

## Housing and Assets Portfolio Risk Register

Version 06

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## Risk Register - Part 1 (Portfolio Management)

## Finance

Mitigation Urgency Key	
IM – Immediate	Now
ST – Short Term	Within 1 month
MT – Medium Term	1 month plus
Upward arrow	Risk increasing
Downward arrow	Risk decreasing
Sideways arrow	No change in risk

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*CF14	Increasing rent arrears and Impact on the Housing Revenue Account (HRA) Business Plan	↔	IM	Welsh Government has (26 July 2020) increased the notification period to end a tenancy from three months to six months under the Coronavirus Act 2020 whilst voluntary for Local Authorities the expectation is that they will comply. It is anticipated that this will place further pressure on the rent arrears position and impact on our enforcement activity
HA02	Impact on Housing Revenue Account (HRA) budget and business plan with increased disrepair claims	↔	MT	There is currently no evidence that disrepair claims have increased during the Pandemic as such the risk trend is considered to be stable but the current risk rating has now been moved to yellow to reflect a decreasing risk. We will continue to monitor.
*HA03	Rent loss and backlog of voids caused by delayed house moves	↔	MT	We are currently working through a backlog voids. The new tenant's team is now fully staffed and each team member have been set new performance targets to let empty properties and reduce the voids backlog. The risk is reducing and has been downgraded to Yellow until we have worked through the vast majority of backlog cases
*HA05 Updated	Food poverty response continues for a longer period creating financial pressures, impacting on our ability to continue deliveries	↔	MT	Our food response to residents who were advised to shield by the Welsh Government and our most vulnerable residents who were experiencing hardship and unable to afford food was delivered up to 13 <sup>th</sup> August 2020. After this date the service continued at a smaller scale to deliver food to those households, who, when canvassed, expressed concerns around their ability to manage their food requirements. The number of weekly food parcels has reduced and Well-Fed have and continued to provide food support to these shielded and vulnerable residents; assistance is also being utilised from the voluntary sector to help relieve the pressure on Council services. As the shielding programme has been paused with effect from 16 <sup>th</sup> August 2020, the food donations have now also ceased. Well-Fed have created a new food box which is currently being delivered to residents who expressed concerns on how they were going to purchase food once the shielded programme had been paused. The box is being provided at a reduced cost as the meals on wheels service is being established. We are continuing to utilize the support from the voluntary sector to deliver the food boxes. The Well-Fed enterprise have now launched the meals on wheels service Well Fed at

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				Home. We are now delivering and promoting full price food boxes to Flintshire residents. Residents who are struggling to purchase food are referred to Well-Fed to discuss the meals we offer as a more sustainable food option for them. Dependent on their circumstances we are able to offer either a fully subsidized/partly subsidized food box for a period of time while we provide them with relevant support.
*HA09 Updated	Increases in Homelessness, impacts on workforce capacity increased risk of legal challenge and budgets (Discretionary Housing Payments, and Spend to Save Prevention Funds)	↑	MT	Management continue to monitor demand and capacity for homelessness and housing support services. Demand is increasing and expected to increase further as we move into the New Year. Numbers of homeless households accommodated by the Council is up and funding from Welsh Government mitigates some of the immediate financial risk relating to this financial year. There is however no clarity at the present time as to what additional financial support will be available for the next financial year 2021-2020. Extensions of Notice periods and delays to Court proceedings continue to offer some protection to tenants and delay anticipated increase in demand for service and increased risks of homelessness. It is clear there will be a significant instability in the housing market and increased risk of homelessness with our communities on the back of COVID but it is difficult to project the full extent of this at the present time.
*CP01	A reduction in the value/level of capital receipts impacts on the Capital Programme	↔	MT	This risk is difficult to assess as the market is generally slow to react to such economic shocks. We will mitigate the impacts of this through judicial marketing of available assets so as to maximise receipt levels or, as necessary, withdraw assets from the market in the event of market collapse. We may need to consider alternative funding sources, or work to a reduced Capital Programme in the medium to longer term
*CP02	Impact on income levels due to inability to renegotiate higher rents on lease renewals	↔	MT	It is expected that the rental market will adjust to accommodate customer affordability. This will require, on a case by case basis, consideration of best approach which may involve reducing rentals rather than lose a tenant (which in itself would result in rent loss, and empty property business rates liabilities and ongoing maintenance and security costs falling on the Council). We may also need to consider offering shorter tenancies and more frequent break clauses
*CP03	Impact on income due to tenants seeking an extension of rent deferrals	↔	MT	We will need to adjust our strategy to follow any Government guidance and to help stimulate local economic growth. As CP02 above
*CP04	Impact on income due to an increase level of voids within our commercial and industrial estate	↓	MT	We have not extended the rent deferral period for our tenants beyond the first quarter of 2020/21 and contact is being made to invite all tenants to continue with monthly or quarterly payments from July 2020, and to contact us to agree a repayment plan.
*CP06	An increase in property costs due to the unsustainability of Community Assets	↔	MT	We maintain contact and support with our CATs and where necessary provide limited financial support to ensure that they remain viable and sustainable. There are some signs that, in some cases, numbers of attendances to some facilities are at low levels, this may impact upon projected

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				income for these organisations creating risks. The Council may need to consider a special recovery grants fund to support financially.
*CP07	An increase in property costs for the Council due to the unsustainability of Alternative Delivery Models (ADM's)	↔	IM	We are maintaining regular contact with our ADM businesses and are providing intensive support as well as ongoing financial support to ensure that they remain viable and sustainable
*CP08	Delays in the Capital Programme due to contractors going into administration	↔	MT	Capital schemes are progressing as planned.
*CP11	Costs and complexities with the return and reinstatement of Deeside Leisure Centre due to an extended period of use as an emergency hospital	↔	IM	Discussions on reinstatement costs with Welsh Government and the Health Board are at an advanced stage. There has now been agreement with BCUHB around the mechanism for claiming lost revenues due to their occupation although this process needs to be streamlined.
*HA18	Reduced house delivery and increased cost ability to spend allocated grant impacts negatively resulting in Welsh Government claw back	↔	MT	All SHARP schemes are continuing at reduced capacity levels with revised handover dates. Nant y Gro, Gronant pre-start meeting held on 08/06/2020. Scheme will start on site pending discharge of conditions. Planning delays have meant some schemes have not progressed as swiftly as anticipated and has resulted in construction not being started on site as planned. Those schemes that are in construction are experiencing delays with some handover dates are being put back because developers are running out of building materials due to supply shortages across the construction sector. Welsh Government advised of progress at regular intervals
*HA20	Increase in demand for responsive repairs and planned works once lock down restrictions are eased (NEW Homes) Increased cost and resource	↔	MT	Gas servicing, urgent, routine and emergency works are now being undertaken where access is allowed by tenants. . We are reviewing non-emergency repairs procedures with For You Property Services (FYPS) and revising Service Level Agreements. This remains the same, urgent repairs are permitted. Telephone contact will be made with tenants to provide advice and non-urgent repairs will be rescheduled where possible..

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*HA21 Updated	Backlogged voids impact negatively on the New Homes Business Plan	↑	MT	Within NEW Homes there remains a low level of void properties currently. House moves are permitted however accompanied viewings of our new build properties are not allowed due to health and safety risks on site and so these are done virtually where possible. Re-let viewings are completed whilst maintaining social distancing guidelines. The NEW Homes team carry out the majority of tenancy preparation virtually and only meet to sign paperwork and hand over keys. This process will be continued, in order to keep face to face contact to a minimum. However, there is a risk that properties may be void for longer as multiple viewings of a property cannot take place on the same day and void repairs are incurring some delays.

## Workforce

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA24	Unable to enforce tenancy conditions due to current legal protections and court legal system backlog	↔	MT	The temporary “Ban on Evictions” has been extended to 20 <sup>th</sup> September 2020 and notice periods extended to 6 months. Prescribed forms have been changed to reflect the changes to possession procedures in line with Coronavirus Act 2020. Strategic weekly meetings between Housing Manager and Team leaders and monitoring of KPI’s. Whilst this is positive the Courts are dealing with an extensive number of backlogged cases which will impact on progress.
*HA25	Unable to apply to social distancing rules during project delivery putting surveyors, contractors and clients health at risk	↔	ST	Work is continuing with Occupational Therapists, taking specialist advice on a case basis regarding the health and vulnerability of clients. Risk assessments are carried out for all cases prior to any work being completed on the property which include an assessment of the client, surveyor and contractor. No issues have been encountered in relation to being able to maintain social distancing rules. The client has the option to postpone the work if they are not comfortable with having contractors or surveyors in their home.
*HA26	Delays in service delivery if there is a shortage/lack of availability of Personal Protective Equipment (PPE) for contractors and Flintshire County Council (FCC) staff	↔	ST	Since the private sector disabled facilities work adaptation resumed in August, no issues have been encountered in relation to PPE availability. Supply of PPE is monitored and reviewed to ensure continuity of service in line with Welsh Government guidance. Assurance is in place in relation Contractors bidding for DFG in respect of the appropriate levels of PPE to comply with government guidelines

## Property and Assets

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*CP09	Services remain out of use for longer period supplier's failure and availability of equipment/materials	↔	MT	We will identify alternative suppliers or source stock and hold for future use. Areas of particular concern are lift companies, heating installation suppliers, some specialist electronic companies and some raw materials ie plaster. Brexit is now starting to feed through into contractor concerns and contract costs are likely to be negatively impacted. There is now evidence that material supplies are being impacted with delivery times being extended from our suppliers.
*HA30 Updated	Weak performance and reputational damage as development programmes are slow to commence	↔	MT	As the private sector DFG work has resumed, delays have been encountered in the projects starting. This is primarily due to the contractors utilised by the service also being utilised by other local authorities. As worked resumed at approximately the same time across North Wales authorities, there has been an impact on start times and allowing for work to be delivered in line with the Welsh Adaptation Service Standards. Work is ongoing to identify alternative options to engage other contractors currently not utilised by the service which may assist with the imminent delivery of the work. . Management information has highlighted a number of jobs to be delivered have exceeded the delivery timescales as set out in the Housing Adaptations Service Standards. An action plan has been devised to expedite the delivery of this work.
*HA31 Updated	Delays on project starts dependant on components availability	↔	MT	Continue to work with manufacturers and suppliers to monitor availability Specify components requirements at tender stage. Notice to be put on tendering document stating contractor to ensure availability of materials prior to bidding/ agreeing to complete the work. Surveyors to identify individual case reviews to discuss progress and monitor. Up to 8 weeks delay on upvc windows, doors and shower trays.
*HA32	Inability to deliver housing adaptations due to the health of the clients and vulnerability	↓	MT	These customers are vulnerable due to ill health. This has been reviewed and work is ongoing with occupational therapists to take advice on a case by case basis. Risk assessments are completed prior to commencement of work. The service has resumed on a staged programme which is driven by the individual risk assessments. This risk has not materialized and will continue to be monitored
*HA33	People not having suitably safe and adapted accommodation due to the delay of service reinstatement. Quality of life issues customers and reputational damage	↔	MT	Due to the change in risk trend for risk HA30, this has led to the time period our customers are waiting for their adaptations to increase and exceed the guidance set out by the Welsh Adaptation Service Standards.  Urgent cases are still being reviewed jointly by Occupational Therapist and DFG team to assess risk in delivery of adaptation vs. deterioration of customers' health. Cases identified as being critical/essential will be risk assessed, prioritised and approval gained to conduct the work subject to contractor/material availability.

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*HA34	Suppliers unable to provide components for critical installations leading to increased delay and service unavailability for long periods of time	↔	MT	Procurement and supply chains continue to be monitored. No reported difficulties via contacting contractors or suppliers in sourcing materials, parts plant or equipment currently but other issues such as Brexit are also likely to have a significant effect. Contingency plans for Brexit and Business Continuity are being developed to ensure that the service has access to the suppliers and material it requires.
*HA35	Construction site controls post lockdown lead to slow construction progress and increased costs	↓	MT	Contractors report that around 97% of infrastructure and construction sites are currently operating. Productivity is increasing as Companies work to the new Site Operating Guidelines and become familiar with 2m distancing and safer working practices. It is not anticipated that tender prices will fall in 2020, and that they will rise by 0.6% in later quarters. With the end of the Brexit transitional period in December 2020, tender prices are expected to rise by 2.4% in 2021 Risk reduced – all sites are operating efficiently and to programme, no issues encountered during the last quarter relating to supply of materials or availability of Supply Chain – Continue to monitor

### Governance and Legal

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA36	Breach of compliance, potential health and safety issue around statutory inspections of declined access due to social distancing and shielding customers	↔	MT	Managed and monitored access where safe to do so. Good progress is being made in servicing gas and oil fired appliances for tenants whom were previously shielding. As at 16th October 98.6% of stock has received a current gas servicing certificate and a weekly project meeting takes place to co-ordinate servicing for gas and oil servicing in relation to difficult to access properties.
*HA37	Property access and restrictions prevent routine and obligatory inspections	↔	MT	Process introduced for over the phone assessments, with requests for photos
*HA38	Increase in anti-social behaviour and breaches of new social distancing rules	↔	MT	New power under the Coronavirus Act 2020 provides legal basis for dealing with breaches of social distancing and increase in anti-social behavior

## Recovery Risk Register – Part 2 (Portfolio Service &amp; Performance)

## Housing Programmes

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA41 Updated	SHARP programme slow to recover impacting negatively on our own house build programme and targets	↔	MT	<p><b>SHARP Supply Chain</b></p> <p><b>Mitigation</b> 2020/21 - All SHARP schemes are continuing at Pandemic pace with lower on site productivity levels (circa 50- 75%) and the sourcing of alternative sub-contractors and materials suppliers.</p> <p><b>Impact</b> - 2020/21 SHARP Schemes at Garden City, Sealand (12 units) and Dobshill (Former Depot) – Phase 2 ( 13 units) have now been delivered and handed over. Remaining 26 units at Maes Gwern Site on track for delivery by December 2020. 2 outstanding units at Dobshill (Phase 1) complete but awaiting Planning Discharge conditions.</p> <p><b>SHARP Planning Matters</b></p> <p><b>Mitigation</b> 2021/22 - 2 Major SHARP Scheme’s totaling 71 units currently at Planning Application Stage. Scheme 1 Nant Y Gro LL19 9UA ( 41 units) and Scheme 2 Fford Hiraethog and Pandarus ( 30 units).</p> <p>Dedicated SHARP Design Manager having regular meetings with named Planning Officers to track progress of application and receive feedback.</p> <p>Welsh Government kept informed of planning progress through regular meetings.</p> <p><b>Impact</b> – Anticipated 6 month processing period with Planning decision received Spring 2021 <i>subject</i> to favorable consultation. Enabling lead in and mobilisation with Summer 2021 Start on Site delivery of additional new homes in the County.</p>

## Housing &amp; Asset Management

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA42	Increased housing void backlog requiring proactive management to ensure properties let quickly and safely	↔	MT	Due to lockdown advice from Welsh Government the only rehousing that was taking place involved working with the Homelessness Team to help accommodate a small number of rough sleepers and priority homeless clients. The housing allocations team have started to rehouse a number of applicants who are in financial difficulties or are fleeing domestic violence. The allocations service is resuming to an as normal service.

## Homeless Prevention Services

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
*HA43 Updated	Increased demand for Housing Support Grant services and capacity issues create delays and lengthy waits for services	↔	MT	We are monitoring demand for support services through Support Gateway Referrals as this will establish levels and types of support service demand. We are liaising with support providers commissioned through our Housing Support Grant to ensure appropriate management of caseloads and oversight for project capacity. Delivery of additional support through the Phase 2 Plan and Welsh Government funding is ongoing and additional services of Specialist Debt Advice and Housing Support have been brought to increase capacity to these work streams.
*HA44 Updated	SARTH register demand increases creating unmet need due to shortages of existing social housing (Flintshire County Council and Partners)	↔	MT	Demand for Housing Register and social housing is increasing and likely to increase further due to increased hardship, housing need and potential homelessness. We are closely monitoring the levels of demand for this service. Scrutiny Committee have endorsed the 50% nominations approach for Flintshire which will see the current Homeless Cohort being allocated 50% of all available social housing in Flintshire. This will relieve pressures on Homeless Services as outlined in risk HA09. However the high demand property type is 1 bed general needs for the Homeless Cohort and there are very few of these available. All Housing Partners in Flintshire are noting a slowing down of terminations of general tenancies which is having an impact on availability of social housing for relet. This alongside the increased demand is creating additional pressure on the Housing Register as more applicants qualify for social housing and join the Register, but fewer people are leaving the register as less properties are available.
*HA45 Updated	Private landlords face increasing financial pressures leading to instability within the Private Rented Sector, less affordable properties and increased demand and costs for social	↔	MT	We continue to receive requests for support and presentations to the Homeless Team from tenants within the Private Rented Sector. We are closely monitoring levels of service demand and continue to deliver support and refer to other agencies through the Support Gateway. Delays with court proceedings and extended notice periods (now 6 months) provide an opportunity to engage with landlords and tenants to stabilize tenancies at risk of failure. Welsh Government have announced a Private Renting Rent arrears Loan Scheme to offer interest free loans to renters who have fallen behind on rent as a direct result of COVID and we await further information on this scheme and the impact it is having on preventing tenancy failure within the private rented sector. The risk trend is

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	housing providers and homelessness services			increasing based on consideration of the current local economic position and instability within the jobs market potentially which is anticipated to place further pressure on housing support and homelessness services and social housing stock demand if poor households are struggling with their housing costs..

## Previously Closed Risks

Risk Ref.	Risk Title	Risk Trend	Mitigation Urgency	Mitigating Actions
HA07	Delays in the Capital Programme due to contractors going into administration	-	-	-
CP05	The level of voids within our commercial and industrial estate increases – due to less demand from prospective new tenants – with an impact on income targets	-	-	-
*CP10	Increased cost and insurance claims due to Increased levels of vandalism or break-ins	-	-	-
*HA23	Increase costs and reputational damage due to inability to complete Welsh Housing Quality Standards (WHQS) by 2020	-	-	-