Improvement and Recovery Plan Risk Register

The risks set out in this appendix are programme-level risks that could have a significant impact on delivery of the Improvement and Recovery Plan, achievement of the fifteen High-Priority Deliverables or the intended outcomes of the programme. They are reviewed through the Improvement and Recovery Board and focus on strategic risks that require oversight and management at a programme level.

More detailed operational, project and activity-level risks are managed within individual workstreams and service areas and are reported through the monthly Theme dashboards, Plans on a Page, Delivery and Outcome RAG assessments and supporting narrative reports. This approach supports the escalation of significant risks to programme level where required, while ensuring routine delivery risks are managed at the appropriate level.

ID	Description	Probability	Impact	RAG	Owner	Mitigating actions
IRPr1	That commercial asset rationalisation doesn't achieve the £170m capital receipts target in FY2627 leading to West Surrey having a greater financial challenge on day one.	Possible	High	H	CR&H SRO	• Delivery plan and critical path monitoring are in place to identify opportunities to accelerate activity and create contingency within the programme. • Alternative disposal options are considered where site-specific issues emerge. • Active management of the commercial disposal programme is maintained to maximise delivery against the £170m target. • Disposal modelling is reviewed regularly with the Finance Commissioner to improve understanding of timing impacts on reserves and the wider financial position. • Options to reduce the financial impact of lost rental income remain under review.
IRPr3	There is a risk that the Council is unable to deliver the housing numbers agreed in the Local Plan due to insufficient deliverable sites, stalled sites, market factors or delivery barriers	Probable	Medium	H	CR&H SRO	• Housing pipeline review and validation arrangements are in place. • Site information, baseline data and housing pipeline intelligence are maintained and updated to support delivery planning.

						• Monitoring arrangements are being developed to identify stalled sites and assign ownership for corrective action. • Engagement with Registered Providers and housing partners forms part of the wider delivery approach. • Progress against the Housing Delivery Plan and housing pipeline is reviewed through programme governance arrangements
IRPr3.1	There is a risk that insufficient capacity, specialist expertise or delivery resources are available to develop and implement the Housing Delivery Plan and associated Housing Delivery Acceleration Programme.	Probable	Medium	M	CR&H SRO	• Inner Circle Consulting has been commissioned to support development and implementation of the Housing Delivery Plan and Housing Delivery Acceleration Programme. • Specialist regeneration expertise has been secured to support delivery of the programme. • Resource requirements and delivery capacity are being assessed as part of development of the Housing Delivery Plan. • Project governance, milestone monitoring and delivery reporting are used to identify and escalate emerging resource constraints and delivery issues. • Capacity requirements for implementation and longer-term delivery are being identified through development of the Housing Delivery Plan and wider West Surrey arrangements.
IRPr4	That the savings plans being developed, do not deliver the £1m in-year savings by the end of FY2627.	Possible	Medium	M	IFS SRO	• Savings delivery is monitored through the Savings Tracker and regular financial reporting. • The Temporary Accommodation reduction plan remains a key component of the overall savings programme. • Validation of Temporary Accommodation assumptions and forecasts forms part of the monthly review process. • Work with accommodation providers and service teams is used to maximise delivery of planned savings. • Forecasting and reporting arrangements are being strengthened to improve visibility of emerging pressures and risks.

IRPr5	That the Council fails to deliver what is required of it to support the Surrey LGR programme, resulting in a negative impact on the Council and its Officers.	Possible	Medium	M	S&TL SRO	• Dedicated LGR leadership and programme management arrangements are in place to coordinate the Council's response to Surrey LGR. • Active engagement is maintained with Surrey LGR programme teams, West Surrey leadership and relevant stakeholders to understand emerging requirements and represent Spelthorne's interests. • LGR risks are monitored and reported through programme governance arrangements, with escalation routes in place where required. • Staff engagement, communications and TUPE consultation arrangements are maintained to support transition readiness. • Participation in Vesting Day planning, workstreams and governance arrangements helps ensure local issues and dependencies are identified and managed at the earliest opportunity
IRPr6	Lack of capacity to deliver the IRP plan, especially alongside the demands of business as usual (BAU) delivery and LGR.	Possible	Medium	M	Programme SRO	• Resource requirements and capacity pressures are reviewed across IRP, BAU and LGR activity. • Specialist support arrangements are in place where required to support delivery of priority workstreams. • Key resource requirements and gaps are monitored through programme governance arrangements. • Delivery reporting and RAG assessments are used to identify and escalate emerging capacity risks and issues.
IRPr7	The recent change of Leadership of the Council has created some uncertainty around how decisions will be made for Spelthorne during the remainder of this financial year.	Likely	Medium	H	Programme SRO	• Programme impacts arising from changes in political leadership are monitored by the Programme SRO. • Engagement with the administration and committee process supports visibility of emerging risks and decision-making impacts.

IRPr8	Risk that the Council is unable to deliver the required reduction in the number and cost of households in Temporary Accommodation this financial year.	Possible	Medium	M	CR&H SRO	• A Temporary Accommodation reduction plan is being delivered with the objective of achieving the required reduction in both household numbers and associated expenditure during the financial year. • Resource requirements and capacity gaps associated with delivery of the plan have been assessed, with additional senior management capacity introduced to strengthen oversight and support delivery of priority actions. • Initial assessment of key resource requirements has been completed and will be reviewed regularly to ensure sufficient capacity remains in place to support delivery of the reduction plan. • Delivery RAG reporting is used to identify, monitor and escalate emerging capacity risks, resource constraints and delivery issues. • Progress towards the required reductions is monitored through a dedicated dashboard and forecasting process, enabling corrective action to be taken where necessary.
IRPr9	There is a risk that we do not get timely agreement from West Surrey to retain key Finance resources required to produce the final accounts for FY2627 leave the Council and that one of more staff leave before 31 March 2027.	Possible	Low	L	F&S SRO	• A mechanism for retaining key Finance resources beyond March 2027 has been agreed with West Surrey and is being maintained through ongoing engagement with relevant stakeholders. • Detailed closure planning arrangements are being developed and maintained. • Ongoing engagement with the Finance Commissioner supports management of emerging resource risks. • Knowledge transfer, staff training and early soft-close arrangements are being implemented to reduce dependency on key interim resources.

						• Retention risks and succession arrangements are reviewed regularly by the Finance management team.
IRPr10	There is a risk that Members will not agree to the recommended approach on the future of KGE.	Possible	Medium	M	CR&H SRO	• Engagement with Members and key stakeholders is maintained throughout development of the preferred option. • Tax, governance and legal issues continue to be reviewed as part of the decision-making process. • External engagement with advisers and HMRC supports development of the final recommendation. • Options appraisal information is maintained and updated to support an evidence-based recommendation to Members.
IRPv11	There is a risk that priority deliverables are completed but the intended outcomes of the Improvement and Recovery Plan are not achieved due to external factors, changing assumptions, resource constraints or emerging financial pressures.	Possible	High	H	Programme SRO	• Outcome measures are monitored through programme reporting and governance arrangements. • Delivery and Outcome RAG assessments are reviewed monthly to identify emerging risks to achievement of programme benefits. • Recovery plans are developed for priority deliverables where outcome confidence deteriorates. • Key assumptions, dependencies and forecasts are reviewed regularly and updated as new information becomes available. • Programme risks, issues and interdependencies are escalated through IRB governance arrangements where they threaten delivery of intended outcomes.