

## 9. Project Risks & Mitigation

Describe any project risks and give details of measures designed to minimise or avoid them. This should cover:

- Any project dependencies, such as other projects being completed on time or coordination around organisational issues (e.g. exam periods and heating season).
- Risks to project delivery and details of the management structures in place to monitor.
- Detail other outstanding issues that need to be resolved before the project can proceed (e.g. finalising plant sizes or communication with stakeholders).
- The risks associated with the project failing to achieve the savings.
- Please attach a copy of your internal risk register.

Description of Risk	Level of Risk	How will the risk be managed and/or mitigated?
Asbestos present in buildings	Moderate	Review of asbestos surveys undertaken, anticipated issue in one building only. Contingency allowed for mitigating works, or measure(s) / site(s) could be removed from project and / or replaced.
Energy prices lower than forecast	Minor	Existing (2026/27) energy prices used with no uplift. April 2027 forecasts (5%) and longer term trends indicate price increases. Lifetime of ECMs and energy savings longer than Salix repayment period.
Lighting control (DALI) issues or wiring upgrades required	Minor	Contingency allowed and where a backlog maintenance issue could be funded by property maintenance budgets. (As per Phase 1.)
Roof structures unsuitable for PV installations	Moderate	Not anticipated to be an issue from initial surveys, but structural surveys included within ECM costs. If found unsuitable, remove / replace ECM / site. (As per Phase 1.)
Unsuccessful with grid applications for PV installations	Moderate	Not anticipated to be an issue from initial surveys, but DNO applications included within ECM costs. If rejected due to available export capacity, consider redesign (smaller, storage, export limit) or remove / replace ECM / site. (All as per Phase 1.)
Coordination issues with building users (e.g. schools during term time)	Moderate	Schedule works during holidays or low-occupancy periods; communicate plans well in advance with site managers. Early engagement with Procurement and contractors; clear timelines and responsibilities; regular progress reviews.
Energy savings (kWh) lower than forecast	Minor	Conservative estimates based on partial (95%) savings used; ensure high-quality installation and commissioning; monitor performance post-installation.