

RISKS FOR GREEN DEAL**DEPARTMENT**

	Legislation	Reputational	Equalities / Social Exclusion	Equalities / Social Exclusion	Reputational	Equalities / Social Exclusion	Equalities / Social Exclusion	Reputational	Partnership
KEY FIELDS	LEG	REP	ESE	ESE	REP	ESE	ESE	REP	PRT
Date Risk Identified (or none identified)									
Risk	Failure to prepare an effective HECA report	Reduced ECO funding attracted to district	Unable to attract Green Deal partner	Higher Installation costs	Poor reputation if LA's show no interest in Green Deal	No clear Green Deal solution for residents	Reduced potential of leads due to no Green Deal referral network	Unfocussed insulation market	Lack of capacity in partner local authorities
Cause	No active LA involvement with the Green Deal	No County group, therefore reduced ECO market appeal	No County group and Cambridge housing stock* reduces Green Deal provider appeal. (*high percent of pre-war housing, high rented sector and low easy wins)	No county group means reduced housing stock and reduces the opportunities of economy of scale	No active LA involvement with the Green Deal	No clear County wide scheme means a number of schemes available to residents which may lead to confusion.	No partnership is set up with a Green Deal provider so any potential leads are not referred on directly but left to open market.	No Green Deal partnership set up so all providers promoting the scheme as they feel fit	Budgetary pressures lead to a reduction in the Local Authority Officer time dedicated to the promotion of the scheme
Consequence	Scrutiny from Secretary of State, reputation affected through lack of GD interest and quality of housing stock will not improve.	Fuel poor and hard to treat homes not receiving the assistance they require therefore housing stock not significantly improving in quality.	Fuel poor and hard to treat homes not receiving the assistance they require therefore housing stock not significantly improving in quality.	Cost on installation is higher which will have two effects, 1) increase length of a Green Deal and 2) reduce the measures available	Reputation will be affected as indicates no LA interest in residents welfare. Quality of housing stock will not improve significantly	Confusion will lead to less enquiries due to complication.	This additional barrier will mean that some leads are not taken further	Different messages being promoted, scheme not being promoted to the appropriate areas or residents	Poor take up of the scheme in districts where capacity to deliver is reduced, leading overall reduction in the effectiveness of the scheme
Control Descriptions	HECA demands a reporting requirement in terms of improvement to housing stock and Green Deal activity. Green Deal also meets Climate Change Strategy objectives.	County wide group offers opportunity to consolidate stock and offer greater ECO opportunities to the market.	County wide group offers opportunity to consolidate stock, allows and offers greater opportunities to develop different housing types.	County wide group offers opportunity to consolidate stock, and allows economy of scale.	HECA demands a reporting requirement in terms of improvement to housing stock and Green Deal activity. Green Deal also meets Climate Change Strategy objectives.	The Green Deal can be a complicated scheme, a County group offers the opportunity to promote one scheme for all of Cambridgeshire. This offers clarity, joined up messages and confidence.	A Green Deal partnership will mean direct referrals can be made. This will increase confidence and reduce the hassle factor and should lead to more installations.	The Green Deal partnership will ensure there is relevant focus to the Green Deal in all areas of Cambridge.	Potential for revenue funding to support local authority officer time will be explored as part of the tender process and there is a possibility for collaborative working between local authorities with differing capacities to support the scheme.
Head of Service	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally
Risk Owner	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith
Likelihood	4. Probable	4. Probable	4. Probable	4. Probable	4. Probable	4. Probable	4. Probable	4. Probable	2. Some Possibility
Impact	3. Noticeable Effect	3. Noticeable Effect	3. Noticeable Effect	3. Noticeable Effect	3. Noticeable Effect	3. Noticeable Effect	3. Noticeable Effect	3. Noticeable Effect	2. Some Limited Disruption
Likelihood Score	4	4	4	4	4	4	4	4	2
Impact Score	3	3	3	3	3	3	3	3	2
Risk Residual Score	12	12	12	12	12	12	12	12	4
Risk Classification	Significant	Significant	Significant	Significant	Significant	Significant	Significant	Significant	Low

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DEPARTMENT

	Reputational	Financial	Equalities / Social Exclusion	Partnership	Partnership	Procurement & Contract Management	Procurement & Contract Management	Political	Procurement & Contract Management
KEY FIELDS	REP	FIN	ESE	PRT	PRT	CON	CON	POL	CON
Date Risk Identified (or none identified)									
Risk	Negative sales/promotion tactics of Green Deal	Contributions required to support marketing	ECO funding not targeted effectively	Lack of capacity in Green Deal Partner	Lack of Green Deal Market in Cambridgeshire	Inappropriate/Hard Selling of Green Deal Partner	Lack of Finance from Green Deal Partner	Lack of GD finance generally in the market place	Installer costs not value for money.
Cause	No Green Deal partnership set up so no control on how the Green Deal is promoted	Low uptake of Green Deal that requires further promotion	No Green Deal partnership will mean local knowledge is not used to ensure those residents who need it most benefit.	Partnership underestimates success in Cambridge and there is not the capacity to carry out the work	Partnership has overestimated the potential Green Deal market as residents do not want to take up the scheme	No clear guidelines from Council on expectations	Unable to attract money from Green Deal Finance company.	No finance from the Green Deal Finance Companies	Chosen GD provider is installing measures at higher cost than typical market value.
Consequence	Negative press, reduces confidence in the scheme	Increased costs that could require help from LA's	Fuel poor, vulnerable residents are not assisted.	Work taking a long time to carry out, could lead to reputation issues.	Low levels of work carried out and help not getting to households that require it.	Reputation of Council Partnership and Green Deal could be affected, bad publicity and low uptake.	Reduction in potential measures that can be installed and reputation of brand affected.	Reduction in potential measures that can be installed and reputation of brand affected.	Residents are either paying for GD's longer or have reduced measures available to them.
Control Descriptions	The national scheme has a code of practice for selling the Green Deal, however a local partnership offers an additional level of protection and increases confidence for local residents	The County Group will clearly set out what resources and finance is available to support promotion. Any of the LA's can choose additional support if they wish,	The Green Deal partnership will mean local authority knowledge and data is used appropriately to target assistance where needed.	On going review meetings with partner will need to take place. Partnership will seek to include other local SME's to increase workforce and maintain local economy.	Partnership will work together to promote the scheme and to increase demand. Links with NHS and voluntary sector will be maximised.	Green Deal Providers and Assessors are bound by a national Code of Practice that should remove these risks. An additional agreement in place on behalf of the local partnership will add an additional layer of protection.	Contract between LA's and GD provider will clearly state finance required and an alternative Provider can be sort if funding not available.	If finance fails nationally the scheme will fail nationally. Government has a long term commitment to the GD and have built in national protections.	The contract between the LA's and Provider will require prices to be competitive and we would provider to demonstrate how this will be done. Residents will be made aware the LA scheme is not guaranteed to be the cheapest in the markets and residents are recommended to seek alternative quotations.
Head of Service	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally
Risk Owner	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith
Likelihood	1. Little Chance	2. Some Possibility	2. Some Possibility	1. Little Chance	2. Some Possibility	1. Little Chance	1. Little Chance	1. Little Chance	2. Some Possibility
Impact	2. Some Limited Disruption	1. Virtually No Impact	2. Some Limited Disruption	2. Some Limited Disruption	2. Some Limited Disruption	2. Some Limited Disruption	3. Noticeable Effect	3. Noticeable Effect	2. Some Limited Disruption
Likelihood Score	1	2	2	1	2	1	1	1	2
Impact Score	2	1	2	2	2	2	3	3	2
Risk Residual Score	2	2	4	2	4	2	3	3	4
Risk Classification	Low	Low	Low	Low	Low	Low	low	Low	Low

RISKS FOR GREEN DEAL

DEPARTMENT

	Procurement & Contract Management	Procurement & Contract Management	Equalities / Social Exclusion	Equalities / Social Exclusion	Governance	Reputational	Reputational	Reputational	Reputational
KEY FIELDS	CON	CON	ESE	ESE	GOV	REP	REP	REP	REP
Date Risk Identified (or none identified)									
Risk	Partnership excludes local business	Partnership requires additional management/resource	Scheme unable to reach fuel poor	Scheme not reaching all ethnic groups especially those whose first language may not be English	Personal data being wrongly used or concern about personal data being wrongly used	Issues with Green Deal Customer Service behaviour	Green Deal Assessors not being sufficiently impartial	Incorrect financial advice regarding most suitable finance option.	Measures installed through Green Deal Plans/ECO not working
Cause	GD Provider uses national/out of area workforce	GD Provider inadequately running the scheme which requires further resources from LA's	Vulnerable residents inadequately targeted or do not take up the scheme.	Language issues not addressed as part of the scheme	Green Deal Assessors will be recording personal data	Attitude/behaviour of Green Deal customer service questioned.	Assessors do not declare they are representing a private company or that the resident has freedom to use the assessment to obtain the best deal for them.	Staff not suitably trained to give accurate advice.	Faulty equipment, installed incorrectly or equipment not being used properly.
Consequence	Reduced local economy - Reduced work for SME's which could lead to some going out of business.	Unforeseen costs to LA's	Scheme does not help the groups that need it most. Fuel poor residents continue to pay higher bills than needed	Non English speakers could loose out. Plus reputation damage	Residents could be put at risk regarding data protection	Reputation and success of scheme affected	Reputation of Local Authorities would be questioned with questions asked about relationship.	Residents are not told about the best financial options for their situation and could achieve better value for money.	Equipment appears not to be working and energy bills could be affected.
Control Descriptions	Preference of partnership with GD Provider is to use and develop the local SME sector in relation to the Green Deal. LA's will offer additional support where needed to help SME's	Contract between LA's and GD Provider will clearly state the extent of role each party will play. If one side is not performing then the other party can cease the agreement at any time.	LA Partnership to work directly with provider to target areas. Council held data on deprivation to be supplied to GD provider so they visit areas with high likelihood of vulnerable residents.	All of the city will be offered the service with no exclusion. Letters to include standard phrases that offer translation of letter in a number of languages.	Assessors are highly regulated by a national Code of Practice that covers data protection issues. Agreements put in place by LA partnership will add additional level of protection. Building and performance information may be shared with the Council with the consent of resident.	The Green Deal Code of Practice will cover any issues that arise. The Local Authority can also provide assistance and possibly mediate if required.	The Green Deal Code of Practice requires all Assessors to be impartial and to declare when they represent a company. The Contract between the Green Deal Provider and Local Authorities will also require that impartiality is maintained throughout.	Green Deal plans are regulated under the Consumer Credit Act 1974 and the provider will discuss with the resident the most suitable repayment plan.	The Green Deal aftercare service will ensure and issues are addressed whether it be training or repair and replacement of faulty equipment.
Head of Service	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally
Risk Owner	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith
Likelihood	2. Some Possibility	1. Little Chance	2. Some Possibility	1. Little Chance	1. Little Chance	1. Little Chance	1. Little Chance	1. Little Chance	2. Some Possibility
Impact	1. Virtually No Impact	2. Some Limited Disruption	2. Some Limited Disruption	1. Virtually No Impact	3. Noticeable Effect	2. Some Limited Disruption	2. Some Limited Disruption	2. Some Limited Disruption	2. Some Limited Disruption
Likelihood Score	2	1	2	1	1	1	1	1	2
Impact Score	1	2	2	1	3	2	2	2	2
Risk Residual Score	2	2	4	1	3	2	2	2	4
Risk Classification	Low	Low	Low	Low	Low	Low	Low	Low	Low

RISKS FOR GREEN DEAL

DEPARTMENT

	Reputational	Partnership	Reputational	Reputational	Partnership	Reputational	Reputational	Reputational
KEY FIELDS	REP	PRT	REP	REP	PRT	REP	REP	REP
Date Risk Identified (or none identified)								
Risk	Anticipated savings not being achieved through savings.	Information discovered about illegal practices within property. Such as growing drugs	City Council may be seen as less than impartial in that we would work with one company	Residents feel they are being pushed into the scheme against their will.	Residents contacting LA to discuss Green Deal plans rather than Provider	Damage to householders person/property when surveying/installing	Long term damage appearing to property some time after installation	Cambridge City Council could be liable for outstanding work/damages
Cause	Even though measures installed, energy use in property means increase in bills.	Assessors may come across houses used to grow drugs.	Partnership with single private company	Council will promote the scheme and will try to develop interest in local residents	Information does not clearly state who to contact regarding enquiries	Poorly trained surveyors/installers damaging property when surveying/installing insulation. Inadequate HSW risk assessments	Faults occur in property as a result, or believed to be as a result of measures being installed	Green Deal Provider may cease trading and makes LA's liable
Consequence	Customer believes they are not saving as much as expected and bill higher than predicted.	Clear procedures would need to be established as to how and when it would be appropriate to liaise with the police	Reputation and confidence of City Council could be affected	Lack of uptake in scheme and reputation of Council affected. Could lead to complaints to Councillors, Ombudsman and lack of confidence in the Council	Increased calls to Local Authority rather than to the GD Provider	Damage would mean work would need to be rectified. Potential bad publicity	Claim for damage and or repairs work. Potential bad publicity and loss of reputation.	LA's could potentially incur additional costs. Reputational damage being associated with a failed company/scheme
Control Descriptions	Residents will be explained how to work the measures properly and that increase in home temperature could increase bills. Governments use and regular update of 'in-use factors' will ensure realistic correlation between savings and repayments	To comply with data protection the information is kept only between CCC and the Green Deal Assessor/Provider. However we may need to liaise with the Police in extreme case.	Clear marketing to promote; the relationship between the two organisations, and availability of other installers to be specified in correspondence.	Both the Council and GD Assessors/Providers will make it clear the scheme is voluntary. No hard selling or excessive pushing of the scheme will take place.	All promotional material and paperwork will clearly state who to contact in case of enquiry. Customer Service Centre will also be briefed on these details to ensure residents are referred effectively.	All work is covered by installers insurance. Installer has experience in dealing with past issues. Trained staff up to various accredited standards. LA's could offer to mediate in appropriate cases	Installer member of trade associations covered by guarantees which provides financial cover and arbitration schemes	If Green Deal Provider ceases trading then resident will be protected by the national scheme.
Head of Service	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally	Jas Lally
Risk Owner	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith	Jo Dicks / Justin Smith
Likelihood	2. Some Possibility	1. Little Chance	1. Little Chance	1. Little Chance	1. Little Chance	1. Little Chance	1. Little Chance	1. Little Chance
Impact	2. Some Limited Disruption	1. Virtually No Impact	3. Noticeable Effect	2. Some Limited Disruption	2. Some Limited Disruption	2. Some Limited Disruption	2. Some Limited Disruption	2. Some Limited Disruption
Likelihood Score	2	1	1	1	1	1	1	1
Impact Score	2	1	3	2	2	2	2	2
Risk Residual Score	4	1	3	2	2	2	2	2
Risk Classification	Low	Low	Low	Low	Low	Low	Low	Low