

# Appendix 2

## Zero Carbon Council 2030 - Risk Register

Update 17-Dec-20

Risk ID	Risk Type	Risk Title	Risk Description	Date Identified	Pre-Mitigation				Mitigation/Action Plans	Owner	Target Completion Date/Review Frequency	Status (Open/Closed)	Trend	Post Mitigation			Financial Impact (£)	Last Review Date	Last Update
					P	I	R	Proximity Months or Ongoing Risk?						P	I	R			
ZCC1	Schedule	Not reaching zero carbon goal	Failure to achieve targets / objectives set out in the Carbon Management Plan leading to reduced ability to mitigate against energy spend/carbon and related tax increases/reduce CO2 emissions	15-Dec-20	5	6	30	Ongoing	Reduce: Embedding of zero carbon goals in to council plans/service plans flagging the clear benefits/co-benefits. Support from Climate Emergency steering group to ensure consistent messages and actions of zero carbon goal reach all staff and operations. Annual review of progress and actions	Jo Colwell	ongoing	Open	▶	3	4	12			
ZCC2	Organisational	Restructure/ personnel changes	The zero carbon plan sponsor, Tim Sadler is leaving OCC in Q1 2021. This could cause slowing of momentum and impact the progress with the Zero Carbon plan.	15-Dec-20	7	6	42	Q1 2021	Reduce: New sponsor appointed prior to Tim Sadler leaving.	Jo Colwell	01-Mar-21	Open	▶	4	6	24			
ZCC3	Funding	Financial	Insufficient funds to be able to decarbonise the council's estate and operations by 2030.	15-Dec-20	7	8	56	Ongoing	Reduce: Continual horizon scanning for external grant funding opportunities to deliver aims of the plan. Application for funding. Conducting deep dive energy audits in buildings to develop robust business case for use of Salix funds and/or capital bids. Consider use of energy bill savings to establish a carbon reduction fund for further carbon reduction projects (where Salix funded - loan repayments to the recycling loan fund would need to be made first until fully paid back)	Jo Colwell	ongoing	Open	▶	5	5	25			
ZCC4	Funding	Financial	Not fully utilising available £1m Salix recycling loan fund due to uncertainty around OCC estate and operations meaning that some of the 50% match funding has to be returned to government	15-Dec-20	5	7	35	Ongoing	Reduce: Continue to raise awareness of scope and availability of Salix funding through various council delivery teams. Continuing salix pipeline projects meetings with input from property and corporate assets personnel to assist in realisation of salix funded projects across OCC estate and operations and identification of new opportunities for the use	Jo Colwell	ongoing	Open	▶	5	5	25			
ZCC5	Funding	Financial	Council doesn't have agility to take full advantage of the Public Sector Decarb Scheme or similar funds that have been won for heat pumps and PV at major OCC sites (£10.9m) due to tight timeframes imposed by funding body versus internal Council processes. Knock on effects are: i) we don't learn from these initial 6 fully funded installations and so are greatly slowed in wider efforts at decarbonisation of heat.; ii) the council does not benefit from the c.£440k/y energy bill savings (these savings could be partially ring-fenced to form a fighting fund for further investment in heat pumps and decarbonisation).	15-Dec-20	7	8	56	end Q2 21/22 installations need to be complete by Sept 21	Reduce: Discussions progressing with DRG, Planning, Finance, Proc, ODS on how best to deliver to time.	Jo Colwell	ongoing	Open	▶	6	6	36			

Risk ID	Risk Type	Risk Title	Risk Description	Date Identified	Pre-Mitigation			Proximity Months or Ongoing Risk?	Mitigation/Action Plans	Owner	Target Completion Date/Review Frequency	Status (Open/Closed)	Trend	Post Mitigation			Financial Impact (£)	Last Review Date	Last Update
					P	I	R							P	I	R			
ZCC6	Organisational	Resourcing	Council does not have sufficient staff resources to deliver all of the aims of the zero carbon plan - as well as ongoing resource requirements for contract management, repairs and maintenance of carbon reduction techs installed.	15-Dec-20	7	7	49	Ongoing	<b>Reduce:</b> bidding for Project Management resource with external funding / cross-council council ownership/ skilling up ODS. Consider creation of a decarbonisation fund from energy bill savings to help fund resourcing (from projects that have been Salix funded and loans fully repaid, or funded from PSDS or similar).	Jo Colwell	ongoing	Open	▶	6	5	30			
							0					▶				0			
							0					▶							
							0												

Risk ID	Risk Type	Risk Title	Risk Description	Date Identified	Pre-Mitigation				Mitigation/Action Plans	Owner	Target Completion Date/Review Frequency	Status (Open/Closed)	Trend	Post Mitigation			Financial Impact (£)	Last Review Date	Last Update
					P	I	R	Proximity Months or Ongoing Risk?						P	I	R			

**ODS Risk Scoring Matrix - 23/10/18**

<b>IMPACT</b>	Crisis	10	10	20	30	40	50	60	70	80	90	100		
		9	9	18	27	36	45	54	63	72	81	90		
	Critical	8	8	16	24	32	40	48	56	64	72	80		
		7	7	14	21	28	35	42	49	56	63	70		
	Significant	6	6	12	18	24	30	36	42	48	54	60		
		5	5	10	15	20	25	30	35	40	45	50		
	Marginal	4	4	8	12	16	20	24	28	32	36	40		
		3	3	6	9	12	15	18	21	24	27	30		
	Negligible	2	2	4	6	8	10	12	14	16	18	20		
		1	1	2	3	4	5	6	7	8	9	10		
		1	2	3	4	5	6	7	8	9	10			
		Rare		Unlikely		Possible		Likely		Almost Certain				
		<b>PROBABILITY</b>												
		This will probably never happen/recur.			Do not expect ot to happen/recur, but it is possible that it may do so.			Might happen or recur occasionally			Will probably happen/recur, but is not a persisting issue or circumstance.		Very likely to recur, possibly frequently.	

801

Operational	Reputational	Financial
Gross failure to meet required standards or quality of service; Very significant effect for a large number of customers if unresolved.	Priorities will not be achieved; National adverse media coverage; Total loss of public confidence.	More than £100k
Ongoing non-compliance with required standards or quality of service; Significant effect for multiple customers if unresolved.	High impact on achieving current priorities; High level of adverse media coverage; Negative impact on public confidence.	Between £50k and £100k.
Repeated failure to meet required standards or quality of services; Moderate effect for multiple customers if left unresolved.	Moderate impact on achieving current priorities; Moderate level of adverse media coverage; Moderate amount of negative public interest.	Between £25k and £50k.
Single failure to meet required standards or quality of service; Low impact on a small number of customers.	Minor impact on achieving current priorities; Low level of adverse media coverage; Small amount of negative public interest.	Between £10k and £25k.
Minor reduction in standards or quality of service; No or minimal impact on customers.	Not relevant to current priorities; No adverse media coverage; No negative recognition from the public.	Less than £10k.