

Energy Efficiency Fund			Probability 1 - Very Low 2 - Low 3 - Moderate 4 - High 5 - Very High Click here or go to the Risk Ratings Descriptions worksheet for full	Impact 1 - Negligible 2 - Marginal 3 - Significant 4 - Critical 5 - Catastrophic Click here or go to the Risk Ratings Descriptions worksheet for full	Shows RED if over 15; shows AMBER between 8 and 14; lower score not coloured		Status Open Closed			
Ref	Description (Trigger & Impact)	Date Logged	Probability	Impact	Risk Score	Risk Score Increasing or decreasing?	Status	Risk Owner	Action to be taken (to minimise/reduce risk)	Date due
R01	Project Pipeline Trigger: Insufficient energy projects are included in the Investment Programme Impact: Insufficient revenue to fund the cost of borrowing.	12-May-17	3 - Significant	4 - Critical	12	↑	Open	Claire Julian-Smith	Scope and develop the pipeline of energy projects.	Ongoing
									Set up a process to assess projects for inclusion as timescales are limiting for project development	Ongoing
									Establish clear links between Facilities Management and Estates to assist with the identification of project opportunities.	Ongoing
R02	Resources (personnel) Trigger: Insufficient (technical) staff resources at CCC to identify, scope and deliver the project pipeline. Impact: Reputational risk due to poor delivery, financial loss due to reduced revenue generated, risk of staff turnover due to overwork	12-May-17	3 - Significant	4 - Critical	12	↑	Open	Capital Programme Board?	Ensure all relevant information is available to help with the project development and implementation processes.	Ongoing
									Buy in additional consultant assistance to deliver projects.	Ongoing
R03	Project Team Trigger: Lack of an Asset Strategy Impact: Investment made in property that is divested resulting in financial loss as revenue savings not realised.	12-May-17	3 - Moderate	4 - Critical	12	↔	Open	Capital Programme Board? / Transformation team?	Put in place policies and procedures to ensure that knowledge is properly shared and recorded (via K2).	Ongoing
R04	Government policy changes for energy projects Trigger: Unexpected changes (and gradual reductions) in Government support for RE threatens feasibility of installations. Impact: Impact on business case viability and likelihood of project delivery	12-May-17	4 - High	2 - Marginal	8	↔	Open	Claire Julian-Smith	Influence Government policy	Ongoing
									Focus on retrofit measures such as lighting and heating controls etc. which are not reliant on Government incentives.	Ongoing

R05	Lack of coordination of energy investment projects across the authority Trigger: A number of parties are working on energy investments across the authority on our assets resulting in duplication, missed opportunities and wasted resources. Impact: Wasted resources and / or reduced revenue savings.	12-May-17	4 - High	3 - Moderate	12	↑	Open	Capital Programme Board? / Transformation team?	Use of K2 database as a depository for up to date information system providing details of energy measures in place / opportunities identified.	Ongoing
R06	Fuel prices Trigger: current relatively low utility prices cause difficulties in establishing attractive business cases. Impact: Worthwhile projects dismissed.	12-May-17	2 - Marginal	3 - Moderate	6	↔	Open	Claire Julian-Smith	Tariff rates and pricing forecasts to be periodically reviewed and checked.	Ongoing
R07	Lack of priority given to smaller projects Trigger: smaller projects given less priority because of smaller revenue returns and associated inefficiencies in administration, project management etc. Impact: Worthwhile projects dismissed.	12-May-17	2 - Marginal	2 - Marginal	4	↔	Open	Claire Julian-Smith / Capital Programme Board	Ensure robust business cases that demonstrate savings.	Ongoing