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|--|---|
| Committee | Date |
| Policy and Resources Committee | 20 th of April 2023 |
| Subject: Year 2 quarter 4 update on Climate Action Strategy & Year 3 Plan | Public |
| Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly? | 1,5,7,10,11,12 |
| Does this proposal require extra revenue and/or capital spending? | No |
| If so, how much? | N/A |
| What is the source of Funding? | <i>Original budget envelope for CAS approved by Court upon adoption. The Y2 portion approved under CAS by Policy and Resources on 5th May 2022 & by BHE Board on 14th July 2022. The Y3 plans relating to BHE spend will be presented according to the current BHE governance arrangements.</i> |
| Has this Funding Source been agreed with the Chamberlain's Department? | Yes |
| Report of: Executive Director Innovation and Growth and Senior Responsible Officer, Climate Action | Decision |
| Report authors: Simi Shah, Interim Programme Director, Climate Action Stuart Wright, Advisor, Climate Action Karin Ballasch, Stakeholder Engagement Lead, Climate Action Michaela Dhas, Programme Manager, Climate Action | |

Summary

In October 2020, the Court of Common Council approved an ambitious Climate Action Strategy, a transformative programme for the City of London Corporation to reach net zero carbon emissions, build resilience and champion sustainable growth. This paper reports the results of the planned quarter 3 activities of the second year of the programme. It includes a description of progress made as well as potential risks for the programme.

Recommendation

The Policy & Resources Committee is recommended to:

- i. Note the progress, risks and issues arising between January and March 2023 of year 2 of implementing the Climate Action Strategy.
- ii. Approve the drawdown of funds for implementation of the Climate Action Strategy in FY23-24 as set out in Table 2 from that original budget envelope. This represents portions for City Fund (£13.46m) and City's Cash (£4.84m).
- iii. Note the potential risks to the 2027 target.

- iv. Note that the achievement of our targets for Scope 3 and the Square Mile needs continuous and focused attention but no additional resources beyond the original budget envelope.

Main Report

Background

1. In November 2019 the City Corporation set out on a fast-paced, cross-corporation journey to develop an ambitious Climate Action Strategy (CAS). The strategy was adopted at the Court of Common Council on the 8th of October 2020.
2. The CAS marked the start of a new and transformative programme of action. It sets out three interlinked primary objectives for the City Corporation and the Square Mile:
 - to support the achievement of net zero emissions,
 - to build climate resilience, and
 - to champion sustainable growth.
3. The Court approved an original funding envelope of £68m to deliver the Strategy up to 2027. Each year's budget was to be subject to confirmation. It was agreed upon adoption that each relevant Service Committee and Policy and Resources receive a quarterly update on progress and relevant expenditure.
4. The Year 2 (Y2) programme of work and associated budget was approved by this committee on 5th May 2021 for City Fund and City's Cash. Expenditure related to Bridge House Estates (BHE) was approved by the BHE Board in July 2022. Across the funds, a total Y2 budget for both capital and revenue of £18.44m was approved as the allocation required under the original budget envelope.
5. The annual programme of work is based on detailed plans for 13 workstreams across six different departments; each of which reports to a relevant Service Committee. These detailed plans are approved by Project Boards at the operational level and relevant Service Committees at the Member level. These are reported into Policy and Resources as a summary delivery programme as shown in Appendix 2 for Year 3. Policy and Resources also approves annual budget drawdown against the original envelope for City's Cash and City Fund.
6. BHE funds are approved by the BHE Board but are shown here for illustrative purposes and for demonstrating combined commitment between BHE and the Corporation. The decisions relevant to BHE will be taken through their independent governance arrangements.
7. For the initial years, City's Cash and City Fund drawdowns are from central reserves. In later years the annual budgets will be partly funded by savings to the energy bill. A revolving mechanism to capture financial savings from the corporate energy bill was planned. It will capture the savings from the capital interventions under CAS and the PSDS project. The current assessment and design of the revolving fund's value is still underway and is complicated by market volatility in energy prices and internal charge back arrangements. Therefore the value stands at £0 even though savings have started to come online.

8. In July 2021, this committee approved delegated authority powers in relation to project delivery to the Senior Responsible Officer of CAS. This authority continues to bring the desired momentum to the programme.

Progress against targets

9. Quarters 1&2 focused on increasing transparency on progress against targets. We accomplished this through:
 - Re-assessing the carbon footprint for the first time since the baseline year of 2018/19.
 - Publishing the first [Climate Action Progress Report](#) on progress against targets.
 - Being the first body with local authority powers to publish a fully transparent public [dashboard](#) tracking performance against all CAS areas of work.
 - Being the first body with local authority powers to have a carbon footprint externally audited and verified for all three emission Scopes.
10. The interim target for Scopes 1&2 in 2021/22 is 33% decrease on the baseline of 2018/2019. We have reduced carbon emissions by 31%. This can be explained by a slower-than-expected rate of decarbonisation of the national power grid.
11. Emissions in our value chain have decreased by 5.6% since our baseline year. A small decrease was expected. This is due to increased expenditure on goods and services and increased value of our investment portfolios, as well as improvements in measurement.
12. In the Square Mile almost all of the emissions come from transport and buildings. In the latest available emissions data for the Square Mile (2019), commercial buildings were reduced by 16% and transport-related emissions were reduced by 11% compared to 2017. However, these fall short of the required trajectories to meet our interim targets for the Square Mile of 60% emission reduction by 2025 and 73% by 2030.
13. We are monitoring these areas and have robust action plans in place to get back on track. For example, we are developing a Supplementary Planning Guidance document for planning applications, as well as net zero design and technology standards for our own buildings. These will raise standards for new builds and refurbishments. We will also continue to implement our pedestrian priority scheme and cycle lanes to promote sustainable forms of transport.
14. As part of our Year 3 plan, we intend to repeat a comprehensive emission accounting exercise across all three scopes and the Square Mile. Additionally, we will re-evaluate our current progress against our Net Zero targets trajectories while auditing our Scopes 1 and 2.
15. All progress against targets can be monitored through the [Climate Action Dashboard](#). The dashboard tracks 31 management KPIs as well as the main 21 reporting KPI of our footprint as expressed in tonnes of CO₂e (Carbon Dioxide Equivalent). We are evaluating an additional 10 management KPIs to further improve the ability to evaluate overall progress on CAS targets. This dashboard is

used as the basis for progress reporting to Committees.

Progress against delivery plans

16. The following chart summarises the delivery status of the 13 workstreams delivering Climate Action against the original Y2 plans:

| Workstream | Status (Q3) | Status (Q4) |
|---|-------------|-------------|
| Strategic Implementation Support | Green | Green |
| Buildings - Corporate Properties and Housing | Red | Red |
| Buildings - Investment Properties | Amber | Amber |
| Buildings - Capital Projects (Standards) + Resilience | Amber | Green |
| Purchased Goods and Services | Red | Amber |
| Square Mile | Amber | Amber |
| Cool Streets and Greening | Amber | Amber |
| Mainstreaming Resilience | Amber | Green |
| Heart of the City and SME Engagement | Green | Amber |
| Financial Investments | Amber | Amber |
| Carbon Removals and Land Management | Red | Red |
| Transport | Amber | Amber |

15. Green-rated workstreams are all on track in terms of actions originally planned for Y2.

16. Those marked amber are those where there are one or more actions which will happen later in the programme than anticipated.

17. Those marked red have actions that were meant to be initiated in Y2 and have not yet started.

18. The red, amber and green ratings denote progress to planned activities made at the start of the financial year. It does not denote progress to CAS goals and targets.

19. Workstreams that are marked as Amber or Red receive heightened monitoring at the operational level. Service areas are being supported to increase momentum with special emphasis on actions relating to 2027 targets.

20. Red Projects

- **Carbon Removals and Land Management** is currently undergoing a rescope of the project by Arcadis consultants. This is due to the arising concerns over the existing sequestration capacity highlighted by recent extreme weather events and the potential to enhance sequestration. A separate report is being prepared for the Senior Accountable Officer's consideration in Q1.
- **Buildings - Corporate Properties and Landlord Housing Areas** remains with a red rating due to significant delays. Although the majority of workstreams are moving forward, the large capital works scheduled for Year 2 have not started and must now fall into financial year 2023/24.

21. There are several delays in the production of analytical work or key actions needed to underpin the success of the strategy. These are summarised in the appendix 3. Additional Member and operational oversight will be needed to accelerate action along the new schedules.

Change Control

22. No changes in timing, scope, or budget are required for Member decision at this time.

Financial Update

23. The tables below summarise the financial position of the revenue and capital elements of the programme as of 28th February 2023 for year 2 and proposed draw down for Year 3.

24. The differences between the budget envelope requested and the amount drawn in Year 2 are due to several reasons. For revenue, these are 1) unrealised or delayed actions which will now take place in Year 3; 2) reassessment of plans based on continuous learning; 3) incomplete financial report and the delayed transactions processes. For capital, this is largely due to 1) delays in the production of portfolio-level management plans 2) delays in procuring expertise and 3) delays in procuring contractors. This means that some of the capital spend intended for Y2 is now reflected in Y3 projections.

25. The delays in spending due to internal processes have been highlighted at the operational level and were a recent topic at Executive Leadership Board where all chief officers pledged support to keep these moving. While solutions can be found at the operational level it is important Members of this committee understand there are factors which threaten our achievement of the 2027 target which are in our organisational control to mitigate. This will become especially acute in Y3 of implementation. In the main these include:

- a. Delays of up to three months in issuing capital codes for approved projects
- b. Delays of 2+ weeks in response times for review of gateway and committee reports for actions related to 2027 targets
- c. No scaling of expectations of insurance levels for smaller firms or smaller contracts and delays in response time for required exceptions.
- d. Distraction operationally and politically of non-CAS capital projects stating CAS alignment or targets where it is not the case.

| Table 1 | | | | | | | | |
|----------------------|-----------------------------|-----------|-----------|---------------|---------------------------|-----------|-----------|--------------|
| YEAR 2 | Original Budget (£k) | | | | Actual Spend (£k)* | | | |
| Fund | BHE | CC | CF | Total | BHE | CC | CF | Total |
| Capital + SRP | 99 | 1,598 | 9,860 | 11,577 | 0 | 27 | 686 | 713 |
| Revenue | 442 | 2,361 | 4,077 | 6,881 | 332 | 1,200 | 2,181 | 3,713 |
| Grand Total | 541 | 3,959 | 13,938 | 18,438 | 332 | 1,227 | 2,867 | 4,426 |

*as of 30/03/2023

| Table 2 | | | | | | | | |
|--------------------|----------------------|--------------|---------------|---------------|-------------------|-----------|-----------|-----------|
| YEAR 3 | Original Budget (£k) | | | | Actual Spend (£k) | | | |
| Fund | BHE | CC | CF | Total | BHE | CC | CF | Total |
| Capital + SRP | 878 | 3,343 | 9,822 | 14,043 | £0 | £0 | £0 | £0 |
| Revenue | 368 | 1,492 | 3,640 | 5,500 | £0 | £0 | £0 | £0 |
| Grand Total | 1,246 | 4,835 | 13,462 | 19,543 | £0 | £0 | £0 | £0 |

26. Due to significant budget underspends of some of the projects, project leads were required to redesign their yearly spends for the financial year 2022/23. This resulted in some of the budgets being reassigned to Year 3. Table 3 (see Appendix 5) compares the original budget allocation including revenue and capital per project to actual year 2 spend. Table 4 below sets out estimated spend per CAS project in year 3.

| Table 4 | | | | |
|-------------------------------------|----------------------------|-------------------|-------------------|--------------------|
| Project Name | Budget Allocation (Year 3) | BHE | CC | CF |
| Strategy Implementation Support | £954,000 | £57,240 | £257,580 | £639,180 |
| Corporate Property Group Buildings | £5,108,715 | £0 | £1,532,614 | £3,576,100 |
| Investment Property Group Buildings | £5,214,000 | £938,520 | £2,398,440 | £1,877,040 |
| Design Standards | £310,000 | £55,800 | £142,600 | £111,600 |
| Resilient Buildings | £760,000 | £136,800 | £349,600 | £273,600 |
| Carbon Removals | TBC | TBC | TBC | TBC |
| Cool Streets and Greening | £3,841,736 | £0 | £0 | £3,841,736 |
| Financial Investments | £140,000 | £46,200 | £46,200 | £47,600 |
| Heart of the City & SMEs | £200,000 | £0 | £0 | £200,000 |
| Mainstreaming Resilience | £330,000* | £0 | £0 | £330,000 |
| Purchased goods and Services | £240,000 | £12,000 | £108,000 | £120,000 |
| Square Mile | £785,000 | £0 | £0 | £785,000 |
| Transport | £1,660,000 | £0 | £0 | £1,660,000 |
| TOTAL | £19,543,451 | £1,246,560 | £4,835,034 | £13,461,856 |

Risk

27. The Corporate Climate Action Risk Register describes our organisational response

to climate change and focuses on areas within our control and their mitigations. These risks were last reviewed by the Executive Leadership Board on 15^h March 2023.

28. A programme-level risk log is also kept. All risks marked high this quarter and last are represented in Appendix 1. A summary of the most pressing delivery risks are below. Three are internal and therefore easier to mitigate and three are exogenous.
29. The three external risks are:
- a. Talent acquisition retention in a buoyant market for sustainability. This is complicated by our internal recruitment processes and response times.
 - b. Recent unprecedented rises in energy prices and
 - c. the cost of capital works present a significant risk to CAS target delivery.
30. There are three main internal risks:
- a. Underfunded cyclical works in our corporate estate which relate to energy. A paper going to OPPSC for 17th April 2023 clearly identifies £18.5m worth of projects which are to be completed before 2027. A total of £5.9m of this is backlog or deferred maintenance. The remainder is in year projects. Both are needed to improve and reinforce climate action interventions for overall emissions reduction across the estate.
 - b. Decision timelines on planned stock changes continues to be a potential risk for the programme. Major projects such as the Guildhall Master Plan, Barbican Arts Centre and Markets Co-location must now be considered inside the portfolio for purposes of planning to achieve the 2027 target. Furthermore, a lack of visible and well understood corporate disposal and portfolio acquisition strategies does limit the ability to have certainty over the 2027 target. It also hampers effective CAS delivery planning. The same is true for the investment estate for the 2040 goal.
 - c. A financial mechanism to ringfence energy savings is not yet in place as explained above.

Corporate and strategic implications

31. Strategic implications: The CAS supports the delivery against the following outcomes in the Corporate Plan, 2018-23:
- a. Outcome 1: People are safe and feel safe
 - b. Outcome 5: Businesses are trusted and socially and environmentally responsible
 - c. Outcome 7: We are a global hub for innovation in financial and professional services, commerce and culture
 - d. Outcome 10: We inspire enterprise, excellence, creativity and collaboration
 - e. Outcome 11: We have clean air, land and water and a thriving and sustainable natural environment
 - f. Outcome 12: Our spaces are secure, resilient and well-maintained.
32. The strategy builds upon existing strategies and policies, including: The Responsible Business Strategy 2018-23, the Responsible Investment Policy, the City Procurement Strategy 2020-24, the Local Plan 2015, the draft City Plan 2036, the Transport Strategy 2018-43, the Air Quality Strategy 2015-20, the Climate Mitigation Strategy, the Local Flood Risk Management Strategy 2021-27, the Transition to a Zero Emission Fleet Policy, the

Renewable Electricity Policy & Sourcing Strategy and related campaigns, such as Plastic Free City. It is aligned with ongoing reviews of our financial and property investment portfolio.

33. Resource Implications – No new resourcing implications have arisen.
34. Risk Implications – To manage risk effectively in the programme, all projects have a risk register and the overall risks are controlled through a corporation-level risk CR30 – Climate Action Strategy. No new corporate-level risks have been added since the last Policy and Resources CAS update on 5th May 2022.
35. Equalities Implications – A Test of Relevance was undertaken on the Climate Action Strategy and several positive impacts were identified for people in at least one of the following five protected groups - age, disability, race, pregnancy/maternity and gender. These include a reduction in air pollution, physical public realm improvements and increased indoor comfort levels and a reduction of fuel poverty. No negative impacts were identified. A review of the findings from the initial Test of Relevance was conducted at half year and they remain the same. Impacts will be investigated and assessed on an ongoing basis in conjunction with the delivery of the CAS programme of work.
36. No new legal, security or climate implications arise from the recommendations in this report.

Conclusion

37. In conclusion, we remain on track to deliver our targets for Scopes 1&2 and resilience evidenced by our recent (independently verified) carbon footprint reassessment. However, the upcoming year is critical to delivery and mitigation of internal risks. Scope 3 emissions and those for the Square Mile require more focused attention but have robust plans in place to ensure we meet our goals.

Appendices

- Appendix 1 CAS Programme Risk Register**
- Appendix 2 Achievements from Year 2**
- Appendix 3 CAS Year 3 Programme Highlights**
- Appendix 4 CAS Delayed Workstreams**
- Appendix 5 Year 2 budget spend analysis**

Appendix 1 CAS Programme Risk Register

| Project | PMO Team: Description Category | Risk Rating (Q3) | Risk Rating (Q4) | CAS Target | Risk response |
|---|--|------------------|------------------|--------------------------------------|---|
| Carbon Removals and Land Management | Delay in resourcing planned posts impacting delivery targets | High | High | 2027 Corporation | Recruit contractor(s) if recruitment unsuccessful. |
| Strategy Implementation Support | Failure to implement CAS performance targets due to new or existing assets allocation | High | High | ALL | Mitigation in place: Officers to prepare scenarios for decision making on interventions highlighting Guildhall following the receipt of the surveys of top emitters in Corporate Estate. |
| Buildings – Corporate Properties & Housing (landlord areas) | Insufficient financial resources are allocated to long term delivery of CAS targets | High | High | 2027 Corporation | Regularly review with the programme team and Chamberlains the impact of inflationary pressure on capital delivery. Wherever possible lever in Government grant funding to support initiatives |
| Corporate Risk | Construction inflation, labour and material shortages are contributing to additional costs and delays. This is a corporate wide issue not limited to CAS interventions but will of course impact several CAS workstreams | High | High | 2027 Corporation 2040 Corporation | Options to mitigate the impact are under review, such as early purchase of equipment and contract amendments. |
| Buildings – Investment Properties | Failure to monitor target delivery due to data quality, robustness of analysis or future data collection analysis | High | High | 2040 Corporation | Energy metering strategy to be evaluated alongside development of new programmatic data governance processes and procedures. |

| | | | | | |
|---|---|----------|------|------------------|---|
| Corporate Risk | Insufficient financial resources are allocated to long term delivery of CAS targets (spike in energy prices) | High | High | 2027 Corporation | Introducing Behavioral management programme in buildings and look to advance quick wins. Improving Existing PPA (Power Purchase Agreement). Looking into new PPA |
| Strategy Implementation Support | Delivery delay due to project complexity | High | High | 2027 Corporation | Mitigation in place: Regular communication of delays to Chief Officers and weekly monitoring of progress for projects at higher risk of delays. |
| Strategy Implementation Support | Delivery delay due to key stakeholder groups not being sufficiently engaged and/or supportive of climate action measures. | High | High | 2027 Corporation | Mitigation in place: A dedicated engagement plan for this residential community to be in place for March '23. |
| Buildings – Capital Projects (Standards) | Failure to implement CAS performance targets due to new or existing assets allocation | New Risk | High | 2040 Corporation | New specialist resource in place as part of the Centre of Excellence in City Surveyors to support rapid development and integration of new standards. |
| Buildings - all | Insufficient financial resources are allocated to long term delivery of CAS targets | High | High | 2040 Corporation | Ongoing risk management approach to be incorporated in delivery. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact. Delivery Approach needs to consider how gap funding requirements will be addressed. |
| Buildings – Corporate Properties & Housing (landlord areas) | Failure to implement CAS performance targets due to new or existing assets allocation | High | High | 2027 Corporation | Tasks identified in the plan are expected to overdeliver on the reduction target. Ongoing risk management approach to be incorporated in Delivery Approach. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact. |
| Buildings - all | Funding gaps in cyclical works programme | High | High | 2040 Corporation | Delivery Approach to consider how cyclical works funding requirements will be addressed. |

| | | | | | |
|---|--|-----------|------|------------------|--|
| Buildings – Corporate Properties & Housing (landlord areas) | Grid decarbonisation does not occur at rate predicted in original CAS models | High | High | 2040 Corporation | Grid decarbonisation to be tracked by Energy Team. Ongoing risk management approach to be incorporated into Delivery Approach. |
| Purchased goods & Services | Contractors or partnerships delays/procurement | New risks | High | 2040 Corporation | Provision of the commercial team with standard specification wording which will allow to start conversations with suppliers who are unwilling to engage. Almost half of the Top 25 contracts are up for renewal, the Sustainable Supply Chain Manager is being proactive in mobilisations where possible to raise profile of the City's Climate Action Strategy. |
| Buildings – Capital Projects (Standards) | Failure to secure specific technical capacity to inform key designs and planning application decisions relating to the whole life carbon of major developments | New Risk | High | ALL | A consulting project has been completed to evaluate a representative sample of capital projects and their whole life carbon impact. Furthermore, the climate resilience/sustainable design specialist (part of the Centre of Excellence) will take on the management of this work. |
| Carbon Removals and Land Management | Delivery delay due to project complexity connected to establishment of supplier contracts for land management works. | New Risk | High | 2027 Corporation | Setting up tight contract controls and seek information on continuity of service from contractors at tender stage |
| Buildings - Corporate Properties & Housing (landlord areas) and Investment Properties | Delivery delay due to delays during mobilisation stage of the projects | New Risk | High | ALL | Project Schedule developed through Year 3 project plans outlining the framework against which interventions will be delivered and presented as a whole programme. Programme Management Approach to be considered. |

Appendix 2

Achievements (FY22-23, Year 2)

15. Advancing interventions in corporate housing and investment properties continue to be the biggest focus. The ability to accelerate actions under these workstreams remains our biggest risk and biggest opportunity.
16. Approval of GW 2 Paper introducing the first of a set of forthcoming energy/carbon reduction and efficiency-focused gateway papers. Covering 50+ interventions across the top 15 emitting buildings. Expected savings of 520 tonnes of CO₂ per annum, average payback of ~10 years and CAPEX value of £6.6m.
17. Completion of landlord/ communal area surveys across all 14 Housing Estates.
18. Approval of GW3-5 paper for Building Analytics at Central Criminal Court and Mansion House & Powertag metering at Guildhall.
19. Completion of Frobisher Crescent Heat Decarbonisation Plan.
 - a. A decarbonisation plan for the Heathrow Animal Reception Centre is being developed using a grant from the “Low Carbon Skills Fund”. A draft report has been received.
 - b. A decarbonisation feasibility study for the Cemetery & Crematorium is underway and a draft report has been received.
 - c. Operational delivery plan for energy interventions at investment properties drafted. This will inform the capital programme in 2023/24.
 - d. All EPC certificates received except for 7 additional properties requested by City Estate on 06 February 2023 - Surveys being scheduled.
 - e. Completion and integration of resilience risks impact assessment to City Corporation assets into a GIS online platform for climate impact modelling. Asset profile, images and interventions have been built into the platform.
 - f. Completion of list of 100 priority assets
 - g. Completion of Design and Technology Standards. Standards reviewed and approved for a final PDF by CoLC stakeholders.
20. We continue to work with a diverse set of stakeholders to learn, influence and act. A sample of engagements this quarter includes:
 - a. Heart of the City (HotC) hosted an learning lunch on SBTi for SMEs on February 2023 and a business leader webinar on March, both to share information about the climate crisis and the net zero training support available via HotC’s ‘Climate for SMEs’ course.
 - b. Design of a climate toolkit/guidance for micros underway by HotC.
 - c. The Responsible Procurement Manager and Sustainable Supply Chain Manager are engaged in theAction Sustainability’s research on ethical procurement of solar panels and is part of the steering group.
 - d. Delivery of a second workshop for the “Historic Buildings Challenge – Carbon reduction and climate resilience” on February 2023.
 - e. Completion of the first draft report of the Square Mile’s Local Area with initial outputs on the modelling and scenarios was received in March 2023. A launch event is being planned by June 2023.

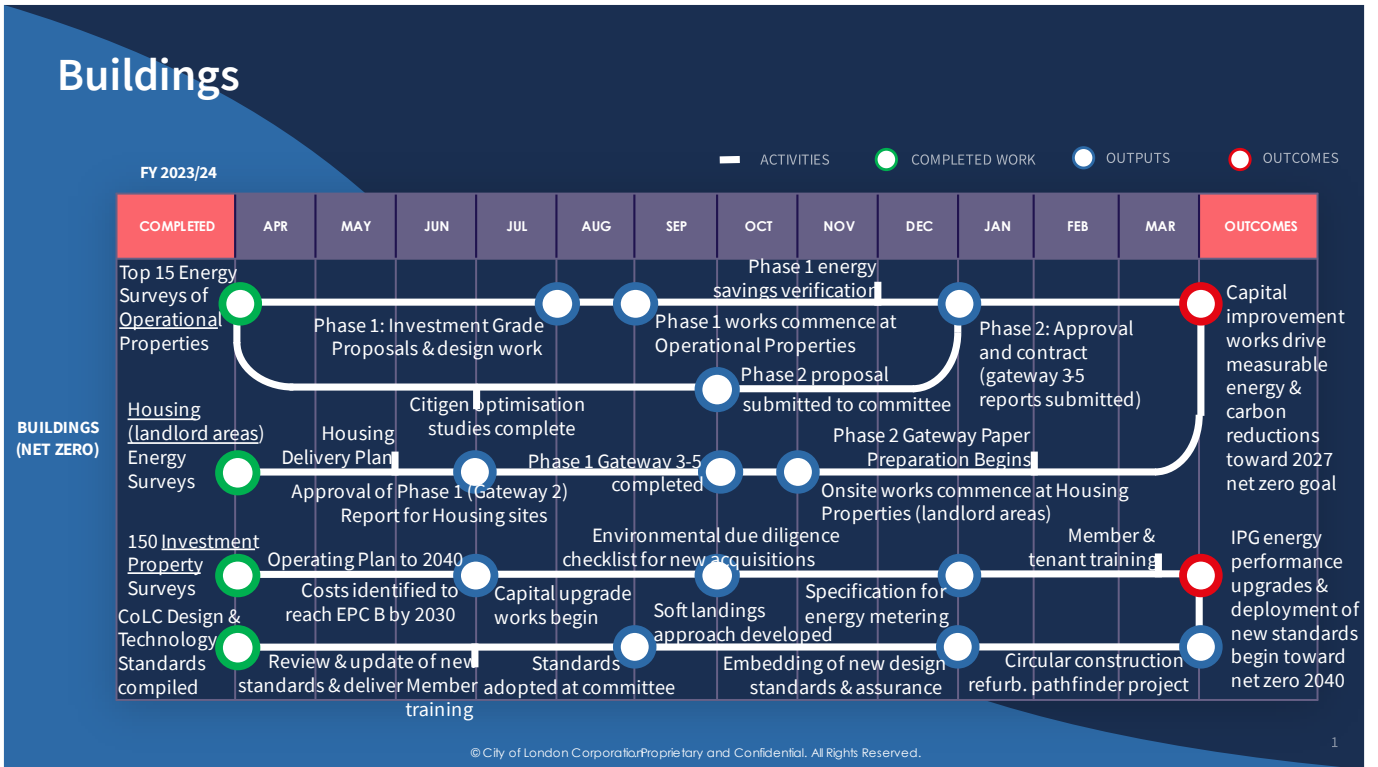
21. We are committed to embedding CAS across the City Corporation's activities. A sample of engagements includes:
 - a. Continuing to run internal upskilling sessions on environmental resilience and climate across the environment department.
 - b. Delivered a workshop for Members on 17th of March on Whole Life Carbon.
 - c. The Sustainable Supply Chain Manager held 16 meetings between January and March with our top 25 suppliers on the topic of climate action. This helps increase supplier understanding of the City Corporation's climate action goals as well as the broader climate action agenda.
 - d. Responsible Procurement, of which climate action is the number one commitment, is gaining increasing recognition across the Corporation, most recently the Minor Works Framework, which could run for 9 years had a 20% Responsible Procurement weighting and makes this a real focus area for suppliers. They will now not only be scored on how well they can complete the work, but how responsibly this will be carried out.
 - e. Added carbon metrics to the new supplier contracts from Banner and Greenham. This includes asking them to find and deliver more sustainable alternatives.
 - f. Tender awarded for carbon reporting tool to Australian provider Avarni. The tool will be integrated at the procurement/payment end to get improved proxy data, which could see a 20% reduction on reported emissions.
 - g. Completion of Low Carbon Procurement Guidance with focus on Cost Vs Carbon.
 - h. Presentation of Climate Impact Modelling GIS platform to CoLC officers.

22. We are investing in the public realm and Open Spaces. And are working with others to protect and prepare them for the future.
 - a. Commencement of the Experimental Traffic Orders for Chancery Lane St based on revisions to traffic restrictions. Public consultation currently open until the 20th of August 2023.
 - b. Published notice making permanent the traffic regulation orders to Old Jewry, King Street and King William Street.
 - c. Secured 21k for upgrading the habitats of SINC's through creation of priority habitats from the GLA's Rewild London Fund.
 - d. Published the Cubic Mile project's report and policy review at the NERC Open Research Archives.
 - e. Works underway at Bevis Marks (Phase 1) and Bank (Phase 2) for construction of rain gardens and tree pits in the highway.
 - f. 38 successful tree locations identified for accelerated tree planting under Phase 3 'City Greening and Biodiversity' from the Cool Streets and Greening Programme. 10 trees planted in February 2023.
 - g. Commencement of re-design of City Gardens to improve climate resilience at 7 of 14 identified sites. These sites are Queen Street Place, Whittington Gardens, Angel Lane, Adelaide House, Dark House Walk, John Carpenter Street and St Mary Aldermanbury.
 - h. Smart sensor network scheduled for installation.
 - i. Completion of the Strategic Flood Risk Assessment review.

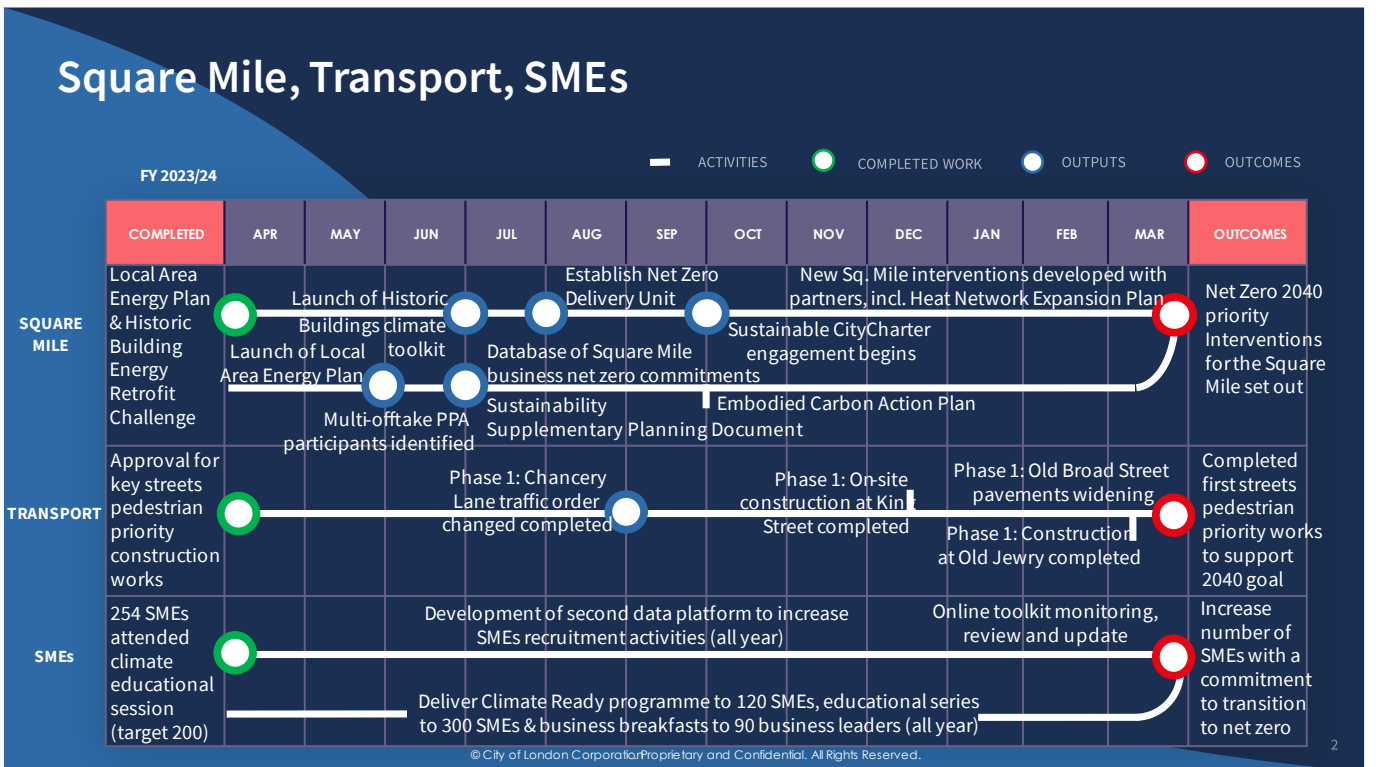
- j. Planning Advice Note on Whole Lifecycle Carbon Optioneering exercise approved by the City Corporation.

Appendix 3 Y3 CAS Programme Highlights

Buildings



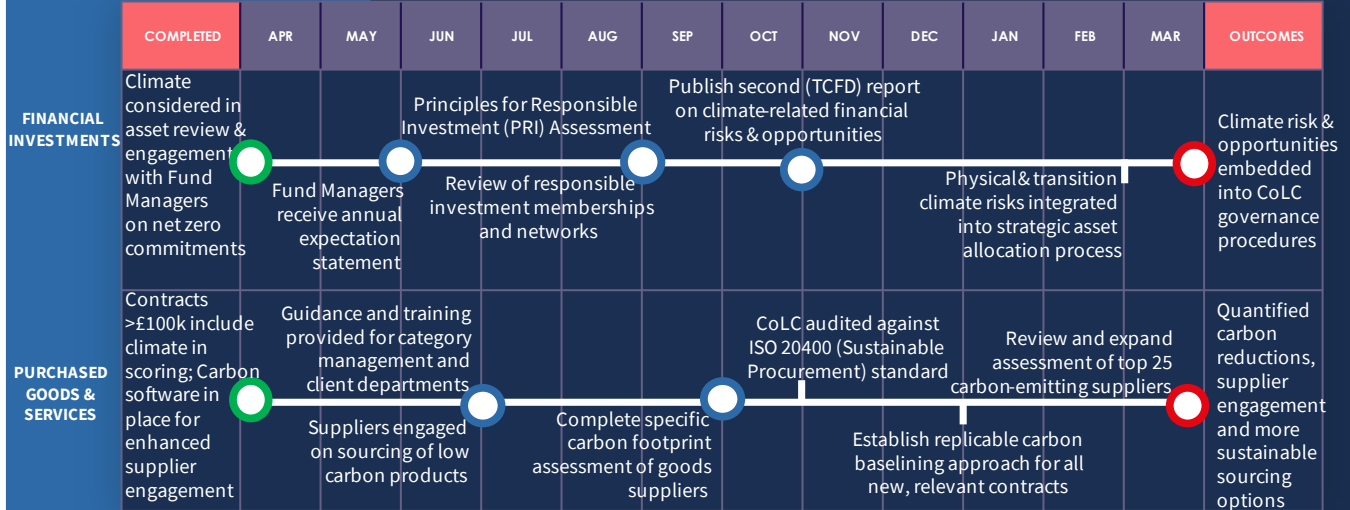
Square Mile, Transport, SMEs



Financial Investments & Purchased Goods & Services

FY 2023/24

— ACTIVITIES ● COMPLETED WORK ● OUTPUTS ● OUTCOMES



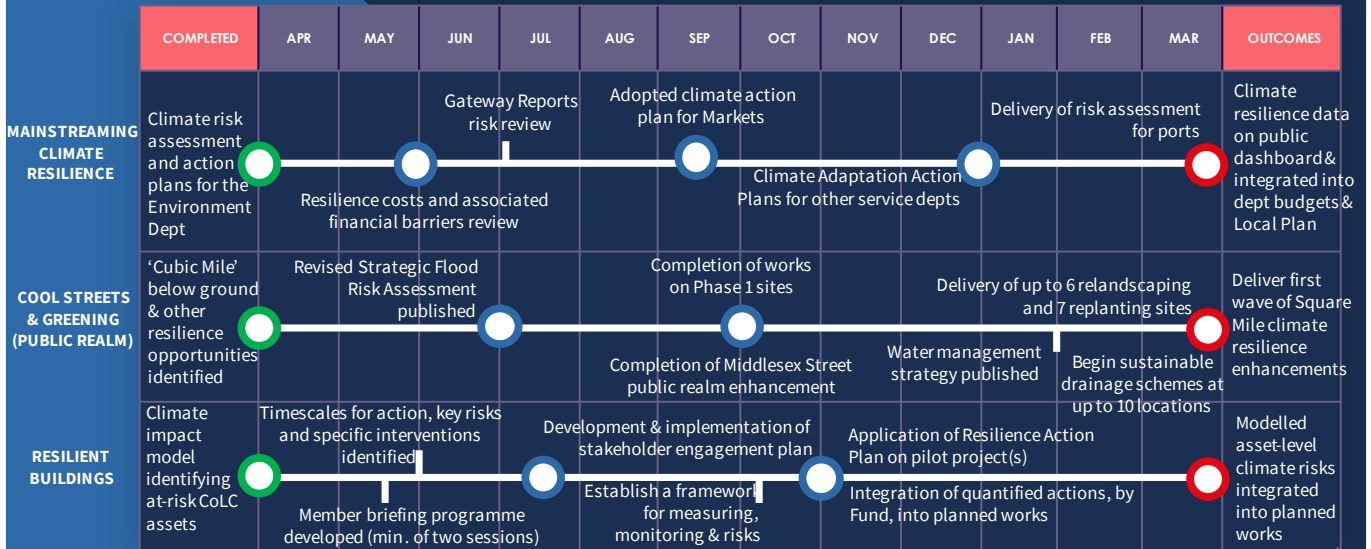
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Mainstreaming Climate Resilience, Cool Streets & Greening & Resilient Buildings

FY 2023/24

— ACTIVITIES ● COMPLETED WORK ● OUTPUTS ● OUTCOMES



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Appendix 4 CAS Delayed Workstreams

| Project | Workstream | Original Start Date | Original Completion Date | Delayed Completion Date |
|--|--|---------------------|--------------------------|-------------------------|
| Corporate Properties and Housing | Decarbonisation of heat: Decentralised system (commercial) | 04/2022 | 08/2022 | 04/2023 |
| Corporate Properties and Housing | Deep fabric retrofit pilot – Operational Property commercial assets | 04/2022 | 12/2022 | 06/2023 |
| Buildings – Capital Projects (Standards) | Soft landings post occupancy evaluation | 07/2022 | 09/2022 | 08/2023 |
| Buildings - Resilience | Development of Resilience Action Plan by fund | 06/2022 | 12/2022 | 10/2023 |
| Buildings - Investment Properties | Design an operating plan to identify a pathway to 60% emissions reductions by 2040 | 04/2022 | 03/2023 | 06/2023 |
| Buildings - Investment Properties | Identification of additional buildings and cost required to upgrade major refurbishment works to EPC Grade B between 2022-2030 | 04/2022 | 09/2022 | 04/2023 |
| Purchased Goods and Services | Carbon Hotspot: Establishing accurate baseline for top 25 suppliers | 01/2022 | 09/2022 | 09/2024 |
| Purchased Goods and Services | Carbon Hotspot: Establishing a replicable way of baseline all new, relevant contracts | 01/2022 | 06/2022 | 09/2024 |
| Purchased Goods and Services | Carbon Hotspot: Establishing targets with City & top 25 suppliers and develop action plans | 02/0222 | 06/2022 | 06/2023 |
| Purchased Goods and Services | Measuring and reporting: Creating reporting database | 04/2022 | 03/2023 | 06/2024 |
| Square Mile | Publishing Exemplar Refurbishment Guidance and launching we portal | 08/2022 | 10/2022 | 04/2023 |
| Square Mile | Climate Action Fund Launch (multiple actions) | 05/2022 | 12/2022 | 07/2023 |
| Square Mile | Draft Supplementary Planning Guidance on life carbon of new developments (multiple actions) | 07/2022 | 01/2023 | 07/2023 |
| Cool Streets and Greening | Installation of monitoring infrastructure (sensors) | 04/2022 | 07/2022 | 05/2023 |

| | | | | |
|---------------------------|--|---------|---------|---------|
| Cool Streets and Greening | Stage 5&6 Green Spaces and Climate Resilience (multiple actions) | 04/2022 | 12/2023 | 04/2024 |
| Transport | Delays in construction sites: Chancery Lane, Cheapside, King William St., Lothbury/ Bartholomew, Lane/ Threadneedle/ Old Broad St., Old Jewry; King Street | 04/2022 | 09/2022 | 09/2023 |
| Financial Investments | Submit plan to responsible investment strategy for cash holdings | 07/2022 | 09/2022 | 08/2023 |
| Financial Investments | Work with Investment Consultant (Mercer) to identify opportunities to gain exposure to climate solution | 07/2022 | 09/2022 | 08/2023 |

Appendix 5: Year 2 budget spend analysis

| Table 3 | | | | |
|--|-------------------------|-----------------|-------------------|-------------------|
| Project Name | Actual Spend Y2* | BHE | CC | CF |
| Strategy Implementation Support | £553,867 | £33,232 | £149,544 | £371,091 |
| Corporate Property Group Buildings | £749,844 | £0 | £224,953 | £524,891 |
| Investment Property Group Buildings | £646,722 | £116,410 | £297,492 | £232,820 |
| Design Standards | £412,110 | £74,180 | £189,571 | £148,360 |
| Resilient Buildings | £373,836 | £67,290 | £171,965 | £134,581 |
| Carbon Removals | £89,448 | £0 | £89,448 | £0 |
| Cool Streets and Greening | £231,879 | £0 | £0 | £231,879 |
| Financial Investments | £100,263 | £33,087 | £33,087 | £34,089 |
| Heart of the City & SMEs | £200,000 | £0 | £0 | £200,000 |
| Mainstreaming Resilience | £160,630 | £0 | £0 | £160,630 |
| Purchased goods and Services | £156,823 | £7,841 | £70,570 | £78,411 |
| Square Mile | £267,335 | £0 | £0 | £267,335 |
| Transport | £482,797 | £0 | £0 | £482,797 |
| TOTAL | £4,425,554 | £332,040 | £1,226,630 | £2,866,883 |

*as of 30/03/2023