

APPENDIX B

06/01/2026 14:12:56

Corporate Risks

Risk		Air Quality			
Likelihood	H			G	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 Final Risk Rating (R) Medium Amber D Target Risk Level (T) Medium Amber D Path Corporate Risks/Newcastle Under Lyme
	M			R/T	
	L				
		L	M	H	
		Impact			

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
	M			
	L			R/T
		L	M	H
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

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	
					Risk Owners	Anthony Harold
					Risk Rating (G)	Medium Amber D
					Final Risk Rating (R)	Medium Amber C
					Target Risk Level (T)	Medium Amber C
					Path	Corporate Risks/Newcastle Under Lyme
					Last Review	17/10/2025
					Next Review	15/01/2026
					Treatment	Treat

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	31/03/2026	In discussion for external training for Members.

Risk Cyber risk

Likelihood	H			G	Impact Measures	
	M			R	Risk Description	
	L			T	Potential Consequences	
		L	M	H	Implication	
					Risk Owners	Sam Clark; Gordon Mole
					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	17/12/2025
					Next Review	17/03/2026
					Treatment	Treat

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	
		Information Security Group	
4 - Town Centres for all	Corporate	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

	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	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.	Planned	Annette Bailey Sam Clark Anthony Harold Simon Sowerby	31/03/2026	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.				This will then be a decision as part of the corporate insurance renewal based upon the level of achievable cover and cost.

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	17/12/2025
					Final Risk Rating (R) Medium Amber D		Next Review	17/03/2026
					Target Risk Level (T) Medium Amber C		Treatment	Treat
					Path Corporate Risks/Newcastle Under Lyme			

Objectives

1 - One Council delivering for Local People

Corporate

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

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 C

Last Review 19/12/2025

Final Risk Rating (R) Medium Amber C

Next Review 19/03/2026

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

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	31/03/2026	

Risk Failure to deliver the Environmental Sustainability Action Plan

Likelihood	H				Impact Measures	
	M		G		Risk Description	
	L		R/T		Potential Consequences	
		L	M	H	Implication	
Impact					Risk Owners	
					Risk Rating (G)	Medium Amber C
					Final Risk Rating (R)	Low Green B
					Target Risk Level (T)	Low Green B
					Path	Corporate Risks/Newcastle Under Lyme
					Last Review	03/11/2025
					Next Review	02/05/2026
					Treatment	Tolerate

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	
		Government Sep 2022 Business Energy Relief (cap) Scheme	
4 - Town Centres for all	Corporate	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	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	Craig Turner
					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	21/11/2025
					Next Review	19/02/2026
					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			
	M			
	L			R/T/G
		L	M	H

Impact

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 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

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	09/01/2026	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			
	M			R/G
	L			T
		L	M	H
Impact				

Impact Measures

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

Potential Consequences Disruption to service; Potential claims

Implication Reputation damage; Financial costs;

Risk Owners Gordon Mole

Risk Rating (G) Medium Amber D

Last Review 03/11/2025

Final Risk Rating (R) Medium Amber D

Next Review 01/02/2026

Target Risk Level (T) Medium Amber C

Treatment Treat

Path Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People

Corporate

2 - A successful and sustainable growing Borough

Corporate

3 - Healthy, Active and Safe communities

Corporate

4 - Town Centres for all

Corporate

Key Controls Identified

Corporate Business Continuity Plan

Market intelligence

Continuous monitoring of contracts and annual credit check

Contracts register in place

Corporate Procurement Officer & Procurement Strategy

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	30/09/2026	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

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. 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

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>

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. Reputation. Community. Financial. Political.

Risk Owners 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

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 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
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

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). 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.

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

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

Key Controls Identified

Compliance

Consultancy advice

3 - Healthy, Active and Safe communities

Corporate

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	H				Impact Measures	
	M				Risk Description	
	L			R/T/G	Potential Consequences	
		L	M	H	Implication	
Impact					Risk Owners	Simon McEneny
					Risk Rating (G)	Medium Amber C
					Final Risk Rating (R)	Medium Amber C
					Target Risk Level (T)	Medium Amber C
					Path	Corporate Risks/Newcastle Under Lyme
					Last Review	06/11/2025
					Next Review	04/02/2026
					Treatment	Treat

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 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	H			G	Impact Measures	
	M			R/T	Risk Description Pollution issues in respect of the quarry and the failure to deliver long-term restoration	
	L				Potential Consequences Citizen quality of life seriously impacted/health. Adverse media attention. Service Delivery. Economic impact on the Borough.	
		L	M	H	Implication Reputation. Financial. Resource. Political. Environmental. Customer. Legal.	
					Risk Owners	Nesta Barker; Anthony Harold; Gordon Mole; Craig Turner
					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
					Last Review	17/10/2025
					Next Review	15/01/2026
					Treatment	Treat

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	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	H			
	M		R	G
	L		T	
		L	M	H
Impact				

Impact Measures

Risk Description

Lack of capacity due to failure to replace and retain key staff or provide resources to cover the work of staff temporarily involved in other priority areas. Failure to consistently train and develop employees to meet the needs of the Council. Delays to implement reviews of policies and procedures. Aging workforce in certain areas. Potential changes through Local Government Reorganisation.

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.

Implication

Legislation implications. Employee relation implications. Employee safety implications

Risk Owners

Georgina Evans-Stadward

Risk Rating (G)

Medium Amber D

Last Review

21/11/2025

Final Risk Rating (R)

Medium Amber C

Next Review

19/02/2026

Target Risk Level (T)

Low Green B

Treatment

Tolerate

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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