



Resource Allocation Sub (Policy and Resources) Committee INFORMATION PACK

Date: WEDNESDAY, 30 OCTOBER 2024
Time: 2.00 pm
Venue: COMMITTEE ROOMS, GUILDHALL

8. ***CONSIDERATE LIGHTING CHARTER OPERATIONAL PROPERTY UPDATE**

Joint Report of the City Surveyor and the Executive Director, Environment.

For Information
(Pages 3 - 30)

9. ***TRANSFORMATION FUND 2024-25**

Report of the Chamberlain.

For Information
(Pages 31 - 34)

10. ***24/25 ENERGY & DECARBONISATION PERFORMANCE Q1 UPDATE FOR THE OPERATIONAL PORTFOLIO**

Report of the City Surveyor.

For Information
(Pages 35 - 44)

19. ***CITIGEN AND HEAT NETWORK ZONING – INITIAL DECISIONS**

Report of the City Surveyor.

For Information
(Pages 45 - 118)

20. ***GSMD ACCOMMODATION STRATEGY - SUNDIAL COURT OPTIONS APPRAISAL**

Report of the Principal of the Guildhall School of Music and Drama.

For Information
(Pages 119 - 238)

21. ***UPDATE REPORT ON THE OPERATIONAL PROPERTY REVIEW (NON-HOUSING) - UTILISATION ACTION PLAN**

Report of the City Surveyor.

For Information
(Pages 239 - 244)

22. ***DELEGATED AUTHORITY DECISIONS AND ARREARS UPDATE ON ASSETS ALLOCATED TO THE CITY SURVEYOR TO DIRECTLY MANAGE ON THE OPERATIONAL ESTATE - 1ST APRIL 2024 TO 30TH SEPTEMBER 2024**

Report of the City Surveyor.

For Information
(Pages 245 - 250)

Agenda Item 8

Committee(s): Resource Allocation Sub-Committee for information Communications and Corporation Affairs Sub-Committee for information	Dated: 30 th October 2024 24 th October 2024
Subject: Considerate Lighting Charter Operational Property Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Leading Sustainable Environment Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: City Surveyor & Executive Director for Environment	
Report author: Graeme Low – Head of Energy and Sustainability	

Summary

The Lighting Supplementary Planning Document ('SPD') was adopted on 24th October 2023. This document includes a Considerate Lighting Charter ('the Charter') which the City of London Corporation encourages those involved in lighting in the Square Mile, particularly the owners, managers and occupiers of existing buildings, to commit to.

The Charter is a voluntary commitment and includes nine main actions (with additional sub-actions) for existing buildings in the City to commit to achieving the right light, in the right place at the right time.

The Planning Policy Team hosted a 'round-table' meeting with building owners, managers and occupiers from within the Square Mile on 30th May 2024. This discussion gathered valuable information from these stakeholders as to their thoughts, and concerns, on the implementation of the Charters actions in their buildings.

Following the meeting, officers are considering various options for implementing and publicising the Charter. Also, they are reviewing the framing of the Charter and processes around it to ensure that signing up is an attractive prospect. A paper will be brought by the Planning Policy Team to the relevant committees in the near future.

A previous paper, presented to Resource Allocation Sub-Committee in early 2024, included a background to the Charter and the estimated cost implications (based on industry standard benchmark data from CIBSE Guide F) for seventeen of the City of London Corporation’s buildings to be compliant with the nine top-level actions required by the Charter.

Until the Planning Policy Team can confirm the process of achieving compliance it has been agreed that the 'quick win' actions are to be targeted first. This is to show that the City of London Corporation is keen to lead by example, and share their experience, towards obtaining compliance. Some of the costs to achieve compliance will be met from existing Climate Action Strategy funding. Other actions, that will not have any energy or carbon saving potential, will need alternative funding if they are later deemed to be required to achieve compliance.

Recommendations

The Resource Allocation Sub Committee is asked to:

- Note the reallocation of existing Climate Action Strategy (CAS) funding to Considerate Lighting Charter actions that, in addition to working towards compliance, will identify future energy and carbon saving options at seventeen City of London Corporation operational buildings (listed in Appendix three).
- Note that further work and costs that come from the proposals outlined in this paper may require additional 'unidentified' funding later. For example, the implementation of the actions identified during survey works.

Main Report

Background

1. To provide insight of the costs involved for other building owners, managers and occupiers, external consultants were asked to quote to deliver the Charter actions (detailed in Appendix A).
2. When requesting quotes each action was considered in isolation. Some multi-disciplinary consultancies stated that they could deliver surveys for different actions simultaneously. As the survey works would require nighttime working and two personnel this multiplicity could provide overall cost savings.
3. Some actions can be achieved using internal volunteer resources (Climate Champions) at low, or no, cost. However, this may not be an option for other organisations in the Square Mile. Once the compliance process has been finalised these actions may require independent verification that may come at an additional cost.

Delivery programme

4. Please reference Appendix One for further details of quotes against the required actions. The bullet points below give a brief overview of how these actions are being delivered:
 - Instruct respective teams to switch lights off as part of a daily routine (Action 1) and close blinds (Action 13) - this is being completed as a no cost option utilising existing Facility Management (FM) contracts. (no cost)
 - Conduct lighting surveys (Actions 4, 6 & 11) – this is being paid for using existing CAS funding to identify energy and carbon savings. Any opportunities identified will require additional funds that will be sought at a later stage. (£100k for all seventeen buildings following successful trial at one building below).
 - The first lighting survey is being conducted at Walbrook Wharf in November and the results will be used to determine the approach for surveying the full scope of buildings (£8,500 as per bullet above).
 - Commission lighting pollution impact report (Action 7) – a night-time walk, guided by an expert in the lighting sector, is planned for November for Climate Champions (a network of City of London volunteers) and interested parties to be shown good and bad examples of building lighting pollution and its impact on the external, local environment. Following this, the Climate Champions will be asked to use this learning and apply this to the seventeen buildings in scope and conduct out of hours surveys to identify a baseline to record progress against, using photographic evidence to support the issue identified (no cost).
 - Install blinds and curtains (Action 12) – as a proof of concept, the existing blinds in an area of the 4th floor, Guildhall North Wing are being automated

to operate according to outside light levels. The £10,000 cost for this trial will come from existing CAS funds but additional funding will be required to retrofit into the rest of the building should it prove successful (£10,000).

- Procuring sustainable light fittings (Action 14) - the City of London Corporation have a Responsible Procurement toolkit and have published an [Impact Report](#). Luminaires are included in this procurement toolkit to ensure that the most sustainable versions are purchased for City of London Corporation buildings. This is also supported by the application of the Corporation's Net Zero Design and Technology Standards, that looks at material use, circularity and whole life carbon that can be attributed to projects (sunk cost).
- Minimise the impacts of our lighting: Replace luminaires (Action 15) - from September 2023 T8 and T5 fluorescent lamps were banned from being placed into the Europe market which means that LEDs lighting has now become the default lighting choice. As such, this action will be completed through repair and replacement in future (no direct cost).

Corporate and Strategic Implications

11. **Strategic implications:** The Lighting SPD and Considerate Lighting Charter is in line with the aims and objectives of the 'leading sustainable environments and flourishing public spaces' elements of the City of London Corporation Corporate Plan and People Strategy 2024-29.
12. **Financial implications:** The Considerate Lighting Charter includes recommendations, many of which constitute best practice for lighting. This will have an individual impact on future projects where it is used as guidance and, in many cases, the recommendations will result in a lower operational cost.
13. **Resource implication:** This paper should give more information as to the resource implications of making seventeen City of London Corporation buildings compliant with the Considerate Lighting Charter. For example, it is expected that key staff will engage with requirements to close blinds in the evening and turn off all unnecessary lighting.
14. **Equalities implications:** The Lighting SPD, including the lighting charter, has been subject to an equality screening exercise, which concluded that it would not have any negative impacts on those who share a protected characteristic. Any decisions regarding the approach to lighting on City Corporation's Operational Buildings will be subject to the City Corporation's Public Sector Equality Duty 2010 and appropriate equality impact assessment where necessary.
15. **Climate implications:** The Lighting SPD and Considerate Lighting Charter will complement the City Corporation's Climate Action Strategy.

16. **Legal implications:** The Lighting SPD has been developed in line with the statutory requirements of the Town and Country Planning (Local Planning) (England) Regulations 2012.
17. **Risk implications:** Failure to implement the Considerate Lighting Charter within the City Corporation's Operational Buildings will risk reputational damage and likely consequence that other organisations fail to adopt the Considerate Lighting Charter across the square mile.
18. **Security implications:** There are no security implications arising from this report. Additional lighting as part of security measures is considered carefully before being implemented, any reduction in external lighting must not compromise safety and security.

Conclusion

19. This paper seeks to inform Members of the steps already happening to implement the Charter into identified City of London Corporation operational buildings. Once the route to compliance is confirmed these actions will be submitted as evidence of compliance to 'lead by example'.

Appendices

Appendix One – Cost and funding source for each Charter action

Appendix Two – How to achieve the Charter actions

Appendix Three – City of London Corporation buildings being seeking to achieve Considerate Lighting Charter compliance

Report author

Graeme Low – Head of Energy and Sustainability, City Surveyors Department

Appendix One
Cost and Funding Source for Each Charter Action

Charter Action (numbered from Appendix two)	Cost	CAS funding already available	Could CAS funding be made available	Funding from elsewhere	Time to implement	Internal or external resource to implement	Planned start date	Future funding required
Instruct respective teams to switch lights off as part of a daily routine (1).	£0	N/A	N/A	N/A	<3 mos	Internal through existing FM contract.	Immediately	No
Design and produce publicity for "Switch it Off" campaign (2).	TBC	N/A	N/A	N/A	3 - 6 mos	Internal through Climate Champion Network.	To be picked up as part of a wider behaviour change campaign.	Yes
Install sub metering of lighting circuits to enable monitoring (3).	TBC	TBC	TBC	Yes	>12 mos	External.	Potentially future cost could be covered by CWP or FM budgets.	Yes

Conduct lighting surveys to either install additional controls or replace lighting (4). & Commission lighting survey on existing installation (6).	£100,000	£100,000	N/A	N/A	Spread over the next few years.	External.	From Q4 of 2024	No
Mobilisation of staff, regular training sessions, embed a 'Switch if off culture' (5).	£0	N/A	N/A	N/A	<3 mos	Internal through Climate Champion Network.	To be picked up as part of a wider behaviour change campaign.	No
Commission lighting pollution impact report (7).	£15,866	No	No	15,866	3 mos during winter.	External.	During winter months	Yes
Commission Equality, Diversity and Inclusion (EDI) on existing lighting (8).	£15,866	No	No	£15,866	<1 mos	External.	Soon	Yes
Engage with stakeholders (9).	£0	N/A	N/A	N/A	<3 mos	Internal.	Soon	No

Review our lighting system: Considering biodiversity (10).	£8,700 to £15,866	No	No	£15,866	1 year to accommodate all seasons	External.	During winter months	Yes
Instigate glare survey (11).	£26,500	No	No	£26,500	3 mos during winter	External.	During winter months	Yes
Install blinds and curtains (12).	£94 for a 'dumb' blind £344 an automated blind.	No	No	TBC	>two years	External.	TBC	No
Close blinds (13).	£0	N/A	N/A	N/A	<3 mos	Internal through existing FM contract.	Now	No
Procuring sustainable light fittings (14).	£0	N/A	N/A	N/A	Ongoing process	Internal.	TBC	Yes
Minimise the impacts of our lighting: Replace luminaires (15).	£0	No	No	TBC	Ongoing process ~ 10 to 20 years	Internal.	TBC	Yes

Appendix Two

Costs from external consultants to achieve the Charter actions

Manage lighting well: Turning lights off when not in use

1. Instruct respective teams to switch lights off as part of a daily routine.

This quote was requested from the Facility Management (FM) contractors providing security and/or cleaning services to the City of London Corporation buildings to provide a benchmark cost for other owners, managers or occupiers.

City of London Corporation FM providers stated that as a signal of their continual improvement within their contract they would instruct their security staff to turn lights off, where safe and possible to do so, in the buildings within their managed contract at no additional cost.

It is recognised that changes such as this to an existing contract may only be applicable with an additional cost, or if included as a component of a retendering exercise. Specific cost will be on a building basis and so cannot be identified for this paper.

For ongoing contracts there may be a delay in implementation until existing FM contracts finish and new ones begin with this requirement added as a new performance indicator.

2. Design and produce publicity for “Switch it Off” campaign.

The City of London Corporation have a ‘Climate Champion Network’ of volunteers across the corporation to help reduce the climate impact of the City of London Corporation activities. Whilst this is unique to the City of London Corporation a number of owners, managers or occupiers of buildings may have something similar, although this might be on a floor-by-floor basis rather than across numerous buildings.

It is proposed to use the network of volunteers to distribute/install and renew a bespoke Switch it Off campaign of leaflets to encourage building users to switch lights off to comply with the Charter.

However, this is to be delivered as part of a wider behaviour change campaign that is being planned for later in the 2024/25/26 period.

3. Install sub metering of lighting circuits to enable monitoring.

At this stage the cost cannot be calculated as it is reliant on the results of the lighting survey 11a. Typically a sub-meter would cost in the region of between £150+ per meter depending on the complexities of installing, monitoring the data and the electrical load being measured.

Manage lighting well: Installing control systems.

4. Conduct lighting surveys to either install additional controls or replace lighting.

Typically, lighting supply companies will provide lighting surveys and designs 'free of charge' on the proviso that the building owner would go onto purchase their products thus indirectly paying for the survey.

Whilst this would work if the installation was going to proceed this is not the case with this project and so consultants were asked to provide quotes to complete lighting surveys that would look at controls, existing luminaires and provide independent costs to replace with luminaires that would be Charter compliant but not necessarily from one supplier.

For the seventeen buildings in scope these surveys would cost **£100k**. These costs are calculated based on building floor area with some of the larger buildings likely to take several days to survey but the smaller ones being completed in one day.

Manage lighting well: Embedding good lighting management practise

5. Mobilisation of staff, regular training sessions, embed a 'Switch if off culture'.

The City of London Corporation have a Climate Champion network of volunteers across the corporation to help reduce the climate impact of the City of London Corporation activities. Whilst this is unique to the City of London Corporation some owners, managers or occupiers of buildings will have something similar although this might be on a floor-by-floor basis rather than numerous buildings.

It is proposed to use the network of volunteers to distribute/install and renew a bespoke Switch it Off campaign of leaflets to encourage building users to switch lights off to comply with the Charter.

However, this is to be delivered as part of a wider behaviour change campaign that is being planned for later in the 2024/25/26 period.

Review our lighting system: Carry out an initial review.

6. Commission lighting survey on existing installation.

This action will be covered by 11a by the same contractor. The two actions could be considered separate as it would be possible to have good quality luminaires that provided all the required lighting installed but for it to be badly controlled e.g. a buildings reception area to be lit 24/7 when there is no receptionist and all office staff have left for the day.

However, for this stage of the project the proposed contractor will be able to consider both actions within the same audit.

For the seventeen buildings in scope these surveys would cost **£100k** (this has already been accounted for in 11a)

7. Commission lighting pollution impact report.

This survey comprises of several nighttime audits to undertake visual appraisal of the following elements of the Charter:

- lighting pollution impact,
- EDI on existing lighting,
- biodiversity impact audit.

Each of the actions will be logged onto a standardised spreadsheet comparable per building and would provide recommended actions to rectify the findings of the audit to make the building Charter compliant.

Cost of £47,600 for all three actions

Cost of £15,866 per action.

8. Commission Equality, Diversity and Inclusion (EDI) on existing lighting.

This survey is already covered in 13b.

A conversation with Oliver Sanandres, CoL Director and Head of Profession (Health & Safety) suggested that whilst EDI needs to be considered for internal lighting it is thought less of an issue with external lighting as this is unlikely to impact on any listed characteristics. It was suggested that an email address could be provided so that any individual who felt that the City of London Corporation's buildings external lighting had impacted on their listed characteristic could report this for further investigation.

Cost of £47,600 for all three actions

Cost of £15,866 per action.

Review our lighting system: Consult neighbouring properties.

9. Engage with stakeholders.

Building custodians were contacted to ask whether they already had communication with their nearest neighbours. Those that replied typically had communication 'channels' already in place with some, if not all, of their immediate neighbours and suggested that any remaining could be engaged with at little to no cost.

For the sites that did not have any previous communication it would be possible to work with colleagues in the Planning department to use their existing 'residential layer' with the CityMaps Geographical Information System (GIS) to identify the address of these neighbour to arrange a mail-out to proactively engage with them. This would be a similar approach to that already used when making notifications of Planning Permission applications.

Review our lighting system:

10. Considering biodiversity.

Surveys would be conducted to assess whether there are ecological receptors or greenspaces that would be subject to the requirements of the Charter. This will comprise of a desk-based appraisal using publicly available information in

conjunction with a site-based assessment to record both on-site and adjacent habitats (access permitting) using the UK Hab methodology.

A design note statement report presenting the above survey results advising which building complies, or does not comply, with the City of London Corporation SPD, as well as those that require more detailed ecological survey work to assess compliance.

A cost range of **£8,700 to £15,866** depending on which consultancy is used. The higher values are from multi-disciplinary consultants as part of a multiple survey offer with the lower value coming from a smaller consultancy.

Minimise the impacts of our lighting: Reducing Glare and Light Spill.

11. Instigate glare survey.

This survey would be completed at the same time as action 15 if provided by the same consultancy working on both actions during the same site survey.

It would comprise of a nighttime survey to better understand the impact of lighting from the building. This would include measurement of lighting colour temperature (CCT) and colour rendering index (CRI), measurement of illuminance (lux) on areas of sensitive receptors and adjacent the building, visual assessment of uplighting on building that are contributing to sky glow and light pollution and visual assessment of glare from lighting fixtures.

At a cost of **£26,500**

12. Install blinds and curtains.

In order to provide costs to install blinds in each of the seventeen buildings each one would need to be surveyed in depth with each external facing window measured and quoted for. This is not practical at this stage and so blind supplying contractors were invited to the Guildhall to review the windows in the North Wing and provide an indicative quote to install a simple 'dumb' blind such as those already installed, an automated blind that opened and closed according to a time clock and/or external lighting conditions and the cost of supplying a number of windows in one installation.

These numbers can then be used to better understand the order of magnitude to install blinds in buildings that currently don't have any installed.

At a cost of **£94** for a 'dumb' blind

At a cost of **£344** for a single automated blind

At a cost of **£40,924.44** to install 71 automated blinds to the entire 4th Floor, North Building, The Guildhall.

13. Close blinds.

This quote was requested from the Facility Management (FM) contractors providing security and/or cleaning services to the City of London Corporation buildings to provide a benchmark cost for other owners, managers or occupiers.

City of London Corporation FM providers stated that as a signal of their continual improvement within their contract they would instruct their security staff to close blinds, where safe and possible to do so, in the buildings within their managed contract at no additional cost.

It is recognised that changes such as this to an existing contract may only be applicable with an additional cost, or if included as a component of a retendering exercise. Specific cost will be on a building basis and so cannot be identified for this paper.

For ongoing contracts there may be a delay in implementation until existing FM contracts finish and new ones begin with this requirement added as a new requirement.

Minimise the impacts of our lighting:

14. Procuring sustainable light fittings.

The City of London Corporation have developed a Net Zero Design standard for use in their buildings to take their buildings to Net Zero. This document brings together design guide, standards and processes from multiple guides, including the Considerate Lighting Charter, to cover all aspects to achieve a Net Zero Building. The lighting section provides details of procurement processes, recommended luminaires, colour standards, lux levels etc.

15. Replace luminaires.

From September 2023 T8 and T5 fluorescent lamps were banned from being placed into the Europe market which is resulting in a limited time of existing stocks being available in Europe and the UK with the prices of these likely to rise as stock diminish. This means that as existing lamps fail building owners, occupiers and manager will need to decide whether they replace the lamps with LED replacements utilising the existing luminaire (not best practise due to the linear lighting output of LEDs compared to the 360° light output of fluorescents) or replace the entire luminaire with new LED versions that should include in controls to reduce operation.

As such, this charter action is already happening across building portfolios as lamps fail. Building manager, owners and occupiers should decide whether their strategy for replacement is to replace every luminaire at an agreed time (for instance at 20% failure rate) or replace as each lamp fails. As this will be considered a maintenance cost this is within the normal building running costs and so no cost is provided for this action.

Appendix Three
City of London Corporation buildings being seeking to achieve Considerate
Lighting Charter compliance

	Site Name	Floor area m²
1	Mayor's Court	1,600
2	Central Criminal Court	38,553
3	Walbrook Wharf	13,718
4	Barbican Arts Centre	70,292
5	Barbican Estate Office	1,251
6	Guildhall Complex	64,352
7	21 New Street	8,282
8	Bishopsgate Police Station	10,864
9	Mansion House	8,236
10	Artizan Street Library and Community Centre	946
11	CoL Magistrates Court	1686
12	Roman Bath House	643
13	Portsoken Community & Health Centre	201
14	Portsoken Pavilion	325
15	City Information Centre, St Paul's Churchyard	130
16	Temple Bar & Paternoster Lodge	122
17	The Monument	19

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Minimise the impacts of our lighting:	£0	No	No	TBC	Ongoing process ~ 10 to 20 years	Internal.	TBC	Yes

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Appendix Two

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However, this is to be delivered as part of a wider behaviour change campaign that is being planned for later in the 2024/25/26 period.

3. Install sub metering of lighting circuits to enable monitoring.

At this stage the cost cannot be calculated as it is reliant on the results of the lighting survey 11a. Typically a sub-meter would cost in the region of between £150+ per meter depending on the complexities of installing, monitoring the data and the electrical load being measured.

Manage lighting well: Installing control systems.

4. Conduct lighting surveys to either install additional controls or replace lighting.

Typically, lighting supply companies will provide lighting surveys and designs 'free of charge' on the proviso that the building owner would go onto purchase their products thus indirectly paying for the survey.

Whilst this would work if the installation was going to proceed this is not the case with this project and so consultants were asked to provide quotes to complete lighting surveys that would look at controls, existing luminaires and provide independent costs to replace with luminaires that would be Charter compliant but not necessarily from one supplier.

For the seventeen buildings in scope these surveys would cost **£100k**. These costs are calculated based on building floor area with some of the larger buildings likely to take several days to survey but the smaller ones being completed in one day.

Manage lighting well: Embedding good lighting management practise

5. Mobilisation of staff, regular training sessions, embed a 'Switch if off culture'.

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Review our lighting system: Carry out an initial review.

6. Commission lighting survey on existing installation.

This action will be covered by 11a by the same contractor. The two actions could be considered separate as it would be possible to have good quality luminaires that provided all the required lighting installed but for it to be badly controlled e.g. a buildings reception area to be lit 24/7 when there is no receptionist and all office staff have left for the day.

However, for this stage of the project the proposed contractor will be able to consider both actions within the same audit.

For the seventeen buildings in scope these surveys would cost **£100k** (this has already been accounted for in 11a)

7. Commission lighting pollution impact report.

This survey comprises of several nighttime audits to undertake visual appraisal of the following elements of the Charter:

- lighting pollution impact,
- EDI on existing lighting,
- biodiversity impact audit.

Each of the actions will be logged onto a standardised spreadsheet comparable per building and would provide recommended actions to rectify the findings of the audit to make the building Charter compliant.

Cost of £47,600 for all three actions

Cost of £15,866 per action.

8. Commission Equality, Diversity and Inclusion (EDI) on existing lighting.

This survey is already covered in 13b.

A conversation with Oliver Sanandres, CoL Director and Head of Profession (Health & Safety) suggested that whilst EDI needs to be considered for internal lighting it is thought less of an issue with external lighting as this is unlikely to impact on any listed characteristics. It was suggested that an email address could be provided so that any individual who felt that the City of London Corporation's buildings external lighting had impacted on their listed characteristic could report this for further investigation.

Cost of £47,600 for all three actions

Cost of £15,866 per action.

Review our lighting system: Consult neighbouring properties.

9. Engage with stakeholders.

Building custodians were contacted to ask whether they already had communication with their nearest neighbours. Those that replied typically had communication 'channels' already in place with some, if not all, of their immediate neighbours and suggested that any remaining could be engaged with at little to no cost.

For the sites that did not have any previous communication it would be possible to work with colleagues in the Planning department to use their existing 'residential layer' with the CityMaps Geographical Information System (GIS) to identify the address of these neighbour to arrange a mail-out to proactively engage with them. This would be a similar approach to that already used when making notifications of Planning Permission applications.

Review our lighting system:

10. Considering biodiversity.

Surveys would be conducted to assess whether there are ecological receptors or greenspaces that would be subject to the requirements of the Charter. This will comprise of a desk-based appraisal using publicly available information in

conjunction with a site-based assessment to record both on-site and adjacent habitats (access permitting) using the UK Hab methodology.

A design note statement report presenting the above survey results advising which building complies, or does not comply, with the City of London Corporation SPD, as well as those that require more detailed ecological survey work to assess compliance.

A cost range of **£8,700 to £15,866** depending on which consultancy is used. The higher values are from multi-disciplinary consultants as part of a multiple survey offer with the lower value coming from a smaller consultancy.

**Minimise the impacts of our lighting:
Reducing Glare and Light Spill.**

11. Instigate glare survey.

This survey would be completed at the same time as action 15 if provided by the same consultancy working on both actions during the same site survey.

It would comprise of a nighttime survey to better understand the impact of lighting from the building. This would include measurement of lighting colour temperature (CCT) and colour rendering index (CRI), measurement of illuminance (lux) on areas of sensitive receptors and adjacent the building, visual assessment of uplighting on building that are contributing to sky glow and light pollution and visual assessment of glare from lighting fixtures.

At a cost of **£26,500**

12. Install blinds and curtains.

In order to provide costs to install blinds in each of the seventeen buildings each one would need to be surveyed in depth with each external facing window measured and quoted for. This is not practical at this stage and so blind supplying contractors were invited to the Guildhall to review the windows in the North Wing and provide an indicative quote to install a simple 'dumb' blind such as those already installed, an automated blind that opened and closed according to a time clock and/or external lighting conditions and the cost of supplying a number of windows in one installation.

These numbers can then be used to better understand the order of magnitude to install blinds in buildings that currently don't have any installed.

At a cost of **£94** for a 'dumb' blind

At a cost of **£344** for a single automated blind

At a cost of **£40,924.44** to install 71 automated blinds to the entire 4th Floor, North Building, The Guildhall.

13. Close blinds.

This quote was requested from the Facility Management (FM) contractors providing security and/or cleaning services to the City of London Corporation buildings to provide a benchmark cost for other owners, managers or occupiers.

City of London Corporation FM providers stated that as a signal of their continual improvement within their contract they would instruct their security staff to close blinds, where safe and possible to do so, in the buildings within their managed contract at no additional cost.

It is recognised that changes such as this to an existing contract may only be applicable with an additional cost, or if included as a component of a retendering exercise. Specific cost will be on a building basis and so cannot be identified for this paper.

For ongoing contracts there may be a delay in implementation until existing FM contracts finish and new ones begin with this requirement added as a new requirement.

Minimise the impacts of our lighting:

14. Procuring sustainable light fittings.

The City of London Corporation have developed a Net Zero Design standard for use in their buildings to take their buildings to Net Zero. This document brings together design guide, standards and processes from multiple guides, including the Considerate Lighting Charter, to cover all aspects to achieve a Net Zero Building. The lighting section provides details of procurement processes, recommended luminaires, colour standards, lux levels etc.

15. Replace luminaires.

From September 2023 T8 and T5 fluorescent lamps were banned from being placed into the Europe market which is resulting in a limited time of existing stocks being available in Europe and the UK with the prices of these likely to rise as stock diminish. This means that as existing lamps fail building owners, occupiers and manager will need to decide whether they replace the lamps with LED replacements utilising the existing luminaire (not best practise due to the linear lighting output of LEDs compared to the 360° light output of fluorescents) or replace the entire luminaire with new LED versions that should include in controls to reduce operation.

As such, this charter action is already happening across building portfolios as lamps fail. Building manager, owners and occupiers should decide whether their strategy for replacement is to replace every luminaire at an agreed time (for instance at 20% failure rate) or replace as each lamp fails. As this will be considered a maintenance cost this is within the normal building running costs and so no cost is provided for this action.

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Appendix Three
City of London Corporation buildings being seeking to achieve Considerate
Lighting Charter compliance

	Site Name	Floor area m²
1	Mayor's Court	1,600
2	Central Criminal Court	38,553
3	Walbrook Wharf	13,718
4	Barbican Arts Centre	70,292
5	Barbican Estate Office	1,251
6	Guildhall Complex	64,352
7	21 New Street	8,282
8	Bishopsgate Police Station	10,864
9	Mansion House	8,236
10	Artizan Street Library and Community Centre	946
11	CoL Magistrates Court	1686
12	Roman Bath House	643
13	Portsoken Community & Health Centre	201
14	Portsoken Pavilion	325
15	City Information Centre, St Paul's Churchyard	130
16	Temple Bar & Paternoster Lodge	122
17	The Monument	19

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Committee	Date:
Policy & Resources Committee – For decision Resource Allocation Sub-Committee – For information	17 th October 2024 30 th October 2024
Subject: Transformation Fund 2024-25	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Chamberlain and Chief Financial Officer	For Decision
Report author: Louise Said, Group Accountant	

Summary

In March 2024 as part of the annual budget process, the Court of Common Council approved a Transformation Fund be set up from 23/24 central contingency underspends. This funding is to be used to support the cultural change needed under the new Corporate Plan and People Strategy, but also radical thinking on how best to bring down the annual operating deficit, including major changes or stoppages to existing service provision and/or reductions in grants. This requires a renewed approach to transformation underpinned by a clear communication to all Members so they are aware of the challenges ahead. The total fund stands at £4.7m and is split £2.5m City Fund and £2.2m City’s Estate.

Recommendations

Members are asked to:

- approve the delegation approval framework for bids as outlined in paragraph 5
- delegate future oversight of the Fund to the Resource Allocation Sub-Committee

Main Report

1. As part of the 2024/25 budget setting process, the Court of Common Council approved a Transformation Fund be set up from 23/24 central contingency underspends to be carried forward and used to support the transformational activity being undertaken across the organisation as part of the Corporate Plan and People Strategy, but also radical thinking on how best to bring down the annual operating deficit, including major changes or stoppages to existing service provision and/or reductions in grants. Transformational spend tends to be time limited, and so would not normally be built into base budgets. A fund

or contingency approach was therefore considered more appropriate to be drawn down as required. As part of the approval of 23/24 carry forward process, a sum of £4.7m was approved to be used for transformational activity. The approval was given with the stipulation that in establishing this fund, there should also be an appropriate level of member governance and oversight into how it is spent. This report therefore documents and asks Members to agree the governance of the Transformation Fund.

2. All applications should set out the following information as standard to enable an informed decision to be taken:
 - **Rationale:** why this item is not able to be funded through existing departmental local risk budgets
 - **Criteria:** Which of the following does this item meet (each bid for funding should meet at least one of these):
 - o Relate to transformation required as part of the Corporate Plan and People Strategy
 - o Support the core workstreams under the Transformation Programme which are:
 - Commercialisation and income generation
 - Shoring up the MTFP
 - Operational Property Review
 - Establishing Brilliant Basics through effective governance and optimised business processes
 - Laying the foundations for long-term transformation
 - **Outcomes:** What specific outcomes will be delivered for the level of funding requested?
 - **Economy:** What steps will be taken to ensure the initiative will be delivered in the most cost-effective manner?
 - **Delivery:** Specify the timeline for your works / activities (include start date, end date, key milestone target dates) and measures that will be put in place to mitigate any risks of not delivering the planned outcomes.
 - **Evaluation:** How will success be measured? Evaluation should be proportionate to the level of funding requested.
 - **Risks:** What are the risks if this funding is not agreed?
3. The Transformation Fund will be allocated following the assessment of eligible applications that meet the criteria listed above. Consideration will also be given to the level of proposed benefits to support prioritisation of bids where resource constraints are an issue.
4. The application process will be managed by the Town Clerk's department in a manner analogous to requests for approval submitted under the delegated authority or urgency process. All bids will be reviewed and once satisfied that all information has been submitted, will be presented for approval based on the delegation limits set out in paragraph 5.

5. In order to ensure the fund can be used in an agile manner, as well as having appropriate scrutiny, following consultation with the Senior Leadership Team (SLT), the following approval levels are recommended:
 - a. Funding applications for up to £500k will be determined by the Town Clerk
 - b. Applications for funding between £500k and £1m will be determined by the Town Clerk in consultation with the Chairman and Deputy Chairman of Resource Allocation Sub-Committee (RASC)
 - c. Applications over £1m will be considered by RASC
6. Funding is time limited for the period specified within the request. Any permanent funding requests cannot be funded through the Transformation fund as it is time limited so other forms of funding would need to be explored, unless the initiative can support on-going costs through generating additional income and or savings.
7. Any funds agreed will be ringfenced for that particular purpose and if circumstances change and the original purpose is not deliverable, funding will need to be returned to the pot for reallocation. Any changes in allocation of funding will follow the same process for approvals. The funds cannot be used for any other purpose without the approval of SLT and or RASC (depending on the value).
8. Officers will monitor and review spend on a quarterly basis as part of budget monitoring ensuring that it is in line with the original purpose for which funds were given. At the end of the financial year successful bidders will be asked to confirm final spend and benefits against each project. If any funds are remaining and are required for the following financial year, Officers can request a carry forward which will be reviewed as part of the annual carry forward process. Where additional income is generated and or savings achieved future budget/medium term financial plan will be adjusted accordingly.
9. Regular reporting will be brought back to RASC for 24/25, it is proposed to bring a report in December 2024 and again at the end of the financial year updating members on the current position of the fund and setting out all bids approved to date. For future years the proposal would be to bring an update every 6 months to RASC and an annual report to P&R at the end of the financial year should the fund continue.

Corporate and Strategic implications

Strategic implications – Through use of the criteria in assessing bids, proposals covered by the fund will support the delivery of the Corporate Plan and People Strategy.

Financial implications – Contained within the body of the report

Resource implications – Bids will need to be reviewed and assessed by staff in the Town Clerk's department and monitoring supported by the Chamberlain's team. The

work required is anticipated to be deliverable within existing resources but will be kept under review.

Legal implications – No direct implications

Risk implications – No direct implications

Equalities implications – No direct implications from the proposal, however where individual decisions may have impacts, equality impact assessments will be carried out as appropriate.

Climate implications – No direct implications

Security implications – No direct implications

Conclusion

10. Members are asked to endorse the approach and governance being undertaken for approval from the Transformation Fund and agree delegation be given to the Town Clerk, Chair & Deputy Chair of RASC and note the proposed criteria and reporting of spend and outcomes against the transformation fund.

Appendices

None

Louise Said

Group Accountant, Strategic Finance

Louise.Said@cityoflondon.gov.uk

Committee(s)	Dated:
Resource Allocation Subcommittee, RASC	30/10/2024
Subject: 24/25 Energy & Decarbonisation Performance Q1 Update for the Operational Portfolio.	
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	no
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain’s Department?	No
Report of: The City Surveyor	For Information
Report author: Emma Bushell	

Summary

This report presents the 2024/25 Quarter 1 energy performance for the City of London Corporation (COLC) operational sites. There has been a 22.7% reduction in energy usage since the 2018/19 baseline year (weather-corrected) but despite this, we are off track to achieve our Net Zero Carbon targets by 2027.

Recommendation(s)

- Note, that for the rolling year, Q1 24/25 weather-corrected energy consumption has reduced by 22.7% compared to the baseline year 2018/19 compared to 22.2% for Q4 23/24.

Main Report

Background

1. The 23/24 Q4 Energy Performance Report was submitted to the RASC meeting on 11th July 2024. This noted that the rolling 12-month energy performance was reduced by 22.2% based on the weather-corrected values for the Climate Action Baseline year of 2018/19.
2. The Climate Action Strategy (CAS) Year 4 Plan for 2024/25 is being delivered, as approved by the Policy and Resources Committee. The plan includes the Operational Properties and Housing (landlord areas) project, which focuses on reducing the carbon emissions within the City Corporation’s estate through a range of tasks including capital works projects, building control improvements, and monitoring and targeting activities.

CAS target alignment

3. The CAS buildings baseline includes the operational property portfolio, landlord supplies to housing estates and investment properties.
4. To achieve the net zero CO₂e target by 2027 for our scope 1 and 2 operational emissions, residual emissions are planned to be mitigated via land-based carbon sequestration from our green spaces.
5. Our 2023/24 net interim target was a reduction of 84% against the 2018/19 baseline. We achieved a 65% reduction on baseline, missing our target by 19%. The main cause for

missing the 2023/24 target was due to a 7% increase in the carbon factor of National Grid electricity since last year (i.e. more carbon intense energy in the electricity mix).

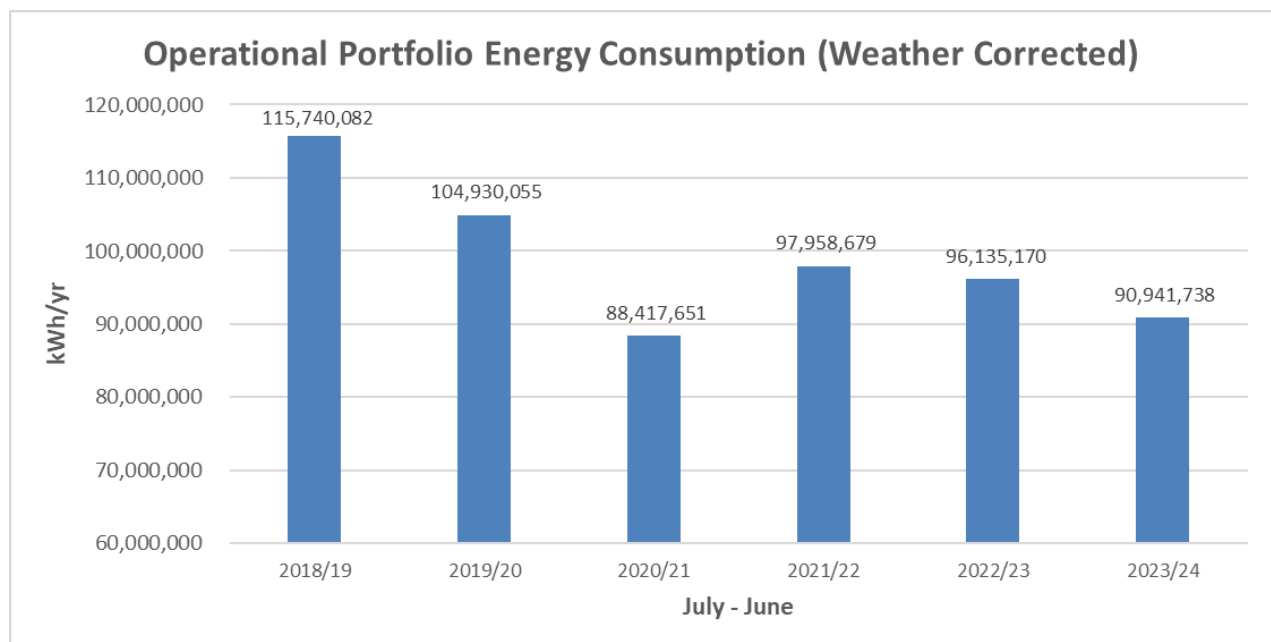
- We need to reduce our emissions by a further 7kt CO₂e by 2027 to reach net zero. Works currently planned in the Operational Property Portfolio and Housing should deliver 4.2kt CO₂e of emissions reduction, leaving a further 2.8kt CO₂e to be delivered by additional works. If the National Grid decarbonises as expected, and all capital works (planned and additional) are delivered on time, we should reach net zero. If works are not all delivered as planned, or the grid decarbonisation under-performs, we have no buffer and risk missing net zero in 2027.

Current position

- For the rolling year, Q1 24/25 weather-corrected energy consumption has reduced by 22.7% compared to the baseline year 2018/19.
- Over the last 12 months the 30 highest consuming sites have seen a reduction in energy consumption of 5,784 MWh (6.2%) when compared to the preceding 12 months (Appendix Table 1).
- A significant contributor to this reduction in energy consumption is the removal of the poultry market at Smithfield Market. This removal accounts for roughly 1,800 MWh of the 5,378 MWh drop in energy consumption.
- The CAS Capital Delivery Programme for Operational Buildings, which was approved at Gateway 2 in December 2022, has progressed many projects within that programme to the Gateway 5 stage. The programme is expected to provide 722 tonnes of CO₂-e savings per annum across our scope 1 and 2 emissions. This is further detailed in paragraph 19.

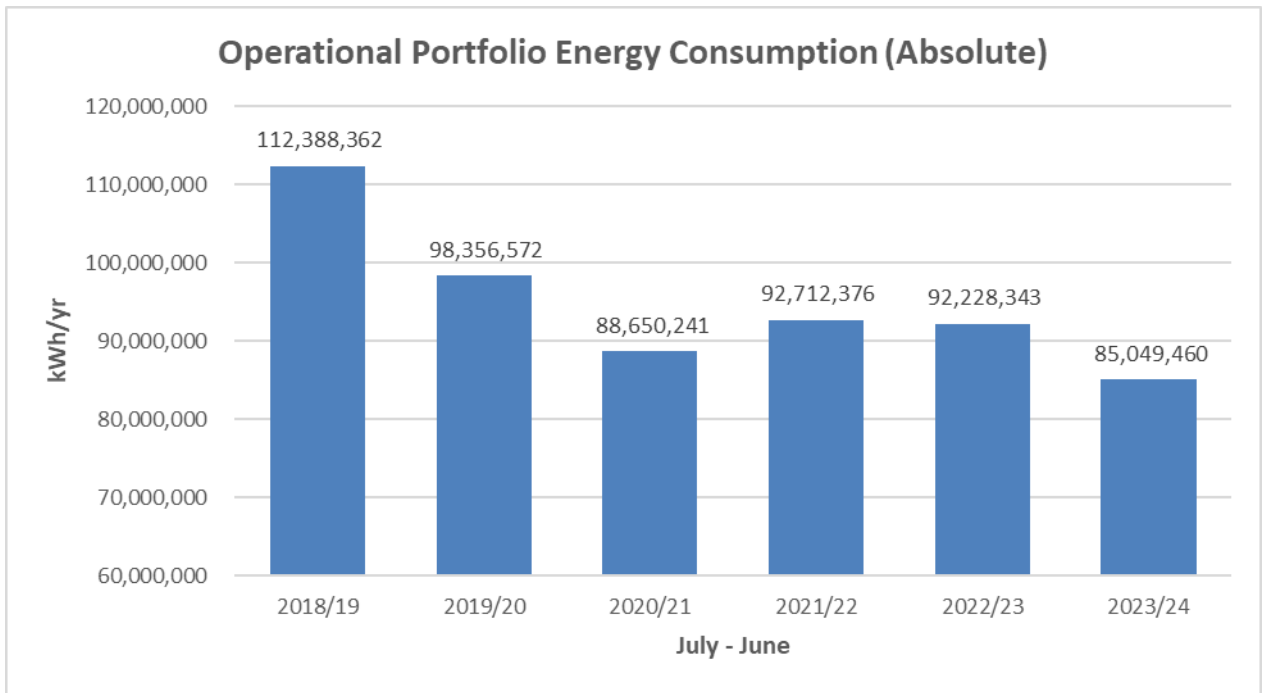
Performance update

Chart 1. Consumption Performance of the operational portfolio (weather-corrected)



- Note that chart 1 displays 1-year periods between July – June.
- Chart 1 portrays weather-corrected operational portfolio consumption year on year since 2018/19. Consumption in the rolling year between 2023/24 was 21.4% less than in 2018/19 and 5.4% less than in 2022/23.
- Chart 1 is the combined consumption of grid electricity, gas, heat, chill and oil.

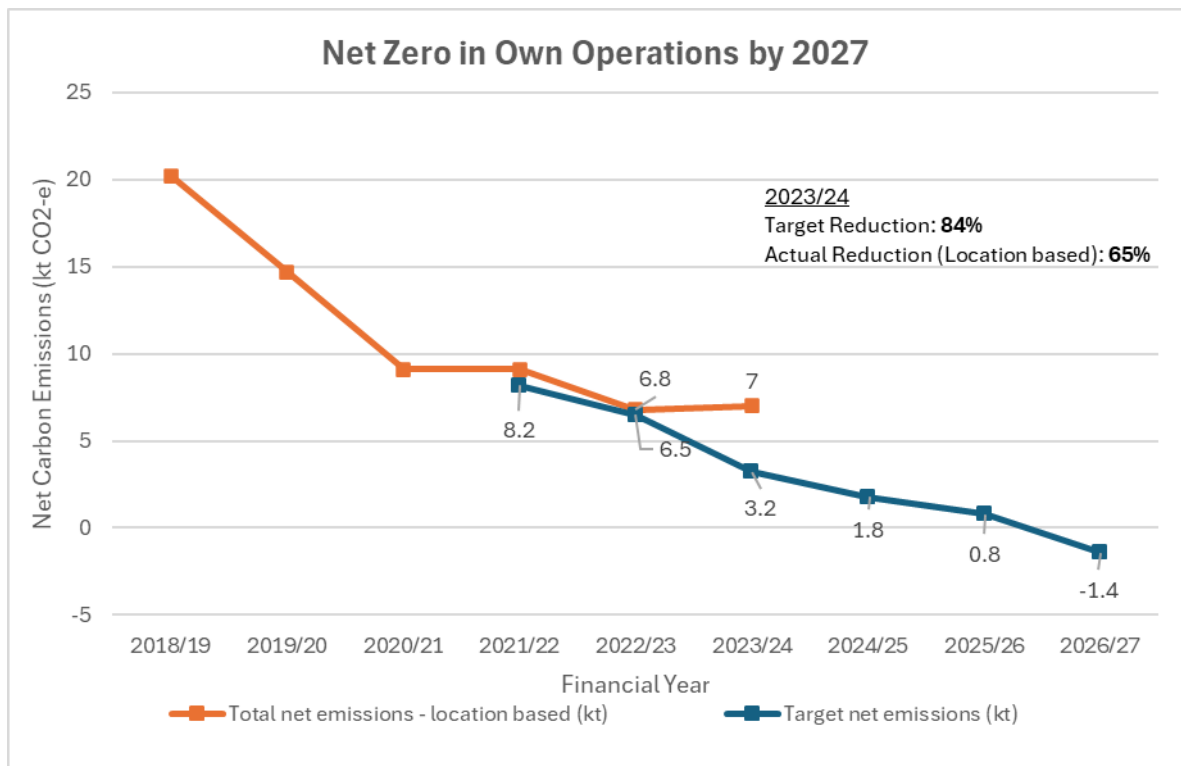
Chart 2. Consumption Performance of the Operational Portfolio (Absolute)



- a. Note that chart 2 displays 1-year periods between July – June.
- b. Chart 2 shows how the City Corporation’s operational portfolio has been performing since the baseline year. Comparing 2018/19 with 2023/24, there has been a 24.3% reduction in absolute consumption.

11. Chart 2 shows how energy consumption has now decreased past the lows of 2020/21 when the COVID-19 lockdown significantly reduced building operations across the estate.

Chart 3. Carbon Trajectory progress towards the 2027 carbon target for the entire portfolio



- a. Chart 3 shows how the City Corporation is performing towards the 2027 net zero carbon target.
- b. Chart 3 shows the net carbon emissions in the City Corporations' operations (scope 1 & 2).
- c. The City Corporations' net zero target for 2027 is based on absolute consumption of location-based emissions, as per DEFRA guidance, which takes into account the carbon intensity of the National Grid.

12. As shown in Chart 3, in 2023/24 the City Corporation is currently off target to achieve net zero in its operations by 2027. This is primarily due to the electricity grid not decarbonising at the predicted rate, and delays to major Corporation projects which would have delivered significant emissions reductions (including Guildhall and Barbican renewal).

13. The City Corporation has a power purchase agreement (PPA) with a solar farm in Dorset which generates and provides approximately 54,000 MWh of electricity per year. This agreement came into effect in January 2023.

14. If you consider the electricity generated by the PPA as having zero emissions (market-based), then the City Corporation would have achieved net zero carbon in its operations last year (-4.3kt CO₂-e).

15. The PPA is not counted in the net zero target in accordance with DEFRA guidelines and international emissions accounting requirements. Market-based emissions consider renewable energy. Taking into account our Power Purchase Agreement (PPA) and our renewable electricity tariff, in 2023/24 our operational (Scopes 1 & 2) market-based net emissions were -6.5 ktCO₂e. However, this is not how our net zero target is calculated.

Chart 4. Overall performance Q1 24.25 Top 5 sites – weather corrected.

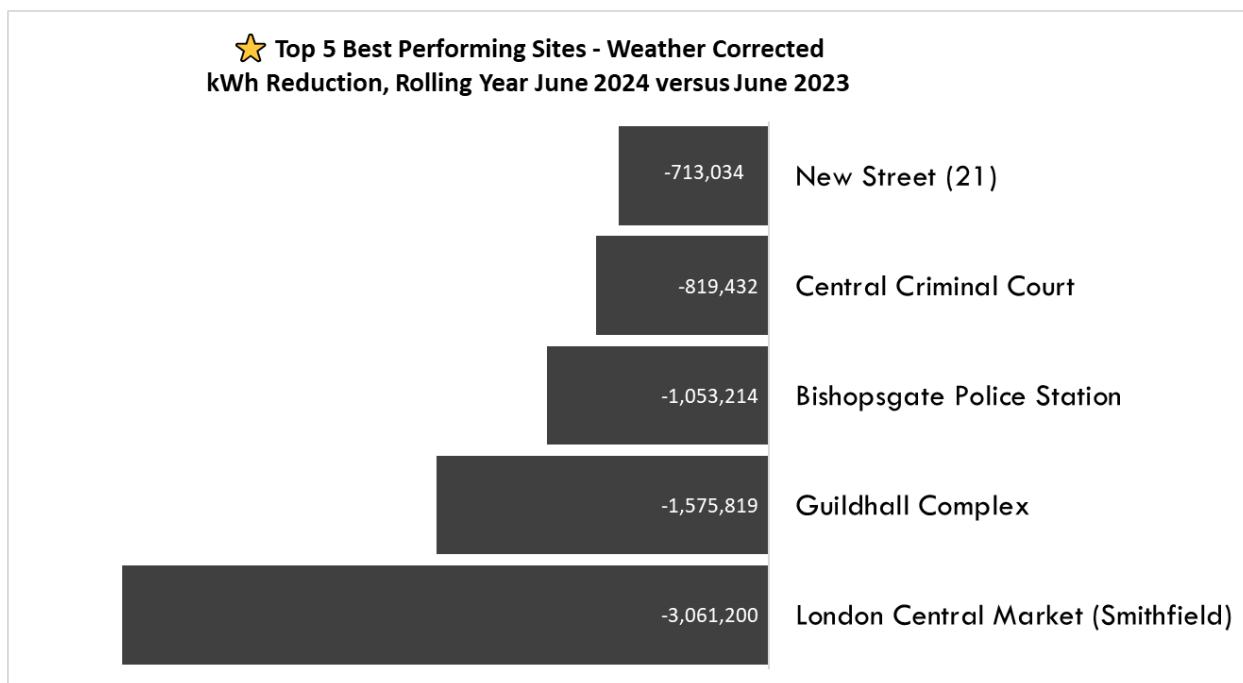
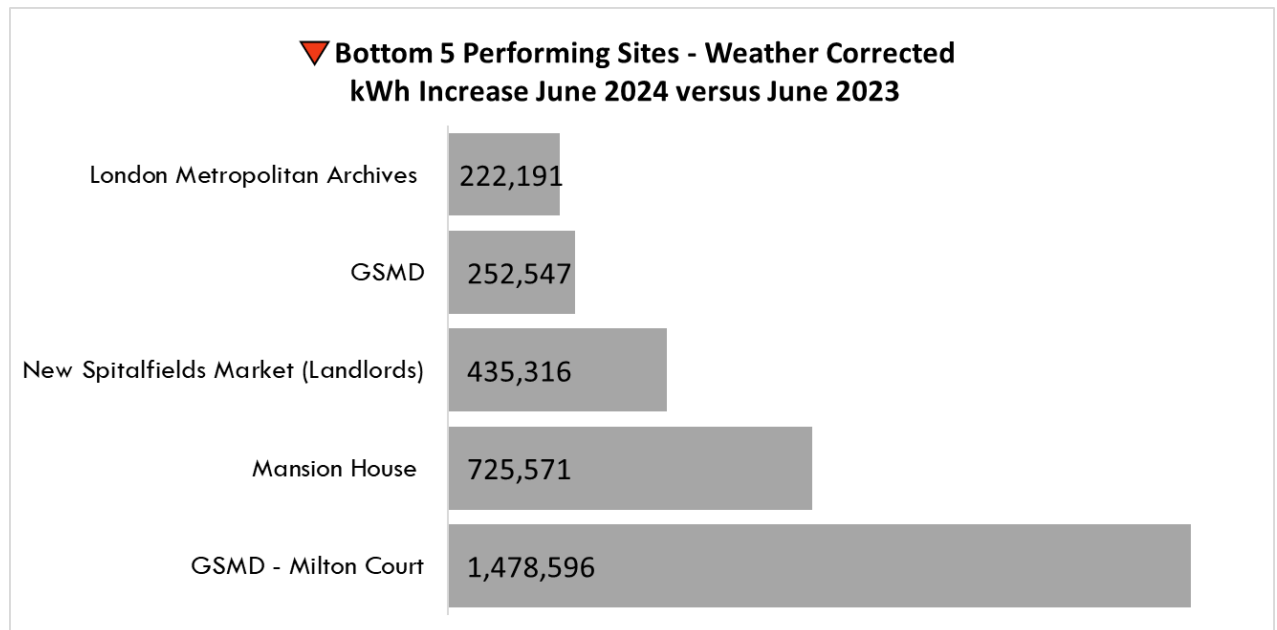


Chart 5: Overall performance Q1 24.25 bottom 5 sites – weather corrected.



16. Chart 4 shows the top-performing sites with the highest energy reductions over the past 12 months compared to the previous 12 months. Chart 5 shows the worst-performing sites with the highest increases in energy use over the same period.
17. The top-performing sites have continued to show a reduction due to improved controls and the implementation of energy-saving measures.
18. The bottom sites have seen increases in heating demand, occupancy levels and refurbishment activities along with metering issues which have contributed to the increase in consumption. The Energy and Sustainability Team continues to collaborate with these sites to optimise their performance. Further information can be found in Figure 2 of the Appendix.

Progress on energy projects

CAS Capital Programme

19. The Corporate Property project plan of CAS includes the development and delivery of a capital works programme to invest in carbon-saving projects across the scope 1 and 2 emissions within our buildings. Energy Efficiency projects currently in development have an estimated capital cost of £6,621,912 (incl. risk) and targets savings of 722t CO₂-e per annum. Energy cost savings of £902k per annum.
20. 12 sub-projects (each being a combination of works/measures), across 11 sites are in progress. With projects complete at BAC (pumps), Guildhall (lighting), Tower Hill Coach & Car Park (lighting and ventilation). A further 3 are in delivery at London Archive (solar), Walbrook Wharf (ECM's) and Parliament Fields Lido (solar). The remaining projects are in development. For a list of projects please see Appendix 3.

BEMS

21. Improved control of our energy usage through the Building Energy Management System (BEMS) within buildings has played a key role in improving operational energy efficiency. This has been supported through the deployment of a pilot Building Analytics Platform at the Guildhall and LMA in 2022 and the further rollout to CCC and Mansion House is now complete.

22. In the last quarter, BEMS strategy improvements work has focused on, CCC, Freeman's School, Mansion House, Smithfield Market and COLC School. The transition of the BEMS to a new platform has continued with projects close to completion at LMA, Freeman's School (Junior block), Walbrook Wharf, Tower Bridge, and Smithfield West Market and projects at Gateway 5 for Guildhall East Wing (non-office areas), Heathrow Animal Reception Centre, and Epping Forest. These projects are enablers for further energy efficiency projects at these sites.
23. Schneider Electric is engaged on several sites to investigate and optimise the BEMS control software to improve the control strategies which will reduce energy waste and carbon emissions as well as improve environmental conditions.

Corporate and strategic implications

24. **Strategic implications:** Energy performance is linked to resilience and helps ensure business continuity through reduced pressure on the energy infrastructure within the Square Mile. We support a thriving economy by ensuring environmental responsibility in this way. Our energy performance helps to shape outstanding environments through the reduction of CO₂-e emissions and our commitment to procuring clean renewable energy. In this way, our energy performance helps shape the outcome of "Leading Sustainable Environment".
25. **Financial implications:** The savings in this report detail reductions in energy consumption and not against agreed budgets. For longer sustainable gains the focus needs to be on improving the efficient use of energy, through targeted investment in energy-saving measures. Note that future savings because of lower energy spend related to the PSDS projects will be transferred to the Build Back Better fund for re-investment with further projects.

Conclusion

26. Energy consumption in Q1 24/25 has reduced compared with Q1 23/24 but despite this, we are off track to achieve our Net Zero Carbon targets by 2027. This is primarily due to carbon factors not reducing as predicted. Our interim climate action targets are being reviewed accordingly to replot our pathway to net zero in 2027, taking account of newly proposed works. We continue to mobilise the workstream related to operational buildings within the Climate Action Strategy. We have absorbed the impact of the reoccupation of our building stock following the COVID-19 pandemic.
27. Our carbon target is challenging but the current data indicates achievable, requiring action in all areas of the City Corporation to ensure we meet our planned objectives. Our focus is now on ensuring the next phase of climate action projects can be implemented in a timely and effective manner.

Report authors

Emma Bushell Energy and Carbon Manager, City Surveyor's Department

emma.bushell@cityoflondon.gov.uk

George Stroud Energy and Sustainability Reporting Manager, City Surveyor's Department

George.stroud@cityoflondon.gov.uk

Appendix

Figure 1. Top 30 site energy performance

Weather Corrected Data: Performance comparison by top 30 sites: Rolling Year up to June 2024

Site Name	Sum of Mar-19	Sum of Jun-19	Sum of Jun-22	Sum of Jun-23	Sum of Jun-24	2024 vs 2019 %	2024 vs 2023 %
Animal Reception Centre	687,364	695,900	686,310	667,978	576,164	-17.2%	-13.7%
Barbican Arts Centre	17,351,369	17,300,752	15,271,571	16,575,534	16,766,284	-3.1%	1.2%
Baynard House Car Park	165,216	165,009	158,149	169,661	157,126	-4.8%	-7.4%
Billingsgate Market	3,394,388	3,461,310	3,254,764	3,096,533	3,048,550	-11.9%	-1.5%
Bishopsgate Police Station	3,421,481	3,398,031	3,243,497	2,993,604	1,940,390	-42.9%	-35.2%
Central Criminal Court	7,815,224	7,512,807	6,667,740	5,333,061	4,513,630	-39.9%	-15.4%
City of London Crematorium	2,778,997	2,900,166	2,060,898	2,262,996	1,858,382	-35.9%	-17.9%
City of London Freemen's School	4,791,615	4,680,981	4,932,444	4,883,725	4,633,647	-1.0%	-5.1%
City of London School	3,229,652	3,229,358	3,264,897	3,308,972	2,805,321	-13.1%	-15.2%
City of London School For Girls	2,243,876	2,231,129	1,631,233	2,000,117	2,027,390	-9.1%	1.4%
GSMD	2,156,280	2,019,126	1,975,344	1,957,320	2,209,867	9.4%	12.9%
GSMD - Milton Court	3,873,643	3,552,554	4,399,868	3,762,892	5,241,489	47.5%	39.3%
GSMD - Sundial Court	1,776,176	1,826,106	1,581,121	1,484,505	1,612,988	-11.7%	8.7%
Guildhall Complex	17,750,527	17,537,589	13,597,972	12,496,027	10,920,208	-37.7%	-12.6%
London Central Market (Smithfield)	17,431,633	16,424,047	11,006,034	11,505,247	8,444,047	-48.6%	-26.6%
London Metropolitan Archives	1,344,258	1,325,213	1,238,306	1,139,561	1,361,752	2.8%	19.5%
London Wall Car Park	219,171	218,843	211,192	213,751	201,607	-7.9%	-5.7%
Mansion House	2,289,797	2,200,311	2,382,125	1,662,909	2,388,480	8.6%	43.6%
Mayor's Court	313,134	313,030	252,716	262,814	299,224	-4.4%	13.9%
New Spitalfields Market (Landlords)	6,800,091	6,795,740	5,899,856	5,784,194	6,219,511	-8.5%	7.5%
New Street (21)	1,805,567	1,697,521	2,595,012	2,744,679	2,031,644	19.7%	-26.0%
Open Spaces East Heath & Kenwood	210,208	205,247	176,984	144,530	159,831	-22.1%	10.6%
Open Spaces Epping Forest	634,781	628,379	697,934	608,472	615,993	-2.0%	1.2%
Open Spaces Golders Hill & Extension	350,124	331,409	425,347	254,935	183,109	-44.7%	-28.2%
Open Spaces Hampstead Heath Leisure	669,634	671,497	669,650	669,091	725,080	8.0%	8.4%
Open Spaces Parliament Hill	241,349	245,399	258,437	264,898	288,088	17.4%	8.8%
Streetlighting	3,800,664	3,720,104	2,059,930	1,942,461	1,852,522	-50.2%	-4.6%
Tower Bridge	2,277,475	2,272,988	2,131,163	2,281,424	2,199,643	-3.2%	-3.6%
Tower Hill Coach & Car Park	542,795	549,416	565,034	515,623	291,481	-46.9%	-43.5%
Walbrook Wharf Cleansing Depot	1,727,620	1,639,407	2,159,765	2,290,662	1,920,272	17.1%	-16.2%
Grand Total	112,094,109	109,749,371	95,455,289	93,278,177	87,493,721	-20.3%	-6.2%

Figure 2. Bottom 5 performing sites

Bottom 5 Performing Sites Weather Corrected	Jun-23	Jun-24	Difference kWh 23 vs 24	Potential Rationale
GSMD - Milton Court	3,762,892	5,241,489	1,478,596	The increase has been caused by an increase in heat consumption. The site has had ongoing issues with meter readings with many recent readings needing to be estimated. This metering issue is still being investigated.
Mansion House	1,662,909	2,388,480	725,571	Recent changes were made to the BMS to reduce water heating time but this may have caused an increase in consumption. The BMS is now under review to see why this happened. Additionally, the site is taking more bookings compared to previous years which would explain the increase in energy consumption.
New Spitalfields Market (Landlords)	5,784,194	6,219,511	435,316	The increase in consumption has been caused by the increasing number of tenants that occupy the market. After excluding tenant consumption, the site's consumption has actually decreased vs the previous year.
GSMD	1,957,320	2,209,867	252,547	Like Milton Court, this increase in total consumption has been caused by just an increase in heat consumption. This has been flagged to the site to investigate further.
London Metropolitan Archives	1,139,561	1,361,752	222,191	The increase in consumption is likely due to the site attempting to dry out and de-humidify following a flood earlier in 2024.

Figure 3. Current CAS Capital Programme Projects

Number	Site	Scope of works	Description
1	Barbican Arts Centre	Pump replacement	Project completed (with one pump being free issued to be installed during summer shutdown) with the Operation and Maintenance Manuals (O&M) being finalised and the Monitoring and Verification (M&V) programme being developed before project handover.
2	Barbican Arts Centre and Guildhall School of Music and Drama	EC fans replacement	On-site works commenced following asbestos surveys.
3	Barbican Arts Centre	Lighting replacement	On-site installation works are partially complete, snagging and commissioning are ongoing.
4	Guildhall	Lighting replacement	Work on site has commenced with the staircase completed before moving to the Gallery. The Amphitheatre and Great Hall still require approval from all parties.
5	Tower Hill Coach and Car Park	Lighting, Ventilation and BMS	The lighting project was completed. Ventilation and BMS projects started and are on track. .
6	Multiple	BMS optimisation: Phase one	Site visits were completed at four properties (21 New Street, Bishopsgate Police Station, Heathrow Animal Reception Centre and Cemetery & Crematorium) with a Draft Investment Grade Audit report issued. The two police sites require dilapidation surveys to be completed and this is being discussed concerning the level of investment against the buildings closure schedule.
7	Multiple	BMS optimisation: Phase two	Site visits are planned at the remaining properties (Central Criminal Court, Tower Bridge and London Metropolitan Archives).
8	London Metropolitan Archives	Solar PV	Installation of Solar PV on building roof. This project is now live and in delivery
9	Guildhall School of Music and Drama	LED, BMS, EC Fan	The project scope is being refined.GW3-5 approval in progress.
10	Barbican Arts Centre	Specialist Lighting	On hold whilst the Barbican Capital Works discussion is ongoing.

Number	Site	Scope of works	Description
11	Guildhall Hall	EC Fans	On hold until Guildhall Yard East refurbishment options are confirmed.
12	Mansion House - phase 1	Draught proofing, LED lighting, fan replacements, ventilation improvements, pipework insulation, BEMS Optimisation	This project is now live with a Capital Project number in place. The draught proofing element now requires Listed Building consent which will increase its delivery time if the consent is approved or remove this Energy Conservation Measure (ECM) is rejected. Decision expect by end October 2024.
13	Mansion House - phase 2	ASHP and PV installation	GW 3&4 paper approved. Planning Permission in progress.
14	The Warren	LED lighting, pipe insulation and ASHP	GW3-5 approved with Capital Code requested and detailed design ongoing following stakeholder feedback.
15	Walbrook Wharf - phase 1	EC Fans, pipework insulation, pump replacement, BEMS Optimisation	Project is live and in delivery.
16	Walbrook Wharf - phase 2	ASHP installation	GW3-5 paper to be completed for consultation following completion of internal conversations.
17	Open Space PV – Parliament Hill Lido	PV installation	The project is live and in delivery.
18	Heathrow Animal Reception Centre – Phase 1	Solar PV, LED Lighting, EC Fans	Investment Grade Proposal has been commissioned. Ongoing conversations with the minor works project team about roof repairs and the proposed PV installation.
19	Heathrow Animal Reception Centre – Phase 2	ASHP to replace existing boilers	Investment Grade Proposal has been commissioned. Ongoing conversations with the FM project team with regards to refining the DHW requirement for the entire site.
201	Barbican Arts Centre	The second phase of pump replacement	The project is being instigated to replace the next set of pumps that are of a bigger capacity but fewer in number than the previous project to complete during shutdown.

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