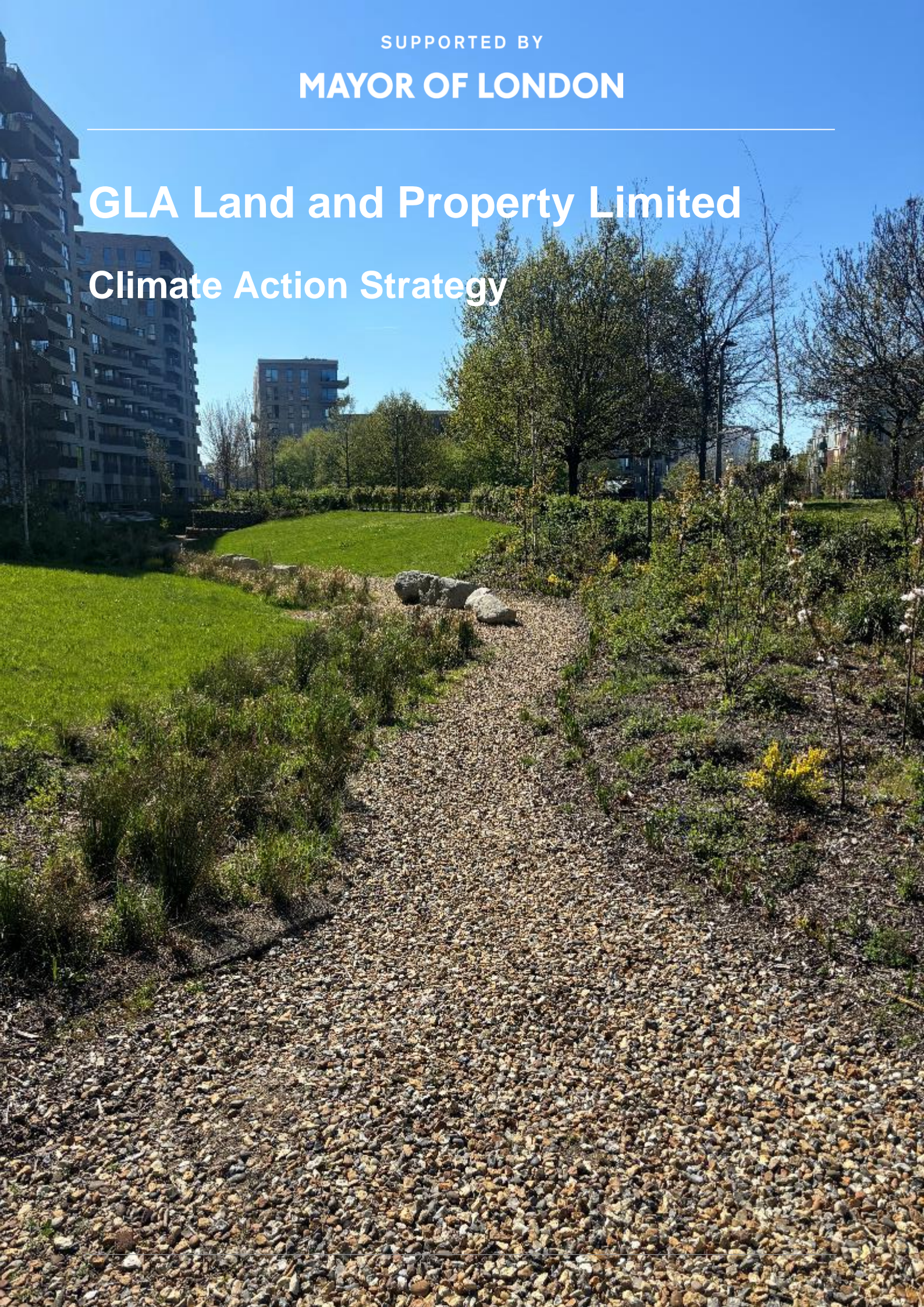


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MAYOR OF LONDON

GLA Land and Property Limited

Climate Action Strategy



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Executive summary

GLA Land and Property Limited's (GLAP's) Climate Action Strategy from 2025 onwards provides the framework for climate action against all GLAP's activities. It outlines why it is important that we act now in a meaningful way, the rigorous approach we will adopt to delivery and acknowledges that we can only achieve our targets working in partnership with others.

GLAP commits to:

- Net Zero Carbon in 2030 scopes 1 and 2 emissions.
- Net Zero Carbon in 2045 Scope 3 emissions.
- Climate resilience of our developments, estate and as an organisation.
- Actively contributing to a fair and equitable transition to a net zero carbon future.

This will be delivered through:

- Delivering new development fit for the future.
- Facilitating the delivery of low carbon infrastructure.
- Reducing the operational energy and carbon of the portfolio.
- Optimising the approach to renewable electricity procurement.
- Embedding climate risk and the opportunities posed by climate change.
- Mitigating and adapting to climate change.
- Driving partnerships and collaboration.
- Supporting the green economy within London.
- Enabling the realisation of local benefits from the transition to a net zero carbon economy.
- Reducing the financial impact of climate change on GLAP.
- Offsetting residual emissions.

Contributing to a fairer, greener and safer London for all.

Foreword

London is now a true world leader when it comes to tackling the climate crisis, cleaning up our air and growing our green economy. We live in one of the greenest cities in the world, but we should not and cannot stop there.

As well as tackling one of the greatest threats we face as a planet – and as a city – our collective efforts on climate are having tangible benefits for Londoners. Nowhere is that fact more apparent than when it comes to housing and our built environment.

A just climate transition will mean homes that are easier to keep warm in winter and cool in the summer, more energy-efficient housing for Londoners, in more walkable and nature-rich neighbourhoods. Our housing and environmental ambitions go hand-in-hand.

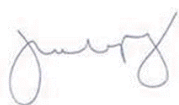
GLAP's first Climate Action Strategy builds on the work GLAP has done to date delivering the good, affordable homes that Londoners desperately need while increasing London's biodiversity on land owned by the GLA and its partners, from the Royal Docks to Barking Riverside.

This strategy sets out how GLAP will contribute to the Mayor's ambitious target of making London a net zero-carbon city by 2030, bringing together our delivery partners and working across our supply chains.

That will mean reducing carbon emissions associated with building, investing in our waterways and public spaces, and making sure that the homes that we build are fit for the future, cutting bills and emissions. Because we are determined to show we can have both genuinely affordable, quality homes that also benefit our environment.

The prize is significant. Over the next 25 years, GLAP will deliver its portfolio of 68,000 new homes across London. We've already started or delivered 43% of them. With this strategy, each and every new GLAP home will help us towards our net -zero 2030 target.

We look forward to working with our delivery partners and across the GLA group to deliver new housing and a just climate transition together.



Tom Copley
Deputy Mayor, Housing
& Residential Development



Mete Coban MBE
Deputy Mayor, Environment
& Energy



Introduction

GLAP was established in 2012 and is a wholly owned subsidiary of the Greater London Authority (GLA). Its purpose is the purchase, sale and development of land or property; and the holding of assets for rental income or capital growth.

As the Mayor's directly owned landowner and developer, it is our responsibility to ensure that our estate and new neighbourhoods being developed are resilient to the threats of climate change and provide opportunities and benefits to Londoners.

The Mayor of London in 2021 committed to a target of London being net zero carbon by 2030, recognising the role cities play in contributing to and tackling the climate emergency. The acceleration is a direct response to the changing science, requiring a change in scale of ambition and pace of delivery.

GLAP is committed to the Mayor's climate emergency response; and acknowledges the major contributing role the built environment, cities and, in turn, our activities play in climate change. This strategy primarily covers the period up to 2030. It details the role GLAP will play in supporting the Mayor in achieving his net zero carbon target; improving climate resilience within London; and ensuring Londoners benefit from the transition to a net-zero economy.

GLAP as an organisation

GLAP is a commercial GLA entity that aims to conduct its activities, and use any resulting profits, to support the GLA's ability to achieve its principles and purposes as defined under the GLA Act 1999.

Since its creation, GLAP has evolved to include investment in land, and loans to third parties, with the wider objective of delivering homes in London (particularly genuinely affordable homes) and creating jobs.

In delivering its aims, GLAP many roles: landowner; joint venture and development partner; Mayoral organisation; funder; and estate manager. These roles play out through the different contractual and ownership arrangements that vary the levels of influence over our development schemes and occupied assets.

GLAP's varied land holdings across London (circa 635 hectares) are located primarily in east London. They include:

- significant brownfield regeneration sites for development, such as the Royal Docks (London's only Enterprise Zone with the London Borough of Newham), and Greenwich Peninsula
- multi-phased major projects such as Beam Park, Stephenson Street and St Ann's; across GLAP's portfolio, a total of 68,000 homes are expected for delivery
- an asset portfolio that includes investment properties and infrastructure – including roads, waterways, sewers and public spaces such as the Thames Barrier Park.

In fulfilling our roles, and delivering against the GLA's aims, we act as a responsible landowner; a builder of new communities across London; and a partner and stakeholder with a range of organisations and local authorities. As the Mayor's landowner, we have a responsibility to ensure that we are resilient to climate change and fit for the future. We must also mitigate our impact on global and local temperatures via activities that limit global warming to 1.5°C as committed to by the Mayor, and through the Paris Agreement. More details on GLAP as an organisation and its land holdings and can be found in [GLAP's Property Asset Strategy](#).

The bigger picture

This strategy sits within a wider legislative and policy framework. It has been developed to facilitate our delivery, as a GLA subsidiary, around GLA policies and commitments. These include the Mayor of London's Net Zero Carbon 2030 target and Accelerated Green Pathway; the GLA's London Resilience Strategy 2020; the Mayor of London's Environment Strategy; the recommendations of the London Climate Resilience Review 2024; and the London Growth Plan 2025.

In addition, it supports the GLA's delivery of the Paris Agreement on Climate Change (2015) and requirements under the UK Climate Change Act (2019). These have enshrined into law a target for net zero emissions by 2050, and measures for climate adaptation. The UK Climate Change Committee (CCC) describes the need for rapid decarbonisation and improved climate resilience. This strategy considers the CCC's associated carbon budgets, which indicate the rate at which the UK must decarbonise and improve its climate resilience.

Key challenges, opportunities and dependencies

The delivery of our strategy, goals and commitments do not only depend on the actions we can take, and understanding where our emissions occur. They are also impacted by a range of external factors over which we have limited control; and a set of assumptions that we can make today, with the knowledge we have of future policy and regulation. These factors and dependencies create interconnected opportunities and challenges.

Uniqueness of GLAP: As a Mayoral subsidiary, we are in a unique position in terms of our proximity to GLA policy-makers, and our ability to provide delivery knowledge, experience and evidence. This is done through post-occupancy evaluation data, to help inform policy and wider industry learnings. In addition, we are providing opportunities for piloting and testing new and emerging policy on Mayoral land.

Balancing multiple priorities: GLAP is looking to balance multiple considerations - including returning land receipts from development activity; responding to external economic events; and ensuring it is responding to the climate emergency and the transition to net zero. In particular, this transition, and a more resilient future, are often considered to have a price tag. However, the cost of inaction (including financial impacts from climate risks) means this spend must be seen as an investment in the future, and highlights the need for organisations to adapt. When actions are embedded from the outset, there is the potential to create additional value – but it is about balancing and being pragmatic. As a result, hard decisions may need to be made in delivery of the strategy.

No one size fits all: Each new development and asset is different. Although scale and replicability are important, we need to consider the context in which our activity occurs - both the physical context, and the contractual arrangements that create a limiting factor. Recognising we are on a journey, it is therefore important that we learn and build on the incremental steps we can take.

Working together: Net zero carbon cannot be achieved in isolation. It requires working together to find solutions, share knowledge and learning (successes and challenges); and deliver fairer outcomes for all. Working together is key for GLAP as its projects are all at different stages, with different contractual arrangements and schedules. So collaborating with our partners is vital. It also provides space for different types of engagement and partnerships. Our role within the GLA is an important lever in bringing stakeholders together. It is one of our greatest tools, and is essential to delivering this strategy.

Good-quality data leads to better decisions: Good-quality, accurate data across all aspects of our activities is essential to analyse, report and reduce our emissions – ensuring decisions are rooted in evidence. Scope 3 emissions data presents challenges – this is due to current reliance on spend data, and accessing data from our wider value chain and partners with a range of reporting requirements. Improving the quality of this data will be vital to demonstrate our impact and ensure a value-driven approach.

The built environment is carbon-intensive: By its nature, new development is carbon-intensive. The industry focus needs to be on reducing embodied carbon – hence an embodied carbon target. This can be done by creating opportunities for innovation and modern methods of construction, and driving growth in London's green construction sector. The construction sector is also facing a skills shortage; the transition to a net-zero economy should create opportunities for employment in new and skilled roles. This is outlined in London's Growth Plan.

Supplier dependency in a fragmented sector: The built environment – particularly new development – is a sector with many stakeholders, and often large supply chains. Supplier maturity varies, and achieving our strategy depends on the wider industry recognising the opportunity a transition to a net-zero economy can bring. For this to happen, it is important that there is consistency and clarity in messages for action across the industry. GLAP and the GLA have a key role to play in providing this.

Action at all levels: Our actions must be supported by activity and policy at all levels. Governmental policy and targets to decarbonise the grid, phase out gas boilers and enhance regulation need to be delivered. Our strategy, and the wider work of the GLA family, can demonstrate what's possible, and the financial and reputational opportunities.

A just transition: The Mayor's target for net zero carbon 2030 is about creating a better city for Londoners. This is done by providing warm and efficient homes; creating liveable and walkable neighbourhoods; reducing health inequalities; and enabling access to good, green jobs, and space for the green sector to grow. It is essential that our developments deliver against these benefits for London and Londoners.

Achieving our goal

The nature of GLAP and its activities means that partnership working is essential to achieve our contribution to the Mayor's commitment to a 1.5°C-aligned London. There must be a focus on ensuring that our new developments are fit for the future, with low operational energy and embodied carbon; and that they are resilient to climate change. We must maximise opportunities across the estate to reduce energy demand and exposure to climate risks; and maximise potential adaptation benefits for London. All these measures will contribute to a just transition for London.

We can't do it on our own. It is essential that we collaborate with our partners, occupiers, contractors and suppliers to reduce wider emissions. An imperative in achieving this goal will include embedding sustainable behaviours and practices within our culture. There must be clarity of roles and responsibilities that should become business-as-usual in all activities and decision-making.

In developing this strategy, consideration has been given to GLAP's operating structure, and the scientific and Mayoral imperatives to act. This strategy balances ambition and action, summarising where GLAP's emissions arise from; the commitments and actions required to achieve our goals; and implementation tools to support delivery.



Baseline and scope

In developing our strategy, the overarching principle has been to adopt a science-led, evidence-based approach. This will inform a deliverable best-practice approach, to ensure that commitments are achievable and that GLAP is being a responsible landowner. The strategy acknowledges the types of emissions sources; potential climate risks; and the nature of GLAP as a commercial subsidiary of the GLA.

GLAP seeks to support the GLA in delivering its legal requirements, and embedding climate actions into our activities. It is working to the latest GLA policies, while seeking to be informed and influenced by industry best practice and advice. This includes collaborating with, and learning from, our partners and stakeholders.

The climate emergency is a systemic challenge with interconnected challenges, opportunities and impacts. It requires a systemic response – we have looked to take an approach that is proportionate and reflective of GLAP, whilst responding to the business imperative to act.

Emissions scope, baseline, and decarbonisation pathway

The focus for many organisations and authorities has been on the emissions they can control – scopes 1 and 2. These are the easiest to measure, identify and take action against.

Scope 3 emissions, in contrast, are often harder to measure; these are referred to as indirect emissions. They result from an organisation's activities, including the products and services it buys and sells; the activities it undertakes; how staff travel for work; and investments made or assets leased.

GLAP is a complex organisation with a varied portfolio, and differing levels of control and influence over its business activities. Across its portfolio, GLAP has limited day-to-day operational control of its assets. Instead, most of its control is influencing in nature.

Therefore, in developing this strategy, we determined our organisational boundary and carbon footprint using the Greenhouse Gas Protocol to establish where operational or other control lies across the portfolio. The Science Based Targets methodology was also used to determine our emissions baseline and decarbonisation pathway.

An organisation's operational control and influence can change over time, reflecting changes in business activity. Therefore, GLAP's emissions scope and baseline will be reviewed annually to ensure it accurately reflects the organisation's emissions; its

operational control; influence over the emissions; and interface with the GLA, its parent company.

Our carbon footprint and pathway to net zero

We used measured data from 2023-24 to calculate our emissions baseline for scopes 1 and 2. Scope 3 emissions were calculated using some measured utility data for a leased asset. However, expenditure data was predominantly used for the same period. The results of this baselining exercise reflect the data quality currently available.

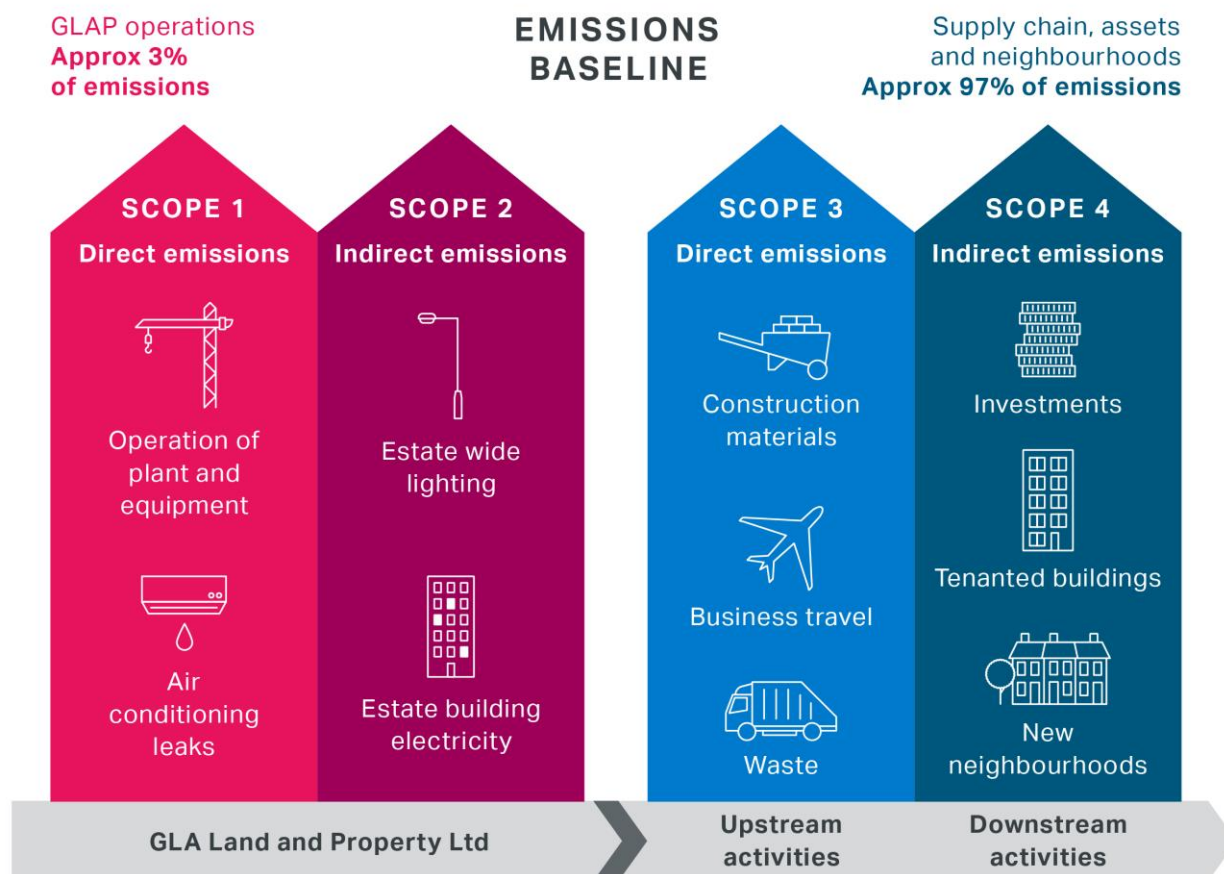
Although our emissions for scopes 1 and 2 are small, it is vital that we have clarity on the scale of these emissions. We are working to improve our ease of access to data and, as appropriate, its granularity.

Reflecting the method used to assess scope 3 emissions, there are large gaps in the data – primarily those associated with the development pipeline. A key action for this strategy is to better refine our scope 3 reporting processes (particularly development data) to ensure effort and decision-making are appropriately targeted.

As we enhance our scope 3 data and reporting, our scope 3 emissions reported in a particular year are likely to increase. However, this will help drive our understanding and delivery approach.

The reduction pathway for GLAP's direct emissions (scopes 1 and 2) involves reducing operational demand, and exploring the benefits of onsite renewables. These measures will result in a potential reduction of 56 per cent, with the remainder offset.

Given that 97 per cent of GLAP's emissions are from its wider value chain, the focus for the strategy and future actions is on delivering a 90 per cent reduction in emissions by 2045. These are also the hardest emissions to reduce due to the limited amount of control; for GLAP, partnership working will be essential.

Figure 1: Overview of GLAP's carbon footprint

Climate risk, resilience and adaptation

We are currently in a climate emergency, with associated risks and issues. It is therefore vital that we have a plan of action to effectively manage this risk. GLAP's activities occur in London; however, as they are not bound to one location in London, it is essential to understand physical climate risks posed across the city. It is also important that the transition risks from climate change are understood, and that their potential impact on GLAP is considered.

GLAP's portfolio (including, for example, 100 hectares of waterways in the Royal Docks, the Thames Barrier Park, infrastructural land, and future development sites) has an important role to play in a resilient London. As a responsible landowner, GLAP plays a vital role in London's flood defences; increasing green infrastructure across London; facilitating local walking and cycling; helping to improve air quality; and lessen the impacts of climate change in areas with green infrastructure, and with parklands acting as cool zones.

Even with rapid decarbonisation, we are already experiencing the impacts of our changing climate. The [Mayor's London Climate Resilience Review](#) highlights this further. Physical risks already being borne out across the portfolio include, among others:

- substantial overheating in homes
- increased river levels and threat of flooding
- threat of flash flooding in certain areas
- urban heat island effect
- increased frequency of high wind and storms
- contamination from former industrial uses.

We need to prepare for hotter, drier summers; warmer, wetter winters; stronger winds; more frequent extreme weather events; rising river levels; and increased risk of subsidence. We need to adapt, ensuring that GLAP's assets contribute to London's resilience to our changing climate; and that the unequal impacts of the effects of climate change are not exacerbated.

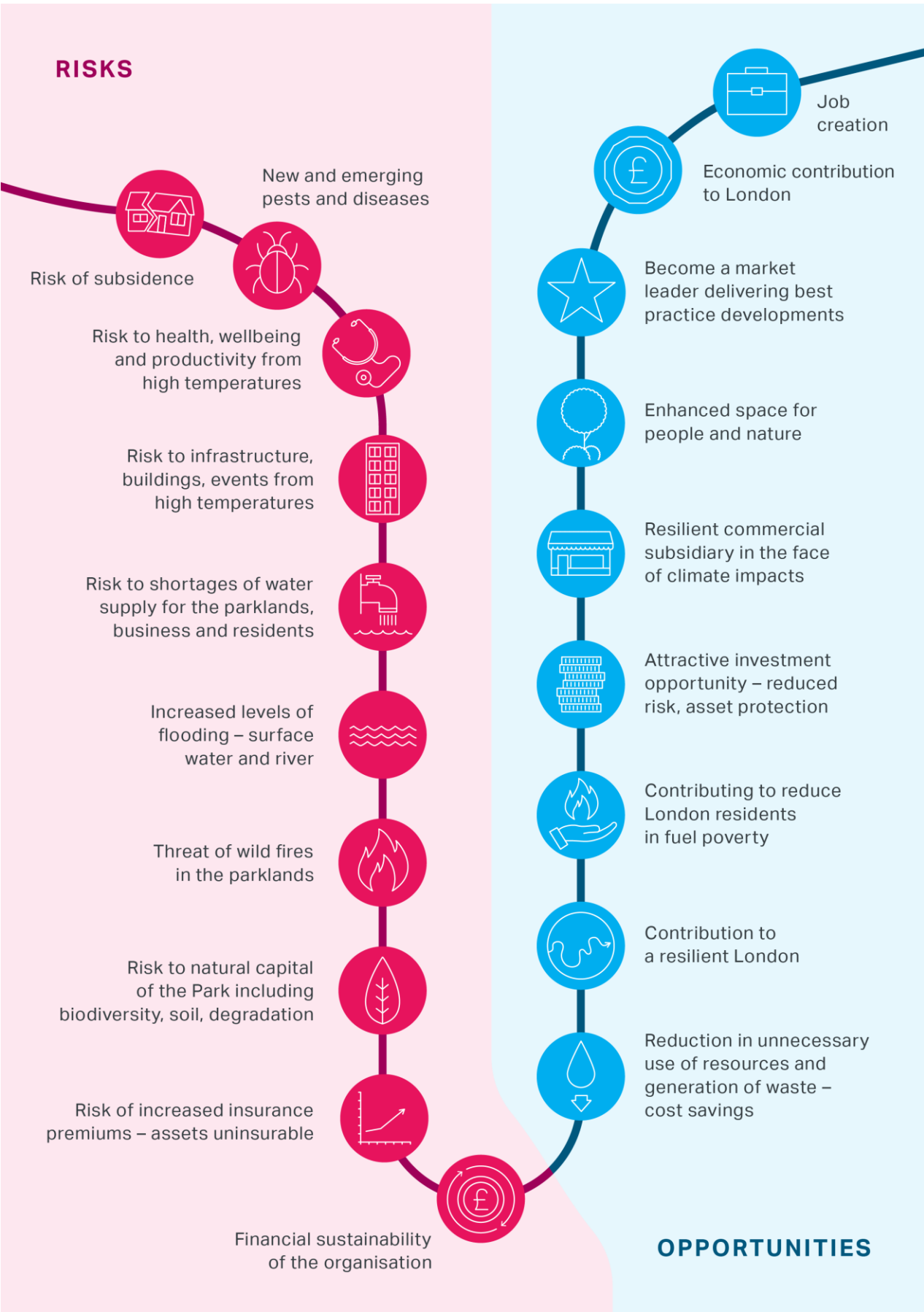
We also need to be ready to respond to wider risks associated with the transition. These risks include policy and regulatory changes; potential for disruptions to supply chains from the changing climate; and the reputational risk from appearing to fail to support London's just transition to a zero-carbon, climate-resilient city. As strategic landowner, and in managing reputational risks, it is also important that we look beyond red-line boundaries – using our relationships and contractual levers to bring organisations together at a place-based level.

Managing climate risk

This strategy is supported by a detailed climate risk assessment across physical and transition risks.

We recognise that, in managing and mitigating these risks, there is an opportunity to go beyond, and realise social, economic and environmental outcomes that can deliver benefits for Londoners. This strategy provides a framework to enhance the management of climate-related risks and opportunities.

Figure 2: Climate risks and opportunities





Strategic framework

This strategy outlines how GLAP will deliver on its vision of activities that are aligned to a 1.5°C future. GLAP will demonstrate a responsible and balanced approach rooted in partnership working, whilst delivering its commercial requirements to the Mayor of London.

The strategy acknowledges the importance of action and the potential cost of inaction. It takes a proportionate approach that balances best-practice aspirations and ambitions with a pragmatic outlook. And it delivers meaningful influence and impact for London, making well-considered, difficult decisions as required.

In delivering this strategy, our intention is that GLAP's activities demonstrate the Mayor's leadership on net zero carbon, climate resilience and adaptation for London. Through GLAP's activities, and in partnership with others, we will deliver net zero-carbon buildings built for the future; and enhance our estate and assets to ensure they can withstand immediate and future climate risks. We will contribute to making London greener, enhancing London's resilience; and creating environments for all. By providing the space for new and growing sectors to thrive within London, we can provide opportunities for all.

We will do this through our goals to:

- achieve net zero carbon across all activity
- improve climate resilience and adaptation of our developments, estate and organisation
- support, through our activities, a just transition for London.

These three goals will underpin all our activities across GLAP; and key commitments are structured against these goals. Together, these goals and commitments support our contribution to the commitment of London being 1.5°C-aligned, and our role as a Mayoral subsidiary.

Goal 1: Achieve net zero carbon across all activity

Our baselining exercise highlighted the importance of focusing on our scope 3 emissions. However, in tackling these emissions, we often have limited operational control. It is therefore important that we work in partnership.

GLAP is committed to net zero carbon in 2030 for Scopes 1 and 2; and net zero carbon in 2045 for scope 3.

Our approach to achieving net zero carbon has five commitments:

- **To deliver new developments fit for the future.** This is supported by the collection and analysis of as-built and in-use performance data. We are seeking to influence the wider industry and supply chains with robust evidence, demonstrating the art of the possible. Metrics will be put in place around operational energy, embodied carbon, climate resilience and water. For more details see [GLAP's Environmental Sustainability Framework](#).
- **To facilitate the delivery of low carbon infrastructure.** This will be done by using GLAP land to support the transition to low-carbon heating, and net-zero electricity and transport.
- **To reduce operational energy and carbon of the portfolio.** This will consider all feasible measures to reduce energy and carbon within assets (working in partnership with tenants), ensuring compliance with the latest regulations.
- **To optimise the approach to renewable electricity procurement.** This will initially be done through robust Renewable Energy Guarantees of Origin, and considering other market mechanisms. We will investigate opportunities across the portfolio for onsite renewable generation, to reduce reliance on the grid; and consider community energy funding models.
- **To offset residual emissions.** This will use high-quality offsets, delivering wider co-benefits for London and Londoners.

The above commitments are also underpinned by a requirement to improve the measuring of emissions, and the granularity and clarity of data from across the portfolio.

Goal 2: To improve climate resilience and adaptation of our developments, estate and organisation.

GLAP is committed to ensuring its portfolio is resilient; and that, as a commercial entity, it is resilient to climate change. Robust plans are in place to mitigate and adapt to the impacts of climate change, and the transition to a net-zero, climate-resilient economy.

It is vital that we consider the operational and development sides of the portfolio. Operational sites across the portfolio can and should help improve wider resilience across the city, using nature-based solutions to enhance biodiversity; improve surface water run-off; and provide cooler spaces. We need to ensure that development sites are not exacerbating urban heat island effects, and instead are responding to climate change impacts within and beyond red-line boundaries. Climate change does not adhere to red lines.

Our commitment to improving climate resilience and adaptation includes:

- **To embed climate risk and the opportunities posed by climate change** into all activities and decision-making processes.
- **To mitigate and adapt to climate change** across our portfolio – and recognise the contribution that can be made to London's climate resilience, through enhancement of blue and green infrastructure.
- **To reduce the financial impact of climate change** and realise any financial opportunities from climate change adaptation. This ensures that GLAP is prepared for potential transitional risks.

Goal 3: To support through our activities a just transition for London.

The impacts of climate change are not being felt equally across London. We need to ensure our emergency response supports a just, equitable transition to a 1.5°C future; and contributes to priorities and policies to drive London's green economy. We must also ensure that opportunities are available to all. It is essential that the transition is inclusive, and that Londoners can realise the benefits and opportunities.

Our approach includes the following three commitments:

- **To drive partnerships and collaboration** with key stakeholders – such as local authorities and developers, and the wider GLA. We must foster and drive wider engagement opportunities, using our data to support wider industry learning and to challenge others.
- **To support the green economy within London** – with a particular focus on the Royal Docks, where there is an opportunity to be a demonstrator within London. Work across the portfolio with local stakeholders and development partners can also effect local change; and demonstrate opportunities for innovation and scaled-up initiatives, linked to existing GLA-supported programmes in London.
- **To enable the realisation of local benefits from the transition** to a net-zero, climate-resilient future, by promoting and providing skills and training opportunities. These support access to new green jobs as well as reframed existing jobs. This can be done by working with the GLA's skills and employment programmes.

How we implement the strategy will be supported by the two pillars: foundations and actions.

Foundations:

- We acknowledge the climate-related impacts of our activities, and are **accountable** for them.

- We are **transparent** in this strategy, and we will be open in our annual reporting about progress made.
- We have in place robust **governance** to oversee this strategy.

Actions:

- Importance of **deliverability**, balancing long-term actions with immediate practical steps.
- Being **responsive**, ensuring that we can adapt to deal with new evidence.
- Working **collaboratively** with our partners, stakeholders and supply chains to collectively reduce emissions.
- Taking **responsibility** to deliver neighbourhoods and places that are fit for the future; and positively contributing to a net zero-carbon, resilient London.

This strategy is underpinned by a detailed delivery plan that will be used to monitor progress. An overview of the delivery plan is included as an appendix, with details of initial actions.



Figure 2: Ambition, goals and commitments

GLA Land and Property Ltd activities contribute to the Mayor's ambition for 1.5 degree aligned London, demonstrating a responsible and balanced approach rooted in partnership working, whilst delivering its commercial requirements.



OUR AMBITION

1. To achieve net zero carbon across all activity.

2. To improve climate resilience and adaptation of our developments, estate and organisation.

3. To support through our activities a just transition for London.



OUR GOALS

- To deliver new developments fit for the future.
- To facilitate the delivery of low carbon infrastructure.
- To reduce operational energy and carbon of the portfolio.
- To optimise the approach for renewable electricity procurement.
- To offset residual emission.

- To embed climate risk and the opportunities posed by climate change.
- To mitigate and adapt to climate change.
- To reduce the financial impact of climate change.
- To drive partnerships and collaboration.

- To drive partnerships and collaboration.
- To support the green economy within London.
- To enable the realisation of local benefits from the transition.



OUR COMMITMENTS

Deliverability	Responsive	Collaborative	Responsible
Accountable	Transparent	Governance	



OUR PILLARS

Implementation

Successfully implementing the strategy hinges on our two pillars. There must be robust foundations, to enable action that: is pragmatic, balanced, embedded in collaborative work, and aware of the challenges; and provides the framework to support decision making.

Foundations

Governance

GLAP is a subsidiary of the GLA, and as a commercial entity has five directors. GLAP's directors provide oversight and leadership to the development and implementation of the strategy. The directors receive quarterly updates on the strategy through Steering Group meetings. These ensure that issues can be discussed in detail and understood against wider considerations; and that actions can be supported and expedited as required.

The day-to-day implementation of the strategy lies with GLAP's management team and wider team. The team has a day-to-day working relationship with the GLA; and GLAP complies with GLA decision-making processes, such as Mayoral and other decision processes. For more details on the [GLA Steering Group](#).

Accountability

As a subsidiary of the GLA, GLAP is scrutinised on its performance by the London Assembly. As the strategy is implemented, we may consider the value of a third party verifying our reporting – this may provide additional robustness and transparency.

Transparent

GLAP commits to report against the delivery of the strategy through quarterly reporting to the GLAP directors. These reports will provide an update against the strategy actions, and our wider management of climate risk. GLAP's annual report will summarise progress the against strategy's delivery plan.

Climate budget

GLAP produces an annual climate budget; this is part of its budgeting process, as a GLA subsidiary. As per guidance from C40 Cities, the climate budget is an internal tool to help balance different potential priorities of the strategy targets; budgets; and available funding.

The climate budget process is a way to highlight potential opportunities, across GLAP, to work with the GLA to pilot and implement Mayoral initiatives and funding programmes.

Actions

Deliverable and responsive

Implementing the strategy comes with challenges and opportunities. The strategy intends to set the framework for action, supported by a delivery plan that can adapt while driving practical steps to deliver the strategy's vision.

Responsible

The effective delivery of the strategy depends on contribution from all areas of GLAP: the Development, Estates and Royal Docks teams. To support the strategy's adoption by GLAP staff, the following have been identified as key areas of focus:

- **Clear vision and strategy for GLAP:** Clear communication of the strategy, both internally (within GLAP) and to the GLA.
- **Staff responsibility and training:** Ensure staff understand their role in achieving the strategy and its commitments. Ensure staff have access to training, including GLA climate literacy training and wider appropriate knowledge.
- **Embedding the strategy into daily processes:** Requirements should be clearly incorporated into existing processes and decision making, so it becomes business-as-usual.
- **Measuring and monitoring the strategy:** Report progress against the strategy to GLAP staff, the GLA Group and external stakeholders; this should celebrate successes, and share lessons learnt.

Collaborative

Achieving this strategy will require GLAP's collaboration, and collective action, with the GLA, and GLAP partners and stakeholders. Some of this collaboration and ultimate influence will be specific to individual projects and circumstances. There is also scope for much wider convening and collective action – such as the Royal Docks Sustainability Network. Through this, Royal Docks anchor institutions work together to share knowledge;

innovate; and deliver real change within the Docks. This is all committed to through the Royal Docks Climate Agreement.

Delivering on ambitions for London, and on opportunities for energising innovation, will require collaboration between, for example, academics, industry, local government and landowners. Through the GLA, London and Partners, and relationships with accelerator programmes, GLAP will explore opportunities to support London's growing green economy. It will provide market access for new technologies and products; and potentially provide workspace for businesses in the sector. This will contribute to the London Growth Plan, and the green economy's role in making London successful.

In partnership with the GLA, there is scope to share thought leadership; contribute learnings; and influence both policy and industry collaboration. The aim is to contribute to (and benefit from) industry best practice, and developing approaches to delivering net zero carbon and improved resilience. It is only through working together that we can achieve a net zero carbon, resilient London that delivers benefits and opportunities for all Londoners.



Appendix 1: Delivery Plan

Goal	Commitment	Delivery strategy
To achieve net zero carbon across all activity	To deliver new developments fit for the future.	<ol style="list-style-type: none"> 1. Implementation of GLAP Environmental Sustainability Metrics including maximising delivery of green infrastructure. 2. Continue to review and align with best practice guidance and standards. 3. Improve data quality
	To facilitate the delivery of low carbon infrastructure.	<ol style="list-style-type: none"> 1. Evaluate opportunities across the portfolio for Electric Vehicle charging infrastructure. 2. Utilise GLAP land to support the delivery of the strategic infrastructure required such as heat networks and sub stations. 3. As required support decarbonisation of existing heat networks to support GLAP's new developments.
	To reduce operational energy and carbon of the portfolio	<ol style="list-style-type: none"> 1. Ensure data across energy, water and waste from assets in our control is robust. 2. Whole life carbon assessments undertaken for life cycle works. 3. Ensure compliance with latest regulations for tenanted assets.
	To optimise the approach to renewable electricity procurement	<ol style="list-style-type: none"> 1. Ensure electricity procured for assets in direct control are REGO or RGGO backed energy sources in line with industry best practice. 2. Evaluate inclusion in GLA Power Purchase Agreement 3. Investigate opportunities for renewable generation
	To offset residual emissions	<ol style="list-style-type: none"> 1. Regular review of our activities and inventory model. 2. Develop offsetting strategy for residual emissions
To improve climate resilience and adaptation of our developments, estate and organisation	To embed climate risk and the opportunities posed by climate change	<ol style="list-style-type: none"> 1. Keep current climate risk assessment-physical and transitional risk up to date 2. Climate change embedded in risk profiles of our assets 3. Embed use of GLA's Climate and Equalities Tool in projects
	To mitigate and adapt to climate change.	<ol style="list-style-type: none"> 1. Delivery of climate adaptation plan. 2. Maximise delivery of green infrastructure including opportunities for nature based solutions and rewilding and SuDs 3. Delivery of walking and cycling projects

		4. Collaboration with Universities such as UEL on research and opportunities for real time monitoring of impacts
	To reduce the financial impact of climate change	<ol style="list-style-type: none"> 1. Embed climate risk considerations into decision making processes. 2. Climate Risk embedded in risk management and reported to Steering Group quarterly. 3. Recognition of financial impact of climate risk.
To support through our activities a just transition for London	To drive partnerships and collaboration	<ol style="list-style-type: none"> 1. Work in partnership with local stakeholders to collectively address local challenges. 2. Measure/demonstrate impact of Royal Docks Sustainability Network. 3. Actively involved in industry events, research and standalone opinion pieces
	To support the green economy sector within London.	<ol style="list-style-type: none"> 1. Consider across portfolio opportunities for green economy uses within commercial assets. 2. Promotion of Royal Docks as a green economy cluster.
	To enable the realisation of local benefits from the transition.	<ol style="list-style-type: none"> 1. Work with partners to understand the skills required on projects. 2. Engagement with GLA Skills Team and others across the GLA Group to support deliver of opportunities.

Glossary

1.5 degree aligned refers to setting targets and taking actions to limit global warming to no more than 1.5 degrees Celsius above pre-industrial levels, as outlined in the Paris Agreement, and is a key focus for climate action.

Climate adaptation means taking action to prepare for and adjust to the current and projected impacts of climate change.

Climate mitigation involves actions to reduce or prevent greenhouse gas emissions from human activities.

Climate resilience is the ability to anticipate, prepare for and respond to hazardous events, trends or disturbances related to climate.

Climate risk is the potential for negative consequences from climate change on the environment, society and businesses. These consequences can include: physical risks, chronic risks; socio-economic impacts and economic impacts.

GHGs means greenhouse gases – the emissions responsible for global warming. These include methane, nitrous oxide and fluorinated gases amongst others.

Just transition means moving to a more sustainable economy in a way that's fair to everyone.

ktCO₂ is the unit of measurement for GHG emissions. It standardises greenhouse gases into units of kilo-tonnes of carbon dioxide equivalent (ktCO₂e).

Natural capital refers to the stock of natural resources, which includes geology, soils, air, water and all living organisms.

Net zero emissions are achieved when anthropogenic emissions of greenhouse gases to the atmosphere are balanced by anthropogenic removals over a specified period (Science Based Targets initiative (SBTi) and CDP, Towards a science-based approach to climate neutrality in the corporate sector, September 2019).

Science-based / Paris-aligned/ 1.5°C aligned (Science-Based Target Setting Manual, April 2020) GHG emissions reduction targets are considered “science-based” if they are in line with what the latest climate science says is necessary to meet the goals of the Paris Agreement (2015) – to limit global warming to well-below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.

Scopes 1, 2 and 3 for an organisation: (Defra Environmental Reporting Guidelines and the Greenhouse Gas Protocol, A Corporate Accounting and Reporting Standard, revised edition)

Scope 1 (direct) means emissions from activities owned or controlled by your organisation that release emissions into the atmosphere. They are direct emissions. Examples of scope 1 emissions include emissions from combustion in owned or controlled boilers, furnaces, vehicles, emissions from chemical production in owned or controlled process equipment.

Scope 2 (energy indirect) means emissions released into the atmosphere associated with your consumption of purchased electricity, heat, steam and cooling. These are indirect emissions that are a consequence of your organisation's activities, but which occur at sources you do not own or control.

Scope 3 (other indirect) means emissions that are a consequence of your actions, which occur at sources which you do not own or control and which are not classed as scope 2 emissions. Examples of scope 3 emissions are business travel by means not owned or controlled by your organisation, waste disposal which is not owned or controlled, or purchased materials.

References

Links to GLAP and GLA documents referenced in this strategy:

- [GLAP's Property Asset Strategy](#)
- [GLAP's Environmental Sustainability Framework](#)
- [GLA Accelerated Green Pathway](#)
- [London City Resilience Strategy 2020](#)
- [Mayor of London's Environment Strategy](#)
- [London Climate Resilience Review](#)
- [London Growth Plan](#)

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