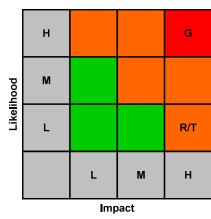


Corporate Risks

03/11/2025 15:11:29

Risk		1	Air Quality									
	н			G	Impact Measures Risk Description							
Likelihood	M			R/T	Potential Consequences	to standard required. * Failure to comply with Directive Timetable and requirements may result in legal action by Government and Client Earth against the Council.						
Like	L				Implication	*Failure to deliver existing worklo	ad commitments and	•				
		,	М	н	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						
		-	"		Risk Owners	Nesta Barker; Gordon Mole						
	Impact Risk Rating (G) High Red E				Risk Rating (G)	High Red E	Last Review	17/10/2025				
					Final Risk Rating (R)	Medium Amber D	Next Review	15/01/2026				
					Target Risk Level (T)	Medium Amber D	Treatment	Tolerate				
					Path	Corporate Risks/Newcastle Under	er Lyme					
Obj	ectives	3					Key Controls	dentified				
1 - 0	One Coun	ncil deliver	ing for Loc	cal People		Corporate	Air Quality project Specific risks highlighted in EH profile					
3 - Healthy, Active and Safe communities						Corporate	opeane nene mg					
Act	ion Pla	ns		Action Plan	Description	Action Plan	Action Plan Owner	Due for Comments				
	Action Plan Description				Description	Type	Action Flan Owner	Completion by				

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 Review04/09/2025Final Risk Rating (R)Medium Amber CNext Review03/12/2025Target 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
		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 I	Plans
----------	-------

	Action Plan Description	Action Plan	Action Plan Owner	Due for	Comments
		Type		Completion by	•
Monitoring home-working risk	Ask T100 to try to identify staff who have completed the	Ongoing	Georgina Evans-	01/04/2026	
assessments	home-working risk assessment and follow up with those		Stadward		
	who haven't				

Risk		(Comm	unity Co	ohesion					
	н				Impact Measures Risk Description	Potential breakdown of commu	nity cohesion, leading to	o public disorder.		
					Potential Consequences	Disorder and/or targeting of con	nmunity groups, loss of	sense of safety, dam	nage to public spaces and buildings.	
Likelihood	M				Implication	Reputation: Loss of trust in pub Political: Rise in extreme political Resources: Police as Cat 1 respending and the political cost implications of responsible to the publication of the	al views of any persuas conder withdraws from (ion within the commu	unity	
5	L			R/T/G	Risk Owners	·	Georgina Evans-Stadward; Gordon 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)	Medium Amber C	Treatment	Tolerate		
		lmį	oact		Path	Corporate Risks/Newcastle Und	ler Lyme			
Obj	ectives	<u> </u>					Key Controls	Identified		
3 - I	Healthy, A	Active and	Safe com	munities		Corporate	Multi-Agency Response plan			
							Partners and Pa	rtnership working		
4 - Town Centres for all						Corporate				
Act	ion Pla	ns								
Action Plan Description			Action Plan Type	Action Plan Owner	Due for Completion by	Comments				

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 Review17/10/2025Final Risk Rating (R)Medium Amber CNext Review15/01/2026Target Risk Level (T)Medium Amber CTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives
1 - One Council delivering for Local People

Corporate

Key Controls Identified
Audit & Standards Committee

Advice obtained from external bodies as and when required

2 - A successful and sustainable growing Borough

Corporate C

Corporate Leadership Team

Internal Audit inspections

3 - Healthy, Active and Safe communities

Corporate

Monitoring Officer

Effective scrutiny arrangements

Scrutiny Protocol

4 - Town Centres for all

Corporate

Action Plans

Action Plan Description

Review of the Scrutiny Protocol To complete the review of the protocol for the council

Action Plan Action Plan Owner Type

Action Plan Owner Completion by

Planned Anthony Harold 31/03/2026 In discussion for external training for Members.

Ris	sk	(Cyber risk							
					Impact Measures					
	Н			G	Risk Description			the introduction of malicious software. This could include a traditional nformation gathering software, ransomware, credential harvesting, etc.		
Likelihood	М			R	Potential Consequences	tial Consequences 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 this introduction has or will disrupt services or otherwise compromise the Council's information systems over an undetermine period.				
<u> </u>	L			т	Implication	financial, operational, strate	gic, compliance, criminal,	and reputation impacts.		
ļ					Risk Owners	Sam Clark; Gordon Mole				
		L	l _M	н	Risk Rating (G)	High Red E	Last Review	03/11/2025		
		_	"		Final Risk Rating (R)	Medium Amber D	Next Review	01/02/2026		
•		lmı	pact		Target Risk Level (T)	Medium Amber C	Treatment	Treat		
					Path	Corporate Risks/Newcastle	Under Lyme			

Objectives		Key Controls Identified		
1 - One Council delivering for Local People	Corporate	Internet and email policies		
		Anti-Virus software		
2 - A successful and sustainable growing Borough	Corporate	Comprehensive Information Security policies		
		Blocking of Removable Media		
3 - Healthy, Active and Safe communities	Corporate	Mandatory Information Security training for staff		
o Treating, Flouve and Gale communities	Corporate	Information Security Group		
A. Tana Ocalus for all	0	Receive Gov Cert UK Warnings from NCSC		
4 - Town Centres for all	Corporate	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	July 2025 - Work continuing on meeting the required IT security standards and certifications.
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	01/11/2025	July 2025 - no change. Work on going to review requirements of insurance providers.
	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.				

Ris	sk		Data B	reach
	H			G
pood	М			R
Likelihood	L			т
		L	М	Н

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

Sam Clark; Anthony Harold **Risk Owners**

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

Impact

Corporate

Key Controls Identified Action plan produced

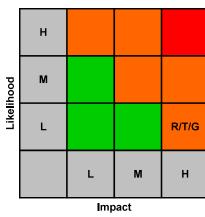
Corporate Business Continuity Plan Information Governance Group Formed

Training available

Ac	tion	Plans

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

Action Plan Description

Action Plan

Action Plan Owner

Due for Comments Completion by

Monitoring of Structures

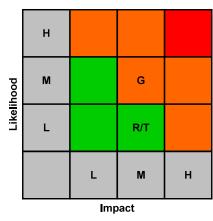
Monitoring of structures through partnership working and agreed monitoring schedule

Type Ongoing

Simon McEneny

26/09/2025

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 Review03/11/2025Final Risk Rating (R)Low Green BNext Review02/05/2026Target 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	Environmental Sustainability Action Plan Working Group in place		
o Fisakiny, Fisako ana sale seminankise	Corporato	Government Sep 2022 Business Energy Relief (cap) Scheme		
4. Taum Cantura for all	0	Monitoring and Reporting		
4 - Town Centres for all	Corporate	Ongoing introduction of low-energy products		
		Sustainable environment strategy meetings established		

Action Plans

Action Plan Description	Action Plan	Action Plan Owner	Due for	Comments
	Туре		Completion by	<u> </u>

Ris	sk		Financ	ial Risk	X .			
	н			G	Impact Measures			
					Risk Description	Council's financial position is t	unsustainab l e in the me	dium to long term.
					Potential Consequences	Council unable to provide any	thing other than statutor	ry (core) services.
Likelihood	M			R	Implication	Reputation damage. Government intervention.		
kelii					Risk Owners	Craig Turner		
Ē	L			Т	Risk Rating (G)	High Red E	Last Review	17/10/2025
					Final Risk Rating (R)	Medium Amber D	Next Review	16/10/2025
		L	м	н	Target Risk Level (T)	Medium Amber C	Treatment	Tolerate
					Path	Corporate Risks/Newcastle U	nder Lyme	
'		lm	pact					

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 L М

Impact

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 Craig Turner

Risk Rating (G) Medium Amber C Last Review 17/10/2025 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

Key Controls Identified

Management Agreement

1 - One Council delivering for Local People

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

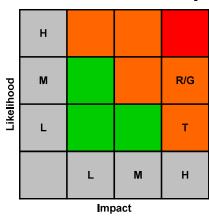
Ensure contract management takes place

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



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 DLast Review03/11/2025Final Risk Rating (R)Medium Amber DNext Review01/02/2026Target Risk Level (T)Medium Amber CTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives
1 - One Council delivering for Local People

Corporate

Key Controls Identified

Corporate Business Continuity Plan

Market intelligence

2 - A successful and sustainable growing Borough

Corporate

Continuous monitoring of contracts and annual credit check

Contracts register in place

3 - Healthy, Active and Safe communities

Corporate

Corporate

Corporate Procurement Officer & Procurement Strategy

4 - Town Centres for all

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	s Ongoing	Simon Sowerby	30/09/2026	The contract register is reviewed annually, ending around Nov/Dec. this is then sent to the relevant Directors and
	anything changes - e.g. credit ratings, risk ratings etc.				Business Managers to monitor.

Risk No.1 London Road

H G M M R/T L M H

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. Environmental.

Risk Owners Nesta Barker; Gillian Taylor

Risk Rating (G)High Red ELast Review17/10/2025Final Risk Rating (R)Medium Amber CNext Review15/01/2026Target Risk Level (T)Medium Amber CTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Key Controls Identified

Corporate 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 H R/T/G L M H

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. Reputation, Community, Financial. Political.

Risk Owners Georgina Evans-Stadward

Risk Rating (G)Medium Amber DLast Review17/10/2025Final Risk Rating (R)Medium Amber DNext Review15/01/2026Target Risk Level (T)Medium Amber DTreatmentTreat

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Impact

Corporate

Policy and Procedures

Key Controls Identified

Personnel

Action Plan Owner

Partners and Partnership working

Adult and Child Safeguarding mandatory training

Due for

Completion by

31/03/2026

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

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

OLITA CALL

Comments

Part of Mandatory training on the e-learning portal.

Risk Н R/G Т

L

Strategic Projects

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 D Last Review 17/10/2025 Final Risk Rating (R) Medium Amber D **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

Advice obtained from external bodies as and when required

Corporate Business Continuity Plan

Key Controls Identified

2 - A successful and sustainable growing Borough

М

Impact

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 Craig Turner	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.

Ris	sk	5	Suppo	rted Ac	commodation			
ſ					Impact Measures			
	Н			R/G	Risk Description	Increasing number of unregulated s resulting in the council being unable	• •	dation providers, claiming inflated rent costs via housing benefit claims, onate amounts from DWP.
pood	М			т	Potential Consequences		the legal timeline. F	verspend on budgeted amount to cover losses. Increased complaints due ailure to meet corporate performance targets in relation to HB processing. lated absence.
Likelihood	٦					Missed opportunity to identify valid	and invalid claims, t	to reduce losses or make savings.
	_				Implication	Financial. Reputation, Legal. Politic	al. Perfomance. Sta	ff.
					Risk Owners	Roger Tait		
		L	M	Н	Risk Rating (G)	High Red E	Last Review	25/09/2025

High Red E

Medium Amber D

Corporate Risks/Newcastle Under Lyme

Final Risk Rating (R)

Target Risk Level (T)

Path

Impact

Objectives		Key Controls Identified
1 - One Council delivering for Local People	Corporate	Compliance
		Consultancy advice
3 - Healthy, Active and Safe communities	Corporate	Gateway process
•	·	Single point of contact
		Staff support

Next Review

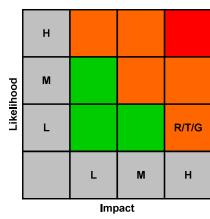
Treatment

25/10/2025

Treat

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Review list of providers	Prioritised a non-registered provider which results in high cost to the Council and encouraging them to become a Registered Provider which would lower risk for any inflated	Ongoing	Rosie Bloor Gareth Humphreys		Customer Hub team is working with an identified provider who has indicated they may be willing to become Registered, hence facilitating greater subsidy claim for the
Staff resource	claims and allow greater subsidy from DWP Additional staff resource recruited to progress the reviews of exising HB claims and new providers	Ongoing	Roger Tait		Council to reduce costs One agency employee recruited for 3 days per week for 6 months and work plan set

Risk Town Centre Regeneration/Development Failure



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

Risk Rating (G) Medium Amber C 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 Key Controls Identified

1 - One Council delivering for Local People Corporate Governance

Contract Management

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

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	У			
					Impact Measures			
	Н			G	Risk Description	Pollution issues in respect of the q	uarry and the failure	e to deliver long-term restoration
-ikelihood	М			R/T	Potential Consequences	Citizen quality of life seriously important Adverse media attention. Service Delivery. Economic impact on the Borough.	acted/hea i th.	
ike					Implication	Reputation, Financial, Resource, F	Po l itical. Environme	ntal. Customer, Legal.
-	L				Risk Owners	Nesta Barker; Anthony Harold; Go	rdon Mo l e; Craig Tu	urner
					Risk Rating (G)	High Red E	Last Review	17/10/2025
		L	М	н	Final Risk Rating (R)	Medium Amber D	Next Review	15/01/2026
l		_			Target Risk Level (T)	Medium Amber D	Treatment	Treat
		Imp	oact		Path	Corporate Risks/Newcastle Under	Lyme	

Objectives Ke	y 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

Action Plane

Action Plans						
		Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Continue with IMT	works		Ongoing	Nesta Barker	31/03/2026	
Recovery Coordina	ating Group	NULBC chairing RCG and participating in all sub-groups relating to recovery of incident.	Ongoing	Nesta Barker Anthony Harold Gordon Mole	31/03/2026	
Regular liaison witl Liquidators	th the		Ongoing	Nesta Barker Anthony Harold	31/03/2026	
·				Gordon Mole Craig Turner		

Risk		,	Workf	orce					
[н				Impact Measures				
Likelihood			R	G	Risk Description Potential Consequences	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			
	M					Reorganisation. Implications for staff morale, effective recruitment and retention. Fair treatment of staff. Skills shortages both locally and nationally.			
	L		т		·	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	М	Н	Implication	Legislation implications. Emplo	n implications. Employee relation implications. Employee safety implications		
					Risk Owners	Georgina Evans-Stadward			
	Impact				Risk Rating (G)	Medium Amber D	Last Review	04/09/2025	
					Final Risk Rating (R)	Medium Amber C	Next Review	03/12/2025	
Tar					Target Risk Level (T)	Low Green B	Treatment	Treat	
Path Corporate Ris						Corporate Risks/Newcastle Ur	ate Risks/Newcastle Under Lyme		
Objectives							Key Controls Identified		
1 - One Council delivering for Local People						Corporate	Actively review	Actively reviewing pay scales	
							Apprenticeship levy available		
2 - A successful and sustainable growing Borough Corporate						Corporate	Corporate Lead	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		
							Corporate Business Continuity Plan		
							Workforce policies in place		
Act	ion Pla	ns							
Action Plan Description							Action Plan Owner	r Due for Comments Completion by	