



Power Up North London: Strategic plan 2022 – 2024 (Final)

What does Power Up North London aim to do?

PUNL exists to reduce carbon emissions and build local resilience through community action in North London¹.

What are PUNL's beliefs and ways of working?

PUNL is passionate about involving and engaging the community and local organisations in all aspects of its work and maximising the social benefit of its operations. PUNL believes in delivering community ownership of energy assets and supporting a just transition to net zero.

What are the results that Power Up North London wants to achieve?

PUNL works in partnership with others to achieve two outcomes:

- Reduced carbon emissions from community buildings² in North London
- North London community organisations, residents and businesses³ are inspired, informed, supported and empowered to reduce their carbon emissions and energy costs

What will PUNL do?

In pursuit of these outcomes, PUNL will allocate its resources across four strands of work, in line with the indicative % split in the right-hand column:

1. Install renewable energy technologies in community buildings, with the aim of reducing running costs and achieving carbon savings of 150 tonnes per annum by the end of 2024⁴ / Fig 1 overleaf **70%**
2. Provide 'route to zero carbon' advice / consultancy to community organisations and informal energy advice to residents **15%**
3. Generate at least £5,000 per annum to support community-led projects that address the climate and biodiversity emergency **5%**
4. Develop PUNL to be fit to fulfil its growing size, scope and social purpose, with the right capacity in place to ensure robust governance, financial health and excellent project delivery **10%**

How will PUNL monitor progress and plan?

PUNL will monitor and review progress against the milestones in 'How will PUNL do it?' below, and against the targets in 'What will PUNL do?' above? PUNL plans to develop a set of KPIs to support this process.

PUNL will review and update this strategy in Q4 of each year, or as required.

¹PUNL anticipates operating in North London with a particular focus on Camden and Islington during this plan period.

²PUNL defines a 'community building' as one that houses activities with a public purpose including, but not limited to, education, healthcare, leisure, community centres and places of worship.

³PUNL will prioritise the installation of renewable technologies in community buildings. In the event that there are insufficient suitable community buildings, PUNL will consider installations in business premises, prioritising those that deliver local community benefit e.g., through provision of local employment.

⁴This milestone is towards achieving PUNL's 5-year (2026) target of 300 tonnes of carbon emissions avoided annually. See Fig. 1 overleaf.

How will PUNL do it?

1. Install renewable energy technologies in community buildings, with the aim of achieving 150 tonnes of carbon emissions avoided annually by the end of 2024

PUNL’s core business is the installation of solar panels on community buildings. To date PUNL has installed 313kWp of panels on nine community buildings in Camden, including schools, churches, leisure facilities and community centres, delivering carbon savings of 72 tonnes per annum.

The board has agreed a minimum growth ambition of quadrupling PUNL’s solar PV portfolio over the next five years, achieving annual carbon savings of 300 tonnes by the end of 2026 (see fig. 1 below). During this plan period, PUNL aims to raise £450K of investment and install 450kWp of solar panels. This will increase carbon savings from PUNL’s portfolio to 176 tonnes per annum.

Fig. 1: PUNL’s five-year solar PV growth ambition

Year	2021	2022	2023	2024	2025	2026
Target total PV installed	313 kWp	413 kWp	513 kWp	763 kWp	1.1 MWp	1.3 MWp
Target annual PV installed	-	100 kWp	150 kWp	200 kWp	250 kWp	300 kWp
Investment required	-	£100,000	£150,000	£200,000	£250,000	£300,000
Annual carbon savings	72 tonnes	95 tonnes	130 tonnes	176 tonnes	233 tonnes	302 tonnes

PUNL recognises the potential carbon reduction benefits of adding renewable heat technologies to its portfolio. It is working with Caxton House Community Centre and the Royal Central School for Speech and Drama to develop business and financing models for delivering renewable heat solutions. Decarbonisation feasibility studies have been completed for both. The board will review this and agree a forward strategy and relevant KPIs for this work.

PUNL will apply its ‘route to zero carbon’ approach (see 2. below) to support building owners / occupiers to improve energy efficiency alongside the installation of renewable energy technologies.

The drivers for growth are increasing carbon emission reductions and generating an increased surplus to reinvest in PUNL’s work and support its Community Energy Fund (CEF). The conditions for growth are site and finance availability, and development of people resources and organisational capacity.

1.1 Installation of solar PV panels

2021	2022	2023	2024
	<ul style="list-style-type: none"> develop and implement a methodology to create a bank of sites sufficient for the next 3 years create ‘toolkit’ of all PV processes, spreadsheets and documents secure £100K investment project manage 100 kWp of solar PV installations 	<ul style="list-style-type: none"> secure £150K investment project manage 150 kWp of solar PV installations 	<ul style="list-style-type: none"> secure £200K investment project manage 200 kWp of solar PV installations

1.2 Installation of renewable heat technologies

2021	2022	2023	2024
<ul style="list-style-type: none"> review recommendations and findings from the feasibility studies and agree a forward plan 	<p>Progress the Caxton House decarbonisation project and extract learnings:</p> <ul style="list-style-type: none"> raise grant funding and undertake phase two energy efficiency measures at Caxton House research pros and cons of the recommended low carbon heat technology solutions and pick the preferred one Develop a pipeline of community centres in the Octopus network (of which Caxton House is one) that are interested in decarbonisation. Identify suitable funder/s who could finance this work. Progress at least one site to implementation 	<ul style="list-style-type: none"> Strengthen funding relationships and improve financial and business model for decarbonisation Implement low carbon heat at additional community sites in Islington and Camden 	

2. Provide ‘route to zero carbon’ advice / consultancy to community organisations and informal energy advice to residents

PUNL has been working with Caxton House Community Centre since 2018 to implement energy efficiency and retrofit measures. The first intervention was grant funding for LED lighting. More recently PUNL has helped deliver a decarbonisation feasibility study and is working to finance the associated energy efficiency measures. A comprehensive window upgrade has been delivered and PUNL is now looking for grant funding to , install a building management system and mechanical ventilation and heat recovery systems.

In addition, PUNL has recently completed three ‘route to zero carbon’ pilot studies for Camden schools. These identify and prioritise the options for combining renewable energy technologies, energy efficiency, retrofit and behaviour change to take schools a long way towards zero carbon.

PUNL will undertake a robust review of the impact and learning from this pilot work early in 2022 and agree which elements of this work PUNL will take forward, and how.

PUNL currently deals with requests from community organisations and businesses seeking energy advice on an ad hoc basis. PUNL will review and formalise its approach to managing these enquiries.

PUNL does not plan to deliver formal energy advice services to individual residents during this plan period. It will continue to provide informal advice on energy efficiency and renewable energy to individual residents via a presence at local community events and a new page on its website signposting residents to quality sources of advice and information.

PUNL will support via its Community Energy Fund, organisations working to support households in fuel poverty, but will not directly deliver fuel poverty advice during this plan period.

2.1 Provide 'route to zero carbon' advice / consultancy to community organisations in North London

2021	2022	2023	2024
	<ul style="list-style-type: none"> review pilot work and agree forward plan 	<ul style="list-style-type: none"> (subject to outcome of 2022 review of pilot work, plan and deliver next phase of 'route to zero carbon' approach) 	

2.2 Formalising approach to responding to ad hoc requests for energy advice / consultancy

2021	2022	2023	2024
	<ul style="list-style-type: none"> set up central register to track enquiries review approach to managing enquiries including offer, target audience and charging structure 	<ul style="list-style-type: none"> implement agreed approach to dealing with enquiries 	<ul style="list-style-type: none"> implement agreed approach to dealing with enquiries

2.3 Provide informal energy advice to residents in North London

2021	2022	2023	2024
	<ul style="list-style-type: none"> develop new web page signposting residents to quality sources of advice and information 	<ul style="list-style-type: none"> develop template approaches for PUNL presence at various event types consider invitations to attend community events 	<ul style="list-style-type: none"> consider invitations to attend community events

3. Generate at least £5,000 per annum to support community-led projects that address the climate and biodiversity emergency

PUNL will continue to generate funds to resource a Community Energy Fund (CEF) to make small grants to local projects that deliver carbon emission reductions and other environmental benefits. The Fund is administered by a separate board which includes two PUNL Directors. PUNL would like to support the CEF board to attract a higher number of applications focused on fuel poverty and energy efficiency, from more diverse communities.

PUNL will continue to deliver small scale energy projects in partnership with local community organisations such as Transition Kentish Town and Think & Do Camden.

3.1 Resource a small grant making Community Energy Fund (CEF)

2021	2022	2023	2024
<ul style="list-style-type: none"> agree 2022 resource allocation to CEF in partnership with CEF board, develop key themes for 2022 grants 	<ul style="list-style-type: none"> agree 2023 resource allocation to CEF in partnership with CEF board, develop key themes for 2023 grants work with CEF board to develop plan to increase number of applications and diversity of communities applying 	<ul style="list-style-type: none"> agree 2024 resource allocation to CEF in partnership with CEF board, develop key themes for 2024 grants 	<ul style="list-style-type: none"> agree 2025 resource allocation to CEF in partnership with CEF board, develop key themes for 2025 grants

3.2 Undertake small-scale energy projects in partnership with local community organisations

2021	2022	2023	2024
	<ul style="list-style-type: none"> consider invitations to partner on projects 	<ul style="list-style-type: none"> consider invitations to partner on projects 	<ul style="list-style-type: none"> consider invitations to partner on projects

4. **Develop PUNL to be fit to fulfil its growing size, scope and social purpose, with the right capacity in place to ensure robust governance, financial health and excellent project delivery**

4.1 *Develop a resourcing plan*

Overdependence on a small number of volunteers is a key weakness. PUNL will develop a resourcing plan to significantly increase core and project delivery capacity. Priorities are likely to include putting in place paid administrative support, a professional pro bono network of e.g., architecture and engineering firms, and a more structured volunteering offer attracting a broader range of local people.

2021	2022	2023	2024
	<ul style="list-style-type: none"> develop resourcing plan to support strategy delivery appoint part-time paid administrator develop pro bono offer to local architecture and engineering firms and deliver first project with pro bono partner 	<ul style="list-style-type: none"> develop structured volunteering offer to local people and promote widely to broaden volunteer base 	

4.2 *Strengthen financial and performance planning and management*

2021	2022	2023	2024
<ul style="list-style-type: none"> agree approach to utilising surplus in support of resourcing plan develop budget to reflect agreed strategy 	<ul style="list-style-type: none"> introduce quarterly management accounting develop set of KPIs to support performance monitoring 		

4.3 *Strengthen fundraising*

2021	2022	2023	2024
	<ul style="list-style-type: none"> put in place internal sign-off process for fundraising applications identify fundraising needs to support strategy delivery including specific funding for project posts agree allocation of resources to fundraising as part of resourcing plan secure funding for technical support for renewable energy installations 		

4.4 *Strengthen governance*

2021	2022	2023	2024
	<ul style="list-style-type: none"> put in place internal sign off process for new projects and key project milestones introduce regular updates on each project area at board meetings consider need to appoint additional Director, with engineering or other relevant skills 	<ul style="list-style-type: none"> review governance relationship with CEF 	

4.5 *Develop communications and advocacy capacity*

2021	2022	2023	2024
	<ul style="list-style-type: none"> identify comms needs to support strategy delivery agree allocation of resources to comms as part of resourcing plan 		