

## Public Sector Decarbonisation Programme - Risk Register

Update

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			
PSD1	Permissions	Planning permission refused for the solar PV, thermal store at Hinksey	[If planning permission is needed for the solar PV]. There is a risk that permission will be refused. Timescale for planning permission.	07-Dec-20	5	8	40	Q1 2021	Prepare contingent plans: get a planning view asap about whether or not planning permission is needed. If it is, discuss the level of risk regarding possible refusal with Salix and with OCC colleagues (loss of income from the panels).	Project Manager		Open	▶	5	5	25			
PSD2	Permissions	Distribution network connection cost and approval	A connection agreement is not given or costs are higher than anticipated to connect the solar PV to the distribution network.	07-Dec-20	5	6	30	Q1 2021	Prepare contingent plans: Seek an initial view via SSEN; scope innovative solutions; consider limiting export.	Project Manager			▶	5	5	25			
PSD3	Schedule	Disruption to key leisure sites	Works will be happening in potential peak periods for Fusion - timing and minimal disruption	07-Dec-20	8	6	48	April - September 2021	Reduce: develop a plan to reduce the impact on the pool; select an installer informed by what is needed on site; liaise with Leisure and Parks regarding plans.	Project Manager	01-Mar-21	Open	▶	8	4	32			
PSD4	Schedule	Covid Impacts	Covid impacts to OCC organisational capacity to secure buy and time of key officers because of Covid.	07-Jan-21	8	8	64	January - September 21	Avoid: Work with key contractors to bring in capacity, particularly Programme Manager in ES. If not, Reduce: discuss risk and possible need for an extension with Salix.										
PSD5	Schedule	Procurement processes delay delivery	OCC procurement processes may not be compatible with project timelines, meaning that OCC is unable to deliver the project by the September 2021 deadline.	07-Dec-20	8	10	80		Avoid: see if ODS can deliver with a streamlined approach. If not, Reduce: discuss risk and possible need for an extension with Salix.	RD/ PR			▶	3	10	30			
PSD6	External / Schedule	Heat pump availability	The Renewable Heat Incentive (RHI) is coming to an end and this, combined with further increased demand as a result of the decarb fund is creating pressure on the heat pump industry, meaning that there is a risk heat pumps will not be available for this project in the timescales that we need.	07-Dec-20	8	8	64	Feb-21	Reduce: get the order in early for the heat pumps	Project Manager	01-Feb-21	Open	▶	4	8	32			
PSD7	External/ schedule	PV availability	The global supply for solar PV is under strain and could be impacted by Brexit, meaning that there is a risk the PV we need will not be available for this project in the timescales that we need.	07-Dec-20	6	6	36	Feb-21	Reduce: get the order in early for the solar PV	Project Manager	01-Feb-21	open	▶	4	6	24			
PSD8	Project management	Insufficient resources to manage project	There is insufficient resource in ES to take on interim management of the project while a full time, dedicated PM is recruited / put in place. This creates a risk that the project won't be delivered on time.	07-Dec-20	10	8	80	Dec-20	Reduce: move the project to ODS asap with OCC attending a project board/ providing advice when needed	?	01-Jan-21	Open	▶	3	8	24			

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			
PSD9	External	Brexit creating import delays/ impacting prices	There is a risk that Brexit will cause delays to imports and impact prices for heat pumps and PV. This could impact successful delivery of the project by September 2021 and impact the available budget.	07-Dec-20	8	8	64	Ongoing	<b>Reduce:</b> order heat pumps and PV asap to minimise the impact of delay	Project Manager	01-Jan-21	Open	▶	5	8	40			
PSD10	Financial	Cash flow	Delay between acceptance and receipt of grant funds.	07-Dec-20	8	2	16	December 2020 - February 2021	<b>Prepare contingent plans:</b> map out the spending plan and discuss how best to manage with finance	RD/ PR	01-Dec-20	Open	▶	8	2	16			
PSD11	Permissions	Environment Agency permission for extraction of heat from the lake	Permissions to use lake water for heat pumps at Hinksey	07-Dec-20			0		confirm ownership of the lake, discuss with colleagues in ES, confirm whether permission is needed.				▶			0			
PSD12	Quality	Carbon/ energy savings	Detailed modelling doesn't confirm the pre-app model for the energy carbon/ savings, over optimistic heat pump efficiencies.	07-Dec-20			0		conversation with Salix.				▶			0			
PSD13	Schedule	Governance	The current CMT Director is due to depart OCC in Q2 2021. The current Environmental Sustainability Service Manager is leaving OCC in Q1 2021. This could cause disruption to the project and impact the schedule.	07-Jan-21	12	6	72	Mar-21	<b>Reduce: Appropriate SRO will be identified and briefed</b> from the outset.	Project Manager	01-Mar-21	Open	▶	4	6	24			
PSD14	Schedule	Governance	Interaction across the internal governance of OCC to ensure visibility and buy in for this programme	07-Jan-21	8	6	48	Mar-21	Reduce: Internal communications, advocacy with RD and Programme Manager	RD/ PR		Open	▶			0			
PSD15	Budget	Budget Envelope	The budget for this programme is in outline only. The timescale for the bid process was very short and did not allow for detailed feasibility. Cost alongside feasibility will be examined in the early part of this programme to ensure agreed deliverables with Salix Finance.	21-Jan-21	10	10	100	Feb-21	Mitigate through early detailed desktop feasibility, work with consultants and dialogue with Salix Finance	SRO	01-Mar-21			6	4	24			

450

**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.	

**451**

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.

This page is intentionally left blank