

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

### Action area 1: Corporate Property and Landlord Areas

Committee: CASC

<b>NET ZERO VISION:</b> 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.			
<b>STRATEGY GOALS:</b> 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><b>High level actions</b></p> <p><b>Action 1.1</b> Update building condition surveys  <b>Action 1.2</b> Undertake funding sources review  <b>Action 1.3</b> Develop energy efficient and low-carbon refurbishment standards  <b>Action 1.4</b> Upgrade to LED lighting and controls  <b>Action 1.5</b> Implement centralised BMS  <b>Action 1.6</b> Sub-meter energy consumption  <b>Action 1.7</b> Begin installation of heat pumps and deep fabric retrofit schedule</p>	<p><b>Net cost</b></p> <p>£2.62m</p>	<p><b>Job creation (estimate)</b></p> <p>71</p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A better understanding the condition of our buildings to allow us to prioritise our investment approach</li> <li>• The ability to maximise the use of external funding to scale up our ability to increase energy efficiency of the portfolio</li> <li>• An upgrade to the lighting in our buildings to be energy efficient</li> <li>• A change in the way we manage the energy use of our buildings to make it more efficient</li> <li>• An upgrade to the insulation in the fabric of our buildings to increase energy efficiency</li> <li>• An upgrade of our gas boilers to low emission heat pumps</li> </ul>
<p><b>Impact on net zero</b> 2,250 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b> Energy intensity (kWh/m<sup>2</sup>) of operated buildings</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Improved indoor comfort</li> <li>• Improved occupant satisfaction, increased productivity and employee retention</li> <li>• Future-proof CPG estate</li> <li>• Tackle fuel poverty for residents</li> <li>• Increased building performance data</li> <li>• Reduction in long-term property maintenance costs</li> <li>• Increased visibility and control on capital spend</li> <li>• Green jobs and economic multipliers for green / tech ecosystem</li> <li>• Energy savings</li> </ul>
<p><b>Strategic Links</b> 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>			

Action area 2: Purchased goods and services

Committee: Finance and Procurement Sub

<b>NET ZERO VISION:</b> 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.			
<b>STRATEGY GOALS:</b> 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			
<b>High level actions</b>  <b>Action 2.1</b> Measured-data emissions footprint <b>Action 2.2</b> Strengthen supplier engagement <b>Action 2.3</b> Set carbon intensity reduction targets for top 25 emitters <b>Action 2.4</b> Decarbonisation route map <b>Action 2.5</b> Upgrade fleet vehicles to EV	<b>Net cost</b>  £1.66m	<b>Job creation (estimate)</b>  19	<b>What it pays for</b> <ul style="list-style-type: none"> <li>• A better understanding of the carbon emissions in our supply chains</li> <li>• A strengthened relationship with our suppliers through shared goals on carbon emission reduction</li> <li>• Clear targets for carbon reduction in our top suppliers</li> <li>• An automated carbon emissions reporting tool for our supply chain</li> </ul>
<b>Impact on net zero</b> 1,000 ktCO <sub>2</sub> e per year	<b>Measurement</b> Carbon intensity (ktCO <sub>2</sub> e per £m of revenue spend)		<b>Key Benefits</b> <ul style="list-style-type: none"> <li>• Positive reputation amongst suppliers</li> <li>• Improved supplier emissions footprints benefit other buyers</li> <li>• New standards and approaches to procurement for local authorities</li> <li>• Increased visibility and standards across and within projects</li> <li>• Economic multipliers for green / clean tech ecosystem</li> </ul>
<b>Strategic Links</b> 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			

Action area 3: Capital projects

Committee: Policy and Resources, and Projects Sub

<p><b>NET ZERO VISION:</b> 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.</p>			
<p><b>STRATEGY GOALS:</b> 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>			
<p><b>High level actions</b></p> <p><b>Action 3.1</b> Measured-data emissions footprint</p> <p><b>Action 3.2</b> Sustainable and circular design standards (new build and refurb)</p> <p><b>Action 3.3</b> Low-impact materials specifications</p> <p><b>Action 3.4</b> Circular construction / low-embodied emissions pathfinder project</p> <p><b>Action 3.5</b> Assess commercial and operational viability of new design standards</p>	<p><b>Net cost</b></p> <p>£0.7m</p>	<p><b>Job creation (estimate)</b></p> <p>6</p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A new toolkit to assess the life cycle carbon emissions of our capital projects to enable better decision making</li> <li>• A commercially viable standard specification guide to ensure climate action and responsible business goals are considered in new builds and refurbishments</li> <li>• An approved catalogue of low carbon, low impact materials to replace higher carbon, commonly used materials</li> <li>• A historic building refurbishment programme demonstrating best practice on low carbon interventions</li> </ul>
<p><b>Impact on net zero</b></p> <p>1,500 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b></p> <p>Carbon intensity (ktCO<sub>2</sub>e per £m of revenue spend)</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Economic multipliers through growth in green / clean tech industries</li> <li>• Positive reputation amongst businesses</li> <li>• Catalyse change across UK real estate market</li> <li>• Increased visibility and standards across and within projects</li> <li>• Increased visibility and control on capital spend</li> </ul>
<p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes – 5,11,12, Waste Strategy 2013-20, City Procurement Strategy 2020-24</p>			

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

Committee: Property Investment Board

<p><b>NET ZERO VISION:</b> 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.</p>			
<p><b>STRATEGY GOALS:</b> 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</p>			
<p><b>High level actions</b></p> <p><b>Action 4.1</b> Review risks of future relevant regulations and develop a readiness plan</p> <p><b>Action 4.2</b> Ensure environmental requirements in new acquisition and leases</p> <p><b>Action 4.3</b> Embed energy efficient and low carbon solutions in refurbishment standards</p> <p><b>Action 4.4</b> Establish a comprehensive program to monitor energy consumption</p> <p><b>Action 4.5</b> EPC B upgrade programme for buildings coming off lease with planned refurbishment works between 2020-2025</p> <p><b>Action 4.6</b> 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><b>Net cost</b></p> <p><b>£1.39m</b></p>	<p><b>Job creation (estimate)</b></p> <p><b>48</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A plan for meeting and potentially exceeding The Non-Domestic Private Rented Sector Minimum Energy Efficiency Standards.</li> <li>• A strengthened relationship with our tenants through identifying and agreeing low carbon interventions with shared benefits</li> <li>• A strong alignment of energy efficiency initiatives across our leased buildings, new capital project design specifications, and refurbishment guidance</li> <li>• A new central energy monitoring system for leased buildings</li> <li>• An upgrade to EPC B for all our leased buildings over the next 20 years</li> <li>• A clear and considered operational plan for meeting climate action targets in line with agreed dates</li> </ul>
<p><b>Impact on net zero</b></p> <p>2,350 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b></p> <p>Energy intensity (kWh/m<sup>2</sup>) of investment property</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Energy savings</li> <li>• Potential increase in property values and yield</li> <li>• Increase in tenant satisfaction and reduced void periods</li> <li>• Reduction in long-term property maintenance costs</li> <li>• Reduction in letting costs</li> <li>• Future proof key asset base for Corporation</li> <li>• Increased visibility and control on capital spend</li> <li>• Green jobs and economic multipliers for green tech ecosystem</li> </ul>
<p><b>Strategic Links</b></p> <p>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>			

Action area 5: Financial investments

Committee: Financial Investments Board

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

Action area 6: Transport

Committee: Planning and Transport

<p><b>NET ZERO TARGET:</b> 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><b>STRATEGY GOALS:</b> 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><b>High level actions</b></p> <p><b>Action 6.1</b> Pavement widening to comfort level A+</p> <p><b>Action 6.2</b> Additional 20km timed street closures</p> <p><b>Action 6.3</b> Freight consolidation centre</p>	<p><b>Net cost</b></p> <p><b>£1.51m</b></p>	<p><b>Job creation (estimate)</b></p> <p><b>20</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• 14km of widened pavement to support pedestrian movements and reduce emissions from vehicles</li> <li>• A network of new pedestrian priority streets</li> <li>• A pilot study on a new logistical hub to manage and reduce freight vehicles and emissions</li> </ul>
<p><b>Impact on net zero</b></p> <p>3,250 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b></p> <p>Carbon intensity (ktCO<sub>2</sub>/m<sup>2</sup>) per capita</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Improved air quality</li> <li>• Improved employee health leads to reduced absenteeism</li> <li>• Increased footfall and local spending</li> <li>• Job creation</li> </ul>
<p><b>Strategic Links and Partners</b></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>			

Action area 7: Square Mile Built Environment

Committee: Planning and Transport

<p><b>NET ZERO TARGET:</b> 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><b>STRATEGY GOALS:</b> 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><b>High level actions</b></p> <p><b>Action 7.1</b> Square Mile renewable energy strategy</p> <p><b>Action 7.2</b> Historic building energy efficiency retrofit challenge</p> <p><b>Action 7.3</b> Create exemplar guidance on Square Mile refurbishment</p> <p><b>Action 7.4</b> Tighten standards for new buildings through SPG</p>	<p><b>Net cost (pa)</b></p> <p><b>£1.26</b></p>	<p><b>Job creation (estimate pa)</b></p> <p><b>15</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A leading strategy developed with key stakeholders on how to source renewable energy for the Square Mile</li> <li>• New approaches to energy efficiency in historic buildings developed through an innovation competition, hosted in partnership with Royal Institute of British Architects</li> <li>• A guide for best practice in energy efficiency design approaches for building types in the Square Mile</li> <li>• A Supplementary Planning Guidance document requiring improvement in the carbon emissions and energy efficiency performance of new developments</li> </ul>
<p><b>Impact on net zero</b></p> <p>11,800 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b></p> <p>Carbon intensity (ktCO<sub>2</sub>/m<sup>2</sup>) per capita</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Improved air quality</li> <li>• Improved employee health leads to reduced absenteeism</li> <li>• Increased footfall and local spending</li> <li>• Green jobs and economic multipliers</li> </ul>
<p><b>Strategic Links</b></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>			

Action area 8: Square Mile Scope 3 Emissions

Committee: Planning and Transport

<b>NET ZERO TARGET:</b> The Square Mile transitions towards a circular economy, where the City Corporation engages with key stakeholders to accelerate the adoption of global best practices.			
<b>STRATEGY GOALS:</b> 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			
<b>High level actions</b>	<b>Net costs (pa)</b>	<b>Job creation (estimate pa)</b>	<b>What it pays for</b>
<p><b>Action 8.1</b> Improve material and floorspace efficiency in construction</p> <p><b>Action 8.2</b> Scope Square Mile carbon offset fund</p> <p><b>Action 8.3</b> Launch Square Mile carbon offset fund</p>	£0.21	2	<ul style="list-style-type: none"> <li>• Collaborative Square Mile-wide solutions to deal with supply chain emissions, working closely with the business community</li> <li>• A Square-Mile carbon offset fund, which all businesses can contribute to, to offset residual emissions</li> </ul>
<b>Impact on net zero</b> N/A (outside of target scope)	<b>Measurement</b> N/A		<b>Key Benefits</b>
	<p><b>Strategic Links</b> Corporate Plan Outcome 7, Local Plan 2015, The draft City Plan 2036, Responsible Business Strategy 2018-23</p>		



Action area 9: Carbon removals and land management

Committee: Open Spaces

**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.

High level actions	Net cost (pa)	Job creation (estimate pa)	What it pays for
<p><b>Action 9.1</b> Sequestration modelling study building upon baseline study</p> <p><b>Action 9.2</b> Woodland and grassland ecological restoration where appropriate</p>	<p><b>£0.83m</b></p>	<p><b>8</b></p>	<ul style="list-style-type: none"> <li>• A change in land management to re-introduce pollarding and coppicing on Epping Forest</li> <li>• A commercially viable model for using timber in biomass burners at Epping Forest and Burnham Beeches</li> </ul>
<p><b>Impact on net zero</b> 10,000 ktCO<sub>2</sub>e per year</p>	<p><b>Measurement</b> Carbon removal (ktCO<sub>2</sub> per year)</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Enhanced biodiversity</li> <li>• Optimisation of benefits from other ecosystem services, such as pollination, water quality and air pollution mitigation</li> <li>• Enhance and expand area of ecosystem services resilience</li> <li>• Direct effect on green jobs</li> </ul>
<p><b>Strategic Links</b> 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.

<p><b>High level actions</b></p> <p><b>Action 10.1</b> Identify programme and data management resource for implementation</p> <p><b>Action 10.2</b> Create a data management and carbon accounting system</p> <p><b>Action 10.3</b> Monitor performance targets</p> <p><b>Action 10.4</b> Report progress to agreed internal and external partners / networks</p> <p><b>Action 10.5</b> Sustained engagement programme and publicise success stories</p>	<p><b>Net cost (pa)</b></p> <p><b>£0.4m</b></p>	<p><b>Job creation (estimate pa)</b></p> <p><b>2</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A dedicated climate action strategy programme team</li> <li>• A carbon accounting system</li> <li>• A performance measurement and reporting system linked to the corporate performance framework – holding us to account</li> <li>• Regular reporting of progress and targets to both internal and external partners</li> <li>• A clear internal and external communications plan</li> </ul>
<p><b>Impact on net zero and resilience</b></p> <p>Ensures delivery across the programme</p>	<p><b>Measurement</b></p> <p>Total no. climate risks managed</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Climate related performance drives commercial performance across Corporation</li> <li>• Additional skills and expertise transferred to wider staff</li> <li>• Accelerate use of Corporate Performance Framework</li> <li>• Implementation of carbon accounting system will allow for capture of other sustainable accounting practices</li> </ul>
<p><b>Strategic Links</b></p> <p>Corporate Plan Outcomes – 7,8</p> <p>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><b>High level actions</b></p> <p><b>Action 1.1</b> Pest and disease horizon scanning, surveillance and research programme</p> <p><b>Action 1.2</b> Ports and markets operational resilience planning</p> <p><b>Action 1.3</b> Undertake funding sources review</p>	<p><b>Net cost (pa)</b></p> <p><b>£0.1m</b></p>	<p><b>Job creation (estimate pa)</b></p> <p><b>0</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• Clear mitigation strategies for a wide variety of pests and diseases, with emphasis on those specific to markets and ports</li> <li>• An early warning system for pests and diseases</li> <li>• A dedicated resilience strategy for the ports and markets</li> <li>• An ability to maximise external funding sources and strategies</li> </ul>
<p><b>Resilience Risks</b></p> <ul style="list-style-type: none"> <li>• Food</li> <li>• Pest and disease</li> </ul> <p><b>Impact on resilience risks</b></p> <ul style="list-style-type: none"> <li>• Working with traders and local businesses to develop contingency plans for periods of food shortage</li> <li>• A dedicated resilience strategy for ports and markets will allow clear strategies to respond to shock events and climate related emergencies</li> <li>• An early warning system for pests and disease will allow us to respond quickly and effectively</li> </ul>	<p><b>Measurement</b></p> <p>Total no. climate risks managed</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Future-proof commercial resilience of key assets</li> <li>• Indirect effect on green jobs</li> </ul>	
	<p><b>Strategic Links</b></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><b>High level actions</b></p> <p><b>Action 2.1</b> Flood modelling, which include SUDs and other mitigation strategies, to complement EA flood models</p> <p><b>Action 2.2</b> Conduct pilot to test heat resistant materials in planned works for streets and highways during 2021-2025</p> <p><b>Action 2.3</b> Develop City Corporation and Square Mile water footprint management strategy</p> <p><b>Action 2.4</b> Develop natural flood risk management areas</p> <p><b>Action 2.5</b> Sustainable rain and surface water management policies and implementation</p> <p><b>Action 2.6</b> Work with partners to accelerate actions to address water leak management</p> <p><b>Action 2.7</b> Increase the quality and provision of green space and coverage in the Square Mile and wider City Corporation spaces</p> <p><b>Action 2.8</b> Introduce climate-resistant and adaptive landscaping in planned works</p> <p><b>Action 2.9</b> Undertake funding sources review</p>	<p><b>Net cost (pa)</b></p> <p><b>£2.2m</b></p>	<p><b>Job creation (estimate pa)</b></p> <p><b>9</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• An investigation into new water infrastructure such as strategic SUDs, roof top greening, catchment greening and afforestation, and more as relevant</li> <li>• A register and upgrade plan for roads that are vulnerable to acute heat which mainstreams heat-resistant road surfacing</li> <li>• A connected system of water recycling, urban drainage and rainwater management measures</li> <li>• More greenery in the Square Mile public realm</li> <li>• Climate change adaptable landscapes and planting</li> <li>• A strong partnership with Thames Water to reduce water wastage through leaking</li> </ul>
<p><b>Resilience Risks</b></p> <ul style="list-style-type: none"> <li>• Flooding</li> <li>• Overheating</li> <li>• Water stress</li> <li>• Natural capital</li> </ul> <p><b>Impact on resilience risks</b></p> <ul style="list-style-type: none"> <li>• Additional guidance on climate resilience forming part of Planning Policy will reduce all resilience risks</li> <li>• Minimising temperature increases through the public realm, creating cool spots</li> <li>• 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</li> </ul>	<p><b>Measurement</b></p> <p>Total no. climate risks managed</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Positive reputation amongst suppliers and construction industry</li> <li>• Indirect effect on green jobs and economic multipliers for green tech ecosystem</li> <li>• Increased visibility and standards across projects</li> <li>• Future proof public realm for climate impacts</li> </ul> <p><b>Strategic Links</b></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>	

Action area 3: Resilient buildings

Committee: Property Investment Board, CASC

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><b>High level actions</b></p> <p><b>Action 3.1</b> Embed resilience measures into 5-year plan upgrade plans for IPG and CPG properties</p> <p><b>Action 3.2</b> Diversify energy sources and partner with regional organisations and utility providers to increase back-up power for critical services</p> <p><b>Action 3.3</b> Flood defence assets maintenance and management regimes incorporated into upgrade plans</p> <p><b>Action 3.4</b> Protect key assets, critical infrastructure and sensitive equipment in flood zones</p> <p><b>Action 3.5</b> Undertake funding sources review</p>	<p><b>Net cost (pa)</b></p> <p><b>£2.5m</b></p>	<p><b>Job creation (estimate pa)</b></p> <p><b>33</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A more climate resilient and future proofed property portfolio</li> <li>• A more resilient energy network for the Square Mile</li> <li>• An assessment of flood risk vulnerability for all the critical infrastructure, services, or features of heritage and archaeological value for the Square Mile</li> <li>• A plan for managing and upgrading critical flood defences, using nature led approaches where possible</li> <li>• An ability to maximise external funding sources and strategies to complete this work</li> </ul>
<p><b>Resilience Risks</b></p> <ul style="list-style-type: none"> <li>• Flooding</li> <li>• Overheating</li> <li>• Water stress</li> </ul> <p><b>Impact on resilience risks</b></p> <ul style="list-style-type: none"> <li>• Retrofits can be used to adapt buildings to reduce their influence on and risk from climate change</li> <li>• Introduction of shading and ventilation strategies can mitigate overheating</li> <li>• Flood protection measures such as water proofing, attenuation and flood barriers reduce flood risk</li> <li>• Interventions to reduce water consumption in buildings reduce water stress</li> </ul>	<p><b>Measurement</b></p> <p>Total no. climate risks managed</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Indirect effect on green jobs and economic multipliers for green tech ecosystem</li> <li>• Positive reputation amongst businesses</li> <li>• Catalyse change across UK real estate market</li> <li>• Increased visibility and standards across projects</li> <li>• Increased performance from capital spend</li> <li>• Future proof key asset base for the Corporation</li> </ul>	<p><b>Strategic Links</b></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><b>High level actions</b></p> <p><b>Action 4.1</b> Develop financial package and programme to manage resilience</p> <p><b>Action 4.2</b> Expand use and availability of non-sensitive data to monitor effectiveness of interventions</p> <p><b>Action 4.3</b> Embed principles of inclusion and equity throughout all resilience strategies</p> <p><b>Action 4.4</b> Design cross-Corporation training programme to strengthen skills and capabilities on resilience</p> <p><b>Action 4.5</b> Mainstream climate resilience into City Corporation governance and decision-making</p> <p><b>Action 4.6</b> Review of above and below ground space utilisation in the Square Mile</p> <p><b>Action 4.7</b> Strengthen resilience requirements for planning</p> <p><b>Action 4.8</b> Undertake funding sources review</p>	<p><b>Net cost (pa)</b></p> <p><b>£0.3m</b></p>	<p><b>Job creation (estimate pa)</b></p> <p><b>1</b></p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A considered plan on funding options for climate resilience work, blending internal and external funding sources</li> <li>• A stronger, data-led approach to understanding climate related risks and mitigations across the Square Mile</li> <li>• A method to ensure that the needs of the most vulnerable to climate change are prioritised in decision making</li> <li>• 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</li> <li>• A review of the supplementary planning guidance and approach for new developments to strengthen climate resilience measures</li> </ul>
<p><b>Resilience Risks</b></p> <ul style="list-style-type: none"> <li>• Flooding</li> <li>• Overheating</li> <li>• Water stress</li> <li>• Cross-cutting</li> </ul> <p><b>Impact on resilience risks</b></p> <ul style="list-style-type: none"> <li>• Embedding inclusion and equity in strategies and projects will ensure that the needs of the most vulnerable are prioritised</li> <li>• Skills gap analysis, skills sharing, and training will future proof the organisation</li> <li>• Deeper understanding of climate related data, as well as a review of ground space utilisation, will allow better strategic planning</li> </ul>	<p><b>Measurement</b></p> <p>Total no. climate risks managed</p>	<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• External investment in Corporation assets</li> <li>• Increased visibility and standards across projects</li> <li>• Increased performance from capital spend</li> <li>• Future proof key asset base for the Corporation</li> <li>• Decreased costs due to integration of resilience actions</li> </ul>	<p><b>Strategic Links</b></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><b>High level actions</b></p> <p><b>Action 5.1</b> Climate-ready, fortified public health programme</p> <p><b>Action 5.2</b> Develop urban heat vulnerability index and mitigation strategy</p> <p><b>Action 5.3</b> Strengthen community and business networks to build adaptive capacity</p> <p><b>Action 5.4</b> Strengthen climate resilience education track at Open Spaces</p> <p><b>Action 5.5</b> Public communications and awareness raising campaign(s)</p>	<p><b>Net costs (pa)</b></p> <p>£0.1m</p>	<p><b>Job creation (estimate pa)</b></p> <p>0</p>	<p><b>What it pays for</b></p> <ul style="list-style-type: none"> <li>• A plan to protect public health and social services critical services and infrastructure during shock events</li> <li>• An Urban Heat Vulnerability Index to help prioritise temperature reducing measures for vulnerable groups</li> <li>• A more cohesive community through supporting grassroots resilience projects, community groups and business networks</li> <li>• A clear communications plan to integrate climate resilience into existing education strategies across our services</li> </ul>
<p><b>Resilience Risks</b></p> <ul style="list-style-type: none"> <li>• Food</li> <li>• Cross-cutting</li> <li>• Overheating</li> <li>• Pest and Disease</li> </ul>	<p><b>Measurement</b></p> <p>Total no. climate risks managed</p>		<p><b>Key Benefits</b></p> <ul style="list-style-type: none"> <li>• Enhanced reputation and public support</li> </ul>
<p><b>Impact on resilience risks</b></p> <ul style="list-style-type: none"> <li>• Identification of food insecurities and robust plans for mitigation</li> <li>• Working with mutual aid, community aid and business networks to ensure vulnerable populations are supported</li> <li>• Planning to protect critical health and social care structures during shock events and emergencies</li> </ul>	<p><b>Strategic Links</b></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>		