Corporate Risks

APPENDIX A

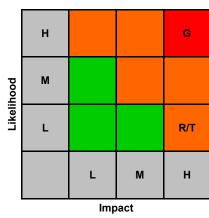
02/01/2025 10:12:42

Air Quality Risk **Impact Measures** Н G **Risk Description** Failure to comply with the Government Directive Timetable **Potential Consequences** * Failure to deliver within prescribed timescale, failure to safeguard health, failure to identify alternatives to CAZ, failure to deliver to standard required. M Likelihood * Failure to comply with Directive Timetable and requirements may result in legal action by Government and Client Earth against the Council. * Failure by UK Government to satisfy ECJ may lead to fines being passed down to failing LA's under Localism Act. *Failure to deliver existing workload commitments and statutory duties. R/T Implication Damage to health / potential legal challenge and further action by Government including intervention in LA Air Quality function. Significant financial implications. Lack of Public Confidence. Reputational damage. Fines if passed down are likely to adversely impact council services. Failure to deliver existing workload commitments and statutory duties L М н **Risk Owners** Nesta Barker; Gordon Mole Risk Rating (G) High Red E Last Review 20/12/2024 Impact 20/03/2025 Final Risk Rating (R) Medium Amber C **Next Review** Target Risk Level (T) Medium Amber C Treatment Tolerate Corporate Risks/Newcastle Under Lyme Path **Objectives Key Controls Identified** 1 - One Council delivering for Local People Corporate Air Quality project Specific risks highlighted in EH profile 3 - Healthy, Active and Safe communities Corporate **Action Plans Action Plan Description Action Plan Action Plan Owner** Due for Comments

Completion by

Type

Risk Breach of health and safety



Impact Measures

Risk Description Failure to comply with relevant health and safety legislation.

Potential Consequences Death or harm to staff, contractors or members of the public. Third party intervention.

ImplicationReputation. Financial. Legal.Risk OwnersGeorgina Evans-Stadward

Risk Rating (G)High Red ELast Review20/12/2024Final Risk Rating (R)Medium Amber CNext Review20/03/2025Target Risk Level (T)Medium Amber CTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives		Key Controls Identified
1 - One Council delivering for Local People	Corporate	Home-working risk assessments
		Health & Safety Policy and Employees Handbook
2 - A successful and sustainable growing Borough	Corporate	Target 100 corporate H&S system
3 - Healthy, Active and Safe communities	Corporate	Internal training policies, EDR, annual training audit, training resources secured, relevant training provided. Health & Safety officer post on establishment.
		Inspection programme of premises.
4 - Town Centres for all	Corporate	Incident Management Team
	- 1	Liaison with external bodies.
		Update seminars, professional membership, access to legislation and reference materials, support from legal services Facilities Management controls in place for regular maintenance and servicing.
		Corporate Health & Safety Committee including senior representation.
		Comprehensive refresher training programme completed
		Health and Safety sub-committees established and operational

Action Plans					
	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Competent Person requiremen	t This role needs to be identified and filled.	Planned	Georgina Evans- Stadward Gordon Mole	31/01/2025	to clarify a competent person is in post however it is viewed sensible to have an additional competent person in case of absence
Monitoring home-working risk assessments	Ask T100 to try to identify staff who have completed the home-working risk assessment and follow up with those who haven't	Ongoing	Georgina Evans- Stadward	28/03/2025	

Ris	Risk Community Cohesion										
	н				Impact Measures Risk Description	Potential breakdown of community cohesion, leading to public disorder.					
					Potential Consequences	Disorder and/or targeting of con	nmunity groups, loss of	of sense of safety, damage to public spaces and buildings.			
Likelihood	M				Implication	Reputation: Loss of trust in public agencies including NULBC Political: Rise in extreme political views of any persuasion within the community Resources: Police as Cat 1 responder withdraws from other duties Financial: Cost implications of recovery					
5	L			R/T/G	Risk Owners	Georgina Evans-Stadward; Gor	,				
					Risk Rating (G)	Medium Amber C	Last Review	20/12/2024			
		L	М	н	Final Risk Rating (R)	Medium Amber C	Next Review	20/03/2025			
					Target Risk Level (T)	Medium Amber C	Treatment	Tolerate			
		lmį	pact		Path	Corporate Risks/Newcastle Und	er Lyme				
Obj	ectives	 S					Key Controls	Is Identified			
3 - I	Healthy, A	Active and	Safe com	munities		Corporate	Multi-Agency Response plan				
							Partners and Pa	Partnership working			
4	Γown Cer	ntres for al	I			Corporate					
Act	Action Plans										
				Action Plan	Description	Action Plan Type	Action Plan Owner	r Due for Comments Completion by			

Risk Corporate Governance

H G G R/T L M H

Impact Measures

Risk Description Failure of Corporate Governance exposes the Council to financial, legal or reputational risk.

Potential Consequences Loss of organisational capacity

Implication Financial implications

Legal challenges Reputation damage Government intervention

Risk Owners Anthony Harold

Risk Rating (G)Medium Amber DLast Review20/12/2024Final Risk Rating (R)Medium Amber CNext Review20/03/2025Target Risk Level (T)Medium Amber CTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives Key Controls Identified

Corporate Audit & Standards Committee

Advice obtained from external bodies as and when required

2 - A successful and sustainable growing Borough

Corporate Leadership Team

Internal Audit inspections

3 - Healthy, Active and Safe communities

1 - One Council delivering for Local People

Monitoring Officer

Corporate

Effective scrutiny arrangements

Corporate

Scrutiny Protocol

Action Plans

4 - Town Centres for all

Action Plan Description Action Plan Action Plan Owner Due for Comments

Corporate

Review of the Scrutiny Protocol To complete the review of the protocol for the council, Planned Anthony Harold 28/03/2025

Risk Cyber risk G н R М Likelihood т М н L

Impact

1 - One Council delivering for Local People

Impact Measures Risk Description

The Council's infrastructure could be compromised by the introduction of malicious software. This could include a traditional destructive virus or another type of incursion such as information gathering software, ransomware, credential harvesting, etc. The threat from Cyber terrorism continues to increase on a global scale and by July 2017, two high profile, highly effective ransomware attacks had already taken place, crippling organisations in both the public and private sector. Everything from non-criminal system failures to criminal activities (be they first or third party) can impact on our ability to operate. •With the new GDPR legislation the risks associated with breaches, made worse by non-compliance to security standards and general best practice, have increased the need to understand our risk landscapes and mitigate them as appropriate.

Potential Consequences Implication

•The impact of these events can have financial, operational, strategic, compliance, criminal, and reputation impacts.

This risk implies that the Council's network or infrastructure has been compromised and an unknown threat actor who has successfully introduced malicious software such as a virus or ransomware to our environment. It should also be considered that this introduction has or will disrupt services or otherwise compromise the Council's information systems over an undetermined period.

The malicious software could have been introduced in any number of ways, such as by a member of staff clicking on a link within an email, the opening of a malicious file or the failure of ICT or a service provider to sufficiently patch and update vulnerable systems. There is also the potential for an attack to make use of a zero-day exploit - something which takes advantage of a previously unknown vulnerability, for which there is no immediate fix or protection.

Risk Owners Sam Clark; Gordon Mole

Last Review 15/11/2024 Risk Rating (G) High Red E 13/02/2025 Final Risk Rating (R) Medium Amber D **Next Review** Target Risk Level (T) Medium Amber C Treatment Treat

Corporate

Path Corporate Risks/Newcastle Under Lyme

Objectives

2 - A successful and sustainable growing Borough Corporate

3 - Healthy, Active and Safe communities Corporate

4 - Town Centres for all Corporate

Key Controls Identified

Staff awareness

Internet and email policies

Anti-Virus scanning at internet gateway

Anti-Virus software

Comprehensive Information Security policies

Blocking of Removable Media

Mandatory Information Security training for staff

Information Security Group

Penetration testing

Receive Gov Cert UK Warnings from NCSC

Use of Government CNS service

Anti-Ransomware software

Patch management

Use of Virtualised Environments

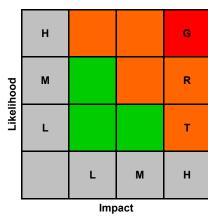
Attendance at West Midlands WARP (West Midlands Warning and Reports Procedures Group)

Location Sign-ins

Security Operations Centre

Action Plans					
	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Briefing to Cabinet	A briefing document highlighting the key cyber risks the council faces is being created. This will be presented to informal cabinet for review and decision.	riefing document highlighting the key cyber risks the Ongoing Sam Clark 31/03/2 uncil faces is being created. This will be presented to	31/03/2025	16/08 - Briefing document to be completed and to include findings from the internal audit on cyber security governance.	
	The key risks include; lack of cyber insurance, use of insecure personal devices, lack of necessary policies, use of outdated equipment etc.				18/10 - Awaiting findings of cyber security governance audit from internal audit.
Cyber Certifications	The council should consider the implementation of cyber security based frameworks and certifications, such as Cyber Essentials, NIST, ISO27001.	Ongoing	Sam Clark	31/03/2025	11/23 - Currently working to identify some suitable frameworks. Each have their own associated costs and certification processes.
					04/24 - Work continuing on selection of relevant frameworks that will be incorporated in the migration to Azure to ensure alignment with security best practice.
					18/10 - migrations underway to move to a new device platform.
IT Security Policy	An IT Security Policy will need to be written and receive the appropriate authorisation. This policy will cover all officers and members with clear protocols on maintaining the security of the Council systems and data.	Planned	Sam Clark	31/03/2025	
Procure Cyber Insurance	The Council does not currently have a Cyber Insurance policy in place. This provides significant financial risk to the council in the event of a cyber incident.	Planned	Annette Bailey Sam Clark	31/03/2025	16/08 - to be picked up as part of the cyber security briefing to IC.
	The key challenges faced by the council in procuring cyber insurance has been the financial cost of such policies, alongside the technical requirements of such policies. For example, most policies require the alignment to a cyber framework or for certain security controls to be in place.				

Risk **Data Breach**



Impact Measures

Risk Description Non-compliance with the Data Protection Act and General Data Protection Act Potential Consequences Potential unlimited fines and damage to reputation. Death and safeguarding issues.

Implication Financial, Legal, Reputation, Criminal,

Risk Owners Sam Clark; Anthony Harold

Risk Rating (G) High Red E **Last Review** 15/11/2024 Final Risk Rating (R) Medium Amber D **Next Review** 13/02/2025 Target Risk Level (T) Medium Amber C Treatment Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People

Corporate

Key Controls Identified

Information Governance Group Formed

Due for

31/03/2025

Training available

Action plan produced

Action Plans

Review of GDPR policies

Action Plan Description

etc.

A wider review of GDPR policies required, including information security, data retention and disposal, FOI, SAR

Action Plan Type

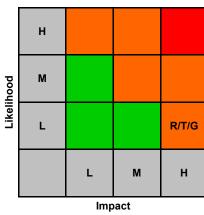
Planned

Action Plan Owner

Sam Clark Julie Hallam Jackie Johnston

Comments Completion by

Risk Failure of a Structure



Impact Measures

Risk Description Risk of failure of Bathpool Reservoir and Nelson Reservoir or other major structures, due to environmental factors, and general

wear and tear.

Potential Consequences Flooding of mainline rail; collapse of drains;

Implication Reputation. Financial. Legal

Risk Owners Andrew Bird; Simon McEneny; Gordon Mole

Risk Rating (G)Medium Amber CLast Review20/12/2024Final Risk Rating (R)Medium Amber CNext Review20/03/2025Target Risk Level (T)Medium Amber CTreatmentTolerate

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Corporate

Key Controls Identified

Regular joint agency review meetings

Regular vegetation removal

Regular water drainage from the Sluice 'tap'

Survey Work on Structure

Action Plans

Monitoring of Structures

Action Plan Description

Action Plan Description

Type

Monitoring of structures through partnership working and agreed monitoring schedule

Action Plan Owner Type

Ongoing

Simon McEneny

Due for Comments

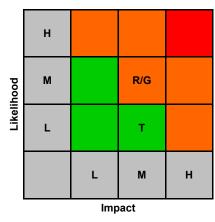
Completion by

31/01/2025

Monitoring equipment installed and maintenance is being undertaken, sluice gate wheel being repaired to allow

agreed monitoring schedule undertaken, sluice gate regular water discharge

Risk Failure to deliver the Environmental Sustainability Action Plan



Impact Measures

Risk Description Failure to achieve the most economic energy & fuel price tariffs for the council; Failure of the Council to audit and report on its

Carbon Emmissions to Central Government;

Failure of the council to achieve statutory reductions in carbon emissions; Inefficient use of energy at the council; Insufficient

finance to implement the Carbon Reduction Programme

Potential Consequences Failure to achieve anticipated savings in energy and fuel consumption. Outcomes not realised and reputational damage to the

council. Increased cost to the council.

Failure to comply with the council's Environmental Sustainability Strategy. Failure to achieve Value for Money. Adverse impact on other budgets/service areas. Non compliance with statutory legislation. Inability to evaluate the level of success of the Carbon

Management Programme.

Implication Financial. Reputation. Legal. Political. Governmental (watching brief with the change in July 2024 Government - may amend the

targets, timelines and grant funding)

Risk Owners Andrew Bird

Risk Rating (G)Medium Amber CLast Review15/11/2024Final Risk Rating (R)Medium Amber CNext Review13/02/2025Target Risk Level (T)Low Green BTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives

4 - Town Centres for all

1 - One Council delivering for Local People

Corporate

Annual allocation of capital funding

Key Controls Identified

Carbon Monitoring of 6 NULBC sites via Wi Beees

2 - A successful and sustainable growing Borough

Corporate

Energy data loggers in place at all the council buildings with a high energy use

Energy purchase contract in place

3 - Healthy, Active and Safe communities

Corporate

Energy reduction report re J2 completed with actions for completion

Environmental Sustainability Action Plan Working Group in place

Government Sep 2022 Business Energy Relief (cap) Scheme

Corporate

Monitoring and Reporting

Ongoing introduction of low-energy products

PIR light control switches in use in main buildings

Pro-active energy management by FM team

Sustainable environment strategy meetings established

Utilisation of information to control energy usage

11 of 23

Action Plans						
	Action Plan Description	Action Plan	Action Plan Owner	Due for	Comments	
	·	Type		Completion by	1	

Ris	sk	I	Financ	ial Risk	(
	н			G	Impact Measures Risk Description	Council's financial position is	s unsustainable in the me	dium to long term.
					Potential Consequences	Council unable to provide ar	nything other than statutor	y (core) services.
-ikelihood	M			R	Implication	Reputation damage. Government intervention.		
kelil					Risk Owners	Sarah Wilkes		
ij	L			Т	Risk Rating (G)	High Red E	Last Review	20/12/2024
					Final Risk Rating (R)	Medium Amber D	Next Review	20/03/2025
		L	м	н	Target Risk Level (T)	Medium Amber C	Treatment	Tolerate
					Path	Corporate Risks/Newcastle	Under Lyme	
•	•	lmp	oact					

Objectives		Key Controls Identified
1 - One Council delivering for Local People	Corporate	Adequate level of reserves and balances
		Regular financial risk assessments
2 - A successful and sustainable growing Borough	Corporate	Realistic medium term financial plan
		Corporate Leadership Team
3 - Healthy, Active and Safe communities	Corporate	
4 - Town Centres for all	Corporate	
Action Plans		
Action Plan Description	Action Plan Ac Type	ction Plan Owner Due for Comments Completion by

Risk Н Likelihood R/T/G М Н

Kidsgrove Sports Centre

Impact Measures

Risk Description Financial failure of new operator and financial risk of step-in by Council

Potential Consequences Subsidy would have to be found by the Borough Council. Staffing implications.

Implication Financial implications, Political. Resource.

Risk Owners Sarah Wilkes

Risk Rating (G) Medium Amber C **Last Review** 20/12/2024 Final Risk Rating (R) Medium Amber C **Next Review** 20/03/2025 Target Risk Level (T) Medium Amber C Treatment Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People

Impact

Corporate

Draw-down fund

Key Controls Identified

Management Agreement

2 - A successful and sustainable growing Borough

Corporate

3 - Healthy, Active and Safe communities

Corporate

4 - Town Centres for all

Corporate

Action Plans

Action Plan Description

Action Plan Type

Action Plan Owner

Due for Completion by 31/01/2025

Comments

Ensure contract management takes place

Planned

Joanne Halliday Craig Turner

Latest copy of accounts received, however checks need to be made by ksc, then procedure to be followed in accordance with the agreement.

Risk Loss of major contractor

Н R/G Likelihood М Н Impact

Impact Measures

Risk Description Loss of major contractor or supplier to the Council.

Potential Consequences Disruption to service; Potential claims Implication Reputation damage; Financial costs;

Risk Owners Gordon Mole

Risk Rating (G) Medium Amber D **Last Review** 20/12/2024 Final Risk Rating (R) Medium Amber D **Next Review** 20/03/2025 Target Risk Level (T) Medium Amber C Treatment Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People Corporate Market intelligence

2 - A successful and sustainable growing Borough Corporate

3 - Healthy, Active and Safe communities Corporate

4 - Town Centres for all Corporate **Key Controls Identified**

Continuous monitoring of contracts and annual credit check

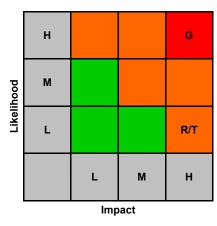
Contracts register in place

Corporate Procurement Officer & Procurement Strategy

Business Continuity Plans in place

Action Plans					
	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Critical supplier lists monitor and review	as of today 16/8/24, the contract register is being updated, and on completion of a first draft, the intention is to forward to the relevant service director asking them to identify high value high risk contracts and contractors where they might require an annual review and publication, and sight of a credit report. As an aside alterts are received on specified organisations if anything changes - e.g. credit ratings, risk ratings etc.	Planned	Simon Sowerby	31/01/2025	If there is concern in the annual credit rating and/or a change throughout the year, a recommendation would be an initial meeting with the supplier to try and understand the background to the changes and if this warrants secondary action i.e. obtaining market intelligence of possible slick and quick routes to market/direct awards, considerations on mitigating the risk by introducing alternate provision/providers to lessen the impact of a major contractor failing. This would however need the Service Director and/or Business Manager to review their specification of requirements and possibly monitor their existing supplier base more closely.
Procurement Rule and provide	The new Procurement Act 2023 is making some significant changes to the way in which goods and services and for that matter capital works are procured - see comment box.	Planned	Simon Sowerby	31/01/2025	1. It aims to create a more level playing field for SME, Micro, and VCS organisations; 2. It is creating a central portal for suppliers to register their details and provide relevant information, which will be used by public sector organisations rather that asking them to complete an SQ (Selection Questionnaire) every time they bid for a public contract; 3. There is greater reporting and notice requirements e.g. advising the market of an intent to publish a contract notice allowing early preparation by prospective bidders; 4. The Procurement Act 2023 will introduce a centralized debarment list maintained by the government. This list will contain information about excluded and excludable suppliers for a specified period, and will be accessible to all contracting authorities. If a supplier is subject to a mandatory or discretionary ground, their name may be entered on the debarment list, along with relevant exclusion details Being on the debarment list can result in exclusion from future procurements. 5. The way in which evaluation is undertaken will change from MEAT (Most Economically Advantageous Tender) to MAT (Most Advantageous Tender) this will allow the use of additional elements of evaluation (Social Value and Sustainability) further opening the marketplace for SME, Micro, and VCS organisations. 6. There will be greater reporting requirements and central government monitoring; 7. There is a considerable amount of training to be done which contains some of the details;

Risk No.1 London Road



Impact Measures

Risk Description The displacement of residents of the property, and those in the surrounding areas, including businesses, due to a major fire

incident. The Borough Council would be a Cat2 responder for the incident, but a Cat1 for the recovery.

The likelihood of fire consuming the whole building.

Potential Consequences Cat 2 - Displacement of 93 households in the property - and unknown surrounding properties.

Cat 1 - High demand for alternative accommodation, after the emergency evacuation procedures are followed.

Unsafe building - Cat 1 - Fire Service, then Cat 2 - Council Building Control.

Transportation issues - moving people around after incident - the resident's cars are parked under the building.

Internal Housing Advice service may need to make eligibility decisions on displaced residents (long-term).

Enforcement against the landlords/freehold tenants/leaseholders - can be made, but should it be, whilst they are undertaking the

necessary steps to obtain funding, materials and workforce to correct the issue.

Implication Financial. Staffing. Reputation. Legal. Political.

Risk Owners Gillian Taylor

Risk Rating (G)High Red ELast Review20/12/2024Final Risk Rating (R)Medium Amber CNext Review20/03/2025Target Risk Level (T)Medium Amber CTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Corporate Bellwin S

Bellwin Scheme should meet 85% of cost

Staffordshire Fire and Rescue Service

Support from Civil Contingencies Unit

Key Controls Identified

Developed CCU emergency site specific plan

Contractors appointed

Action Plans					
	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
To complete the required fire safety works	For the Management Committee to obtain monies from the Building Safety Fund, successfully tender for the works and move on to site. If sufficient process isn't made, the Local Authority has a duty to take action under the Housing Act 2004.	Planned	Gillian Taylor	31/05/2028	The granting of the monies from the Building Safety Fund to the Management Committee is outside of the Council's responsibility. The fire safety works involve compartmentalising flats and floors from each other which should reduce the likelihood of a fire spreading, compared to the current situation. The Joint Inspection Unit are supporting the Council in the enforcement considerations as it is recognised that dealing with this type of building is not with the skill set of the Council's Environmental Health Officers.
					See comment in Risk Review of 22/11/2024 for latest position.

Impact Measures

Risk Description Failure of the Borough Council (both officers and Members) to recognise both a moral and legal obligation to ensure a duty of

care for children and adults across its services.

Potential Consequences Harm and Death. Third Party intervention with investigations.

ImplicationLegal implications.Reputation damage.

Financial implications.

Risk Owners Georgina Evans-Stadward

Risk Rating (G)Medium Amber DLast Review20/12/2024Final Risk Rating (R)Medium Amber DNext Review20/03/2025Target Risk Level (T)Medium Amber DTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Key Controls Identified

Corporate Policy and Procedures

Personnel

Action Plan Owner

Partners and Partnership working

Adult and Child Safeguarding mandatory training

31/01/2025

Action Plans

Corporate awareness raising across the business to recognise Safeguarding as each persons responsibility where required

CLT and Safeguarding Champions to cascade reminders down to staff and Members

Action Plan Description

Action Plan Type Ongoing

Nesta Barker Andrew Bird Sam Clark

Sam Clark
Georgina EvansStadward
Catherine Fox
Joanne Halliday
Anthony Harold
Craig Jordan
Simon McEneny
Gordon Mole
Roger Tait
Gillian Taylor

Sarah Wilkes

Due for Comments Completion by

Risk Н R/G Likelihood Т L М Н

Strategic Projects

Impact Measures

Failure to deliver key strategic project or priorities. **Risk Description**

Potential Consequences Local economic impact

Loss of influence and control

Reputation. Financial. Legal. Implication

Risk Owners Simon McEneny

Risk Rating (G) 20/12/2024 Medium Amber D **Last Review** Final Risk Rating (R) **Next Review** 20/03/2025 Medium Amber D Target Risk Level (T)

Path Corporate Risks/Newcastle Under Lyme

Medium Amber C

Objectives

1 - One Council delivering for Local People

Impact

Corporate

Advice obtained from external bodies as and when required

Treat

Key Controls Identified

Governance

Treatment

2 - A successful and sustainable growing Borough

Corporate

Resources

3 - Healthy, Active and Safe communities

Corporate

4 - Town Centres for all

Corporate

Action Plans					
	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Corporate Project register	Developed to highlight the relevant projects being undertaken, and continuously reviewed.	Ongoing	Georgina Evans- Stadward Sarah Wilkes	31/01/2025	The task is to set-up, then to monitor and review continually.
Develop programme of commercial deliveries and investments		Planned	Joanne Halliday	27/12/2024	on going but difficult climate currently (not slowing down)
Procurement Rule and provide	The new Procurement Act 2023 is making some significant changes to the way in which goods and services and for t that matter capital works are procured - see comment box.	Planned	Simon Sowerby	31/01/2025	1. It aims to create a more level playing field for SME, Micro, and VCS organisations; 2. It is creating a central portal for suppliers to register their details and provide relevant information, which will be used by public sector organisations rather that asking them to complete an SQ (Selection Questionnaire) every time they bid for a public contract; 3. There is greater reporting and notice requirements e.g. advising the market of an intent to publish a contract notice allowing early preparation by prospective bidders; 4. The Procurement Act 2023 will introduce a centralized debarment list maintained by the government. This list will contain information about excluded and excludable suppliers for a specified period, and will be accessible to all contracting authorities. If a supplier is subject to a mandatory or discretionary ground, their name may be entered on the debarment list, along with relevant exclusion details Being on the debarment list can result in exclusion from future procurements. 5. The way in which evaluation is undertaken will change from MEAT (Most Economically Advantageous Tender) to MAT (Most Advantageous Tender) this will allow the use of additional elements of evaluation (Social Value and Sustainability) further opening the marketplace for SME, Micro, and VCS organisations. 6. There will be greater reporting requirements and central government monitoring; 7. There is a considerable amount of training to be done which contains some of the details;
Scheme specific risk registers	Scheme specific risk registers to be reported quarterly to relevant governance boards	Ongoing	Nesta Barker Andrew Bird Sam Clark Allan Clarke Georgina Evans- Stadward Joanne Halliday Craig Jordan Simon McEneny Roger Tait Sarah Wilkes	31/03/2025	which contains some of the details; AH believes these risks are being considered at the Audit & Standards Committee, however it is being looked at to strengthen communications on the submission of reports to the relevant Committee.

Risk		1	Walley	s Quarr	у					
	н			G	Impact Measures					
					Risk Description Current air quality issues in respect of the quarry and the contractor					
ikelihood	M			R/T	Potential Consequences	Citizen quality of life seriously impacted. Adverse media attention. Service Delivery. Economic impact on the Borough.				
ike	L				Implication Reputation. Financial. Resource.					
-					Risk Owners	Nesta Barker; Gordon Mole; Sarah Wilkes				
			М	н	Risk Rating (G)	High Red E	Last Review	20/12/2024		
		L			Final Risk Rating (R)	Medium Amber D	Next Review	20/03/2025		
		_			Target Risk Level (T)	Medium Amber D	Treatment	Treat		
	Impact				Path	Corporate Risks/Newcastle Under Lyme				

Objectives		Key Controls Identified		
1 - One Council delivering for Local People	Corporate	Odour Incident Management Team		
		Specific Walley's Quarry risk profile in place		
3 - Healthy, Active and Safe communities	Corporate	Strategic Co-ordinating Group		
		Abatement Notice		
3 - Healthy, Active and Safe communities	Corporate			

Action Plans					
Action Plans					
	Action Plan Description	Action Plan	Action Plan Owner	Due for	Comments
0 " " " 1		Type	N (B)	Completion by	
Continue with IMT works		Ongoing	Nesta Barker	31/03/2025	
Regular liaison with WQ Ltd	Following agreement reached through formal mediation	Ongoing	Nesta Barker	31/03/2025	
	process regular liaison with WQ Ltd will be taking place.		Gordon Mole		

Risk		1	Workforce								
	н				Impact Measures						
	"				Risk Description	Lack of capacity due to failure to replace and retain key staff or provide resources to cover the work of staff temporarily invother priority areas. Failure to consistently train and develop employees to meet the needs of the Council. Delays to impler reviews of policies and procedures. Aging workforce in certain areas.					
pood	М		R	G	Potential Consequences	s Staff not treated fairly - implications for staff morale, effective recruitment and retention. Skills shortages both locally and nationally. Out of date policies. Failure to maintain day to day service provision where service quality, availability and consistency					
Likelihood	L		т			of service is affected. Ineffective leadership. Inconsistencies of interpretation of policies and procedures. Not supporting managers and employees. Reduced levels of service, non provision of training needs, non involvement in partnership needs etc. due to existing staff meeting the additional workload arising from lack of capacity. Failure to achieve objectives of improvement plan. Increased costs to the authority in relation to flexible retirement.					
		L		н	Implication	Legislation implications. Employee relation implications. Employee safety implications					
			M		Risk Owners	Georgina Evans-	Stadward				
ļ		lmı	pact		Risk Rating (G)	Medium Amber [)	Last Review	20/12/2024		
		-			Final Risk Rating (R)	Medium Amber (Next Review	20/03/2025		
					Target Risk Level (T)	Low Green B		Treatment	Treat		
	Path C					Corporate Risks/	Corporate Risks/Newcastle Under Lyme				
Objectives								Key Controls Identified			
1 - One Council delivering for Local People						Corporate Actively reviewing pay scales					
								Apprenticeship levy available			
2 - A successful and sustainable growing Borough Co					ough		Corporate	Corporate Leadership Team are maintaining an overview			
								Corporate Leadership Team looking Vacancy Approval Forms			
								Interim posts available			
								Leadership Development Programme			
								Staff surveys			
								Updating recruitment procedures			
								Mandatory use	of OPUS		
								Workforce polic	ies in place		
Act	ion Pla	ns									
Deli	Action Plan Description Deliver the People Strategy						Action Plan Type Ongoing	Action Plan Owner Georgina Evans-	Due for Comments Completion by 30/04/2025		
								Stadward Helen Smith			