

3. Net Zero Carbon Strategy Quarterly progress report (Q3)

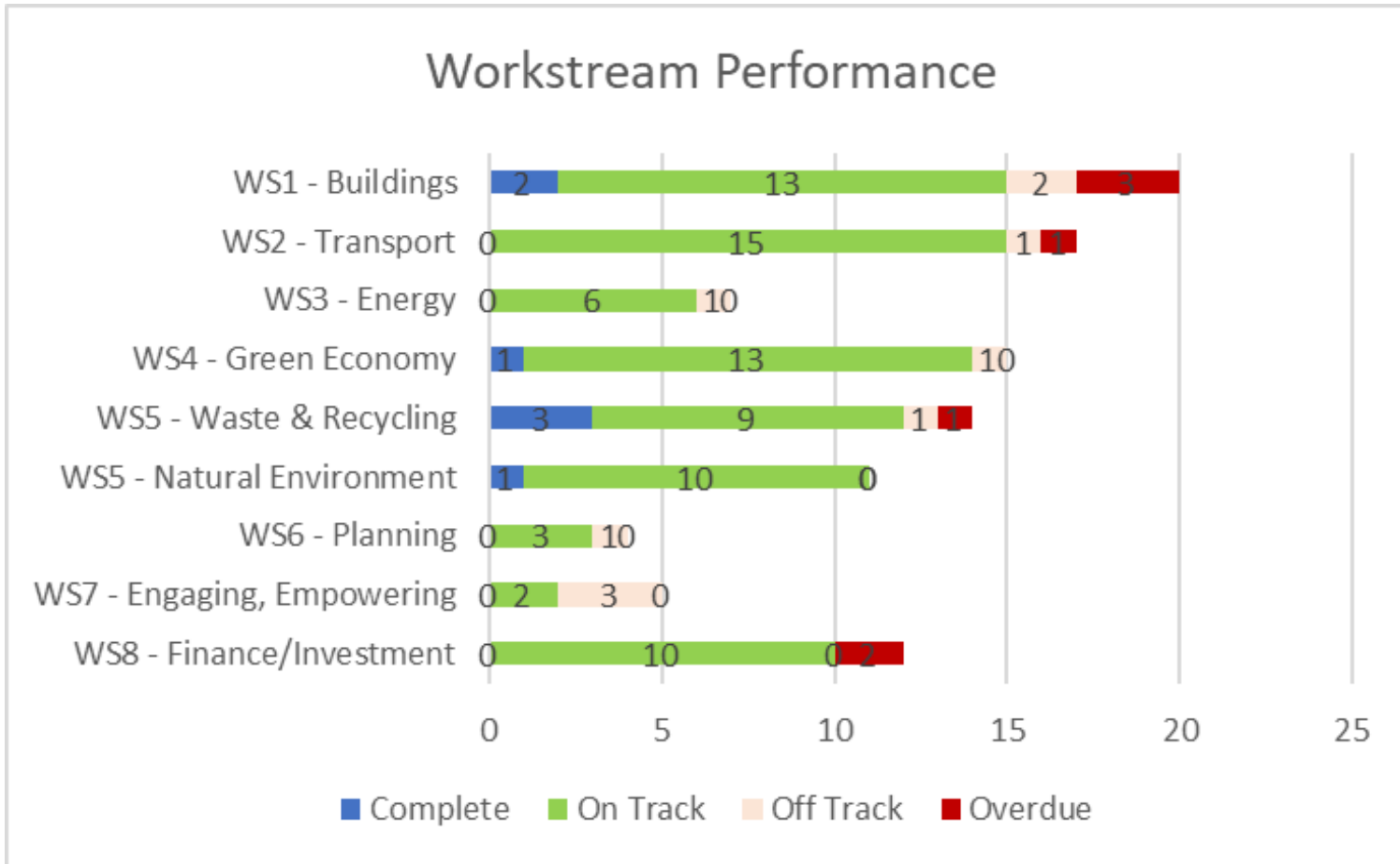
Environment Scrutiny Committee

27 March 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 October to December 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 31 December 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
20	2	13	3	2

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	Q1 23/24			
Pilot estate feasibility studies & implementation						
Four estates 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 had specifically requested a low carbon repair solution. Feasibility studies will be undertaken and a delivery programme established where feasible. Timetable being developed for each feasibility study, with the likely completion for all pilots in 2025.						
Harvist Estate (538 dwellings), Arsenal Ward	On Track	Current	Mar-25			Green Heating Network Fund secured for this project has to be drawn down by March 2025.
Bevin Court and Holford House (138 dwellings), Clerkenwell Ward	On Track	Current	Mar-25			
Newbury House (19 dwellings), Canonbury Ward	On Track	Current	Mar-25			
Harry Weston (124 dwellings), Caledonian Ward	On Track	Current	Mar-25			
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	Off Track	Q4 21/22	Q4 22/23		Q2 23/24	Delays due to prolonged PAS2035 processes, 6 month extension to project has been agreed in principle, other grant applicants have experienced same issues
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	Overdue	Q4 21/22	Q1 22/23		Q1 23/24	Workstream stakeholder mapping underway in Q4 22/23 to develop engagement strategy and plan. Engagement underway with Peabody through the anchor institutions reducing carbon emissions group. Delivery of the plan will be ongoing.
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	Jan-00	Jan-00	

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	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). Capacity issues and uncertainty towards future use of buildings mean delays are still ongoing
Prepare Heat Decarbonisation Plans for 22 Schools	Off Track	Q4 21/22	Q1 22/23		Q4 22/23	Feasibility Studies complete, and schools are being assessed and put forward for PSDS funding where available / applicable
Non-council commercial buildings						
Develop and deliver marketing, behaviour change and engagement strategy	Overdue	Q4 21/22	Q1 22/23	TBC	TBC	Revised timeline forthcoming. Capacity remains an issue, internal stakeholder meeting due to take place in Feb-23 to discuss priorities and deliverables
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
Council owned housing stock			
<p>SHDF Wave 1 (retrofit of 32 street properties) : Delays in completion due to PAS 2035 and other certifications progressing slowly.</p> <p>SHDF Wave 2 (to retrofit 100 social housing properties): Outcome of bid expected in late February / early March.</p> <p>Pilot Estates:</p> <p>Bevin Court: GHNF bid was successful, further work being done on design specification</p> <p>Harry Weston: consultant appointed; resident and TRA engagement ongoing; borehole investigations underway</p> <p>Harvist Estate: draft feasibility for the mechanical work completed, need to understand what the appropriate procurement process is</p> <p>Newbury House: Consultant due to be appointed shortly</p>	<p>Issue: delays in completion of works due to rigidity of PAS2035 process - a new structure for contractors and officers to get used to.</p> <p>Issue: Work and commitment towards the grant funding is extremely time consuming and there is less capacity to within teams to both apply for grants and to monitor them, looking into option of hiring a sub-contractor so oversee the majority of works for future bids</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.</p> <p>Mitigation: currently assessing what the financial impact would be on estates if leaseholder recharge were not an option</p>	<p>Completion of SHDF Wave 1, new completion date set to be August 2023</p>	<p>Outcome of Wave 2 Bid and commencement of bid if successful</p>
Council owned new build			
<p>Vorley Road New Build: Received Planning Committee approval but it has yet to get full planning consent as there are some formalities still to be addressed, and the application of emerging safety building requirements may not be deliverable without some design changes on stair cases</p> <p>Highbury Quadrant Exemplar Home: Business contract is now in place and has been finalised, there is a final review of the plans taking place with the Employer's Agent and start on site is imminent</p>	<p>Issue: Unable to go out to tender and get pre commencement conditions until changes to plans have been made</p> <p>Risk: May have to go back to planning with any of the requested amendments, which would delay the build and likely see increased costs</p>	<p>Tender process has yet to begin for Vorley Road</p>	<p>Full planning consent and commencement of tender process for Vorley Road</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
Housing Association owned properties			
<p>A questionnaire was sent to HAs asking if they had applied for funding, 5 responded (Barnsbury HA, Islington and Shoreditch HA, The Guinness Partnership, One Housing/Riverside, Peabody) all of whom have submitted bids to SHDF Wave 2.</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. Peabody is part of the new Anchor Institutions Network NZC working group which is forming its action plan in Q4 ahead of launch in April.</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>
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>Supplementary Planning Document: Moving forward with a dedicated resource in the NZC team, document will include clear guidance to local residents who want to install carbon reduction measures in their home</p> <p>External Support: IEEA have expressed interest in engaging with LBI and supporting them where suitable, in conversation with them to see where support is required</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>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
Council owned commercial buildings			
<p>- PSDS Funding: Seven eligible schools have been submitted. Initial meetings have been held at 6 of 7 schools and all were very supportive and engaged with the programme. Deliverability calls held with Salix for three sites: Isledon Road, King Henry's Walk and Hugh Myddelton Primary. Result expected in Q4.</p> <p>- WRC Decarbonisation: Following design development and a re-costing exercise, ASHP solution to decarbonise building was over original budget estimate and unfeasible. Instead, the existing DX Coils will be retrofitted, involving changing the existing system from gas powered to electric.</p> <p>- Tender bids for this new proposal are being assessed and one strong bid made. Project team are working on due diligence prior to contract award. There is a tight timescale to spend PSDS funding by 31 March with project team working through different options to ensure spend can be drawn down in time.</p>	<p>Risk: Five of the seven schools submitted for funding were showing increased energy costs as a cause of the decarbonisation measures Mitigation: Analysis of cost undertaken, engagement with schools ongoing.</p> <p>Risk: There is significant pressure to appoint a contractor so that the equipment related to the works can be purchased and invoiced to Salix before their deadline of 31/03/22. The works can progress past this date, but to receive the funding from Salix we have to draw it down before the end of March</p>	<p>Council corporate building feasibility studies and prioritisation of works, delayed due to lack of capacity</p>	<p>PSDS funding outcome, with decision made as to which approved schemes will move forward</p>
Non-council commercial buildings			
<p>ESB: ESB has had 278 applications, of which 128 have been awarded funding. A total of £168,620 has been awarded, which has delivered 161 tonnes of CO2 saving and £107k of annual cash savings. The average grant is 1,328 and results in an average saving of 1.3 tonnes and annual savings of £879</p> <p>Business Audit Scheme: Scheme has had 19 applicants of which 15 have had audits</p> <p>Islington Community Energy Fund: Applications for this closed on the 6th of Jan, with six applications received, final outcomes for bids will be decided on the 23rd of February</p>	<p>Increasing energy prices limits ability for businesses to switch 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>Stakeholder engagement session with internal staff to discuss priorities and see how best we can engage with businesses</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	15	1	1

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed)
Fleet electrification and reduction						
WRC grid connection & infrastructure installation	Overdue	Current	Q3 22/23		Q4 22/23	Overdue due to delays in WRC capacity upgrade- new contractor PM has joined project- aiming to complete Q4 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 Cooijmans

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			January 23 Executive paper reaffirmed support for the programme and plans coverage of 70% of Islington by 2026
Deliver alternative "School Street" measures on all primary schools on main roads where feasible	On Track	Q4 21/22	Q1 25/26			9 schemes in total. 1 scheme (Robert Blair) to be implemented in winter 2023. 5 schemes to be implemented in 23/24 and 3 to be implemented in 24/25
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)	Q2 22/23	Q4 23/24	COLPAI and Children's House implementation moved from 22/23 to 23/24 to be better aligned with future Liveable Neighbourhoods in Mildmay and in Bunhill South. Public consultation started in January 2023 for Sacred Heart.
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.	Off track	Current	Q1 23/24	Current	Q2 23/24	Increased scope of the Action Plan to incorporate accessible travel and allowance for additional external engagement will require the programme to be extended to Q2 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	Current	Q3 30/31	Consultation to start in Winter on C50, feasibility work started on Regent's Canal to Highgate. Improvements works under way for York way and Liverpool Road.
Develop and adopt a parking pricing and availability plan	On Track	Q3 22/23	Q4 23/24 (subject to project initiation and scoping)			0
Develop a Freight Action Plan	On Track	Current	Q4 22/23			Jan-00

Transport Projects

Workstream Owner: Martijn Coolijmans

	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			
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 Cooijmans

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Fleet			
<p>New WRC contractor started from beginning of January.</p> <p>Site installations at Fairbridge Rd and WRC completed awaiting energisation.</p> <p>Three other sites in design stage</p>	<p>WRC delays risk impacting energisation of chargers at site and therefore vehicle options being delivered across the quarter.</p>	<p>WRC upgrade continues to be delayed, however new contractor PM has joined the project and the final programme and delivery date is expected to be confirmed imminently. In the interim work has commenced to review and complete various snagging items raised for the successful project delivery.</p>	<p>Completion of the WRC upgrade</p> <p>Phase 1 tranche of chargers installed at the WRC (chargers are installed on site but require energisation)</p>
Vehicle Reduction			
<p>Started engagement started on three main roads school streets in September, two of which went through public consultation in November.</p> <p>Started early engagement on Mildmay liveable neighbourhood. St Peter's and Canonbury East LTNs made permanent. Individual exemption for LTN rolled out from late December 22 / January 23.</p>	<p>Future junction work around lifting banned turns dependent on TfL collaboration.</p> <p>Engagement on Liveable Neighbourhoods might take longer timescales.</p>	<p>Early engagement for Barnsbury Laycock and the Cally Liveable Neighbourhood rescheduled in Winter 2023. Consultation for main road school street at Montem moved to start in January 23. Consultation for Cycleway 50 moved to Winter 2023.</p>	<p>Early engagement for Barnsbury Laycock and the Cally Liveable Neighbourhood to start in Winter 2023. Consultation for main road school street at Montem to start in January. Consultation for Cycleway 50 moved to Winter 2023. Sacred Heart School Street and St Luke's School Street consultations starting. Essex Road transport projects consultation starting with banned turn removal, School Street at New North Academy, and new cycle crossing at Canonbury Street / Rotherfield Street. Clerkenwell Green new public realm construction starting in January 2023. Clerkenwell LTN, Amwell LTN, Canonbury West LTNs to be made permanent. Engagement with Bunhill joint liveable neighbourhood with City of London start in January 23.</p>

Transport Updates

Workstream Owner: Martijn Coolijmans

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Electric Vehicle infrastructure			
Completed 99 assessment for lamp Column charge points. 18 Source London sites identified	Charge point sites - subject to public consultation.	n/a	Consultation to be completed for 81 sites. Consultation for 18 Source London sites. Installation of lamp column sites Feb- March 2023
Fossil Fuel Based Non-Road Mobile Machinery			
Key contacts in council have been identified and meetings and depot visits are in progress. The council NRMM asset register is being compiled. We are starting to understand the scale of the issue.	n/a	n/a	Complete depot visits and asset register. Start creating replacement schedule.

Total	Complete	On track	Overdue	Off track
6	0	6	2	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 Cooijmans

Total	Complete	On track	Overdue	Off track
7	0	6	2	1

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	Off Track	Current	2024/25	Sep-23	2025	The Green Heat Network Fund application is tentatively aimed for May but it maybe delayed to August if the OBC is not complete and internal support secured. The funding assessment and decision will take at least three months, therefore the earliest start date will be September 2023 (for May entry). If the application is delayed until August, this would mean a December 2023 start. All other work is on track. The work scope is being refined for necessary items required to complete the OBC and funding application. There will be a more accurate update in March/April after project board decisions.
Solar power generation						
Solar feasibility studies on corporate estate	On Track	Current	Q4 22/23			Feasibility studies to be carried out on 26 buildings as part of Heat Decarbonisation Plans funded through a Low Carbon Skills Fund grant. This will include solar PV feasibility and will be completed by March 2023.
Deliver solar on coroporate estate	On Track	Current	Q3 30/31			Solar PV on 4 sites (Downham Rd Depot, Fairbridge Rd Depot, Ecology Centre, Laycock Centre) to be installed by March 2023.
Promote Solar together to residents and businesses	On Track	Annual	Annual			
Support community energy schemes (ongoing)	On Track	Ongoing	Ongoing			Substantive contract has ended - on a retainer to provide follow-up advice. 0.5 hours work has been undertaken on this in the last 4 weeks.
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 23/24	Q4 23/24			This is now on track based on the new date as the NZC have agreed the change to the date

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.	<p>Duration of processes needed to appoint contractors has delayed anticipated delivery of inputs essential to Outline Business Case development.</p> <p>Major risks include failure to complete OBC and apply for Green Heat Network Funding before BEIS withdraw the funding stream, cost of the proposed designs being in excess of council budget and the scheme not being financially viable in terms of heat price/ROI.</p>	N/A	<p>Design development to confirm the final design and connection plan;</p> <p>Refined cost plan and project CAPEX;</p> <p>Escalate and present the project to all authority levels where applicable;</p> <p>Major input to Outline Business Case;</p> <p>Preparation of GHNF application</p>
Solar power generation			
<p>Solar PV is to be installed on five council buildings in 2022/23. Structural surveys and stock condition surveys carried out on 4 sites. Corporate Landlord has approved these for installation. Meeting with Joju to progress.</p> <p>For the Solar Together scheme 2022, Islington has had 46 accepted solar panel applications, and 2 retrofit battery applications</p>	<p>Reduced capacity and cost of living crisis impacting resourcing.</p> <p>There was dissatisfaction from participating boroughs due to poor quality work/service by the installer & still high upfront costs, plus poor communication of the difficulties re solar panel installations in conservation zones. Assuming the scheme goes ahead again, it will likely be much changed.</p>	n/a	<p>Joju Solar to finalise detailed designs for 4 sites for sign off. Approval by LBI. Joju can order equipment and scaffolding. LBI to liaise with buildings for installation (e.g. getting no-go dates for sites).</p> <p>GLA will begin plans for Solar Together 2023 (assuming it goes ahead, see 'Risks/Issues')</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> <ul style="list-style-type: none"> > Recruiting for an Energy Doctor > All energy doctor visits are booked for Q4 > Debt support demand has increased dramatically 	<p>Cost of living crisis impacting resourcing - staff are already at full capacity</p>	<p>n/a</p>	<p>152 further Energy Doctor visit in Islington Support 816 further households in Islington</p>
Renewable electricity purchasing			
<p>Council and GLL electricity supplies were switched to renewable tariffs under the SSE contract. It has been agreed by Net Zero Executive Board to continue renewable tariffs for council buildings and streetlighting when supplies switch to LASER in April 2023. However, the increased cost of renewable electricity and stretched budgets means it is not practical to switch schools for 2023/24</p>	<p>Cost of switching to renewable tariffs under the LASER contract is significantly higher than under the previous SSE contract.</p>	<p>Switching schools to renewable tariffs will be delayed until 2024/25 or 2025/26</p>	<p>N/A - there will be no changes in the next three months</p>

Total	Complete	On track	Overdue	Off track
15	2	13	0	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
15	2	13	0	0

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed or amber / red RAG)
1. Green Skills and Jobs						
Green Skills Delivery Programme: Initiate the green skills programme secured as part of the Holloway site S106 agreement	On Track		Dec-25			
Apprenticeships Delivery: Facilitate flexible placements ('passporting') for existing apprentices on council works, as part of scheduled programmes to ensure they undertake green skills on-job training. Create apprenticeship agency for anchor institutions and identify apprenticeships opportunities with anchor institutions, sub-regional partnerships and our local town centres – especially as part of funding bids	On Track		On going			
Zero-Carbon Construction Apprenticeships: Deliver first zero-carbon construction (embodied and operational) apprentices at the Vorley Road development.	On Track		Dec-25			
Introductory Skills Programmes (ACL and FE): Work with ACL and local FE colleges to create short introductory programmes and pathways to broaden access to the green economy, including food growing programmes	On Track		Dec-24			
Taster Programmes for Young People : Expand provision within the LIFT programme for taster programmes, internships and other skills initiatives for young people with green tech/professional services employers	On Track		On going			
Upskilling in Housing: Work with Corporate Landlord to explore opportunities for upskilling and local supply chain development. Include green skills training in the Housing and Communities People Plan e.g. PAS 2035.	On Track		Dec-25			

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 Business						
Business Directory: Create and promote a business directory of local suppliers for retrofitting activities, for private homeowners – with necessary green accreditations	On Track	2020	Ongoing			
Accreditation Fund: Offer a fund/scheme to support local small businesses/sole traders to secure necessary accreditations for inclusion in retrofitting business directory	On Track	2020	Ongoing			
Green High Street Practises: Promote green practices as part of the implementation of the Chapel Market regeneration programme e.g. food waste; circular economy products; sustainable deliveries. Review implementation of 50 Shades Greener programme for hospitality industry, and explore options to scale delivery, as part of Hospitality Academy at CCG. Continue to work in partnership with Bright Sparks and similar organisations to develop further opportunities for repair and reuse and Library of Things models in Islington.	On Track	2020	Underway			
Improve Sustainability through Work with ISN: Work with our ISN to increase their membership, raise awareness of the circular economy and to celebrate the best circular economy practices at the Islington Sustainability Awards. Monitor the uptake of energy grants and climate conscious courses offered by ISN	On Track	Ongoing	Ongoing			
Cally Green Economy Plan: Develop and deliver Cally Green Economy plan, for submission to GLA, as a pilot for similar local economy green initiatives	Complete	Ongoing	Nov-22			
Sustainable Food and Shopping: Continue to develop food co-operative with Manor Gardens Welfare Trust. Work with London Met University on the development of an affordable supermarket	On Track	Aug-22	Underway			

Green Economy Actions

Workstream Owner: Caroline Wilson

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary (if delayed or amber / red RAG)
3. Green Procurement & Green Innovation						
Social Value Through Procurement: Introduce new SV monitoring and management framework, to capture all SV green activities.	On Track	Current	Mar-23			
Affordable Workspace: Embed net zero commitments into new contractual arrangements, including upskilling: Specifically with new affordable workspace providers	Complete	Oct-21	Dec-22			
4. Advocacy and Public Affairs						
Increase climate awareness among businesses: Use the business forums and networks that we facilitate and our direct interactions with businesses, small and large, to increase awareness of the need to tackle climate change and environmental issues, as well as the solutions to the crisis and responsible ways of responding	On Track	TBC	TBC			

Green Economy Updates

Workstream Owner: Caroline Wilson

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
1. Green Skills and Jobs			
<p>£115,000 secured as part of the JV on the Barnsbury estate between Mount Pleasant 7 Newlon (a sister site to Holloway Pk).The funding is in-lieu of a similar classroom and can complement to activate both on Holloways green classroom and other borough wide opportunities such a Vorley Rd LBI new build programme. The Barnsbury Park site has the most Air Source Heat pump and other NZ interventions opportunities.</p> <p>2 new apprenticeships were secured as part of new Highways contract with Marlborough Highways and will be starting in September 2023.</p> <p>A Lead Tutor from ACL has attended 4 of the six Education and Training Foundation sessions focussing on education for sustainable development. The series looks at sustainable skills, embedding them in classroom practice and leads on to supporting sustainable careers.</p> <p>The recruitment of the tutor has been concluded for the London School of Architecture Saturday school. The LSA Saturday school is currently recruiting students via schools.</p>			<p>Initiate discussion with Peabody & London Sq to agree timetable for opening of green classroom on Holloway site.</p> <p>Continue working on securing apprenticeship opportunities. Open up a discussion on the possibility of delivering flexible placements (passporting) for existing apprentices on council works to provide green skills on-job training.</p> <p>Complete the six Education and Training Foundation sessions and to explore how to raise tutors' engagement in Sustainable Development and contextualise it within curriculum areas and then make it practically impactful within ACL.</p> <p>Finalise LSA Saturday school and embed sustainability mission, green skills into LSA programme</p>
2. Green Business			
<p>Cally Green Economy Strategy is complete and published.</p> <p>"Delivery plan is being formulated over the next 2 years to deliver key elements of the strategy.</p> <p>Energy efficiency grants and audits have been rolled out</p>		<p>Footfall strategy for LTNs is on hold due to additional resource not being agreed</p>	<p>Delivery plan is being formulated over the next 2 years to deliver key elements of the strategy.</p> <p>Energy efficiency grants and audits will continue to be rolled out.</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. Green Procurement & Green Innovation			
<p>We are collaborating with the Social Value Portal (SVP) to develop a set of TOMs specific to Islington. The first set of social values were shared with relevant colleagues in order to refine them to a set that is aligned with the priorities of the council. A new set of green social values was created and shared with the group.</p> <p>A consultant appointed to design a net zero carbon pathway, detailing the necessary steps to ensure our affordable workspaces reach net zero targets. Moreover, to assist the Affordable Workspace team setting our approach to benchmarking, measuring, and reporting carbon emissions.</p>			<p>Identify number of priorities (including green) in the areas of jobs, growth, social, environment, and innovation to assist commissioners in guiding providers towards the social value offers that we seek as a council in all procurement activity.</p> <p>Complete the net zero carbon specification for an affordable work space and share it with relevant colleagues for feedback and further improvement before sharing it with future operating partners and businesses (renters of the space).</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	10	0	0

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary
Greener Together						
The Islington Greener Together programme is about putting local people at the heart of reimagining public spaces within the borough. It involves inviting residents, communities and businesses to apply to create or improve a green space in their local area.						
Islington Greener Together Year 1 delivery	On Track	Q3 21/22	Q4 22/23			
Our work involves developing a green investment model to enable accelerated, sustainable and impactful delivery of green infrastructure in the borough, in accordance with community needs. An outcome of this work is expected to reduce deficiency in access to local, small and pocket parks (measured on those above or below 400m from households).						
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			
A Champions programme will provide support, training and build capacity for communities managing and maintaining new green spaces.						
Establish Greener Together Champions Programme (including Tree Warden scheme)	On Track	Q2 22/23	Ongoing			

Natural Environment Actions

Workstream Owner: Tony Ralph

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary
Tree canopy cover						
Urban Forest Management Policy	On Track	2019	Q3 23/24			
Private Tree Planting Initiative	On 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	
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		Q4 22/23	End date shifted slightly with no significant impact identified.
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
Greener Together			
<p>Islington Greener Together:</p> <ul style="list-style-type: none"> - 38 projects were approved in Sept 2022 across highways and housing assets. - Two Project Support Officers joined in October 2022. - All IGT Projects proceeding to engagement and design development, working up into deliverable feasible projects. - Six projects to be complete by beginning of March 2023 (Cleveland Road, Mayton Street, Cluse Court, Colour in Nature, Pollard Close, New North Road). - Garden Parklet design precedent approved by Highways able to be tested across the borough. <p>IGT Champions</p> <ul style="list-style-type: none"> - Partner out for commissioning and due to be appointed in February 23. <p>Green finance and pocket park framework:</p> <ul style="list-style-type: none"> - Appointed WSP as lead consultant for the NEIRF programme (which includes the private green finance and pocket park framework) <p>Green infrastructure strategy:</p> <ul style="list-style-type: none"> - inhouse training provider and mapping both out for commission and due in February 23. 	<p>Risk in managing delivery expectations of IGT 2023 - 2024 as expecting more applications in year two. IGT is an enabler of feasible community led greening projects and aftercare, but it is not designed with its own delivery budget on the scale of other programmes. Can manage by explaining as a 'community – led project bank', seeking alternative funding. There remains a longer term plan to seek private financing for schemes.</p>	<p>N/A</p>	<p>N/A</p>

Natural Environment Updates

Workstream Owner: Tony Ralph

Key updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables - next 3 months
Tree Canopy Cover			
<p>Secured grant funding via the Woodland Creation Accelerator Fund to fund a 2 1/2 year role to support online donation, private tree delivery, etc (grant for resources to enable tree planting). Post expected to be recruited in Feb/ March 23.</p> <p>Tree Strategy Guidance released from Tree Council to inform Urban Forest Management Policy.</p> <p>Online tree planting donation launched, with 20 donations as at 23 January 2023. Working with Trees for Streets to out communications when trees are planted.</p>	No new risks for Q3 22/23	<p>Urban Forest Management Policy</p> <p>Develop private tree planting initiative</p>	<p>Revise timeline for Urban Forest Management Policy</p> <p>Develop private tree planting initiative once new resource in place</p>
Biodiversity and engaging with Nature			
<p>272 Applications for In Bloom received (30% increase in applications)</p> <p>10 parks now have Green Flags which includes full management plans for each one.</p>	N/A	<p>The review of the Biodiversity Action Plan (BAP) has started however it is not yet complete. We have surveyed internal and external partners and have started compiling the feedback into the report.</p>	<p>Complete the BAP review report by the end of March 23.</p> <p>Finalise 3 new parks for new Green Flags and submit applications.</p>

Waste Reduction and Recycling Actions

Workstream Owner: Tony Ralph

Total	Complete	On track	Overdue	Off track
14	3	9	1	1

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			
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			
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			
Explore options for Library of Things expansion	On Track	Current	Q1 23/24			
Deliver Repair Cafes & Reuse Events	On Track	Q1 22/23	Q4 22/23			
Maximising Recycling						
Extend the Better Recycling Sites programme	On Track	Ongoing	Ongoing			No deadline at present for extending the Better Recycling Sites programme.
Extend offer of mini recycling bags to additional estates	Overdue	Current	Q3 22/23			Under review – not a current priority
Explore feasibility of expanding food waste service delivery to remaining estates	Off Track	Current	Q4 22/23			Likely to miss 90% target for March 23 but still on track for 100% March 24.
Deliver on-demand recycling sack trial	Complete	TBC	Q1 24/25			
Pilot food waste collection service for flats above shops	On Track	Q2 22/23	Q1 23/24			
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
Strategy, Engagement & Operations			
<p>New Recycling and Reduction Plan 2023 - 2025 progressing through drafting and approvals process. It has been signed off at ELT on 11 Jan 2023</p> <p>Comments from GLA on draft RRP, no concerns or amendments made.</p>			<p>RRP will be presented to the Executive on 23 March for approval.</p> <p>Deliver campaigns to promote waste reduction and recycling.</p> <p>Deliver Circular Economy Action Plan and complete one year progress review (Move to CEAP)</p>
Waste Reduction			
<p>Library of Things closed due to closure of BrightSparks, discussions held with libraries service in relation to locating a library of things at Central library/N4 library and with Local Economies Teams in relation to opportunities in Cally Area.</p> <p>Repair cafes delivered and scheduled inc Repair café at Finsbury Mosque 3 December 2022.</p>	<p>Issue : ongoing costs for hosting the Library of Things and relocation costs.</p>		<p>Deliver Repair Cafes & Reuse Events during Repair week in March</p> <p>Decision to be made regarding relocation of Library of Things.</p> <p>Support Bright Sparks Reuse CIC</p>

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
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 in November 2022</p> <p>Draft RRP includes new specific commitments, which will be supported through the Thriving Neighbourhoods Programme. Programme milestones, deliverables and deadlines to be developed.</p> <p>Thriving neighbourhoods recruitment – first estate recycle officer post filled.</p> <p>Commercial Business manager started December 2022.</p>	<p>Issue - Likely to miss 90% target for March 23 but still on track for 100% March 24.</p> <p>Issue - Flats above shops outcomes and costs – pilot to be evaluated. Awaiting details of government funding for FW collections.</p>		<p>Review outcomes of the trial for flats above shop food waste.</p> <p>Thriving neighbourhoods' recruitment – short listing for a second officer.</p> <p>Selling commercial food waste recycling - Sales staff are now selling this service and will also be further promoted by our marketing strategy.</p> <p>Commercial waste recycling marketing campaign is in the process of pulling together a marketing strategy with support from, Abdoulie Jallow and Lynn Stratton</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	3	0	1

Deliverable	Status	Start	End	Revised Start	Revised End	Status commentary
New Local Plan						
Take the draft local plan forward to adoption	On Track	Q1 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	Q1 23/24	Ongoing		Q1 23/24	Adoption of LP delayed. Once adopted implementation will be ongoing.
Supplementary Planning Document (SPD)						
Net Zero Carbon SPD	On 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
New Local Plan			
<ul style="list-style-type: none"> - Consultation took place on modifications to Local Plan last year, finishing in autumn. This was delayed due to allocating Gypsy and Traveller sites. - Responses to Consultation submitted to Planning Inspectors to review in December. - Currently awaiting Inspectors response on next steps and timescales. 	Inspectors could request further hearings on Gypsy and Traveller sites which would delay issuing final reports and adoption.	To progress Local Plan as quickly as possible once we've heard back from Inspectors	To prepare for further hearings on Local Plan if request or to progress adoption if Inspectors decide further hearings not necessary.
Supplementary Planning Document			
<ul style="list-style-type: none"> - Officer appointed to deliver Net Zero SPD - Workplan for development of SPD drafted with stakeholder mapping undertaken, initial public consultation events planned for March/April 2023 - Briefing note for research tender prepared, needs sign-off from directors so consultants can be appointed - Review of existing similar planning guidance in other local authorities undertaken 	N/A	- Appointment of consultants to undertake research project	Hosting of initial stakeholder engagement workshops
Engaging, Planning Advice and Enforcement			
<ul style="list-style-type: none"> - We have received the draft Planning Guidance document back from consultants and officers are reviewing this before working towards publication in early New Year - Officers have met and have meetings arranged to brief Members, Emily Thornberry MP and residents of planning processes and services available to deliver NZC - Development Management are seeking funding to create new dedicated Planning Officer post to support delivery of NZC - Officers continuing to engage with Housing colleagues to inform best practice and specific projects have been identified as relevant examples. 	N/A	Risks Include: <ul style="list-style-type: none"> - Delay to publication of guidance - Lack of funding and/or delay to funding for dedicated DM Planning Officer post 	<ul style="list-style-type: none"> - Delivery of Guidance document - Update to website relating to Duty Planning Service

Total	Complete	On track	Overdue	Off track
5	0	2	1	2

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 service needed on content. Focus group of staff champions to be established to review content. Interim updates made.
Develop a carbon monitoring approach and set interim targets	Overdue	Q1 22/23	Q2 22/23		Q1 23/24	Reduced capacity in NZC team has slowed progress but now being prioritized. Data analyst appointed to take this work forward February to June 2023.
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. Upcoming opportunities include the next issue of IslingtonLife in March and Earth Day in April which will be cross promoted with partners.
Deliver and collaborate on themed events to explore key challenges with our communities	Off track	Q1 22/23	Q4 22/23			We are planning a week of events in March for Repairs Week and also looking to work in partnership with Anchor Institutions around Earth Day (which is also very close to our next Scrutiny meeting. There is an ongoing issue with the lack of staff capacity to deliver events across the programme. We will be commissioning external facilitators to deliver initial events.
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>Head of Strategic Comms is working with workstreams on comms and engagement opportunities.</p> <p>Hackney Council have been commissioned to develop our branding guidelines, core narrative and an engagement toolkit for services. They will develop the outline comms plan we have provided. Workshops are underway with workstream leads to map key stakeholders and draw together priority actions for 2023 including behaviour change work.</p>			<p>Updated branding guidelines; core narrative and messaging house and engagement toolkit for services</p> <p>Completed stakeholder mapping and emerging engagement plans for each workstream (Buildings and Transport are being prioritised due to carbon impact)</p>
Internal Staff Campaign			
<p>Internal comms plan has been 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>Behaviour change framework being developed across programme workstreams.</p> <p>Mandatory staff Environmental Awareness training updated and promoted to staff.</p> <p>Working with other London Councils on carbon literacy staff training offer.</p>			<p>Continue to roll out internal comms and engagement on energy saving – this has kicked off across the council with a poster campaign, chief exec video, bulletin items. Behaviour change element will include encouraging staff to take the stairs instead of the lifts.</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>Supporting comms has continued to be delivered across the programme throughout Q3 notably with the rollout of new parking charges that reflect the impact of both electric and petrol vehicles along with PFS/greening projects (blue badge exemptions for LTNs; Clerkenwell Green consultation, New River consultation, City of London Healthy Neighbourhood; Camden Passage improvements and the launch of Liveable Neighbourhoods. Positive BBC coverage and national press coverage has been achieved on the back of our Exec reports and also research into the positive impacts of LTNs.</p> <p>Upcoming projects include Liveable Neighbourhood consultations in Barnsbury and Mildmay; our electric fleet and electrification of the WRC; our reuse and recycling strategy launch (a hook to promote our work on estates); the SPD; Repair Week and Earth Day engagement events. The latter two projects will be delivered in partnership with local partners and anchor institutions.</p>	<p>A prospective agency temp officer withdrew over Christmas. Comms team is currently being restructured so capacity issues will continue for the short term.</p> <p>The main focus for comms is on delivering operational support mainly to parking and PFS through Jan and Feb.</p> <p>Hackney have been recruited to develop branding, messaging and engagement but will not be providing hands on support.</p> <p>The lack of capacity in workstreams to organise events is an ongoing risk.</p>		<p>Branding, narrative and engagement toolkit scheduled for end of March delivery.</p> <p>Workshops with programme leads and new NZC strategic business manager under way to identify calendar of activity for next calendar year.</p> <p>Carbon monitoring framework being developed for council controlled emissions. Appointment of data analyst underway.</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. Continued participation in the wider London Council's climate change programme. First meetings of the Anchor Institutions Carbon Working Group held (see Green Economy update).</p>			<p>Appoint officers to support delivery of RP4L action plan. Further meetings of the Anchor Institutions Working Group to finalise action plan by end March.</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)
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	On Track	Current	Sep-22		Mar-23	Funding mechanisms are not fully established (yet).
Develop financial strategy on S106 and CIL contributions	On Track	Current	Sep-22		Mar-23	£1.314m allocated. Further allocations to be assessed
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	Overdue	Jan-23	Mar-23			
Investigate alternative ownership models such as mutuals and cooperatives with workstream 4 and their viability	Overdue	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
Programme Development, Implementation and Governance			
<ul style="list-style-type: none"> • Re-profiled existing capital programme for 2022/23 with £9.219m spend forecast to March 2023. • Supported Budget Setting 2023/24 including additional bids totalling £14.905m for consideration by Executive (January) and Full Council (February). • Further developed Funding Gap Template for WS1, supporting Housing Stock Retrofit Imp Plan. • Continued work with London Councils on Net Zero Project Pipeline (3Ci) including discussions with GLA re: Mayor's £500m 'Green Bond' Programme. • Supporting workstreams with internal business cases (eg: Green Economy). • Supporting delivery of approved capital and revenue programme. 	<p>Sector capacity/capability constraints mean costing the transition to NZC is a challenge.</p>	N/A	<ul style="list-style-type: none"> • Continued focus on WS2-WS5 costings. • Work with 3Ci and GLA/London Councils (NZ Project Pipeline) (investor event and demonstrator sites, business case etc).
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 and including 60+ funding opportunities (open / closed). • Secured £4.144m Funding: Social Housing Decarbonisation Fund Wave 1 (£1.155m); Public Sector Decarbonisation Scheme (£1.132m); Green Heat Network Fund x 2 (£1.046m); Local Energy Accelerator Programme (£0.290m); TFL Green and Healthy Streets (£0.265m); Low Carbon Skills Fund (£0.156m); Natural Environment Investment Readiness Fund (£0.100m). • Investigating funding strategies in WS1 including Property Assessed Clean Energy (PACE) Financing, Demand Aggregation Financing and loans (WS1). • Working with Hermetica Black on delivery models for GreenSCIES and researching models across Local Government (including Bristol City Leap + Hackney Light & Power). • Engaged with London Council's 'Retrofit London' Programme and now an active participant. • Presented Carbon Offset Fund proposals to Executive Board in December (£1.314m). 	<p>Officer time needed to submit applications and (in some cases) administer grants.</p> <p>COF income averages £1.822m p/a but anticipated decline in income (December = £0.845m).</p>	<p>Additional work required on WS1 financial strategy + fund. mechanisms.</p> <p>COF strategy has been presented to Executive Board + grants review next.</p>	<ul style="list-style-type: none"> • Major funding bids inc. PSDS 3b, SHDF 2.1, GHNF, LEVI (TBC). • Continue work with partners eg: UKIB, GFI, London Councils... • Continue to develop fin. strategy in WS1. • S106 (COF) and CIL (Exec Board March).

Finance and Investment Updates Workstream Owner: Paul Clarke

Key Updates	Summary of key risks/issues	Priority delayed deliverables	Priority upcoming deliverables
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%). New targets approved at the Pensions Sub Committee in June 2021 as targets ended March 2022.</p>	<p>Advice from Mercer states that the Council is in a 'good position' to meet new targets. New targets now against a larger portfolio however which makes comparison difficult.</p>		<p>Continued work with Pensions Team with a view to presenting an update at a future Board. Supporting Pensions Team on Taskforce on Climate-related Financial Disclosures (TCFD).</p>
Partnership Fundraising and Sponsorship Strategy			
<p>These 2 x deliverables are scheduled for Jan-23.</p>			<p>Work with pensions team on Environmental and Social Governance and investment strategy statement as more products emerge.</p>