

Appendix 5: CAS Programme Risk Register

Project	PMO Team: Description Category	Risk Rating (Q4)	Risk Rating (Q2)	CAS Target	Risk response
Strategy Implementation Support	Failure to implement CAS performance targets due to new or existing assets allocation	High	High	2027 Corporation	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 – Operational Properties & Housing (landlord areas)	Failure to implement CAS performance targets due to new or existing assets allocation	High	High	2027 Corporation	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 – Operational Properties & Housing (landlord areas)	Insufficient financial resources are allocated to long term delivery of CAS targets	High	High	2027 Corporation	Mitigation in place: Regularly review the impact of inflationary pressure on capital delivery with Chamberlain’s and programme team. Wherever possible use Government grant funding to support initiatives.
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.
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, but	High	High	2027 Corporation 2040 Corporation	Options to mitigate the risk are under regular review, such as early purchase of equipment and contract amendments.

	impacts several CAS workstreams				
Strategy Implementation Support	Delivery delay due to key stakeholder groups not being sufficiently engaged and/or supportive of climate action measures.	High	High	All	Mitigation in place: A dedicated engagement plan for residential communities is in place.
Buildings – Operational Properties & Housing (landlord areas) and Investment Properties	Grid decarbonisation does not occur at rate predicted in original CAS models	High	High	2027 Corporation 2040 Corporation	Grid decarbonisation tracked by Energy Team. Ongoing risk management approach to be incorporated into Delivery Approach such as revision of target trajectories.
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
Strategy Implementation Support	Loss of governance and cross-departmental coordination post 2027	High	Medium	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