

Net Zero & Business Risk Register

Ref	Service	Risk Title and Description	Date Risk Identified	Risk Owner	Inherent Risk			Existing Mitigations & Controls (What has been done to control the risk?)	Residual Risk			Further Mitigations & Controls to be put into place	Target Implementation Date	Notes
					L'hood	Impact	Risk Score		L'hood	Impact	Risk Score			
1	Net Zero & Business	<p>Too ambitious target to reduce City Council carbon emissions to 'net zero' by 2030</p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> Ineffective data monitoring & methodology Change in Corporate Priorities Lack of understanding of carbon emergency and net zero ambition Officers unwilling or with no capacity to engage or make changes to their service Lack of technological advancement and financial barriers Growth in activity levels increasing scope 3 emissions Buying or building new buildings/property <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Not achieving Corporate Priority Reputational risk and damage Carbon emissions not decreasing Services being under the spot light as high carbon emitters Reliance on offsetting High spend to achieve aggressive carbon reduction methods Lack of funds to reduce carbon emissions 	13/06/2022	Net Zero Project Manager	4	4	16	<ul style="list-style-type: none"> Establishment of Net Zero Team Regular engagement with relevant Directors on changes needed to reduce service carbon emissions Engagement with Centre for Energy and Environment to establish improved data and changes required to reduce carbon emissions and production of Corporate Carbon Footprint Engagement with the Devon Climate Emergency team Network to learn from best practice with industry and other public organisations Net Zero Ambassadors meet on regular basis to share best practice and support service changes Carbon Literacy training roll out programme in place delivering training to Net Zero Ambassadors, SMB, OMB, Clirs and other officers Monitoring legislative changes to support a reduction in carbon emissions Regular 1-2-1's with Portfolio Holder for climate change 	3	4	12	<ul style="list-style-type: none"> Keep targets realistic and update and review carbon emissions annually Regular updates and presentations provided to Strategic Scrutiny on Risk register, Carbon Footprint and implementing of the City Council Carbon Reduction Action Plan Extend contracts of Net Zero Data Support Officer and Sustainability Project Officer to support work until 2030 Net Zero Ambassadors to be involved with setting annual action plan and targets Net Zero Ambassadors to be allocated budget to reduce carbon emissions and allow ownership on service level Be open and transparent with all Net Zero Ambassadors, Officers, Service Areas and Clirs 	2030	
2	Net Zero & Business	<p>Unable to reduce City Council Scope 1 direct emissions from owned sources (fuel consumption and company vehicles)</p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> Ability to plan for net zero with uncertainty of new assets and disposal of by 2030 Lack of financial resources to make changes within each service area Lack of full funding and /or match funding where business case is not viable Lack of asset condition data and investment audits Funding packages do not fit with City Council corporate priorities or eligibility match Lack of capacity in managing external funding bids and delivery of multiple projects Covid impact and temperature effect (reduced heating due to warmer temperatures) show decline in emissions but mask lack of efficiency Lack of investment in Leisure stock by previous operator Lack of specialist vehicle replacement Electrical replacement availability <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Backlog of projects and initiatives developed Some innovative projects not able to progress with low feasibility or asset uncertainty Net Zero projects stalled, due to lack of external/internal funding City Council unable to achieve net zero by 2030 	15/06/2022	Net Zero Project Manager	3	4	12	<ul style="list-style-type: none"> Investigate potential sources of funding on a regular basis and optimisation of PSDS Regular discussions with other local public organisations to evaluate joint funding bids Development of a comprehensive business case presented Regular discussions with Exeter City Futures in bidding for city wide funding Engagement with Procurement BMS upgrade and EMIS secured through PSDS finding to provide better data A wide range of housing measures to reduce emissions from domestic housing stock is supported by better data and a range of effective measures around energy efficiency Water Lane Solar Farm to include EV charging infrastructure to support full electrification of fleet Electric RCV's purchased, electric vans and pool car in operation 	2	4	8	<ul style="list-style-type: none"> Regular review and monitoring of funding options Investment grade decarbonisation audits of every building needed to establish work needed and cost Regular discussions with DCC & LEP to secure funding to the for Exeter Seek external funding streams and internal invest to save opportunity Expert advice needed to provide more aggressive measures needed for heating and cooling decarbonisation in high use buildings Greater asset management capacity to include energy efficiency in all property maintenance Investigate potential and availability of expansion fleet electrification and equipment across all services 	2030	
3	Net Zero & Business	<p>Unable to reduce City Council Scope 2 indirect emissions from generation of purchased energy</p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> Energy efficiency measures fail to drive down consumption as per Scope 1 (above) Change in national policy which does not incentivise PV National grid decarbonisation is slower than forecasted Carbon savings from self generation is reduced <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Potential reduction in national carbon saving from grid decarbonisation Carbon saving of solar PV is outweighed by energy security and financial savings City Council unable to achieve net zero by 2030 	15/06/2022	Net Zero Project Manager	3	4	12	<ul style="list-style-type: none"> Significant Solar estate installed across the corporate estate, including Water Lane Solar farm and private wire to supply Exton Road Battery storage installed at Solar Farm and Livestock Centre and John Lewis Car Park to increase self supply LED lighting schemes installed Development of a comprehensive business case presented to support energy saving schemes Further solar PV opportunities identified 	2	3	6	<ul style="list-style-type: none"> As per Scope 1, further energy saving measure across all buildings required PPA potential and extensive generation, including wind and hydrogen to be investigated Engage w/local public sector bodies to ensure collaborative schemes are explored Keep finance / legal / audit involved with the delivery of the commercial activity as well as energy saving New funding sourced to deliver and implement energy efficient measures to our corporate property estate 	2030	

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4	Net Zero & Business	<p>Unable to reduce City Council Scope 3 other indirect emissions (supply chain, assets, investment, waste disposal, employee commuting)</p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> Insufficient data capture to provide meaningful incentive for reduction Procurement Policy unable to support carbon reduction measures in our supply chain e.g contactors do not/unable to reduce emmissions High financial cost of using contractors with low associated GHG emissions (Procuring a 'green' alternative is prohibitively more expensive) City Council purchase of new assets and increased carbon outputs City Council build new residential and commercial property increases carbon outputs Lower cost options when carrying out building maintenance repairs can increase carbon emissions and spend in the longer term Supply chain do not implement changes to their business <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Scope 3 emissions increase on an annual basis City Council unable to achieve net zero by 2030 Reputational damage & risk 	13/06/2022	Net Zero Project Manager	4	4	16	<ul style="list-style-type: none"> Procurement Policy amendment to support a reduction in Scope 3 emissions Net Zero Ambassadors influence procurement decisions within their own service area - spend less Green Accord undergoing relaunch to support supply chain and use of contractors with commitments to mitigate climate change Regular internal and external communications to introduce better methodology to capture accurate meaningful data to incentivise reduction, "you cant manage what you dont measure" LEVI bid to support further EV charging infrastrurture to include staff EV charging New technology and agile working facilities for reduction in staff travel emissions Regular 1-2-1's with Portfolio Holder for climate change 	3	4	12	<ul style="list-style-type: none"> Specific categories to be added to the new e Procurement system for meaningful data capture to provide meaningful procurement emissions to incentivise reduction Seek requirement that all contracts over £50k should be required to state GHG emissions for that contract Planned regular discussions with Procurement and service leads on spend and how to best tackle Ccope 3 emissions Set up mandatory evaluation for need for new buildings and include requirement to assess what the purchase would add to the Council's footprint Assessment of building new versus use of existing assets and building efficiently Sustainable building maintenance policy to review lifecycle emissions and overall cost benefit of low carbon alternatives Green Travel Plan to support reduced staff transport related activities and lower emission alternatives and other modes of transport, including reduction of unnecessary journeys 	2030	
5	Net Zero & Business	<p>Reliance on afforestation to offset carbon emissions</p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> Additional planting of trees cause land use change, removing play areas and other valued land uses Impact of Ash die back on existing tree canopy decreasing carbon stored in ECC trees <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> High expenditure from afforestation Planting trees isn't reducing emissions, therefore masks existing emissions 	15/06/2022	Service Lead Net Zero & Business	3	3	9	<ul style="list-style-type: none"> GHG emission savings vary depending on planting of different biomass Native trees planted 	2	2	4	<ul style="list-style-type: none"> Seperate study required to establish benefits, cost and land use to produce effective valley parks and other public green space owned by ECC Carbon Footprint Report set outs definitions of quality criteria needed for offset projects and to use where emissions are unavoidable 	2030	Relationship with DWT is key to success
6	Net Zero & Business	<p>Employees unable to work due to extreme weather events</p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> Outdoor workers suffering from heat stroke / heat exhaustion / hypothermia / hyperthermia Office spaces overheating Corporate property roofs leaking due to inability to cope with heavy rainfall/snowfall, making space below roof inadequate for working in Disruptions to travel from flooding, heat, heavy rainfall, snow or icy conditions resulting in staff unable to get to work <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Essential services not being carried out Decrease in work productivity Detrimental to employee physical and mental health and wellbeing Reputational damage & risk 	06/02/2023	Net Zero Project Manager	3	2	6	<ul style="list-style-type: none"> Procuring appropriate workwear for outdoor workers Adjusting waste collection programme during extreme heat to be earlier in the day before temperatures rise Postponing waste collection programmes during red alerts for extreme high winds to ensure safety for residents and workers Providing outdoor workers with sunscreen for use in extreme heat Programme to re-roof buildings identified as vulnerable to heavy rainfall/snowfall 	2	2	4	<ul style="list-style-type: none"> Identify and monitor risks through climate vulnerability and adaptation assessments Build resilience to service disruption Educate employees on risks to physical and mental health of climate impacts 	2030	
7	Net Zero & Business	<p>Services and budgets at risk from climate-related failure of the power system</p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> Power outages as result of wind, heat, ice and snow Impact of war affecting national energy supply, security and economic toll <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Essential services not being carried out High expenditure on power system repairs 	06/02/2023	Net Zero Project Manager	3	2	6	<ul style="list-style-type: none"> Installation of solar PV across corporate estate and Council housing to reduce reliance on national grid Installation of battery storage technology at Water Lane, Matford Centre, John Lewis Car Park and Riverside allowing for smart grid use 	2	2	4	<ul style="list-style-type: none"> Regular review and monitoring of renewable opportunities Identify and make business case / seek funding for solar PV and other renewable enrgy supply opportunities for the corporate estate and housing 	2030	
8	Net Zero & Business	<p>Risks to Council tenants' health, wellbeing and service productivity from increased exposure to heat in homes and corporate buildings</p> <p><u>Potential Causes:</u></p> <ul style="list-style-type: none"> Building regulations, strategies and planning reforms regressing, resulting in standards that Council homes are currently built at to fall backwards Lack of funding resulting in inability to retrofit existing Council homes and corporate buildings <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Detrimental to tenants' physical and mental health and wellbeing and service users/staff 	06/02/2023	Net Zero Project Manager	3	2	6	<ul style="list-style-type: none"> All new Council housing built to Passivhaus standards, a highly energy efficient future-proofed standard that assesses future overheating Retrofit programme underway to build resilience in existing homes and corporate property 	2	2	4	<ul style="list-style-type: none"> Acquire further funding for retrofit and apply to all remaining housing stock and corporate property 	2030	