

## APPENDIX B

06/01/2026 14:12:56

### Corporate Risks

#### Risk Air Quality

H			G
M			R/T
L			
	L	M	H

Impact

#### Impact Measures

Risk Description Failure to comply with the Government Directive Timetable

#### Potential Consequences

\* Failure to deliver within prescribed timescale, failure to safeguard health, failure to identify alternatives to CAZ, failure to deliver to standard required.  
 \* 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.

#### 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

#### 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 Lyme

#### Objectives

1 - One Council delivering for Local People

Corporate

3 - Healthy, Active and Safe communities

Corporate

#### Key Controls Identified

Air Quality project

Specific risks highlighted in EH profile

#### Action Plans

Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
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Risk		Breach of health and safety						
Likelihood	Impact	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.				
		Implication		Reputation. Financial. Legal.				
		Risk Owners		Georgina Evans-Stadward				
Risk Rating (G)		High Red E	Last Review	21/11/2025				
Final Risk Rating (R)		Medium Amber C	Next Review	19/02/2026				
Target Risk Level (T)		Medium Amber C	Treatment	Treat				
Path		Corporate Risks/Newcastle Under Lyme						
Objectives								
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 Internal training policies, EDR, annual training audit, training resources secured, relevant training provided.					
3 - Healthy, Active and Safe communities		Corporate	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 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	Impact	Impact Measures				
		Risk Description		Potential breakdown of community cohesion, leading to public disorder.		
		Potential Consequences		Disorder and/or targeting of community groups, loss of sense of safety, damage to public spaces and buildings.		
		Implication		Reputation: Loss of trust in public agencies including NULBC Political: Rise in extreme political views of any persuasion within the community Resources: Police as Cat 1 responder withdraws from other duties Financial: Cost implications of recovery		
		Risk Owners		Georgina Evans-Stadward; Gordon Mole; Roger Tait		
		Risk Rating (G)	Medium Amber C	Last Review	21/11/2025	
		Final Risk Rating (R)	Medium Amber C	Next Review	19/02/2026	
		Target Risk Level (T)	Medium Amber C	Treatment	Tolerate	
		Path	Corporate Risks/Newcastle Under Lyme			
Objectives			Key Controls Identified			
3 - Healthy, Active and Safe communities			Corporate Multi-Agency Response plan Partners and Partnership working			
4 - Town Centres for all			Corporate			
Action Plans						
Action Plan Description			Action Plan Type	Action Plan Owner	Due for Completion by	
					Comments	

Risk				Corporate Governance			
Likelihood	Impact			<b>Impact Measures</b> <b>Risk Description</b> Failure of Corporate Governance exposes the Council to financial, legal or reputational risk. <b>Potential Consequences</b> Loss of organisational capacity <b>Implication</b> Financial implications Legal challenges Reputation damage Government intervention <b>Risk Owners</b> Anthony Harold <b>Risk Rating (G)</b> Medium Amber D <b>Last Review</b> 17/10/2025 <b>Final Risk Rating (R)</b> Medium Amber C <b>Next Review</b> 15/01/2026 <b>Target Risk Level (T)</b> Medium Amber C <b>Treatment</b> Treat <b>Path</b> Corporate Risks/Newcastle Under Lyme			
	H	Medium	Medium	High			
	M	Medium	Medium	High			
	L	Medium	Medium	High			
		L	M	H			
Objectives				Key Controls Identified			
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			
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	31/03/2026	In discussion for external training for Members.

Risk		Cyber risk						
Likelihood	Impact				Impact Measures			
	H	Medium	Medium	G	Risk Description			
	M	Medium	Medium	R	Potential Consequences			
	L	Medium	Medium	T	Implication			
		L	M	H	Risk Owners			
		High Red E		Last Review	17/12/2025			
		Medium Amber D		Next Review	17/03/2026			
		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								
Internet and email policies								
Anti-Virus software								
Comprehensive Information Security policies								
Blocking of Removable Media								
Mandatory Information Security training for staff								
Information Security Group								
Receive Gov Cert UK Warnings from NCSC								
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

	<b>Action Plan Description</b>	<b>Action Plan Type</b>	<b>Action Plan Owner</b>	<b>Due for Completion by</b>	<b>Comments</b>
Cyber Certifications	The council should consider the implementation of cyber security based frameworks and certifications, such as Cyber Essentials, NIST, ISO27001.	Ongoing	Sam Clark	28/02/2026	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.  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.	Planned	Annette Bailey Sam Clark Anthony Harold Simon Sowerby	31/03/2026	<p>No change. Work on going to review requirements of insurance providers.</p> <p>This will then be a decision as part of the corporate insurance renewal based upon the level of achievable cover and cost.</p>

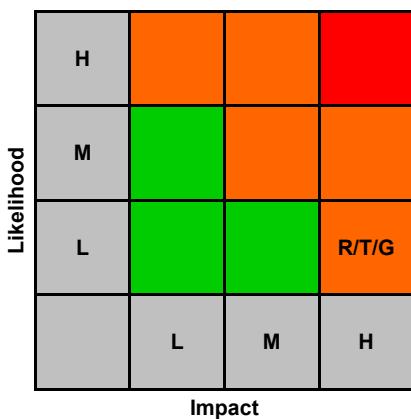
Risk		Data Breach						
Likelihood	Impact	Impact Measures						
		<b>Risk Description</b>		Non-compliance with the Data Protection Act and and General Data Protection Act				
		<b>Potential Consequences</b>		Potential unlimited fines and damage to reputation. Death and safeguarding issues.				
		<b>Implication</b>		Financial, Legal, Reputation, Criminal,				
		<b>Risk Owners</b>		Sam Clark; Anthony Harold				
<b>Risk Rating (G)</b>		High Red E	<b>Last Review</b>	17/12/2025				
<b>Final Risk Rating (R)</b>		Medium Amber D	<b>Next Review</b>	17/03/2026				
<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	Action plan produced Corporate Business Continuity Plan Information Governance Group Formed Training available				
Key Controls Identified								
Action Plans								
		<b>Action Plan Description</b>	<b>Action Plan Type</b>	<b>Action Plan Owner</b>	<b>Due for Completion by</b>			
GDPR Training		Continue a corporate push on GDPR training as a mandatory training package.	Ongoing	Sam Clark Georgina Evans-Stadward	31/03/2026	Training is being actively pushed via the portal. New Acceptable Use Policy also requires the completion of the training.		
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	31/03/2026	Work continuing on the review of policies and procedures.		

Risk		Failure of a Structure						
Likelihood	Impact	Impact Measures						
		<b>Risk Description</b> Risk of failure of Bathpool Reservoir and Nelson Reservoir or other major structures, due to environmental factors, and general wear and tear.						
		<b>Potential Consequences</b> Flooding of mainline rail; collapse of drains;						
		<b>Implication</b> Reputation. Financial. Legal						
		<b>Risk Owners</b> Andrew Bird; Simon McEneny; Gordon Mole						
<b>Risk Rating (G)</b> Medium Amber C		<b>Last Review</b> 19/12/2025						
<b>Final Risk Rating (R)</b> Medium Amber C		<b>Next Review</b> 19/03/2026						
<b>Target Risk Level (T)</b> Medium Amber C		<b>Treatment</b> Treat						
<b>Path</b> Corporate Risks/Newcastle Under Lyme								
Objectives			Key Controls Identified					
3 - Healthy, Active and Safe communities			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		Ongoing	Simon McEneny	31/03/2026				

Risk		Failure to deliver the Environmental Sustainability Action Plan						
Likelihood	Impact	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 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						
		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 C		Last Review	03/11/2025			
Final Risk Rating (R)		Low Green B		Next Review	02/05/2026			
Target Risk Level (T)		Low Green B		Treatment	Tolerate			
Path		Corporate Risks/Newcastle Under Lyme						
Objectives			Key Controls Identified					
1 - One Council delivering for Local People			Corporate					
2 - A successful and sustainable growing Borough			Annual allocation of capital funding					
3 - Healthy, Active and Safe communities			Carbon Monitoring of 6 NULBC sites via Wi Beees					
4 - Town Centres for all			Energy data loggers in place at all the council buildings with a high energy use					
			Energy purchase contract in place					
			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					
			Sustainable environment strategy meetings established					
Action Plans								
Action Plan Description			Action Plan Type	Action Plan Owner	Comments			
			Due for Completion by					

Risk		Financial Risk																	
Likelihood	Impact	Impact Measures																	
		<table border="1"> <tr><td>H</td><td>Orange</td><td>Orange</td><td>G</td></tr> <tr><td>M</td><td>Green</td><td>Orange</td><td>R</td></tr> <tr><td>L</td><td>Green</td><td>Green</td><td>T</td></tr> <tr><td></td><td>L</td><td>M</td><td>H</td></tr> </table>		H	Orange	Orange	G	M	Green	Orange	R	L	Green	Green	T		L	M	H
H	Orange	Orange	G																
M	Green	Orange	R																
L	Green	Green	T																
	L	M	H																
<b>Risk Description</b> Council's financial position is unsustainable in the medium to long term.																			
<b>Potential Consequences</b> Council unable to provide anything other than statutory (core) services.																			
<b>Implication</b> Reputation damage. Government intervention.																			
<b>Risk Owners</b> Craig Turner																			
<b>Risk Rating (G)</b> High Red E		<b>Last Review</b> 21/11/2025																	
<b>Final Risk Rating (R)</b> Medium Amber D		<b>Next Review</b> 19/02/2026																	
<b>Target Risk Level (T)</b> Medium Amber C		<b>Treatment</b> Tolerate																	
<b>Path</b> Corporate Risks/Newcastle Under Lyme																			
Objectives			Key Controls Identified																
1 - One Council delivering for Local People			Corporate																
			Adequate level of reserves and balances																
2 - A successful and sustainable growing Borough			Corporate																
			Regular financial risk assessments																
3 - Healthy, Active and Safe communities			Corporate																
			Realistic medium term financial plan																
4 - Town Centres for all			Corporate																
			Corporate Leadership Team																
			Corporate Business Continuity Plan																
Action Plans																			
Action Plan Description			Action Plan Type	Action Plan Owner	Due for Completion by														

## Risk Kidsgrove Sports Centre



### Impact Measures

<b>Risk Description</b>	Financial failure of new operator and financial risk of step-in by Council		
<b>Potential Consequences</b>	Subsidy would have to be found by the Borough Council. Staffing implications.		
<b>Implication</b>	Financial implications, Political. Resource.		
<b>Risk Owners</b>	Craig Turner		
<b>Risk Rating (G)</b>	Medium Amber C	<b>Last Review</b>	21/11/2025
<b>Final Risk Rating (R)</b>	Medium Amber C	<b>Next Review</b>	19/02/2026
<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

Draw-down fund

Management Agreement

2 - A successful and sustainable growing Borough

Corporate

3 - Healthy, Active and Safe communities

Corporate

4 - Town Centres for all

Corporate

## Key Controls Identified

## Action Plans

### Action Plan Description

Ensure contract management takes place

Action Plan Type

Planned

Action Plan Owner

Joanne Halliday  
Craig Turner

Due for Completion by

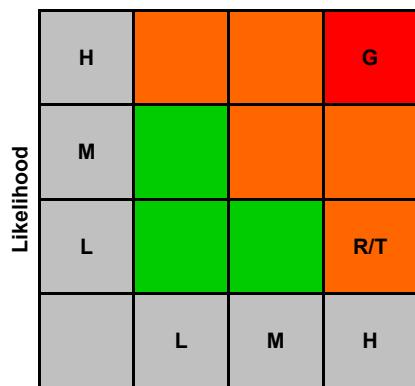
09/01/2026

Comments

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	Impact	Impact Measures								
		<b>Risk Description</b> Loss of major contractor or supplier to the Council.								
		<b>Potential Consequences</b> Disruption to service; Potential claims								
		<b>Implication</b> Reputation damage; Financial costs;								
		<b>Risk Owners</b> Gordon Mole								
<b>Risk Rating (G)</b> Medium Amber D		<b>Last Review</b> 03/11/2025								
<b>Final Risk Rating (R)</b> Medium Amber D		<b>Next Review</b> 01/02/2026								
<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		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 Procurement Officer & Procurement Strategy						
4 - Town Centres for all		Corporate								
Action Plans										
		<b>Action Plan Description</b>	<b>Action Plan Type</b>	<b>Action Plan Owner</b>	<b>Due for Completion by</b>					
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	30/09/2026					
					The contract register is reviewed annually, ending around Nov/Dec. this is then sent to the relevant Directors and Business Managers to monitor.					

## Risk No.1 London Road



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. Environmental.

#### Risk Owners

Nesta Barker; Gillian Taylor

#### Risk Rating (G)

High Red E

#### Last Review

17/10/2025

#### Final Risk Rating (R)

Medium Amber C

#### Next Review

15/01/2026

#### 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

	<b>Action Plan Description</b>	<b>Action Plan Type</b>	<b>Action Plan Owner</b>	<b>Due for Completion by</b>	<b>Comments</b>
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 within 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>

## Risk Safeguarding

Likelihood	Impact	Impact Measures				
		Risk Description				
		Potential Consequences				
		Implication				
		Risk Owners				
H		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.				
M		Harm and Death. Third Party intervention with investigations.				
L		Legal. Reputation. Community. Financial. Political.				
		Georgina Evans-Stadward				
		Risk Rating (G)		Medium Amber D	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 Treat	
		Path				
		Corporate Risks/Newcastle Under Lyme				

## Objectives

3 - Healthy, Active and Safe communities

Corporate

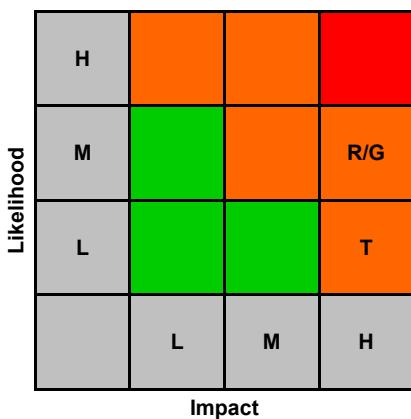
## Key Controls Identified

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	31/03/2026	Part of Mandatory training on the e-learning portal.

## Risk 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** 06/11/2025

**Final Risk Rating (R)** Medium Amber D      **Next Review** 04/02/2026

**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

2 - A successful and sustainable growing Borough

Corporate

Corporate Business Continuity Plan

Governance

Resources

3 - Healthy, Active and Safe communities

Corporate

4 - Town Centres for all

Corporate

## Key Controls Identified

## 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	30/01/2026	on going but difficult climate currently (not slowing down).
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	Work is happening via the One Commercial platform, and it will be looked at to discuss and move forward at a later date.  AH believes these risks are being considered at the Audit & Standards Committee, however it is being looked at to strengthen communications on the submission of reports to the relevant Committee.

## Risk Supported Accommodation

Likelihood	Impact				Impact Measures			
	H	Medium	Medium	R/G	Risk Description			
	M	Medium	Medium	T	Potential Consequences			
	L	Medium	Medium	Medium	Implication			
		L	M	H	Risk Owners			
					Roger Tait			
					Risk Rating (G)	High Red E	Last Review	03/12/2025
					Final Risk Rating (R)	High Red E	Next Review	02/01/2026
					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	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 claims and allow greater subsidy from DWP	Ongoing	Rosie Bloor Gareth Humphreys	31/12/2025	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 Council to reduce costs - this work is still in progress
Staff resource	Additional staff resource recruited to progress the reviews of existing HB claims and new providers	Ongoing	Roger Tait	31/03/2026	One agency employee recruited for 3 days per week for 6 months and work plan set

## Risk Town Centre Regeneration/Development Failure

Likelihood	Impact	Impact Measures				
		Risk Description				
		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				
H		Financial. Reputation. Political. Public relations.				
M		Risk Owners				
L		Simon McEneny				
		Risk Rating (G)		Medium Amber C	Last Review 06/11/2025	
		Final Risk Rating (R)		Medium Amber C	Next Review 04/02/2026	
		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		
2 - A successful and sustainable growing Borough		Corporate	Contract Management	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 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	27/03/2026	Risk established

## Risk Walleys Quarry

Likelihood	Impact				Impact Measures		
	H	Medium	Medium	G	Risk Description		
	M	Medium	Medium	R/T	Potential Consequences		
	L	Medium	Medium	Medium	Implication		
		L	M	H	Risk Owners	Reputation. Financial. Resource. Political. Environmental. Customer. Legal.	
					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 Treat
					Path	Corporate Risks/Newcastle Under Lyme	

### Objectives

1 - One Council delivering for Local People

Corporate

### Key Controls Identified

3 - Healthy, Active and Safe communities

Corporate

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	31/03/2026	
Recovery Coordinating 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 with the Liquidators		Ongoing	Nesta Barker Anthony Harold Gordon Mole Craig Turner	31/03/2026	

Risk				Workforce				
Likelihood	Impact			Impact Measures				
	H	Medium	Low	Risk Description				
	M	Medium	Low	Potential Consequences				
	L	Low	Medium	Implication				
		L	M	H	Risk Owners			
				Risk Rating (G)				
				Medium	Amber	D	Last Review	21/11/2025
				Final Risk Rating (R)	Medium	Amber	Next Review	19/02/2026
				Target Risk Level (T)	Low	Green	Treatment	Tolerate
				Path	Corporate Risks/Newcastle Under Lyme			
Objectives				Key Controls Identified				
1 - One Council delivering for Local People				Corporate				
2 - A successful and sustainable growing Borough				Corporate				
Action Plans								
Action Plan Description			Action Plan Type	Action Plan Owner	Due for Completion by	Comments		