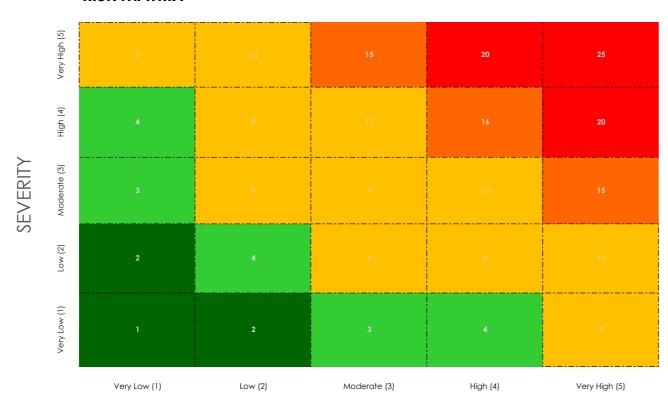
# RISK MATRIX



LIKELIHOOD

# RISK TABLES

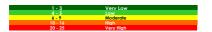
Level		Likelihood	Severity
1	Very Low	Is very unlikely to occur in normal circumstances	Very unlikely to threaten overall project outcome in any meaningful way. Inconsequential and non-permanent damages.
2	Low	Is unlikely to occur in normal circumstances	Unlikely to threaten overall project outcome. Minor and non-permanent damages
3	Moderate	Likely to occur in some circumstances or at some time	May impact overall project. Can cause permanent damages in some cases and cost of rectification in others
4	High	Is likely to occur at some time in normal circumstances	Can cause significant impact to overall project, or result in complete termination. Will cause permanent and irreparable damages
5	Very High	Will or almost certainly occur in normal circumstances	Will cause significant impact to overall project, or result in complete termination. Will cause permanent and irreparable damages

1 - 2	Very Low
3 - 4	Low
5 - 14	Moderate
	High
20 - 25	Very High

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#### DEVELOPMENT

							Res	sidual Risk Ra	fing	
No. Element	Risk Description	Triggers/ Causes	Impacts	Likelihood Severity	Risk Level	Control Measure	Likelihood	Severity	Risk Level	Owner Status Update Notes By On Status
1 PLANNING	Flanning permission is refused or delayed	1. Genuine misalignments with local plans 2. Failure to meet requirements, objections from consulties etc. 3. COVID-19 restrictions delay planning review and determination 4. Unforessen conditions are included in planning permission. 5. Environmental / Ecological-specials surveys (RRA / Eld / Ecology) require significant additionation on the design, construction or operation. 6. Resources - Insufficient / inadequate project or supply chain resources available to develop project. 7. Community - Negative public option of solar farm - composine or objections made during planning consultation phase. 8. Competing projects - A competing project of supplieds - A competing project of the projects - A competing project - A competing project of the projects - A competing project - A competing project - A competing projects - A competing project - A competing pr	Unable to proceed with the construction of the project, cousing programme essession and unrecoverable costs     Additional costs, delays to commencement and extension to programme.     Reputational, refusals by planners or DNO (or other stakeholdes) results in project cessation.	3 2	٤	1. Early commissioning of expert planning consultants to provide advice, assistance in preparing pre-application documents and underfake appropriate research into fisks and mitigations (Proposus)  3. Ensure that pre-planning discussions and report provides clarity on the scope of planning documentation and investigations to be commissioned and included in the full application.  4. Commission competent planning consultant to support in coordinating and commissioning investigations, preparing and submitting planning documents -ensure that full planning application adheres to the advice given by the Local Planning Authority at pre-application adheres to the advice given by the Local Planning Authority at pre-application adheres to the advice given by the Local Planning Authority at pre-application adheres to the advice given by the Local Planning Authority at pre-application adheres to continually review resourcing needs and plan chead for any pinch points and allow for additional resources are aquierd.  6. Project Development Plan to include supply-chain resourcing plans. Early engagement of procurement offices to assess capacily and financial stability of proposed partners. Estabilis alto market engagement process and establish Design Team at the earliest apportunity.  7. Identify and investigate any potential competing projects through review of planning applications and other forms of engagement. Evolucie potential conflicts or issues that may arise in obtaining addishelder approvide. Eurose that programme termings are applications in project scape to reduce the risk of refusal.  8. Engage expert planning consultants with the necessary competence to provide advice on stakeholder engagement - every provide advice on stakeholder engagement of the pre-app process in IGP Phase 1 to obtain a throwledge of fixed yequirements for full planning. Appoint ecologist to undertake a Preject community studiety experience and of the IGPs.	2	2	4	Planning permission granted on 18 November 2020.     This risk is no langer relevant for the project.  CCC SF 01/07/2021 Closed
2 RESOURCES	Insufficient / inadequate resources available to develop project		Additional costs associated with subsistence, delays due to lost travel	4 3		1. CCC to ensure that appropriate resources and financial provisions are committed to the development of the project.  2. Byes/CCC to identify prospective supply-chain resources, establish soft market engagement process and establish beign feam.  3. Monitor government advice regarding personal and commercial activities as pandemic develops.  4. Confirm availability of all partners at kick off; ensure handover/cover arrangements in place as necessary.  5. Subcontractor resource availability to be evaluated as part of the fendering process. Ensure that subcontractor has sufficient capacity to undertake the works through procurement and supply-chain vetting processes. (Byes).	2	2		1. Confinue monitoring local and regional economy, the progress of the Covid-19 pondemic and implications of Sexil.  2. Procured the services of a contract administrator to oversee the delivery of the construction, wider ERDF activities and reporting.  3. Design & build contract and main contract are in place for the delivery of the project with Byes.  CCC  SF 01/07/2021 Closed
3 EXTERNAL EVENTS	Project affected by external events	COVID-19 estinctions  1. Specialist surveyors are not ovaliable to compile their work on site  2. Effectiveness of the project team to solve issues due working remotely  3. Investment decision - COVID-19 restrictions delay commercial and political decision making  Erezit  4. Breat!  4. Breat: Tariffs , exchange rates, supply chain, labour availability	Delays to / unable to complete development programme     La Increased costs, changes to economic business case.	4 2	8	Having an open dialog and regular updates and reviews     Monitor CCC processes as they move online / to virtual decision making.     Continue to monitor evolution of Covid-19 and Brasil events.     Having a procurement strategy developer for non-UK equipment supply and labour provision to seize apportunities.     Targeting meetings between Council/Byess.	3	1	3	1. Continue to monitor evolution of Covid-19 and Brexit events 2. Fortnightly project board meetings 3. Regular update an the project to Members (quarterly report/Members project updates)  CCC/Byes 4. Procurement Plan in place further strategy work to be done.  SF 01/07/2021 Open
4 LEGAL/REGULATORY	Project is negative impacted due to legal procedures	A change in regulations / legislation drives changes in the design or development of the project.		3 2	6	Continual monitoring and research into prospective regulatory or legislative changes that may impact the violatility of the proposal. Early awareness of prospective changes to enable design / proposal to be adapted / alternative solutions sought.      Access to legal advice when necessary.      Access to legal advice when necessary.      Brain principles of EPC during HLA, negotiate throughout IGP development and review position at the end of each phase of IGP.	2	1	2	We requested legal advice a the early stage of the development phase.  3. CCC entered in to a works contract with Bouygues for the construction in 2016. This is one of the major milestones in the SF 01/07/2021 Open delivery of the project.
5 PLANNING	Breach of planning conditions	Lack of competence in the team     Eallure to adhere to Environmental and Construction plans	Reputation for CCC     BYES at risk of financial impact, prosecution     Project extension / delays	3 2	6	Project execution plan highlights all key conditions imposed on the project     All subcontractor contracts to include planning conditions as appendices / included in all tender procurements/ distributed as PCI (pre-construction information)     SETS site supervision / control to monitor operations onsite and identify any potential breaches.	2	1	2	Project feam meetings scheduled with relevant stakeholders     before mobilisation, ensuring roles, milestones and documentation SF 01/07/2021 Open are undestood and in place,
6 PLANNING	Failure to discharge pre- construction planning conditions	Failure to prepare and produce suitable documentation     J. Failure to submit to the LPA ahead of construction commencement     A. Ambiguities in pre-construction conditions     Lack of resources within LPA to respond in timely fashion	Project extension / delays	3 2	6	Review pre-construction conditions and revert to LPA for clarification ahead of programme, if required     Appropriate financial and project resources to deliver	2	1	2	Regular reviews of the Discharge of Condition Application at Project Board meetings.  BYES  SF 01/07/2021 Open
7 FUNDING	Unable to secure ERDF match funding	1. Failure to secure PPA Customers 2. Failure to transfer the land filles into CCC's name. 3. Covenants/ Restrictions on the land fille that impede the construction of the project 4. Not secured planning application 5. ERDF application refused 6. The state old position	Project cancellation     Higher capital costs	4 5	20	1. Working closely with MHCLG to ensure fund requirements are well understood 2. LGSS law consultants to execute the transfer if the land title in CCC's name 3. LGSS law consultants to review the CCC title land. 4. MHCLG requires that PPA customers are secured. The project team engaged PPA customers and negotiations are in place. 5. Planning Permission - County Council submitted the full planning application in March 2017. Planning permission for the project was granted on 6th July 2017. The commencement of minor works to implement the carport foundations on-site before the expiration of the planning permission i.e. before 6 July 2020.	2	5	10	Government has agreed the £4million project and a £2M grant contribution and the funding agreement is being prepared.  It is predicated an supplying green electricity via to two Power Purchase Agreements with local customers: Marshall and Mick George.  CCC  Key Facts:  *Planning permission is secured.  *Grant secured, pending Funding Agreement & Committee consent 13 July)  *Project mobilisation and construction planned for September 2021-December 2022
8 PLANNING	Application of Non-material amendment delayed or refused	Failure to prepare and produce suitable documentation     Failure to submit to the LPA ahead of construction commencement     Anniquation of the construction conditions     Lock of resources within LPA to respond in timely fashion	ERDF grant is concelled which result in project cessation     Unable to proceed with the construction of the project, causing programme cessation and unrecoverable costs     3. Additional costs, delays to commencement and extension to programme.	3 4	12	Engage expert planning consultants with the necessary competence to provide advice on planning requirements.     Monitoring of the submission and determination of the planning application.	1	3	3	BYES 1. Submission of the mon-material amendments is underway. SF 01/07/2021 Open
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## COMMERCIAL

Residual Risk Rating

o. Element Ris	isk Description	Causes / Triggers	Impacts	Likelih Severit Ri	isk Lev Control Measure	Likelihoo S	everity Risk Lev	e Owner	Status Update Notes	Ву	On	Status
1 FEASIBILITY	Project becomes unfeasible/ unviable	2. Financial - PWLB borrowing costs increase further. 3. Financial - lower ERDF grant than originally expected 4. PPA Customer - Inability to agree PPAs with customers ahead of Notice to Proceed or within a reasonable time from	Revenue streams are insufficient to offset costs.     Reputational damage  A Bright costation.	4 5	Progress relationship with PPA clients but continue to model through sensitivity analysis of current assumptions.      Set timetable for concluding PPA negotiations and get buy-in to deliver against this timetable.      Scope other commercial options e.g. virtual PPAs, sleeving arrangement and site commercialisation.	3	5 15	ccc	1. Both customers have confirmed their commitment with the project during June 2021 to negotiate PPAs. Customers have signed MOU to collaborate, provided technical documents and a letter of Authority for UKPN May/June 2021.  2. Regular meeting have been set up to progress PPA agreement with both customers.  3. Optimisation Services procurement process has been approved and is underway.	SF	01/07/202	Open
2 LOCAL/GLOBAL ECONOMY	External economics conditions affect project viability	price projections are lower than the modelled predictions  3. Volatility in markets and political			1. Allow sufficient window for procurement of goods and services to allow timely purchasing (to overcome any shifts in market conditions). Where possible, look to obtain updated pricing on a routine basis to give visibility of trends and ability to buy at pricing troughs. In the event of a pricing shift, CCC and BYES to ensure appropriate communications are made to any relevant internal or external parties.  2. Bouygues E&S to monitor rates and notify CCC of the inflationary shift and support with a statement of the impact to the business case. CCC to ensure that relevant stakeholders are made aware of the impact and that appropriate decisions are taken on how to proceed with the project.  3. Undertake targeted research into future energy pricing as part of the IGP. Undertake sensitivity analysis to evaluate impacts of all potential pricing scenarios. Using most detailed market prediction possible, develop a strategy that protects us from energy price volatility induced by the infusion of a large amount of renewable energy in the electricity mix.		4 16	CCC/BYES	1. The project team continues to monitor the pricing of major equipment including solar panels. The most recent pricing received showed an increase in panel prices and other compared with the pricing information received the fortnight before.  2. The supply chain impacts from Covid-19 are so acute right now, that costs on major items such as steel and solar PVs are held for only one week. Previously these were held for 90 days. This means the Project must be agile in its decision making to allow the best prices on goods to be secured and allow contracts to be placed.		01/07/202	Open
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## **TECHNICAL**

Residual	Rick	Ratin	۱

o. Element	Risk Description	Causes / Trigger	Impacts	Likelih Severi I	Risk Le Control Measure	Likelihc	Severit Risk	Le <sup>1</sup> Owner	Status Update Notes	Ву	On	Status
1 GRID CONNECTION	UKPN not able to meet the energisation date	1. Lack of UKPN works monitoring e.g. G99 application to the National Grid. 2. UKPN's Programme of works changes. 3. Lack of coordination between UKPN and the ICP if the project decides an ICP for the contestable works 4. Unable to promptly pay to DNO (UKON) s the order of the lead time equipment's are not ordered on time	3. Additional costs	3 4	Regular engagement with UKPN (Monthly progress meeting occurs)      Contingencies considered in the budget.      Insurance	2	3 6	BYES/CCC	A G99 application has been submitted to UKPN.     Currently under evaluation if our on connection to the grid is more convenient	SF	01/07/20	021 Open
2 GRID CONNECTION	Capacity at Customer Grid Connection is limited and a further grid connection is needed	Headroom at grid connection insufficient for the project.      Z. Dependency on the DNO	Scale back project     Additional costs for reinforcement works	3 4	Regular engagement with UKPN (Monthly progress meeting occurs)	3	4 1:	BYES/CCC	1. Regular project reviews	SF	01/07/20	021 Open
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### CONSTRUCTION

Residual Risk Rating

							Residua	l Risk Rating		
Element	Risk Description / Trigger		Impacts	Likeliho S	everity Risk L	ev Control Measure	Likelihoo Se	verity Risk Lev	re Owner	Status Update Notes By On
			1 In constant			Continual monitoring and research into prospective regulatory or legislative changes				1. Watching brief
	A change in regulations / legislation drives changes in the	1. BREXIT	<ol> <li>Increased costs, changes to economic business case.</li> </ol>			that may impact the viability of the proposal. Early awareness of prospective changes to enable construction to be adapted / alternative solutions sought.				Discussion now started with grant funders on the impact of covid     on the project's supply change.
REGULATION	design and construction of the project.	2. Covid-19	Programme delay and ERDF	4	3 12	Raise concerns with Government MPs and grant administrators the risks of the	3	3 9	CCC/BYES	on the project's supply change. SF 01/07/2021
	project.		timetable missed			continued costs increased and lack of availability of raw materials and how this will impact the delivering grand scale regimes.				
		Noise/vibration, roadworks,	Reputation and relationship			Develop Construction Environmental Management Plans and Risk Registers to identify				Construction phase.
		dust, lighting etc.	with customers			and minimise potential nuisances, such as noise, vibration etc. Share plans with community and ensure awareness of any residual disruption and confirm comfort with				
COMMUNITY	Disturbance and disruption	2. Lack of an effective	2. Complaints	3	2 6	plans.	2	2 4	BYES	MM 01/07/2021
	caused by construction	communication strategy during the construction phase	3. Programme delays	ŭ	-	2. Ensure that complaints management is set out in the communication strategy and	-			
						that up-front communications are made with local stakeholders to identify & document potential concerns.				
		1. Leaching of hazardous fluid	Legal and remedial additional	al		Ensure effective environmental controls, policies and procedures are in place on site.				Construction phase.
		pollutants into ground	costs			Develop and implement Construction Environmental Management Plan prior to				
		Uncontrolled release of airborne pollutants	Damage to local natural habitat			construction.				
	Environmental disaster occurs	3. Asbestos is found on site	Project put on-hold,	•	4 10	<ol> <li>Appoint H&amp;S advisor from Property Framework on correct methodology for controlling risks.</li> </ol>			21/50	
ENVIRONMENT	during construction phase.	Bad practices and lack of	construction programme elongated and ERDF deadlines	3	4 12	Tolerado.	2	3 6	BYES	MM 01/07/2021
		monitoring	missed							
		5. Poor construction								
		management								
		<ol> <li>Insufficient safe systems of work in place on site / insufficient risk</li> </ol>	k 1. Injury, illness or fatality							Construction phase.
		management practices	2. Legal cost and litigations			Ensure effective H&S controls, policies and procedures are in place on site. Adopt  BYES Safe Systems of Work, commit appropriate H&S personnel to project. Ensure CDM				
		2. Insufficient management /	3. Damage to reputation			Principal Designer and Principal Contractor, Designer, Contractor & Worker duties are fully satisfied.				
		supervision resources	4. Project is cancelled							
HEALTH & SAFETY	Injury, illness or death caused in	Unforeseen or unidentified hazards	5. Programme delays	3	5 15	Effective communication about the procedures to be adopted	1	5 5	ALL	MM 01/07/2021
TEACH & SALE	the construction of the project	4. Incompetent workers		3	3 13	BYES to develop Traffic Management Plans as part of the planning phase of the project. This shall seek to identify, quantify and mitigate traffic risks and issues associated	'	3	755	MIN 01/07/2021
						with the delivery and operation of the project. BYES shall appoint appropriate personnel and resources as set out by the TMP and shall continue to monitor and amend as				
		5. Unsafe designs				necessary during the construction phase.				
		<ol> <li>Insufficient security and segregation of construction sites</li> </ol>				4. Appoint H&S advisor from Property Framework				
			1. Revenue delays							Construction phase.
		Poor coordination and execution of commissioning	Additional cost			Develop and implement phased commissioning strategy to prove system prior to energisation date.				
COMMISSIONING	Unavailability of electrical generation	2. Product Fault		4	3 12		2	2 4	BYES	MM 01/07/202
	•	3. Technical Fault	3. Client disputes			<ol><li>Communication strategy to ensure that a proactive approach is taken to inform stakeholders of the delays and work to rectify the situation.</li></ol>				
		3. recrimed radii	4. Damage to reputation							
	Trespassing of construction site,		Legal costs     Programme delays			In Implement appropriate security controls, including hoardings, signage, locks, security lighting, smart water system and remotely monitored, CCTV				Construction phase.
SECURITY	theft or vandalism of construction materials	1. Insufficient security and segregation of construction sites	2. Hogianime delays	3	3 9	ilgrilling, sittuit water system and remotely monitorea, ect v	2	3 6	BYES	MM 01/07/2021
	marenas	Poor coordination and	Programme delays, cost			Undertake comprehensive supply-chain vetting to establish resource capacity,				Supply chain now engaged through formal tendering process.
		management of resources	overruns			commit resources as part of tender process.				1. Supply Chairmon Chagaged Intogritornal Ichacing process.
		2. Bad weather causes delays to		е		2. Develop a realistic and functional delivery programme and project execution plan,				
		construction programme, or damage to site or equipment	PV system			ensure effective contractual terms to incentivise deliver against programme, employ project planners/coordinator and project managers to coordinate and monitor				
		Coronavirus outbreak reduces	<ol> <li>ERDF grant is cancelled which results in project cessation</li> </ol>	h		contractor works against programme, establish contingency plan to expedite programme in the event of delays.				
		availability of solar PV panels	resons in project cossenon			Monitor government advice regarding personal and commercial activities as				
PROGRAMME	Programme delays during the construction phase.	4. Unforeseen or unidentified		4	4 16	pandemic develops. Adapt delivery plans/Programmes where possible to	2	3 6	BYES	DHY 01/07/2021
	·	hazards				accommodate requirements.				
		<ol> <li>COVID-19 restrictions / unavailability of resources delay</li> </ol>				<ol> <li>Undertake subterranean surveys, geotechnical studies, archaeological studies and ground condition surveys and prepare reports to identify and quantify the risks and</li> </ol>				
		site mobilisation and build				prepare appropriate mitigation strategies.				
		schedule								
		<ol><li>Site is inaccessible at the agreed time / date.</li></ol>								
						T1, Supply-chain vetting and tender selection to evaluate prospective contractor /			BYES	1 Construction phase
		Contractor or subcontractor				subcontractor historic performances, capacity and capability. Develop a contingency plan that identifies alternative contractors, such that in the event of cessation or breach,				Construction phase.
GAL ISSUES	Major legal issues delay the	breach / cessation leads to termination of contract during	<ol> <li>Cost, programme delays.</li> </ol>	. 3	4 12	the alternative may be commissioned to continue works.	1	4 4	CCC/BYES	<ol> <li>Closing. Re-routing to lay pipework in the highways and leverage CCC powers.</li> <li>MM 01/07/202</li> </ol>
OAL ISSUES	programme during construction phase	the construction phase	<ol><li>Programme delays, additiona costs, legal</li></ol>	al 3	- 12		•	- 4	CCC/BTES	3, the Council has powers under the Local Government Act 1976
						<ol><li>Contract Administration commissioned to ensure project execution according to WOS contract.</li></ol>				section 11 to generate, distribute and sell heat to its community and has statutory undertaking powers that cover highways.
									BYES	and has stationary andertaking powers that cover highways.
		1, Poor workmanship	Programme delays, cost			I. Implement proper and effective quality control procedures. Quality acceptance tests				Contract administrator appointed.
	Installation works fail to achieve		overruns, poor performance in			to be undertaken prior to handover of any works. Client / BYES to appoint clerk of works				
UALITY	CCC's Requirements	z. substandara materials	operation	2	3 6	to monitor the works on site and confirm compliance with Employers' Requirements.	1	3 3	CCC/BYES	DHY 01/07/202
						CCC appoints contract administrator				
						Develop Construction Environmental Management Plans and Risk Registers to identify and minimise potential nuisances, such as noise, vibration etc. Share plans with				<ol> <li>The hourly parking charge has been removed at the site under</li> <li>hours. Also, the site is never more than 60% occupied, therefore</li> </ol>
		1. Poor workmanship	Damage to reputation			community and ensure awareness of any residual disruption and confirm comfort with plans.				impact is minimal.
USTOMERS BUSINESS	Project causes disruption to	2. Substandard procedures	Additional costs	2	4 .		1	3 3	CCC/BYES	Some disruption is expected during connection to the PPA     customer(s) which can be managed.  SF 01/07/202
NTERRUPTION	customers' business operation	3. Lack of an effective		2	4 8	<ol><li>Ensure that complaints management is set out in the communication strategy and that up-front communications are made with local stakeholders to identify &amp; document</li></ol>		3	CCC/BIES	customer(s) which can be managed. SF 01/07/202
		communication strategy during the construction phase	3. Legal implications			potential concerns.				
		<u> </u>				3. Ensure effective environmental controls, policies and procedures are in place on site.				
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### **OPERATIONAL**

Residual		

No. Element	Risk Description	Causes	Impacts	Likelihoc Severity	Risk Leve Control Measure	Likelihoo: Severi	ty Risk Level (	Owner Status Update Notes		By On	Status
1 PERFORMANCE	System performance is significantly lower than predicte or not to its potential	1. Incorrect technical selection of PV modules e.g. PV Modules deteriorates faster than projected, early failure / end of life.  2. Maintenance Resources - A lack of local contractor resources to undertake specialist maintenance and servicing of the equipment.  3. General design or specification errors are made, resulting in the system failing to perform a d intended.  4. System failure, causing downtime of the system due to inadequate or lack maintenance.  5. Technical - Actual losses from the system and network are far higher than that projected in the design.  6. The PPA Customer changes their business model and requires less electricity.	maintenance downtimes, deterioration in systems performances and shortening of a equipment lifespan.  4. Reputational damage.	2 4	1. Review data captured for similar installations that have been in operation for several years. Undertake research into long-term degradation of solar PV modules to confirm accuracy of industry benchmarks. Request test data of empirical evidence from solar module manufacturers, obtain binding (and insurance backed) long-term performance guarantees and product warranties. Ensure measurement and monitoring of degradation to confirm product achieves warranty / guarantees.  2. Capture all relevant data about the site, systems design and supporting information, construct a reliable simulation model, undertake appropriate QA and peer review of model and generation outputs. Negotiate appropriate margin between modelled performance and guaranteed performance to give 'head room' for modelling errors. Undertake QA throughout installation phase to confirm that the system is built in accordance with modelling assumptions. Undertake detailed commissioning and operational verification pre-handover. We require additional information from the PPA Customer to better understand their overall demand during and outside operating hours.  3. Early engagement with local prospective supply-chain partners. Consider training needs of local resources and incorporate training programmes into project. Allocate appropriate resources to the completion of O&M contracts, ensure suitable provisions for planned preventative maintenance and reactive maintenance.  4. Appropriate specification of materials, resilience in design through system layout arrangements, appropriate selection and management of competent and qualified installers, quality assurance inspections, integrated commissioning and testing. Ensure suitable O&M provisions are made to confirmation and management of competent and qualified installers, quality assurance inspections, integrated commissioning and testing. Ensure suitable O&M provisions are made to confirmation and maintain system and react rownotity to issues.		4	1. Metering went in at Mick George to a 2017. Their usage is closer to 250 kWh in assumed, this would reduce our site cay We have the option to sell to more than require a license.  2. Marshalls' demand is increasing and their own grid capacity in Q1 2021.  3. Energy Performance Guarantee curre Council's contract with Bouygues.  BYES	tead of the 400 kWh vacity to a max of 550 kW one customer and not hey may need to increas	5e	7/2021 Open
2 EXTERNAL EVENTS	Operations being negatively affected by external events	Legal/Regulations - A change in regulations / legislation / policy that directly or indirectly affects the project.     Threat of a cyber attack during operation; controls are hacked and control of the site is lost	I. Increased cost     Loss of revenue     Changes to economic business case     Physical damage     Reputational damage	3 4	1. Continual monitoring and research into prospective regulatory, legislative or policy changes that may impact the viability of the proposal. Early awareness of prospective changes to enable design / proposal to be adapted / alternative solutions sought. Identify and respond to consultation opportunities in cases where the outcomes of such consultations may impact the project.  2. Early identification of vulnerabilities; security tools and management to identify active security threats.  3. Suitable specification of equipment with adequate protections in place.  4. Insurances	2 3	6			SF 01/07	7/2021 Open
3 BUSINESS SUPPORT PROGRAMME	Unable to secure enough interes in Business Support workshops	1. Lack of resources to deploy the programme     2. Lack of marketing strategy	Miss output indicators specified in the ERDF application resulting in a reduction of grant claims covered.      Reputational damage	3 4	1. Considerable thought must go into marketing and the content of the workshops in order to be considered enough of a draw for SMEs.      2. CCC will procure outside services to operate the BSP.	1 3	3	CCC will procure outside services to a	operate the BSP.	SF 01/07	'/2021 Open
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