

Updates automatically

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Threat Risks														
Risk Title	Risk Description	Key Causes	Key Consequences	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk £k	Council Risk Appetite for the risk type identified	Does the risk exceed the council's risk appetite?	Financial Risk Exposure £k
							Likelihood	Impact	Risk Rating	Risk Level				
Insufficient response from bidders	Few or no suppliers bid for the electricity supply tender	Sleeving mechanism is seen as too complex for a relatively small volume/low value contract	Unable to secure electricity supply contracts/need for contingency supply measures at higher cost Impact on City Leap generation (which needs a guaranteed offtaker)	Open	Financial Loss/Gain	Option 3b includes additional demand to make the size/value of the tender more attractive, despite its complexities	2	5	10	Medium	£5,000	Cautious	Yes	£1,500.00
Additional demand from electric cremators	A large volume of additional electricity demand could be added mid-contract if the current gas cremators at Canford are replaced with electric cremators	Whilst proposals are being developed for the electrification of the Canford Crematorium, this demand has not been included in the tender due to uncertainty over timing	Additional demand exceeds contractual tolerance for change Note most supply contracts include a 10% tolerance - Canford electrification could add 4% additional demand, so would be within tolerance	Open	Financial Loss/Gain	The development of the Canford Crematorium electrification proposals will need to be constantly monitored, so that advance notice can be given to the supplier as and when plans for this conversion are confirmed. With sufficient notice, the supplier should be able to accommodate the additional demand, but this may trigger a price revision. Fall-back contingency measure would be to let a short separate supply contract for Canford Crematorium, and include the additional demand in the successor contract in April 2029	3	1	3	Minor	£900	Cautious	No	£562.50
Estate rationalisation	Council buildings are closed or disposed	Continuation of the estate rationalisation programme	Reduction in the contracted electricity demand	Open	Financial Loss/Gain	Site closures/disposal will need to be approved and will take time to enact. This will give sufficient time for the supplier to be notified in advance of any impending changes to BCC electricity demand, which should mitigate any significant price impact	3	3	9	Medium	£1,200	Cautious	Yes	£750.00
Insufficient demand to make a Sleeved Pool viable	Demand levels are insufficient to make a tender for a Sleeved Pool approach sufficiently attractive to prospective bidders	Tender has to be based on BCC's demand alone, unable to secure additional demand customers to bolster the Demand pool	Unlikely to attract sufficient interest from potential bidders for the Pool Manager roles	Open	Programme/Project Management	Secure a commitment from additional demand customers, especially within existing BCC electricity clients, to ensure a viable sleeved pool tender that would be likely to attract a range of bidders If insufficient demand can be secured, may need to rule out a Sleeved Pool approach and revert to other tender approaches	2	5	10	Medium	£500	Open	No	£150.00
									0	FALSE		FALSE	#N/A	£0.00
									0	FALSE		FALSE	#N/A	£0.00
									0	FALSE		FALSE	#N/A	£0.00
									0	FALSE		FALSE	#N/A	£0.00

£2,962.50

Opportunity Risks											Updates Automatically	Updates Automatically
Opportunity Risk Title	Risk Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk £k	Financial Opportunity Exposure £k
							Likelihood	Impact	Risk Rating	Risk Level		
Carbon Savings	Full sleeving of all BCC electricity demand from renewable generation will eliminate carbon emissions from grid generation	Full sleeving of all BCC electricity demand	Able to secure a sleeving arrangement that covers all BCC electricity demand, resulting in 6,000 tonnes CO ₂ /yr reduction in emissions (valued at £400K/yr in Social Value TOMs)	Open	Environmental	Need to ensure that sufficient generation can be secured through a sleeving arrangement to meet all BCC electricity demand	4	7	28	Critical	£400	£350.00
Widen the pool for others to join	A successful sleeved pool arrangement would provide a solid foundation for building a local energy supply market, making local use of extensive renewable energy generation planned by Bristol City Leap	Set up a 'Basket' arrangement on the demand side of the sleeved pool arrangement that allows other non-BCC customers to easily join the sleeving arrangement	Additional demand will enable the sleeved pool to grow and make full use of new local renewable energy as it comes on stream The availability of zero carbon locally generated electricity supports BCC's city-wide decarbonisation objectives	Open	Programme/Project Management	Tender for a sleeving arrangement that supports the ability to readily add additional demand customers, eg a 'basket' framework arrangement	4	5	20	High	£0	£0.00
Reduce/marginalise energy market dependency	Under conventional energy contracting methods, BCC is vulnerable to energy market shocks, as seen in the recent energy crisis, that could have significant impact on BCC budgets	Conventional electricity supply contracts are based on forward market prices at the time the contract is let, and usually include market-driven price review mechanisms. BCC would be obligated to pay these market prices under a conventional electricity supply contract	BCC medium term budgeting is vulnerable to the impact of potentially significant changes in energy prices, as has been seen in recent years BCC long-term budgeting for energy supplies is extremely difficult to forecast due to uncertainty over market prices beyond three years at most	Open	Financial Loss/Gain	A sleeving arrangement based on direct contract with generators under an agreed and predictable long-term pricing mechanism brings long-term stability and predictability to BCC energy budgets	3	5	15	High	£4,000	£2,500.00
									0	FALSE		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00

£2,850.00

Threat Risks	
Number of Open Risks	4
CRITICAL	0
HIGH	0
MEDIUM	3
LOW	0
Cost Risk Exposure (£k)	£2,962.50
Number of risks exceeding risk appetite	2
Number of risks within risk appetite	2

Opportunity Risks	
Number of Open Risks	3
SIGNIFICANT	1
HIGH	2
MEDIUM	0
LOW	0
Cost Opportunity Exposure (£k)	£2,850.00

LIKELIHOOD AND IMPACT RISK RATING SCORING CRITERIA

Likelihood Guidance

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	Less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision. Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area. Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action. Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'. Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage. No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends. No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends. Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project. Could lead to project being cancelled or put on hold.

<p>Reputation</p>	<p>Minimal and transient loss of public or partner trust. Contained within the individual service.</p>	<p>Significant public or partner interest although limited potential for enhancement of, or damage to, reputation.</p> <p>Dissatisfaction reported through council complaints procedure but contained within the council.</p> <p>Local MP involvement.</p> <p>Some local media/social media interest.</p>	<p>Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council.</p> <p>Dissatisfaction regularly reported through council complaints procedure.</p> <p>Higher levels of local or national interest.</p> <p>Higher levels of local media / social media interest.</p>	<p>Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council.</p> <p>Intense local, national and potentially international media attention.</p> <p>Viral social media or online pick-up.</p> <p>Public enquiry or poor external assessor report.</p>
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