

Identification and Classification of Risk									Controlling / Managing the Risk								
Risk No	Section	Risk Classification and Appetite	Threat (Cause)	Consequence	Controls in place	Probability	Severity	Risk Score	Approach	Recommendation / Mitigation	Comment/update on progress since last review (tbc)	Risk Owner	Target Date	Revised Probability	Revised Severity	Revised Score	Risk within agreed appetite level?
1	Housing	Service Delivery Risk - Moderate Appetite (up to 9)	Affordable housing is a key priority of WBC but the delivery of affordable units can sometimes be hard to accomplish due to a range of competing issues i.e. strategic, political, market, economy, fall in S106 receipts, over-reliance on one provider etc. There is a risk that for these reasons housing needs will not be met due to insufficient levels of affordable housing being delivered.	<ul style="list-style-type: none"> Residents living in B&B and temporary accommodation for long periods (potentially breaching 6 week limit for families), leading to welfare issues. Extra strain on services. May only be able to offer options which are expensive and not fit for purpose (such as B&Bs or temporary accommodation). Unable to provide residents with appropriate service/support. Increased numbers/time on Housing register waiting list. Affordable housing targets are not met. 	<ul style="list-style-type: none"> Working closely with private sector landlords to secure houses to rent: PSL scheme; Empty Homes work; Let's Rent. Maximise best use of existing stock. Housing Strategy developed; other strategies and policies under review. Fair, reliant tender process used to appoint partners. Ongoing conversations with prospective partners (i.e. housing associations). 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Continue to work with Planning to implement and monitor Core Strategy. Continue to work with partners to deliver affordable housing schemes (such as, Sheerwater, Egley Road, Portugal Road). Continue to develop relationships with partners to explore possibilities of delivering affordable housing on smaller sites around the borough. Take advantage of new government initiatives and funding as available (i.e. LAHF). Developing 'downsizing' project to increase movement on the housing register. 	<ul style="list-style-type: none"> Continue to work with Planning to implement and monitor Core Strategy. Development underway on Portugal Road to deliver 72 affordable units through Abri Housing Association. Affordable homes under construction in Sheerwater and Egley Road. 	Louise Strongitharm	Ongoing	3: Possible	4: High	12	No
2	All	Service Delivery Risk - Moderate Appetite (up to 9)	Well trained staff who have the relevant experience and skills are essential to effectively undertake the range of tasks required across Housing and Communities Services. It is possible that due to illness, travel problems and other such issues that insufficient numbers of trained staff would be available to run the service, which will impact on service quality and resilience. The Housing Improvement Programme is highlighting gaps in staffing capacity and capability to deliver key improvements.	<ul style="list-style-type: none"> Poor services to customers. Not meeting the legislative and regulatory requirements. Impact on staff case loads and staff morale. Impact on residents and wrongly assigned priorities. WBC reputation and high levels of complaints. 	<ul style="list-style-type: none"> Regular management meetings to assess caseloads and resource issues. Reporting and escalation process in place. Staff and culture workstream within Housing Improvement Programme. 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> Continue to review workloads. Recruit effectively and retain staff. Work with HR to offer training and support to staff. Undertake housing improvement programme. Input to corporate Organisational Development work, including Pulse survey. 	<ul style="list-style-type: none"> Monitoring the new structure following Fit for the Future. Housing All Service Staff Meetings in place 	Louise Strongitharm	Ongoing	2: Unlikely	3: Moderate	6	Yes
3	Health & Wellbeing	Service Delivery Risk - Moderate Appetite (up to 9)	The running of Meals, Careline, Home Support, Leisure Services and Community Centres is dependent on a mix of direct funding from external bodies (such as Health and SCC), as well as discretionary funding from WBC and fees and charges. There is a risk that external funding will be reduced or removed, which would have a negative impact on the services provided and there ongoing provision.	<ul style="list-style-type: none"> Services might need to be reduced or removed. Vulnerable residents will not have the necessary support they need. Impact on staffing levels, work and morale. Less joined up working between social care agencies, health and local authorities, particularly on prevention. 	<ul style="list-style-type: none"> Appropriate senior manager attending partnership forums in particular the North West Surrey Integrated Care Partnership Board to influence/feed into the decision making process. Awareness of alternative funding sources to be targetted. Ongoing monitoring of impacts of higher charges on service demand. 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Work is required to examine the implications of funding cuts to explore other ways of delivery and/or the impact of removing services that are less of a priority. Explore innovative methods of joined up service delivery. Actively contribute and engage with the North West Surrey integrated care partnership. 	<ul style="list-style-type: none"> Considered as part of Gateway process. Have identified Fit For Future savings across services, which are being implemented. Revisited external funding to make sure it covers full on-costs of funded staff. 	Julie Meme / Tim Fleming	Ongoing	2: Unlikely	3: Moderate	6	Yes
4	All	Health & Safety Risk - Low Appetite (up to 4)	The Council has lone working policies/procedures in place to ensure that staff are not put at adverse risk when working alone in buildings, working remotely, and/or home visiting. There is a risk that staff will not always anticipate the need for lone working precautions or adhere to the corporate arrangements in place or not routinely use appropriate systems (i.e. FSP using Skyguard for Home Visiting).	<ul style="list-style-type: none"> Dangerous situation resulting in injury or even death, traumatised staff members. Negative impact to WBC reputation. Police involvement, legal proceedings and/or cost implication to Council. Systems not updated to reflect negative outcome and therefore not safeguard future lone working WBC staff or other public services i.e. Fire services, Doctors etc. 	<ul style="list-style-type: none"> Diaries are updated with visit details. Lone workers contact own team to register when accessing, indicating the duration, and exiting the visit so that wellbeing is verified for each visit. Emergency button can be activated and conversation recorded by Skyguard. Training is completed by all staff whose role requires lone-working. Incidents are escalated to line managers and recorded in systems for future reference. Depending on agreed action - Caution letter / other appropriate action is notified to the offender. 	2: Unlikely	3: Moderate	6	Treat	<ul style="list-style-type: none"> Management overseeing all visits. Options considered - Joint visits with other organisations or in pairs, at a public location, at Council offices. Refresher training recorded against staff member and monitored. HR led working task group. 	<ul style="list-style-type: none"> Policy and procedure under review. 	Louise Strongitharm	Ongoing	1: Remote	3: Moderate	3	Yes
5	Housing	Legal / Regulatory Risk - Low Appetite (up to 4)	A review of the Council's property portfolio (corporate and housing buildings) has indicated that certain assets are in poor condition. There is a risk that current pressures on capital/revenue programmes will mean that sufficient funds will not be available to invest in the assets and they will continue to deteriorate, with some key assets facing potential closure if not fit for purpose.	<ul style="list-style-type: none"> Residents living in poor property conditions, impacting their health and wellbeing. Referral to Regulator of Social Housing (RSH). Breach of Statutory regulations and legislation. Increased costs to revenue budget. Poor reputation. Increased complaints to WBC and even to Ombudsman. Legal prosecution and disrepair claims. 	<ul style="list-style-type: none"> Stock Condition Surveys. Repairs Contract. Skilled Staff within HAT. Increased priority to damp and mould cases. 30-year HRA Business Plan under development. 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> Produce 5 - 30 year capital forecast through stock condition surveys. Implement works programmes. Develop 30-year HRA Business Plan. Procure contracts in advance of works needing to commence. 	<ul style="list-style-type: none"> New Stock Condition Surveys commenced in August 2024. Increased budgets provided for 2024/25 to meet the Decent Homes minimum standard and to progress Fire Safety Works. 30-year HRA Business Plan being developed. Procurement of Contracts for Fire Safety and Decent Homes works on track. 	Craig Humphrey	Ongoing	3: Possible	3: Moderate	9	No

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6	Family Services	Service Delivery Risk - Moderate Appetite (up to 9)	Risk that the additional demands to support Ukrainian refugees in the borough will lead to a possible increase in homelessness. WBC are funded for the scheme and this ring-fenced monies needs to be allocated appropriately for the Ukraine homeless need. However, there is a risk that demand/need will outstrip funding which will lead to a possible increase in homelessness.	<ul style="list-style-type: none"> Limited stock, increased demands put strain on an already pressured service. Families being made homeless and being accommodated in emergency accommodation for extended periods. Budget pressures 	<ul style="list-style-type: none"> Grant income received and monitored through regular budget monitoring. Team of dedicated staff supporting families and hosts to prevent homelessness where ever possible. Secured Local Authority Housing Fund (LAHF) grant to provide extra temporary accommodation for this cohort. 	3: Possible	2: Low	6	Treat	<ul style="list-style-type: none"> Monthly updates to ensure Housing and Resettlement staff are aware of figures and prevent homelessness. Prioritise supporting host families to maintain the placements as long as possible. 	<ul style="list-style-type: none"> 5 LAHF properties delivered in Round 1. £880k of LAHF Round 3 funding secured. 	Catherine Butler	Ongoing	2: Unlikely	4: High	8	Yes
7	Housing	Legal / Regulatory Risk - Low Appetite (up to 4)	Risk that the Council fails to meet its statutory obligations regarding provision of temporary accommodation and length of time families with children stay in B+B accommodation. There is a legal requirement to reduce the use of Bed & Breakfast stays for families with children, particularly where stay exceeds 6 weeks. Due to current challenges around suitable provision, there is a risk the Council fails to meet its statutory obligations regarding provision of temporary accommodation.	<ul style="list-style-type: none"> Families living outside the Borough in unsuitable accommodation. Fines or penalties can be levied against WBC. Staff pressures with increase in case loads and the number of approaches from homeless households. Few and fewer settled homes available for our client group, therefore spend longer in B & B. Landlords are selling, supply of rented properties is decreasing which increases the rent and the demand. 	<ul style="list-style-type: none"> Delivery of Let's Rent scheme and working closely with housing associations, although not enough options to meet current housing need. Monitoring B & B daily, trying to move people out before they hit the 6 week mark, into temporary accommodation and using our own stock. Developed B&B Elimination Plan. 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> Appointed to a new post for managing temporary accommodation. Cleaning up the data for HCLIC. Monitoring B & B on a daily basis, placements into B & B is signed off by a manager. Working with MHCLG Homelessness Team to implement B&B Elimination Plan. 	<ul style="list-style-type: none"> Developed B&B Elimination Plan. 	Catherine Butler	Ongoing	3: Possible	3: Moderate	9	No
8	All	Health & Safety Risk - Low Appetite (up to 4)	Risk that the Council does not comply with safeguarding, statutory audits and health and safety requirements. A safeguarding policy is in place across the Council to provide a framework for all services to adhere to. However, the risk remains that the Council does not comply with safeguarding requirements, including statutory audits and health and safety requirements.	<ul style="list-style-type: none"> Residents become unsafe under WBC jurisdiction. Risk to WBC reputation. Reputational damage. Prosecution, fines etc. 	<ul style="list-style-type: none"> A functioning safeguarding officers group. Designated Safe Guarding Lead, Caldicott guardian, and person in a position of trust. Safeguarding policy. Mandatory safeguarding audits for adults. 	2: Unlikely	3: Moderate	6	Tolerate	<ul style="list-style-type: none"> Existing controls have produced robust outcomes historically. Safeguarding lead must continue to attend Countywide briefings and updates. 	N/a - new risk.	Julie Meme	Ongoing	2: Unlikely	2: Low	4	Yes
9	All	Service Delivery Risk - Moderate Appetite (up to 9)	Risk of folding voluntary sector services causing an increase in service demand for WBC. Due to the current economic challenges and lack of available funding facing the voluntary sector, along with increasing costs and demands, plus the Community Grant withdrawal - local organisations are under greater pressure to remain financially sustainable. It is likely that some organisations will be forced to close and there is a risk that this will lead to increased service demand for WBC.	<ul style="list-style-type: none"> Vulnerable residents receive less support. Greater demand on Council services including housing, health and wellbeing, family services and wider community services. Council unable to support our most vulnerable residents. Reputational damage 	<ul style="list-style-type: none"> Working Wellbeing Group to monitor this need. Hardship funding to Citizens Advice Woking for 2024/25. Advice and support is available to the voluntary sector from the Community Foundation for Surrey and Volunteer Woking. 	3: Possible	2: Low	6	Tolerate	<ul style="list-style-type: none"> Pragmatic solutions amongst the wider voluntary sector to support vulnerable residents. Signposting to other services. 	<ul style="list-style-type: none"> Ongoing monitoring in place. UKSPF funding to CAW and Lightbox. 	Julie Meme	Ongoing	3: Possible	2: Low	6	Yes
10	Housing	Legal / Regulatory Risk - Low Appetite (up to 4)	Risk that housing standards, compliance, and regulatory issues will not be met. To comply with legislation and the Regulatory Standards, Council is required to ensure buildings that are owned and managed by them are safe and kept in good condition with consideration to factors such as gas audit, mould, damp, fire safety. Failure to comply with such standards increases the potential risk to the health and safety of WBC residents and the wider public and if these prescribed standards are not met, WBC will be at risk of litigation from Statutory Authorities and the Regulator for Social Housing.	<ul style="list-style-type: none"> Impact to Health and Safety of WBC residents and wider public. Potential enforcement action being taken against WBC. Council reputational and financial risk. Risk of disrepair claims. Failure in one or more areas should the service be audited. Regulatory intervention 	<ul style="list-style-type: none"> Gas contract in place. Fire Risk Assessment (FRAs) completed Damp and Mould plan in place. Electrical Testing programme in place. Specialist consultants employed. Asset Management Strategy pending. Housing Improvement Programme in place Monthly engagement meeting with Regulator. 	4: Probable	4: High	16	Treat	<ul style="list-style-type: none"> Suitable ICT system required. Increased pool of skilled staff or consultants necessary. Review of budgets Compliance Review 	<ul style="list-style-type: none"> Compliance review underway. Capital programme focused on fire safety remedial actions. 	Craig Humphrey	Ongoing	4: Probable	3: Moderate	12	No
11	Housing	Supplier, Contractor, Partnership Risk - High Appetite (up to 12)	Risk of main repairs contractor failure due to underperformance / insolvency. If the main contractors contract is terminated or they enter into insolvency there will be a period of delay in completing repairs. This will prove detrimental to the overall condition of the housing stock, will reduce customer satisfaction and due to the need to reprocure a new contract will significantly increase procurement and delivery costs.	<ul style="list-style-type: none"> Customers not provided with repairs service. Need to reprocure a new contract. Depleted housing stock. Unable to deliver statutory services. Income loss from poor void performance. Increased procurement costs. Resident satisfaction reduces. Disrepair claims increase. Loss of reputation for WBC. 	<ul style="list-style-type: none"> Regular Contract Meetings. Financial checks. Regular Commercial Meetings. 	2: Unlikely	3: Moderate	6	Treat	<ul style="list-style-type: none"> Annual Finance Checks. Annual insurances to be provided. 	No change.	Craig Humphrey	Ongoing	2: Unlikely	2: Low	4	Yes

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12	Leisure Services	Supplier, Contractor, Partnership Risk - High Appetite (up to 12)	Risk that the Leisure Management contract retender is unsuccessful or delayed (due 1 December 2025). All industry providers have raised concern around their financial position post-Covid. There have been vacancies within the WBC team that mean the reprocurement programme is short.	<ul style="list-style-type: none"> Reduced management fee income to WBC. Reduction or gap in service provision. Failure to secure the best operator for the Borough. 	<ul style="list-style-type: none"> Appointed to vacant Head of Leisure & Communities post. Secured external procurement support. 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Secure external legal and procurement support. Set up project board. 	<ul style="list-style-type: none"> Executive approved reprocurement in July 2024 SLC appointed to help with procurement process. New Head of Service in post. 	Tim Fleming	Ongoing	3: Possible	4: High	12	Yes
13	Housing	Legal / Regulatory Risk - Low Appetite (up to 4)	Risk that Housing does not meet requirements in relation to the WBC complaints policy and the Housing Ombudsman code of guidance. All social landlords are expected to comply with the Ombudsman code of guidance and review it's complaints policy and complete an annual self-assessment against said code. There is a risk that due to current financial challenges and resource pressures, that the Council will not meet its requirements in relation to its complaints policy and the Ombudsman code of guidance.	<ul style="list-style-type: none"> Poor customer care. Adverse findings from the Ombudsman. Compensation payments. Reputational damage and failings published on the Ombudsman website. 	<ul style="list-style-type: none"> Council complaints policy. Responding to Ombudsman enquiries. Senior Manager currently overseeing complaints. Complaints being monitored weekly by service managers. 	3: Possible	3: Moderate	9	Treat	<ul style="list-style-type: none"> Recruitment of customer care and engagement manager. Update Housing complaints policies and procedures. Training for all staff. Carry out self-assessment. 	<ul style="list-style-type: none"> Self-assessment complete and compliant. New Housing Complaints Procedure in place. Mandatory staff training delivered in May 2024. 	Rosalynn Funnell	Ongoing	2: Unlikely	3: Moderate	6	No
14	Housing	Legal / Regulatory Risk - Low Appetite (up to 4)	Risk that not maintaining the housing and community and associated compliance work in Sheerwater could lead to health and safety issues. The current development phases in Sheerwater have the potential for an increase in ASB, vandalism, fly tipping and illegal occupation. This risk highlights the need to address this thus ensuring that the council housing and surrounding community in Sheerwater is safe and compliant.	<ul style="list-style-type: none"> Condition of community, communal areas, and individual blocks deteriorating. Increase in ASB, theft of pipework, fly tipping and drug use. Fire risk assessment undertaken for all blocks in redline area. Not meeting statutory requirements. Residents/family health and well-being/social impact. 	<ul style="list-style-type: none"> Health and Safety risk assessment undertaken and being monitored. Walkabouts in community to look at communal areas, blocks and wider community. Regular reporting and transparent visibility of issues at Sheerwater Regeneration Officer Group. 	4: Probable	3: Moderate	12	Treat	<ul style="list-style-type: none"> Continue monitoring and risk assessing. Improved management and visibility of housing team. 	<ul style="list-style-type: none"> H & S audit of occupied and unoccupied buildings. 	Craig Humphrey	Ongoing	3: Possible	3: Moderate	9	No
15	Health & Wellbeing	Service Delivery Risk - Moderate Appetite (up to 9)	Risk that suitable housing cannot be found for the remaining tenants at Brockhill. The Brockhill Extra Care Scheme is in the process of being decommissioned. However a number of tenants are still living on site. Keeping the site open is leading to significant cost to the HRA due to fire risk, which has resulted in external Fire Evacuation Officers being on site 24/7. The site cannot be fully decommissioned or disposed of until all tenants have been re-housed. As the building is vacated, it provides a lonely and isolating environment for remaining residents.	<ul style="list-style-type: none"> Significant cost to the HRA resulting from 24/7 presence of Fire Evacuation Officers. Delay in decommissioning process and disposal of asset. Uncertainty for tenants and staff. 	<ul style="list-style-type: none"> No properties are currently being re-let within the building. A new fire alarm system has been installed to mitigate some of the fire risk. Personal evacuation plans focusing on individual resident needs. Negotiation with tenants and other providers is ongoing. 	3: Possible	4: High	12	Treat	<ul style="list-style-type: none"> Decommissioning strategy to be agreed. Targeted relocation discussions ongoing with tenants. Ongoing communication strategy for residents and staff. 	<ul style="list-style-type: none"> Tenants have been assessed for support needs, fire risk, and preferences for moving. Negotiation with tenants and other providers is ongoing. 4 tenants still to be rehoused. Brockhill site being marketed for redevelopment. 	Julie Meme	Ongoing	3: Possible	4: High	12	No
16 NEW	Leisure Services	Service Delivery Risk - Moderate Appetite (up to 9)	Risk that the Community Asset transfers fail. There is a risk that an organisation takes over the running of the asset but does not succeed in running the venture or asset do not draw any expression of interest due to future (5 -10 years hence) maintenance costs. There is also a risk that some assets will not receive a viable proposition from a community group and need to close.	<ul style="list-style-type: none"> Reputational damage. Possible legal challenges. Possible closure of assets. 	<ul style="list-style-type: none"> Community Asset Transfer (CAT) Policy CAT project board. 	3: Possible	3: Moderate	9	Treat	<ul style="list-style-type: none"> CAT Policy being followed. Resources made available to monitor and manage. CATs widely publicised to maximise interest. Robust evaluation of business cases. 	<ul style="list-style-type: none"> CAT working group with Terms of Reference in place All assets will listed until the 31/07/24 with all assets having some interest shown. Expressions of interest evaluated in August 2024. 	Riette Thomas	Mar-25	3: Possible	3: Moderate	9	Yes