

# Appendix 1 revised

## 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	Planning risk	07-Dec-20	5	5	25	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). Amend scope to exclude if required	Project Manager		Open	▶	5	3	15		04-Feb-21	
PSD2	Permissions	Distribution network connection cost and approval	A grid connection agreement is not given or costs are higher than anticipated to connect the solar PV to the distribution network.	07-Dec-20	5	5	25	Q1 2021	Prepare contingent plans: Seek an initial view via SSEN; scope innovative solutions; consider limiting export. Amend scope if required	Project Manager			▶	5	3	15		04-Feb-21	
PSD3	Schedule	Disruption to key leisure sites	Works may coincide with re-opening of leisure centres and pent up public demand for access.	07-Dec-20	8	6	48	April - September 2021	Reduce: develop a plan to reduce the impact on sites; select an installer informed by what is needed on site; liaise with Leisure and Fusion regarding plans.ensure some sites always open. Align with re-opening plans	Project Manager	01-Mar-21	Open	▶	5	2	10		04-Feb-21	
PSD4	Schedule	Covid Impacts	Delays in project development and delivery due to on-going Covid restrictions and supply chain issues	07-Jan-21	8	8	64	January - September 21	Avoid: Work with key contractors to bring in capacity, particularly Programme Manager. Maintain dialogue with Salix bank - evidence impacts on programme Reduce: amend scope as required	PM				8	3	24		04-Feb-21	
PSD5	Schedule	Procurement processes delay delivery	Complex procurement and compliance with public procurement regulations prolongs delivery	07-Dec-20	6	7	42		Avoid: Confirm procurement strategy and plan effectively Reduce: discuss risk and possible need for an extension with Salix.	RD/ PR			▶	5	3	15		04-Feb-21	
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, and Brexit related issues 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. Evidence any delays to Salix and agree amendments to time and scope as necessary	Project Manager	01-Feb-21	Open	▶	8	3	24		04-Feb-21	
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. Evidence any delays to Salix and agree amendments to time and scope as necessary	Project Manager	01-Feb-21	open	▶	5	3	15		04-Feb-21	
PSD8	Project management	Insufficient resources to manage project	Project management of a wide range of existing projects with this addition is a challenge for the council.	07-Dec-20	10	8	80	Dec-20	Reduce: Agree properly resourced plan with additional project management resource in the client team and Project Management Office to resource. Review project register and re-phase other projects to enable this to proceed.	PM	01-Jan-21	Open	▶	3	8	24		04-Feb-21	

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					P	I	R							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. Ensure scope agreed with Salix deliverable	Project Manager	01-Jan-21	Open	▶	3	3	9		04-Feb-21	
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, phasing of payments and cash flow management.	RD/ PR	01-Dec-20	Open	▶	8	1	8		04-Feb-21	
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	6	6	36		Complete feasibility work and amend scope as necessary	PM		Open	▶	6	1	6		04-Feb-21	
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	6	6	36		Complete feasibility work and amend scope as necessary	PM		Open	▶	6	1	6		04-Feb-21	
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	Ensure clear programme governance in place	RD/ PR		Open	▶	2	2	4		04-Feb-21	
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.	21-Jan-21	6	8	48	Feb-21	Complete feasibility work and amend scope as necessary in consultation with Salix	SRO	01-Mar-21	Open		2	2	4		04-Feb-21	
PSD16	Legal/compliance/schedule	Solar investment	The investment in a solar development in this form is novel and contractual arrangements need to be confirmed.	21-Jan-21	7	7	49	Feb-21	Agree Heads of Terms with provider and Salix. Maintain engagement with legal and finance	SRO	01-Mar-21	Open		2	1	2		04-Feb-21	

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

IMPACT	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.		

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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 achieveing 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 achieveing 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 achieveing 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.

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