



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
					Likelihood	Impact	Risk Score		Likelihood	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"> Funding constraints and scope of grants Ineffective data monitoring & methodology Change in Strategic Priorities Lack of understanding of climate emergency and net zero ambition Services unwilling or with lacking capacity to support Lack of staff capacity to deliver net zero work Lack of technological advancement Growth in activity levels increasing emissions Buying or building new buildings/property Local DNO constraints restrict electrification needed to deliver projects <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 Greater reliance on offsetting to meet targets High spend to achieve aggressive carbon reduction methods 	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 with annual inventory reporting. 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 partners Networking nationally to learn best practice with industry and other public organisations Carbon Literacy training roll out programme in place delivering training to Net Zero Ambassadors, SMT, OMB, Clts and other officers, Carbon Literate Organisation Bronze standard achieved. Monitoring legislative changes to support a reduction in carbon emissions Regular 1-2-1s with Portfolio Holder for Climate and Ecological Change Be open and transparent with all Net Zero Ambassadors, Officers, Service areas and Clts News items regularly posted in City Newsletter and website Dissemination of the Water Lane Smart Grid and Storage Project Costed organisational carbon descent report underway by Centre for Energy and Environment to review Net Zero 2030 target and lay out 3 scenarios for decarbonisation 	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 Ambassador meetings to resume after completion of new Council management restructure, to share best practice and support service changes. Ambassadors to be involved with setting annual action plan and to be allocated budget to reduce carbon emissions within service area 	2030	Costed organisational carbon descent report to be presented at Scrutiny Committee, November 2024
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 and associated funding 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 Increasing temperatures result in reduced heating and therefore show decline in emissions but mask lack of efficiency Lack of investment and maintenance of corporate estate drives up costs of decarbonisation projects Lack of non ICE specialist vehicle availability Lack of technological advancement Local DNO constraints restrict ability to support electrification and compromises projects <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Backlog of projects and initiatives developed 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"> Potential sources of funding from PSDS, Sport England, MEND and internal invest to save opportunity is routinely investigated and prepared for Investment grade decarbonisation audits carried out on a priority basis, to target available grants to establish work, needed and cost Regular discussions with other local public organisations to evaluate joint funding bids Development of a comprehensive business case when viable Engagement with Procurement to better plan for project delivery BMS in place to provide better data monitoring and controls 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, replacing existing ICE vehicles Electric RCVs purchased, electric vans and pool car in operation Report to support whole fleet electrification and equipment across all services completed City Heat Network in development with potential to connect to some ECC buildings to be agreed Alternative fuel for fleet vehicles being considered as potential interim fuel option 	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 Continue to seek grants to fund detailed decarbonisation plans needed to deliver more aggressive measures in high consumption buildings Greater asset management capacity needed to deliver energy efficiency for corporate property maintenance Continue to investigate leasing options and availability of alternative fuels and viable EV solutions, to decarbonise fleet and equipment across all services 	2030	Funding required is limited by scope of grants, and current financial instability including cost of borrowing and EV leasing cost.
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 due to grid decarbonisation Local DNO constraints restrict ability to deliver renewable projects <p><u>Potential Impacts:</u></p> <ul style="list-style-type: none"> Potential reduction in national carbon saving from grid decarbonisation Solar PV provides added benefit of energy security and financial savings in addition to carbon emission reduction 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 (3.4 MW) installed across the corporate estate, including Water Lane Solar farm and private wire self-supply to Exton Road depot Battery storage installed at Water Lane Solar Farm, Livestock Centre and John Lewis Car Park to increase self supply LED lighting schemes installed where viable across corporate estate Development of a comprehensive business case presented to support energy saving schemes SW Net Zero Hub grant (£100k) secured to establish solar opportunities for solar PV on 10 corporate assets Collaborating with finance / legal / audit / procurement for delivery of energy saving projects Regular discussions with other local public organisations to evaluate joint funding bids BMS in place to provide better data monitoring and controls 	3	3	9	<ul style="list-style-type: none"> Continue to investigate further energy saving solutions across corporate estate and services Investigate wind, hydropower and hydrogen solutions Collaborate with local public sector bodies to ensure joint schemes are explored Continue to monitor and seek funding opportunities and establish business case for viable projects 	2030	Local DNO constraints restrict connections and ability to deliver renewable projects. Capacity is dependent on completion of Matford BSP. National Grid report that this is projected to last for 3-4 years
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 and identify where greatest reductions can be made Methodology for calculating majority of Scope 3 emissions is based on financial spend and therefore not an accurate reflection of type of purchase and services Procurement Policy unable to support carbon reduction measures in our supply chain e.g. contractors do not or unable to reduce emissions City Council new build and purchase of new assets Building maintenance lower cost options takendn't consider sustainability, increases greenhouse gas emissions and spend the longer term <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 	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 Officers responsible for procurement decisions within their own service area to follow sustainability principles 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 Procurement Working Group provides for regular discussions with Procurement and Heads of Service on how to best tackle Scope 3 emissions New procurement rules have been implemented in May 2024. All contracts exceeding £25,000 must now disclose carbon footprint data. For contracts valued over £100,000, stricter environmental standards apply, including mandatory carbon footprint disclosure and the requirement to hold an environmental accreditation. Green Accord accreditation scheme relaunched to better engage with Council's supply chain and support contractors to reduce emissions Green Travel Plan undergoing review to support and incentivise staff in making more sustainable travel choices for commuting and business travel 	3	4	12	<ul style="list-style-type: none"> Embodied emission evaluation needed for Council 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 	2030	New procurement rules implemented in May 2024 require disclosure of carbon footprint data for all contracts exceeding £25,000. Contracts valued over £100,000, stricter environmental standards apply, including mandatory carbon footprint disclosure and the requirement for a contractor to have an environmental accreditation.

