

Risk		Air Quality			
Likelihood	H			G	Impact Measures
	M				Risk Description
	L			R/T	Potential Consequences
		L	M	H	Implication
		Impact		Risk Owners	
				Risk Rating (G)	High Red E
				Final Risk Rating (R)	Medium Amber C
				Target Risk Level (T)	Medium Amber C
				Path	Corporate Risks/Newcastle Under Lyme
				Last Review	18/07/2025
				Next Review	16/10/2025
				Treatment	Tolerate

Objectives		Key Controls Identified	
1 - One Council delivering for Local People	Corporate	Air Quality project	
3 - Healthy, Active and Safe communities	Corporate	Specific risks highlighted in EH profile	

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

Risk Breach of health and safety

Likelihood	H			G	Impact Measures			
	M				Risk Description Failure to comply with relevant health and safety legislation.			
	L			R/T	Potential Consequences Death or harm to staff, contractors or members of the public. Third party intervention.			
		L	M	H	Implication Reputation. Financial. Legal.			
					Risk Owners Georgina Evans-Stadward			
					Risk Rating (G) High Red E		Last Review 04/09/2025	
					Final Risk Rating (R) Medium Amber C		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
2 - A successful and sustainable growing Borough	Corporate
3 - Healthy, Active and Safe communities	Corporate
4 - Town Centres for all	Corporate

Key Controls Identified

Home-working risk assessments
Health & Safety Policy and Employees Handbook
Target 100 corporate H&S system
Internal training policies, EDR, annual training audit, training resources secured, relevant training provided.
Health & Safety officer post on establishment.
Inspection programme of premises.
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

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
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	01/04/2026	

Risk Community Cohesion

Likelihood	H				Impact Measures		
	M				Risk Description		
	L				Potential Consequences		
		L	M	H	Implication		
					Risk Owners		
					Risk Rating (G)		
					Final Risk Rating (R)		
					Target Risk Level (T)		
					Path		

Objectives

3 - Healthy, Active and Safe communities	Corporate
4 - Town Centres for all	Corporate

Key Controls Identified

Multi-Agency Response plan  
Partners and Partnership working

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
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Risk Corporate Governance

Likelihood	H				Impact Measures	
	M			G	Risk Description Failure of Corporate Governance exposes the Council to financial, legal or reputational risk.	
	L			R/T	Potential Consequences Loss of organisational capacity	
		L	M	H	Implication Financial implications Legal challenges Reputation damage Government intervention	
Impact					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

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

Audit & Standards Committee
Advice obtained from external bodies as and when required
Corporate Leadership Team
Internal Audit inspections
Monitoring Officer
Effective scrutiny arrangements
Scrutiny Protocol

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
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.

## Risk Cyber risk

Likelihood	H			G
	M			R
	L			T
		L	M	H
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

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

### Implication

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 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

### 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

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### 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

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## 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	<p>11/23 - Currently working to identify some suitable frameworks. Each have their own associated costs and certification processes.</p> <p>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.</p> <p>18/10 - migrations underway to move to a new device platform.</p> <p>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.</p>
Procure Cyber Insurance	<p>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.</p> <p>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.</p>	Planned	Annette Bailey Sam Clark	01/11/2025	<p>July 2025 - Work continuing on meeting the required IT security standards and certifications.</p> <p>16/08 - to be picked up as part of the cyber security briefing to IC.</p> <p>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.</p> <p>July 2025 - no change. Work on going to review requirements of insurance providers.</p>

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Risk Data Breach

Likelihood	H			G	Impact Measures			
	M			R	Risk Description Non-compliance with the Data Protection Act and and General Data Protection Act			
	L			T	Potential Consequences Potential unlimited fines and damage to reputation. Death and safeguarding issues.			
					Implication Financial, Legal, Reputation, Criminal,			
	L	M	H		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	
					Path Corporate Risks/Newcastle Under Lyme			

Objectives

1 - One Council delivering for Local People

Corporate

Key Controls Identified

Action plan produced  
Corporate Business Continuity Plan  
Information Governance Group Formed  
Training available

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

Likelihood	H				Impact Measures		
	M				Risk Description		
	L				Potential Consequences		
		L	M	H	Implication		
					Risk Owners		
					Risk Rating (G)		
					Final Risk Rating (R)		
					Target Risk Level (T)		
					Path		

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

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Monitoring of Structures	Monitoring of structures through partnership working and agreed monitoring schedule	Ongoing	Simon McEneny	26/09/2025	

## Risk Failure to deliver the Environmental Sustainability Action Plan

Likelihood	H				<b>Impact Measures</b>	
	M		G		<b>Risk Description</b>	Failure to achieve the most economic energy & fuel price tariffs for the council; Failure of the Council to audit and report on its Carbon Emissions 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
	L		R/T		<b>Potential Consequences</b>	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.
		L	M	H	<b>Implication</b>	Financial. Reputation. Legal. Political. Governmental (watching brief with the change in July 2024 Government - may amend the targets, timelines and grant funding)
					<b>Risk Owners</b>	Andrew Bird
					<b>Risk Rating (G)</b>	Medium Amber C
					<b>Final Risk Rating (R)</b>	Low Green B
					<b>Target Risk Level (T)</b>	Low Green B
					<b>Path</b>	Corporate Risks/Newcastle Under Lyme
					<b>Last Review</b>	18/07/2025
					<b>Next Review</b>	14/01/2026
					<b>Treatment</b>	Tolerate

## 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

Annual allocation of capital funding

Carbon Monitoring of 6 NULBC sites via Wi Beees

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

Energy purchase contract in place

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

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

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**Action Plans**

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
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Risk Financial Risk

Likelihood	H			G	Impact Measures	
	M			R	Risk Description	
	L			T	Potential Consequences	
		L	M	H	Implication	
					Risk Owners	Sarah Wilkes
					Risk Rating (G)	High Red E
					Final Risk Rating (R)	Medium Amber D
					Target Risk Level (T)	Medium Amber C
					Path	Corporate Risks/Newcastle Under Lyme
					Last Review	04/09/2025
					Next Review	03/12/2025
					Treatment	Tolerate

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

Adequate level of reserves and balances
Regular financial risk assessments
Realistic medium term financial plan
Corporate Leadership Team
Corporate Business Continuity Plan

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
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Risk Kidsgrove Sports Centre

Likelihood	H				Impact Measures	
	M				Risk Description	
	L			R/T/G	Potential Consequences	
		L	M	H	Implication	
					Risk Owners	
					Risk Rating (G)	
					Final Risk Rating (R)	
					Target Risk Level (T)	
					Path	

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

Draw-down fund  
Management Agreement

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Ensure contract management takes place	Planned	Joanne Halliday Craig Turner	26/09/2025	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

Likelihood	H				Impact Measures		
	M			R/G	Risk Description                      Loss of major contractor or supplier to the Council.		
	L			T	Potential Consequences      Disruption to service; Potential claims		
		L	M	H	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
2 - A successful and sustainable growing Borough	Corporate
3 - Healthy, Active and Safe communities	Corporate
4 - Town Centres for all	Corporate

Key Controls Identified

Market intelligence
Continuous monitoring of contracts and annual credit check
Contracts register in place
Corporate Procurement Officer & Procurement Strategy
Corporate Business Continuity Plan

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## 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. As an aside alerts are received on specified organisations if anything changes - e.g. credit ratings, risk ratings etc.	Ongoing	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.

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## Risk No.1 London Road

Likelihood	H			G
	M			
	L			R/T
		L	M	H

Impact

### 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 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

Treat

### Path

Corporate Risks/Newcastle Under Lyme

## Objectives

3 - Healthy, Active and Safe communities

Corporate

## 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

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**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	<p>The granting of the monies from the Building Safety Fund to the Management Committee is outside of the Council's responsibility.</p> <p>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.</p> <p>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.</p> <p>See comment in Risk Review of 22/11/2024 for latest position.</p>

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## Risk Safeguarding

Likelihood	H			
	M			R/T/G
	L			
		L	M	H
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.

### Implication

Legal implications.  
Reputation damage.  
Financial implications.

### Risk Owners

Georgina Evans-Stadward

### Risk Rating (G)

Medium Amber D

### Last Review

18/07/2025

### Final Risk Rating (R)

Medium Amber D

### Next Review

16/10/2025

### Target Risk Level (T)

Medium Amber D

### Treatment

Treat

### Path

Corporate Risks/Newcastle Under Lyme

## Objectives

3 - Healthy, Active and Safe communities

Corporate

## Key Controls Identified

Policy and Procedures

Personnel

Partners and Partnership working

Adult and Child Safeguarding mandatory training

## Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
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	Ongoing	Nesta Barker Andrew Bird Sam Clark Georgina Evans-Stadward Catherine Fox Joanne Halliday Anthony Harold Craig Jordan Simon McEneny Gordon Mole Roger Tait Gillian Taylor Sarah Wilkes	30/09/2025	Part of Mandatory training on the e-learning portal.

Risk Strategic Projects

Likelihood	H				Impact Measures	
	M			R/G	Risk Description Failure to deliver key strategic project or priorities.	
	L			T	Potential Consequences Local economic impact Loss of influence and control	
		L	M	H	Implication Reputation. Financial. Legal.	
Impact					Risk Owners Simon McEneny	
					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
2 - A successful and sustainable growing Borough	Corporate
3 - Healthy, Active and Safe communities	Corporate
4 - Town Centres for all	Corporate

Key Controls Identified

Advice obtained from external bodies as and when required  
Corporate Business Continuity Plan  
Governance  
Resources

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## Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Develop programme of commercial deliveries and investments		Ongoing	Joanne Halliday	30/09/2025	on going but difficult climate currently (not slowing down).  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.

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## Risk Supported Accommodation

Likelihood	H			R/G
	M			T
	L			
		L	M	H
Impact				

### Impact Measures

### Risk 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.

### Potential Consequences

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. Unreasonable workloads resulting in potential stress related absence.

### Implication

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

Financial. Reputation. Legal. Political. Performance. Staff.

### Risk Owners

Roger Tait

### Risk Rating (G)

High Red E

### Last Review

15/08/2025

### Final Risk Rating (R)

High Red E

### Next Review

14/09/2025

### Target Risk Level (T)

Medium Amber D

### Treatment

Treat

### Path

Corporate Risks/Newcastle Under Lyme

## Objectives

1 - One Council delivering for Local People

Corporate

3 - Healthy, Active and Safe communities

Corporate

## Key Controls Identified

Compliance

Consultancy advice

Gateway process

Single point of contact

Staff support

## Action Plans

	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 existing HB claims and new providers	Planned	Roger Tait	31/07/2025	Informal chat with different suppliers for staff availability and costings.

## Risk Town Centre Regeneration/Development Failure

Likelihood	H				<b>Impact Measures</b>	
	M				<b>Risk Description</b> Failure to deliver major redevelopment schemes in Newcastle Town Centre	
	L				<b>Potential Consequences</b> 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.	
		L	M	H	<b>Implication</b> Financial. Reputation. Political. Public relations.	
					<b>Risk Owners</b> Simon McEneny	
					<b>Risk Rating (G)</b> Medium Amber C	<b>Last Review</b> 18/07/2025
					<b>Final Risk Rating (R)</b> Medium Amber C	<b>Next Review</b> 16/10/2025
					<b>Target Risk Level (T)</b> Medium Amber C	<b>Treatment</b> Treat
					<b>Path</b> Corporate Risks/Newcastle Under Lyme	

### Objectives

1 - One Council delivering for Local People	Corporate
2 - A successful and sustainable growing Borough	Corporate
4 - Town Centres for all	Corporate

### Key Controls Identified

Governance  
Contract Management  
Development Agreement with Capital&Centric  
Step In Rights for Failure to Deliver

### Action Plans

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

Risk Walleys Quarry

Likelihood	H			G	Impact Measures	
	M			R/T	Risk Description	
	L				Potential Consequences	
		L	M	H	Implication	
					Risk Owners	Nesta Barker; Gordon Mole; Sarah Wilkes
					Risk Rating (G)	High Red E
					Final Risk Rating (R)	Medium Amber D
					Target Risk Level (T)	Medium Amber D
					Path	Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People	Corporate
3 - Healthy, Active and Safe communities	Corporate

Key Controls Identified

Odour Incident Management Team
Specific Walley's Quarry risk profile in place
Strategic Co-ordinating Group

Action Plans

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

Risk Workforce

Likelihood	H				Impact Measures			
	M		R	G	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.		
	L		T		Potential Consequences	Implications for staff morale, effective recruitment and retention. Fair treatment of staff. Skills shortages both locally and nationally. 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 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	M	H	Implication	Legislation implications. Employee relation implications. Employee safety implications		
Impact					Risk Owners	Georgina Evans-Stadward		
					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	Corporate Risks/Newcastle Under Lyme		

Objectives

1 - One Council delivering for Local People	Corporate
2 - A successful and sustainable growing Borough	Corporate

Key Controls Identified

- Actively reviewing pay scales
- Apprenticeship levy available
- 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
- Corporate Business Continuity Plan
- Workforce policies in place

Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
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