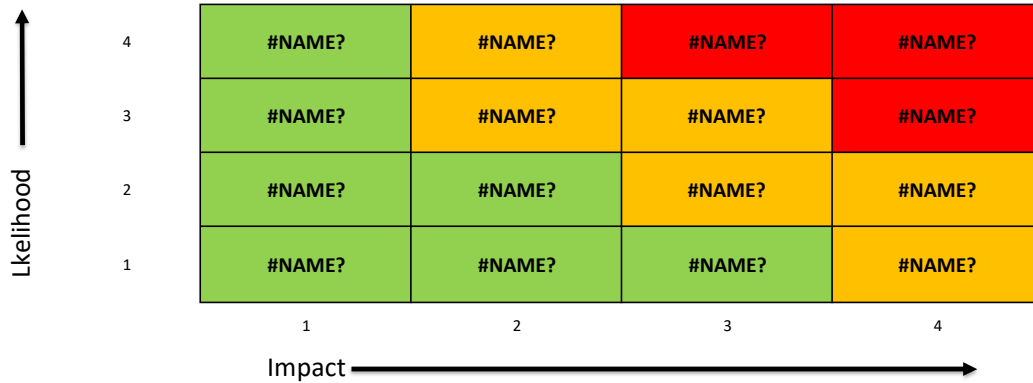


City Council Net Zero Risk Register



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

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>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 climate 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 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	<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 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 46,495 tCO2e, which represents a reduction of 1,959 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 Literacy training roll out programme in place delivering training to Net Zero Ambassadors, SMB, OMB, Cllrs and other officers, Carbon Literate Organisation Bronze standard achieved Monitoring legislative changes to support a reduction in carbon emissions Regular 1-2-1's with Portfolio Holder for Climate and Ecological Crisis Be open and transparent with all Net Zero Ambassadors, Officers, Service areas and Cllrs News items regularly posted in City Newsletter and website Dissemination of the Water Lane Smart Grid and Storage Project 	3	4	12	<ul style="list-style-type: none"> 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 targets Net Zero Ambassadors to be involved with setting annual action plan 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 2022/23 inventory shows an overall carbon emission reduction of 4% based on the previous year.
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"> 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 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 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 fleet electrification and equipment across all services City Heat Network feasibility study being conducted Alternative fuel for fleet vehicles being investigated External funding 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	<ul style="list-style-type: none"> Continue to monitor and seek funding opportunities and establish business case for viable 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	<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 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	<ul style="list-style-type: none"> As per Scope 1, extensive energy saving measure across all buildings required Extending solar generation with wind, hydroponer 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 SW 	2030	Funding required is limited by scope of grants, and current financial instability including cost of borrowing.
4	Net Zero & Business	<p>Unable to reduce City Council Scope 3 other indirect emissions (supply chain, assets, investment, waste disposal, employees 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. 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 which increases carbon outputs Lower cost options when carrying out building maintenance repairs which can increase carbon emissions and spend in the longer term Carrying out building maintenance, decarbonisation activity not considered 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 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 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 Relaunch of Green Accord scheme to better engage with Council's supply chain and reduce emissions throughout supply chain 	3	4	12	<ul style="list-style-type: none"> Seek requirement that all contracts over £100k should be required to state GHG emissions for that particular contract Embodied emission evaluation 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 transport 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

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 opportunities.

What is risk management?

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)

