

City Council Net Zero 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 emission to 'net zero' by 2030</p> <p><u>Potential Causes:</u> - 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> <p><u>Potential Impacts:</u> - 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</p>	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 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 Support Officer and Sustainability Project Officer to support work until 2030 Net Zero Ambassadors to meet on a regular basis to share best practice and to support service changes, and are involved with setting annual action plan and targets Carbon Literacy training to be shared with staff and members Budget is allocated to the Ambassadors to reduce carbon emissions and ownership on service level Be open and transparent with all Net Zero Ambassadors, Officers, Service Areas and Cllrs 	3	4	12	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> - ability to plan for net zero when uncertainty of new assets and disposal 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> <p><u>Potential Impacts:</u> - 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</p>	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 funding 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 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 of 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> - 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 - new property purchased that has old energy systems - new build does not include energy efficient measures</p> <p><u>Potential Impacts:</u> - 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</p>	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 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	
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> - Insufficient data capture to provide meaningful incentive for reduction - Procurement Policy unable to support carbon reduction measures in our supply chain e.g contractors do not/unable to reduce emissions - 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> <p><u>Potential Impacts:</u> - Scope 3 emissions increase on an annual basis - City Council unable to achieve net zero by 2030 - Reputational damage & risk</p>	13/06/2022	Net Zero Project Manager	4	4	16	<ul style="list-style-type: none"> Procurement Policy is amended 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 can't manage what you don't measure" LEVI bid to support further EV charging infrastructure to include staff EV charging - new technology and agile working facilities for reduction in staff travel emissions 	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 scope 3 emissions Regular 1-2-1s with Portfolio Holder for climate change 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	

