

## APPENDIX B – Updated risk subject areas and changes to Corporate Risk Register risk scores since last Committee update

Risk category	Risk subject area	January 2025			Risk category	Risk subject area	May 2025		
		Impact score	Likelihood score	Combined score/RAG			Impact score	Likelihood score	Combined score/RAG
1a-Housing – Development and Targets	Alternative Development delivery options	3	4	12	1 Housing – Delivering targets for housing development and affordable housing requirements	a. Options for housing development on Council sites and timelines for delivery	3	4	12
1a-Housing - Development and Targets	Timelines for delivery	3	4	12					
1a- Housing - Development and Targets	Housing Development Programme	3	3	9					
1a- Housing - Development and Targets	Local Plan	3	3	9		b. Local Plan	2	2	↓ 4
1b-Housing – Affordable	Housing Supply and Demand	3	4	12		c. Addressing affordable housing supply and housing demand to meet local need	3	4	12
1b-Housing – Affordable	Housing Provision and addressing need	3	4	12					
2-Economy	Long term uncertainty of macroeconomic environment	3	3	9	2-Economy	National and regional threats to local economic prosperity	3	3	9
2-Economy	Cost of doing business crisis	2	3	6					
3-Financial Resilience and Commercial Assets	Commercial investment portfolio	3	3	9	3-Financial Resilience and Commercial Assets	Commercial investment portfolio	3	3	9

4-Financial Resilience and Supporting Communities	Financial Pressures – increased costs	3	3	9	4-Financial Resilience and Supporting Communities	a. Managing increased costs	3	3	9
4-Financial Resilience and Supporting Communities	Restricted borrowing levels	3	3	9		b. Financing projects under restricted borrowing levels	3	3	9
4-Financial Resilience and Supporting Communities	Financial Pressures – Cost of living Crisis and increased demand on Council Services	3	3	9		c. Financial pressures due to increased demand for services	3	3	9
5- Treasury Management	Return on investments	3	3	9	5- Treasury Management	Delivering best value from investments and borrowing	3	3	9
5- Treasury Management	Borrowing	3	3	9					
6-Climate Change	Climate - change threat and impact	3	4	12	6-Climate Change	a. Threat, impact and response	3	4	12
6-Climate Change	Responding and adapting to Climate Change	2	4	8					
6-Climate Change	Integration into decision making	2	3	6		b. Integration into decision making and targets	2	4	8
6-Climate Change	Targets for Climate Change	3	3	9					
7- Corporate Capacity, Resources, Recruitment and Retention	Corporate capacity	3	3	9	7- Corporate Capacity, Resources, Recruitment and Retention	a. Corporate capacity	3	↑ 4	↑ 12
7- Corporate Capacity, Resources, Recruitment and Retention	Recruitment and retention	3	4	12		b. Recruitment and retention	3	4	12

8-Equality, Diversity and Inclusivity	Legislative requirements	2	3	6	8-Equality, Diversity and Inclusivity	Coordinated approach to legislative requirements	2	3	6
8-Equality, Diversity and Inclusivity	Coordinated approach	2	3	6					
9- Working arrangements across LG tiers	Change Management	4	4	16	9- Working arrangements across LG tiers	a. Change Management	4	4	16
9- Working arrangements across LG tiers	Strategic decisions	4	4	16		b. Strategic decisions	4	4	16
10 - Response to External Audit Recommendations	Value for Money/Audit Findings	3	4	12	10 - Response to External Audit Recommendations	Value for Money/Audit Findings	3	4	12

## NOTES:

When assessing the Council's risks in terms of likelihood and impact, we take into account the national and global picture for wider externalities such as the macroeconomic environment and geopolitical factors. Spelthorne's operations remain influenced by these external challenges and pressures, as is the case for other Councils. Due to these externalities, there are many activities that the Council cannot directly control/mitigate, or influence and continued recognition is important. **Red** risks require prompt, planned management action **Amber** risks require planned management action **Green** risks are accepted risks.

How risks are scored: We assess and score risks, with their current controls and current mitigations in place, for likelihood and impact as shown below: Impact can be measured in many ways and will be specific to what you are assessing, but the most common are on objectives, finance, and reputation.

IMPACT	4 Catastrophic				
	3 Major				
	2 Medium				
	1 Trivial				
		1 Rare	2 Unlikely	3 Likely	4 Almost certain
		LIKELIHOOD			