

Appendix 2: Decarbonisation Programme - Enabling works Risk Register

					Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
Title	Risk description	Opp/ threat	Cause	Consequence			I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Financial	Grant budget	T	Carbon/ energy savings calculations may mean that less grant money can be claimed and OCC paying the balance	Risk of OCC not being able to claim all enabling funding from Salix,	22.06.21	Decarbonisation Programme Manager	5	4	5	4	5	4	Funding agreement in place	Sensitive discussion & agreement t by OCC with the grant provider	Mar 22	Open		Decarbonisation Programme Sponsor
Financial	Landlord & Tenant R&M responsibilities	T	Failure to agree on maintenance and repair responsibilities with Landlords/Tenants	Fusion Lifestyle not reimbursing OCC for Fusions repairs and maintenance responsibilities	22.06.21	Head of Community Services	2	4	2	4	2	4	Contractual agreement in place	Sensitive discussion & agreement to be reached by OCC with Fusion	Jul 21	Open		Head of Community Services
Financial	Disruption to key leisure sites, potential claims	T	Works will be happening in potential peak periods for Fusion	Reduction in service or leisure facility closure Risk of compensation claim by Fusion	22.06.21	Head of Community Services	3	4	3	4	3	4	Works will be happening in potential peak periods for Fusion - timing and minimal disruption	Sensitive discussion & agreement to be reached by OCC with Fusion to avoid or mitigate disruption to a minimum	Jul 21	Open		Head of Community Services
Operations	Disruption to key leisure sites	T	Closing facilities that have recently and successfully been reopened, following a mothballed period of circa 14 months due to the COVID pandemic	Reduction in service or leisure facility closure	22.06.21	Head of Community Services	3	4	3	4	3	4	Works will be happening in potential peak periods for Fusion - timing and minimal disruption	Sensitive discussion & agreement to be reached by OCC with Fusion to avoid or mitigate disruption to a minimum	Jul 21	Open		Head of Community Services
Reputation	Disruption to key leisure sites	T	losing facilities that have recently and successfully been reopened, following a mothballed period of circa 14 months due to the COVID pandemic	Reduction in service or leisure facility closure	22.06.21	Decarbonisation Programme Manager	3	5	3	5	3	5	Works will be happening in potential peak periods for Fusion - timing and minimal disruption	Efficient & effective programme management and delivery	Jul 21	Open		Head of Community Services
Reputation	PSDS Grant & future opportunities	T	Grant criteria not achieved	PSDS funding received will need to returned	22.06.21	Decarbonisation Programme Manager	5	3	5	3	5	3	Funding agreement in place	Efficient & effective programme management and delivery	Mar 22	Open		Decarbonisation Programme Manager

Financial & Operations	Unknown technical and financial risk, once enabling works have been completed, that further enabling/improvement works may be required on ageing facilities/equipment	T	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. Poor state of repair existing equipment prevents contractors from validating existing system to inform detail design and costs, leading to delays affecting programme	Failure of existing equipment to integrate with the new design due inappropriate design.	22.06.21	Decarbonisation Programme Manager	3	4	3	4	3	4		Systems validation survey Asbestos management surveys & scope of works identified M&E and asset condition surveys	Jul 21	Open		Decarbonisation Programme Manager
Operational	Health & Safety	T	Poor state of repair existing equipment Unknown Asbestos conditions	if we don't proceed with all of the enabling and main works is that the council will be liable for costs incurred to date or claimed from Salix on the programme	22.06.21	Head of Community Services	3	3	3	3	3	3		M&E and asset condition surveys Asbestos management surveys & scope of works identified	Jul 21	Open		Head of Community Services
Environmental	Carbon Savings	T	Programme delivery stalls/ fails	Carbon savings not achieved	22.06.21	Decarbonisation Programme Manager	4	3	4	3	4	3		Efficient & effective project management	Mar 22	Open		Decarbonisation Programme Manager
Facility Management	Further deterioration of OCC assets	T	Poor state of repair existing equipment Programme delivery stalls/ fails Unknown Asbestos conditions	Increase in unbudgeted costs Increased risk of service disruption, facility closure	22.06.21	OCC Property Team	3	4	3	4	3	4		M&E and asset condition surveys	Jul 21	Open		OCC Property Team
Schedule	Lead in times	T	Lead in times for enabling works, equipment, etc.	Project fails to be delivered inline with funding timeline criteria Funding has to be returned to the provider Reputational risk for any future funding bids	22.06.21	Decarbonisation Programme Manager	2	3	2	3	2	3		Efficient & effective project management	Jul 21	Open		Decarbonisation Programme Manager
Schedule	COVI-19 Impacts	T	Impact of any COVID-19 related issues & restrictions affecting the works	COVID impacts to OCC organisational capacity to secure buy and time of key officers because of COVID.	22.06.21	Decarbonisation Programme Manager	3	3	3	3	3	3		Delivery team will need to note this risk, at present there is nothing that can be done to mitigate this risk as it is beyond our control, we will follow Government guidelines/any local guidelines that are put into place.	Mar 22	Open		Decarbonisation Programme Manager

Project Management	Clienting	T	<p>The pace and volume of work are compounding the COVID-19 related capacity challenges within the Council.</p> <p>Alongside this, Fusion Lifestyle are working in a challenging environment and priority being operating recently reopened leisure facilities in a safe and sustainable way.</p>	Programme deliverables not achieved within the parameters of the funding criteria	22.06.221	Head of Community Services	2	3	2	3	2	3		<p>Budget for additional clienting support</p> <p>Timely procurement of efficient and effective clienting support</p>	Jul 21	Open		Head of Community Services
Schedule	Governance	T	Interaction across the internal governance of OCC to ensure visibility and buy in for this programme	Programme deliverables not achieved within the parameters of the funding criteria	22.06.21	Head of Community Services & Corporate Property	5	3	5	3	5	3		Efficient & effective governance reporting and approval	Jul 21	Open		Head of Community Services & Corporate Property