Public Sector Decarbonisation Fund Project Key Risk Register:

Risk Categories:

Severe likelihood high and consequences substantial

High likelihood high/consequences moderate **OR** likelihood moderate/ consequences substantial

Moderate likelihood and consequences moderate

Tolerable likelihood and consequences tolerable

Risk description	Initial Risk Category	Risk Mitigations	Residual Risk Category
Project programme – the BEIS/Salix funding has extremely tight delivery deadlines for a project of this magnitude (£1m) and complexity. Several mechanical and electrical systems being altered.	S	Single stage design and build contract chosen as procurement route because it is quicker than alternatives. Procurement from Fusion 21 Framework on a direct call off allows early engagement with contractor to reduce risk of cost overruns/abortive design work/ contractor working at risk to reduce site setup and lead times. Good communications with Salix to manage expectations and elongate deadlines where necessary. The extremely tight deadlines will affect all PSDF projects and likely there will be many such requests.	M
Client side delays in key decisions, due to governance and reporting structures.	M	Cabinet report authorises Strategic Director in consultation with Portfolio Holder to take necessary decisions under delegated authority.	T
Cost overruns in volatile construction market.	H	Healthy client contingency included in project plan. Design team will undertake value engineering in RIBA2 & RIBA 3 prior to tender.	T
Regulatory delays	M	Early engagement with Planning and Building Regulations to ascertain extent of any statutory approvals needed and pre-application discussions to take place prior to tender. Conversations already started.	T

Detailed feasibility results in altered proposals which no longer attract full grant award and partial return of grant monies.	H	Keeping Salix fully informed of changes. Value engineering to seek most cost-effective solution. Healthy client contingency included in cost envelope.	T
Supply chain threats due to Covid /Brexit	S	Value engineering throughout project delivery phase. Early purchase of components with either long lead times or susceptible to price variation to be considered. Healthy client contingency included within cost envelope.	T
Service disruption during construction	M	As detailed design and likely construction phase operations emerge continual engagement with DDC/Civica to agree actions to limit and ideally eliminate service interruptions. Covid has shown that remote working is effective and could be used as a mitigation particularly in relation to Whitfield offices.	T
Increase in heating costs. Air source heat pumps use electricity for the power needed to extract usable energy from the air. Whilst the energy embodied in the air is 'free' the unit costs per kWh of electricity **currently** are about four times that of gas and there is a reasonable chance that the higher unit cost will outweigh the reduction in the units used leading to an increase	M	Central government is clearly indicating that it sees electricity as the future fuel source for transport and built environment. Price differentials, although favouring gas in the immediate future, are very likely to alter in favour of electricity, either through alterations to relative tax rates or through market driven price alterations as overall volumes of gas required decrease. Design to ensure ASHP's design maximises efficiency will help reduce costs. Solar PV's at Whitfield will reduce other electricity requirements and compensate at least in part. Short term increase in utility costs accepted by DDC as acceptable price for yield longer term reductions in costs.	T