

Ref	Title	Risk/Opp Description	Opp / Threat	Cause	Impact	Date Raised	Owner	Gross I Risk		Score	Current Risk	Likelihood	Score
1	Legislation & Planning	National planning and other legislation is not updated to support equitable roll out of EV charging infrastructure	Threat	Changes to the Planning regulations that could impact upon the EVI.	Impact now seen as negligible and discussions are well underway with our Planning Department to assess any impact.	08/05/25	Robert Fowler				3	1	3
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 in funding for this sector	Slowdown or Increase in EV uptake	10/07/23	Clive Tritton			0	3	4	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 work place 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			0	4	4	16
4	Finance	County fail to pay for installations and leave City open to providing recompense.	Threat	As County manage the funding, they are liable for payments to the Concessionaire/supplier. We must maintain a degree of control over the acceptance of payment to the Concessionaire/supplier by County, for each location.	Leaves us open to financial liability. However, steps are now in place to alleviate this by way of documented acceptance of payment per site before commencement of works. This will remove our liability.	09/07/25	Jo Williams/Clive Tritton				2	4	8
5	Political	Lack of public support for charging	Threat & Opp	Parking already very constrained so possible push back on allocation of bays for charging	Political and administrative workload to manage lack of public support	10/07/23	Clive Tritton				3	4	12
6	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
7	Economic - DNO network connections	DNO network connections costs could prove too prohibitive for chosen sites owing to lack of infrastructure and capacity	Threat & Opp	Energy capacity in the city constrained. Data at ward/ street level patchy. The costs of connection to the distribution network for the EV sites could be high and connection may not be possible at all proposed hub locations.	Reduction of hubs/ solutions delivered by the project.	10/07/23	Clive Tritton				3	2	6
8	Economic - County planned Congestion Charge	The imminent County led congestion charge could see less vehicles entering the City, which could impact upon the EV uptake and/or usage of EVI.	Threat & Opp	The charge does not come into effect until next year and is only scheduled to be a 1yr initiative. Therefore, this could have little effect on our 15yr contract term	Reduction in EVI users.	08/07/25	Clive Tritton			0	3	2	6
9	Economic - income loss/creation	Council could lose parking income in the early years delivering this plan due to slower take up of EVs.	Threat & Opp	Oxfordshire has a higher take up of EVs that most other areas of the UK. modelling suggests that utilisaiton will rise quickly around 2030 due to the mandate that new cars must be EV or Hybrid	reduction in car parking revenue to the Council.	10/07/23	Jane Winfield/ Nigel Kennedy				3	4	12
10	Health & Safety	Electrical solutions to be installed	Threat	Potential risk of harm to installers, contractors, public and/or users	Potential to harm from minor to serious	08/05/25	Clive Tritton				2	4	8

12	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. County to allocate the money and give to Concessionaires.	Threat	Payment of grant funds lie solely with County Council and Legal have advised that all payments must be actioned/agreed before a site commences.	Sites may not be paid for by County and we may hold the liability for installation costs. This is negated by the strict and compliant nature of the roll-out and the EVI Team who already have in place a methodology to prevent such occurrences.	10/07/23	Clive Tritton /Hannah Battye (OxCC)				4	1	4
13	Stakeholders & Legislation - Cross Regional Collaboration	Government funding of Lot 1 and Lot 2 may have implications on the delivery	Threat	Whilst winning supplier is now chosen, prioritising equitable delivery will cause creative tension as one concessionaire to delivery all of the regions off street solutions and one to deliver on-street. the latter is controlled by County not the DCs.	1. Slower deployment 2. Tension between the DCs 3.Reduction in flexibility and agility to deliver OxEVIS	10/07/23	Clive Tritton /Hannah Battye (OxCC)				4	4	16
14	Regulation	Supplier failure could results in a 3 month minimum time delay until a replacement supplier can be found. Oxford has already experienced 50% of initial Suppliers failing.	Threat	Enforcing standards for ChargePoint operations is just beginning - not a proven pathway as of yet.	This significantly disrupts those without access to home charging. May result in some giving up their EVs as well as putting pressure on other charge points in the area	10/07/23	Clive Tritton				4	4	16
16	Move of the Council's GULO on-street assets and contract management to Oxfordshire County Highways	Highways intend to ensure all on-street charging will move to thier management as the highways authority. this is a break from the current arrangement. Highways have yet to install or manage any EV charging.	Threat & Opp	County Highways adoption of the assets and contract management of On-street charging across Oxfordshire.	No clear route for onward as highays believe it to early to engage. 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.	10/07/23	Clive Tritton/Hannah Battye (OxCC)				5	5	25
17	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 and increased risk on backlash of ZEZ initiative and slowdown of move to EVs	10/07/23	Clive Tritton /Hannah Battye (OxCC)				4	4	16
18	Zoning Approach	Risk that County may not support this approach via the EVI fund	Threat	County Council are considering a single operator approach across the whole portfolio	This creates a longer term resilience and increased likelihood of monopoly creation	10/07/23	Hannah Battye/Clive Tritton			0	4	5	20
19	OCC Finance	Lack of approval for internal budget bids for staffing in Budget period and the associated costs	Threat	Budget constraints result in lack of funding for additional staff	At best, delivery of OxEVIS slows significantly.	07/10/23	Nigel Keen			0	4	5	20
20	Strategy	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	Provide a first class local service and return revenue directly to the Council	15/07/23	Clive Tritton/Simon Howick			0	4	3	12

Notes

THE RISK REGISTER IS FORMATTED AS A TABLE. PRESS TAB

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.

Mitigating Actions reduce Impact of Risk)	(to Controls (to reduce Probability of Risk)	Date Due	Status	Target Risk	Likelihood	Score	Comments 26/06/2025
Discussions have taken place with Robert from Planning and we will consult and take advise on each site to ensure that we follow due process.	Consultation with Robert in Planning.	ongoing	Open	2	1	2	Not deemed to be a risk but will need to be monitored to ensure compliance.
The OxEVIS (Oxford EV Infrastructure Strategy) targets are 3 years ahead of actual need to accommodate the complex and lengthy installation timescales. Oxford has a higher than national level of EV ownership and demand is strong for EVI. Working with the new LEVI Concessionaire, OCC will tack EV take up and ChargePoint utilisation to ensure a good balance between meeting demand and the risk of stranded assets due to low usage.	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	closed	3	2	6	EV uptake in the city remains above national average.
Funding to cross subsidize and provide a fair and equitable roll out is 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	closed	3	3	9	Sites selection criteria and decision ownership weighting (CPO vs OCC) agreed
Steps are now in place to allevaite this by way of documented acceptance of payment per site before commencement of works. This will remove our liability. As discussed with Jo Williams (Legal)	Control of acceptance, documented acceptance, of site payment before commencement.	ongoing	Open	2	1	2	With steps in place this risk is negated.
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 Councilors suggest high demand/desire for charging. The Implentation 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.	ongoing	Open	2	3	6	Relevant comms will be issued once LEVI contract is awarded and install works commence. Keep this open to manage risk any lack of support from public.
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.	26/09/25	Open	4	3	12	Remains a risk due to the resources required to complete the Leases in a timely fashion. We need a process map in place by the date due.
Backup 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/LEO and in talks regarding the use their trial connection mapping tool to support location identification.	ongoing	Open	3	2	6	Capacity issues still remain and will continue to do so until sites are examined in detail by OCC and the awarded LEVI supplier
Backup 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/LEO and in talks regarding the use their trial connection mapping tool to support location identification.	01/01/26	Open	3	2	6	Capacity issues still remain and will continue to do so until sites are examined in detail by OCC and the awarded LEVI supplier
Parking Fees for charging will align with existing car parking charges. Comms to promote up take and tariff deals to embed charging behavior will be considered.	Work closely to ensure proportionate EV deployments and encourage the use of passive infrastructure to open up additional bays quickly where needed.	ongoing	Open	2	2	4	Collaborative working with the Concessionairre to identify areas at risk of under-utilisation.
EVI Team to ensure compliance with CDM and to have an overview. However, as duty holder the Concessionairre is ultimately liable for CDM on site.	All contracts will used CDM practices, quality plans and pre- and post- install checklists and be checked via the internal CDM team	ongoing	Open	2	2	4	Remain open throughout delivery and maintenance phase

Mitigating actions that will be taken by the EVI Team will ensure that we do not progress any sites until commitment has been gained from County, that they will pay for the sites, using the LEVI funding.	Work collaboratively, identify and state clearly critical areas that cannot be compromised on. If we reach an impasse, escalate to LEVI Strategic Board and senior management for decision making	ongoing	Open	3	2	6	Remain open throughout delivery of LEVI. Sites and site selection criteria have been agreed however remain open to ensure equitable delivery remains a priority
Continue to balance benefits vs compromise, essential that the over-riding principal 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 resources to maximize 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 LEVI Strategic Board and senior management for decision making	ongoing	Open	3	2	6	Remain open throughout delivery of LEVI. Sites and site selection criteria have been agreed however remain open to ensure equitable delivery remains a priority
Two operators will exist in the city under LEVI. City to aim to enter a further non- LEVI concession contract to add in further nonresident focused EVI (rapids for depot and commercial charging) this concessionaire could be a fall back solution should one of the others fail	Ensure processes and checklists are kept up to date to facilitate any requirement to move to a new supplier. Ensure comms are strong so end users impact is reduced.	tbd	Open	4	2	8	Remains open due to enforcing standards being very high at 99% uptime alongside other aspects of the Contract that could cause failure to meet KPIs.
GULO Agreement HoTs in place and full contract being drawn up to promote a smooth transfer of current EV estate to County highways. highways instend to give these assets to their winning EV concessionaire to run and maintain. This concessionaire will also deliver GULO phase 2 as tranche 1 of their LEVI on street deployment.	Ensure processes and checklists already in use in the City are conveyed to County to ensure smooth transfer of assets. Keep pushing for dates to begin the discussions on how this will work.	30/09/25	Open	4	3	12	On-street management of chargepoints to be taken on by County but agreement on timeline still to be actioned. Existing contracts have been extended for 6 months, which should offer sufficient time for the handover as they now expire in March 2026. Allowing a more than adequate handover period.
Working closely with County Highways and EV team on work package to support timely EVI deployment	Regular check in on WP progress with County Teams		Open	3	2	6	Remain open until ZEZ expansion date confirmed and timeline of EVCP installs determined through contract award of LEVI
A win-win solution for everyone may be to remove half of Oxford geographic area from LEVI and do this via GULO in parallel with LEVI	Working closely with County EV team to find solution that works for all. Awaiting decision from County.	24/07/23	closed	4	4	16	Close. Zoning approach not used instead, sites split in LEVI lot 1 and lot 2.
Where possible, allow for flex in the delivery timeline. Clear communication of timelines and impacts is essential to ensure delivery	Clear comms regarding need, support from areas requiring the additional staff to be deployed	31/07/23	closed	4	4	16	Can be closed. Property and legal work completed and funding for 2 contracts in EQ
Work closely with ODS to develop opportunities to upskill. This will require resource and a focus on achieving accreditations such as	OCC and ODS work closely together via WP - reports to Dev Board and ODS Board	31/07/23	closed	3	3	9	close - ODS trialed contract management of F7 charge estate with some issues. No longer

3 ON THE LAST TABLE CELL TO INSERT A NEW ROW.