

REQUEST FOR ASSISTANT DIRECTOR DECISION – ADD2775

Title: London Climate Ready Partnership – Climate Costs handbook

Executive Summary:

The London Climate Ready Partnership (LCRP) is an independent partnership with secretariat support from the GLA. It is the centre for expertise on how to make London more resilient to changes in the climate.

The LCRP wishes to use its own ring-fenced budget held by the GLA (originally granted by the Environment Agency and other core funders including Defra and Thames Water) to develop agreed outputs from a Climate Costs Forum held in July 2025. At the Forum, the LCRP committed to develop a 'getting started' handbook to help organisations begin or accelerate the collection of quantified data on the cost of climate change, specific to their organisation's assets and operations. This can be used to better inform risk management, business planning and case making. This is a joint commission with project partners Transport for London.

Decision:

That the Assistant Director of Environment and Energy approves:

- Expenditure of £15,000 from the London Climate Ready Partnership's ring-fenced budget as match-funding for a joint procurement with Transport for London to deliver the outputs from the London Climate Costs Forum.

AUTHORISING ASSISTANT DIRECTOR/HEAD OF UNIT

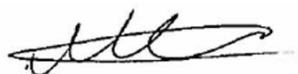
I have reviewed the request and am satisfied it is correct and consistent with the Mayor's plans and priorities.

It has my approval.

Name: Megan Life

Position: Assistant Director, Energy & Environment

Signature:



Date:

12/09/2025

PART I - NON-CONFIDENTIAL FACTS AND ADVICE

Decision required – supporting report

1. Introduction and background

- 1.1 This decision requests approval for the London Climate Ready Partnership (LCRP / Partnership) to use £15,000 of the Partnership's funds to develop and deliver a written output from the recent Climate Costs Forum. The work will be match funded by a £10,000 contribution from Transport for London (TfL). The £15,000 comes from LCRP's own funds, which the Greater London Authority (GLA) holds on behalf of the LCRP in its role as secretariat to the Partnership. The outputs will take the form of a 'getting started' handbook to help organisations begin or accelerate the collection of quantified data on the cost of climate change, specific to their organisation's assets and operations. This can be used to better inform risk management, business planning and case making.
- 1.2 The climate has already changed, and organisations are facing impacts on assets, operations, staff and customers. These impacts affect costs, service reliability, and critical processes. Adapting to these impacts is urgently needed. However, many decision makers lack the tools or evidence to factor adaptation into projects and operational design using quantified cost-benefit analysis. Some data exists, but it is sparse and often not relevant to specific organisations, assets, or operations.
- 1.3 The LCRP ran a Climate Costs Forum in July 2025. It was a full day event involving experts from within and outside the climate space working with around 60 organisations across London representing a wide variety of sectors. The Forum focused on the data that organisations currently collect which helps them monitor and measure the performance of their assets and services. The event then introduced organisations to how they can extract and analyse data on how weather and extreme climate events such as heatwaves and surface water flooding can impact current performance metrics.
- 1.4 The LCRP now wishes to formalise the outputs of this event into a handbook for use by organisations across London. The handbook will include guidance on:
 - how to extract and analyse data on weather and extreme events and how they impact current performance metrics;
 - how to use climate risk assessments to predict how performance metrics may change over time;
 - categorising spend that contributes to climate adaptation and how this can help build business cases for investing in climate adaptation measures or projects;
 - assessing the effectiveness of adaptation measures and how this can be used to build business cases or general case making.

- 1.5 The £15,000 funding is from the LCRP's budget of £42,600. Funds are held by the GLA as the secretariat to the LCRP but is primarily income transferred by the Environment Agency to the GLA when secretariat responsibilities were transferred. This has been supplemented with some income for supporting other projects, such as the UK's Climate Change Risk Assessment. DD2109 details the receipt and use of funding for the LCCP from the Environment Agency to the GLA.

2. Objectives and expected outcomes

- 2.1 The handbook will help organisations implement the changes needed to their internal data collection and reporting processes to enable them to better understand and track the impact of climate related events on their operational performance. TfL estimated that they lost £2m in passenger income from the July 2021 flooding and £8m during the 2022 heatwave by linking data on passenger journeys to a specific climate event, but currently they do not routinely link performance data to weather or climate. The handbook will support organisations like TfL to better understand the data they collect and how it can be used to improve organisational resilience.
- 2.2 Tracking and linking performance and climate data will help organisations better plan for impacts and understand the costs to their businesses. This will support organisations to build business cases for investment in climate resilience.
- 2.3 Organisations which will benefit from this guidance include major infrastructure providers, local authorities, health and social care providers, holders of significant built environment assets including culture and sport sector.
- 2.4 The handbook will establish principles and processes to help users answer the following questions:
- what impact does extreme weather have on organisational performance metrics?
 - how much does the organisation spend on adaptation and resilience (characterisation of spend)?
 - how effective is that spend at improving adaptation and resilience?
 - what is an acceptable level of climate risk?
 - what is the gap between current levels of spend to manage climate risk, and the level of spend needed to manage climate risk to that acceptable level?

3. Equality comments

- 3.1 The public sector equality duty requires the identification and evaluation of the likely potential impacts, both positive and negative, of the decision on those with protected characteristics (age, disability, gender reassignment, pregnancy and maternity, sex,

marriage/civil partnership status, race, gender, religion or belief, sexual orientation) and set out how you are addressing the duties.

3.2 Under section 149 of the *Equality Act 2010*, the Mayor and GLA are subject to the public sector equality duty and must have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation;
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not;
- foster good relations between people who share a relevant protected characteristic and those who do not.

3.3 The “protected characteristics” are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation and marriage/civil partnership status. The duty involves having appropriate regard to these matters as they apply in the circumstances, including having regard to the need to:

- remove or minimise any disadvantage suffered by those who share or are connected to a protected characteristic;
- take steps to meet the different needs of such people;
- encourage them to participate in public life or in any other activity where their participation is disproportionately low.

This can involve treating people with a protected characteristic more favourably than those without one.

3.4 Climate impacts are felt unequally across London, with poorer, disadvantaged communities often living in conditions that magnify the impact of climate change. Those living in housing with poor access to good-quality open space, adequate ventilation or poor levels of insulation can suffer disproportionately from the effects of extreme heat; be at higher risk from flooding; and be less able to take necessary action to reduce their risks. The GLA has developed Climate Vulnerability [maps](#) that help assess these risks against social demographic data to help identify parts of London which are most vulnerable. This will feed into the data and metrics that will help support organisations assess exposure and vulnerability.

3.5 Climate impacts can also be felt disproportionately amongst people with protected characteristics, and there is a high level of intersection across impacts. Older or pregnant women, and very young children, are more likely to suffer from the effects of extreme heat. Londoners with a disability are less likely to be able to take action to protect themselves against flash flooding. Those with underlying health conditions are at risk from increased mortality due to the combination of extreme heat and poor air quality. Supporting vulnerable communities and individuals to adapt to a changing climate, and enabling climate equity, will be a priority when assessing how to mitigate impacts and the cost of those actions.

- 3.6 Addressing climate impacts and building capacity across organisations in London to respond to them will benefit those most impacted by climate change. The guidance will focus on climate justice approaches to adaptation planning and monitoring. This will ensure action is targeted where it is most needed.

4. Other considerations

Key risks and issues

Risk	Likelihood	Impact	Proposed mitigation	RAG
Poor levels of stakeholder uptake – leading to lack of intended impact of the outputs of the work	Medium	High	The Climate Costs Forum involved over 100 attendees from a wide range of sectors and job roles and created momentum around the issue of better use of data for tracking climate impacts – we will use this reach and momentum to push the guidance out via existing stakeholders and through existing networks to a wider audience.	
The guidance does not meet expected outcomes - leading to lack of impact of the intended outputs of this work.	Low	Medium	A project delivery plan will outline the critical pathway to achieving the expected outcomes of the work. Links to both GLA programmes such as the Climate Budget work and externally funded programmes like the Pathways to Resilience work will help ensure the guidance document aligns with existing work. In addition, a cross-sector working group of stakeholders who attended the Climate Costs Forum will help shape the guidance document ensuring relevance.	

Links to Mayoral strategies

- 4.1 This work has direct links to the overall aim of the London Environment Strategy to make Londoners resilient to severe weather and longer-term impacts of climate change, including flood, heat and drought. This work also aligns with the Mayor's recently published delivery plan - Delivering a Greener, More-Climate Resilient London – by providing delivery partners with the tools and information to take effective action and convening partnership action on climate resilience.
- 4.2 The GLA is committed to taking forward the recommendations of the London Climate Resilience Review (LCRR), and to make London more resilient to the impacts of climate change. The guidance will support this commitment by increasing adaptation knowledge and capacity, specifically plugging research gaps to provide evidence for action. The guidance will help support work to take forward the LCRR recommendations.

Consultations and impact assessments, including data protection (as per the GLA's requirements under GDPR), health and safeguarding where relevant

- 4.3 All records will be held in line with the GLA's requirements under GDPR.

Conflicts of interest

- 4.4 No conflicts of interest have been identified for any officers involved in the development of this proposal or drafting or clearance of this decision form.

5. Financial comments

- 5.1 Approval is being sought for match funding of £15,000 to procure additional resources to develop and deliver the written output from the recent Climate Costs Forum.
- 5.2 The funding will come from the LCRP's ringfenced reserves of £42,600 which is classified by the GLA as LCCP income and is therefore not part of the GLA's core budget as detailed in DD2109.
- 5.3 All expenditure will be incurred by the 31 March 2026. All appropriate budget adjustments will be made.

6. Planned delivery approach and next steps

Activity	Timeline
Delivery Start Date	Aug 2025
Main milestones: First draft of guidance Second draft Final draft	Sept 2025 Nov 2025 Dec 2025
Guidance launch	Jan 2026
Delivery End Date	Jan 2026

Appendices and supporting papers:

None.

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FoIA) and will be made available on the GLA website within one working day of approval.

If immediate publication risks compromising the implementation of the decision (for example, to complete a procurement process), it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary. **Note:** This form (Part 1) will either be published within one working day after it has been approved or on the defer date.

Part 1 - Deferral

Is the publication of Part 1 of this approval to be deferred? NO

Part 2 – Sensitive information

Only the facts or advice that would be exempt from disclosure under FoIA should be included in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a part 2 form –NO

ORIGINATING OFFICER DECLARATION:

Drafting officer to
confirm the
following (✓)

Drafting officer:

Jude Hassall has drafted this report in accordance with GLA procedures and confirms the following:

✓

Mayoral Delivery Board

A summary of this decision was reviewed by the Mayoral Delivery Board on 26 August 2025.

✓

ASSISTANT DIRECTOR, FINANCIAL SERVICES:

I confirm that financial and legal implications have been appropriately considered in the preparation of this report.

Signature:



Date:

27/08/2025