

**NEWCASTLE-UNDER-LYME BOROUGH COUNCIL**

**CORPORATE LEADERSHIP TEAM'S  
REPORT TO THE  
AUDIT & STANDARDS COMMITTEE**

**02 February 2026**

**Report Title:** Corporate Risk Management Report Quarter 3 2025/26

**Submitted by:** Corporate Leadership Team

**Portfolios:** Finance, Town Centres and Growth

**Ward(s) affected:** All

<b><u>Purpose of the Report</u></b>	<b><u>Key Decision</u></b> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
To update Members on the current position in respect of risk management controls and identified corporate risks.	
<b><u>Recommendation</u></b>	
That Committee:	
<ol style="list-style-type: none"> <li>1. Notes that there are currently NO risks that are more than 6 months overdue for a review up to end of Q3 2025/26.</li> <li>2. Notes that there has been 1 risk level increase.</li> <li>3. Notes there have been 2 new risks added.</li> <li>4. Notes the Corporate Risk Register profile.</li> <li>5. Advises officers of any individual risk profiles that the Committee would like to scrutinise in more details at its next meeting.</li> <li>6. Notes that whilst the likelihood of a risk materialising may be mitigated, the likely impacts may not change.</li> </ol>	
<b><u>Reasons</u></b>	
To comply with Audit and Risk Management Strategy requirements to report to committee: risk reviews that are more than 6 months overdue; the Corporate Risk Register; and any risks that have been increased in rating to a medium D or high E, or are new risks.	

## **1. Background**

- 1.1 The Council's Risk Management Strategy (RMS) sets out how it identifies, records, manages and reports on risk. It uses the GRACE software (Governance Risk and Control Environment) to monitor and manage all of its risks by creating individual risk profiles which rank risk based on likely occurrence and impact, after applying relevant mitigation measures. The system allows for the creation and monitoring of mitigation action plans and the assignment of risk owners.
- 1.2 The system allows risks to be managed in this way at service and directorate level and, where warranted, corporately through the Corporate Leadership Team and this committee. The RMS describes how risks are escalated and reported through that hierarchy depending on the nature of the risk, and in light of any delays in reviewing risk profiles or applying mitigation measures.
- 1.3 The Council currently reviews its high (red) risks at least monthly and its medium (amber) risks at least quarterly. The RMS and good audit practice requires that amber and red risks are reported to this committee where escalation is required, along with any risk profiles that are overdue for review by 6 months or more. This set of measures was last reported to this Committee on 10 November 2025.
- 1.4 GRACE automatically prompts Risk Owners to review their risk profiles at the required intervals, and will escalate overdue reviews. The review process involves the Council's Risk Champion challenging Risk Owners in respect of the controls, further actions, ratings and emerging risks related to their risk profiles. They are also challenged on the reasons for inclusion or non-inclusion of risks and amendments made to profiles. The Risk Champion has a direct reporting line to the Monitoring Officer and into the Corporate Leadership Team.
- 1.5 Project specific risks are managed to a high level in project specific risk registers, and are reviewed in accordance with the RMS at least monthly. Any specific projects can, where required, also have their risks monitored, maintained and managed in the Project Board meetings, but remain subject to the escalation requirements in the RMS.

## **2. Issues**

- 2.1 There are currently NO overdue risk reviews of more than 6 months at the end of Q3 2025/26.
- 2.2 During the last quarter (Q3), one risk rose in priority to a Medium D or High E.
- 2.3 This is the Air Quality risk in the Corporate risk register that has increased from an Amber C to Amber D.
- 2.4 The risk has been aligned with the rating of a particular Air Quality risk due to a delay in receiving Ministerial Direction therefore elevating the likely potential of the risk occurring.

- 2.5** In the same respect, there have been 2 new risks added, as shown below in Table 1. Further detail on these risks is set out in Appendix A to this report.

Profile	Risk	Final Rating	Risk Owner
Food and Safety	Failure of Sampling	Amber C	Lucy Atherton Gareth Harvey
Food and Safety	Failure to adequately assess event health and safety arrangements	Amber C	Lucy Atherton Gareth Harvey

*Table 1: New Risks, Q3 2025/2026*

- 2.6** The Corporate Risk Register has been reviewed, and there has been no change.

### **3. Recommendation**

- 3.1** That Members note that there are currently NO risks more than 6 months overdue for a review up to end of Q3 2025/26.
- 3.2** That Members note that there has been 1 risk level increase to either a Medium D or a High E.
- 3.3** That Members note the 2 new risks. Appendix A shows the risk matrix and details.
- 3.4** That Members note the Corporate Risk register. Appendix B shows the status as at the last run on 19 December 2025.
- 3.5** That Members advise officers of any individual risk profiles that the Committee would like to scrutinise in more details at its next meeting.
- 3.6** Note that whilst the likelihood of a risk materialising may be mitigated, the likely impacts may not change.

### **4. Reasons**

- 4.1** To comply with Audit and Risk Management Strategy requirements to report to committee: risk reviews that are more than 6 months overdue; the Corporate Risk Register; and any risks that have been increased in rating to a medium D or high E, or are new risks.

### **5. Options Considered**

- 5.1** N/A. Reporting is undertaken in accordance with the RMS.

## **6. Legal and Statutory Implications**

- 6.1** It is considered that the RMS and the procedures it sets out, including the escalation of risks and reporting to this committee satisfies the requirements of the Accounts and Audit (England) Regulations 2015 which state that:

*“The relevant body **is** responsible for ensuring that it has a sound system of internal control which facilitates the effective exercise of its functions and the achievement of its aims and objectives; ensures that the financial and operational management of the authority is effective, and includes effective arrangements for the management of risk”.*

## **7. Equality Impact Assessment**

- 7.1** There are no differential equality impact issues in relation to this report.

## **8. Financial and Resource Implications**

- 8.1** There are no resource implications in respect of the management and reporting of risk, outside of usual establishment provision for the costs of delivering that service. Finance and resource implications arising from particular risks are identified and managed as part of the risk profile in question.

## **9. Major Risks & Mitigation**

- 9.1** Limited resource to ensure timely compliance with the processes in the RMS leaves the council unable to appropriately identify and manage a potentially significant wide range of risks.
- 9.2** That could lead to a wide range of organisational governance and service or project delivery failures. Impacts could be profound in financial and health and wellbeing terms for the organisation, its employees and partners and the people and organisations it delivers services to. It could mean the Council may be unable to comply with the legal requirements set out above in respect of the management of risk.

## **10. UN Sustainable Development Goals (UNSDG)**

- 10.1** Good risk management is a key part of the overall delivery of the Council's four corporate priorities of; Local Services that Work for Local People, Growing our People and Places, a Healthy, Active and Safe Borough, a Town Centre for all. Officers assess sustainability and climate change implications as part of their local services.



## **11. One Council**

Please confirm that consideration has been given to the following programmes of work:

One Commercial Council ☒

*We will make investment to diversify our income and think entrepreneurially.*

One Digital Council ☒

*We will develop and implement a digital approach which makes it easy for all residents and businesses to engage with the Council, with our customers at the heart of every interaction.*

One Sustainable Council ☒

*We will deliver on our commitments to a net zero future and make all decisions with sustainability as a driving principle*

**11.1** The review of risk covers all activity relating to delivery of commercial, digital and sustainability plans within the Council.

## **12. Key Decision Information**

**12.1** N/A

## **13. Earlier Cabinet/Committee Resolutions**

**13.1** Previous Minutes from Committee meeting held on 10 November 2025.

## **14. List of Appendices**

**14.1** Appendix A – New risks & matrices.

**14.2** Appendix B – Corporate Risk Register.

## **15. Background Papers**

**15.1** No