

## Appendix

### 1. List of key sites in an energy performance partnership with Vital Energi

1. Guildhall Complex	8. City of London School	14. London Metropolitan Archives
2. Barbican Arts Centre	9. City of London School for Girls	15. Tower Hill Car Park
3. London Central Market (Smithfield)	10. Walbrook Wharf Cleansing Depot	
4. Central Criminal Court	11. Tower Bridge	
5. New Spitalfields Market	12. Mansion House	
6. City of London Freeman's School	13. GSMD (inc. Milton Court and Sundial Court)	
7. Billingsgate Market		

### 2. Centre of Excellence roles.

Centre of Excellence roles	
Sustainable Investment Property Specialist – Arcadis <b>(in place)</b>	Heat Decarbonisation Engineering Support – Arcadis <b>(in place)</b>
Resilience and Sustainable Design – Arcadis <b>(in place)</b>	Energy Project Services (Housing) – Etude <b>(in place)</b>
Building Management Systems Operations – Schneider <b>(in place)</b>	Monitoring and Targeting – Team Energy Auditing <b>(in place)</b>

### 3. Key Risks

Risk	Mitigation
Delays in securing resource impacts project delivery.	Review of Centre of Excellence completed to address this issue. Use of flexible frameworks for Project Management resource.
Funding gap emerges following investment grade proposals.	Existing funding allocation to be complemented with grant funding applications. Investigate energy performance contracts option to minimise capital investment.
Carbon grid factors adversely affected.	Keep in review BEIS grid factors and their impact on reach the 2026/27 Targets.
Major projects/programmes:  The proposed further review of operational properties as part of the MTFP and Net Zero Budgeting.	Major programmes and projects may impact the decisions on CAS interventions or reduce the payback period if a decision is made to dispose or refurbish a building. In all cases full consideration should be made within the decision making process.

