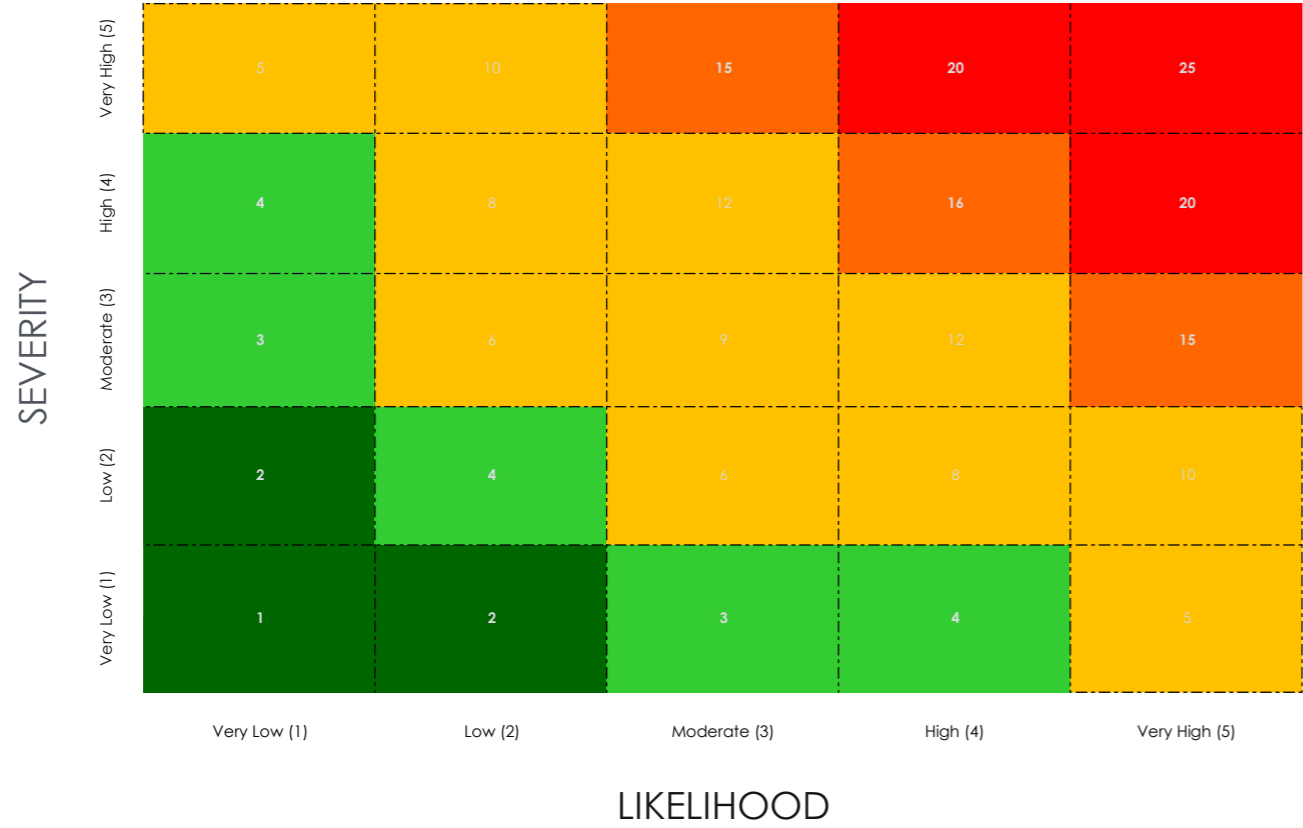


RISK MATRIX



RISK TABLES

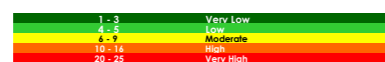
Level	Likelihood	Severity
1	Very Low Is very unlikely to occur in normal circumstances	Very unlikely to threaten overall project outcome in any meaningful way. Inconsequential and non-permanent damages.
2	Low Is unlikely to occur in normal circumstances	Unlikely to threaten overall project outcome. Minor 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



Very Low 1
 Low 2
 Moderate 3
 High 4
 Very High 5

DEVELOPMENT

No.	Element	Risk Description	Triggers / Causes	Impacts	Likelihood	Severity	Risk Level	Control Measure	Residual Risk Rating			Owner	Status Update Notes	By	On	Status
									Likelihood	Severity	Risk Level					
1	PLANNING	Planning permission is refused or delayed	<ul style="list-style-type: none"> 1. Genuine misalignments with local plans 2. Failure to meet requirements, objections from consultees etc. 3. COVID-19 restrictions delay planning review and determination 4. Unforeseen conditions are included in planning permission. 5. Environmental / Ecological - Specialist surveys (HRA / EA / Ecology) require significant additional control measures to be incorporated into the design, construction or operation. 6. Resources - Insufficient / inadequate project or supply chain resources available to develop project 7. Community - Negative public opinion of solar farm - complaints or objections made during planning consultation phase. 8. Competing projects - A compelling project developed by others in the vicinity has an impact on this project's viability 	<ul style="list-style-type: none"> 1. Unable to proceed with the construction of the project, causing programme cessation and unrecoverable costs 2. Additional costs, delays to commencement and extension to programme. 3. Reputational, refusals by planners or DND (or other stakeholders) results in project cessation 	3	2	6	<ul style="list-style-type: none"> 1. Early commissioning of expert planning consultants to provide advice, assistance in preparing pre-application documents and undertake appropriate research into risks and mitigations (Propus) 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 stage. 5. CCC to ensure that appropriate resources and financial provisions are committed to the development of the project. CCC to continually review resourcing needs and plan ahead for any pinch points and allow for additional resources as required. 6. Project Development Plan to include supply-chain resourcing plans. Early engagement of procurement officers to assess capacity and financial stability of proposed partners. Establish soft market engagement process and establish Design Team at the earliest opportunity. 7. Identify and investigate any potential competing projects through review of planning applications and other forms of engagement. Evaluate potential conflicts or issues that may arise in obtaining stakeholder approvals. Ensure that programme timings are optimised against competing programme. Identify mitigations in project scope to reduce the risk of refusal. 8. Engage expert planning consultants with the necessary competence to provide advice on stakeholder engagement - develop and implement a communication strategy. Project community strategy commissioned to an expert stakeholder engagement consultant (PECT). 9. Request EIA / HRA screening & scoping as part of the pre-app process in IGP Phase 1 to obtain a knowledge of likely requirements for full planning. Appoint ecologist to undertake a Preliminary Ecological Assessment as part of Phase 1. Review findings / reports and make appropriate provisions for Phase 2 of the IGP. 	2	2	4	CCC	<ul style="list-style-type: none"> 1. Planning permission granted on 18 November 2020. 2. This risk is no longer relevant for the project. 	SF	01/07/2021	Closed
2	RESOURCES	Insufficient / inadequate resources available to develop project	<ul style="list-style-type: none"> 1. Insufficient / inadequate local supply-chain contractor resources available to deliver project 2. Limited resource availability across partnership and delivery partners and during COVID-19. 3. Board members and/or consultants not available at key moments 4. COVID-19 restrictions mean specialist surveyors are not available to complete the work at site 5. Labour market affected by Brexit and the restriction of EU citizens to work in the UK 6. Approval and recruitment process is complex and lengthy 	<ul style="list-style-type: none"> 1. Delays to / unable to complete development programme 2. Need to source from further afield - increased costs 3. Additional costs associated with subsistence, delays due to lost travel time. 	4	3	12	<ul style="list-style-type: none"> 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 Design Team. 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 tendering process. Ensure that subcontractor has sufficient capacity to undertake the works through procurement and supply-chain vetting processes. (Byes). 	2	2	4	CCC	<ul style="list-style-type: none"> 1. Continue monitoring local and regional economy, the progress of the Covid-19 pandemic and implications of Brexit. 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. 	SF	01/07/2021	Closed
3	EXTERNAL EVENTS	Project affected by external events	<ul style="list-style-type: none"> COVID-19 restrictions 1. Specialist surveyors are not available to complete 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 Brexit 4. Brexit - tariffs, exchange rates, supply chain, labour availability 	<ul style="list-style-type: none"> 1. Delays to / unable to complete development programme 2. Increased costs, changes to economic business case. 	4	2	8	<ul style="list-style-type: none"> 1. Having an open dialog and regular updates and reviews 2. Monitor CCC processes as they move online / to virtual decision making. 3. Continue to monitor evolution of Covid-19 and Brexit events 4. Having a procurement strategy developer for non-UK equipment supply and labour provision to seize opportunities. 5. Targeting meetings between Council/Byes 	3	1	3	CCC/Byes	<ul style="list-style-type: none"> 1. Continue to monitor evolution of Covid-19 and Brexit events 2. Fortnightly project board meetings 3. Regular update on the project to Members (quarterly report/ Members project updates) 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	<ul style="list-style-type: none"> 1. A change in regulations / legislation drives changes in the design or development of the project. 2. Failure to reach agreement on Energy Performance Contract savings guarantees 	<ul style="list-style-type: none"> 1. Programme delays, additional costs, legal 2. Increased costs, changes to economic business case. 	3	2	6	<ul style="list-style-type: none"> 1. Continual monitoring and research into prospective regulatory or legislative changes that may impact the viability of the proposal. Early awareness of prospective changes to enable design / proposal to be adapted / alternative solutions sought. 2. Access to legal advice when necessary. 3. Draft principles of EPC during HLA, negotiate throughout IGP development and review position at the end of each phase of IGP. 	2	1	2	CCC	<ul style="list-style-type: none"> 1. We requested legal advice at 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 delivery of the project. 	SF	01/07/2021	Open
5	PLANNING	Breach of planning conditions	<ul style="list-style-type: none"> 1. Lack of competence in the team 2. Failure to adhere to Environmental and Construction plans 3. Project extension / delays 	<ul style="list-style-type: none"> 1. Reputation for CCC 2. BYES at risk of financial impact, prosecution 3. Project extension / delays 	3	2	6	<ul style="list-style-type: none"> 1. Project execution plan highlights all key conditions imposed on the project 2. All subcontractor contracts to include planning conditions as appendices / included in all tender procurements/ distributed as PCI (pre-construction information) 3. BYES site supervision / control to monitor operations onsite and identify any potential breaches. 	2	1	2	BYES	<ul style="list-style-type: none"> 1. Project team meetings scheduled with relevant stakeholders before mobilisation, ensuring roles, milestones and documentation are understood and in place. 	SF	01/07/2021	Open
6	PLANNING	Failure to discharge pre-construction planning conditions	<ul style="list-style-type: none"> 1. Failure to prepare and produce suitable documentation 2. Failure to submit to the LPA ahead of construction commencement 3. Ambiguities in pre-construction conditions 4. Lack of resources within LPA to respond in timely fashion 	<ul style="list-style-type: none"> 1. Project extension / delays 	3	2	6	<ul style="list-style-type: none"> 1. Review pre-construction conditions and revert to LPA for clarification ahead of programme, if required 2. Appropriate financial and project resources to deliver 	2	1	2	BYES	<ul style="list-style-type: none"> 1. Regular reviews of the Discharge of Condition Application at Project Board meetings. 	SF	01/07/2021	Open
7	FUNDING	Unable to secure ERDF match funding	<ul style="list-style-type: none"> 1. Failure to secure PPA Customers 2. Failure to transfer the land title into CCC's name. 3. Covenants/ Restrictions on the land title that impede the construction of the project 4. Not secured planning application 5. ERDF application refused 6. The state aid position 	<ul style="list-style-type: none"> 1. Project cancellation 2. Higher capital costs 	4	5	20	<ul style="list-style-type: none"> 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	CCC	<ul style="list-style-type: none"> Government has agreed the £4million project and a £2M grant contribution and the funding agreement is being prepared. It is predicated on supplying green electricity via two Power Purchase Agreements with local customers: Marshall and Mick George. Key Facts: <ul style="list-style-type: none"> *Planning permission is secured. *Grant secured, pending Funding Agreement & Committee consent (1st July) *Project mobilisation and construction planned for September 2021- December 2022 	SF	01/07/2021	Closed
8	PLANNING	Application of Non-material amendment delayed or refused	<ul style="list-style-type: none"> 1. Failure to prepare and produce suitable documentation 2. Failure to submit to the LPA ahead of construction commencement 3. Ambiguities in pre-construction conditions 4. Lack of resources within LPA to respond in timely fashion 	<ul style="list-style-type: none"> 1. ERDF grant is cancelled which results in project cessation 2. 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. 4. Damage to reputational of CCC and stakeholders. 	3	4	12	<ul style="list-style-type: none"> 1. Engage expert planning consultants with the necessary competence to provide advice on planning requirements. 2. Monitoring of the submission and determination of the planning application. 	1	3	3	BYES	<ul style="list-style-type: none"> 1. Submission of the non-material amendments is underway. 	SF	01/07/2021	Open
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COMMERCIAL

											Residual Risk Rating							
No.	Element	Risk Description	Causes / Triggers	Impacts	Likelihood	Severity	Risk Lev	Control Measure	Likelihood	Severity	Risk Level	Owner	Status	Update	Notes	By	On	Status
1	FEASIBILITY	Project becomes unfeasible/unviable	<p>1. Financial - The Investment Grade Proposal is not financially viable.</p> <p>2. Financial - PWLB borrowing costs increase further.</p> <p>3. Financial - lower ERDF grant than originally expected</p> <p>4. PPA Customer - Inability to agree PPAs with customers ahead of Notice to Proceed or within a reasonable timeframe.</p> <p>5. Reduced carbon prices by 50%.</p>	<p>1. Delays to programme</p> <p>2. Revenue streams are insufficient to offset costs.</p> <p>3. Reputational damage</p> <p>4. Project cessation.</p> <p>5. Project payback elongates</p>	4	5	20	<p>1. Progress relationship with PPA clients but continue to model through sensitivity analysis of current assumptions.</p> <p>2. Set timetable for concluding PPA negotiations and get buy-in to deliver against this timetable .</p> <p>3. Scope other commercial options e.g. virtual PPAs, sleeving arrangement and site commercialisation.</p>	3	5	15	CCC	Open	01/07/2021	<p>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.</p> <p>2. Regular meeting have been set up to progress PPA agreement with both customers.</p> <p>3. Optimisation Services procurement process has been approved and is underway.</p>	SF		
2	LOCAL/GLOBAL ECONOMY	External economics conditions affect project viability	<p>1. Programme; slippage at this stage could make entire scheme unviable</p> <p>2. Actual energy prices - Wholesale prices / price projections are lower than the modelled predictions</p> <p>3. Volatility in markets and political landscape that cause significant variance in equipment pricing</p> <p>4. Changes to economy cause inflationary rise in goods and services increasing project capital or operational costs beyond project budget.</p>	<p>1. Delays to programme</p> <p>2. Increased costs, changes to economic business case</p> <p>3. Reputational damage</p> <p>4. Project cessation.</p>	4	5	20	<p>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.</p> <p>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.</p> <p>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.</p>	4	4	16	CCC/BYES	Open	01/07/2021	<p>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.</p> <p>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.</p>	SF		
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TECHNICAL

											Residual Risk Rating					
No.	Element	Risk Description	Causes / Trigger	Impacts	Likelihood Severity Risk Level Control Measure			Likelihood Severity Risk Level Owner			Status Update Notes	By	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) so the order of the lead time equipment's are not ordered on time	1. Loss of revenues 2. Damage to reputation 3. Additional costs 4. Delay to programme	3	4	12	1. Regular engagement with UKPN (Monthly progress meeting occurs) 2. Contingencies considered in the budget. 3. Insurance	2	3	6	BYES/CCC	1. A G99 application has been submitted to UKPN. 2. Currently under evaluation if our on connection to the grid is more convenient	SF	01/07/2021	Open
2	GRID CONNECTION	Capacity at Customer Grid Connection is limited and a further grid connection is needed	1. Headroom at grid connection insufficient for the project. 2. Dependency on the DNO	1. Scale back project 2. Additional costs for reinforcement works	3	4	12	1. Regular engagement with UKPN (Monthly progress meeting occurs)	3	4	12	BYES/CCC	1. Regular project reviews	SF	01/07/2021	Open
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