

Appendix 1 CAS Programme Risk Register

Project	PMO Team: Description Category	Risk Rating (Q3)	Risk Rating (Q4)	CAS Target	Risk response
Carbon Removals and Land Management	Delay in resourcing planned posts impacting delivery targets	High	High	2027 Corporation	Recruit contractor(s) if recruitment unsuccessful.
Strategy Implementation Support	Failure to implement CAS performance targets due to new or existing assets allocation	High	High	ALL	Mitigation in place: Officers to prepare scenarios for decision making on interventions highlighting Guildhall following the receipt of the surveys of top emitters in Corporate Estate.
Buildings – Corporate Properties & Housing (landlord areas)	Insufficient financial resources are allocated to long term delivery of CAS targets	High	High	2027 Corporation	Regularly review with the programme team and Chamberlains the impact of inflationary pressure on capital delivery. Wherever possible lever in Government grant funding to support initiatives
Corporate Risk	Construction inflation, labour and material shortages are contributing to additional costs and delays. This is a corporate wide issue not limited to CAS interventions but will of course impact several CAS workstreams	High	High	2027 Corporation 2040 Corporation	Options to mitigate the impact are under review, such as early purchase of equipment and contract amendments.
Buildings – Investment Properties	Failure to monitor target delivery due to data quality, robustness of analysis or future data collection analysis	High	High	2040 Corporation	Energy metering strategy to be evaluated alongside development of new programmatic data governance processes and procedures.
Corporate Risk	Insufficient financial resources are allocated to long term delivery of CAS targets (spike in energy prices)	High	High	2027 Corporation	Introducing Behavioral management programme in buildings and look to advance quick wins. Improving Existing PPA (Power Purchase Agreement). Looking into new PPA

Strategy Implementation Support	Delivery delay due to project complexity	High	High	2027 Corporation	Mitigation in place: Regular communication of delays to Chief Officers and weekly monitoring of progress for projects at higher risk of delays.
Strategy Implementation Support	Delivery delay due to key stakeholder groups not being sufficiently engaged and/or supportive of climate action measures.	High	High	2027 Corporation	Mitigation in place: A dedicated engagement plan for this residential community to be in place for March '23.
Buildings – Capital Projects (Standards)	Failure to implement CAS performance targets due to new or existing assets allocation	New Risk	High	2040 Corporation	New specialist resource in place as part of the Centre of Excellence in City Surveyors to support rapid development and integration of new standards.
Buildings - all	Insufficient financial resources are allocated to long term delivery of CAS targets	High	High	2040 Corporation	Ongoing risk management approach to be incorporated in delivery. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact. Delivery Approach needs to consider how gap funding requirements will be addressed.
Buildings – Corporate Properties & Housing (landlord areas)	Failure to implement CAS performance targets due to new or existing assets allocation	High	High	2027 Corporation	Tasks identified in the plan are expected to overdeliver on the reduction target. Ongoing risk management approach to be incorporated in Delivery Approach. The impact of slippage to planned stock changes to be modelled in order to understand the potential impact.
Buildings - all	Funding gaps in cyclical works programme	High	High	2040 Corporation	Delivery Approach to consider how cyclical works funding requirements will be addressed.
Buildings – Corporate Properties & Housing (landlord areas)	Grid decarbonisation does not occur at rate predicted in original CAS models	High	High	2040 Corporation	Grid decarbonisation to be tracked by Energy Team. Ongoing risk management approach to be incorporated into Delivery Approach.
Purchased goods & Services	Contractors or partnerships delays/procurement	New risks	High	2040 Corporation	Provision of the commercial team with standard specification wording which will allow to start conversations with suppliers who are unwilling to engage. Almost half of the Top 25 contracts are up for renewal, the Sustainable Supply Chain Manager is being proactive in

					mobilisations where possible to raise profile of the City's Climate Action Strategy.
Buildings – Capital Projects (Standards)	Failure to secure specific technical capacity to inform key designs and planning application decisions relating to the whole life carbon of major developments	New Risk	High	ALL	A consulting project has been completed to evaluate a representative sample of capital projects and their whole life carbon impact. Furthermore, the climate resilience/sustainable design specialist (part of the Centre of Excellence) will take on the management of this work.
Carbon Removals and Land Management	Delivery delay due to project complexity connected to establishment of supplier contracts for land management works.	New Risk	High	2027 Corporation	Setting up tight contract controls and seek information on continuity of service from contractors at tender stage
Buildings - Corporate Properties & Housing (landlord areas) and Investment Properties	Delivery delay due to delays during mobilisation stage of the projects	New Risk	High	ALL	Project Schedule developed through Year 3 project plans outlining the framework against which interventions will be delivered and presented as a whole programme. Programme Management Approach to be considered.

Appendix 2

Achievements (FY22-23, Year 2)

1. Advancing interventions in corporate housing and investment properties continue to be the biggest focus. The ability to accelerate actions under these workstreams remains our biggest risk and biggest opportunity.
2. Approval of GW 2 Paper introducing the first of a set of forthcoming energy/carbon reduction and efficiency-focused gateway papers. Covering 50+ interventions across the top 15 emitting buildings. Expected savings of 520 tonnes of CO₂ per annum, average payback of ~10 years and CAPEX value of £6.6m.
3. Completion of landlord/ communal area surveys across all 14 Housing Estates.
4. Approval of GW3-5 paper for Building Analytics at Central Criminal Court and Mansion House & Powertag metering at Guildhall.
5. Completion of Frobisher Crescent Heat Decarbonisation Plan.
 - a. A decarbonisation plan for the Heathrow Animal Reception Centre is being developed using a grant from the “Low Carbon Skills Fund”. A draft report has been received.
 - b. A decarbonisation feasibility study for the Cemetery & Crematorium is underway and a draft report has been received.
 - c. Operational delivery plan for energy interventions at investment properties drafted. This will inform the capital programme in 2023/24.
 - d. All EPC certificates received except for 7 additional properties requested by City Estate on 06 February 2023 - Surveys being scheduled.
 - e. Completion and integration of resilience risks impact assessment to City Corporation assets into a GIS online platform for climate impact modelling. Asset profile, images and interventions have been built into the platform.
 - f. Completion of list of 100 priority assets
 - g. Completion of Design and Technology Standards. Standards reviewed and approved for a final PDF by CoLC stakeholders.
6. We continue to work with a diverse set of stakeholders to learn, influence and act. A sample of engagements this quarter includes:
 - a. Heart of the City (HotC) hosted an learning lunch on SBTi for SMEs on February 2023 and a business leader webinar on March, both to share information about the climate crisis and the net zero training support available via HotC’s ‘Climate for SMEs’ course.
 - b. Design of a climate toolkit/guidance for micros underway by HotC.
 - c. The Responsible Procurement Manager and Sustainable Supply Chain Manager are engaged in theAction Sustainability’s research on ethical procurement of solar panels and is part of the steering group.
 - d. Delivery of a second workshop for the “Historic Buildings Challenge – Carbon reduction and climate resilience” on February 2023.
 - e. Completion of the first draft report of the Square Mile’s Local Area with initial outputs on the modelling and scenarios was received in March 2023. A launch event is being planned by June 2023.

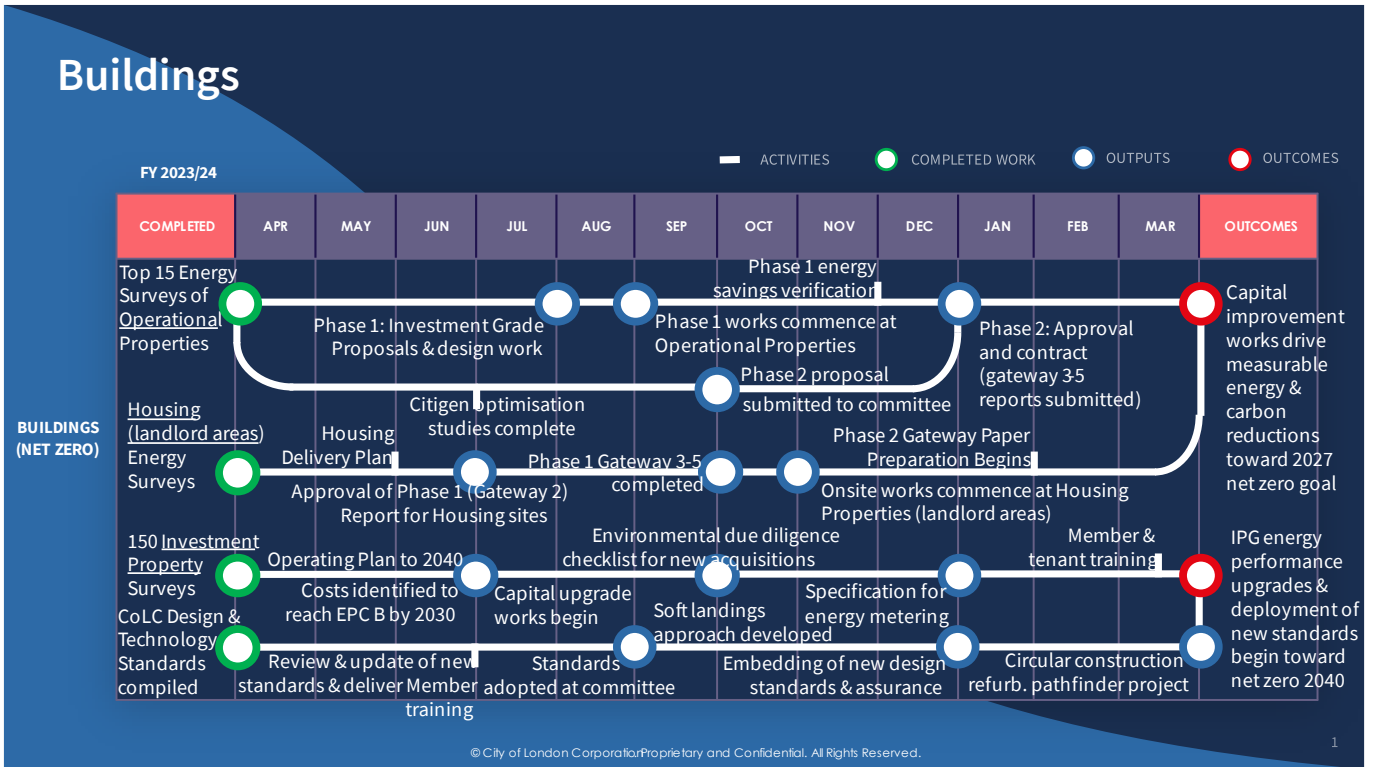
7. We are committed to embedding CAS across the City Corporation's activities. A sample of engagements includes:
 - a. Continuing to run internal upskilling sessions on environmental resilience and climate across the environment department.
 - b. Delivered a workshop for Members on 17th of March on Whole Life Carbon.
 - c. The Sustainable Supply Chain Manager held 16 meetings between January and March with our top 25 suppliers on the topic of climate action. This helps increase supplier understanding of the City Corporation's climate action goals as well as the broader climate action agenda.
 - d. Responsible Procurement, of which climate action is the number one commitment, is gaining increasing recognition across the Corporation, most recently the Minor Works Framework, which could run for 9 years had a 20% Responsible Procurement weighting and makes this a real focus area for suppliers. They will now not only be scored on how well they can complete the work, but how responsibly this will be carried out.
 - e. Added carbon metrics to the new supplier contracts from Banner and Greenham. This includes asking them to find and deliver more sustainable alternatives.
 - f. Tender awarded for carbon reporting tool to Australian provider Avarni. The tool will be integrated at the procurement/payment end to get improved proxy data, which could see a 20% reduction on reported emissions.
 - g. Completion of Low Carbon Procurement Guidance with focus on Cost Vs Carbon.
 - h. Presentation of Climate Impact Modelling GIS platform to CoLC officers.

8. We are investing in the public realm and Open Spaces. And are working with others to protect and prepare them for the future.
 - a. Commencement of the Experimental Traffic Orders for Chancery Lane St based on revisions to traffic restrictions. Public consultation currently open until the 20th of August 2023.
 - b. Published notice making permanent the traffic regulation orders to Old Jewry, King Street and King William Street.
 - c. Secured 21k for upgrading the habitats of SINC's through creation of priority habitats from the GLA's Rewild London Fund.
 - d. Published the Cubic Mile project's report and policy review at the NERC Open Research Archives.
 - e. Works underway at Bevis Marks (Phase 1) and Bank (Phase 2) for construction of rain gardens and tree pits in the highway.
 - f. 38 successful tree locations identified for accelerated tree planting under Phase 3 'City Greening and Biodiversity' from the Cool Streets and Greening Programme. 10 trees planted in February 2023.
 - g. Commencement of re-design of City Gardens to improve climate resilience at 7 of 14 identified sites. These sites are Queen Street Place, Whittington Gardens, Angel Lane, Adelaide House, Dark House Walk, John Carpenter Street and St Mary Aldermanbury.
 - h. Smart sensor network scheduled for installation.
 - i. Completion of the Strategic Flood Risk Assessment review.

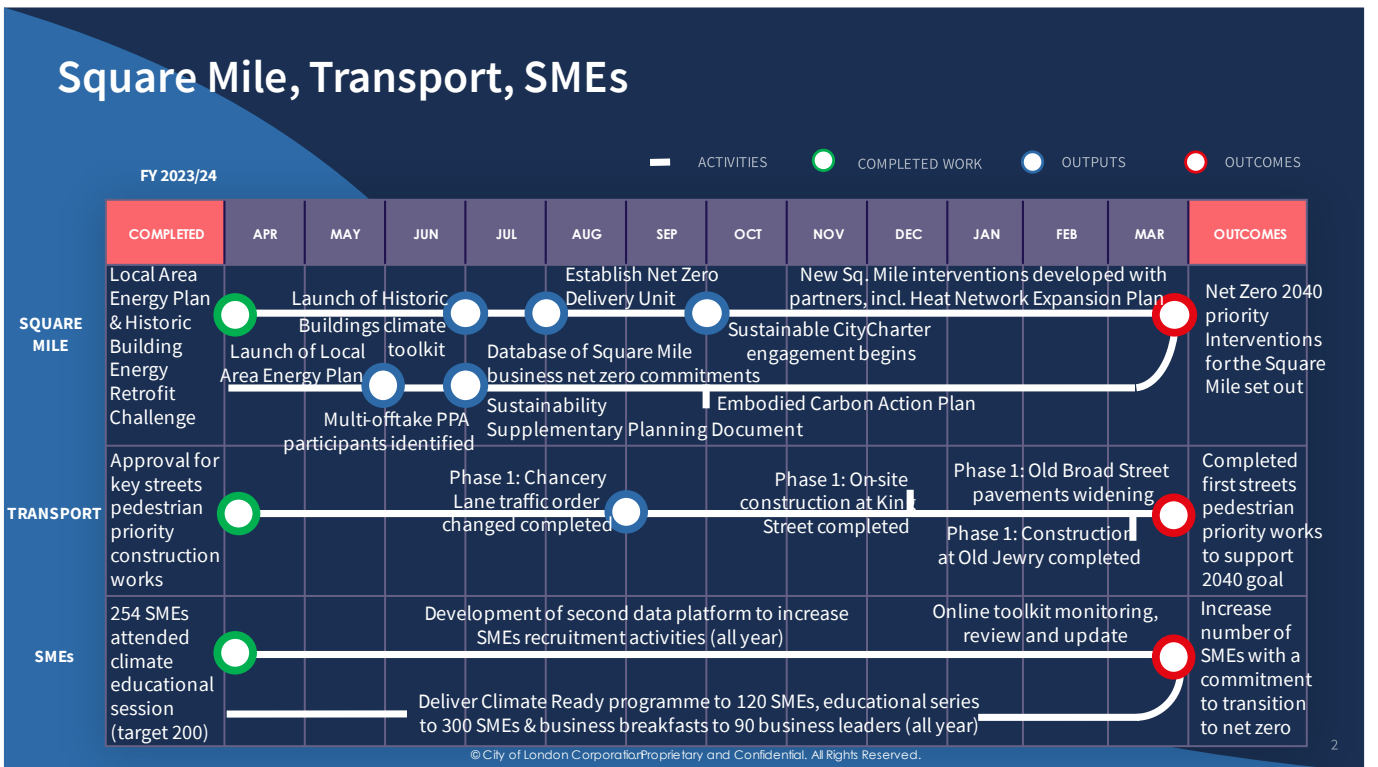
- j. Planning Advice Note on Whole Lifecycle Carbon Optioneering exercise approved by the City Corporation.

Appendix 3 Y3 CAS Programme Highlights

Buildings



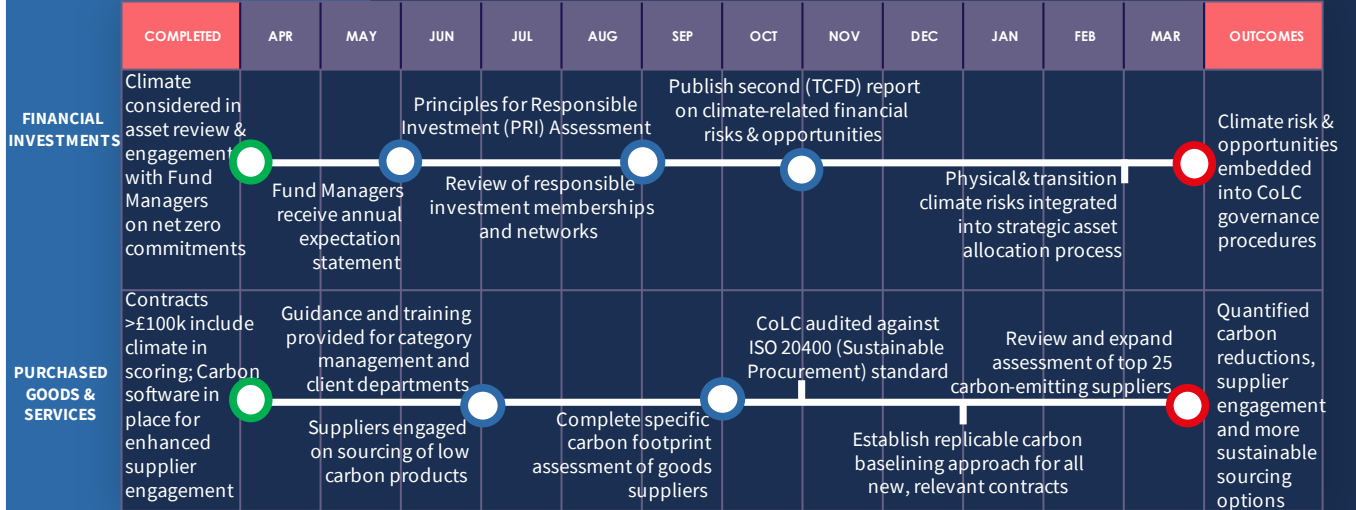
Square Mile, Transport, SMEs



Financial Investments & Purchased Goods & Services

FY 2023/24

— ACTIVITIES ● COMPLETED WORK ● OUTPUTS ● OUTCOMES



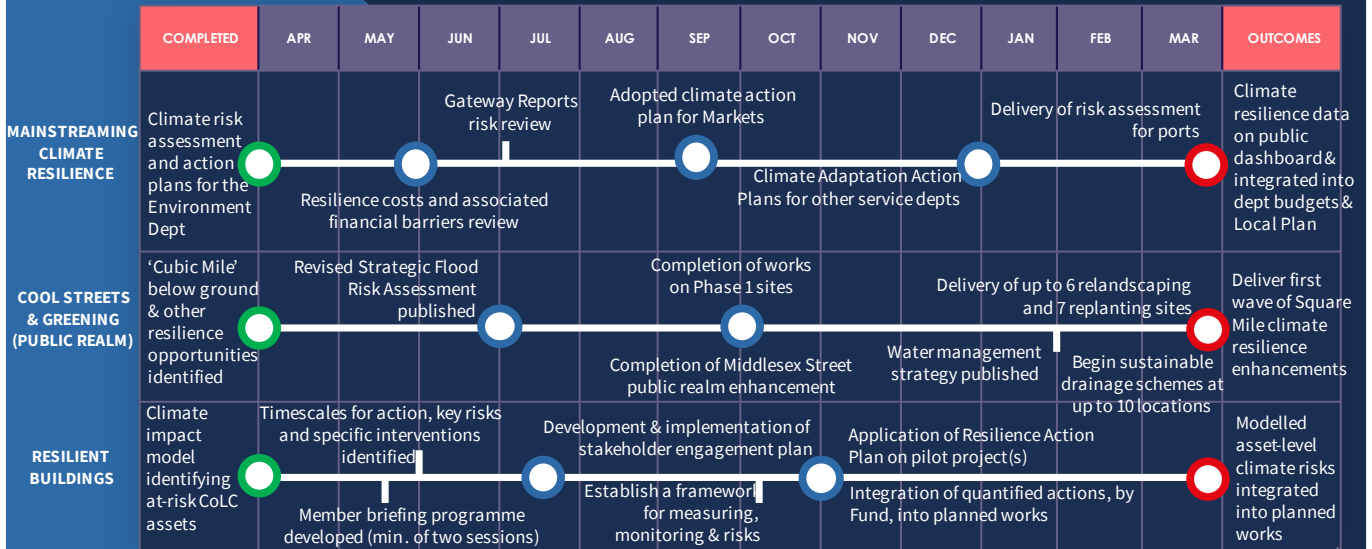
© City of London Corporation Proprietary and Confidential. All Rights Reserved.

3

Mainstreaming Climate Resilience, Cool Streets & Greening & Resilient Buildings

FY 2023/24

— ACTIVITIES ● COMPLETED WORK ● OUTPUTS ● OUTCOMES



© City of London Corporation Proprietary and Confidential. All Rights Reserved.

4

Appendix 4 CAS Delayed Workstreams

Project	Workstream	Original Start Date	Original Completion Date	Delayed Completion Date
Corporate Properties and Housing	Decarbonisation of heat: Decentralised system (commercial)	04/2022	08/2022	04/2023
Corporate Properties and Housing	Deep fabric retrofit pilot – Operational Property commercial assets	04/2022	12/2022	06/2023
Buildings – Capital Projects (Standards)	Soft landings post occupancy evaluation	07/2022	09/2022	08/2023
Buildings - Resilience	Development of Resilience Action Plan by fund	06/2022	12/2022	10/2023
Buildings - Investment Properties	Design an operating plan to identify a pathway to 60% emissions reductions by 2040	04/2022	03/2023	06/2023
Buildings - Investment Properties	Identification of additional buildings and cost required to upgrade major refurbishment works to EPC Grade B between 2022-2030	04/2022	09/2022	04/2023
Purchased Goods and Services	Carbon Hotspot: Establishing accurate baseline for top 25 suppliers	01/2022	09/2022	09/2024
Purchased Goods and Services	Carbon Hotspot: Establishing a replicable way of baseline all new, relevant contracts	01/2022	06/2022	09/2024
Purchased Goods and Services	Carbon Hotspot: Establishing targets with City & top 25 suppliers and develop action plans	02/2022	06/2022	06/2023
Purchased Goods and Services	Measuring and reporting: Creating reporting database	04/2022	03/2023	06/2024
Square Mile	Publishing Exemplar Refurbishment Guidance and launching we portal	08/2022	10/2022	04/2023
Square Mile	Climate Action Fund Launch (multiple actions)	05/2022	12/2022	07/2023
Square Mile	Draft Supplementary Planning Guidance on life carbon of new developments (multiple actions)	07/2022	01/2023	07/2023
Cool Streets and Greening	Installation of monitoring infrastructure (sensors)	04/2022	07/2022	05/2023

Cool Streets and Greening	Stage 5&6 Green Spaces and Climate Resilience (multiple actions)	04/2022	12/2023	04/2024
Transport	Delays in construction sites: Chancery Lane, Cheapside, King William St., Lothbury/ Bartholomew, Lane/ Threadneedle/ Old Broad St., Old Jewry; King Street	04/2022	09/2022	09/2023
Financial Investments	Submit plan to responsible investment strategy for cash holdings	07/2022	09/2022	08/2023
Financial Investments	Work with Investment Consultant (Mercer) to identify opportunities to gain exposure to climate solution	07/2022	09/2022	08/2023

Appendix 5: Year 2 budget spend analysis

Table 3				
Project Name	Actual Spend Y2*	BHE	CC	CF
Strategy Implementation Support	£553,867	£33,232	£149,544	£371,091
Corporate Property Group Buildings	£749,844	£0	£224,953	£524,891
Investment Property Group Buildings	£646,722	£116,410	£297,492	£232,820
Design Standards	£412,110	£74,180	£189,571	£148,360
Resilient Buildings	£373,836	£67,290	£171,965	£134,581
Carbon Removals	£89,448	£0	£89,448	£0
Cool Streets and Greening	£231,879	£0	£0	£231,879
Financial Investments	£100,263	£33,087	£33,087	£34,089
Heart of the City & SMEs	£200,000	£0	£0	£200,000
Mainstreaming Resilience	£160,630	£0	£0	£160,630
Purchased goods and Services	£156,823	£7,841	£70,570	£78,411
Square Mile	£267,335	£0	£0	£267,335
Transport	£482,797	£0	£0	£482,797
TOTAL	£4,425,554	£332,040	£1,226,630	£2,866,883

*as of 30/03/2023