

Appendix 1 - Risk Register

EV Infrastructure Strategy

As at: (18/09/2023)

EV Infrastructure Strategy - Implementation Plan

Ref	Title	Risk/Opp Description	Opp / Threat	Cause	Impact	Date Raised	Owner	Current Risk	Likelihood	Score	Mitigating Actions (Impact of Risk)	(to reduce	Controls (to reduce Probability of Risk)	Date Due	Status	Target Risk	Likely hood	Score
17	Land/Finance	Concession contract penalty clause terms set by the Council are prohibitive for market-led EVI deployment on our land. Oxford City Council would need approx. £3.2m plus interest in capital to deliver the EV Infrastructure required to align with the Council's Carbon targets if it cannot utilise grant funding and enter into concession type contracts.	Threat	80-100% of capital investment into the charging estate anticipated to come from private investment, totalling approx. £3.2m (incl. interest). Currently, contract lengths are modelled to be 15 years, with ROI varying between 7 and 20 years depending on the type of charging solution pursued. Contract terms need to be fair and proportionate.	Unrealistic termination clauses could lead to failed procurement, requiring us to re-run the lengthy and work intensive process, or accept a Council obligation to raise capital to cover the £3.2m loss of private investment, plus interest. In addition, we may lose the 0.5m LEVI grant, as this is tied to a private investment obligation. Even where this is successful, the cost of termination would and the investment risk revert to us, so it is unlikely that even in a fully publicly funded model no cost termination is viable.	14/07/23	Development Board	5	5	25	Determine formula to calculate a reasonable and fair and non-punitive buy-out/termination compensation formula based on depreciation/amortization/ROI of assets, cost and agreed profit margin. Ensure costed break-clauses allow termination or lift and shift is an option for all Council sites. Drive down cost of termination/lift and shift as part of the tender process as much as possible.		Use the Council's internal development governance process to determine sites put forward and how they meet corporate priorities. Raise generic issue with LEVI support body to include in additional market testing to get a more holistic view of compensation formula options.	31/07/23	Open	3	3	9
14	Monopolistic contracts	Under the current LEVI procurement strategy, which will form the main delivery mechanism for EVI in Oxford, all on-street provision across the region will be provided by one concessionaire. This could leave large areas of Oxford with limited choice of solutions, and inflated margin/underinvestment in the estate and low performance due to high customer and client dependency on one contractor.	Threat	Oxfordshire County Council does not support more than one on-street supplier in Oxford at this stage. Additional contracts in the future may be possible.	This creates a longer term resilience issue and increased likelihood of monopoly creation (>25% market share), especially in a heavy populated urban environment like Oxford.	10/07/23	Hannah Battye Oxon CC/Mish Tullar	4	5	20	While the County Council has not supported the City Council's proposal for Oxford's zonal strategy, that would have created a checkerboard of distinct geographic zones, based on Census Output Areas, the risk of monopoly and reduced resilience should be mitigated by having separate suppliers for on-street solutions (held by County Council), on-street car parks (held by City and Districts). Other mitigation solutions are providing alternative competition drivers. Co-sharing of domestic EVI, cable channels, and car parks deployment. It is also likely other players will enter the market over the coming years as EV charging becomes more commercially attractive.		Unlikely that further improvements can be secured. However, evaluation and monitoring has been agreed, and limited exclusivity has been agreed as a principle in onstreet contracts, to enable future procurements if monopolistic distortions become apparent.	24/07/23	Open	4	4	16
12	Proposal to move On-street contract management to County Highways for Oxford Areas.	Uncontrolled transition. To enable a successful change in contract management, a pathway, phasing and process for this progression needs to be put in place by collaborative working between County and City. This work is yet to start.	Threat & Opp	County Highways adoption of the contract management of on-street charging across Oxfordshire.	Decision making on Highways contract ownership for OxLEVI procurement is not able to progress without this fundamental work being undertaken.	10/07/23	Mish Tullar/Hannah Battye (OxonCC)	5	4	20	Agree mirror delegation (equivalent officer delegations at city and county cabinet) with agreements in principle, with commitment to work together on pathway/change process for handover to highways at a later date. There is also a need to negotiate revenue share - city investment in this area has been significant.		Keep working collaboratively. Escalate if necessary. In the unlikely event final agreement cannot be reached a conflict resolution mechanism can be used.	24/07/23	Open	4	3	12
15	OCC Finance	Lack of approval for internal budget bids for staffing in Property services and other supporting areas jeopardizes the delivery of OxEVIS	Threat	Budget constraints result in lack of funding for additional staff	At best, delivery of OxEVIS slows significantly. At worst work stops on key workpackages, resulting in deployment halted. Possible risk of contract breaches if we can't approve sites for suppliers to deliver EVI	07/10/23	Nigel Kennedy/Mish Tullar/Jane Winfield	4	5	20	Future revenue streams to the Council from installation of EVI in car parks should underpin funding bids for additional resource. There may also be opportunities if necessary to allow for flex in the delivery timeline. Clear communication on priorities and impacts, in particular in regards to grant condition constraints, so that funding can be targeted to the highest impact/benefit areas. Consider alternative funding options if funding cannot be identified.		Clear comms regarding need, support from areas requiring the additional staffing levels. Implications clear if funding not granted.	31/07/23	Open	3	4	12
9	Land - availability for EV Charging	Finding Council owned land for EV infrastructure can be hard with so many competing Council requirements. Local Government Act 123 requires a determination of best value.	Threat & Opp	Under current land value assessment criteria, the best value determination is financial value only. Social value and net zero criteria are not defined or weighted. To date there has been insufficient resource in Property Services to assess Council owned land for future sustainable development purposes.	Few council owned land locations available for EV charging which hampers deployment.	10/07/23	Tom Bridgeman & Nigel Kennedy	5	4	20	Internal process agreed for existing car-parks to be included for EV charger roll out. This will provide sufficient for first deployment round. A request for additional resource via MTFP will support ability to examine other locations for future deployments. Maximise current and already approved development opportunities to add in EV provision. Use data layers created in OxEVIS and LED projects to inform location selection and business plans.		All locations put forward will go via the internal development governance process. Value of income generated to be assessed each year and fed into future deployment plans to support priorities of E financial value.	15/07/23	Open	4	4	16
5	Resource - particularly Legal & Corporate Property Resource	Insufficient internal resource across relevant departments to implement Strategy. Legal & Corporate Property Resource input required to create land leases and supporting agreements for commercial use of Council land as well as template leases for private landlords	Threat & Opp	Resources already stretched to meet current portfolio of work. Concession contracts with suppliers will require land agreements for some locations. Amends to current developments may be required if EV charging not considered.	Conflicting priorities resulting in delays. Work can only commence when resource available. Legal & corporate property input will be required at each deployment.	10/07/23	Nigel Kennedy Jane Winfield	4	4	16	Each department has assessed resources needed and where additional are required these are included in this plan. Based on this assessment a request for additional funding will be made to MTFP for April 2024. All legal and property agreements are now template leases due to the DPS - hence reducing resource burden		Close working with key departments is already taking place, and estimated resource requirements are included in this plan. There is a financial incentive to resource this work. If locations can be found and increased provision supported the Council will generate more income in the longer term.	15/07/23	Open	4	3	12
3	Finance	Level of investment needed from the commercial sector is too prohibitive for the scaling up proposed under LEVI and influences ability to provide fair and equitable deployment	Threat & Opp	EV uptake is currently still relatively low and many early adopters have access to off-street charging or workplace charging, so there is currently more risk around any business cases.	Deployment skewed to areas which will quickly support a commercial business case.	10/07/23	Nigel Kennedy	4	4	16	Funding to cross subsidise and provide a fair and equitable roll out coming from government grants and in the future there is potential to access low carbon incentives such as ZEZ and workplace charging. Grant intervention will be used so that it is focused on supporting where it provides most public value. Oxford has also reserved the right to direct funds to 20% of locations, thereby ensuring that a fair and equitable approach is delivered in practice		Location approval criteria will be agreed via a LEVI and GULO Board	15/07/23	Open	3	3	9
10	Stakeholders & Legislation - Cross Regional Collaboration	Government funding arrangements now mean that OCC access to grant funding sits with Tier 1 (County Council), alongside its neighbouring Oxfordshire Districts. This new working is increasing the collaboration required to follow through on the OxEVIS mandate. Joined up, larger procurement should result in better value for Oxford's residents. However Oxford only flexibility and agility has been reduced. Risk = increased complexity & stakeholders to deliver complete OxEVIS mandate, as well as slower delivery	Threat & Opp	New methodology, and ways of working with multiple stakeholders, taking time and resource to embed. Integration and agreement of a combined approach and agreement on distinct roles and responsibilities of County and City Councils, still to be formalised. Oxford is a small densely populated urban district, with higher levels of deprivation and distinct on-street and land pressure needs (compared with neighbouring districts) has an already developed EVI strategy to serve its communities	1. Slower deployment - LEVI deployment tender will be released at same time as many other LAs, all vying to spend part of £350M available via LEVI. 2. Reduction in flexibility and agility to deliver OxEVIS	10/07/23	Mish Tullar/Hannah Battye (OxonCC)	4	4	16	Continue to balance benefits vs compromise, essential that the overriding principle is best value to residents of Oxford. Integration and agreement of a combined approach and agreement on distinct roles and responsibilities of County and Oxford residents to maximise utilisation of resources for the common good.		Work collaboratively, identify and state clearly critical areas that cannot be compromised on. If we reach an impasse, escalate to senior management for decision making	Open	3	3	9	
11	Regulation	A risk of network failure means a 3 month minimum time delay until a replacement operator can be found. Oxford has already experienced 50% of initial EVI suppliers failing.	Threat	Enforcing standards for chargepoint operations is just beginning - not a proven pathway as of yet.	This could leave those without access to home charging at risk of network failure for 3+ months. Causing disruption and the need to drive to charge (against local travel policy)	10/07/23	Mish Tullar	4	4	16	Oxford City Council will seek to ensure at least two providers will be available, across off-street and on-street provision in the city. This may be on top of the three charge point operators already operating at the Redbridge Superhub, and other providers such as Westgate Centre.		Initially should be 2 chargepoint operators for areas/locations with on-street EVI need. This can be reassessed in line with progress and performance of Suppliers.	Open	4	2	8	
13	ZEZ Enabling EVI	Lack of EVI in situ before ZEZ expansion occurs	Threat	Not able to get sufficient EVI in situ in time to support business and resident needs for ZEZ Phase 2	Frustrated residents and business owners	10/07/23	Hannah Battye (OxonCC)/Mish Tullar	4	4	16	Working closely with County Highways and EV team on work package to support timely EVI deployment and alignment with wider transport objectives under LTCP5 including the ZEZ.		Collaborative working with County Council Teams	Open	3	2	6	
18	Reputational, Health, Economic, Net Zero commitments	Substantial further delay to GULO project	Threat	No committed timeline from Oxfordshire County Council available at the time this Cabinet report is being submitted. LEVI project reducing capacity in Oxfordshire teams for GULO transition, onboarding and deployment. GULO deployment timelines could be condensed significantly, but this requires additional resource at Oxfordshire County Council to fast-track the location selection process, highways licenses and traffic regulation orders.	GULO deployment was committed for 2023, but could possibly move back as far as 2026. Many Oxford residents have expressed demand for onstreet solutions in Oxford, some have been waiting since 2020 for delivery. GULO is set to facility the switch to EV for up to 1600 vehicles. A delay will lock in unnecessary pollution, and will mean that ZCOP carbon reduction pathway targets are likely to be missed.	13/09/23	Mish Tullar/Hannah Battye (OxonCC)	4	4	16	Oxford EV team has offered support highways with onboarding and transition, and OxonCC have agreed that GULO timelines are contracted as a separate workstream in the GULO tenders, to ensure suppliers are able to provide LEVI and GULO units in parallel. Additional work needed to look at highways resourcing. Fast deployment of city off-street sites and cable channels (GUL-e) could fulfil some of the peak up demand, although GUL-e is equally out of control of the city, with the Connectivity Plan (LTCP5) supports fast Transport delivery timeline moved from 2023 to 2040. OZEV oversight of GULO funding should also help ensure GULO is prioritised by all partners.		Discussion on timelines ongoing. Cross Council engagements. County Local Transport and up demand, although GUL-e is equally out of control of the city, with the Connectivity Plan (LTCP5) supports fast Transport decarbonisation (2040), which aligns city and county interests.	26/09/22	Open	3	4	12
11	Planning Resource	Additional resource will be required in planning to process planning applications for GUL-e installs, paid for via the application process.	Threat & Opp	It is estimated that 200 applications, would take one FTE planning officer 9 months (assumes average 6 hrs per application). Resource will need to be planned in	Slow approvals process if resource is not available	10/07/23	David Butler	3	4	12	There may be an opportunity to recruit a NZ specialist planning officer support and EVI and other NZ technology planning apps		Discuss and work closely with Planning on timelines for projects.	Open	3	4	12	

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16	Finance	ODS/OCC become an EVI Chargepoint Owner/Operator	Threat & Opp	ODS build skills and knowledge over the next 10+ years to take on EVI management at the end of the concession contracts	Provide a first class local service and return revenue directly to the Council	Mish Tullar/ Simon Howick	4	3	12	Work closely with ODS to develop opportunities to upskill. This will require resource and a focus on achieving accreditations such as HERS.	OCC and ODS work closely together under oversight of the Council's internal development framework, and the ODS Board	31/07/23	Open	3	3	9
1	Legislation	National planning and other legislation is not updated support equitable roll out of EV charging infrastructure	Threat	Government needs to change national planning policy to enable permitted development for home charger and larger hub installations	Slow adoption in areas where local planning decisions cannot mitigate national Planning policy guidelines	David Butler	3	4	12	National Planning Policy changes expected Summer 2023 which should reduce the impact of current legislation constraining deployment	Working closely with planning to address city challenges regarding heritage areas. Inputting into government consultations regarding planning	15/07/23	Open	3	3	9
2	Legislation	Government and Regulatory changes - impact EV uptake	Threat & Opp	Government changes 2030/35 deadline for phasing out the purchase of new fossil fueled vehicles. Government changes and new government increases funding for this sector	Slowdown or Increase in EV uptake	Mish Tullar	3	4	12	The Delivery and Implementation Plan EV uptake targets are 3 years ahead of actual need. That coupled with rigorous annual and periodic detailed reviews should enable time to respond to upward change to support changes like this. The Council would also actively lobby the Government against any loosening of the fossil fuel vehicle phase out deadlines.	Target is to be 3 years of EV uptake. A thorough review of EV uptake vs EVI across Oxford will be reviewed each year.	15/07/23	Open	3	2	6
4	Political	Lack of public support for charging	Threat & Opp	Parking already very constrained so potential push back on allocation of bays for charging	Political and administrative workload to manage lack of public support	Mish Tullar	3	4	12	Oxfordshire is already seeing a very strong take up of EVs by resident Initiatives such as ZEZ and active travel policy plans such as LTNs, workplace charging levy should increase active travel plans and support increased car club usage.	Demand tracker and inbound emails from public and Councillors suggest high demand/desire for charging. The Implementation Plan supports car reduction measures such as EV Car Clubs to be situated with all new chargers installed etc. Charging roll out will be regularly checked against car ownership numbers.	15/07/23	Open	2	3	8
7	Economic - income loss/creation	Council loses income delivering this plan. Due to resource needed and measure such as loss of parking income in EV hubs	Threat & Opp	Costs of resourcing. Parking charges may need to be waived in some cases (rapid charging)	Loss of revenue to the Council.	Jane Winfield/ Nigel Kennedy	3	4	12	Enter into concession contracts. Support ODS with development of a chargepoint operator for the longer term. Continue to identify and include City locations to generate longer term income. Parking Fees for charging will align with existing car parking charges, unless an alternative arrangement is agreed within the Council. Where there is a loss of parking revenue, contracts will be formulated so that Bay rental payments seek to offset loss of parking fees.	Enter into concession contracts -so that it is only an initial revenue burden to the Council. If sufficient locations can be provided for Council run EV bays. There is potential to generate income longer term. Negotiate terms for chargepoint contracts in collaboration with Finance.	TBD	Open	2	2	4
8	Health & Safety	Electrical solutions to be installed	Threat	risk to personnel and public	Injury	Mish Tullar	2	4	8	the EV team are well versed in CDM practices and all PMs have CDM certification	All contracts will used CDM practices, quality plans and pre- and post- install checklists and be checked via the internal CDM team	26/09/22	Open	2	2	4
6	Economic - DNO network connections	DNO network connections too prohibitive for chosen sites	Threat & Opp	Energy capacity in the city very patchy, access to data at ward/ street level patchy. The costs of connection to the distribution network for the EV hubs could be high and connection may not be possible at all proposed hub locations.	Reduction of hubs/ solutions delivered by the project.	Mish Tullar	3	2	6	Back-up solutions will be prepared but certain locations where need is high, may not be possible to include in LEVI funding rounds due to prohibitive infrastructure improvement costs and/or timeframes. Where this occurs, locations will be moved to the next deployment phase which may take place after the national grid upgrades. Back up solutions will be identified in the event of a site failing due to lack of capacity. This is an opportunity to trial further innovative solutions that support grid constraints.	This is a known problem, we are already working with DNO/LECO and in talks regarding the use their trial connection mapping tool to support location identification.	15/07/23	Open	3	2	6

**Note**

**Gross Risk Score**

Risk level if existing key controls and mitigations were not in place or not effective.

**Current Risk Score**

This is the risk score at the time that the risk is reviewed. When the risk is first identified it will be the same as the gross risk score. The current risk score is tracked to ensure that progress is being made to manage the risk and reduce the Council's exposure.

**Target Risk Score**

This is the risk score after mitigating actions have taken place. The target risk score shows how effective your action plans are at managing the risk.