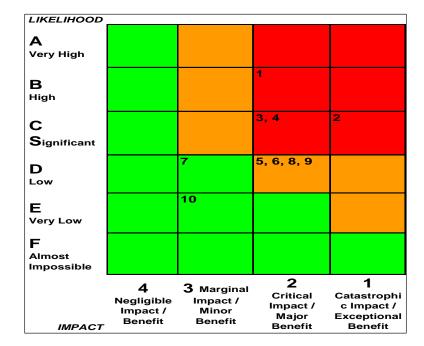
Appendix D - Energy Procurement Project

Project Risk Register

Date Reviewed:September 2011 Next Review Date: October 2011

RISKS

- 1 Energy prices are volatile and rising
- 2 The Energy Supply is seriously disrupted
- 3 The London Energy Project is disbanded during the contract
- 4 Increases in energy prices are difficult to offset without capital investment
- 5 Formal approval process extends beyond October 2011 resulting in higher prices
- 6 Schools withdraw from central procurement during the contract
- 7 Consultation with leaseholders is delayed
- 8 Lack of comparative data showing relative performance of different suppliers
- 9 The performance of the supplier is not transparent during the contract
- 10 Change in supplier causes significant administrative and operational change costs



Risk No.	Objective No.	Project Risk Description	Controls (In Place and Effective)	Risk Rating This Period (after controls)	Risk Rating Last Period		Controls (Underway or Planned) (Incl. Implementation Date)	Control Owner	Target Risk Rating	Target Date	Project Risk Owner	Conmmentary
1		rising Global market conditions	Purchasing strategy recognises/assumes rising prices Additional measures have been taken, eg RE- fit project, to manage demand downwards	B2	N/A	Further Actions	Corporate carbon reduction plan to move consumption away from fossil to renewable	AB/DF	C2		Andrew Baker and Dan Firth	
2	All	Difficult to predict future energy prices The Energy Supply is seriously	Corporate business continuity and emergency	C1	N/A	Confingencies	Ινχρεασε βυδγετ Seek clarification on position & strength of	NB	C2	On-Going	Andrew Baker	
			planning mechanisms			Further Actions	business continuity and emergency planning mechanisms			on cong		
		Consequence				Contingencies						
3		(LEP) is disbanded during the	We have emphasised our participation and continued financial contribution and also highlighted the benefits of the LEP	C2	N/A	Further Actions	We will endeavour to raise the issue at London Councils. (It is important to understand this risk is not entirely within our control). We will seek clarification from the LEP on council number participating in the project	АВ	E2	Oct 2012- Sept 2016	Andrew Baker	
		Less good market information for decision-making				Contingencies						

Risk No.	Objective No.	Project Risk Description	Controls (In Place and Effective)	Risk Rating This Period (after controls)	Risk Rating Last Period		Controls (Underway or Planned) (Incl. Implementation Date)	Control Owner	Target Risk Rating	Target Date	Project Risk Owner	Conmmentary
4	3 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	As we are already buying effectively and efficiently any increase in energy prices will be difficult to offset without significant capital investment	Climate Change strategy	C2	N/A	Further Actions	Re:Fit project Development of CRP Prepare a business case for investment in energy efficiency	AB	E2	Apr-12	Andrew Baker	
	Collegence	Cannot switch fuels and save energy				Contingencie S						
5		The formal approval process extends beyond October 2011 resulting in harrow paying higher prices Delayed/protracted decision-making	Energy purchasing strategy Energy procurement project plan and team in place Report to Cabinet (October 2011)	D2	N/A	Further Actions	Not at this stage	AB	F2	Oct-11	Andrew Baker	
6	Consequence	Paying higher prices than necessary	Have consulted with schools (including	D2	N/A	Contingencie	Formalise participation with schools, with a more	AR	E2	21 10 11	Andrew Baker	
	100	Z Z	academies) and received strong indications they will be members to 2016 Energy procurement project plan and team in place	UZ	WA	Further Actions	legal basis applied to academies	Ab	EZ	31.10.11	Allulew Baker	
		Lose a significant chunk of energy savings affecting prices				Contingencies						
7		Consultation with leaseholders is delayed or absent Legal requirement to consult with leaseholders on the long term agreement. If the bill is likely to be more than £100 per leaseholder we need to serve notice before OJEU is issued. Leaseholders then need 30 days for observations. A second notice will be required once we have prices for new contract If notices are not issued correctly we will be unable to recarge the costs of lenergy to leaseholders for the life of	Meeting with Housing (August 2011), consideration to be given to the requirement for notices in the timetable for procuring the contract	D2	N/A	incles Further Actions	Leaseholders to be issued notices at appropriate time in the procurement process.	MC	F3	31.03.12	Maggie Challoner	

Risk No.	Objective No.	Project Risk Description	Controls (In Place and Effective)	Risk Rating This Period (after controls)	Risk Rating Last Period	Controls (Underway or Planned) (Incl. Implementation Date)		Control Owner	Target Risk Rating	Target Date	Project Risk Owner	Conmmentary
8		comparative data to show the relative performance of different suppliers Data not available to individual councils Don't know which purchaser to choose and the wrong one is chosen in performance terms and Harrow pays	Met with LEP (August 2011) who indicated our preferred supplier has a good record LEP are proven/good source of this type of data and who have expertise	D2		gendies Further Actions	No further actions at this stage		E2		Andrew baker & Dan Firth	
9		transparent during the contract	Met with LEP (August 2011) who have access to the data and have indicated 2 preferred suppliers New contract has PIs which improve transparency	D2	N/A	Contingencies Further Actions Contin	Have sight and monitor relevant PIs	AB/DF	E2	Oct-12 Sept 16	Dan Firth	
10		be significant administrative and	Energy procurement project plan and team in place Recommendation to stay in existing arrangements	E3	N/A	Contingencies Further Actions	Not at this stage	АВ	E3	Oct-11	Andrew Baker	