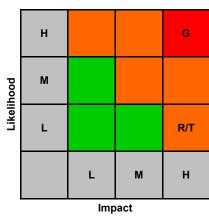
Corporate Risks

Risk Air Quali		ality								
H G Impact Measures Risk Description Fa					•	Failure to comply with the Govern	nment Directive Time	etable		
Likelihood	М				Potential Consequences	* Failure to deliver within prescribed timescale, failure to safeguard health, failure to identify alternatives to CAZ, failure to deliver to standard required. * 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.				
ij	L	L 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				
		-	I M	"	Risk Owners	Nesta Barker; Gordon Mole				
Impact		Risk Rating (G)	High Red E	Last Review	18/07/2025					
					Final Risk Rating (R)	Medium Amber C	Next Review	16/10/2025		
					Target Risk Level (T)	Medium Amber C	Treatment	Tolerate		
					Path	Corporate Risks/Newcastle Under	r Lyme			
)bj	ectives	S					Key Control	s Identified		
1 - One Council delivering for Local People				cal People		Corporate	Air Quality project Specific risks highlighted in EH profile			
3 - I	lealthy, <i>F</i>	Active and	l Safe com	munities		Corporate				
	ion Pla	ıns								
			,	Action Plan	Description	Action Plan	Action Plan Owner	Due for Comments		

Type

Completion by

Risk Breach of health and safety



Impact Measures

Target Risk Level (T)

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.

Treatment

Treat

ImplicationReputation. Financial. Legal.Risk OwnersGeorgina Evans-Stadward

Risk Rating (G)High Red ELast Review04/09/2025Final Risk Rating (R)Medium Amber CNext Review03/12/2025

Path Corporate Risks/Newcastle Under Lyme

Medium Amber C

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
		Liaison with external bodies.
		Update seminars, professional membership, access to legislation and reference materials, support from legal services Corporate Health & Safety Committee including senior representation.
		Corporate Business Continuity Plan
		Comprehensive refresher training programme completed
		Health and Safety sub-committees established and operational

Monitoring home-working risk

Action Plans

assessments

Action Plan Description

Ask T100 to try to identify staff who have completed the home-working risk assessment and follow up with those who haven't

Action Plan Action Plan Owner Type

Ongoing

Georgina Evans-Stadward

O1/04/2026

Stadward

Risk			Comm	unity Co	hesion			
	H Impact Measures Risk Description Potential br				•	Potential breakdown of commun	nity cohesion, leading to	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 publ Political: Rise in extreme politica Resources: Police as Cat 1 resp Financial: Cost implications of re	al views of any persuas conder withdraws from	asion within the community
=	L			R/T/G	Risk Owners	Georgina Evans-Stadward; Gor	don Mole; Roger Tait	
					Risk Rating (G)	Medium Amber C	Last Review	18/07/2025
		L	М	н	Final Risk Rating (R)	Medium Amber C	Next Review	16/10/2025
	Target Risk Level (T)		Target Risk Level (T)	Medium Amber C	Treatment	Tolerate		
		lmį	pact		Path	Corporate Risks/Newcastle Und	er Lyme	
Obj	ectives	<u> </u>					Key Controls	Is Identified
3 - I	Healthy, A	Active and	Safe com	munities		Corporate	Multi-Agency Re	Response plan
							Partners and Pa	Partnership working
4 - Town Centres for all					Corporate			
Act	ion Pla	ıns						
				Action Plan	Description	Action Plan Type	Action Plan Owner	r Due for Comments Completion by

Risk **Corporate Governance**

Н G Likelihood R/T L М Impact

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 D Last Review 18/07/2025 Final Risk Rating (R) Medium Amber C **Next Review** 16/10/2025 Target Risk Level (T) Medium Amber C Treatment Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

Corporate Audit & Standards Committee

1 - One Council delivering for Local People

3 - Healthy, Active and Safe communities

Advice obtained from external bodies as and when required

2 - A successful and sustainable growing Borough

Corporate Leadership Team

Internal Audit inspections

Key Controls Identified

Corporate

Corporate

Monitoring Officer

Effective scrutiny arrangements

Scrutiny Protocol

4 - Town Centres for all

Corporate

Action Plans

Action Plan Description

Action Plan Type

Action Plan Owner

Due for Comments

Completion by Review of the Scrutiny Protocol To complete the review of the protocol for the council, Planned Anthony Harold 30/09/2025 In discussion for external training for Members.

Ris	sk		Cyber	risk
	Н			G
Likelihood	M			R
Likeli	L			Т
		L	M	н

Impact

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

Potential Consequences •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

Risk Rating (G)High Red ELast Review04/09/2025Final Risk Rating (R)Medium Amber DNext Review03/12/2025Target Risk Level (T)Medium Amber CTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People Corporate

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)

Corporate Business Continuity Plan

Location Sign-ins

Security Operations Centre

Action Plans					
	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Cyber Certifications	The council should consider the implementation of cyber security based frameworks and certifications, such as Cyber Essentials, NIST, ISO27001.	Ongoing	Sam Clark	01/10/2025	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.
					May 2025 - Work continuing on moving devices over to Intune. As part of this, the Council will be able to achieve NIST and Cyber Essentials Plus.
Procure Cyber Insurance	The Council does not currently have a Cyber Insurance policy in place. This provides significant financial risk to the	Planned	Annette Bailey Sam Clark	01/11/2025	July 2025 - Work continuing on meeting the required IT security standards and certifications. 16/08 - to be picked up as part of the cyber security briefing to IC.
	council in the event of a cyber incident. 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.				May 2025 - Work is ongoing to review this. Liaising with Jane from Insurance around requirements to procure. There is still a heavy reliance upon the Council holding cyber certifications so these will need to be in place before procurement.
					July 2025 - no change. Work on going to review requirements of insurance providers.

Risk **Data Breach**

G Н М R Likelihood L М Н Impact

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.

Financial, Legal, Reputation, Criminal, Implication

Risk Owners Sam Clark; Anthony Harold

Risk Rating (G) High Red E Last Review 04/09/2025 Final Risk Rating (R) Medium Amber D **Next Review** 03/12/2025 Target Risk Level (T) Medium Amber C Treatment Treat

Corporate Risks/Newcastle Under Lyme Path

Objectives

1 - One Council delivering for Local People

Corporate

Key Controls Identified

Corporate Business Continuity Plan Information Governance Group Formed

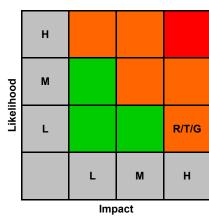
Training available

Action plan produced

Action Plans	Α	cti	on	Р	lans
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Action Plans					
	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
GDPR Training	Continue a corporate push on GDPR training as a mandatory training package.	Ongoing	Sam Clark Georgina Evans- Stadward	01/10/2025	
Review of GDPR policies	A wider review of GDPR policies required, including information security, data retention and disposal, FOI, SAR etc.	Ongoing	Sam Clark Julie Hallam Jackie Johnston	30/09/2025	

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 Review04/09/2025Final Risk Rating (R)Medium Amber CNext Review03/12/2025Target Risk Level (T)Medium Amber CTreatmentTolerate

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Corporate

Key Controls Identified

Corporate Business Continuity Plan Regular joint agency review meetings

Regular vegetation removal

Regular water drainage from the Sluice 'tap'

Survey Work on Structure

Action Plans

Monitoring of Structures

Monitoring of structures through partnership working and agreed monitoring schedule

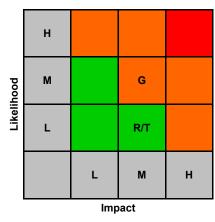
Action Plan Description

Action Plan Type Ongoing Action Plan Owner
Simon McEneny

Due for Completion by 26/09/2025

Comments

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 Review18/07/2025Final Risk Rating (R)Low Green BNext Review14/01/2026Target Risk Level (T)Low Green BTreatmentTolerate

Path Corporate Risks/Newcastle Under Lyme

Objectives		Key Controls Identified
1 - One Council delivering for Local People	Corporate	Annual allocation of capital funding
		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
7 Houris, Hours and Said Sommanias	Corporato	Environmental Sustainability Action Plan Working Group in place
A. Taura Cambras for all	0	Government Sep 2022 Business Energy Relief (cap) Scheme
4 - Town Centres for all	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

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

Risk		I	Financ	ial Risk					
					Impact Measures				
	Н			G	Risk Description	Council's financial position is	unsustainable in the med	dium to long term.	
ŀ					Potential Consequences	Council unable to provide anything other than statutory (core) services.			
Likelihood	М			R	Implication	Reputation damage. Government intervention.			
i ii	L				Risk Owners	Sarah Wilkes			
=				Т	Risk Rating (G)	High Red E	Last Review	04/09/2025	
					Final Risk Rating (R)	Medium Amber D	Next Review	03/12/2025	
		L	М	н	Target Risk Level (T)	Medium Amber C	Treatment	Tolerate	
					Path	Corporate Risks/Newcastle l	Jnder Lyme		
		lmp	act						

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	Corporate Business Continuity Plan
4 - Town Centres for all	Corporate	
Action Plans		
Action Plan Description	Action Plan Type	Action 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** 18/07/2025 Final Risk Rating (R) Medium Amber C **Next Review** 16/10/2025 Medium Amber C Target Risk Level (T) Treatment Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

Key Controls Identified

Management Agreement

1 - One Council delivering for Local People

Impact

Corporate

Draw-down fund

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 26/09/2025

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** 04/09/2025 Final Risk Rating (R) Medium Amber D **Next Review** 03/12/2025 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

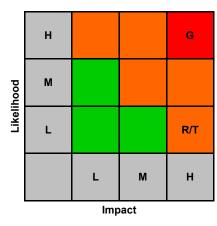
Contracts register in place

Corporate Procurement Officer & Procurement Strategy

Corporate Business Continuity Plan

Action Plans					
	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Critical supplier lists monitor and review	Contract Register updated and circulated as appropriate. A an aside alterts are received on specified organisations if anything changes - e.g. credit ratings, risk ratings etc.		Simon Sowerby	30/09/2025	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.

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 Review18/07/2025Final Risk Rating (R)Medium Amber CNext Review16/10/2025Target Risk Level (T)Medium Amber CTreatmentTreat

Corporate

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Key Controls Identified

Bellwin Scheme should meet 85% of cost

Staffordshire Fire and Rescue Service

Support from Civil Contingencies Unit

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.

Risk Safeguarding Н R/T/G М Likelihood М Impact

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.

Legal implications. Implication Reputation damage.

Financial implications.

Risk Owners Georgina Evans-Stadward

Risk Rating (G) Medium Amber D Last Review 18/07/2025 Final Risk Rating (R) **Next Review** 16/10/2025 Medium Amber D Target Risk Level (T) Medium Amber D Treatment Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Key Controls Identified

Corporate Policy and Procedures

Personnel

Partners and Partnership working

Adult and Child Safeguarding mandatory training

Due for

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

Action Plan Owner

Georgina Evans-Stadward Catherine Fox Joanne Halliday Anthony Harold Craig Jordan Simon McEneny Gordon Mole Roger Tait

Gillian Taylor Sarah Wilkes

Comments Completion by

Part of Mandatory training on the e-learning portal. 30/09/2025

Risk Strategic Projects

H R/G

M R/G

T

L M H

Impact Measures

Risk Description Failure to deliver key strategic project or priorities.

Potential Consequences Local economic impact

Loss of influence and control

Implication Reputation. Financial. Legal.

Risk Owners Simon McEneny

Risk Rating (G)Medium Amber DLast Review04/09/2025Final Risk Rating (R)Medium Amber DNext Review03/12/2025Target Risk Level (T)Medium Amber CTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People

Corporate

Advice obtained from external bodies as and when required

Corporate Business Continuity Plan

Key Controls Identified

2 - A successful and sustainable growing Borough

Corporate

Governance

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
Develop programme of commercial deliveries and		Ongoing	Joanne Halliday	30/09/2025	on going but difficult climate currently (not slowing down).
investments					Work is happening via the One Commercial platform, and it will be looked at to discuss and move forward at a later date.
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	31/03/2026	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.

	н		R/G	Impact Measures Risk Description
poo	М		Т	Potential Consequences

М

Impact

Supported Accommodation

Description Increasing number of unregulated supported accommodation providers, claiming inflated rent costs via housing benefit claims,

resulting in the council being unable to reclaim proportionate amounts from DWP.

Increasing losses from subsidy claim from DWP, and overspend on budgeted amount to cover losses. Increased complaints due

to not processing HB claims within the legal timeline. Failure to meet corporate performance targets in relation to HB processing.

Treat

Unreasonable workloads resulting in potential stress related absence.

Missed opportunity to identify valid and invalid claims, to reduce losses or make savings.

Implication Financial. Reputation. Legal. Political. Perfomance. Staff.

Risk Owners Roger Tait

15/08/2025 Risk Rating (G) High Red E Last Review Final Risk Rating (R) High Red E **Next Review** 14/09/2025 Target Risk Level (T) Medium Amber D Treatment

Path Corporate Risks/Newcastle Under Lyme

Objectives

Risk

1 - One Council delivering for Local People Corporate Compliance

Consultancy advice

Gateway process 3 - Healthy, Active and Safe communities Corporate

Single point of contact

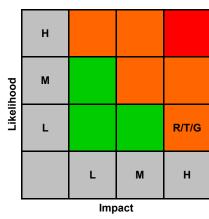
Key Controls Identified

Staff support

Action Plans

Action i lans					
	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Review list of providers	Prioritise Registered Providers in the current list of suppliers, as they are likely to be lower risk for any inflated claims	Planned	Rosie Bloor Gareth Humphreys	31/07/2025	
Staff resource	Explore opportunities for additional staff resource to progress the reviews of exising HB claims and new providers	Planned	Roger Tait		Informal chat with different suppliers for staff availability and costings.

Risk **Town Centre Regeneration/Development Failure**



1 - One Council delivering for Local People

Impact Measures

Risk Description Failure to deliver major redevelopment schemes in Newcastle Town Centre

Potential Consequences Unfinished construction projects on Council land / assets leading to having to source a new contractor to complete developments,

if started on site, loss of time to complete as procurement of new contractor and due diligence on works completed, having to find

a purchaser for finished developments.

Implication Financial. Reputation. Political. Public relations.

Risk Owners Simon McEneny

18/07/2025 Risk Rating (G) Medium Amber C Last Review Final Risk Rating (R) Medium Amber C **Next Review** 16/10/2025 Target Risk Level (T) Medium Amber C Treatment Treat

Corporate Risks/Newcastle Under Lyme Path

Objectives

Key Controls Identified

Corporate Governance

Contract Management

Development Agreement with Capital&Centric 2 - A successful and sustainable growing Borough Corporate

Step In Rights for Failure to Deliver

4 - Town Centres for all Corporate

Action Plans

Action Plan Description Action Plan Action Plan Owner Due for Comments

Type Completion by Contract Management of Robust construction management of development Ongoing Simon McEneny 31/10/2025 Risk established schemes / Capital&Centric agreement and progress on site with / by Capital&Centric

Ris	sk	1	Walley	s Quarı	ry					
	н				Impact Measures					
	п			G	Risk Description	Current air quality issues in respec	t 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.				
ikelił					Implication	Reputation. Financial. Resource.				
_	L				Risk Owners	Nesta Barker; Gordon Mole; Sarah Wilkes				
					Risk Rating (G)	High Red E	Last Review	18/07/2025		
		L	М	н	Final Risk Rating (R)	Medium Amber D	Next Review	16/10/2025		
					Target Risk Level (T)	Medium Amber D	Treatment	Treat		
		Impact		Path	Corporate Risks/Newcastle Under Lyme					

Objectives	Key Controls Identified
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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

Action Plans

Continue with IMT works	Action Plan Description	Action Plan Type Ongoing	Action Plan Owner Nesta Barker	Due for Completion by 30/09/2025	Comments
Regular liaison with the Liquidators		Ongoing	Nesta Barker Anthony Harold Gordon Mole Sarah Wilkes	30/09/2025	

Ris	sk	V	Workf	orce									
	н		R	G	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 involved in other priority areas. Failure to consistently train and develop employees to meet the needs of the Council. Delays to implement reviews of policies and procedures. Aging workforce in certain areas. Potential changes through Local Government Reorganisation.							
Likelihood	М		ĸ	G	Potential Consequences	Implications for staff morale, effective recruitment and retention. Fair treatment of staff. Skills shortages both locally and nationally.							
Likel	L		т			is affected. Ineffective leadership employees. Reduced levels of se staff meeting the additional workle	Out of date policies. Failure to maintain day to day service provision where service quality, availability and consistency 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 taff meeting the additional workload arising from lack of capacity. Failure to achieve objectives of improvement plan. Increased sosts to the authority in relation to flexible retirement.						
		L	М	н	Implication	Legislation implications. Employee relation implications. Employee safety implications							
			_		Risk Owners	Georgina Evans-Stadward							
		Imp	oact		Risk Rating (G)	Medium Amber D	Last Review	04/09/2025					
					Final Risk Rating (R)	Medium Amber C	Next Review	03/12/2025					
					Target Risk Level (T)	Low Green B	Treatment	Treat					
	Path				Path	Corporate Risks/Newcastle Unde	r Lyme						
Obj	ectives	}					Key Control	s Identified					
1 - 0	One Coun	cil deliveri	ing for Lo	cal People		Corporate	Actively reviewing pay scales						
							Apprenticeship levy available						
2 - /	A success	ful and su	stainable	growing Bo	rough	Corporate	Corporate Leadership Team are maintaining an overview						
					-	·	Corporate Leadership Team looking Vacancy Approval Forms						
							Interim posts av	vailable					
							Leadership Dev	relopment Programme					
							Staff surveys						
							Updating recruit	tment procedures					
							Mandatory use	of OPUS					
							Corporate Busir	ness Continuity Plan					
							Workforce polic	ies in place					
Act	ion Pla	ns											
			,	Action Plan	Description	Action Plan Type	Action Plan Owner	Due for Comments Completion by					