



Corporate Asset Sub (Finance) Committee (Appendices Pack)

Date: TUESDAY, 15 SEPTEMBER 2020

Time: 1.45 pm

Venue: VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

Members:

Deputy Jamie Ingham Clark (Chairman)	Michael Hudson
James de Sausmarez (Deputy Chairman)	Jeremy Mayhew
Rehana Ameer	Deputy Joyce Nash
Randall Anderson	Deputy Philip Woodhouse
Dominic Christian	Sheriff Christopher Hayward
Marianne Fredericks	Shravan Joshi
Alderman Alison Gowman	

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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:
<https://www.youtube.com/watch?v=VsGGpd9of8l&feature=youtu.be>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk and Chief Executive

AGENDA

6. **CLIMATE ACTION STRATEGY**

Report of the Town Clerk & Chief Executive.

For Information
(Pages 1 - 30)

7. **BUSINESS PLAN 2020-25 / QUARTER 1 2020/21**

Report of the City Surveyor.

For Information
(Pages 31 - 36)

8. **CITY SURVEYOR'S DEPARTMENTAL RISK REGISTER - SEPTEMBER UPDATE**

Report of the City Surveyor
(N.B. – To be read in conjunction with the non-public appendix at item 20)

For Information
(Pages 37 - 54)

9. **2019/20 ANNUAL ENERGY PERFORMANCE REPORT & 2020/21 QUARTER 1 UPDATE**

Report of the City Surveyor.

For Information
(Pages 55 - 56)

10. **THE HERITAGE ESTATE PORTFOLIO - OVERVIEW**

Report of the City Surveyor.

For Information
(Pages 57 - 58)

11. **REVIEW OF THE CYCLICAL WORKS PROGRAMME (CWP)**

Report of the City Surveyor.

For Decision
(Pages 59 - 62)

12. **BARBICAN HIGHWALKS - PLANNED MAINTENANCE OF THE PUBLIC REALM**

Report of the Director of Community and Children's Services.
(N.B. – To be read in conjunction with the non-public appendix at item 21)

For Decision

(Pages 63 - 64)

20. **CITY SURVEYOR'S RISK REGISTER: NON-PUBLIC APPENDIX**

To be read in conjunction with item 8: City Surveyor's Department Risk Register.

For Information
(Pages 65 - 68)

21. **BARBICAN HIGHWALKS - PLANNED MAINTENANCE OF THE PUBLIC REALM:
NON-PUBLIC APPENDIX**

Non-public appendix to be read in conjunction with item 12.

For Information
(Pages 69 - 74)

23. **POWER PURCHASE AGREEMENT FOR OFFSITE RENEWABLE ELECTRICITY -
CONTRACT AWARD REPORT**

Joint report of the Chamberlain and the City Surveyor.

For Information
(Pages 75 - 128)

25. **GUILDHALL EVENT SPACES AV REPLACEMENT / UPGRADE**

Report of the Remembrancer.

For Decision
(Pages 129 - 134)

26. **COMPUTER AIDED FACILITIES MANAGEMENT SYSTEM REPLACEMENT**

Report of the City Surveyor.

For Decision
(Pages 135 - 136)

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**The City of London Corporation's
Climate Action Strategy 2020-2040**

**Draft 0.5
August 2020**

Who we are

The City of London Corporation is the governing body of the Square Mile dedicated to a vibrant and thriving City, supporting a diverse and sustainable London within a globally-successful UK.

The Square Mile is the historic centre of London and is home to the ‘City’ – the financial and commercial heart of the UK. Our reach extends far beyond the Square Mile’s boundaries and across private, public and charitable and community sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

What we can do

In the context of climate action, this means we can support the achievement of net zero¹, build climate resilience and champion inclusive and sustainable growth to achieve a truly sustainable City. We will do this by means of the following actions that we committed to in our [Corporate Plan, 2018-23](#), against which we drive our performance. We will...

1. Build climate resilience by...

- Building resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure directly and by influencing others.
- Protecting consumers and users of buildings, streets and public spaces.
- Preparing our response to natural and man-made threats.

2. Support the achievement of net zero by...

- Influencing UK and global policy and regulation and international agreements to protect the environment.
- Providing environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
- Providing thriving and biodiverse green spaces and urban habitats.
- Providing a clean environment and driving down the negative effects of our own activities.

3. Champion sustainable growth by...

- Providing world-class spaces for businesses and markets to thrive.
- Modelling new ways of delivering inclusive and sustainable growth.
- Supporting organisations in pioneering preparing for and responding to changes in regulations, markets, products and ways of working.
- Supporting, celebrating and advocating for responsible practices and investments.

¹ See Glossary on Page 6

Why us, why now?

[Foreword - To be finalised post approval by RASC and edited by comms team prior to seeking approval from the appropriate Members.]

The City of London Corporation's core purpose is to promote the long-term interests of the City and thereby support the UK's economy. We have long been champions of sustainability – playing a key role in bringing in the Clean Air Act 1956, as the first local authority to develop a climate change adaptation strategy in 2010 and, more recently, supporting the growth of the UK's green finance sector.

Scientific evidence tells us the climate is already changing and that we need to act now if we are to limit global warming to 1.5 degrees and thereby avoid the more extreme effects of climate change. This means we need to commit to achieving net zero and to ensuring the Square Mile, and our assets outside it, are resilient to more extreme weather events. Acting now is key both to securing and advancing our market position globally as a financial centre and to ensuring the competitiveness of our buildings, investment properties and public spaces as attractive places to work, live, study and visit, both now and in the future.

It is not the case that we need to compromise the economy to fix the environment - in reality, climate action will drive growth and jobs. Now, in order to remain relevant and be commercially viable, we need to be responsible and resilient. What used to be 'green finance' is fast becoming the only option for the financial and professional services sector.

Founded on science-based targets, rather than simply a call to action, our Climate Action Strategy aims to ensure the Square Mile and City Corporation make a positive contribution to tackling climate change, are resilient to the risks it poses and seize the opportunities presented by the transition to a net zero economy.

This is one of the defining cross-City Corporation policy approaches supporting delivery of our Corporate Plan, 2018-23. But we cannot do this alone. This strategy sets out how we will work in partnership with City stakeholders to develop the solutions to tackle climate change and build back better following the pandemic, making sure no one is left behind.

We invite you to work with us as we adapt our physical and financial assets so that our society can flourish for decades to come.

[Insert photo and signature]

[Insert photo and signature]

The Rt Hon. The Lord Mayor,
Alderman William Russell

Catherine McGuinness
Chair of the Policy & Resources Committee

Introduction

This document sets out the City of London Corporation's Climate Action Strategy for 2020-2040. This work is integral to achieving the economic, societal and environmental outcomes described in the Corporate Plan, 2018-23, and will underpin all decision-making at the City Corporation from 2020 to 2040.

It has been developed to comply with the latest climate science necessary to meet the goals of the Paris Climate Agreement (2015)² and meet our obligations under the UK Climate Change Act (revised 2019), which has enshrined in law both a target of net zero emissions by 2050 and measures for climate adaptation (improved resilience). It is complementary to London-wide and national efforts to reduce emissions and improve resilience of our communities and urban spaces. Crucially this includes the draft London Plan, GLA London City Resilience Strategy 2020, the London Councils' Leaders' commitment to a 'green recovery', the UK Committee on Climate Change, Climate Risk Assessment 2017 and National Adaptation Programme, as well as the landscape of policies set out by government.

In this way it sets us up to play our part globally, to help the UK reap the benefits of transitioning to a low-carbon economy, to address risks to the Square Mile and the City Corporation and to achieve better outcomes for people and business.

Clearly, we cannot do this alone. We must demonstrate robust climate action ourselves and share our methodology with, and learn from, others on this journey. So, in developing this strategy, we have focused on achieving best practice with our evidence-based approach, the range of physical risks and the breadth of emission sources we will address.

Our evidence-based approach

This strategy brings together numerous related City Corporation strategies, policies and campaigns – from our Local Plan and Responsible Business Strategy through to our Clean City Awards – and builds on the momentum, progress and lessons learned so far. See the 'Our baseline' section for more information on achievements to date.

To understand how far we had come already and what is left to do, we commissioned experts to investigate our current and future resilience levels, carbon emissions and capacity for removing carbon from the atmosphere. We followed the leading global standards and best-practice guidelines in developing our approach.

We explored resilience risks with the sectors and organisations that our economic growth is built upon, from utilities and transport providers through to financial and professional services and our cultural sector. Together, we identified what is needed for the Square Mile to continue to compete successfully in the face of climate change. And we asked the public how important climate action is to them, what they would like to see happen and what they would be willing to do themselves. Three-quarters of respondents said climate change should be extremely important to us. Together, this provided the evidence base upon which we built our action plan and the data we need to set and track stretching but reachable targets, and test and learn as we go. It also means that rather than picking one date as our net zero target, we

² See Glossary at Page 6

have identified separate targets for the Square Mile, the City Corporation and types of emissions.

The breadth of emission sources we will address

Many organisations and authorities focus on driving down the emissions they have most control over – scope 1 and 2. Addressing scope 3 can be daunting as it covers everything an organisation buys, sells, invests in, leases to others and disposes of as well as commuting and business travel. But for organisations and financial centres like ours, scope 3 makes up a large portion of the total carbon footprint – and measuring it can lead to the design of innovative solutions to lower carbon emissions significantly.

We have included scope 1, 2 and 3 emissions to take ownership, show leadership and to illustrate how others can make this standard practice. This can make it appear that we are larger emitters than our comparators that have not included as full a picture of scope 3 in their data. We will continue to enhance our understanding of scope 3 data with our partners and keep pushing for standardisation of reporting to ensure everyone addresses their total carbon footprint effectively.

Whatever action we and others take, we still need to prepare for hotter drier summers, warmer wetter winters, more frequent extreme weather events and rising sea levels. As we do this, we will go beyond mitigation and seize opportunities to make positive changes that mean that everyone benefits from climate action.

[Here we will use an infographic showing how risks can become opportunities:

- Risks to health, wellbeing and productivity from high temperatures
 - Risk of shortages in the public water supply
 - Flooding of communities, businesses and infrastructure
 - Risks to ³natural capital, including terrestrial and freshwater ecosystems, soils and biodiversity
 - Threats to food production and trade
 - New and emerging pests and diseases, and invasive non-native species, affecting people, plants and animals.
-
- Fewer people living in fuel poverty
 - Benefits to health, wellbeing and productivity from climate action
 - More and better space for people and nature, and biodiversity
 - A resilient global business environment in the face of climate impacts
 - Benefits over other global financial centres which will face more extreme challenges
 - Job creation
 - Reductions in insurance premiums and support for the City's Insurance sector
 - Reduction in unnecessary use of resources (water, food) and generation of waste and use of natural capital (greening rather than air con to reduce temperatures)]

³ See Glossary on Page 6

Glossary

BASIC+ emissions include those from within the Square Mile from stationary energy, transportation and waste, as well as transboundary transportation, industrial processes and product use and the agriculture, forestry and land use sectors. It does not include emissions from investments.

Carbon removal is the process by which a **carbon sink**, such as forestry, reduces the amount of greenhouse gases in the atmosphere.

Circular economy principles means keeping resources in use for as long as possible, extracting the maximum value from them whilst in use, then recovering and regenerating products and materials at the end of each service life.

Climate resilience is the ability to anticipate, prepare for and respond to hazardous events, trends or disturbances related to climate. (Centre for Climate and Energy Solutions)

Ecosystem services are benefits to humans from the natural environment and from healthy ecosystems.

GHGs means greenhouse gases - the emissions responsible for global warming.

ktCO₂ is the unit of measurement for GHG emissions. It standardises greenhouse gases into units of kilo-tonnes of carbon dioxide equivalent (ktCO₂e).

A **low-carbon economy** is simply an economy that causes low levels of GHG emissions compared with today's carbon-intensive economy. 'Carbon' refers to carbon dioxide, the GHG which contributes the most to climate change. The low-carbon economy can be seen as a step in the process towards a zero-carbon economy. (Science Direct)

Natural capital refers to the stock of natural resources, which includes geology, soils, air, water and all living organisms.

Net zero emissions is a state where annual residual GHG emissions are completely cancelled out through offsetting or removed through carbon dioxide removal or emissions removal measures. It is also referred to as carbon neutrality. (C40 Cities Climate Leadership Group, Defining Carbon Neutrality for Cities & Managing Residual Emissions, April 2019)

Science-based / Paris-aligned (Science-Based Target Setting Manual, April 2020) GHG emissions reduction targets are considered "science-based" if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Climate Agreement 2015 - to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

For an organisation: (Carbon Trust definitions)

Scope 1 means direct emissions from owned or controlled sources

Scope 2 means indirect emissions from the generation of purchased electricity, steam, heating and cooling consumed by the reporting company

Scope 3 means all other indirect emissions that occur in a company's value chain

For a city:

Scope 1 means direct emissions from within the geographical boundary

Scope 2 means indirect emissions from within the geographical boundary

Scope 3 means all other direct emissions from outside the geographical boundary

Our baseline [using mainly infographics]

Supporting the achievement of net zero

The City Corporation has achieved a 19% reduction in energy consumption within our operational sites since 2008 (using data from 2018/19) and since 2018 100% of the electricity we have purchased has been renewable.

We bought six new electric vehicles and eight new hybrid vehicles in 2018/19 and installed 20 new electric vehicle charging points as part of the City's "Transition to a Zero Emission Fleet" policy.

The Square Mile has achieved a 55% reduction in Scope 1 and 2 emissions since 2008 (using data from 2018/19). This has been assisted by our ambitious planning requirements which have led to 75% of new commercial developments with over 20,000m² floorspace achieving at least a BREEAM 'Excellent' rating since 2014.

Where the City Corporation's emissions come from

Where the Square Mile's emissions come from

How we remove carbon from the atmosphere

We look after over 11,000 acres of green spaces across London and its green belt. This equates to approximately 5,500 football pitches. This natural capital not only provides valued space for people and nature but also currently removes **416 ktCO₂ per year**. This is equivalent to 40% of the City Corporation's scope 1 and 2 emissions.

Building resilience

The City Corporation has long used its planning powers to implement a range of resilience measures in the Square Mile. These include green roofs, urban greening, landscaping, flood resilience and climate resilient new buildings.

As of 2020, the Square Mile has 42,600m² of green roof, up from 11,200 m² in 2005. This is set to increase to 65,800m² by 2024 through planning permissions in the current pipeline.

Championing sustainable growth

The UK is the only global financial centre that is also a leading centre for green finance, topping both conventional and 'green' rankings. UK market players are most committed to sustainable principles and the regulatory context is both favourable and innovative. The London Stock Exchange is the 'greenest' main stock exchange across all global financial centres and the UK is best placed to produce talent that is trained and skilled in sustainability matters.

⁴ See Glossary on Page 6

Our climate vision, aims and goals

Our vision

The City of London is competitive, sustainable and resilient.

Our aims

- 1) To support the achievement of net zero
- 2) To build climate resilience
- 3) To champion sustainable growth.

Our goals

For the City of London Corporation

- A. City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040.
- B. The City of London Corporation and its assets are resilient to climate change.
- C. The City of London Corporation influences UK and overseas organisations to become climate responsible.

For the Square Mile's fabric and function

- D. The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040.
- E. The Square Mile's buildings, public spaces and infrastructure are resilient to climate change.

For society

- F. People in the Square Mile and beyond benefit from a cleaner, greener and safer environment and job creation.

The first 5 years

Reinforcing and building on the commitments we made in our [Corporate Plan \(2018-23\)](#) to make sure we're doing all we can to reach our goals, we commit to:

- Identifying measurable targets to track performance against our goals
- Keeping our actions and targets in line with changing legislation and recommendations, for example from the Intergovernmental Panel on Climate Change, the Committee on Climate Change and the UK Government
- Working with our stakeholders and partners and listening to their ideas, experiences and views
- Ensuring that vulnerable groups who are most likely to be impacted by climate change are prioritised in our decision making
- Accessing the best evidence of our impact possible so we can learn and hone our actions as we go
- Reporting publicly to our committees and via published annual reports and
- Reviewing and refreshing the action plan every five years and re-baselining regularly.

The actions and targets set out below therefore only relate to the first five years of the strategy – **up to the end of March 2025**.

To support the achievement of net zero

Our goals are...	Actions we will take are...	We will assess our impact by measuring...
<p>B. City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040.</p>	<p>Transform the energy efficiency of our operational buildings through the adoption of best available technologies</p> <p>Maximise the use of renewable energy sources across our operational buildings</p> <p>Introducing new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value</p> <p>Aligning our financial investment portfolio with the goals of the Paris Agreement on climate change</p>	

	<p>Embedding circular economy⁵ principles into our capital projects using life cycle carbon and cost assessment techniques</p> <p>Accelerating the move to net zero carbon and energy efficient tenanted buildings, working closely with tenants to achieve shared goals</p> <p>Strengthening our supplier engagement to drive performance and innovation in delivering low carbon, sustainable products and solutions</p>	
E. The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040.	<p>Working with businesses and organisations to develop collaborative solutions to improve the energy efficiency of buildings in Square Mile</p> <p>Developing a Square Mile renewable energy strategy to support others to transition to renewable energy.</p> <p>Using our planning role to influence others to embed carbon analysis and circular economy principles in capital projects</p> <p>Advocating for the importance of green spaces as natural carbon sinks, and their contribution to biodiversity and overall wellbeing</p> <p>Supporting organisations in the Square Mile to build circular, low-carbon and resilient supply chains</p>	<p>Tonnes of carbon is removed from the atmosphere</p> <p>Percentages of low-carbon and circular buildings in existing stock and new builds</p> <p>Percentage of Square Mile businesses committed to transition to low-carbon</p>

To build climate resilience

Our goals are...	Actions we will take are...	We will assess our impact by measuring...
A. The City of London Corporation and its assets are resilient to climate change.	Build on our existing work to develop an early warning system, and clear resilience strategies for pests and diseases across our ports and markets, driving down the climate related food security risks	

⁵ See Glossary at Page 6

	<p>Embed resilience measures into our upgrade plans for our owned and operated buildings</p> <p>Upskill our workforce on climate resilience and embed a climate resilience lens into all our decision making</p>	
<p>D. The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change.</p>	<p>Make the Square Mile public realm more climate change ready through adding in more green spaces, flood resistant road surfaces, adaptable planting regimes and heat resistant materials</p> <p>Reduce the risk of flooding through developing sustainable rain and surface water management policies, resulting in a connected system of water recycling, sustainable urban draining and rainwater management measures</p> <p>Strengthen our planning guidance on climate resilience measures for new developments</p> <p>Work with our partners to create a more climate resilient and diversified energy network across the Square Mile</p> <p>Develop a strong, data-led approach to deepen our understanding of climate related risks and mitigations across the Square Mile</p> <p>Ensuring that we continue to protect the residents, critical assets, infrastructure and heritage of the Square Mile</p>	<p>Attractiveness ratings of workers, residents, visitors and students</p>

To champion sustainable growth

Our actions and targets build upon our Responsible Business Strategy (2018 - 23) – “Towards a Sustainable Future” and our ongoing work in supporting innovation and growth in the financial and professional services sector.

Our goals are...	Actions we will take are...	We will assess our impact by measuring...
<p>C. The City of London Corporation influences UK and overseas organisations to become climate responsible.</p>	<p>Improving visibility and standards across our projects - Catalysing change across the UK real estate market</p> <p>Work with Square Mile Businesses to promote sustainability best practice</p> <p>Share best practice on standards, tools, platforms and expertise to facilitate green and sustainable investment and growth</p> <p>Support charities and SMEs to consider, prepare for lead response to climate change</p> <p>Increase engagement and communications about sustainability with residents, business, visitors and other stakeholders</p> <p>Promote responsible procurement and investment practices for both asset managers and owners</p> <p>Support and drive innovation in the UK to provide the financing solutions to address climate change</p> <p>Enhancing London’s capacity to finance sustainable investment opportunities globally including emerging markets</p> <p>Work with UK Government and the financial services sector to deploy and scale sustainable finance products and services that countries and corporates need to help them transition to low-carbon.</p> <p>Improve the transparency and global standardisation of sustainability</p>	<p>Value of green and sustainable bonds issuance & trading at London Stock Exchange</p> <p>No. of firms reporting in line with TCFD principles</p> <p>Signatories to PRI</p> <p>London Stock Exchange sustainability disclosure rate</p> <p>Z/Yen’s latest Global Green Finance Index report</p> <p>Number of new products which consider environmental and social factors</p> <p>Jobs created and size of investment in UK green tech sector</p> <p>Comparison of take up of technical products and services with other financial centres</p> <p>Investment levels and growth figures in businesses that have transition plans in place</p> <p>Growth in businesses transitioning to net zero.</p>

	<p>reporting through influencing and supporting the delivery of technical solutions to increase comparability of data and ease of reporting.</p> <p>Share learning and best practice about challenges opportunities of our net zero journey</p> <p>Support SMEs in Square Mile to refurbish</p>	
<p>F. People in the Square Mile and beyond benefit from a cleaner, greener and safer environment and job creation.</p>	<p>Addressing existing inequalities and ensuring no one is left behind.</p> <p>Prepare people with jobs for the future</p> <p>Facilitate collaborative action on air pollution in London</p> <p>Reduce pollution and increase the resilience of the Square Mile</p> <p>Implement our ambitious air quality and transport strategies</p> <p>Embrace circular economy principles across our strategies and work</p> <p>Work with our creative and educational sector partners to deliver sustainable initiatives</p> <p>Enhance greening and biodiversity across our public realm and open spaces</p>	<p>NOx levels reach 90% WHO compliance by 2025</p> <p>1000 new jobs are created</p> <p>Energy performance of residential buildings improves</p> <p>Number of firms in the Square Mile engaged in Responsible Business initiatives</p> <p>Visitor satisfaction levels at Square Mile and Open Spaces</p>

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Appendix 2 – Detailed profile of each action area for Net Zero

Action area 1: Corporate Property and Landlord Areas

Committee: CASC

NET ZERO VISION: The City Corporation is responsible for some of Central London’s most historic, landmark buildings. The net-zero future will prepare them for the next one hundred years, reducing emissions and costs, while improving occupant comfort and productivity.			
STRATEGY GOALS: A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040			
<p>High level actions</p> <p>Action 1.1 Update building condition surveys Action 1.2 Undertake funding sources review Action 1.3 Develop energy efficient and low-carbon refurbishment standards Action 1.4 Upgrade to LED lighting and controls Action 1.5 Implement centralised BMS Action 1.6 Sub-meter energy consumption Action 1.7 Begin installation of heat pumps and deep fabric retrofit schedule</p>	<p>Net cost</p> <p>£2.62m</p>	<p>Job creation (estimate)</p> <p>71</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • A better understanding the condition of our buildings to allow us to prioritise our investment approach • The ability to maximise the use of external funding to scale up our ability to increase energy efficiency of the portfolio • An upgrade to the lighting in our buildings to be energy efficient • A change in the way we manage the energy use of our buildings to make it more efficient • An upgrade to the insulation in the fabric of our buildings to increase energy efficiency • An upgrade of our gas boilers to low emission heat pumps
<p>Impact on net zero</p> <p>2,250 ktCO₂e per year</p>	<p>Measurement</p> <p>Energy intensity (kWh/m²) of operated buildings</p>	<p>Key Benefits</p> <ul style="list-style-type: none"> • Improved indoor comfort • Improved occupant satisfaction, increased productivity and employee retention • Future-proof CPG estate • Tackle fuel poverty for residents • Increased building performance data • Reduction in long-term property maintenance costs • Increased visibility and control on capital spend • Green jobs and economic multipliers for green / tech ecosystem • Energy savings 	<p>Strategic Links</p> <p>Corporate Plan Outcomes – 5,11,12, Lighting Strategy 2018-21, Responsible Business Strategy 2018-23, the Local Plan 2015, The draft City Plan 2036, Waste Strategy 2013-20</p>

NET ZERO VISION: A future where climate and carbon are a leading driver in all organisational procurement decisions and where individuals and organisations have adjusted their consumption and travel habits, with consequential health and wellbeing, community and family benefits.			
STRATEGY GOALS: A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 G) People benefit from a cleaner, greener and safer environment and job creation			
High level actions Action 2.1 Measured-data emissions footprint Action 2.2 Strengthen supplier engagement Action 2.3 Set carbon intensity reduction targets for top 25 emitters Action 2.4 Decarbonisation route map Action 2.5 Upgrade fleet vehicles to EV	Net cost £1.66m	Job creation (estimate) 19	What it pays for <ul style="list-style-type: none"> A better understanding of the carbon emissions in our supply chains A strengthened relationship with our suppliers through shared goals on carbon emission reduction Clear targets for carbon reduction in our top suppliers An automated carbon emissions reporting tool for our supply chain
Impact on net zero 500,000 ktCO ₂ e per year Page 16	Measurement Carbon intensity (ktCO ₂ e per £m of revenue spend)		Key Benefits <ul style="list-style-type: none"> Positive reputation amongst suppliers Improved supplier emissions footprints benefit other buyers New standards and approaches to procurement for local authorities Increased visibility and standards across and within projects Economic multipliers for green / clean tech ecosystem
	Strategic Links Corporate Plan Outcomes – 5,11,12, Transport Strategy 2018-43, Local Plan 2015, The draft City Plan 2036, Responsible Business Strategy 2018-23, Waste Strategy 2013-20, City Procurement Strategy 2020-24		

NET ZERO VISION: A future where all construction materials have a second life and where innovation is prioritised to identify materials and design efficiencies. Where all organisations are competing to rent the lowest carbon and circular buildings and where empty existing buildings are immediately re-purposed.

STRATEGY GOALS: A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 G) People benefit from cleaner, greener and safer environment, and job creation

<p>High level actions</p> <p>Action 3.1 Measured-data emissions footprint</p> <p>Action 3.2 Sustainable and circular design standards (new build and refurb)</p> <p>Action 3.3 Low-impact materials specifications</p> <p>Action 3.4 Circular construction / low-embodied emissions pathfinder project</p> <p>Action 3.5 Assess commercial and operational viability of new design standards</p>	<p>Net cost</p> <p>£0.7m</p>	<p>Job creation (estimate)</p> <p>6</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • A new toolkit to assess the life cycle carbon emissions of our capital projects to enable better decision making • A commercially viable standard specification guide to ensure climate action and responsible business goals are considered in new builds and refurbishments • An approved catalogue of low carbon, low impact materials to replace higher carbon, commonly used materials • A historic building refurbishment programme demonstrating best practice on low carbon interventions
<p>Impact on net zero</p> <p>1,500 ktCO₂e per year</p>	<p>Measurement</p> <p>Carbon intensity (ktCO₂e per £m of revenue spend)</p>		<p>Key Benefits</p> <ul style="list-style-type: none"> • Economic multipliers through growth in green / clean tech industries • Positive reputation amongst businesses • Catalyse change across UK real estate market • Increased visibility and standards across and within projects • Increased visibility and control on capital spend
<p>Strategic Links</p> <p>Corporate Plan Outcomes – 5,11,12, Waste Strategy 2013-20, City Procurement Strategy 2020-24</p>			

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Action area 4: Investment Property Group (Leased Downstream Assets)

Committee: Property Investment Board

NET ZERO VISION: The City Corporation is responsible for some of Central London’s most historic, landmark buildings. The net-zero future will prepare them for the next one hundred years, reducing emissions and costs, while improving tenant satisfaction and long term valuation.

STRATEGY GOALS: A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 D) The Square Mile’s scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040

High level actions	Net cost	Job creation (estimate)	What it pays for
<p>Action 4.1 Review risks of future relevant regulations and develop a readiness plan</p> <p>Action 4.2 Ensure environmental requirements in new acquisition and leases</p> <p>Action 4.3 Embed energy efficient and low carbon solutions in refurbishment standards</p> <p>Action 4.4 Establish a comprehensive program to monitor energy consumption</p> <p>Action 4.5 EPC B upgrade programme for buildings coming off lease with planned refurbishment works between 2020-2025</p> <p>Action 4.6 Design and agree operational plan to deliver 60% emission reduction across the IPG estate by 2040 with 5-year incremental performance targets named, with yearly reporting on progress against targets</p>	<p>£1.39m</p>	<p>48</p>	<ul style="list-style-type: none"> • A plan for meeting and potentially exceeding The Non-Domestic Private Rented Sector Minimum Energy Efficiency Standards. • A strengthened relationship with our tenants through identifying and agreeing low carbon interventions with shared benefits • A strong alignment of energy efficiency initiatives across our leased buildings, new capital project design specifications, and refurbishment guidance • A new central energy monitoring system for leased buildings • An upgrade to EPC B for all our leased buildings over the next 20 years • A clear and considered operational plan for meeting climate action targets in line with agreed dates
<p>Impact on net zero 2,350 ktCO₂e per year</p>	<p>Measurement Energy intensity (kWh/m²) of investment property</p>		<p>Key Benefits</p> <ul style="list-style-type: none"> • Energy savings • Potential increase in property values and yield • Increase in tenant satisfaction and reduced void periods • Reduction in long-term property maintenance costs • Reduction in letting costs • Future proof key asset base for Corporation • Increased visibility and control on capital spend • Green jobs and economic multipliers for green tech ecosystem
<p>Strategic Links Corporate Plan Outcomes – 5,7,11,12, Responsible Business Strategy 2018-23, Local Plan 2015, The draft City Plan 2036, Waste Strategy 2013-20, City Procurement Strategy 2020-24</p>			

<p>NET ZERO TARGET: ESG Integration and Climate Related Financial Risk Analysis are used to drive manager and product selection. The Corporation influences others to take action and actively contribute to advancing understanding of how to manage climate related financial risks.</p>			
<p>STRATEGY GOALS: A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 B) The City of London Corporation and its assets are resilient to climate change. C) The City of London Corporation influences UK and overseas organisations to become climate responsible</p>			
<p>High level actions</p> <p>Action 5.1 Embed ESG Integration and Climate Related Financial Risk in Investment Mandates</p> <p>Action 5.2 Ensure climate criteria are embedded in Fund Manager selection</p> <p>Action 5.3 Commit to at least 60% of portfolio Paris-aligned by 2040</p> <p>Action 5.4 Signal ambition for 100% portfolio aligned by 2030 and become signatory to TCFD</p>	<p>Net cost</p> <p>£0.1m</p>	<p>Job creation (estimate)</p> <p>1</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • A better understanding of the ESG and climate risk exposure in our portfolio • A clear plan on how to achieve a Paris-aligned portfolio by 2040 • A stretching plan on how to achieve a Paris-aligned portfolio by 2030 • A new investment criterion on climate action added into our fund manager mandates • Regular reporting to the Task Force on Carbon Disclosure (TCFD) in line with our peers
<p>Impact on net zero</p> <p>10,750 ktCO₂e per year</p>	<p>Measurement</p> <p>Carbon intensity (ktCO₂e per £m of revenue spend)</p>		<p>Key Benefits</p> <ul style="list-style-type: none"> • Reduction of reputational and climate-related financial risk • Capitalise on investment returns as economy transitions • Future proof key asset base of Corporation • Increased visibility on performance and engagement record • Corporation’s profile as responsible investor aligned with peers and international dialogue at Green Horizons Summit, COP26 and other international platforms • Increased understanding of risk across portfolio
<p>Strategic Links</p> <p>Corporate Plan Outcomes – 5,11,12, Responsible Business Strategy 2018-23, Local Plan 2015, The draft City Plan 2036</p>			

<p>NET ZERO TARGET: Streets that inspire and delight, world-class connections and a Square Mile that is accessible to all. The Square Mile will be a healthy, attractive and easy place to live, work, learn and visit.</p>			
<p>STRATEGY GOALS: D) The Square Mile’s scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040, G) People benefit from cleaner, greener and safer environment, and job creation</p>			
<p>High level actions</p> <p>Action 6.1 Pavement widening to comfort level A+</p> <p>Action 6.2 Additional 20km timed street closures</p> <p>Action 6.3 Freight consolidation centre</p>	<p>Net cost</p> <p>£1.51m</p>	<p>Job creation (estimate)</p> <p>20</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • 14km of widened pavement to support pedestrian movements and reduce emissions from vehicles • A network of new pedestrian priority streets • A pilot study on a new logistical hub to manage and reduce freight vehicles and emissions
<p>Impact on net zero</p> <p>3,250 ktCO₂e per year</p>	<p>Measurement</p> <p>Carbon intensity (ktCO₂/m²) per capita</p>		<p>Key Benefits</p> <ul style="list-style-type: none"> • Improved air quality • Improved employee health leads to reduced absenteeism • Increased footfall and local spending • Job creation
<p>Strategic Links and Partners</p> <p>Corporate Plan Outcomes –1, 5,11,12, Air Quality Strategy 2019-24, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Plan 2015, The draft City Plan 2036, Culture Strategy 2018-22, Waste Strategy 2013-20, City Procurement Strategy 2020-24</p>			

<p>NET ZERO TARGET: The net-zero future sees the unique built environment of the Square Mile prepared for the next one hundred years, reducing emissions and costs, while improving commercial value and occupant comfort.</p>			
<p>STRATEGY GOALS: D) The Square Mile’s scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040 F) Businesses capitalise on commercial opportunities through transitioning to net zero</p>			
<p>High level actions</p> <p>Action 7.1 Square Mile renewable energy strategy</p> <p>Action 7.2 Historic building energy efficiency retrofit challenge</p> <p>Action 7.3 Create exemplar guidance on Square Mile refurbishment</p> <p>Action 7.4 Tighten standards for new buildings through SPG</p>	<p>Net cost (pa)</p> <p>£1.26</p>	<p>Job creation (estimate pa)</p> <p>15</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • A leading strategy developed with key stakeholders on how to source renewable energy for the Square Mile • New approaches to energy efficiency in historic buildings developed through an innovation competition, hosted in partnership with Royal Institute of British Architects • A guide for best practice in energy efficiency design approaches for building types in the Square Mile • A Supplementary Planning Guidance document requiring improvement in the carbon emissions and energy efficiency performance of new developments
<p>Impact on net zero</p> <p>11,800 ktCO₂e per year</p>	<p>Measurement</p> <p>Carbon intensity (ktCO₂/m²) per capita</p>		<p>Key Benefits</p> <ul style="list-style-type: none"> • Improved air quality • Improved employee health leads to reduced absenteeism • Increased footfall and local spending • Green jobs and economic multipliers
	<p>Strategic Links</p> <p>Corporate Plan Outcomes –1, 5,11,12, Air Quality Strategy 2015-20, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Plan 2015, The Draft City Plan 2036, Waste Strategy 2013-20</p>		

NET ZERO TARGET: The Square Mile transitions towards a circular economy, where the City Corporation engages with key stakeholders to accelerate the adoption of global best practices.			
STRATEGY GOALS: D) The Square Mile's scope 1, 2 and 3 emissions (BASIC+ definition) are net zero by 2040 F) Businesses capitalise on commercial opportunities through transitioning to net zero			
High level actions	Net costs (pa)	Job creation (estimate pa)	What it pays for
Action 8.1 Improve material and floorspace efficiency in construction Action 8.2 Scope Square Mile carbon offset fund Action 8.3 Launch Square Mile carbon offset fund	£0.21	2	<ul style="list-style-type: none"> • Collaborative Square Mile-wide solutions to deal with supply chain emissions, working closely with the business community • A Square-Mile carbon offset fund, which all businesses can contribute to, to offset residual emissions
Impact on net zero N/A (outside of target scope)	Measurement		Key Benefits
	N/A		<ul style="list-style-type: none"> • Positive reputation as innovative green finance leader • Green jobs and economic multipliers
Strategic Links Corporate Plan Outcome 7, Local Plan 2015, The draft City Plan 2036, Responsible Business Strategy 2018-23			

NET ZERO TARGET: The City Corporation open spaces are celebrated as high-value ecological habitats that also form an integral part of balancing any residual emissions. Enhanced land management practices set the standard for others to follow.

STRATEGY GOALS: A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 C) The City of London Corporation influences UK and overseas organisations to become climate responsible. G) People benefit from a cleaner, greener and safer environment, and job creation.

<p>High level actions</p> <p>Action 9.1 Sequestration modelling study building upon baseline study</p> <p>Action 9.2 Woodland and grassland ecological restoration where appropriate</p>	<p>Net cost (pa)</p> <p>£0.83m</p>	<p>Job creation (estimate pa)</p> <p>8</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • A change in land management to re-introduce pollarding and coppicing on Epping Forest • A commercially viable model for using timber in biomass burners at Epping Forest and Burnham Beeches
<p>Impact on net zero</p> <p>10,000 ktCO₂e per year</p>	<p>Measurement</p> <p>Carbon removal (ktCO₂ per year)</p>		<p>Key Benefits</p> <ul style="list-style-type: none"> • Enhanced biodiversity • Optimisation of benefits from other ecosystem services, such as pollination, water quality and air pollution mitigation • Enhance and expand area of ecosystem services resilience • Direct effect on green jobs
<p>Strategic Links</p> <p>Corporate Plan Outcomes 11,12. Local Plan 2015, The draft City Plan 2036, Responsible Business Strategy 2018-23, Hampstead Heath Management Strategy 2018-28, Waste Strategy 2013-20</p>			

Action area 10: Strategy implementation

Committee: Policy and Resources

NET ZERO TARGET: Climate action is embraced and integrated across the City Corporation, with Members informed and officers empowered to deliver measurable impact. This cross-Corporation function responds to changing conditions, monitoring performance and realigning strategy and plans where necessary, ensuring long-term emissions targets are achieved or exceeded. Climate action becomes a driver of corporate performance.

STRATEGY GOALS: A) City of London Corporation scope 1 and 2 emissions are net zero by 2025 and scope 3 emissions are net zero by 2040 B) The City of London Corporation and its assets are resilient to climate change C) The City of London Corporation influences UK and overseas organisations to become climate responsible.

High level actions	Net cost (pa)	Job creation (estimate pa)	What it pays for
<p>Action 10.1 Identify programme and data management resource for implementation</p> <p>Action 10.2 Create a data management and carbon accounting system</p> <p>Action 10.3 Monitor performance targets</p> <p>Action 10.4 Report progress to agreed internal and external partners / networks</p> <p>Action 10.5 Sustained engagement programme and publicise success stories</p>	<p>£0.4m</p>	<p>2</p>	<ul style="list-style-type: none"> • A dedicated climate action strategy programme team • A carbon accounting system • A performance measurement and reporting system linked to the corporate performance framework – holding us to account • Regular reporting of progress and targets to both internal and external partners • A clear internal and external communications plan
<p>Impact on net zero and resilience Ensures delivery across the programme</p>	<p>Measurement Total no. climate risks managed</p>		<p>Key Benefits</p> <ul style="list-style-type: none"> • Climate related performance drives commercial performance across Corporation • Additional skills and expertise transferred to wider staff • Accelerate use of Corporate Performance Framework • Implementation of carbon accounting system will allow for capture of other sustainable accounting practices
<p>Strategic Links Corporate Plan Outcomes – 7,8 Responsible Business Strategy 2018-23</p>			

Appendix 2b – Detailed profile of each action area for Climate Resilience

Action area 1: Ports and Market resilience

Committee: Port Health

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change. E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change.			
<p>High level actions</p> <p>Action 1.1 Pest and disease horizon scanning, surveillance and research programme</p> <p>Action 1.2 Ports and markets operational resilience planning</p> <p>Action 1.3 Undertake funding sources review</p>	<p>Net cost (pa)</p> <p>£0.1m</p>	<p>Job creation (estimate pa)</p> <p>0</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • Clear mitigation strategies for a wide variety of pests and diseases, with emphasis on those specific to markets and ports • An early warning system for pests and diseases • A dedicated resilience strategy for the ports and markets • An ability to maximise external funding sources and strategies
<p>Resilience Risks</p> <ul style="list-style-type: none"> • Food • Pest and disease <p>Impact on resilience risks</p> <ul style="list-style-type: none"> • Working with traders and local businesses to develop contingency plans for periods of food shortage • A dedicated resilience strategy for ports and markets will allow clear strategies to respond to shock events and climate related emergencies • An early warning system for pests and disease will allow us to respond quickly and effectively 	<p>Measurement</p> <p>Total no. climate risks managed</p>	<p>Key Benefits</p> <ul style="list-style-type: none"> • Future-proof commercial resilience of key assets • Indirect effect on green jobs 	
	<p>Strategic Links</p> <p>Corporate Plan Outcomes –11,12.</p>		

Action area 2: Resilient Streets and Greening

Committee: Planning and Transport

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change. E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change. G) People benefit from a cleaner, greener and safer environment, and job creation			
<p>High level actions</p> <p>Action 2.1 Flood modelling, which include SUDs and other mitigation strategies, to complement EA flood models</p> <p>Action 2.2 Conduct pilot to test heat resistant materials in planned works for streets and highways during 2021-2025</p> <p>Action 2.3 Develop City Corporation and Square Mile water footprint management strategy</p> <p>Action 2.4 Develop natural flood risk management areas</p> <p>Action 2.5 Sustainable rain and surface water management policies and implementation</p> <p>Action 2.6 Work with partners to accelerate actions to address water leak management</p> <p>Action 2.7 Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces</p> <p>Action 2.8 Introduce climate-resistant and adaptive landscaping in planned works</p> <p>Action 2.9 Undertake funding sources review</p>	<p>Net cost (pa)</p> <p>£2.2m</p>	<p>Job creation (estimate pa)</p> <p>9</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • An investigation into new water infrastructure such as strategic SUDs, roof top greening, catchment greening and afforestation, and more as relevant • A register and upgrade plan for roads that are vulnerable to acute heat which mainstreams heat-resistant road surfacing • A connected system of water recycling, urban drainage and rainwater management measures • More greenery in the Square Mile public realm • Climate change adaptable landscapes and planting • A strong partnership with Thames Water to reduce water wastage through leaking
<p>Resilience Risks</p> <ul style="list-style-type: none"> • Flooding • Overheating • Water stress • Natural capital <p>Impact on resilience risks</p> <ul style="list-style-type: none"> • Additional guidance on climate resilience forming part of Planning Policy will reduce all resilience risks • Minimising temperature increases through the public realm, creating cool spots • Interventions such as shading, urban greening, heat-resistant road surfacing, natural flood risk management areas, flood defence asset maintenance and careful material selection will reduce all resilience risks 	<p>Measurement</p> <p>Total no. climate risks managed</p>	<p>Key Benefits</p> <ul style="list-style-type: none"> • Positive reputation amongst suppliers and construction industry • Indirect effect on green jobs and economic multipliers for green tech ecosystem • Increased visibility and standards across projects • Future proof public realm for climate impacts <p>Strategic Links</p> <p>Corporate Plan Outcomes – 5,7, Local Plan 2015, The draft City Plan 2036, Transport Strategy 2018-43, Responsible Business Strategy 2018-23, Local Flood Risk Management Strategy 2014-2020</p>	

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change. G) People benefit from a cleaner, greener and safer environment, and job creation			
<p>High level actions</p> <p>Action 3.1 Embed resilience measures into 5-year plan upgrade plans for IPG and CPG properties</p> <p>Action 3.2 Diversify energy sources and partner with regional organisations and utility providers to increase back-up power for critical services</p> <p>Action 3.3 Flood defence assets maintenance and management regimes incorporated into upgrade plans</p> <p>Action 3.4 Protect key assets, critical infrastructure and sensitive equipment in flood zones</p> <p>Action 3.5 Undertake funding sources review</p>	<p>Net cost (pa)</p> <p>£2.5m</p>	<p>Job creation (estimate pa)</p> <p>33</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • A more climate resilient and future proofed property portfolio • A more resilient energy network for the Square Mile • An assessment of flood risk vulnerability for all the critical infrastructure, services, or features of heritage and archaeological value for the Square Mile • A plan for managing and upgrading critical flood defences, using nature led approaches where possible • An ability to maximise external funding sources and strategies to complete this work
<p>Resilience Risks</p> <ul style="list-style-type: none"> • Flooding • Overheating • Water stress <p>Impact on resilience risks</p> <ul style="list-style-type: none"> • Retrofits can be used to adapt buildings to reduce their influence on and risk from climate change • Introduction of shading and ventilation strategies can mitigate overheating • Flood protection measures such as water proofing, attenuation and flood barriers reduce flood risk • Interventions to reduce water consumption in buildings reduce water stress 	<p>Measurement</p> <p>Total no. climate risks managed</p>	<p>Key Benefits</p> <ul style="list-style-type: none"> • Indirect effect on green jobs and economic multipliers for green tech ecosystem • Positive reputation amongst businesses • Catalyse change across UK real estate market • Increased visibility and standards across projects • Increased performance from capital spend • Future proof key asset base for the Corporation 	<p>Strategic Links</p> <p>Corporate Plan Outcomes – 5,7</p> <p>Local Plan 2015, The draft City Plan 2036</p> <p>Transport Strategy 2018-43</p> <p>Responsible Business Strategy 2018-23</p> <p>Local Flood Risk Management Strategy 2014-2020</p>

Action area 4: Resilience Co-ordination and training

Committee: Primarily Porth Health, and Planning and Transport

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change E) The Square Mile's buildings, public spaces and infrastructure are resilient to climate change. F) Businesses capitalise on commercial opportunities through transitioning to net zero G) People benefit from a cleaner, greener and safer environment, and job creation.			
<p>High level actions</p> <p>Action 4.1 Develop financial package and programme to manage resilience</p> <p>Action 4.2 Expand use and availability of non-sensitive data to monitor effectiveness of interventions</p> <p>Action 4.3 Embed principles of inclusion and equity throughout all resilience strategies</p> <p>Action 4.4 Design cross-Corporation training programme to strengthen skills and capabilities on resilience</p> <p>Action 4.5 Mainstream climate resilience into City Corporation governance and decision-making</p> <p>Action 4.6 Review of above and below ground space utilisation in the Square Mile</p> <p>Action 4.7 Strengthen resilience requirements for planning</p> <p>Action 4.8 Undertake funding sources review</p>	<p>Net cost (pa)</p> <p>£0.3m</p>	<p>Job creation (estimate pa)</p> <p>1</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • A considered plan on funding options for climate resilience work, blending internal and external funding sources • A stronger, data-led approach to understanding climate related risks and mitigations across the Square Mile • A method to ensure that the needs of the most vulnerable to climate change are prioritised in decision making • A workforce with the knowledge and skills required to manage climate resilience across the Square Mile, backed up by a climate resilience lens across all decision making • A review of the supplementary planning guidance and approach for new developments to strengthen climate resilience measures
<p>Resilience Risks</p> <ul style="list-style-type: none"> • Flooding • Overheating • Water stress • Cross-cutting <p>Impact on resilience risks</p> <ul style="list-style-type: none"> • Embedding inclusion and equity in strategies and projects will ensure that the needs of the most vulnerable are prioritised • Skills gap analysis, skills sharing, and training will future proof the organisation • Deeper understanding of climate related data, as well as a review of ground space utilisation, will allow better strategic planning 	<p>Measurement</p> <p>Total no. climate risks managed</p>	<p>Key Benefits</p> <ul style="list-style-type: none"> • External investment in Corporation assets • Increased visibility and standards across projects • Increased performance from capital spend • Future proof key asset base for the Corporation • Decreased costs due to integration of resilience actions 	<p>Strategic Links</p> <p>Corporate Plan Outcomes – 5,7</p> <p>Local Plan 2015, The draft City Plan 2036</p> <p>Transport Strategy 2018-43</p> <p>Local Flood Risk Management Strategy 2014-2020</p>

Action area 5: Public health engagement and education

Committee: Primarily Port Health and CCS

STRATEGY GOALS: B) The City of London Corporation and its assets are resilient to climate change. E) The Square Mile’s buildings, public spaces and infrastructure are resilient to climate change. G) People benefit from a cleaner, greener and safer environment, and job creation.			
<p>High level actions</p> <p>Action 5.1 Climate-ready, fortified public health programme</p> <p>Action 5.2 Develop urban heat vulnerability index and mitigation strategy</p> <p>Action 5.3 Strengthen community and business networks to build adaptive capacity</p> <p>Action 5.4 Strengthen climate resilience education track at Open Spaces</p> <p>Action 5.5 Public communications and awareness raising campaign(s)</p>	<p>Net costs (pa)</p> <p>£0.1m</p>	<p>Job creation (estimate pa)</p> <p>0</p>	<p>What it pays for</p> <ul style="list-style-type: none"> • A plan to protect public health and social services critical services and infrastructure during shock events • An Urban Heat Vulnerability Index to help prioritise temperature reducing measures for vulnerable groups • A more cohesive community through supporting grassroots resilience projects, community groups and business networks • A clear communications plan to integrate climate resilience into existing education strategies across our services
<p>Resilience Risks</p> <ul style="list-style-type: none"> • Food • Cross-cutting <p>Impact on resilience risks</p> <ul style="list-style-type: none"> • Identification of food insecurities and robust plans for mitigation • Working with mutual aid, community aid and business networks to ensure vulnerable populations are supported • Planning to protect critical health and social care structures during shock events and emergencies 	<p>Measurement</p> <p>Total no. climate risks managed</p>	<p>Key Benefits</p> <ul style="list-style-type: none"> • Enhanced reputation and public support 	<p>Strategic Links</p> <p>Corporate Plan Outcomes 5,7,9,10,12</p> <p>Responsible Business 2018-23</p> <p>Local Plan 2015, the draft City Plan 2036</p>

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CITY SURVEYORS DEPARTMENT - BUDGET MONITORING STATEMENT (Quarter 1 to 28th June 2020)							
LOCAL RISK BUDGET Quarter 1 as at 28th June 2020	Latest Approved Budget £000	Quarter 1 Profile £000	Quarter 1 Total Expenditure £000	(Over) / Under Spend for Period £000	Quarter 1 Projected Outturn £000	(Over) / Under Spend for 2020/21 £000	Note
CITY SURVEYOR							
City Fund							
City Fund Estate & Leadenhall	(2,110)	28	(326)	(354)	(2,110)	0	1
CPAT & City Centre	(547)	(146)	(147)	(1)	(547)	0	
Walbrook Wharf	(1,001)	(287)	(297)	(10)	(956)	45	
Mayor's & City of London Court	(23)	(6)	(3)	3	(19)	4	
Recoverable Projects	0	0	0	0	0	0	
Lower Thames St Roman Bath	(8)	(2)	(3)	(1)	(9)	(1)	
R&M & MI Work for other departments	(1,441)	(371)	(289)	82	(1,317)	124	2
Corporate FM cleaning & security	(110)	(28)	(25)	3	(128)	(18)	
	(5,240)	(812)	(1,090)	(278)	(5,086)	154	
City's Cash							
City's Cash Estate	(3,711)	37	44	7	(3,711)	0	
Departmental	(9,471)	(2,350)	(2,651)	(301)	(10,381)	(910)	3
Mayoralty & Shrievalty	(93)	(12)	(8)	4	(86)	7	
R&M & MI Work for other departments	(2,173)	(566)	(487)	79	(2,092)	81	2
Corporate FM cleaning & security	(655)	(167)	(155)	12	(697)	(42)	
	(16,103)	(3,058)	(3,257)	(199)	(16,967)	(864)	
Bridge House Estates							
Bridge House Estates	(2,441)	(198)	(217)	(19)	(2,441)	0	
Tower Bridge Corporate FM cleaning	(262)	(65)	(35)	30	(249)	13	
	(2,703)	(263)	(252)	11	(2,690)	13	
Guildhall Administration							
Guildhall Complex	(8,686)	(2,163)	(1,895)	268	(8,290)	396	4
	(8,686)	(2,163)	(1,895)	268	(8,290)	396	
Total City Surveyor Local Risk	(32,732)	(6,296)	(6,494)	(198)	(33,033)	(301)	

Notes

1. The overspend at quarter 1 relates to vacant office refurbishment works at 31 Worship Street together with lower service charge recovery than anticipated at buildings including 31 Worship Street and 1-3 Worship Street due to vacant floors taking longer to let. Savings are being identified and it is anticipated this overspend will be resolved by year-end.
2. The underspend in the quarter was due to closure of properties and a resultant reduced reactive spend. Forecast underspend assumes minimal spend when properties reopen to year-end.
3. The overspend is comprised of three roughly equal elements: a shortfall in professional fee income; the departmental overspend from 2019/20 being brought forward; and an overspend on salaries. The last of these is due to the fundamental review savings being placed on hold, awaiting the target operating model.
4. The underspend at both quarter 1 and year-end is due to the partial closure of the Guildhall. This has resulted in savings on energy, security and other similar budgets. Provision has been made from these savings for works to the complex to make it Covid-19 compliant for a wider return to work. This is reflected in the year end forecast.

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Key Performance Indicators												
Ref	Title	Target	Group	Committee	Q1 Actual	Q1 RAG	Q2 Actual	Q2 RAG	Q3 Actual	Q3 RAG	Q4 Actual	Q4 RAG
KPI 1	Asset Realisation	£45.3m	CPG	CASC	off target	amber						
KPI 2	Energy Consumption ^{xxx}	Min 4%	OG	CASC	7.00%	green						
KPI 3	Space Utilisation	£3.620	CPG	CASC	off target	amber						
KPI 4	Property contract Performance Compliance	> 90%	OG	CASC	92.59%	green						
KPI 5	Adherence to Budgetary Spend Profiles	95% to 10%	All	PIB; CASC	off target	amber						
KPI 6	Capital Project - Delivery - defects on completion ^{xxx}	< 20%	PPG	PIB; CASC	n/a	n/a						
KPI 7	Capital Project - Project Status	< 20%	PPG	PIB; CASC	14.00%	green						
KPI 8	Capital Project - Health & Safety [*]	80%	PPG	PIB; CASC	n/a	n/a						
KPI 9	Capital Project - Gateway Reports	> 70%	PPG	PIB; CASC	57.00%	amber						
KPI 10	Capital Project - Site sustainability waste management	> 90%	PPG	PIB; CASC	100.00%	green						
KPI 11	Rental Forecasts ^{xxxx}	tbc	IPG	PIB	tbc	xxxx						
KPI 12	Minimise Arrears ^{xxxx}	tbc	IPG	PIB	24.87%	xxxx						
KPI 13	Minimise voids ^{xxxx}	tbc	IPG	PIB	2.94%	xxxx						
KPI 14	Outperform MSC ^{xx}	exceed be	IPG	PIB	n/a	n/a						
KPI 15	Customer satisfaction survey ^{xx}	> -32	All	CASC	n/a	n/a						
KPI 16	Delivery of Strategic utility infrastructure	on sched	CPAT	PIB; CASC	off target	amber						
KPI 17	Supporting the retention and inward investment of businesses	on sched	CPAT	PIB; CASC	on target	green						
	[*] reported bi annually											
	^{xx} reported annually											
	^{xxx} reported a month in arrears											
	^{xxxx} RAG currently suspended											

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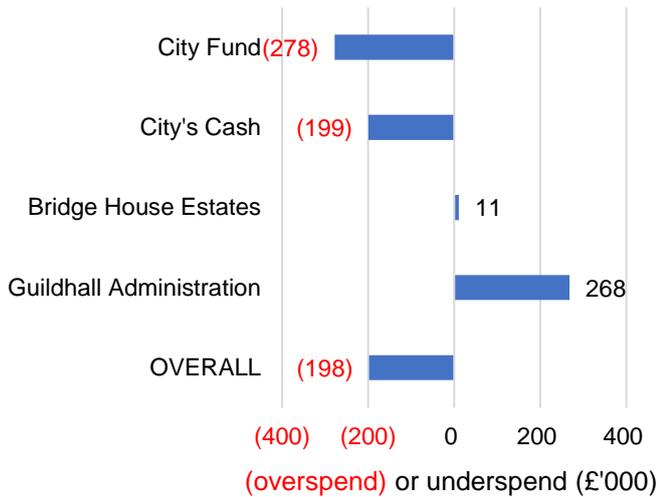


Figure 1 Quarter 1 variance against profiled local risk budget – (overspend) or underspend

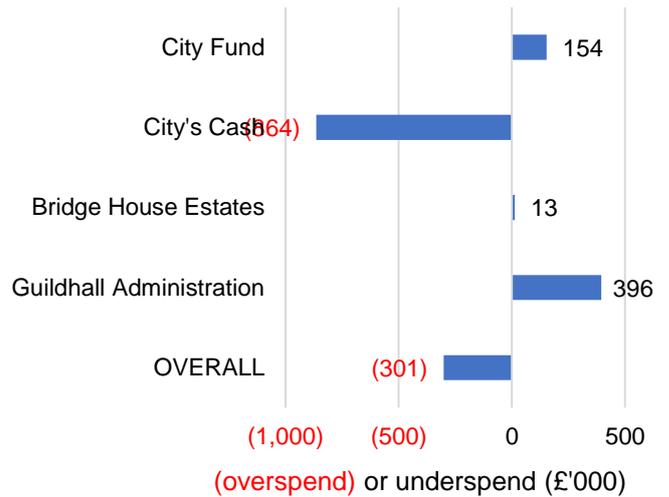


Figure 2 Projected outturn variance as at quarter 1 local risk budget – (overspend) or underspend

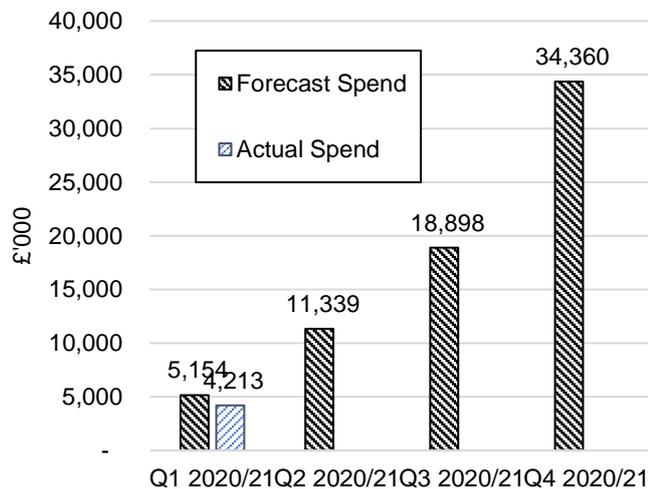


Figure 3 All project spend, forecast v actual as at quarter 1

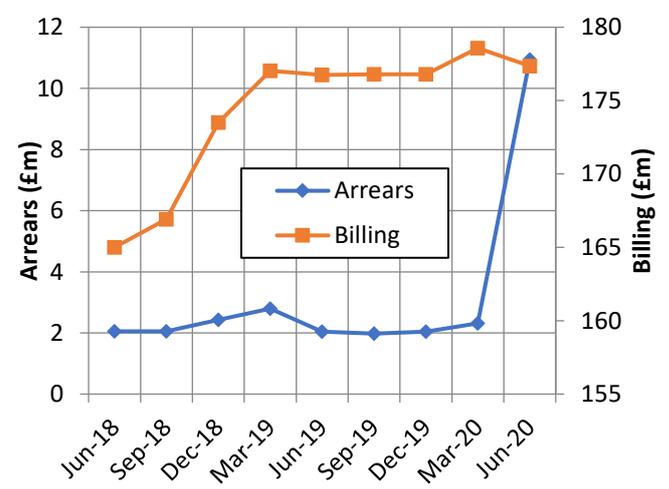


Figure 4 (Investment Properties) Commercial tenants' arrears compared to annual rolling billing run.

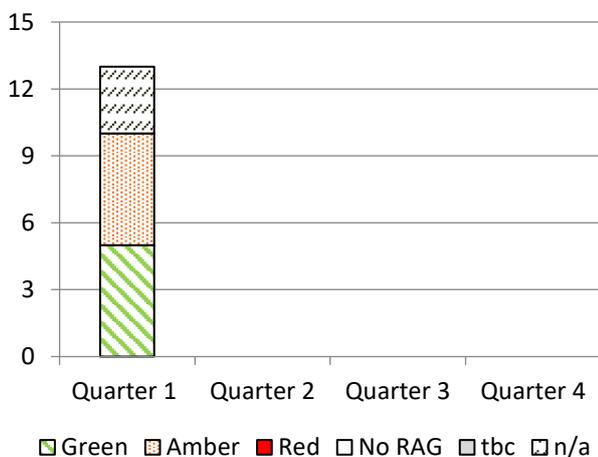


Figure 5 Performance of KPIs linked to Corporate Property (Corporate Asset Sub Committee)

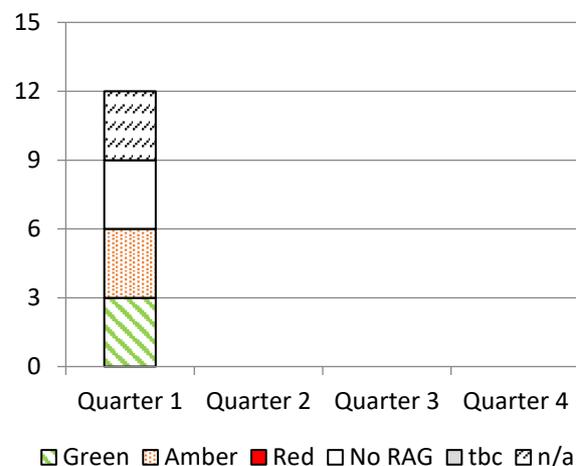


Figure 6 Performance of KPIs linked to Investment Property (Property Investment Board)

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Risk Register Appendix 1: SUR Departmental risks - detailed report EXCLUDING COMPLETED ACTIONS for committee

Report Author: Faith Bowman

Generated on: 17 August 2020



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
PROP SMT 002 Insufficient budget to meet user and asset demand at Guildhall	<p>Cause: Insufficient budget and accessibility due to the increase/intensification of use at Guildhall Complex. Insufficient funding being made available for Major Works, Cyclical Works and Day to Day Maintenance Budget to manage the repair demands on the Guildhall Complex.</p> <p>Event: Insufficient asset funding and lack of accessibility to complete all works due to increase/intensification of use at Guildhall Complex</p> <p>Impact: The standard of the Guildhall Complex will start to deteriorate, resulting in; poorer working environments leading to increased dissatisfaction and lower employee productivity and potential increase in breakdowns and reactive costs as the basic infrastructure of the Complex becomes beyond economic repair.</p>	<p>Likelihood</p> <p>Impact</p>	12	<p>This risk captures the longer-term risks associated with funding for the Guildhall. Risks relating to the current Coronavirus situation (CVD19 SG PROP 05) are covered in a separate appendix.</p> <p>The principal mitigation actions are related to forecasting and monitoring the allocation of financial and human resources.</p> <p>Whilst this risk reduces due to the uplift in Guildhall Admin budget, this is balanced by the projected increase in FTE occupation of the space.</p> <p>It has been identified that elements of the West Wing mechanical and electrical systems, and plan equipment, are at an increased risk of failure. Additional inspections have</p>	<p>Likelihood</p> <p>Impact</p>	4	31-Mar-2021	

10-Feb-2015 Peter Young			<p>been instituted</p> <p>Some parts of the general infrastructure of the Guildhall Complex are becoming beyond economic life, resulting in main Mechanical/Electrical Plant and Fabric failing across the Complex. The Guildhall Masterplan considers a complete refurbishment of some parts of the general infrastructure and has been proposed as part of the Fundamental Review.</p> <p>04 Aug 2020</p>				Constant
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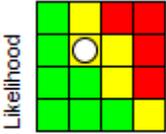
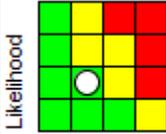
Page 38

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR SMT 002e	Fundamental Review of the Guildhall Complex	A wholesale review of the North Wing and West Wing was presented as an option to Members for consideration as part of the Fundamental Review. Initial feedback from Members was to investigate this proposal in more detail, and initial cost implications will be presented later in the year.	Paul Wilkinson; Peter Young	04-Aug-2020	31-Mar-2021
SUR SMT 002f	Cross departmental working	Single point of contact for Profit and Loss to be created within the Remembrancer's Department. This activity has been agreed by CASC and a more detailed report, noting the key figures, will be presented to Members later in the year. The possibility of a sinking fund for the site has been explored and agreed by CASC. CSD will provide a facilities event-related operating business plan with the Remembrancer's Department, detailing the funding, management and operating arrangements including the funding sources. This action has been delayed due to current events (Covid-19) and this will be revisited shortly.	Remembrance r; Peter Collinson	04-Aug-2020	31-Dec-2020
SUR SMT 002g	Maintenance management	The department continues to work with Skanska, our Building Repairs and Maintenance Contractor, to review and improve the correct Planned Preventative Maintenance (PPM) regime. A report was presented to CASC in January 2020 with details of the deferred maintenance level (bow wave). Further discussions to be undertaken as part of the Corporate Property Asset Management Strategy to determine the property condition to which we're aspiring on a site-by-site basis	Peter Collinson	04-Aug-2020	31-Dec-2020

		(good or fair).			
SUR SMT 002h	Prioritisation review	We are reviewing prioritisation list of major projects in light of covid-19 and the financial circumstances. This will also need to consider the Guildhall Masterplan and how this may impact projects.	Peter Collinson; Peter Young	04-Aug-2020	31-Mar-2021
SUR SMT 002i	Inspection Regime	Due to increasing likelihood of breakdowns of life-expired elements of mechanical and electrical or plant and equipment, increased inspection regime has been instituted for the West Wing.	Peter Collinson	04-Aug-2020	31-Mar-2021

		BMS strategy, including for the Guildhall complex.			
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		Management) system. A report will be presented to CASC in September.			
SUR SMT 014g	Next generation CAFM system	The department is looking to procure a 'next generation' CAFM (Computer Aided Facilities Management) system. This will enhance the department's capacity to plan forward maintenance on asset condition and result in a more accurate determination of outstanding and upcoming repairs and maintenance. CSD will be going to the market in early 2021.	Peter Collinson	04-Aug-2020	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR SMT 016 Health and Wellbeing of Staff 16-Jun-2020	Cause: Extended period of working away from colleagues due to Covid-19 exacerbating stress levels, or individuals home working conditions are not optimal. Event: Health and wellbeing of staff deteriorates Impact: Negative impact on staff morale, higher levels of absenteeism and turnover, impact on productivity	 Likelihood	6	This new risk considers the health and wellbeing of departmental staff. This is exacerbated under the current lockdown situation as a result of COVID-19. 04 Aug 2020	 Likelihood	4		 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
P age 44 SUR SMT 016a	Communications	All directors are having regular meetings with key staff and encouraging regular interaction at all levels throughout the department. The City Surveyor is holding weekly meetings with all departmental staff through Teams. Electronic staff newsletter was distributed on Friday 12 June. Each of these activities is focussed around ensuring that there is a common sense of purpose, issues can be identified early, and appropriate signposting can be made to ensure that at risk staff are able to access appropriate services.			Alec Childs; Peter Collinson; Nicholas Gill; Ola Obadara ; Peter Young	04-Aug-2020	31-Mar-2021
SUR SMT 016b	Return to work flexibility	Flexibility with returning to work is being considered, together with thought for staff who may wish to continue to work from home on a longer basis. There is some anxiety from some staff about returning to the office, and self risk assessments are one of the options being deliberated.				04-Aug-2020	31-Mar-2021

Risk Register Appendix 2: Copy of SUR COVID-19 - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Faith Bowman

Generated on: 17 August 2020

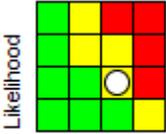
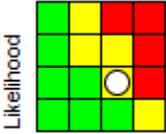


Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<p>Page 45 of 50</p> <p>COVID19 SG PROP 01 Impact on investment portfolio (SUR)</p>	<p>Cause: The spread of COVID 19 has continued to escalate affecting business and trade.</p> <ul style="list-style-type: none"> . Lack of trade . Lower investment transactions . Lower lettings transactions . Longer development and refurbishment timelines . Longer and less accurate valuations <p>Event: The spread of COVID 19 impacts on the City Surveyors business, namely collection of rental income</p> <p>Effects: Through the spread of COVID 19 tenants are not able to pay their rental payments leading to rent arrears or forfeit leases on managed/FR&I tenants, confidence in the City of London Corporation and the City of London is damaged</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>RA sub provided a direction relating to the June rent quarter demands.</p> <p>Property Investment Board have agreed with this direction, and this decision was formalised under urgency.</p> <p>This relates to rent deferrals for Jun-Sep quarter and a rent-free period for those tenants that fall within the 'at risk' category.</p> <p>For both the Investment and Corporate Estates this has a value cap of £7m, of which Investment is £4.3m.</p> <p>No late interest will be charged on rent deferrals, and the Jun-Sep quarter will be deferred for six months.</p> <p>Currently working on a paper to go to</p>	<p>Likelihood</p> <p>Impact</p>	8	02-Mar-2021	

01-Apr-2020 Nicholas Gill				<p>PIB and other relevant Committees regarding the forthcoming September quarter rent demands.</p> <p>For Bridge House Estates properties, decisions are made in the best interests of the charity.</p> <p>13 Aug 2020</p>				Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SG PROP 01b	Monthly Payments	Move to monthly rent collections (March to June Quarter) for all directly managed and FR&I tenants (this does not apply to ground rents). To be reviewed in August for future periods.	Nicholas Gill	13-Aug-2020	31-Oct-2020
CVD19 SG PROP 01h	Members Paper	Upcoming paper to be presented to PIB and other relevant Committees dealing with rent concessions for Sept-Dec quarter.	Nicholas Gill	13-Aug-2020	30-Apr-2021
CVD19 SG PROP 01i	Rent Arrears	Being reviewed on a regular basis, and updates are being provided to Members. The government have extended the landlord restraint on legal action against tenants for non-payment of rent until 30/09.	Nicholas Gill	13-Aug-2020	31-Mar-2021
CVD19 SG PROP 01j	Monitor Impact	<p>IPG to Monitor the impact on;</p> <ul style="list-style-type: none"> . Lack of trade . Capacity of our tenants' ability to pay their rent . Investment transactions . Letting transactions . Refurbishments and Developments 	Nicholas Gill	13-Aug-2020	31-Dec-2020
CVD19 SG PROP 01k	Snapshot reporting	With the assistance of Chamberlain's Department, a regular snapshot of rental collection (deferrals and rent frees) is being produced and monitored.	Nicholas Gill; John James	13-Aug-2020	30-Nov-2020

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CVD19 SG PROP 03 Property Projects - Site Closure (SUR) 28-May-2020	Cause: COVID 19 and current or future PHE guidance. Event: Site cannot comply with current, or potential future PHE guidance and social distancing requirements Effects: Site shutdown until a point where social distancing requirements and PHE guidance allows a return to work.	 Likelihood	8	This newly created risk reflects the fact that it will not be possible to recommence work at some sites due to current PHE and HSE guidance – particularly in relation to social distancing. Potential future PHE guidance may also mean further site closures. As contractors have returned to site, progress is being made across the piece, but some sites may need to shut in the future. 13 Aug 2020	 Likelihood	8	31-Mar-2021	Constant

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SG PROP 03a	Contractual risks	The responsibility for delays, disruption, and commercial risks are typically spelled out in construction contracts and appropriately allocated to the party in the best position to mitigate such risks. Delays caused by COVID-19 impacts may be covered under a force majeure or similar clause of the contract. Contractors will argue that COVID-19 related delays were wholly unforeseeable and outside of the contractor's control, and therefore the contractor should not be held responsible. Under these circumstances, many contracts entitle the contractor to a time extension of the project completion date, and some contracts also allow for the contractor's recovery of increased performance costs.	Ola Obadara	13-Aug-2020	31-Mar-2021
CVD19 SG PROP 03b	Health and Safety.	Guidance from Government and CLC is regularly monitored with the Principal Designer, updated RAMS have been received from the contractor. Guidance to continue being reviewed. Ensure client is following CDM duties and providing plenty of welfare. Reviewing method statements to ensure alignment and compliance with PHE/HSE guidance.	Ola Obadara	13-Aug-2020	31-Mar-2021

Risk Register Appendix 3: SUR City Bridges - detailed report EXCLUDING COMPLETED ACTIONS

Report Author: Faith Bowman

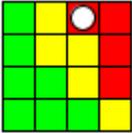
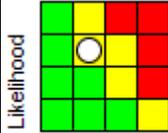
Generated on: 17 August 2020



Rows are sorted by Risk Score

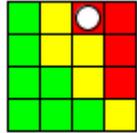
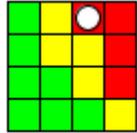
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
Page 49 Risk CB 003 City Bridges - Substantial vessel strikes 01-Nov-2018 Paul Wilkinson	<p>Cause: Substantial Vessel strike</p> <p>Event: Structural damage to bridge</p> <p>Impact: Instability in bridge structure leading to possible collapse. Death / injury, disruption of traffic, reputational damage, additional costs to repair / replace</p>	Likelihood Impact	16	No vessel strikes have been reported in the previous period. City Bridge Trust and Bridge House Estates are undertaking a governance review through an officer Task and Finish Group. The aspect of where risk ownership sits will be considered by this group. This risk is 'on-going' and, as such, the target date for the risk can be considered as a 'review date'. 14 Aug 2020	Likelihood Impact	16	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 003a	Navigation controls	Navigation is controlled by the Port of London Authority and navigation lights fixed to bridges. Paul Monaghan is an on-going member of the River Crossings Liaison Group. This Group has recently appointed a new Chair, and meetings have recommenced. Paul Monaghan updates CSD at the quarterly meetings as to any actions, activities, or change in the risk status of this item.	Nicholas Gill; Peter Young	14-Aug-2020	31-Mar-2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
SUR CB 006 City Bridges: - Wanton Damage / Terrorism 01-Nov-2018 Paul Wilkinson	Cause: Wanton Damage / Terrorism Event: Structural damage to bridge/s Impact: Instability in bridge structure , reputational damage, disruption to traffic, additional costs to repair / replace	Likelihood  Impact	16	The inquest into the events on London Bridge recently concluded. The City of London was an interested party in this inquest and provided support relating to correspondence and information. The Coroner has made a number of recommendations, some of which relate to the installation of hostile vehicle mitigation. The Coroner did not apportion responsibility for the installation of HVM but noted that he expected all parties to work together to deliver such measures. This is being dealt with by Town Clerk's Department. City Bridge Trust and Bridge House Estates are undertaking a governance review through an officer Task and Finish Group. The aspect of where risk ownership sits will be considered by this group.	Likelihood  Impact	6	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 006a	Counter Terrorism	Sequence of joint workshops were hosted by TFL over July 2019. These related to Threat Assessments for the bridges. The meetings involved TFL, the City Police, the MET Police and	Nicholas Gill; Paul	14-Aug-2020	31-Mar-2021

		<p>DBE. This investigated the risks associated with key bridges, with a different assessment made depending on the bridge.</p> <p>When TFL assess the overall risk, they applied a higher risk impact than the City currently assesses. However, this relates to the overall risk, rather than the element for which the City of London Corporation, and the City Surveyor's Department, is responsible.</p> <p>TFL and DBE will be holding a meeting relating to the threat assessments for the bridges. TFL will be taking the lead in terms of the response.</p> <p>Temporary mitigation by the Metropolitan Police remains in place, but this is not full Hostile Vehicle Mitigation.</p>	Monaghan; Peter Young		
SUR CB 006b	Policing	The City of London Police receive funding from Bridge House Estates to provide policing to the City Bridges.	Nicholas Gill; Paul Monaghan; Peter Young	14-Aug- 2020	31-Mar- 2021

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<p>SUR CB 007 City Bridges: - Tunnelling for the Thames Tideway Tunnel</p> <p>01-Nov-2018 Paul Wilkinson</p>	<p>Cause: Tunnelling for the Thames Tideway Tunnel effects bridge structures</p> <p>Event: Bridge/s become inoperable or have reduced operability</p> <p>Impact: Closure, reputational damage, disruption to traffic, additional costs to repair / replace</p>	<p>Likelihood</p>  <p>Impact</p>	<p>16</p>	<p>Whilst the tunnelling is substantively complete there has been delays caused by Covid-19. Contractors are now back on-site, but the Tideway programme has been delayed.</p> <p>Tunnelling should conclude near Tower Bridge by November / December 2020, and monitoring will follow for a considerable time following this. This will allow time for any settlement issues to materialise.</p> <p>This risk is expected to dissipate should this risk not materialise. The risk scoring is being kept at the current level in the short term until the City Corporation is satisfied that the risk score can be reduced.</p> <p>City Bridge Trust and Bridge House Estates are undertaking a governance review through an officer Task and Finish Group. The aspect of where risk ownership sits will be considered by this group.</p> <p>14 Aug 2020</p>	<p>Likelihood</p>  <p>Impact</p>	<p>16</p>	<p>31-Mar-2021</p>	<p></p> <p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
SUR CB 007d	Tideway Tunnelling	The City's Engineer, Paul Monaghan is working with the Comptroller and City Solicitor through the Development Consent Order and negotiated protection for the river crossings and, in the case of Tower Bridge, reduced face loss. He and the engineering team are working with the planning lead, Ted Rayment, to ensure that these requirements are being met. Regular weekly, monthly and quarterly meetings take place with the respective parts of TTT. For support they have the existing commission with an external engineering consultant appointed for the inspection of river crossings. Note that liaison between the City of London Corporation at the TTT are continuing throughout this period of Covid-19.	Nicholas Gill; Peter Young	14-Aug-2020	31-Mar-2021
SUR CB 007e	Monitoring & Works	Monitoring is on-going on the bridge sites to ensure that risks are managed. Monitoring at Tower Bridge has been in place for circa three years. Millennium Bridge may need its tensioning adjusted to account for any movement.	Nicholas Gill; Paul Monaghan; Peter Young	14-Aug-2020	31-Mar-2021

Agenda Item 9

Annual Energy Performance Report Appendix. 1: Top 30 Site Energy Performance

Table 2. Performance comparison by top 30 sites: 2020/21 with 2019/20

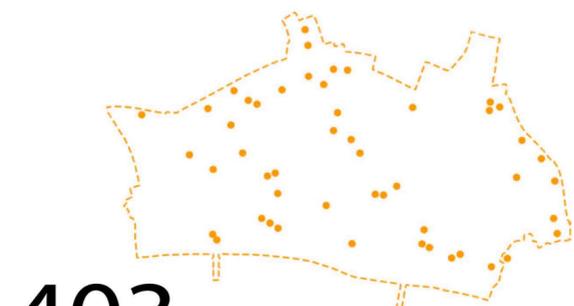
Site Name	Weather corrected rolling 12-month comparison: 12 months to Mar-20 compared to 12 months to Mar-19				Absolute single quarter comparison: Jan-Mar 2019 to Jan- Mar 2020	
	Mar-19'	Mar-20'	Diff. kWh	Diff. %	kWh Diff.	% Diff
Smithfield Mkt (LL & tenant)	18,249,797	14,234,816	4,014,981	-22.0%	-926,831	-21.5%
Guildhall Complex	17,567,524	17,201,304	-366,219	-2.1%	-743,582	-13.2%
Barbican Arts Centre	17,439,653	20,565,547	3,125,894	17.9%	1,763,938	41.8%
Central Criminal Court	7,804,714	6,845,054	-959,660	-12.3%	-223,627	-10.6%
New Spitalfields Mkt (LL & Tenant)	6,800,091	6,612,893	-187,198	-2.8%	-79,011	-4.9%
CoL Freeman's School	4,898,145	4,619,959	-278,186	-5.7%	-106,171	-6.7%
GSMD - Milton Court	3,876,988	3,057,846	-819,142	-21.1%	-221,325	-21.0%
Streetlighting	3,622,410	3,146,017	-476,393	-13.2%	-218,490	-21.6%
Billingsgate Mkt (LL & tenant)	3,579,389	3,799,925	220,536	6.2%	-44,881	-4.3%
Bishopsgate Police Station	3,403,064	3,154,404	-248,660	-7.3%	-69,136	-7.3%
City of London School	3,229,652	3,155,744	-73,908	-2.3%	-107,154	-9.8%
City of London Crematorium	2,814,702	2,719,732	-94,971	-3.4%	-63,564	-7.3%
GSMD – Silk St.	2,360,878	2,111,614	-249,265	-10.6%	-137,841	-19.8%
Tower Bridge	2,318,156	2,342,357	24,201	1.0%	-56,882	-7.1%
Mansion House	2,289,797	2,050,586	-239,211	-10.4%	-87,310	-11.9%
CoL School for Girls	2,250,299	2,340,477	90,178	4.0%	15,741	2.2%
New Street (21)	1,807,820	1,902,878	95,058	5.3%	72,494	14.7%
GSMD - Sundial Court	1,776,176	1,731,426	-44,751	-2.5%	-62,395	-11.2%
Walbrook Wharf	1,726,608	1,902,766	176,158	10.2%	185,317	41.8%
Wood Street Police Station	1,599,514	1,375,378	-224,136	-14.0%	-102,159	-26.7%
LMA	1,344,258	1,315,079	-29,178	-2.2%	25,730	6.1%
Snowhill Police Station	863,679	776,971	-86,709	-10.0%	-27,263	-10.6%
Animal Reception Centre	746,879	791,442	44,563	6.0%	40,189	19.1%
OS Hampstead Heath	656,692	702,492	45,800	7.0%	14,293	8.2%
OS Epping Forest	650,465	648,961	-1,504	-0.2%	12,297	5.7%
Tower Hill Coach & Car Park	542,795	548,716	5,921	1.1%	-2,591	-1.8%
OS Golders Hill & Extension	361,251	353,657	-7,595	-2.1%	-2,045	-1.8%
Upper Thames St. Tunnel Ltg	304,116	218,730	-85,386	-28.1%	-18,051	-25.7%
OS Parliament Hill	258,066	299,195	41,128	15.9%	12,624	13.9%
Minorities Car Park	246,665	220,372	-26,293	-10.7%	-4,254	-6.9%
Total	115,390,247	110,746,338	4,643,909	-4.0%	1,161,939	-3.6%

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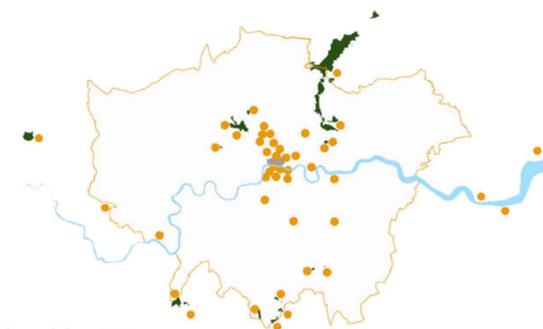
Looking after the City's historic assets



City Surveyor's Heritage Estate Section provides great value to the City of London Corporation



403
Heritage assets within the City



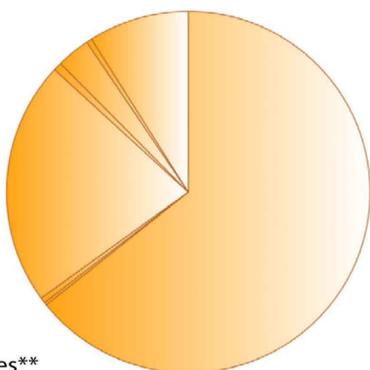
385
Heritage assets outside the City

 **2** in-house officers
788 Heritage assets

Managing heritage property assets both inside and outside the City

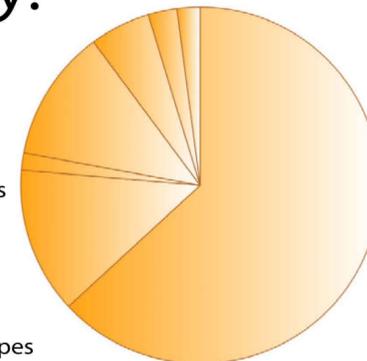
Inside the City:

- 259 Cultural objects
 - 1 Building, not listed
 - 2 Curtilages of Listed Buildings
- 91 Listed Buildings*
- 15 Scheduled Monuments*
- 36 Listed open spaces/landscapes**
- 2 Open spaces/landscapes, not listed



Outside the City:

- 243 Cultural objects
- 51 Buildings, not listed
- 6 Curtilages of listed buildings
- 46 Listed Buildings
- 21 Scheduled Monuments
- 8 Listed open spaces/landscapes
- 10 Open spaces/landscapes, not listed



Interesting Facts:

The City Surveyor's Heritage Estate Section is responsible for looking after all heritage assets owned by, or in the care of, the City, ranging from Scheduled Monuments, Listed Buildings, historic parks, churchyards & cemeteries to public statuary, ceremonial furniture and historic carriages.

The oldest heritage properties are Prehistoric earthworks, the Roman remains of the City Wall and Billingsgate Bath house. The newest is a sculpture by Anthony Gormley called Resolution, commissioned by the City in 2007. *3 Listed Buildings within the City are also Scheduled Monuments. **36 churchyards are in Parish or Diocesan ownership but are maintained by the City, as a consequence of 1850s Burial Acts.

Preserving the City's reputation through:

-  Provision of the state coach and semi-state coaches for the Lord Mayor's Show.
-  Proactively planning, budgeting and contract management of specialist conservation projects. In excess of 36 projects p.a. with a budget of approx. £475k p.a. for planned cyclical works funded from the Cyclical Works Programme plus around £117k p.a. for routine works via the City Surveyor's local risk budget.
-  Advising on the strategic management, maintenance and conservation of historic assets, as stakeholders and project board members of key Corporate projects.
-  Liaison within the Corporation and with numerous and diverse external stakeholders.
-  Organising 5-yearly inspections of all significant heritage assets and directing responses.
-  Preparing, commissioning and commenting on technical reports, Conservation Statements and Conservation Management Plans.

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Agenda Item 11

Appendix 2 - Funded CWP 21.22 Works

City Cash

Location	Property	Project Title	Budget cost
Guildhall School of Music and Drama	Guildhall School of Music and Drama	REPLACE SUNDIAL COURT COLD WATER STORAGE TANKS	£125,000
Epping Forest	The Obelisk, Warren Field, The Warren	DECORATION & LIMEWASH	£2,500
Epping Forest	Queen Elizabeth Hunting Lodge	EXTERNAL LIMEWASH & OVERHAUL	£25,000
Epping Forest	Queen Elizabeth Hunting Lodge	INFILL PANELS LIME DAUB OVERHAUL	£6,000
Guildhall School of Music and Drama	Guildhall School of Music and Drama	SUNDIAL COURT PUMP REPLACEMENT	£75,000
Guildhall School of Music and Drama	Guildhall School of Music and Drama	SUNDIAL COURT CALORIFERS REPLACEMENT X 2	£250,000
Guildhall School of Music and Drama	Guildhall School of Music and Drama	MILTON COURT AHU REFURBISHMENT	£75,000
Keats House	Keats House	SECURITY ALARM REPLACEMENT	£15,000
10 Keats Grove	10 Keats Grove	SECURITY ALARM REPLACEMENT	£15,000
Mansion House	General	COOLING AND HEATING - DISTRIBUTION PIPEWORK REPLACEMENT	£120,000
Mansion House	General	DHWS - PIPEWORK SURVEY & PIPE TEST	£6,000
The Monument	The Monument	SECURITY ALARM REPLACEMENT	£1,500
10 Keats Grove	10 Keats Grove	FIRE ALARM REPLACEMENT	£15,000
Keats House	Keats House	Keats House CCTV Replacement	£14,500
Guildhall School of Music and Drama	Guildhall School of Music and Drama	MILTON COURT CBU BATTERY REPLACEMENT	£150,000

London Central Markets	General	MODIFICATIONS TO HEATING, COOLING & VENTILATION	94,000
Guildhall School of Music and Drama	Silk Street	VENTILATION CONTROLS	7,000
Guildhall School of Music and Drama	Milton Court	VENTILATION CONTROLS	6,000
Mansion House	General	UPGRADE LIGHTING TO LED WITH OCCUPANCY CONTROLS	17,000
Open Spaces	Bunhill Fields Burial Ground	MEMORIALS BREAKDOWN	£30,000
Open Spaces	Bunhill Fields Burial Ground	MEMORIALS CONSERVATION	£125,000
Open Spaces	Bunhill Fields Burial Ground	NOTABLE MEMORIALS OVERHAUL	£15,000
Guildhall School of Music and Drama	Guildhall School of Music and Drama	CONSTRUCTION WORKSHOP DUST EXTRACTION SYSTEM	£50,000
Total			£1,239,500

City Fund

Location	Property	Project Title	Budget cost
CoL Cemetery & Crematorium	Modern Crematorium	CREMATOR No. 1 REFRACTORY	£60,000
Libraries, Archives & Guildhall Art Gallery	LMA	SECURITY ALARM REPLACEMENT (OLD BUILDING)	£7,000
Libraries, Archives & Guildhall Art Gallery	LMA	SECURITY ALARM REPLACEMENT (EXTENSION)	£7,000
Barbican Centre	Barbican Centre	REPLACE CALORIFERS IN CSPR AND CATERING	£125,000
Barbican Centre	Barbican Centre	GAS PIPEWORK TIGHTNESS TEST AND REPLACEMENT PIPEWORK AND VALVES	£150,000
Barbican Centre	Barbican Centre	SELENOID AND GAS INTERLOCK REPLACEMENT	£50,000
Barbican Centre	Barbican Centre	REPLACE BARBICAN LIBRARY FLOORING	£50,000
Barbican Centre	Barbican Centre	REPLACE CATERING GREASE TRAPS	£50,000
Barbican Centre	Barbican Centre	CONCERT HALL WHEELCHAIR ACCESSIBILITY STUDY AND MINOR WORKS	£50,000
Libraries, Archives & Guildhall Art Gallery	LMA	INTERNAL DECORATIONS	£45,000
Libraries, Archives & Guildhall Art Gallery	LMA	HEAT PUMP SYSTEM BEMS INTEGRATION	£8,000

Central Criminal Courts	Central Criminal Court	INSULATE STEAM PIPEWORK AND CONDENSATE VESSEL	£7,000
Car Parks	Tower Hill Car Park	DEMAND CONTROL OF THE VENTILATION SYSTEM	£29,000
Barbican Centre	Barbican Centre	UPGRADE BACK OF HOUSE LIGHTING TO LED AND CONTROLS	£75,000
Barbican Centre	Barbican Centre	UPGRADE FRONT OF HOUSE LIGHTING TO LED AND CONTROLS	£82,000
Central Criminal Courts	General	STEAM BOILER INSURANCE INSPECTION	£30,000
Libraries, Archives & Guildhall Art Gallery	LMA	SAFETY INTERLOCKS ON HEATER BATTERIES WITH FIRE DAMPERS	£40,000
Barbican Centre	Barbican Centre	CONSERVATORY LOUVRES & ENVIRONMENTAL CONTROLS	£140,000
Barbican Centre	Barbican Centre	LEVEL 4 FLOORING REPLACEMENT	£200,000

Guildhall

Location	Property	Project Title	Budget cost
Guildhall	East Wing	UPGRADE LIGHTING TO LED WITH OCCUPANCY CONTROLS	36,000
Guildhall	North Wing	UPGRADE LIGHTING TO LED WITH OCCUPANCY CONTROLS	18,000
Guildhall	External	UPGRADE LIGHTING TO LED WITH OCCUPANCY CONTROLS	8,000
Guildhall	General	FIRE DOORS REPLACEMENT	£120,000
Guildhall	General	BMS REPLACEMENT	£15,000
Guildhall	East Wing	BMS CONTROLS UPGRADE	£185,000
Guildhall	North Wing	BMS CONTROLS UPGRADE	£145,000
Guildhall	Guildhall Piazza	LIFT No. 46 REFURBISHMENT (LOWER PLATFORM DISABLED)	£10,000
Guildhall	Guildhall Piazza	LIFT No. 47 REFURBISHMENT (MIDDLE PLATFORM DISABLED)	£10,000
Guildhall	Guildhall Piazza	LIFT No. 48 REFURBISHMENT (UPPER PLATFORM DISABLED)	£10,000
Guildhall	North Wing	LIFT No. 1 REFURBISHMENT (FIRE FIGHTING)	£120,000
Guildhall	North Wing	LIFT No. 2 REFURBISHMENT (FIRE FIGHTING)	£120,000
Guildhall	North Wing	LIFT No. 5 SCENIC LIFT C REFURBISHMENT	£110,000
Guildhall	General	FIXED WITE TESTING REMEDIALS	£200,000
Guildhall	General	GAG AND CITY CENTRE 25 YEAR SPRINKLER TEST	£60,000
Total			£1,167,000

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APPENDIX 1

A RESOLUTION FROM THE BARBICAN RESIDENTS CONSULTATION COMMITTEE IN RESPECT OF THE PUBLIC REALM AROUND THE BARBICAN ESTATE

Members received a resolution from the RCC Meeting of 2nd September 2019 in respect of the Public Realm around the Barbican Estate.

At their meeting on 2nd September 2019, Members of the RCC received a report of their Deputy Chairman which expressed disappointment at the City Corporation's approach to maintenance of the public realm in and around the Barbican Estate. The report sought a resolution to the BRC to support this, on behalf of residents, and for the benefit of visitors to the City. The Barbican Association had also endorsed the resolution. The report of the Deputy Chairman of the RCC had been emailed to BRC Members ahead of this meeting and laid around the table.

Members of the RCC had discussed the general footfall through the Podium and how this was likely to increase in the wake of Culture Mile. Members of the BRC felt that Crossrail footfall would be more significant. Officers advised that, historically, the Estate Office had been left with a minimal amount of budget and resources for the public realm.

It was moved by Jeremy Mayhew, seconded by Mark Wheatley and RESOLVED, that:

1. The Streets and Walkways Sub Committee acknowledge the reasonable concerns of Barbican residents and on behalf of visitors, as set out in the report appended to this Resolution;
2. The Streets and Walkways Sub Committee ask those responsible for the funding and implementation of maintenance programmes for the public realm, in and around the Barbican Estate, to look for a new approach for upgrading and maintaining the public realm in and around the Barbican Estate.

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