

Net Zero Carbon Strategy Quarterly progress report (Q2)

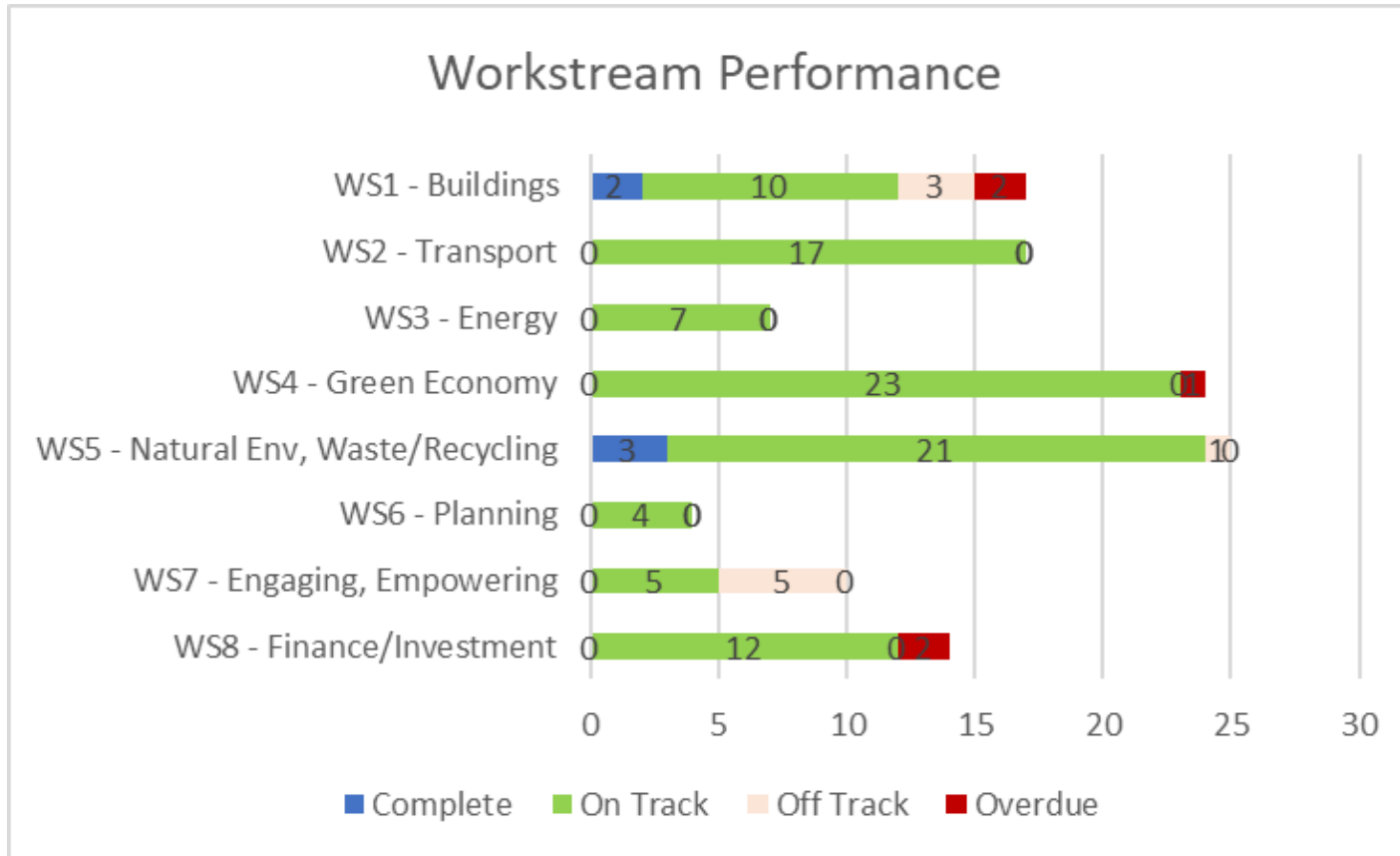
Environment Scrutiny Committee

23 January 2023

Synopsis

- The progress against the delivery of commitments in the Net Zero Carbon 2030 strategy is reported through the Council's Scrutiny function. The aim is to provide reporting of progress that is transparent, easily accessible to the community and ensures accountability to residents.
- However, we recognise that there is scope to improve this and as the programme evolves over this coming year, so will our reporting.
- An annual report will be prepared at the end of the year summarising overall progress against the commitments in Vision 2030.
- This report covers July to September 2022 and is split into two sections:
 1. an up-to-date **overall summary of progress** and **performance** on the delivery of the Net Zero Carbon Programme as at the end of the reporting quarter.
 2. a more detailed breakdown of **current projects** and **delivery updates**
- This quarterly progress update is organised according to the eight different programme workstreams that are responsible for the delivery of actions. Action plans covering 2022/23 activity are set out in this report, with confirmation of their status and a brief update on each work package. These work streams are:
 - Buildings, Housing, Commercial and Infrastructure
 - Transport
 - Sustainable and affordable energy
 - Natural environment, waste reduction and recycling
 - Green Economy
 - Planning
 - Engaging, Empowering and Partnering
 - Finance and Investment

Overview of progress to 30 September 2022



Performance is shown based on number of current projects/deliverables in each workstream's 2022/23 workplan and their status.

Overdue items are ones where the activity has missed its deadline for completion.

Off track items are showing a delay but are not yet due to complete and may still complete on schedule.

Total	Complete	On track	Overdue	Off track
17	2	10	2	3

WS1: Buildings, Housing, Commercial and Infrastructure

To improve the energy efficiency and reduce the level of carbon emissions of all buildings and infrastructure. We will continue our work on the insulation of properties and seek ways of converting heating systems away from gas where possible.

Council Owned Housing Stock Projects

Workstream Owner: Matt West

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if red or amber)
Council owned housing stock						
There are 399 council housing estates, comprising 83 high rise, 828 medium rise and 3658 low rise and street properties. We commissioned UCL to produce a high level assessment of the different options and retrofit measures across our estates. Phase 2 of these reports includes an assessment of all high rise properties, medium rise, low rise and street properties respectively with estimated costs. Detailed feasibility studies will be required once an approach to prioritising the works has been decided.						
Housing Stock Retrofit Options Assessment (UCL)	On Track	Q3 21/22	Q3 22/23			
Housing Stock Retrofit Implementation Plan	On Track	Q3 22/23	TBC			Timetable being developed.
Four estates (Harvist, Bevin Court, Newbury House, Harry Weston) have been identified for a large-scale trial of low carbon heating solutions. These estates were already on the council's forward program for traditional repair works to be undertaken when the council declared a climate emergency so work progressed to establish whether we can repair the Heating and Hot Water systems using a low carbon approach. Some estates such as Harry Weston and Newbury House have specifically requested a low carbon repair solution.						
Pilot estates feasibility studies	Off Track	Current	TBC 2025			Timetable being developed. Likely end of completion for all pilots is 2025
LBI secured £400,000 through the first round of the Social Housing Decarbonisation Fund (SHDF) to bring 32 properties up to EPC - C rating. Retrofit measures to be installed include internal wall insulation, loft insulation, room-in-roof insulation, draft-proofing, heating controls. Scoping further properties - £800 million of funding to be made available in round 2 later this year.						
Deliver energy efficiency measures at 32 street properties	On Track	Q4 21/22	Q4 22/23			
Seek funding for further properties to bring them up to EPC-C or above	On Track	Q1 22/23	Q1 25/26			

Buildings, Housing, Commercial and Infrastructure projects

Workstream Owner: Matt West

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if red or amber)
Council owned new build						
To refurbish existing end of terrace property and build a new 3-storey 3-bed house at Highbury Quadrant to ultra low energy design standard. A prototype for LBI, exploring options for highly sustainable refurbishments and new builds.						
Deliver Highbury Quadrant Low Carbon Exemplar Home	On Track	2022	2024			
To build 72 flats on Vorley Road to Passivhaus standard, alongside a library and GP Surgery						
Vorley Road Passivhaus Pilot	On Track	2020	2026			
Collect heat and electricity meter readings to measure how well newly built homes on Redbrick Estate are performing and where improvements could be made.						
Redbrick Estate Monitoring & Metering	On Track	2022	Q2 23/24			
Housing Association owned properties						
There are 48 Housing Associations operating in Islington with a total housing stock of 16,693 dwellings. 8 Housing Associations own 82% of the stock.						
Carbon emissions baseline and insights	Complete	Q4 21/22	Q1 22/23			
Deliver engagement strategy and communications plan	Off Track	Q4 21/22	Q1 22/23		TBC	Seeking to revisit once we have a firmer plan for council housing stock.
Private landlords, owner -occupiers and tenants						
Around 60% of properties are in the private sector. There are 35,527 privately rented properties in Islington						
Carbon emissions baseline and insights	Complete	Q4 21/22	Q1 22/23			
Develop marketing, behaviour change and engagement strategy	On Track	Q4 21/22	Q3 22/23			
Explore loan scheme options appraisal	On Track	Q3 21/22	Q4 22/23			

Buildings, Housing, Commercial and Infrastructure projects

Workstream Owner: Matt West

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary
Council-owned commercial buildings and infrastructure						
Prepare Heat Decarbonisation Plans for 46 Corporate Buildings (Phase 1)	Overdue	Q2 22/23	Q3 22/23		Q4 22/23	Delays finalising list of properties to undertake feasibility studies (e.g. some buildings not appropriate due to other planned works).
Prepare Heat Decarbonisation Plans for 22 Schools	Overdue	Q4 21/22	Q1 22/23	TBC	Q4 22/23	Feasibility studies are complete, but prioritisation /delivery plan subject to delays. Revised end date of Feb 2023 presented to Delivery Team.
Non-council commercial buildings						
Develop and deliver marketing, behaviour change and engagement strategy	Off Track	Q4 21/22	Q1 22/23	TBC	Q4 22/23	Capacity has been an issue
Business audit scheme monitoring and evaluation	On Track	Q4 21/22	Ongoing			

Buildings, Housing, Commercial and Infrastructure Updates

Workstream Owner: Matt West

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Work package: Council owned housing stock			
<p>Housing Stock Retrofit Options Assessment: All UCL reports and workshop completed. Next step will be to use findings to create a Business Investment Plan that contains an anticipated timeline for works, and outlines which policy measure will be prioritised for works. There is also ongoing analysis to see where NZC works are already accounted for in capital works, to see what the true funding gap is.</p> <p>SHDF Wave 2: Bidding period now open, with submission date of the 18th of November. 54 properties have currently been identified as suitable for submission, with contractors still assessing properties to ensure that we have the minimum number of 100 properties to submit. Project group meeting weekly</p> <p>Pilot estates: grant fund application for Bevin Court pilot expected to be submitted (up to 50% match funding, with funding to be drawn down by March 2025) , and other pilot projects are progressing</p>	<p>Risk: for SHDF Wave 2, PAS2035 contractors have limited capacity and there is a concern that assessments of properties may not be completed within the deadline. Mitigation: three contractors have now been procured to ensure that the appropriate number of properties are assessed prior to submission date</p> <p>Risk: leaseholder recharge for NZC works on estates may not be an option depending on type of lease, could mean that works do not go ahead due to lack of funds, or that HRA money is used to fund leaseholder works. Mitigation: currently assessing what the financial impact would be on estates if leaseholder recharge were not an option</p> <p>Risk: SHDF Wave 1 is not on schedule to reach March 2023 deadline due to series of issues (lack of PAS2035 contractors, supply chain issues, planning delays). Mitigation: reporting to BEIS and asking for extension of time, no issues to this raised by BEIS</p>	<p>Completion of SHDF Wave 1</p>	<p>Business Investment Plan</p> <p>Submission to SHDF Wave 2</p>
Work package: Council owned new build			
<p>Monitoring and metering approach (Redbrick Estate): Residents for this have been identified and the monitoring has begun.</p> <p>Highbury Quadrant Exemplar Home: Quinn awarded the business contract through direct appointment, build has now started on site. This will consist of the refurbishment of 8 single dwellings into three family sized flats, with two of these having an EPC of B and one an EPC of A. The Annual Space heating demand for the retrofit is 40 kWh/sqm.</p> <p>Vorley Road: Provider procured to assess this pilot. Planning decision not yet given for the new build.</p>	<p>Risks associated with realisation of high performance developments from start of works to hand over e.g. securing electricity supply, contractor performance in achieving higher build quality; lack of familiarity with new technology (Housing Property Services, end users). New Build Design Guide is now complete and will be used to mitigate these concerns, alongside more in-depth post occupancy evaluation.</p> <p>Issue: Meters are within people's homes which makes the metering approach seem invasive and was a reason why there were not as many sign-ups as anticipated. Mitigation: to learn from this and have meters in communal areas on future new builds, to make monitoring easier for LBI</p>		<p>Redbrick: Initial outcomes from monitoring and metering approach.</p>

Buildings, Housing, Commercial and Infrastructure Updates

Workstream Owner: Matt West

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Work package: Housing Association owned properties			
<p>Housing Association questionnaire: five responses received, which highlighted that NZC is important to HAs, but it is not a priority. Their main focus is to follow government legislation and timelines, ensuring that stock is up to EPC C by 2030.</p> <p>Engagement Strategy: An engagement strategy is being developed, with the hope that the UCL study findings can be transposed to HAs. Intention is to understand what others' NZC commitments are and how we can support one another.</p>	<p>Risk: limited engagement or aspiration from some Housing Associations on NZC due to challenges in balancing a range of priorities and government timescales being different to the council's ambition</p> <p>Risk: HAs have limited funds and are incapable of retrofitting entire stock</p>	<p>Development and delivery of engagement strategy</p>	<p>Stakeholder sessions with HAs to discuss NZC agenda and how to incorporate it in their own capital investments programmes.</p>
Work package: Private residential			
<p>MEES: EPC enforcement now complete, meaning that all rented properties have upgraded to, or are being upgraded to, an EPC C or above in line with central government guidelines.</p> <p>Comms & Engagement: task and finish group established to drive forward engagement work with residents. Intention is to identify where interventions are needed through a fuel poverty lens and an able to pay lens. Identification of a pilot ward for targeted comms is ongoing.</p> <p>External Support: Engaging with IEEA, who have presented a research proposal. Also engaging with GreenSCIES, who are writing a report on property type and retrofitting in Tollington.</p>	<p>Risk: cannot influence landlords/property owners to carry out implementation of one off energy saving measures, despite funding being made available to subsidise the cost</p> <p>Risk: private renters are unable to implement their own retrofit measures</p> <p>Risk: insufficient communication to private residents around what is retrofit measures are permitted. Mitigation: develop a well articulated and communicated offer to private residents and develop NZC focused SPD.</p>	<p>Development of landlord awareness/engagement strategy</p>	<p>Development of landlord awareness /engagement strategy</p>

Buildings, Housing, Commercial and Infrastructure Updates

Workstream Owner: Matt West

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Work package: Council owned commercial buildings			
<p>PSDS Funding: 7 schools and 8 corporate building have been submitted for funding. Awaiting outcome of bid.</p> <p>Energy Board: Due to rapidly increasing cost of energy in corporate buildings, assessments are being done to see how we can minimise energy usage across council stock. Three energy officers have been appointed to help mitigate costs.</p>	<p>Risk: Carbon saving interventions submitted for schools in PSDS bid could increase energy bills for schools, due to increased usage in electricity that occurs when heat pumps are used. Mitigation: Analysis of cost undertaken, engagement with schools ongoing.</p>	<p>Council corporate building feasibility studies and prioritisation of works</p>	<p>High level programme plan for decarbonisation of corporate buildings.</p> <p>PSDS funding outcome</p>
Work package: Non-council commercial buildings			
<p>Council submitted to the shared prosperity fund bid, which would provide an extra 150k for energising small business fund. The scheme will be revamped with grants increased, and the project lead will be working closely with the green economy team.</p> <p>Energising Small Businesses and Business Audits are ongoing</p> <p>Islington Community Energy Fund: Sign off for this expected shortly.</p>	<p>Increasing energy prices limits ability for businesses to switch</p> <p>Lack of capacity within the team (energy team and other teams) to complete specific deliverables within the action plan</p> <p>There may be some challenges in influencing business landlords/property owners to carry out implementation of one-off energy saving measures. The development and delivery of an engagement and comms plan is critical to success of this ambition.</p>	<p>Development of an engagement plan (part of workstream engagement plan)</p>	<p>Development of engagement plan</p>

Total	Complete	On track	Overdue	Off track
17	0	17	0	0

WS2: Transport

To reduce emissions in the borough from transport: reduce vehicular emissions by encouraging walking, cycling and public transportation. We will explore how to transform our streets, secure better cleaner and more accessible public transport services for Islington and improve air quality for residents. We will also electrify our fleet and encourage residents and local businesses to do the same by ensuring the appropriate infrastructure is in place.

Transport Projects

Workstream Owner: Martijn Coolijmans

Total	Complete	On track	Overdue	Off track
17	0	17	0	0

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed)
Fleet electrification and reduction						
WRC grid connection & infrastructure installation	On Track	Current	Q3 22/23			
WRC smart charger installations	On Track	Q3 22/23	Q3 2025/26 (subject to project initiation and scoping)			
Other council sites smart charger installations	On Track	Current	Q1 23/24			
Conduct V2G trial	On Track	Current	Q1 23/24			
Replace & retrofit fleet to be electric	On Track	current	Q3 30/31			
Reduce size and use of the fleet	On Track	Current	Q3 30/31			

Transport Projects

Workstream Owner: Martijn Coolijmans

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed)
Vehicle use reduction by residents and local businesses						
Ensure every area in Islington is a Liveable Neighbourhood, where feasible	On Track	Current	Q3 30/31			
Deliver alternative “School Street” measures on all primary schools on main roads where feasible	On Track	Q4 21/22	Q1 25/26			
Deliver third and final phase of school streets not on main roads, where feasible	On Track	Q2 22/23	Q1 23/24 (subject to project initiation and scoping)			
Develop a Walking and Cycling Action Plan and Accessibility action plan incorporating People-friendly pavements programme to transform Islington into an exemplary borough for walking, cycling and accessibility, including the reallocation of road space for these modes.	On Track	Current	Q1 23/24			
Deliver the ongoing programme of high-quality segregated cycle routes identified in the walking and cycling action plan (2030)	On Track	Current	Q3 30/31			
Develop and adopt a parking pricing and availability plan	On Track	Q3 22/23	Q4 23/24 (subject to project initiation and scoping)			
Develop a Freight Action Plan	On Track	Current	Q4 22/23			

Transport Projects

Workstream Owner: Martijn Coolijmans

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed)
Rollout of public electric vehicle infrastructure						
Complete the delivery of 500 electric charging points	On Track	Current	Q4 22/23			
Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed)
Fossil-fuel based plant usage						
Replace grounds maintenance equipment, e.g. the council has been trialling electric blowers and strimmers.	On Track	Current	Q3 30/31			
Replace diesel generators with emissions-free alternatives such as battery packs or fuel cells in the council's non-road mobile machinery (NRMM)	On Track	Q2 22/23	Q4 24/25 (subject to project initiation and scoping)			
Conduct a trial of the UK's first Eco Zone at the Regent's Canal to provide cleaner power to canal boats that use diesel engines and wood stoves, and build on its success to provide these benefits in other areas with poor air quality.	On Track	Q3 21/22	Q3 23/24			

Transport Updates

Workstream Owner: Martijn Coolijmans

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Fleet			
Electric vehicle chargers have been installed at 222 Upper Street, Newington Barrow Way & the Ecology Centre. Design plans have been developed for remaining sites to be delivered this year with orders being placed. Four new electric vehicles have been delivered	Risk that building control have not currently signed off new substation. Mitigation: meeting booked to resolve this	WRC upgrade was delayed from last quarter but no further delays	Completion of Waste Recycling Centre (WRC) capacity upgrade Phase 1 tranche of chargers installed at the WRC Work is scheduled to begin installing chargers at Fairbridge Rd in late October. Other sites' design and delivery plans to be included, and orders placed. Four new EVs expected for delivery in the next reporting period
Vehicle Reduction			
Highbury and Amwell PFS areas are continuing as trials following successful consultation. Two main road Schools Streets pilots were implemented. Five school streets were made permanent. Consultation has been completed on three school streets. Green Lanes cycle lane has been made permanent. Early engagement has started for Mildmay Liveable Neighbourhood. One new School Street has been implemented at Highbury Quadrant and one School Street has been extended at Hugh Myddelton.	Exceptional circumstances blue badge policy still in development. Future resiliency of road network dependent on lifting banned turns on main roads.	n/a	Started engagement started on three main roads school streets in September which will go into public consultation in November. Early engagement and design for Mildmay Liveable Neighbourhood. Engagement to start for two further Liveable Neighbourhoods - Cally and Barnsbury St Mary's. Decision to make permanent St Peter's and Canonbury East LTNs. Consultation for Cycleway 50 in December.
Electric Vehicle infrastructure			
Completed 10 site assessments and identified further potential sites.	Subject to public consultation and technical assessments.	n/a	Consultation on Lamp column charging points and on Source London charging points sites to take place in November and December respectively. Installation of sites will be January to March 2023. Continue site assessments on further sites.
Fossil Fuel Based Non-Road Mobile Machinery (NRMM)			
Council NRMM asset review underway	n/a	n/a	Identifying key contacts in Council NRMM programme and compiling asset register to understand scale of the issue.

Total	Complete	On track	Overdue	Off track
7	0	7	0	0

WS3: Sustainable and Affordable Energy

To increase local generation of renewable heat and electricity, increase the uptake of affordable and renewable energy tariffs and mitigate fuel poverty. We will look to increase the use of smart, zero carbon district heating and solar power generation in the borough, considering the whole energy system. We will also continue to support residents in fuel poverty by helping them access cheaper tariffs and the benefits they are entitled to.

Sustainable and Affordable Energy

Workstream Owner: Martijn Coijmans

Total	Complete	On track	Overdue	Off track
7	0	7	0	0

Deliverable	Status	Start	End	Revised start dates	Revised end dates	Status commentary (if delayed or amber / red RAG)
Energy Networks						
Deliver GreenSCIES New River Network	On Track	Current	2024/25			
Solar power generation						
Solar feasibility studies on corporate estate	On Track	Current	Q4 22/23			
Deliver solar on corporate estate	On Track	Current	Q3 30/31			
Promote Solar together to residents and businesses	On Track	Annual	Annual			
Access to fair, green energy tariffs and tackling fuel poverty						
SHINE energy and fuel poverty advice and referral service (ongoing)	On Track	Ongoing	-			
Deliver energy and cost saving measures to mainly low-income owner occupiers and private tenants (ongoing)	On Track	Ongoing	-			
Renewable electricity purchasing						
Ensure schools electricity is 100% renewable	On Track	Q4 22/23	Q1 23/24			

Sustainable and Affordable Energy Updates

Workstream Owner: Martijn Coolijmans

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Energy Networks			
GreenSCIES Phase 2 (Project development) is now underway. Specialist input has been procured to facilitate the final design development and Outline Business Case preparation. Currently undertaking a de-risking exercise, after which timescales will be updated.	Due to the de-risking process, it may not be possible to agree a final design by the last known GHNH funding window (February 2023). It is unclear if there will be further rounds of funding after this.	N/A	Continue delivering Phase 2 (Project development)
Solar power generation			
<p>Solar PV is to be installed on five council buildings in 2022/23 – as part of the PSDS project at WRC, and as an internal project at four other sites.</p> <p>The WRC PV is being installed alongside new zero emission heating system. The cost estimates from the recent preliminary design exceed the cost from the original feasibility study. Options on how to address this are being explored.</p> <p>Following the completion of the stock condition surveys, Corporate Landlord has approved the four sites project. Revised costs were sought from Joju (as original project costs were from 2020) and are now higher than budget. Additional quotes are being sought and if needed options considered on how best to proceed, with reducing scope as one of the options.</p> <p>For the Solar Together scheme 2022, Islington has had 46 accepted solar panel applications, and 2 retrofit battery applications.</p>	<p>Key risk is project budgets – both capital projects are now over budget; options on how to progress each project are being considered.</p> <p>For Solar Together the key issue for the latest round has been unhappiness with the appointed contractor, with several complaints to the council. Lack of certainty over whether Planning permission is needed and unhappiness about paying for it are also regular issues.</p>	N/A	<p>Options on how to progress with the WRC project are being considered considering the unexpected and significant budget shortfall.</p> <p>Following obtaining of additional quotes for the PV on four council buildings project, a decision will be made how to proceed, which could be reducing scope. After this, the contract will be awarded and work will start.</p> <p>GLA will begin plans for Solar Together 2023 (assuming it goes ahead). Planning are also now unofficially offering free advice to residents on installing PV.</p>

Sustainable and Affordable Energy Updates

Workstream Owner: Martijn Cooijmans

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Access to fair, green energy tariffs and tackling fuel poverty			
<p>The SHINE service continues to support residents in fuel poverty.</p> <p>Energy advisors and Energy doctors are now back up to full capacity</p> <p>Debt support demand has increased dramatically</p>	<p>Team capacity</p> <p>Lack of external debt relief support as trust funds dry up</p>	N/A	<p>Additional funding secured from NWLA windfall to employ two additional energy advisors and create a debt relief fund.</p>
Renewable electricity purchasing			
<p>Council and GLL electricity supplies were switched to renewable tariffs under the SSE contract, but will revert to brown electricity unless it is agreed to fund an uplift in cost under the new LASER contract. Schools were due to switch at the start of 2023/24 but this may be delayed due to the cost of doing so in the LASER contract</p>	<p>Costs of switching to green electricity for existing green supplies (council building and GLL) are now higher than budget</p>	N/A	<p>Decision required on whether to pay for green electricity in LASER and for which building sets</p>

Total	Complete	On track	Overdue	Off track
24	0	23	1	0

WS4: Green Economy

To deliver on our net zero carbon target whilst assuring the economic success and vitality of our borough by working closely with the 21,000 businesses in the borough, most of them small or micro-sized.

Green Economy Actions

Workstream Owner: Caroline Wilson

Total	Complete	On track	Overdue	Off track
24	0	23	1	0

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed or amber / red RAG)
1. Embedding Net Zero Carbon into contracts and procurement						
1. Promote and incentivise inclusive innovation: Use expanding affordable workspace network and partnerships, focusing on solutions to local climate challenges.	On Track	Dec-20	Ongoing			
2. Embed net zero commitments into new contractual arrangements, including upskilling: Specifically with new affordable workspace providers	On Track	Dec-20	Dec-22			
3. Establish a council procurement framework with embedded need for green skills and carbon commitments: To be done in council contracts and S106 agreements	On Track	Dec-20	Mar-23			
4. Produce Published Sustainable Procurement Advice: Develop and publish advice and guidance to help potential suppliers understand our progressive procurement policy, including circular economy principles	On Track	Dec-20	Mar-23			
5. Embed and Monitor Circular Economy and Social Value in Procurement: Monitor that these are embedded throughout the procurement process	On Track	Dec-20	Mar-23			
6. Establish Social Value in Procurement Requirement for Potential Suppliers: To work with us in achieving social value through procurement.	On Track	Dec-20	Mar-23			

Green Economy Actions

Workstream Owner: Caroline Wilson

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed or amber / red RAG)
2. Green Skills and Jobs						
1. Green Skills Strategy: Complete development of strategy with priority areas to include: 'Green jobs' and expansion of local 'green' jobs in environmental & other sectors; Emerging local skill requirements	On Track	Aug-22	Dec 22			
2. Cross Workstream Funding Collaboration: Work with other workstreams seeking funding with a green element, to ensure skills development programmes for young people and newly unemployed are also covered, benefiting all Islington residents	On Track	Feb-22	Ongoing			
3. New Apprenticeship & Skills Opportunities: Create multiple new apprenticeship and skills opportunities within Green Economy team and in collaboration with other workstreams	On Track	Feb-22	Ongoing			
4. Green Skills and Training Delivery: including Holloway Green Skills, Mayors Green Academy, and Others	On Track	Dec-20	Ongoing			
5. Opportunity Identification, Progress Monitoring & Analysis Function: Pathways Mapping, gap analysis, monitor green job placements, and community awareness	Overdue	Jun-22	Oct-22		Ongoing	Taking an ongoing approach to the process in order to maintain development and momentum over a longer term period
6. Green Job Creation: Embed pathways to green jobs into Education Strategy and other pathways such as iWork	On Track	Dec-20	Mar-25			
7. Broaden Green Economy Access in ACL & FE: Delivered through short introductory programmes and pathways	On Track	Dec-20	Dec 22			

Green Economy Actions

Workstream Owner: Caroline Wilson

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed or amber / red RAG)
3. Business engagement, networks and partnerships						
1. Reduce Carbon Emissions in Large Organisations, including through procurement: Collaborate with high-skill green employers and anchor institutions and our own networks to reduce carbon emissions, including through their commissioning and procurement processes.	On Track	Feb-21	Ongoing			
2. Increase Climate Change Awareness with Solution Provision for Businesses: Work with business fora and networks (SME and large) to increase awareness of climate change and environmental issues, alongside a range of responsible and practical solutions	On Track	2020	2025			
3. Enhance Decarbonisation through Alternative Ownership Models: Seek funding to support formation of alternative ownership models such as mutual and co-operatives, aligned with the goals of rapid decarbonisation and council's Net Zero Carbon vision 2030	On Track	2020	2025			
4. Fund Provision and Encouragement to Government to incentivise net zero initiatives for business: Work with central government, London government and representative bodies to stimulate nationwide and local economic change	On Track	2020	Ongoing			
5. Localised Green Economy Strategy for the Cally: GLA funded	On Track	Aug-22	Nov-22			

Green Economy Actions

Workstream Owner: Caroline Wilson

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed or amber / red RAG)
4. Influencing Consumers						
1. Develop 'sharing economy' : Work with voluntary, community and social enterprise organisations to encourage and incentivise a circular approach resource usage. Enhance food co-operatives.	On Track	Dec-21	Mar-22			
2. Enhance Sustainable Energy and Transport Usage (including via ISN) : Support increasing ISN membership, particularly amongst small businesses and third sector organisations. Reduce fuel costs and consumption.	On Track	Oct 21	Mar-23			
3. Influence Green Economy Regional and National Policy Agenda : Work with London Councils and others to do so	On Track	Dec-20	Mar-23			
4. Increase Local Repair and Reusage : Continue to work in partnership with Bright Sparks and similar organisations to develop further opportunities for repair and reuse and Library of Things models	On Track	Oct-21	Mar-23			
5. NZC Communications Campaign : To promote good practice in line with Net Zero programme communications plan – internally (council staff) and externally (wider Islington)	On Track	Jun-22	Mar-23			
6. Develop Retrofit Capacity : Create and promote a business directory of local suppliers for retrofitting activities, and private homeowners – with necessary green accreditations	On Track	Oct-21	Sep-22			

Green Economy Updates

Workstream Owner: Caroline Wilson

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
1. Embedding Net Zero Carbon into contracts and procurement			
<p>The requirement for Net Zero Carbon has been added to Islington Council's Affordable Workspace Specification document along with references to planning guidelines. This will be shared with all developers at pre app stage and appended to the S106 agreement. This will be for all S106 from this point onwards</p>			<p>Revise affordable workspace strategy and social value asks, to integrate more sustainability and net zero carbon activity and values. Conduct a feasibility study to deliver the Regents Wharf site as an Affordable Workspace Net Zero incubator</p>
2. Green Skills and Jobs			
<p>Finalised Green Skills Strategy, and developed pathways for the development of green skills in ACL and FE. The LIFT programme have funded a London School of Architecture Saturday school to run over the summer. It's the first of its kind to teach architecture and the built environment as part of the national Saturday school scheme. As part of their sustainability mission, green skills will be embedded into this LSA programme. Strategic Development Fund (SDF) - £2,726,764 Secured.. As part of this funding, Capital City College Group will have a new Green Skills workshop in place within the next few months with new Solar PV and heat pump training kit. There will be training in these areas ranging from introduction to L3 skills, as well as MCS accreditation. These facilities will benefit both our residents and City and Islington College (CIC). This funding will expedite our response to the increasing demand for green skills, specifically the installation of renewable technologies.</p>			<p>Construction directory to be enhanced and disseminated and used further. Further develop ACL sustainable skills programme. Enhance work experience programme. Embed green skills into London School of Architecture programme as part of their sustainability mission + recruitment for tutor</p>

Green Economy Updates

Workstream Owner: Caroline Wilson

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
3. Business engagement, networks and partnerships			
<p>Met high-skill green employers to explore local growth opportunities for residents.</p> <p>Engaged North London Waste Board on apprenticeships</p> <p>Examined the potential to situate a small freight/logistics area within Chapel market that could facilitate sustainable local deliveries. This project is being progressed with support and hopefully financial assistance from Cross River Partnership and will inform future plans</p> <p>First meeting of the Anchor Institutions Carbon Working Group held on 26 September to identify areas of collaboration with a view to developing an agreed action plan by March 2023. Partner plans reviewed and analysed for collaborative themes.</p> <p>Relaunch of ISN and AGM in October which attracted 50+ attendees</p> <p>Workshops held with businesses on 'Dealing with the Energy Crisis' and heat pumps.</p> <p>Bid submitted to GLA to use some of LBI's UKSPF allocation to expand the Energising Small Business scheme – outcome pending.</p>			<p>Promote NLWB and Enfield Council apprenticeship opportunities to Islington residents . Follow up with Enfield to secure these roles.</p> <p>Second meeting of the Anchor Institutions Working Group to scope action plan priorities.</p>
4. Influencing Consumers			
<p>First draft of the Cally Green Economy Strategy produced and shared with Cally Cllrs and Mayor's Design Advocates at the GLA. Titled 'Sharing for Business – A Green Economy Plan for the Cally'. Feedback was positive, with the focus on defined parts of green economy allowing for more in depth projects. This strategy will not be a standalone green economy plan for the Cally. Instead, it will be a demonstrator for how to significantly progress a major element of a green economy in a locality, and also become a model of best practise for other local economies. It will work in synergy with other green economy developments in the area, such as initiatives on retro-fitting, green jobs, greening the high street and transport projects designed to reduce pollution.</p>	<p>Working to tight deadlines in order to get the strategy completed and agreed by relevant Exec members and ward Cllrs by end of Nov.</p>		<p>Publish the Strategy, and funding allowing, start work on the following: Feasibility and scoping for Library of Things aimed at business users, but also available to residents, a food waste café taking surplus food from Chapel Market, use of WARP IT online platform to share resources between businesses, opening a green economy affordable workspace for green/sharing economy entrepreneurs and boosting green cooperatives, and more.</p>

WS5: Natural Environment, Waste Reduction and Recycling

To integrate our ongoing activities in recycling and reducing waste and managing our natural environment.

We will ensure that these objectives are coherent in our efforts to achieve net zero and help mitigate the risks from severe loss of biodiversity which will impact people, the economy and the environment.

Natural Environment Actions

Workstream Owner: Tony Ralph

Total	Complete	On track	Overdue	Off track
11	1	9	0	1

	Status	Start	End	Revised Start	Revised End	Status commentary
Greener Together						
Islington Greener Together Delivery	On Track	Q3 21/22	Q4 22/23			
Private Finance Model for Green Investment & Pocket Park Framework	On Track	Q2 22/23	Q4 23/24			
Green Infrastructure Strategy	On Track	Q2 22/23	Q3 23/24			
Establish Greener Together Champions Programme (including Tree Warden scheme)	On Track	Q2 22/23	Ongoing			
Tree canopy cover						
Urban Forest Management Policy	On Track	2019	Q3 23/24			
Private Tree Planting Initiative	Off Track	TBC	Q3 23/24		TBC	Timeline being developed. Awaiting recruitment of a new Tree Planting Officer (funding recently secured).
Launch online donations for Tree Planting	Complete	Q1 22/23	Q1 22/23		Q2 22/23	Waiting for website to be finalised (expected by mid November)
Biodiversity and engagement with nature						
Apply Planning Policy to Protect and Enhance Biodiversity	On Track	Ongoing	Ongoing			
Review Biodiversity Action Plan	On Track	Q2 22/23	Q3 22/23			
Nature Education Programme	On Track	Q1 22/23	Q4 22/23			
Deliver targeted biodiversity improvements to increase accessibility to nature	On Track	Q2 22/23	TBC			Sites to be identified as part of the Biodiversity Action Plan review.

Natural Environment Updates

Workstream Owner: Tony Ralph

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Workpackage: Greener Together			
<p>Approved 38 projects (16 Housing and 22 highways) including food-growing areas for neighbours, community orchards, raised herb gardens, wildlife corridors, pocket parks and parklets. Expect around 20 of these to complete by Spring 2023.</p> <p>Began scoping brief and stakeholder mapping in preparation for procurement of a consultant to deliver pocket park framework and development of private investment financial model (funded through the Natural Environment Investment Readiness Fund (NEIRF))</p> <p>Future Parks Accelerator 1.5 funding (TBC £230k) approved in partnership with Camden Council to support and enable acceleration of urban greening.</p> <p>Funding secured (TBC £280k) from Green and Healthy streets fund to deliver Cultivating Cally projects.</p>	<p>Limited capacity to take on more externally funded projects and funding unless funding covers staffing to manage grant administration. Risk has reduced due to new project support officer.</p> <p>Lack of our capacity for consistent engagement with communities and build trust. Lack of interest and capacity within communities to engage (time, energy, buy-in). Mitigation to counter this via our Champions programme and new external partnerships.</p> <p>Lack of potential maintenance budget sources over the long term for new green infrastructure (council and community). Looking to counter this by NEIRF financial model.</p>	<p>N/A</p>	<p>Procurement of consultant for NEIRF project</p> <p>Baseline survey for FPA1.5</p> <p>Procurement of Champions partner</p> <p>Scope of next year's IGT programme approved</p>

Natural Environment Updates

Workstream Owner: Tony Ralph

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Workpackage: Tree Canopy Cover			
<p>Funding secured from Mayor of London scheme for tree donation process. Finalising website. Launch with Mayor and other LAs w/c 10 October. Website launch November.</p> <p>Successfully Applied to the Woodland Creation Accelerator Fund to fund a Tree Planting Officer for 2.5 years (£146k bid).</p> <p>Signed up to the Trees for Streets tree donation scheme. With Islington Tree Service and Communications input they will run a donation process that will link residents and businesses who wish to donate to our tree planting programme. In addition to finding private funding for the tree programme they will also provide match funding of £242 per tree for 110 trees to be planted over the next 2 years.</p>	<p>Risk: Limited capacity in Tree Service to deliver all actions, particularly due to Service Review and contractor delays. Original (Vision 2030) proposed set of actions assumed an additional resource to support delivery (Tree Officer). Mitigation: revise timelines for lower impact deliverables. Apply for funding /develop business case to secure additional resource.</p> <p>Risk: Current species planted may not be well suited to climate change (e.g. aren't drought tolerant). Mitigation: Sourcing drought tolerant species. Ongoing asset management review to look at which trees are failing each year and applying learning. Also asking nurseries to prepare to source/stock suitable species.</p> <p>Risk: Funding to buy, plant and maintain the numbers of trees required for the canopy cover and manifesto tree number targets. Mitigation: Seeking greater funding through the CNZ Capital bid.</p>	N/A	<p>Scoping and timeline for the development of Urban Forest Management Policy (which will replace our existing Tree Policy).</p> <p>Scoping of private tree planting initiative.</p> <p>Tree donation website launch by mid November</p> <p>Work with colleagues to incorporate Tree Warden needs into Greener Together Champions programme</p>
Workpackage: Biodiversity and engaging with Nature			
<p>230 entries to Islington In Bloom for 2022 and over 100 people attended a successful awards ceremony in September to hear the results. More emphasis on biodiversity in judging criteria this year.</p>	N/A	N/A	<p>Begin scoping review of Biodiversity Action Plan</p> <p>Assess planning applications and condition appropriate recommendations</p>

Waste Reduction and Recycling Actions

Workstream Owner: Tony Ralph

Total	Complete	On track	Overdue	Off track
14	2	12	0	0

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if red or amber)
Strategy & Engagement						
Develop and adopt new Reduction and Recycling Plan 2023 - 2025	On Track	Q1 22/23	Q4 22/23			Awaiting comments from GLA on draft.
Deliver Circular Economy Action Plan	On Track	Q4 21/22	Q4 23/24			
Deliver campaigns to promote waste reduction and recycling	On Track	Ongoing	Ongoing			Food waste campaign approved for Q4
Coordinate Recycling Champions Scheme	On Track	Ongoing	Ongoing			
Engage with primary and secondary schools to ensure recycling service participation	Complete	Q1 22/23	Q2 22/23			
Waste Reduction						
Deliver a second Low Plastic Zone at Caledonian Road	Complete	Q2 22/23	Q3 22/23			Survey and engagement work complete. Formal launch and related comms to be confirmed.
Explore options for Library of Things expansion	On Track	Current	Q1 23/24			Risk resulting from Bright Sparks closure.
Deliver Repair Cafes & Reuse Events	On Track	Q1 22/23	Q4 22/23			Next at Finsbury Mosque 3 December
Maximising Recycling						
Extend the Better Recycling Sites programme	On Track	Ongoing	Ongoing			No deadline at present. Draft RRP includes new specific commitments, which will be supported through the Thriving Neighbourhoods Programme. Programme milestones, deliverables and deadlines to be developed.
Extend offer of mini recycling bags to additional estates	On Track	Current	Q3 22/23			
Explore feasibility of expanding food waste service delivery to remaining estates	On Track	Current	Q4 22/23			Likely to miss 90% target for March 23 but still aiming for 100% March 24
Deliver on-demand recycling sack trial	On Track	TBC	Q1 24/25			Deliver on demand recycling sack trial – subject to delivery of new back office system. Estimated deadline March 2024.
Pilot food waste collection service for flats above shops	On Track	Q2 22/23	Q1 23/24			Underway
Expand commercial food waste collection service	On Track	Ongoing	Ongoing			

Waste Reduction and Recycling Updates

Workstream Owner: Tony Ralph

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Workpackage: Strategy, Engagement & Operations			
New Recycling and Reduction Plan 2023 - 2025 progressing through drafting and approvals process.	Awaiting GLA feedback.		Deliver campaigns to promote waste reduction and recycling (food waste) Deliver Circular Economy Action Plan and complete one year progress review
Workpackage: Waste Reduction			
Discussions held with Libraries service in relation to central Library, and with Local Economies Teams in relation to opportunities in Cally Area. Repair cafes delivered and scheduled.	Bright Sparks / Library of Things		Deliver Repair Cafes & Reuse Events Explore options for Library of Things location /expansion. Support Bright Sparks Reuse CIC

Waste Reduction and Recycling Updates

Workstream Owner: Tony Ralph

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Workpackage: Maximise Recycling & Reuse			
<p>Feasibility for expanding food waste collection to remaining estates explored and complete. Now rolling out service with target date Q4 23/24.</p> <p>Flats above shops food waste trial launched.</p> <p>Commercial Business manager appointed (starting December 2022)</p>	<p>Estate food waste delivery</p> <p>Flats above shops outcomes and costs – pilot to be evaluated. Awaiting details of government funding for FW collections.</p>		<p>Pilot food waste collection for flats above shops launch date 17th October (delayed due to bin unit delivery delays). Six month pilot with interim reviews after few weeks and three months.</p> <p>Selling commercial food waste recycling, the addition to the already existing service is a food waste recycling sack service which will allow most businesses to recycle food waste.</p> <p>Commercial waste recycling marketing campaign.</p> <p>Thriving neighbourhoods recruitment and delivery</p>

Total	Complete	On track	Overdue	Off track
4	0	1	0	3

WS6: Planning

We will ensure that our development and planning policies require growth and new developments meet the highest emissions reductions targets possible.

Planning Actions

Workstream Owner: Karen Sullivan

Total	Complete	On track	Overdue	Off track
4	0	1	0	3

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary
New Local Plan						
Take the draft local plan forward to adoption	Off track	Q1 22/23	Q3 22/23		Q1 23/24	There have been delays related to allocating sites for Gypsy & Traveller pitches, and further consultation being required.
Implementation of new Local Plan policies	Off track	Q2 22/23	Q4 22/23	Q1 23/23	Ongoing	Adoption of LP delayed. Once adopted implementation will be ongoing.
Supplementary Planning Document (SPD)						
Net Zero Carbon SPD	Off track	Q1 22/23	Q3 23/24	Q3 22/23	Q1 24/25	Start on the SPD has also been delayed due to LP delay, as the SPD will be based on and supplement LP policies. SPD preparation will take approx 18 months and involve two rounds of public consultation.
Engaging, Planning Advice and Enforcement						
Planning advice and enforcement	On Track	Ongoing	Ongoing			

Planning Updates

Workstream Owner: Karen Sullivan

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Workpackage: New Local Plan			
Update forthcoming	N/A	N/A	Finalise Local Plan and proceed to adoption Final round of consultation
Workpackage: Supplementary Planning Document			
SPD Officer expected to start in November Finalised brief for technical study to support SPD development.	N/A	N/A	SPD Officer to commence role. Begin development of SPD Procurement of technical study to support SPD
Workpackage: Engaging, Planning Advice and Enforcement			
Continue to provide advice and assess proposals for sustainability measures Commissioned drafting of Permitted Development guidance for householders to install micro-generation and sustainability measures	Reduced Revenue to department (albeit limited)	N/A	Making Duty Planning Officer Service free to residents who wish to install micro generation (i.e. only on those aspects) Draft to be issued to management in early December 2022 for review.

Total	Complete	On track	Overdue	Off track
5	0	5	0	5

WS7: Engaging, Empowering and Partnering

Although the council has a leading role in delivering carbon emissions in Islington, we cannot deliver on the net zero carbon target on our own. We will work closely with residents and local businesses and community groups to enable and encourage them to help our borough achieve net zero.

Engaging, Empowering and Partnering Actions

Workstream Owner: David Hardiman

Deliverable	Status	Start	End	Revised start dates	Revised end dates	Status commentary (if delayed or amber / red RAG)
Information and Events						
Publish new webpages setting out the activity across the programme and progress updates	Off track	Q1 22/23	Q2 22/23			Site structure is agreed with Cllr Champion but further input from services needed on content. Focus group of staff champions to be established to review content
Develop a carbon monitoring approach and set interim targets	Off track	Q1 22/23	Q2 22/23			Reduced capacity in NZC team has slowed progress but now being prioritised
Promote and develop the Together Greener microsite and pledge tool	On track	Q1 22/23	Q4 22/23			The tool continues to be promoted across council channels.
Deliver and collaborate on themed events to explore key challenges with our communities	Off track	Q1 22/23	Q4 22/23			Staffing changes have delayed commissioning of council led events. NZC Team and comms have supported community-led events including Car Free Day (which we are linking to play streets and the IEEA event at Union Chapel).
Partnerships and Lobbying						
Work with regional and sub-regional partners to promote and deliver action on climate change	On track	Q1 22/23	Q4 23/24			

Engaging, Empowering and Partnering Updates

Workstream Owner: David Hardiman

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Net Zero Carbon Communications Plan			
	<p>Temporary comms officer left at the beginning of September. Procurement of additional support for comms and engagement under way to build capacity in team.</p> <p>Outline comms plan has been drafted and workshops are proposed with workstream leads to start planning priority actions for 2023 including behaviour change work.</p>		Build capacity to enable development of Comms and Engagement Plan;
Internal Staff Campaign			
<p>Internal comms plan is being developed to support the council's energy savings programme. This will include an ask of all staff to join the council's drive to reduce energy consumption and will also promote the positive work we are doing to improve efficiency</p> <p>Mandatory staff Environmental Awareness training updated and promoted to staff. Working with other London Councils on carbon literacy staff training offer.</p>			<p>Internal comms and engagement on energy saving across the council</p> <p>NZC Champions meeting in September to kick off internal campaign.</p> <p>Staff training plan to be agreed.</p>

Engaging, Empowering and Partnering Updates

Workstream Owner: David Hardiman

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Information and Events			
<p>Website architecture and draft content established for new NZC Programme pages and reporting. Following internal review a focus group is to be set up to provide further testing. Various carbon monitoring tools and approaches have been reviewed. Participating in London councils emissions group to share best practice.</p> <p>Ongoing updates to and promotion of the Together Greener website and pledge tool.</p> <p>Air quality reports promoted as part of clean air day and IEEA event successfully supported at Union Chapel</p> <p>Supporting comms has continued to be delivered across the programme notably ongoing rollout of PFS projects ; Greener Together programme; Islington in Bloom and recycling week. Energy advice has also been heavily promoted (as part of the cost of living campaign).</p> <p>We have also supported the food waste recycling pilots on Holloway Road and will be promoting street tree planting, PFS, food waste pilots and electric vehicles as part of a two package of activity to mark COP27 in the first two weeks of November.</p>	<p>Capacity is set to reduce further as the dedicated PFS comms officer has been recruited to a project management role in the PFS team at the end of October. Recruitment is underway for a replacement and work is continuing to bring in external help to build capacity in the team.</p> <p>The community events programme is likely to launch later this year rather than Summer.</p> <p>The lack of capacity in workstreams to organise events is an ongoing risk.</p>		<p>Focus group and finalise corporate webpages for programme reporting. Workshops with programme leads and new NZC strategic business manager to identify calendar of activity for next calendar year.</p> <p>Carbon monitoring framework being developed for council controlled emissions.</p>

Engaging, Empowering and Partnering Updates

Workstream Owner: David Hardiman

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Partnerships and Lobbying			
<p>Islington continue to lead the Renewable Power for London workstream on behalf of London Councils. Working with partners to secure funding to take forward action plan.</p> <p>Continued participation in the wider London Council's climate change programme.</p> <p>Worked with 11 local authorities in May/June to explore potential collaboration on behaviour change commission.</p> <p>First meeting of the Anchor Institutions Carbon Working Group held (see Green Economy update).</p>			<p>Appoint officers to support delivery of RP4L action plan.</p> <p>Second meeting of the Anchor Institutions Working Group to scope action plan priorities.</p>

Total	Complete	On track	Overdue	Off track
12	0	12	2	0

WS8: Finance and Investment

We will work closely with our partners, in the borough, London and at a national level to identify and maximise funding sources, advocating for adequate and sustained funding from central government. We will also look to innovative green financing mechanisms to provide value for money in the investments we make in net zero carbon initiatives.

Finance and Investment

Workstream Owner: Paul Clarke

Total	Complete	On track	Overdue	Off track
12	0	10	2	0

Deliverable	Status	Start	End	Revised start	Revised end	Status commentary (if delayed or amber / red RAG)
Programme Development, Implementation and Governance						
Establish total cost of delivering NZC per workstream	On Track	Current	Ongoing			
Co-ordinate Islington business cases and align to PMO principles	On Track	Current	Ongoing			
Support the delivery of NZC capital/revenue programme through improved monitoring	On Track	Current	Ongoing			
Net Zero Carbon Funding Strategy						
Enhance funding opportunities database with workstream leads	On Track	Current	Ongoing			
Explore Green Finance opportunities in Islington	On Track	Current	Ongoing			
Explore Private Finance opportunities and delivery models	On Track	Current	Ongoing			
Develop financial strategy in Workstream 1 targeting action on Retrofit	Overdue	Current	Sep-22		Mar-23	Funding mechanisms are not fully established (yet).
Develop financial strategy on S106 and CIL contributions	Overdue	Current	Sep-22		Dec-22	Presenting to Executive Board (December 2022).
Our Investments and Pension Fund						
Enhance quality and frequency of reporting	On Track	Current	Mar-23			
Review investment strategy statement and approach to Environmental and Social Governance risk	On Track	Current	Mar-23			
Partnership Fundraising and Sponsorship Strategy						
Support the development of fundraising and sponsorship strategy through workstream 4 (Green Economy)	On Track	Jan-23	Mar-23			
Investigate alternative ownership models such as mutuals and cooperatives with workstream 4 and their viability	On Track	Jan-23	Mar-23			

Finance and Investment Updates

Workstream Owner: Paul Clarke

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Programme Development, Implementation and Governance			
<ul style="list-style-type: none"> Submitted Islington's currently identified Net Zero investment needs (c. £1.5bn) to the UK Cities Climate Investment Commission (now called 3Ci). Islington is participating in knowledge sharing and has expressed interest in planned local place-based 'Net Zero Neighbourhood Pilots'. Developed Funding Gap Template for WS1 using UCL/Savills/Feasibility data, updated as + when feasibility studies commissioned. Supporting workstreams with internal business cases (eg: Green Economy). Working with Project Managers on capital programme delivery. 	Sector capacity/capability constraints mean costing the transition to NZC is a challenge.	N/A	<ul style="list-style-type: none"> Focus on WS2-WS5 costings. Work with 3Ci and Mayor's Green Fin. London Programme Budget Setting for 2023/24 (delayed) including NZC bids.
Net Zero Carbon Funding Strategy			
<ul style="list-style-type: none"> New NZC Funding Database has been developed which is accessible to all workstreams and is regularly updated for existing/new funding opportunities. Secured £3.348m funding: Social Housing Decarbonisation Fund Wave 1 (£1.155m); Public Sector Decarbonisation Fund (£1.32m); Local Energy Accelerator Programme (0.290m); <u>TFL Green and Healthy Streets (£0.265m)</u>; Green Heat Network Fund (£0.250m); <u>Low Carbon Skills Fund (£0.156m)</u>; Natural Environment Investment Readiness Fund (£0.100m). First investor update on Islington Greener Futures with £726 donated, lead speaker at event with UK100/Green Finance Institute. Working with Hermetica Black on potential delivery model for GreenSCIES. Investigating funding strategies in WS1 including Property Assessed Clean Energy (PACE) Financing, Demand Aggregation Financing and loans (WS1). Reviewing Carbon Offset Fund to present to Executive Board (in December). 	<p>Officer time needed to submit applications and (in some cases) administer grants.</p> <p>COF income averages £1.822m p/a but less than £0.100m received as at end of July 2022.</p>	<p>Additional work required on WS1 financial strategy + fund. mechanisms.</p> <p>COF strategy will now be presented to Executive Board in December 2022.</p>	<ul style="list-style-type: none"> Major funding bids inc. PSDS 3b, SHDF 2.1 and GHNF. Continue working with partners eg: UK Infra. Bank/Green Finance Institute. Continue to develop fin. strategy in WS1. S106 (COF) and CIL (Exec Board in Dec).

Finance and Investment Updates

Workstream Owner: Paul Clarke

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Our Investments and Pension Fund			
<p>As at 31 March the current carbon exposure was 42.5% (target 50%) and future was 78.9% (75%).</p> <p>New (interim) targets approved at the Pensions Sub Committee in June 2021 (targets ended March 2022).</p>	<p>Advice from Mercer states that the Council is in a 'good position' to meet new targets.</p> <p>New targets now against a larger portfolio which makes comparison difficult.</p>		<p>Continued work with Pensions Team with a view to presenting an update at 2023 Board.</p>
Partnership Fundraising and Sponsorship Strategy			
<p>These 2 x deliverables are scheduled for Jan-23.</p>			