

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Right to Buy properties	The lease with the Hub is with the Council but if a property is sold the Hub will need to transfer the lease to the new owner	Threat	Right To Buy legislation allows tenants to buy their property in some circumstances. If the lease isn't transferred the solar panels will need to be removed.	The income from the panels would end if they were removed impacting the viability of the project	8/9/15	Low Carbon Hub	1	1	1	1	0	1	The risk lies with Low Carbon Hub as they provide the finance for the installation and repay their shareholders from the income from the solar panel feed in tariffs	The Low Carbon Hub have taken legal advice and will seek tenant consent to transfer a lease in the case of Right To Buy when signing up tenants to the scheme.	TBC		0	Low Carbon Hub
National policy on solar panel incentives	National policy framework for solar panel incentives may change	Threat	The income from future panels may be less than currently available	Financial model for solar panel installations may no longer be viable	8/9/15	Low Carbon Hub	2	3	2	3	1	3	The delivery model is in phases with a sign off on each phase. If the model is no longer viable, the delivery programme would halt. Systems that have already been installed will secure their income and are not affected by future policy changes	Phased delivery programme design by Low Carbon Hub. Delivery of programme is expedited in order to realise the maximum benefits possible.	TBC		0	Low Carbon Hub
National policy framework for LA owned social housing changes	The Council may be required to sell high value properties in the future	Threat	These properties would not be available to the scheme and any solar panels installed may need to be removed	Leases on properties with solar panels that are subsequently sold may not be transferred unless the sale is captured by Right To Buy above.	8/9/15	Stephen Clarke	2	2	2	2	1	2	The Council will have a role in the selection of properties and can remove any that are deemed to be likely to fall within this category. As it is impossible to second guess future policy some of this risk must be accepted to ensure benefits to tenants are captured now.	Council to assess high risk properties with a view to removing them from the potential pipeline list.	TBC		0	Stephen Clarke
Financial failure of the Low Carbon Hub	Financial failure of the Low Carbon Hub	Threat	The Hub would no longer exist and the installation programme would be interrupted	The Hub would need to implement arrangements regarding existing leases	8/9/15	Low Carbon Hub	4	2	4	2	3	2		The installation programme would be rolled out in phases. In each phase the Hub will secure capital to pay the installation contractor in advance. The Council and the Hub will agree appropriate measures to safeguard the completed installations, panels, and the associated FIT income, with the preferred option being to transfer the lease, panels, income and operational obligations to an organisation with similar objectives to the Hub.				Low Carbon Hub
Tenant liaison	Managing communications with tenants in order to maximise benefits and mitigate risks	Opportunity	Tenants need to be involved in the delivery process as consent and on site access will be required. Tenants may need new knowledge to maximise their savings.	More installations take place and tenants maximise savings on their electricity bill.	8/9/15	Stephen Clarke	4	2	3	2	1	1		It is proposed that the Hub fund a tenant liaison officer who would be seconded to the council to work closely with Housing and Property officers and tenants.	TBC			Low Carbon Hub

Electrical standards of the installation	Electrical standards of the installation must be meet Council needs	Threat	The installation of the panels requires a connection with the electrical system of the property	The installation must meet the standards required or there may be a cost to the Council	8/9/15	Stephen Clarke	1	1	1	1	1	1		It is proposed that the Hub will be responsible for the checks needed for the installation of the solar panels and liable for their installation meeting the standards that the Council must meet in its properties. The Hub's installers will not carry out checks beyond the scope of the solar panel installation, but will be required to escalate any issues they observe when visiting the property	TBC			Low Carbon Hub
Dependencies on Council housing portfolio management	Dependencies on Council housing portfolio management	Threat	Staff time needed to liaise with the Hub programme.	cost associated with staff time	8/9/15	Stephen Clarke	1	2	1	1	1	1		The design of an agreed, detailed process flow including a sign-off for each phase would be a requirement of the Agreement to Lease.	TBC			Low Carbon Hub
Delivering environmental benefits in a financially constrained context	Delivering environmental benefits in a financially constrained context	Opportunity	The Hub would raise the capital to install solar panels through a community share offer backed up as required by ethically sourced debt finance	Reduced demand on the HRA Capital programme	8/9/15	Stephen Clarke	3	3	3	1	3	4		Seek approval of CEB and negotiate the required terms and conditions for an Agreement to Lease with Low Carbon Hub	ASAP			Stephen Clarke