left social and economic policy. Its 'green and decent jobs' programme investigated the impact of innovative 'bottom up' approaches to green job creation in the US (stimulated by cross-sectoral collaborations such as the Apollo Alliance Project), and whether similar initiatives could be replicated successfully in the UK.

At a time when action on climate change was in reverse gear it was critical to reframe the climate debate in a positive light with practical solutions.

The Apollo Alliance Project

The USA's Apollo Alliance Project is a coalition of business, unions, environmental and community leaders that aims to stimulate the transition to a clean energy economy whilst at the same time creating good quality job opportunities for the most disadvantaged Americans.

Working nationally and locally it involves 19 states and city level programmes. The national work centres on campaigning for greater investment in green jobs whilst locally the coalitions are aiming to stimulate appropriate jobs in a local context.



IPPR report: *Green Expectations: Lessons from the US green jobs market*.

Green and decent jobs: the case for local action (2010)

IPPR's initial scoping paper defined the green economy in its broadest sense to include environmental goals and services, low carbon solutions, incorporating supply chains and the 'greening' of existing jobs. The premise was that greener jobs:

- could help lower greenhouse gas emissions
- could help reduce unemployment
- could tackle inequality and low pay.

In 2010, IPPR convened a one-day summit attended by more than 100 stakeholders from across the UK who discussed the findings from 'Green and decent jobs' and

the relevance of transferring the US experience to UK shores. The following year, it led a smaller group on a visit to California to learn first-hand from US experience. A final report, *Green Expectations: Lessons from the US green jobs market* (2011), acknowledged the limitations of the US approach, but also the conditions for success.

Conditions for success

- 'Keep it local': on the ground knowledge of what is viable in the local area is essential for stimulating new green jobs.
- Join forces: forging cross-sectoral alliances will help support green job programmes for disadvantaged communities.
- Build a training to work 'pipeline' to ensure that green jobs and workplace training is available on completion of green training programmes.
- Create robust training accreditation systems.

The legacy

The IPPR research directly inspired or influenced the work of other organisations including the Transition Network, Living Space Project (formerly Capacity Global) and the Otesha Project UK. It created a broad platform for discussion on the green economy and social inclusion, and helped foster new networks, relationships and awareness among UK groups engaged in these areas. For the Foundation, it sharpened its priorities for 'Greening the Economy' and an appetite to test new methods, tools, approaches and finance mechanisms, demonstrating what might be possible in a UK context.

www.ippr.org

CASE STUDY 2

THE OTESHA PROJECT UK

East London Green Jobs Alliance and green skills pipeline project

The Otesha Project UK is a youth led-charity which mobilises young people from diverse backgrounds to come together to create social and environmental change through their everyday actions. In 2011, concerned about rising numbers of local young unemployed and inspired by the IPPR research and examples from the US, Otesha facilitated the launch of the East London Green Jobs Alliance (ELGJA), a coalition of voluntary organisations, trade unions, community groups and green businesses, working together to build an inclusive green economy.

Roots of success

In 2012, Otesha gained the only UK licence to deliver the American 'Roots of Success' environmental literacy curriculum. Adapted to a UK audience, it was a three-month programme focussing on developing young people's awareness of environmental justice at local and global scales, and how to live more sustainably. It was piloted through the Prince's Trust and at HMP Wandsworth with great success and was the forerunner of Otesha's own in-house 'Environmental Awareness In Action' programme.

Greener jobs pipeline project

Working with the ELGJA in London's most disadvantaged boroughs in the East End, Otesha built alliances with FE providers, green businesses, Skills Partnerships, Connexions, The Young Foundation and the Princes Trust to develop and deliver an ambitious training-to-work pipeline programme for young people, initially focused on green energy and retrofitting industries. The pipeline was critical in creating a pathway so that when young people completed the training course they could



The Otesha Project UK: Campaigning for green and decent jobs with the UK Climate Coalition. Photo: Hanna Thomas.

move into a guaranteed work placement. As government policy changed and the recession deepened, employer engagement proved more difficult and securing placements in these industries very challenging.

Branch Out

Building on the success and challenges of the pilot, Otesha adapted the model to establish 'Branch Out', a three-month programme of horticultural training, Environmental Awareness In Action education, cooking skills, one-to-one support, pre-employment skills, job-searching and financial literacy. These elements are delivered in-house and with local partners in the London Borough of Hackney, funded by the City Bridge Trust.

Communication and dissemination

Otesha's experiences and approach have been widely communicated via its website, social media, in a handbook, conferences and face-to-face meetings with politicians. An independent evaluation, *Green and Decent Jobs*:

Alliance building for a green economy (2013), captured learning from the pilot programme, highlighting the challenges that a small organisation, operating at a local level, has in managing partnerships with national players, whether trade or government, in a context so influenced by national policy.

The legacy

The 'Branch Out' programme has thrived. Participants benefit from a City & Guilds-accredited Award and have gone on to paid horticultural apprenticeships, bicycle maintenance and volunteering, more advanced horticultural training and other full-time education. In 2013, the ELGJA moved to an online platform, providing a monthly newsletter showcasing interesting green jobs projects, contributing to best practice, and sharing opportunities and relevant news with a wide network. As resources continue to be stretched, however, Otesha has decided it should focus where it acts best, at the local, community level. As a result, ELGJA activities have now come to an end but Otesha remains committed to cross-sectoral partnership and is taking on a more active role in the nationwide Greener Jobs Alliance, which has more capacity and wider networks to gain greater and wider representation.

"Even a small contribution or consideration can make a huge difference if everyone was more conscious of the impact we can have on the society and community we live."

'Roots of Success' participant, HMP Wandsworth

www.otesha.org.uk

CASE STUDY 3

**LIVING SPACE PROJECT
(CAPACITY GLOBAL)****The Academy: 'Skin' pilot and
London Green Works Hub**

The Living Space Project (formerly Capacity Global) is a London-based consultancy and social enterprise, dedicated to innovative projects that focus on urban green spaces and place shaping through inclusive community participation. Inspired by taking part in IPPR's US research visit in 2011, Living Space Project decided to develop the Academy to support the non-green sector transition into a greener and fairer economy by stimulating greener jobs across London. The Academy is also the home of the Skin pilot and the Green Works Hub – innovative, exemplar projects helping to 'green' the hair and beauty industry and create the first pan London green skills social media platform.

The Academy's aims

- To ensure a green economy provides fairer, greener jobs and training opportunities for a diverse, multicultural workforce.
- To advise policy makers on solutions for scaling up greening job initiatives.
- To extend the green job debate to professions and sectors beyond the usual clean energy suspects.
- To improve perceptions of green jobs through a strong communications and media strategy.

Skin

The Skin pilot has shown just what can be achieved in the hair and beauty industry – not the most obvious sector to make the green transition. But the logic for focusing on hair and beauty has been compelling. The sector comprises 31,000 businesses worth £500 million, employing 180,000 people in hairdressing and 35,000 in the beauty industry. It is characterised by low pay, the use of hazardous products, and high water and energy consumption, and involves women from ethnically diverse backgrounds as its workforce and clients.



As part of the Skin project, Living Space Project hosted a pop-up event on green nails and beauty. Photo: Living Space Project.

Partnership

Working in partnership with the London College for Beauty Therapy, Lewisham College's hair and beauty departments, and the Sector Skills Council for retail, Skin's green training presentations have helped communicate to key audiences how to improve the environmental performance of the sector and promote the use of green beauty products. Pop-up shops, briefing papers and enlisting the support of key ambassadors to act as champions to run pilot initiatives in order to green their jobs, business or training courses have helped raise awareness of the importance of preserving and enhancing environmental equality and paying a living wage.

Green Works Hub

The Green Works Hub is an active online community where organisations and companies across London can share knowledge, advice and best practice on green jobs and place making. The Hub facilitates discussion and collaboration as well as access to relevant green job policy and opportunities. Through the Hub, Living Space Project encourages the development of progressive policy and practice, and new leadership in this area.

Next steps

Living Space Project will publish a pamphlet on promoting green jobs and place making across London. As the 2015 general election approaches, it will use learning from the Academy to help inform policy makers of the power of greener jobs and fairer wages whatever the sector.

www.livingspaceproject.com

"The Academy is investigating how fair green jobs can contribute to prosperity for people and businesses that are not only interested in solar panels. Skin and the Green Works Hub have illustrated how green jobs are part and parcel of London's place making and local economy agenda ... we have designed a greener jobs and skills programme to develop green growth and prosperity for all at neighbourhood and city level."

Maria Adebawale, Director, Living Space Project

CASE STUDY 4

GREEN ALLIANCE**Low carbon transition research and policy**

Green Alliance is a charity and independent think tank focused on ambitious leadership for the environment. Its raison d'être is to work collaboratively with government, civil society and business to put the environment at the heart of decision-making. Over the last four years, a key strand of research has explored how to strengthen action on climate change across civil society and in local decision making.

New times, New Connections: Civil society action on climate change (2010)

This research was based on the simple premise that climate change will affect all in civil society and the most disadvantaged are likely to suffer most. Mapping activity on climate change within the sector, *New Times*... stimulated debate and became an important reference point for voluntary organisations keen to engage with the issues. The research identified a critical imbalance between the many organisations which see action on climate change as separate to their core work and the few that make the connections and go on to become advocates for ambitious progress. Engagement with the agenda was building, but the recession and its cuts dramatically reduced the capacity of frontline civil society organisations to respond actively to the research.

Is localism delivering for climate change? (2011)

The Coalition government's focus on localism brought radical changes to local government, freeing local authorities up to identify their own priorities and introducing a number of new decision-making entities. Building on earlier lessons, *Is localism*... was timely in analysing the implications of this new context for local action on climate change. Its central finding – that climate change work had narrowed, was very weak or absent in 65 per cent of local authorities – was a powerful one and secured significant attention in the policy arena.



Rt Hon Ed Davey MP, Secretary of State for Energy and Climate Change, and Mary Riddell, assistant editor, *Daily Telegraph*, at Green Alliance's annual debate, 1 March 2012. Photo: Paul West

What was the outcome?

The work's key impact was with the Committee on Climate Change (CCC), which had been commissioned by the government to provide advice on the role of local authorities in reducing emissions. Its report was strongly informed by Green Alliance's work, as its Chief Executive, David Kennedy, acknowledged.

Green cities: Using City Deals to drive low carbon growth (2012)

Green Cities explored the potential for cities to use the City Deals process as a means to further their low carbon ambitions. City Deals are agreements between government and cities enabling a city to have greater control over decisions in its area to promote economic growth. The research provided a snapshot of progress in the UK's core cities, new analysis of the environmental potential of City Deals, and recommendations for cities looking to negotiate City Deals in the future.

National influence

The work informed the Cabinet Office and the Department for Energy and Climate Change's approach to City Deals – enabling both to see them as an additional avenue through which the UK's transition to a low carbon economy could be pursued and to ensure that opportunities were maximised in future. As the only independent piece of analysis of the low carbon components of City Deals, the work was also useful to key stakeholders. It made clear and achievable recommendations for how devolutionary policy can maximise the benefits of a low-carbon approach in contributing to local economic growth and resilience.

Next steps

In light of the 'Greening the Economy' programme review, Green Alliance continues to explore ways of embedding progress on a low carbon economy into efforts to secure local and national growth and the delivery of national infrastructure.

www.green-alliance.org.uk

“When thinking about whether there are sufficient incentives for local authorities to act, I was very struck by Green Alliance's localism report... Although we found many examples where local authorities are acting, we could not be confident that there will be the comprehensive action required. This is why we recommended the need for...a statutory duty to develop and implement ambitious carbon plans.”

David Kennedy, Chief Executive, Committee on Climate Change

CASE STUDY 5

GREEN NEW DEAL GROUP**Green New Deal**

The Green New Deal Group (GNDG) is a cohort of influential environmental and policy campaigners who first met in 2007 with the aim of finding environmental solutions for economic crisis in the UK.

The Green New Deal aims *“to address the challenges of delivering joined up policies to solve the triple crunch of the credit crisis, climate change and high oil prices”* through advocating for significant government investment in green infrastructure, and encouraging the development of large-scale demonstration projects through new partnerships and innovative finance mechanisms. Led by the writer and environmental campaigner Colin Hines, the GNDG has had most notable influence on the policy and practice of Birmingham City Council, the largest local authority in Europe. It has also galvanized interest in other parts of the UK and established a European counterpart.

Birmingham City Council

Working with Birmingham City Council and local energy suppliers, the GNDG played an instrumental role in brokering partnerships for a groundbreaking energy efficiency programme aiming to reach 15,000 homes and at least 40 public buildings by 2016. At the end of 2012, the Council announced the start of the UK’s biggest ever energy efficiency project, the £100 million Birmingham Energy BES Savers (BES) scheme. This involved the private sector company Carillion Energy Services working with local small businesses and community groups to carry out energy efficiency measures in up to 60,000 dwellings. Central to raising the funds for this project was the use of the Government’s ‘Green Deal’ programme, which offers finance for energy efficiency improvements. With poor uptake of the Green Deal and other policy challenges, progress on the scheme has been slower than expected. In the meantime, the small providers have continued to grow the local market and could form a core of BES should an increased uptake of the improved Green Deal occur.

Next steps

In the run-up to the 2015 General Election, and in collaboration with Green Alliance and others, the GNDG is working to ensure that politicians understand the potential of such large-scale energy efficiency initiatives to address the growing North-South divide, provide large-scale local employment and tackle climate change.

www.greennewdealgroup.org

Birmingham suburbs
from the Lickey Hills.
Photo: kodachrome25



“The Green New Deal Group has recently published its national plan calling for a £50 billion a year green infrastructure programme, funded by a crackdown on tax avoidance and evasion and green quantitative easing, which would eventually make every building in the country energy-efficient and build hundreds of thousands of new, affordable, sustainable, energy-efficient homes. Such a ‘jobs in every constituency’ approach would create employment, business and investment opportunities in every city, town, village and hamlet in the country. The key next step is to ensure that this becomes a political priority in the run-up to the election and the next government puts such promises into practice.”

Colin Hines, Lead Organiser, Green New Deal Group

CASE STUDY 6

PURE LEAPFROG

Scaling support for community energy

Pure Leapfrog (formed in 2013 through a merger between Carbon Leapfrog and Pure the Clean Planet Trust) is the leading provider of social investment and professional support to community energy projects in the UK. Its mission is to ensure that community energy becomes a significant part of the sustainable energy mix. To date, Pure Leapfrog has supported and financed over 100 community energy projects, including building a loan portfolio of 25 projects delivering financial, environmental and social returns.

The Challenge

Carbon reduction initiatives are often complex. Pure Leapfrog mobilises pro bono, professional expertise to help with planning issues, financial planning, the drafting of legal contracts, lease agreements and tax and investment advice. These services, donated by Leapfrog's members, have generated new learning, know-how and examples of best practice which can be recycled into further projects, creating a multiplier 'leapfrog' effect.

Scaling up

In order to help the community energy sector get to scale, Pure Leapfrog needed to reach out to a greater number of projects needing swift, accessible advice but not the full Leapfrog package of support. Envirofile was designed as a virtual hub for sharing the project experience gained by low carbon communities and turning that experience into legal guidance notes and standardised documents. This has been very successful and has supported increased replication and dissemination.



Pure Leapfrog: The Repowering South London Team on the roof of the site of their first project: Brixton Solar Energy 1, which installed several hundred square metres of solar panels on the roof of a social housing estate in Brixton. Photo: Tim Mitchell.

Clare Hierons, formerly CEO of Pure Leapfrog, says: "The creation of envirofile was a real learning curve. We worked out early on that the type of document we were producing was extremely sophisticated. We used pro bono legal time to redact and annotate standard forms but found that they really came into their own when we combined a tried and tested template with a small amount of tailored advice.

"We also realised that a key outcome for the project would be the translation of expert advice from the big city firms into a form that could be supported by a high-street lawyer. Envirofile lives on as a resource for Leapfrog and its partners."

Next steps

Working in partnership with government, investors, and communities, Pure Leapfrog is dedicated to overcoming the financial and non-finance barriers faced by community energy. It continues to seek innovation in the way that community energy is financed, creating demand for community-based renewables and energy efficiency projects.

www.pureleapfrog.org

"The documents are used over and over again but come into their own when used alongside Leapfrog pro bono support or in the context of a more experienced community group passing on their experience to others."

Clare Hierons, formerly CEO, Pure Leapfrog

CASE STUDY 7

TRANSITION NETWORK

The REconomy Project

The Transition Network (TN) is a global grassroots movement of communities seeking to strengthen their resilience to problems including climate change, rising energy prices, economic uncertainty and inequality.

The TN's REconomy Project aims to support the creation and development of Transition Enterprises and demonstrate a system of trade and exchange at the local level that's more sustainable, and equitable, and anchored in wellbeing, rather than economic growth at any cost.

Transition Enterprise – what is it?

A Transition Enterprise (TE) is a financially viable trading entity that fulfils a real community need, delivers social benefits and has a beneficial, or at least neutral, environmental impact. TEs may include community-owned energy companies and food businesses, for example. Other 'enabling' initiatives might include local currency projects, the setting up of 'buy local' campaigns or working with existing local businesses to influence their priorities and practice.

The REconomy Project also develops resources to help TEs address structural challenges to the transformation of the local economic infrastructure, for example, the availability of employment space and land, support and incubation for entrepreneurs, appropriate types of investment, and strategic leadership skills. The REconomy Project has pioneered a process to help quantify the economic benefits of Transition Enterprise in three sectors so far: food, renewable energy and retrofitting.

A crucial part of this work is to define what type of new local economy communities would like and then to help provide the skills and tools to build it, from the bottom up. Key questions are how should businesses best serve the needs of the local community? What does the community itself want? How can local people start new enterprises that better deliver these needs?

Hallmarks of Transition Enterprises

- Resilience outcomes: trade strengthens the local community, and seeks to be financially sustainable and as independent as possible of external funding.
- Appropriate resource use: efficient use of natural resources; minimal use of fossil fuels.
- Appropriate localisation: using local, independent business and supply chains.
- More than profit: providing a decent livelihood with excess profits used for community benefit.
- Part of the community: working towards building a common wealth, owned and controlled as much as practical by the workers, users, tenants and communities.

Next steps

The REconomy Project is now developing ways that local communities can support the emergence of new local enterprises and livelihoods, for example, offering investment, professional pro-bono help, work space, child care or even massage. Everyone in a community is a potential investor in their local economy, even if they don't have money to spare.

There is growing international interest in the REconomy Project with six other countries planning its initiation via national Transition hubs.

www.reconomy.org



Transition Network: The Bristol Bike Project is a REconomy initiative, repairing and relocating bicycles within the community. Photo: TN.

“The transition approach suggested we needed to address the complex, systemic problems we face in an integrated way, for the best chance of success. For example, our REconomy project aims to re-purpose local economies around wellbeing, respect for resource limits and social justice rather than growth at any cost. It supports the emergence of new types of community-led enterprises that offer a new way to meet many of our needs.”

Fiona Ward, REconomy Project, Transition Network

CASE STUDY 8

10:10

Solar Schools

10:10 is a campaigning organisation which inspires positive action to address climate change in communities, organisations, businesses and individuals across the world. The Solar Schools project supports schools across the UK to raise funds to buy and install their own solar panels through a community crowd-funding process.

Piloting the idea

In 2011, through support, training, advice and well-designed resources, the Solar Schools pilot introduced eight schools to 'crowd-funding' for the cost of solar panels. The schools discovered there were quadruple benefits to the project: low-cost clean energy, carbon reductions, a revitalised environmental education programme, and a greater sense of cohesion within the schools and with their wider communities. Teachers, governors, parents and students, local business and the media came together in common cause. The schools developed new skills in fundraising, and in building positive relationships with business and the press. Whole communities 'switched on' to solar panels, even in areas of socio-economic deprivation.

Results, Results, Results

Over the space of two school terms: £78,742 was raised; five schools installed solar rigs between 3.5 KW and 10 KW; lead teachers, parents and volunteers benefitted from training in fundraising and PR; and 1,068 pupils were involved in high profile carbon-cutting programmes. The pilot also secured significant local and national media coverage.

Five Islands School on the Isle of Scilly was one of the trailblazers, raising over £41,000.



Solar Schools. Christow Primary School, Devon, with their MP.

National implications

Building on the success of the pilot, the Foundation supported Solar Schools in the roll out of a national programme which has continued to grow and develop.

To date, 10:10 has supported 50 schools in raising over £370,000 and installing hundreds of solar panels. The social impacts of the crowd-funding approach have been highlighted by a recent research piece demonstrating increased affinity with renewables, greater cohesion, and higher skills and confidence within Solar Schools communities.

Influencing the bigger picture

The widespread media coverage for Solar Schools shows the heart-warming success of the programme. Partnerships with Mumsnet and Good Energy are helping to spread the message.

As well as becoming a successful multi-year project in its own right, Solar Schools has inspired similar schemes internationally and been held up in government policy as an example of best practice. 10:10 is currently partnering with other types of organisation to take its crowd-funding model into more and diverse communities.

www.solarshools.org.uk

“We feel privileged to be involved with Solar Schools. It kick-started our solar campaign and led to a huge increase in awareness for pupils, staff and community members. I’d urge everyone to get involved with 10:10. It will transform your world view – together we can make a difference.”

Bryce Wilby, Head Teacher, Five Islands School

“Solar Schools UK is an inspiration around the world... From their growth rate through the website tools to the training tools, everything Solar Schools UK has developed will help organizers and schools everywhere. Solar Schools UK is leading the way, and we here at NRDC are grateful.”

Nathanael Greene, Director of renewable energy policy, Natural Resources Defense Council, US

CASE STUDY 9

FAUNA AND FLORA INTERNATIONAL

Natural Value Initiative (NVI)

Fauna and Flora International (FFI) was the world's first international conservation charity, established in Africa in 1903. Its mission is to conserve threatened species and ecosystems worldwide, involving local communities in finding solutions that are sustainable, based on sound science, and take into account human needs.

Through the Natural Value Initiative (NVI) and in partnership with UNEP FI (the United Nations Environment Program Finance Initiative) and others, FFI has also pioneered work in the financial sector, measuring the risks associated with a company's reliance and impacts on biodiversity and natural capital, with the aim of influencing change in global business practices.

Mainstreaming biodiversity

Many argue that the failure of society to place an economic value on biodiversity and ecosystem services is a major contributor to a dramatic decline in biodiversity. The NVI aims to reverse this

trend by ensuring that biodiversity and ecosystems are fully considered in investment decisions. The overall goal of NVI is "to mainstream the consideration of biodiversity and ecosystems or natural capital in the investment decision-making process for financial institutions." It has done so through a series of reports, toolkits and a benchmarking methodology to measure performance in different sectors, including the extractive and pharmaceutical industries.

The Foundation supported the second phase of the NVI, which had three main objectives:

- to build awareness of corporate dependency on biodiversity and ecosystem services and the inherent risks and value associated with their management or mismanagement;
- to stimulate improved corporate performance, demonstrating the link between natural value and shareholder value;
- and to build expertise within the corporate and finance services to evaluate and manage natural resources.

The power of partnership

FFI's partnerships with strategic organisations across several sectors were critical in accelerating financial institutions' understanding of their biodiversity impact. In 2012, in partnership with KPMG and the Association of Chartered Certified Accountants (ACCA), FFI published its influential report *Natural Capital: A Material Issue*. The ACCA is the global body for professional accountants and the report encouraged wide debate and introduced its benchmarking methodologies to its 154,000 membership in 170 countries. UNEP Finance Initiative remains a close partner to FFI and the NVI is also actively engaged in the Natural Capital Declaration.

Replication

FFI's collaborative approach and tested methodology is now being applied in its Sustainable Seafood Finance Initiative (SSF). In partnership with the North Sea Foundation and in close collaboration with the leading food and agribusiness bank Rabobank, it is setting out to improve the sustainability performance of the fisheries sector by engaging its investors and lenders in the natural capital debate. SSF not only addresses an important sector but is also the first of the NVI's performance based tools and might be replicated for other sectors and commodities.

www.fauna-flora.org



FFI: Sardines, Sustainable Seafood Finance Initiative. Photo: Jeremy Holden

CASE STUDY 10

**FINANCE
INNOVATION LAB****Disruptive Finance Policy**

The world-leading conservation organisation WWF-UK is committed to finding sustainable solutions that take account of nature *and* people. It believes that conservation and financial sustainability go hand in hand and are achieved through collaboration with a range of unusual partners. It has established The Finance Innovation Lab in partnership with the ICAEW (Institute of Chartered Accountants in England and Wales) to explore new approaches, alignments and policies to help create systemic change in finance for the benefit of people and the planet.

The aim of the Lab's Disruptive Finance initiative has been to identify the most promising policy ideas that could 'disrupt' the existing finance system towards a more sustainable and greener economy.

The need

Following the financial crisis, there had been piecemeal reforms to the banking and financial systems, but by 2011 it was clear that the failure of the economic system to deliver benefits for society required more profound change and some radical new ideas.

Building networks for change

Through a series of interviews and workshops, the Lab began to map and analyse emerging innovations, including interesting policy ideas, incentives to encourage mainstream finance to act more responsibly, and new business models. An animated Prezzi encapsulated the mapping research, helping to identify where best to concentrate efforts, and to build consensus and networks for change, which later evolved into the Transforming Finance Network.

A joint event with IPPR explored the issue of banking reform, with speakers including Baroness Kramer, who became a political champion for removing barriers to the establishment of new local banks and peer-to-peer finance.



Finance Innovation Lab audit futures event. Photo: FIL

A Peer-to-Peer Finance (P2P) Summit attracted 80 participants including 15 CEOs of P2P companies, media leaders and policy makers from The Treasury, the European Union and the FSA (Financial Services Authority). The Summit raised awareness of the barriers facing new finance models and the Treasury used the occasion to announce that it was planning to regulate the P2P lending sector as the sector was asking. Later the Financial Conduct Authority (which replaced the FSA) consulted with the Lab on the details of the regulation.

Mainstream communications

Building an alternative finance movement depends on effective communications with mainstream influencers: policy makers, think tanks, and media commentators. With support from the Foundation, the Lab produced *Transforming Finance* (2013), an engaging and widely viewed documentary film, which uses radical and mainstream experts to explore the issues and identify solutions.

Transforming Finance – The Charter for a New Financial System (2013)

With a growing network of 'change-makers' and a shared analysis of the reasons for the financial crash, the Lab published its Transforming Finance Charter in 2013. The Charter articulates its vision of a financial system which would benefit society, the economy and the environment. The Charter calls for a sector with a long-term outlook allowing for greater competition, increased transparency and diversity, and it introduces the concept of 'just' and well but proportionately regulated banking.

Cathedral Building

The Lab likens its work to 'building a cathedral'. It is long term and involves combining the collective talents of experts across a range of disciplines. The results are inspirational but the impact of the endeavour may not be seen in a single lifetime. Meaningful change in the financial system depends on the collaborative efforts of many diverse communities and the Transforming Finance Network is crafting alignments to take forward the goals of the Charter. There are no single sector solutions.

AFTERWORD

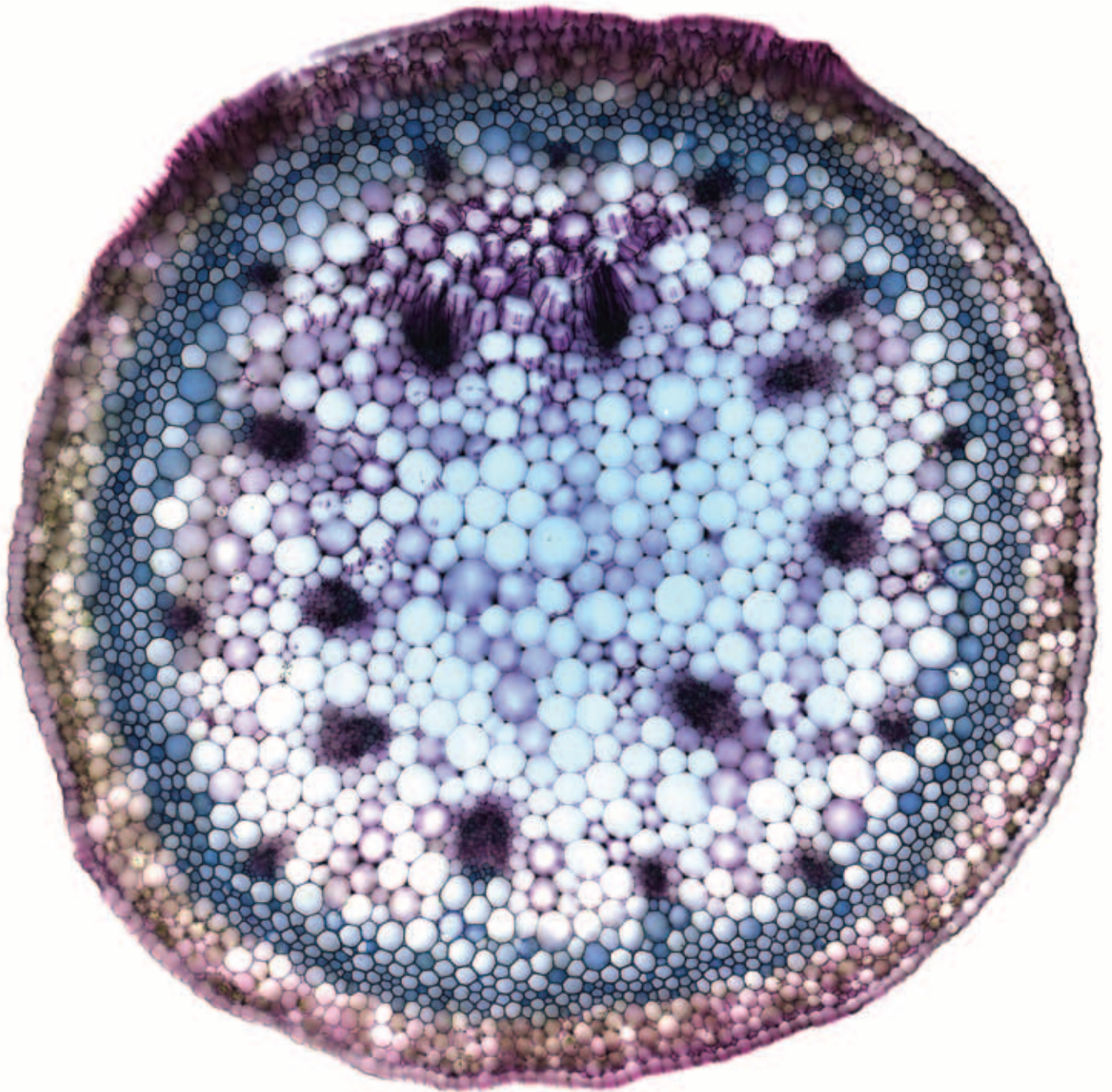
The Foundation cannot be 'a continuous funder'. 'Greening the Economy' was a time limited intervention. Nevertheless, the legacy continues. Some of the pilot approaches which were funded have evolved into proven methodologies which are being applied in national programmes. Others have stimulated a policy and practice dialogue on the 'green economy' which continues to frame new concepts and their application across diverse sectors including national and local government.

GROWING PROSPERITY CONFERENCE, JULY 2014

This conference will help disseminate learning and provide opportunities to introduce findings from 'Greening the Economy' to a range of thought leaders, politicians, activists and other funders.

Reflecting the foundation's own commitment to collaboration, 'Growing Prosperity' has been co-produced with the City Bridge Trust, and representatives from some of the 'Greening the Economy' organisations, who have helped shape the programme and provide workshops.

growingprosperity.org.uk



Rob Kessler: *Gennaria diphylla*, Gennaria. Stained stem section. Composite of 570 individual images. 2010

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