

Risk Register

Appendix 1

FutureFit Oxford(shire) Project (FOx Project)

As at: 06/09/2023

47

Ref	Title	Risk Description	Opp / Threat	Cause	Consequence	Risk Treatment	Date Raised	Owner	Gross		Current			Target		Comments	Control / Mitigation Description	Date Due	Action Status	% Progress	Action Owner
									P	I	P	I	Score	P	I						
1	EDI poorly incorporated in to processes	EDI not considered in development of FOx partnership processes	Opportunity	Poor scoping of engagement with customers/clients	poorly designed processes that do not meet EDI requirements.	Reduce	06.09.23	TBC by Project Board if grant funding awarded	3	4	1	3	3	1	3	None	WP2 (Governance) has a specific activity to understand customer/client segments for the FOx, to ensure that over the longer term services can grow that go beyond able-to-pay. There are extensive engagement activities throughout the project that will ensure that the diverse needs of local communities are incorporated.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
2	Lack of diversity consideration	Lack of diversity or consideration of diversity in partnership ways of working.	Opportunity	Poor scoping of engagement with team members and stakeholders	Poor outcomes for team members and stakeholders.	Reduce	06.09.23	TBC by Project Board if grant funding awarded	3	4	1	3	3	1	3	None	All partners committed to the LCH Ethical Framework for the detailed design of trials. Best practice applied in relation to EDI. Subcontracts to include EDI considerations in their scope of work.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
3	Equitable retrofit / FutureFit	Retrofit / FutureFit outcomes are not equitable	Opportunity	Limited engagement with stakeholders	It is not possible to develop FOx partnership or the enabling environment in a way that fully incorporates EDI requirements, to ensure retrofit/FutureFit is equitable.	Reduce	06.09.23	TBC by Project Board if grant funding awarded	4	5	1	5	5	1	5	None	Utilizing existing networks strong relationships with stakeholders will help ensure EDI is addressed within project outputs, and that EDI is considered at the design stage of retrofit solutions.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
4	Inflation costs	project costs (i.e., materials and subcontractor costs) due to fast escalation of inflation rate	Threat	Inflation rates	Project cannot deliver as much work due to increased costs.	Contingency Plans	06.09.23	TBC by Project Board if grant funding awarded	5	4	4	1	4	4	1	None	Small numbers of installs directly delivered as part of the project therefore low risk from increasing product costs. Subcontractor quotes received in context of high UK inflation and based on project start in Jan 2024. Contingency plan would be to reduce the amount of installs to remain inside budget.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
5	Viability of FutureFit One Stop Shop models	Poor viability of models scoped for different retrofit/FutureFit approaches	Threat	Limited engagement with customer/client segments	Low uptake and poor commercial viability of models scoped for different FOSS approaches	Reduce	06.09.23	TBC by Project Board if grant funding awarded	4	5	2	2	4	2	2	None	The project will work with demonstrator FutureFit One Stop Shops and we also have touchpoints with businesses through all LA partner economic development teams.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
6	FOx Partnership does not meet aim.	FOx partnership does not achieve required retrofit / FutureFit aims	Threat	Limited engagement with stakeholders	It is not possible to develop an holistic, innovative and locally informed FOx or enabling environment	Reduce	06.09.23	TBC by Project Board if grant funding awarded	4	5	1	5	5	1	5	None	Utilizing existing networks including ZCOP and strong relationships with stakeholders will help with extensive national reach into leading bodies in the retrofit space.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
7	Low retrofit growth	Low levels of retrofit growth	Threat	Low uptake and challenges demonstrating commercial viability of FOx models.	Limited market acceptance and demand for building owners to implement retro/FutureFit.	Accept	06.09.23	TBC by Project Board if grant funding awarded	3	5	1	3	3	1	3	None	WP2 will involve development of a comprehensive marketing, communications and engagement approach. Inclusion of seed funding in WP2 will secure engagement. Project partner, Lucy Group, are an engaged and influential, local building owner.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
8	Stakeholders do not accept novel finance solutions	Implementing and gaining acceptance for novel financial solutions might face resistance from stakeholders/regulatory bodies and financiers	Opportunity	Limited engagement with stakeholders	Pushback may result in financial solutions trials terminating early, necessitating project plan changes additional efforts which could lead to increased project costs.	Accept	06.09.23	TBC by Project Board if grant funding awarded	4	4	2	2	4	2	2	None	Expert input from consultants (e.g., Arup and Anthesis) will engage with financiers to understand their requirements around risks and novel finance. An output of the project will be to ensure that the financial solutions we trial are financially viable.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
9	Supply chain confidence	market conditions impact supply chain	Threat	Low customer confidence in the supply chain due to market conditions (e.g. high costs)	Low uptake of Retrofit/FutureFit measures through WP3 financial trials	Accept	06.09.23	TBC by Project Board if grant funding awarded	4	4	1	3	3	1	3	None	Working with established demonstrator FOSSs who have experience generating engagement with clients and customers locally within the context of a variable RF market. This means that the project has a better chance of getting the required levels of engagement to test the financial mechanisms.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded

10	Project deadlines	Project deadlines not met	Threat	Delivery delays due to dependency on key personnel and/or inexperience in delivering on short term deadlines	Key project outputs are not delivered on time/at all, leading to cascading impacts on WPs with interdependencies.	Reduce	06.09.23	TBC by Project Board if grant funding awarded	4	5	2	2	4	2	2	None	Project partners to recruit project resource ahead of time to ensure that adequate persons are available for delivery of project.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
11	Project dependant on key team members expertise	Project's dependency on key team members	Threat	Key members of the project team being absent and failing project management deadlines	Project cannot be completed or is delayed	Contingency Plans	06.09.23	TBC by Project Board if grant funding awarded	2	4	1	4	4	1	4	None	Knowledge is already embedded across organisations and a shared file storage/workspace across all partner organisations has already been established. Therefore, loss of key members of the project team would not mean loss of access to the knowledge base or products required to deliver this project successfully	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
12	Partnerships	Difficulty in aligning partner views and priorities within a partnership project.	Opportunity	Inability to efficiently progress due to difficult in aligning and accommodating different interests and views of the 11 project partners	Project cannot be completed at all or completed in time, due to lack of consensus amongst multiple project partners	Accept	06.09.23	TBC by Project Board if grant funding awarded	2	4	1	4	4	1	4	None	OCC already has well established relationships with many of the project partners through delivering Phase 1 and long-standing partnerships working on the net zero pathways. The governance structure will clarify the decision-making hierarchy, so that the project can meet the desired outputs. We have done a significant amount of collaborative project pre-planning as a consortium which has mapped the project outputs and roles of different project partners. This has already accommodated the different interests and views of project partners.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
13	Financial management	Financial management of grant funds	Threat	Inability to efficiently manage funds including seed funding and financial trials	WP3 (financial trials WP) cannot be completed to the agreed timescale and budget, this could also compromise on quality or prevent delivery of project outputs.	Reduce	06.09.23	TBC by Project Board if grant funding awarded	2	5	1	3	3	1	3	None	Experienced staff being brought onto the project to manage this element, and it's expected that IUK stagegate will focus on this WP.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
14	Lack of subcontractors	Inability to secure appropriate subcontractors on time.	Threat	External dependencies on securing and managing subcontractors (i.e., WP3 on finance)	Project cannot be completed to the agreed timescale and budget, this could also compromise on quality and effectiveness of project outputs.	Reduce	06.09.23	TBC by Project Board if grant funding awarded	4	3	1	3	3	1	3	None	All partners have a clear and transparent procurement process to secure subcontractors, and we are aware there are multiple subcontractors with the relevant skills to carry out the work specified.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
15	Carbon footprint	Project has a short term impact on climate change.	Opportunity	Partner travel to workshops and events.	FOx project has a higher than necessary carbon footprint.	Reduce	06.09.23	TBC by Project Board if grant funding awarded	4	3	1	2	2	1	2	None	Many partners are used to remote-working which reduces travel requirements and therefore carbon emissions. Most project partners are local to Oxford and won't be travelling long distances to attend events. Moreover, most will travel by public transport rather than by car.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
16	Climate change impact	Project doesn't have a long term positive impact on climate change.	Opportunity	FOx doesn't achieve the overall aim to increase RF & FF in Oxford(shire) Carbon emissions associated with buildings and energy use are not reduced against current levels in Oxford(shire)	Worsening climate change.	Accept	06.09.23	TBC by Project Board if grant funding awarded	3	5	1	3	3	1	3	None	FOx project runs successfully due to good management and implementation of the project. Project partners are committed to achieving goal of increasing RF & FF.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
17	Lack of skills	Lack of diverse range of technical skills required to deliver FOSSs.	Threat	Shortage of skilled professionals capable of designing, installing and maintaining complex systems.	Project issues / could lead to delays or quality issues.	Reduce	06.09.23	TBC by Project Board if grant funding awarded	4	5	2	2	4	2	2	None	WP4 will include a FutureFit training and skills needs analysis, this will enable us to identify technical skills gaps. WP4 will also develop a skills intervention plan and develop an internship program for those seeking practical experience of non-domestic assessment delivery.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded
18	Integration of energy technologies	Poor integration of energy technologies	Threat	Integration of renewable energy systems, storage, smart meters and controls is not seamless.	Lack of customer confidence in the FOSSs	Reduce	06.09.23	TBC by Project Board if grant funding awarded	3	4	1	3	3	1	3	None	The FOx project's main focus is to test processes and business models to support scaling of retrofit and transition to FutureFit. However, we will use known and trusted suppliers and we are developing quality assurance standards that will reduce risk in technology integration. WP4, WP5 and WP6 have elements which focus on developing the supply chain.	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded	TBC by Project Board if grant funding awarded