

Appendix 1: Risk Register

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross					Current					Residual	Comments	Controls				
							I	P	I	P	I	P	I	P	I	P			Control description	Due date	Status	Progress %	Action Owner
Resource - Access to key OCC resource not possible	Insufficient time and access to property, Legal, planning and project management time	Threat	Conflicting priorities in council, lack of resource due to other workloads	Will delay delivery of work streams of the regional LEVI bid resulting in OCC not able to meet its requirements of the grant.	3/5/22	Mish Tullar			5	3	5	2	Net Zero sits as a corporate priority and therefore lack of access to relevant resource for delivery of programmes to meet it can be decided at CMT level.	Early engagement and collaborative resource planning will greatly reduce this risk. Prioritisation at a capital programme level will also support access to officers in specialist areas. Outsourcing some of the land assessment work is already being discussed owing to the shortage of Property resources.	16/6/22	Green		Mish Tullar, PMO, Legal, Property,					
Project Scope - LEVI bid scope change	OZEV change scope of project and subsequent grant allocation, change	Threat	Grant allocation shifts to less 'innovative' solutions and instead focusses on levelling up agenda in other UK regions	Small project with less impact for meeting OCC Net Zero targets. Funding will need to come from other sources to meet requirements	3/5/22	Mish Tullar			4	2	3	2	Outcome outside OCC control, however delegated authority provides flexibility	There is a 3 phase approach to submission, involving ongoing discussion with Energy Savings Trust and their LEVI partners continues via county with input from city.	16/6/22	Green		Tina Mould Mish Tullar					
Delivery schedule not achievable	OZEV grant has tight delivery timescales which impacts council's ability to deliver other work	Threat	OZEV Phase 1 funding is a pathfinder for later phases and therefore needs significant delivery quickly to create cookie-cutter solutions for onward phases.	Additional resource /reprioritisation of other project work may be required to meet deadlines	3/5/22	Mish Tullar			4	4	4	3	The project will only be able to be stopped following a formal procedure and project change request. Experience from other government led grants is that there may be some minor flexibility on timescales, provided good progress is being made.	The EV team has factored in the LEVI project into the strategy implementation planning. With the culmination of the Energy Super Hub and the GULO Taxi project, resource is freed up to deliver it. Incorporating GULO on-street Phase 2 budget will enable best use of funds and resource for an optimal outcome. We will still be reliant on DNO and internal/external colleagues for support, so there remains some risk.	award date	Green		Tina Mould Mish Tullar					
Economic - Planning requirements	GUL-e planning permission not possible to meet timeline due to Government changes not implemented in time (changes due in summer 2022)	Threat	Planning conditions are too prohibitive to facilitate the roll out of GUL-e.	Significant impact on ODS potential to deliver this solution and onward negative impact on planning business case.	3/5/22	Mish Tullar			4	4	3	3	Early engagement with planning is proposed for GUL-e and EV Hubs work streams.	OCC Planning and the National Planning portal are already aware of the GUL-e solution and discussions have started on the best approach to address planning considerations including permitted development. Ownership models will help with regulations regarding planning.	26/9/22	Green		Tina Mould, Amanda Ford					
Economic - DNO network connections	DNO network connections too prohibitive for chosen sites	Threat	Energy capacity in the city very patchy, access to data at ward/ street level patchy	Reduction of hubs/ solutions delivered by the project.	3/5/22	Mish Tullar			4	3	2	2	Back up solutions will be identified in the event of a site failing due to lack of capacity	This is a known problem, we are already working with DNO/LEO and in talks regarding the use their trial connection mapping tool to support location identification.	15/6/22	Green		Tina Mould Mish Tullar					
Economic - lack of revenue	Insufficient revenue to contract manage and track performance of the deployed estate	Threat	Operation and maintenance must be included by suppliers in LEVI bids, but contract management is unfunded	No route to hold suppliers to account, monitor reliability and performance of the estate.	3/5/22	Nigel Kennedy			5	3	5	3	Contract Management trial with ODS already in place and due to complete July 2022	Additional income to support revenue/contract management has been requested in this cabinet report and will continue to be requested from OZEV. There is also an opportunity to fund ongoing contract management from chargepoint income, DPS income, consultancy, ZEZ and Workplace charging levies. All will be pursued with relevant partners.	15/6/22	Green		Mish Tullar, Nigel Kennedy					
Economic - income loss	Loss of parking income in EV hubs	Threat	For hubs where rapid charging is installed, parking charges will need to be waived to ensure maximum utilisation	Sites deemed unattractive and therefore don't reach required value assessment to be included on location list	16/5/22	Jane Winfield			4	3	3	2	Fast charging would continue to attract a car parking charge as well as EV charging fee. Contracts for rapid solutions will, in the medium to longer term, raise sufficient revenue rebates to OCC to offset loss of parking charges.	The procurement of concession contracts will help give a better view of business models for OCC in regarding to rapid charging. It will help us inform what charging solutions should go where to maximise coverage and minimise (where possible) risk to income.	TBD	Green		Mish Tullar, Nigel Kennedy, Jane Winfield					
Health & Safety	High voltage solutions to be installed	Threat	risk to personnel and public	Injury	16/5/22	Mish Tullar			5	1	5	1	the EV team are well versed in CDM practices and all PMs have CDM certification	All contracts will use CDM practices, quality plans and pre- and post-install checklists	26/9/22	Green		Mish Tullar					
Economic - Lack of suitable sites for EV Hubs	Lack of suitable sites for EV Hubs	Threat	The pressure of other development plans results in lack of suitable locations for hub based charging.	Sites deemed unattractive and therefore don't reach required value assessment to be included on location list	16/5/22	Jane Winfield			4	4	3	2	Close working with Property Services (PS, who are Senior Users on the EV Infrastructure Strategy Project Board). PS have supported EV hub location with a shortlist of carpark options.	Engage a working group to support creative and collaborative decision making on possible sites using data to support location planning. Aim to support sites already under/commencing development that could expand scope to accommodate chargers e.g. (Oxpens, PSDS project etc.)	15/6/22	Green		Mish Tullar, Nigel Kennedy, Jane					
Economic - procurement	Economic -Poor concession solutions offered by the market results in low number of solutions deployed/ lack of equitability in the City	Threat	Commercial charging market business case remains weak and funding ratio between public and commercial not attractive	Lack of feasible bids, supplier cherry pick sites which do not meet Council objectives for fair and equitable charging causing uneven provision across the city	16/5/22	Mish Tullar			3	3	2	2	We can use DPS to put our a pre tender questionnaire to ensure any tender compiled is realistic	The bid is structured so that underground infrastructure will be funded by grant. Underground works are on average 50-70% of the total costs of EV charging, so should make these locations attractive to the commercial sector.	TBD	Green		Mish Tullar					
Social/Political - City misses ZCOP NZ targets	Lack of significant EV Infrastructure	Threat	Lack of appropriate charging solutions in the city	This severely hampers behaviour change and the shift to zero emission travel solutions.	16/5/22	Mish Tullar			5	2	1	1	This project alongside the EV Infrastructure Strategy will support ZCOP targets.	Ensure data modelling helps inform CMT and others of risk likelihood. Nimble and responsive project delivery will help mitigate risk too.	Dec 2022	Green		CMT					
Reource/Legal/Reputational -	Rejection of home charger planning applications	Threat	Interpretation of the definition of 'harm' and assessment of harm on case by case basis could lead to planning applications for home chargers being rejected.	Could reduce the number of GUL-es delivered if grant funding is expended on unsuccessful applications, and no additional funding can be secured. Could cause reputational damage.	30/05/22	Mish Tullar/Adrian Arnold			4	3	3	2	Planning risk impacts deriving from alternative electrification approaches to cable GUL-es, such as onstreet bollard charging, or irregular unauthorised installations of home chargers with unlicensed pavement crossing solutions, could cause more harm in Conservation areas than the cable gulleys pursued under this project.	Phase project cable channel delivery to allow more time to identify best approach for conservation areas, without a blanket exclusion. Define best practice design criteria for EV home charging, including in conservation areas. Assess and quantify risk of judicial challenge from home charging related project decisions. Lobby government to make appropriate adjustments to the relevant PDO. Ensure that sufficient support from Planning is in place to enable these mitigations.	16/6/22	Amber		Tina Mould, Adrian Arnold					

This page is intentionally left blank