

Risk ID	Risk Category	Risk Category - Other (if applicable)	Risk Owner	Risk Name	Cause	Effect/Impact	Score: Likelihood	Score: Impact: Time	Score: Impact: Cost	Score: Impact: Quality	Score	Planned Actions	Contingency Plans (Optional)
<i>Enter a Risk ID. ID's must be unique to each risk, and formatted as R001, R002, etc. Do not use a different format as this will resort in upload failure.</i>	<i>Select a risk category from the drop-down list.</i>	<i>If you answered 'Other' in the Risk Category Box, please add further detail here.</i>	<i>Who is the owner of this risk? (e.g., organisation, contractor, supplier, etc.)</i>	<i>Describe what the risk is.</i>	<i>Describe the risk's cause(s).</i>	<i>Describe the risk's effect(s) or impact(s).</i>	<i>Select the likelihood of the risk materialising, as per the scoring matrix.</i>	<i>Select the risk's impact on delivering the project to time, as per the scoring matrix.</i>	<i>Select the risk's impact on delivering the project to cost, as per the scoring matrix.</i>	<i>Select the risk's impact on delivering the project to quality, as per the scoring matrix.</i>	<i>The overall risk score is auto calculated</i>	<i>What actions will you take to mitigate the risk?</i>	<i>What will you do if this risk materialises?</i>
R019	Timescales		Grant recipient	Slippage to the project baselining	Time it takes to recruit / obtain suitable skills in-house to deliver procurement.	Delays to project start-up and consequent need to identify, assess and deliver units in a compressed timescale	5	2	1	3	15	This needs to be managed through the weekly internal team meetings, acknowledging the risk and considering need to rebaseline as part of the DAC process when Managing Agent is on	
R020	Supply Chain		Grant recipient	Long lead times for materials or shortages of specified materials or systems	Increase demand for raw materials, skilled labor shortages, shipping disruptions, demand exceeding supply	Delays to project delivery	3	4	2	1	12	Early discussions with existing framework to secure the best supply chain options in terms of contractor and material availability	
R026	Cost Inflation		Grant Recipient	Increased cost of materials and availability	Inflation, increase demand for raw materials, skilled labor shortages, shipping disruptions, demand exceeding supply	Delivery delays, homes not improved, EPC targets not met	3	2	4	3	12	Secure delivery arrangement in well developed procurement frameworks and review supply chain arrangements with appointed contractors and suppliers.	
R029	Procurement		Grant recipient	Risk of overextension for suppliers	Lack of due diligence, poor procurement,	Delivery delays, homes not improved, scheme credibility, council reputation	3	4	2	2	12	Undertake due diligence regarding this. This might involve asking to inspect their 'order book' to see how much the supplier has grown within your region and gaining assurance on the supply chain	
R002	Access Issues / Customer Refusals		Grant recipient	Households refuse offer of measures because of hassle factor and potential damage to property	Lack of customer engagement and information to allow them to proceed with confidence	Homes cannot be treated and others need to be identified	3	3	2	2	9	Procure the services of a managing agent and include requirements in the tendering to include customer engagement and guidance, use of well qualified and experienced customer advisors.	
R016	Resourcing		Grant recipient	Key delivery staff leave or are absent through illness	Insufficient staffing, remuneration, job satisfaction.	Works to homes delayed or does not happen	3	3	2	3	9	Wiltshire Council will engage a managing agent that has suitable skills and experience with a depth of staff resourcing relevant to the project. This should ensure coverage at all times including when	
R030	Procurement		Grant recipient	Delivery confidence	Lack of due diligence, poor procurement	Delivery delays, homes not improved, scheme credibility, council reputation	3	3	2	2	9	Assessing the financial standing and capacity to deliver to support risk understanding delivery confidence in the chosen supplier. Flagged delivery risks at the award and pre-award	

R031	Resourcing		Grant recipient	Failure to deliver	All risks which affect the delivery of the project	Failure to increase the energy efficiency of homes in Wiltshire will impact the Wiltshire Council Climate Strategy deliver. Will also increase the risk of fuel poverty, cold and damp, unsafe homes, wasted							9	The Delivery Assurance Check ensures the project is on programme, specifically how the project has been planned and resourced, project governance, if contracts have been procured and
R003	Supply Chain		Grant recipient	Lack of skilled contractors in the area results in not having contractors able to install measures	Inadequate supply chains	Homes cannot be treated within project timescales / timely manner							8	Procure a turnkey solution to transfer the risk to the managing agent who has a better understanding of local supply chains and potential to access wider markets outside of local authority area.
R004	Supply Chain		Grant recipient	Installer does not have the capacity to meet demand for installs	Inadequate supply chains	Homes cannot be treated within project timescales / timely manner							8	Procure a turnkey solution to transfer the risk to a managing agent who can have relationship with multiple installers of each measure so as to spread the risk.
R021	Fraud		Grant recipient	Applications which exceed the 4 property portfolio cap	Insufficient eligibility information, checks and validation process	Target homes not improved and scheme credibility undermined							8	Design a fraud prevention plan to enforce the 4-property
R022	Design Constraints		Grant recipient	Meeting intended energy improvements in terms of energy savings and improved performance	Lack of due diligence, poor procurement, auditing	Scheme credibility, council reputation							8	We will follow the PAS2035 process and use accredited consultants and suppliers. We will audit outcomes by archetype using an independent Coordinator and will test, for example using
R027	Quality		Grant recipient	Energy efficiency measures identified and / or installed do not result in the required outcomes or expected performance	Lack of due diligence, poor procurement, poor design and modelling, insufficient auditing	May affect the ability to draw down grant							8	Agree through contract specification requirements and ensure these are modelled to confirm expected performance. Audit 10% of properties
R028	Quality		Grant recipient	Measures installed which aren't included on Appendix Q	Lack of due diligence, poor procurement, poor design and modelling, insufficient auditing	May affect the ability to draw down grant							8	Agree eligible measures through contract specifications
R009	Weather		Grant recipient	Weather related delays to installation of external wall insulation.	The UK's climate and poor scheduling	Delays to planned measures and project timelines							6	Procure a managing agent and through tendering exercise seek contractors to prioritise EWI at an early stage for times of year outside wetter months.

R017	Scope Changes		Grant recipient	New standard or regulation that prevents current ways of working	Changes to regulations by government	Delays to project delivery or works not carried out to appropriate standards	2	2	2	3	6	Wiltshire Council (in conjunction with the Managing Agent) will monitor standards and regulations which may affect the project and develop mitigation measures should any new standards and
R023	Supply Chain		Grant recipient	PAS2035 assessor and design availability	Inadequate supply chains	Delays to delivery	2	3	2	1	6	Early appointment to complete PAS2035 process
R018	Resourcing		Grant recipient	In-kind human resourcing	Use of existing staff to set up project results in underspend in the A&A budget	Project has potential underspend / delayed spending / additional budget later in project	5	1	1	1	5	Need to keep a careful eye on use of in-kind resources to set up project and as appropriate consider reporting / claiming this cost if it persists.
R005	Supply Chain		Grant recipient	An installer goes into administration	Could be numerous including poor business management or wider economic conditions	Homes cannot be treated and alternative suppliers required	1	4	2	3	4	Procure a turnkey solution to transfer the risk and use procurement to build in alternative strategy such as having multiple installers available so as to spread the risk
R007	Quality		Grant recipient	Installations do not meet approved standards	Poor quality of work from contractors	Homes not improved and scheme credibility undermined	1	2	2	4	4	Procure managing agent to transfer risk and ensure through tendering that all installers have suitable skills, experience and accreditations. Carryout checks with retrofit coordinator including
R011	Covid-19		Grant recipient	Covid or equivalent restrictions put in place	Disease outbreak	Homes cannot be treated within project timescales / timely manner	1	4	2	3	4	Procure a managing agent to transfer risk. Require appropriate H&S risk assessments to continue work with appropriate PPE if possible.
R012	Consumer Demand		Grant recipient	We cannot identify enough suitable properties to complete the install target	Not enough homes wanting to participate	Number of homes set out in bid cannot be treated	1	4	1	4	4	Use the data gathered from Warm & Safe Wiltshire and the IMD postcodes to find more properties in conjunction with managing agent
R013	Consumer Demand		Grant recipient	Proactive demand generation leads to an influx of requests for advice and support that outstrips funding or capacity.	Too many homes wanting help	Expectations raised and customers left feeling they have missed out	1	1	1	4	4	None at this stage as the number of properties set out in the bid was based on consultation with CSE who run the Warm & Safe Wiltshire advice service and the MoU allows for additional 15% of

R015	GDPR		Grant recipient	Project data loss	Inadequate IT support or human error	Works to homes delayed, customer data lost, reputational damage	1	3	3	4	4	Procure a managing agent to transfer the risk and use the tendering process to set out requirements in terms of data management and back-up of information.	
R024	Resourcing		Grant recipient	Lack of internal project resources	Insufficient resources	Delay to procurement, reporting and delivery	1	3	2	4	4	The project has allocated resources, including a project manager and compliance officer. Funding is available to appoint additional staff. Completion of skills and capacity planning to	
R006	Fraud		Grant recipient	False claims of low-income status	Potential fraud, or at best error from applicants	Takes away funding from valid persons and undermines scheme objectives and credibility	1	1	3	3	3	Procure managing agent to transfer risk. Require, through tendering, to check and evidence customer eligibility. Use IMD postcodes to select households.	
R008	Fraud		Grant recipient	Claims are made for installations that did not occur or not completed	Potential fraud, or at best error from installers	Homes not improved and scheme credibility undermined	1	2	3	3	3	Procure managing agent to transfer risk and ensure through tendering that all installers have suitable skills, experience and accreditations. Carryout checks with retrofit coordinator including	
R010	Planning		Grant recipient	Conservation and other planning related delays	Inadequate understanding of planning constraints	Delays to planned works and additional costs in obtaining consents in terms of administration and fees	1	3	2	1	3	Procure a managing agent to transfer the risk. Through tendering of this service seek views on likely planning constraints. Appoint suitably qualified retrofit assessors who shall address this in	
R014	GDPR		Grant recipient	Data security issues	Lack of attention to GDPR	Reputational damage	1	1	1	3	3	This needs to be managed through the procurement process with for the managing agent with a transfer of risk.	
R001	Other	Combination of risks including cost inflation and funding restrictions	Grant recipient	Funding per property is not enough to fund all measures needed	£18,000 budget at outline application stage	Some homes cannot be fully treated	1	1	1	2	2	Risk has been managed through the MoU which allows for additional funding and caps the cost of measures rather than the £18k at outline bid	Contingency Plans