

## Appendix 2: Comparator Summary of Options

Indicative Criteria	Current CAS Programme	Option 1: Proactive Leadership	Option 2: Active Engagement	Option 3: Passive Support
Annual budget	£11m/year	£18-22m / year	£11-15m / year	£6-8m / year
Budget ring-fencing	6 years	8 years	5 years	3 years
Investment criteria	Medium term payback (<10 years)	Long-term payback (10-15 years)	Medium-term payback (<10 years)	Short-term payback (0-5 years)
Long-term risk and cost exposure	Medium	Low	Medium	High
Corporation value creation	Energy efficiency improvements and renewable generation	Portfolio-wide performance improvement, asset value enhancement, leveraging inward investment	Residential energy efficiency, improved asset performance and resilience. Maintenance of asset value.	Very limited
Scope	CAS targets plus limited co-benefits	Comprehensive integration with Nature and Circular Economy strategies to maximise long term value	Merge with Biodiversity and Circular Economy Plans for CAS optimisation	CAS targets only
Responsibility for Square Mile target	Limited engagement	Proactive leadership	Active engagement	Passive support
Reporting	Annual	Annual reporting with predictive analysis	Annual	Every two years
Indicative potential initiatives	<ul style="list-style-type: none"> <li>• Delivery of climate resilient planting and sustainable urban drainage systems</li> <li>• Climate education programme for SMEs through Heart of the City</li> </ul>	<ul style="list-style-type: none"> <li>• Innovation hub and accelerator for sustainable finance</li> <li>• Advanced material reuse hub</li> <li>• Comprehensive digital twin modelling climate risks and solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Integration of climate risk into corporate decision-making</li> <li>• Expanded climate resilient planting programme</li> </ul>	<ul style="list-style-type: none"> <li>• Statutory flood risk management and reporting only</li> <li>• Reactive adaptation measures in response to extreme weather events</li> </ul>

<ul style="list-style-type: none"> <li>• Tree planting programme</li> <li>• Development of Heritage Buildings Retrofit Toolkit and Local Area Energy Plan</li> <li>• Deep retrofitting of corporate buildings including lighting, ventilation and controls</li> <li>• Implementation of Building Advisor platform for energy monitoring</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced real-time energy monitoring across all buildings</li> <li>• Comprehensive tenant support service including free consultancy</li> <li>• Enhanced public realm transformation with green infrastructure</li> <li>• Enhanced monitoring and reporting of scope 3 emissions including supply chain</li> <li>• Climate resilience partnership with neighbouring boroughs</li> <li>• Last mile logistics optimisation</li> <li>• Integration of climate risk into all financial decision-making</li> <li>• Green finance initiatives to drive market transformation</li> <li>• Advanced green infrastructure programme including rooftop farms</li> <li>• Gamification platform for resident and business climate engagement</li> <li>• District heat networks with waste heat recovery</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in Housing decarbonisation through fabric-first approach</li> <li>• Integration of climate criteria into project procedures</li> <li>• Local Area Energy Plan implementation focused on heat networks</li> <li>• Climate literacy training programme for staff and supply chain</li> <li>• Smart city initiatives for energy and emissions monitoring</li> <li>• Targeted support programme for SME climate action</li> </ul>	<ul style="list-style-type: none"> <li>• Essential flood resilience upgrades at critical risk points</li> <li>• Small-scale photovoltaic installations where immediately cost-effective</li> <li>• Basic emissions monitoring without dedicated resources</li> <li>• Limited Housing investment through essential maintenance only</li> <li>• Follow heat network regulation through minimum compliance</li> <li>• Minimum mandatory energy targets for new buildings</li> </ul>
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