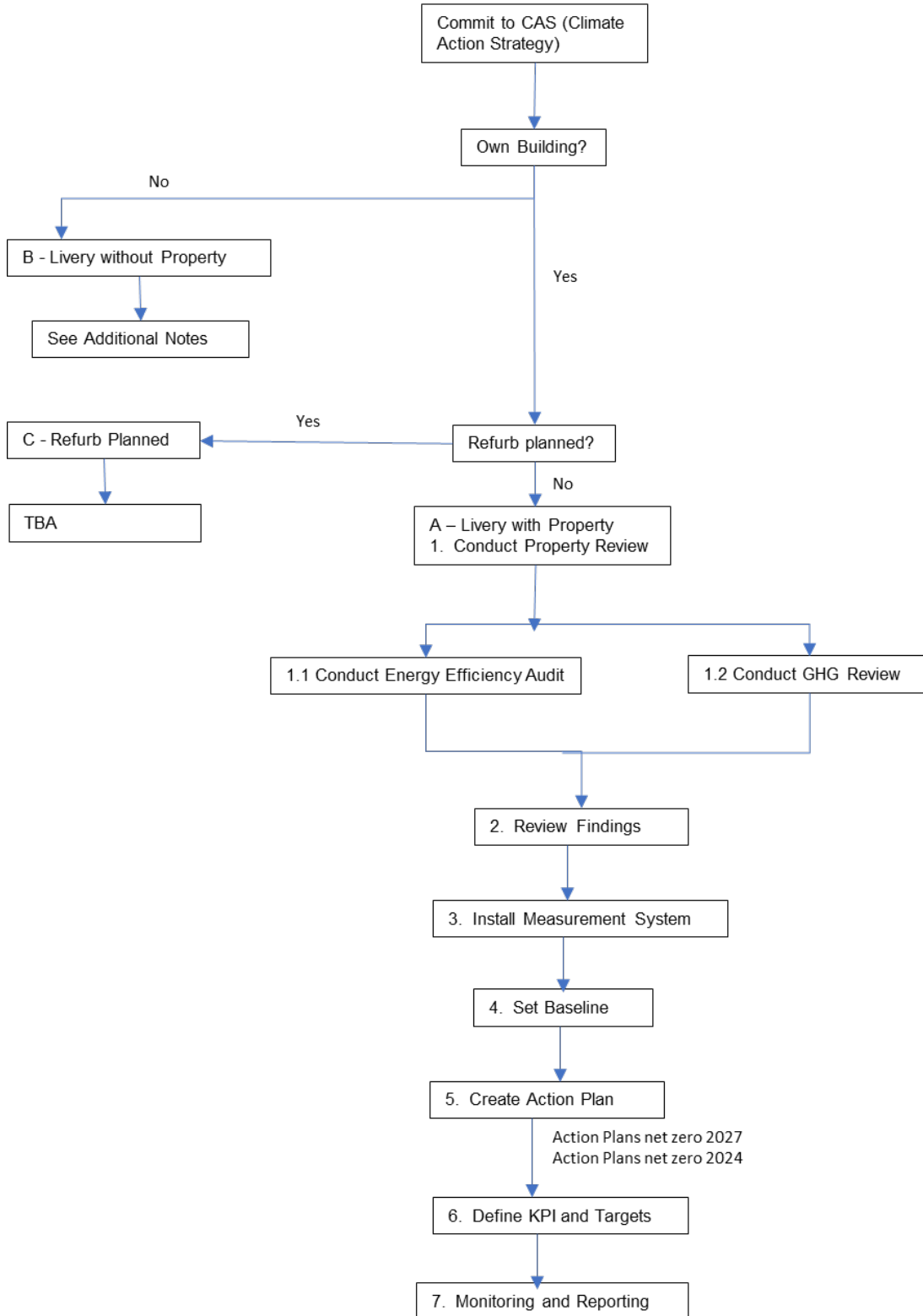


## Step-by-Step Guide Flowchart



## Join the Livery Climate Action group (LCAG)

All Livery Companies are free to join the Livery Climate Action Group and to embark on a property review that will assist in achieving net-zero carbon emissions. The first question is always: where do I start?

The first step is to draw up a climate-action strategy, setting out the steps the Livery Company will take to achieve net zero. This high-level strategy will need to be approved by the Court, with support from the Clerk. Refer to examples provided on the [LCAG website](#).

The Company should also consider setting up an internal project in the form of a committee or panel of in-house staff, with the help of members where additional expertise is needed and available. This will be a long-term project, spanning several years, in order to meet the City Corporation's Livery Climate Action Strategy objectives of achieving net zero in properties by 2027 (Scopes 1 and 2) and in the Square Mile as a whole by 2040 (Scope 3). Membership of the committee may need to change over time in order to take in the different skills required. External qualified professional advice may also be needed, as described in the notes in this guide. The committee will need one or more people to:

- Manage the project, the milestones and internal communication
- Liaise with the LCAG
- Report to the Court of the Livery Company

The Company's climate-action plan will need to set targets based on the Livery Company's values and the timelines set out by LCAG or other published deadlines. See Timelines at the end of this guidance note.

This step-by-step guide needs to be used in conjunction with the guidance notes provided on the LCAG website.

### Funding:

- Low-value revenue activities requiring no extra funding but can be carried out during normal maintenance activities
- High-value capital investment will require qualified professional services and possibly external financing

## Own Building?

Where the Livery Company owns a hall and no refurbishment is planned, follow the next steps in Section A – Livery with Property. If the Livery hall is tenanted or the Company rents a property, follow Section B: Livery without Property.

**For a lessee:** you should account for emissions from assets that you are leasing if the lease is a finance lease. If the lease is an operating lease, it is optional whether you include your

emissions from the assets obtained from this lease, depending upon which scopes of emissions you are reporting. This is because the emissions from these assets, which you are not deemed to own or have financial control over, are classified as indirect emissions (Scope 3).

## **Refurbishment Planned?**

Where major refurbishment plans are already in place or a refurbishment is due to take place, additional steps need to be taken. See Section C: Refurbishment or Retrofitting Planned.

## **Section A – Livery with Property**

### **1. Conduct Property Review**

The property review needs to be conducted by a qualified professional who can do the assessments, provide advice on changes required and help set up a measurement system. For heritage properties you will need to appoint a qualified professional as the Lead, who can then ensure advice does no harm to the heritage aspects of the property.

The professional will provide advice on what initiatives can be taken as part of routine maintenance and annual contract reviews, and that can be done independently of the two audits described below.

In order to carry out a property review:

**1.1 Conduct an energy-efficiency audit.** The aim of the audit is to achieve the same level of comfort with less energy used, thus resulting in lower green-house-gas (GHG) emissions. The audit will need to cover:

- a. Heating systems
- b. Lighting
- c. Insulation
- d. Services (water, waste)
- e. Appliances

**1.2 Conduct GHG emissions review.** The aim here is to achieve net zero in direct emissions (Scopes 1 and 2) by 2027, and net zero in indirect emissions (Scope 3) by 2040. The property review will need to include:

- a) The fabric of the building
- b) Energy-supplier contracts and usage
- c) Purchase of goods, materials, services
- d) Events, dinners, lunches
- e) Water contracts, and consumption and waste
- f) Waste practices for disposals, recycling, rainwater
- g) Heating and ventilation

- h) Open and green spaces
- i) Travel arrangements

## **2. Review Findings**

- Review the findings from both reviews together. The timelines for the energy-efficiency audit and the GHG emissions review may be different. It is important that all the findings are reviewed together to assess the total impact on the property
- The demand for energy is likely to increase over time, rather than decrease. Before starting any project, it is thus essential to review current and future power-supply requirements
- Climate change will bring erratic fluctuations in weather conditions, resulting in spikes in demand for heat and ventilation. This will require better management of energy consumption. Solutions will need to focus on avoidance of GHG emissions, removal of gas from the energy supply and the reduction of waste from all sources
- The necessary IT infrastructure needs to be set up in order to integrate digital measurement systems. These can then be linked to smart systems across the Livery Company's own properties, and ultimately to a City Corporation smart system

## **3. Install a Measurement System**

The energy consultant(s) will need to provide advice on installing an energy-management system. This may either be a simple spreadsheet or a more advanced active digital-measurement system.

The data that will be measured and monitored need to be consistent across all the Company's properties, and a common set of measurements will be available in order to provide a consistent view across all Livery Companies. At the time of writing, LCAG are trialling a "Heart of the City" calculator. This is a free tool sponsored by the City of London Corporation and the Bank of England. Further details will be provided by the LCAG when the tool is launched. The guidance note will define how to assess and report baseline emissions for Scopes 1,2 and 3.

**Spreadsheet.** An Excel spreadsheet can be used at start-up to establish what to measure, when to measure and how to collect carbon-dioxide-equivalent (CO<sub>2</sub>e) emissions.

**Active digital-measurement system.** The advantage of installing a digital-measurement system is that it simplifies the recording of data. For example, when meter readings are updated (online or via smart meters), these are automatically turned into the standard measurement selected, e.g. CO<sub>2</sub>e emissions. Such a system will also be more accurate and reliable, and will enable easier collation of measurements across properties.

#### 4. Set Baseline

Each property will have a baseline measurement. This is the starting point from which to measure improvements in efficiencies and GHG emissions.

#### 5. Create Action Plan

The Action Plan needs to incorporate:

- Actions to achieve net zero in direct emissions by 2027
- Actions to achieve net zero in indirect emissions by 2040

These plans need to be in line with the timelines set out in the official timelines at the end of this guidance note

Action plans need to address behavioural change and include carbon-literacy programmes for staff and members

#### 6. Define KPI and Targets

The key performance indicators (KPI) will be determined based on the baselines, findings and action plans. Measurement needs to include current emissions, consumption, waste and the switch to green energy. The measurement system will provide guidance on specific KPI relevant to the Company and the frequency of reporting. Targets can be set once the action plan has been approved and published.

#### 7. Monitoring and Reporting

Monitoring and reporting can start as soon as a measurement system is in place and the standard relevant KPI have been agreed and defined for each property. The setting of targets will depend upon the milestones set out in the action plan.

**Communication:** there needs to be awareness among Company members of the role the Livery is playing in the Square Mile net-zero initiative. Encourage Livery members to participate in the committee/panel set up to deliver net zero in the Square Mile. Companies may also wish to promote their contribution to achieving net zero to their members via their newsletters, emails or the website. The savings achieved by each Livery Company may be small, but when viewed across all 110 or more City of London Livery Companies the emission savings could be significant.

**External Reporting:** this includes providing annual updates to LCAG on the status of the Company's GHG emissions.

## Section B – Livery without Property

A Livery Company without property will be restricted to reviewing only those tasks under its control and requesting information from third parties. An alternative would be to request to be included in the property-owner's property review programme. These notes are intended to be read in conjunction with the main Section A: Livery with Property.

Questions to ask the Livery Company that owns the property:

- Who are the energy suppliers?
- Does the electricity supplier use fossil fuels?
- Does the hall use gas? Are there plans to reduce or remove gas?
- Will LED lighting be installed for the premises occupied?
- Will there be adequate IT infrastructure (broadband and wifi) for a cloud-based information environment
- What plans are there to reduce energy waste and reduce energy bills?
- Ask the Landlord/Lessor to provide information their current GHG emissions, future targets and plans to reduce the building's carbon footprint

Questions to ask when booking an external event:

- What happens to surplus food?
- Who are the caterers? Do they have a sustainability strategy? What does it include?

Evaluate own use of IT to enable a digital approach that can be used to contribute to the LCAG initiative.

Review staff transport alternatives

Review disposal of solid waste

Review purchases under your control. These will be indirect emissions and come under Scope 3 with a target date of net zero by 2040. Engage with suppliers to reduce their carbon footprint.

## Section C - Refurbishment or Retrofitting Planned

This section covers the refurbishment, retrofitting, demolition and construction plans for a Livery Company with property, either its own hall or other properties where the Livery is carrying out works with the objective of achieving net zero by 2027 (Scopes 1 and 2) and 2040 (Scope 3). This section needs to be read in conjunction with Section A - Livery with Property. There is also a Refurbishment guidance note on the LCAG website.

A new standard was issued in 2021 for the refurbishment of non-domestic buildings. [PAS2038](#) (Publicly Available Standard, available in draft form after registering with British Standards Institute) is not yet mandatory. However, government funding may become available for carrying out works to this standard. The draft PAS2038 supports the

improvement of energy efficiency and the reduction of GHG emissions during a refurb/retrofit of a property.

Some key points to consider:

- PAS2038 sets out the process, which is separate from the related BSI standards
- The refurbishment work requires having a qualified professional Lead. The heritage retrofit expert can be part of the team and does not have to be the Lead.
- Getting it right first time is essential, as it will be more expensive and time consuming if later alterations have to be done to correct mistakes. Deadlines could be missed.

## Official Property Timelines

