

# City Council Net Zero Risk Register

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	3	#NAME?	#NAME?	#NAME?	#NAME?
Lkelihood	2	#NAME?	#NAME?	#NAME?	#NAME?
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		Impact ——			<b>→</b>

Risk Ref	Risk Description	Inherent Risk	Residual Risk	Owner
1	Target to reduce City Council carbon emissions to 'net zero' by 2030	16	12	Net Zero Project Manager
2	Unable to reduce City Council Scope 1 direct emissions from owned sources (fuel consumption and company vehicles)	12	8	Net Zero Project Manager
3	Unable to reduce City Council Scope 2 indirect emissions from generation of purchased energy	12	6	Net Zero Project Manager
4	Unable to reduce City Council Scope 3 other indirect emissions (supply chain, assets, investment, waste disposal, employees commuting)	16	12	Net Zero Project Manager
5	Reliance on afforestation to offset carbon emissions	9	4	Service Lead Net Zero & Business
6	Employees unable to work due to extreme weather events	6	4	Net Zero Project Manager
7	Services and budgets at risk from climate related failure and global effects on the energy system	6	4	Net Zero Project Manager
8	Risks to tenants and leaseholders health, wellbeing and operationally from increased exposure to extreme weather in homes and corporate buildings	6	4	Net Zero Project Manager
9	{Risk Title}	N/A	N/A	N/A
10	#REF!	#REF!	#REF!	#REF!



# City Council Net Zero Risk Register

					esidual Risk		Target					
Ref	Service	Risk Title and Description	Date Risk Identified	Risk Owner	L'hood	Risk	Existing Mitigations & Controls (What has been done to control the risk?)	L'hood	Impact	Further Mitigations & Controls to be put into place	Implementation Date	t Notes
1	Net Zero & Business	Target to reduce City Council carbon emissions to 'net zero' by 2030  Potential Causes: Ineffective data monitoring & methodology Change in Corporate Priorities Lack of understanding of climate emergency and net zero ambition Cofficers 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  Potential Impacts: Not achieving Strategic Priority of Net Zero Carbon City 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	- Establishment of Net Zero Team - Regular engagement with relevant Directors on changes needed to reduce service carbon emissions - Engagement with South West Centre for Energy and Environment (SWEEG) to establish improved data and changes required to reduce carbon emissions and production of Corporate Carbon Footprint. As a result of improved data collection and interpretation the City Council's carbon emissions have been revised. Emissions for 2022/23 were were 46,495 tCO2e, which represents a reduction of of 1,595 tCO2e (4%) on the previous year - 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 Literate Tyraining roll out programme in place delivering training to Net Zero - Ambassadors, SMB, OMB, Cilrs and other officers, Carbon Literate Organisation Bronze standard achieved - Nontoring legislative changes to support a reduction in carbon emissions - Regular 1:2-1's with Portfolio Holder for Climate and Ecological Crisis - Regular 1:2-1's with Portfolio Holder for Climate and Ecological Crisis - News Items regularly posted tin City Newsletter and website - News Items regularly posted tin City Newsletter and website - Dissemination of the Water Lane Smart Grid and Storage Project	3	4 11	Review targets and continue to update and revise carbon reduction plan Continue to deliver regular updates and presentations to Audit & Governance on the Risk Register, Carbon Footprint and implementing of the City Council Carbon Reduction Plan Contracts of Net Zero Data Support Officer and Sustainability Project Officer will end in March 2026. Contracts need to be extended, or this will result in failure to deliver the Carbon Reduction Plan and meet Net Zero Largets Net Zero Ambassadors to be involved with setting annual action pla and to be allocated budget to reduce carbon emissions within service area.	2030	The City Council's Carbon GHG footprint report has been updated. The 202223 inventory shows an overall carbon emission reduction of 4% based on the previous year.
2	Net Zero & Business	Unable to reduce City Council Scope 1 direct emissions from owned sources (fuel consumption and company vehicles)  Potential Causes: Inability to plan for net zero due to uncertainty of assets disposal 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's Strategic 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 investment in Leisure stock by previous operator - Electrical replacement availability  Potential Impacts: - 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	Investigate potential sources of funding and optimisation of PSDS Regular discussions with other local public organisations to evaluate joint funding bids Development of a comprehensive business case presented 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 battery storage in place, directly connected to EV charging infrastructure to support full electrification of fleet Electric RCV's purchased, electric vans and pool car in operation Report commissioned to support whole filed electrification and equipment across all services City Heat Network feasibility study being conducted Alternative fluid streams sought from PSDS, Sport England, MEND and internal invest to save opportunity Investment grade decarbonisation audits to be carried out on a priority basis, to target available grants to establish work needed and cost.	2	4 8	Continue to monitor and seek funding opportunities and establish business case for value projects     Regular discussions with DCC & LEP to secure funding for Exeter region     Detailed decarbonisation plans needed to deliver more aggressive measures for decarbonisation in high consumption buildings     Greater asset management capacity needed to deliver energy efficiency for property maintenance     Continue to investigate leasing options and availability of alternative fuels, in addition to electric fleet and equipment across all services	2030	Funding required is limited by scope of grants, and current financial instability including cost of borrowing.
3	Net Zero & Business	Unable to reduce City Council Scope 2 Indirect emissions from generation of purchased energy  Potential Causes:  - Energy efficiency measures fail to drive down consumption as per Scope 1 (above)  - Change in national policy which does not incentives PV  - National grid decarbonisation is slower than forecasted  - Carbon savings from self generation is reduced  Potential Impacts:  - 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	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 New solar opportunities for self supply on 13 corporate assets being investigated Keep finance / legal / audit involved with the delivery of the commercial activity as well as energy saving	2	3 6	As per Scope 1, extensive energy saving measure across all buildings required     Extending solar generation with wind, hydropower and hydrogen     Engage local public sector bodies to ensure collaborative schemes are explored     Continue to monitor and seek funding opportunities and establish business case for viable projects     Join Regen	2030	Funding required is limited by scope of grants, and current financial instability including cost of borrowing.
4	Net Zero & Business	Unable to reduce City Council Scope 3 other Indirect emissions (supply chain, assets, investment, waste disposal, employees commuting)  Potential Causes: 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 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 which increases carbon outputs - Lower cost options when carrying out building maintenance repairs which can increase carbon emissions and spend in the longer term - why the carrying out building maintenance, decarbonisation activity not considered - Supply chain do not implement changes to their business  Potential Impacts: - 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	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 don't measure"  - LEVI bid to support further EV charging infrastructure to include staff EV charging  - Nev technology and agile working facilities for reduction in staff travel emissions  - Regular 1-2-1's with Portfolio Holder for Climate and Ecological Crisis  - New Environmental Requirements have been established and to be introduced for all contracts over £100k and high impact contracts over £25k.  - Planned regular discussions with Procurement and service leads on spend and how to best tackle Scope 3 emissions  - Resulnar of Green Accord scheme to better engage with Council's supply chain and reduce emissions throughout supply chain	3	4 1	Seek requirement that all contracts over £100k should be required to state GHG emissions for that particular contract.     Embodied emission revaluation needed for new developments and acquisitions to assess whole life impact of carbon emissions. This includes 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. Review of Green Travel Plan to support reduced staff trasport related activities and lower emission alternatives and other modes of transport, including reduction of unnecessary journeys.	2030	Procurement Task and Finish (T&F) group established, focusing on supplier engagement and improved accuracy of Scope 3 data



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			5 ( 5) (	5	Inherent Risk		k		Residual Risk			Target	
Ref	Service	Risk Title and Description	Date Risk Identified	Risk Owner	L'hood	Impact Risk Score	Existing Mitigations & Controls (What has been done to control the risk?)	L'hood	Impact	Risk Score	Further Mitigations & Controls to be put into place	Implementat ion Date	t Notes
5	Net Zero & Business	Reliance on afforestation to offset carbon emissions  Potential Causes:  *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  Potential Impacts:  *High expenditure from afforestation  *Planting trees isn't reducing emissions, therefore masks existing emissions		Service Lead Net Zero & Business	3	3 9	GHG emission savings vary depending on planting of different biomass     Carbon Footprint Report set outs definitions of quality criteria needed for offset projects and to use where emissions are unavoidable     iTree eco report exploring the Exeter's trees' potential to influence net zero balances commissioned	2	2	4	P&GS and Planning working on Local Infrastructure Plan which will allocate land for offsetting, Suitable Alternative Natural Greenspaces (SANGs) and Biodiversity Net Gain BNG	2030	Relationship with DWT is key to success
6	Net Zero & Business	Employees unable to work due to extreme weather events  Potential Causes:  - Outdoor workers suffering from heat stroke / heat exhaustion / hypothermia / hyperthermia  - Office spaces overheating or too cold  - Property owned & leased by the City Council, roofs leaking due to inability to cope with heavy rainfalf / 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  - Potential Impacts:  - Essential services not being carried out  - Decrease in work productivity  - Detrimental to employee physical and mental health and wellbeing  - Reputational damage & risk  Increase in cost to the run the service affected		Net Zero Project Manager	3	2 6	Procuring appropriate work wear 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 sun cream for use in extreme heat Programme to re-roof buildings identified as vulnerable to heavy rainfall / snowfall Agile and Flexible working for office based employees allows for remote working in adverse weather conditions	2	2	4	Identify and monitor risks through climate vulnerability and adaptation assessments     Build resilience to avoid service disruption     Continue to educate employees on risks to physical and mental health of climate impacts	2030	Carbon Literacy training recently provided to the entire Parks & Open Spaces Team
7	Net Zero & Business	Services and budgets at risk from climate related failure and global effects on the energy system  Potential Causes:  - Power outages as result of wind, heat, ice and snow - Impact of war affecting national energy supply, security and economic toll  Potential Impacts.  - Essential services not being carried out - High expenditure/budget overspend/affordability - Increase in cost to the run the service affected	06/02/2023	Net Zero Project Manager	3	2 6	Installation of solar PV across corporate estate and Council housing stock to reduce reliance on national grid Installation of battery storage at Water Lane, Matford Centre, John Lewis Car Park and Riverside allowing for smart grid use and increased energy security	2	2		Continue to investigate renewable energy opportunities to identify and fund solar PV and other renewable energy supply opportunities for the corporate estate and housing	2030	Funding required is limited by scope of grants, and current financial instability including cost of borrowing.
8	Net Zero & Business	Risks to tenants and leaseholders health, wellbeing and operationally from increased exposure to extreme weather in homes and corporate buildings  Potential Causes;  - 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  Potential Impacts:  - Detrimental to tenants' physical and mental health and wellbeing and operational use of leased buildings  moving out of leased buildings	06/02/2023	Net Zero Project Manager	3	2 6	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 leased corporate property	2	2	4	Continue to monitor and seek funding opportunities for retrofit to remaining housing stock and corporate property estate     Continue to use City Council news and social media communication platforms to notify and advise of upcoming adverse weather forecasts	2030	Extensive retrofit programme as part of a fabric first strategy detailed in the Carbon Reduction Plan.
9		(Risk Title) Potential Causes: - Potential Impacts:											

### Risk Guidance

Risk management will help identify and deal with the key risks facing the organisation in the pursuit of its objectives and the process outlined within this policy should be used to identify and manage all key risks to the Council's ability to deliver its priorities. It covers strategic priorities, operational activities and delivery of services, projects and partnership outcomes.

#### What is a risk?

A risk is a significant uncertainty that may affect the councils' ability to achieve its objectives. A risk may be in the form of a threat but could equally relate to the ability to exploit

Risk management is a process to identify, assess, manage, and control potential events or situations, to provide reasonable assurance regarding the achievement of the council's objectives – it is about making the most of opportunities (risk aware) rather than avoiding risks altogether (risk adverse).

Successfully managing risks helps us in; How risks are managed is very important in helping;

- meeting outcomes and objectives
  improving service delivery
  achieving value for money and:
- reducing unwelcome surprises.

### REFER TO THE SEPARATE RISK REGISTER GUIDANCE DOCUMENT FOR COMPREHENSIVE INSTRUCTIONS ON HOW TO COMPLETE THE RISK REGISTER

Likelihood matrix							
Score	Definition	Likelihood of occurrence					
Very likely (4)	Almost certain/is expected to occur in most circumstances	91%-100%					
Likely/possible (3)	Will/might occur at some time	56%-90%					
Unlikely (2)	Could occur at some time	16%-55%					
Remote (1)	Rare/may occur in exceptional circumstances	1%-15%					

	Impact matrix							
Score	Definition							
Major (4)	Critical impact on the achievement of objectives and overall performance							
	Critical opportunity to innovate/improve performance missed/wasted							
	Huge impact on costs and/or reputation							
	Very difficult to recover from and possibly requiring a long term recovery period							
Serious (3)	Major impact on costs and objectives,							
	Substantial opportunity to innovate/improve performance missed/wasted							
	Serious impact on output and/or quality and reputation							
	Medium to long term effect and expensive to recover from							
Significant (2)	Waste of time and resources							
	Good opportunity to innovate/improve performance missed/wasted							
	Moderate impact on operational efficiency, output and quality							
	Medium term effect which may be expensive to recover from							
Minor (1)	Minor loss, delay, inconvenience or interruption.							
	Opportunity to innovate/make minor improvements to performance missed/wasted							
	Short to medium term effect							

Risk Ref	Risk Title	Date of Closure

Notes (incl. brief rationale for Closure)