

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

Risk category	Risk subject area	July 2025			October 2025		
		Impact score	Likelihood score	Combined score/RAG	Impact score	Likelihood score	Combined score/RAG
1 Housing – Delivering targets for housing development and affordable housing requirements	a. Addressing affordable housing supply and demand to meet local need	3	4	12	3	4	12
	b. Local Plan	2	2	4	2	2	4
2-Economy	National and regional threats to local economic prosperity	3	3	9	3	3	9
3-Financial Resilience and Commercial Assets	Commercial investment portfolio	3	3	9	4	3	↑ 12
4-Financial Resilience and Supporting Communities	a. Managing increased costs and demands for services	3	3	9	3	3	9
	b. Reducing debt	3	3	9	4	4	↑ 16
5-Climate Change	a. Threat, impact and response	3	4	12	3	4	12

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		Impact score	Likelihood score	Combined score/RAG	Impact score	Likelihood score	Combined score/RAG
	b. Integration into decision making and targets	2	4	8	2	4	8
6- Corporate Capacity, Resources, Recruitment and Retention	a. Corporate capacity	3	4	12	3	4	12
	b. Recruitment and retention	3	4	12	3	4	12
7-Equality, Diversity and Inclusivity	Coordinated approach to legislative requirements	2	3	6	2	3	6
8- Local Government Reorganisation	a. Strategic decisions	4	4	16	4	4	16
	b. Managing change	4	4	16	4	4	16
9- Response to External Audit/Best Value Inspection Recommendations	Value for Money/Audit Findings	3	4	12	3	4	12
10-Contract Management	Contract management	N/A	N/A	N/A	2	4	8

## 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			