

## Appendix 1 – CAS Programme Risk Register

Project	PMO Team: Risk Category	Risk Rating (Q2)	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. Recruitment for the Project Manager position started.
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. The option of ring-fencing cost savings to fund future interventions to be explored.
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	Medium	2040 Corporation	Energy metering strategy to be implemented 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: The Housing Delivery Plan included in the Buildings – CPG and Housing Year Four project plan will engage and consult with residents as appropriate on the interventions planned and proposed.
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.
Carbon Removals and Land Management	Delivery delay due to project complexity connected to establishment of supplier contracts for land management works.	High	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	High	Medium	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.
Square Mile	Insufficient commitment from Square Mile businesses to participate in the Multi-Offtake PPA	High	High	2040 Corporation	Staff are continuing to hold one-to-one discussions with businesses which have expressed an interest to attempt to address any concerns and promote the opportunity.
Strategy Implementation Support	Loss of governance and cross-departmental coordination post 2027	New Risk	High	2040 Corporation	Implementing a revised CAS governance approach in response to feedback from senior officers, aligning with the opportunity of standardisation of CAS to Corporation BAU