

Corporate Risks

Risk Air Quality

Likelihood	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; Anthony Harold; Gordon Mole

Risk Rating (G) High Red E **Last Review** 20/03/2026

Final Risk Rating (R) Medium Amber D **Next Review** 18/06/2026

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

- 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
To challenge Government's decision to the reject the full business case	Joint Judicial Review proceedings pending with Stoke-on-Trent City Council	Planned	Anthony Harold	30/09/2026	

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	20/03/2026
Final Risk Rating (R)	Medium Amber C	Next Review	18/06/2026
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	30/09/2026	

Risk Community Cohesion

Likelihood	H			
	M			
	L			R/T/G
		L	M	H
	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** 20/03/2026

Final Risk Rating (R) Medium Amber C **Next Review** 18/06/2026

Target Risk Level (T) Medium Amber C **Treatment** Tolerate

Path Corporate Risks/Newcastle Under Lyme

Objectives

3 - Healthy, Active and Safe communities

Corporate

Key Controls Identified

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	H			
	M			G
	L			R/T
		L	M	H
	Impact			

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 D

Last Review 04/06/2026

Final Risk Rating (R) Medium Amber C

Next Review 02/09/2026

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

Audit & Standards Committee

Advice obtained from external bodies as and when required

Corporate Leadership Team

Internal Audit inspections

Monitoring Officer

Effective scrutiny arrangements

Council Constitution

Scrutiny Protocol

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Induction of newly elected members	Ensure effective induction for new members	Ongoing	Anthony Harold Gordon Mole Craig Turner	29/05/2027	
Review of the Scrutiny Protocol	To complete the review of the protocol for the council	Planned	Anthony Harold	30/09/2026	In discussion for external training for Members.

Risk Cyber risk

Likelihood	H			G
	M			R
	L			T
		L	M	H
	Impact			

Impact Measures

Risk Description

The Council's infrastructure could be compromised by the introduction of malicious software. This could include a traditional destructive virus or another type of incursion such as information gathering software, ransomware, credential harvesting, etc.

Potential 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 that this introduction has or will disrupt services or otherwise compromise the Council's information systems over an undetermined period.

Implication

financial, operational, strategic, compliance, criminal, and reputation impacts.

Risk Owners

Sam Clark; Gordon Mole

Risk Rating (G)

High Red E

Last Review

20/03/2026

Final Risk Rating (R)

Medium Amber D

Next Review

18/06/2026

Target Risk Level (T)

Medium Amber C

Treatment

Treat

Path

Corporate Risks/Newcastle Under Lyme

Objectives

1 - One Council delivering for Local People	Corporate
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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

	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	29/05/2026	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	29/05/2026	No change. Work on going to review requirements of insurance providers. This will then be a decision as part of the corporate insurance renewal based upon the level of achievable cover and cost.
Review Member device issuance arrangements	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. There is a requirement to review the Member device issuance arrangements, especially given the forthcoming elections in May 2026.	Planned	Sam Clark Gordon Mole	29/05/2026	
	This is to ensure that members are issued with a suitable device to support their role as an elected member, whilst also working to improve the Council's cyber security posture.				

Risk Data Breach

Likelihood	H			G
	M			R
	L			T
		L	M	H
	Impact			

Impact Measures

Risk Description	Non-compliance with the Data Protection Act and and General Data Protection Act		
Potential Consequences	Potential unlimited fines and damage to reputation. Risk of harm and safeguarding issues.		
Implication	Financial, Legal, Reputation, Criminal,		
Risk Owners	Sam Clark; Anthony Harold		
Risk Rating (G)	High Red E	Last Review	20/03/2026
Final Risk Rating (R)	Medium Amber D	Next Review	18/06/2026
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	30/09/2026	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	31/12/2026	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** 20/03/2026

Final Risk Rating (R) Medium Amber C **Next Review** 18/06/2026

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	30/09/2026	

Risk Failure to deliver the Environmental Sustainability Action Plan

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

Last Review

20/03/2026

Final Risk Rating (R)

Low Green B

Next Review

16/09/2026

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

3 - Healthy, Active and Safe communities

Corporate

4 - Town Centres for all

Corporate

Key Controls Identified

- Annual allocation of capital funding
- Carbon Monitoring of 6 NULBC sites via Wi Beees
- Energy data loggers in place at all the council buildings with a high energy use
- Energy purchase contract in place
- 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

Due for Completion by

Comments

Risk Financial Risk

Likelihood	H			G
	M			R
	L			T
		L	M	H
	Impact			

Impact Measures

Risk Description Council's financial position is unsustainable in the medium to long term.

Potential Consequences Council unable to provide anything other than statutory (core) services.

Implication Reputation damage.
Government intervention.
Financial.

Risk Owners Craig Turner

Risk Rating (G) High Red E

Last Review 20/03/2026

Final Risk Rating (R) Medium Amber D

Next Review 18/06/2026

Target Risk Level (T) Medium Amber C

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
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** 20/02/2026

Final Risk Rating (R) Medium Amber C **Next Review** 21/05/2026

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	27/03/2026	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	20/03/2026
Final Risk Rating (R)	Medium Amber D	Next Review	18/06/2026
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	30/06/2026	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

Risk Rating (G)

High Red E

Last Review

20/03/2026

Final Risk Rating (R)

Medium Amber C

Next Review

18/06/2026

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	Nesta Barker	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 21/05/2026

Final Risk Rating (R) Medium Amber D

Next Review 18/06/2026

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 Allan Clarke Georgina Evans-Stadward Catherine Fox Joanne Halliday Anthony Harold Rachel Killeen Simon McEneny Gordon Mole Roger Tait	31/03/2027	Part of Mandatory training on the e-learning portal.

Risk Strategic Projects

Likelihood	H			
	M			R/G
	L			T
		L	M	H

Impact Measures

Risk Description Failure to deliver key strategic project or priorities.

Potential Consequences Local economic impact
Loss of influence and control

Implication Political. Reputation. Financial. Legal. Environmental. Opportunities. Management. Assets. Partnerships. Customers.

Risk Owners Simon McEnery

Risk Rating (G) Medium Amber D

Last Review 21/05/2026

Final Risk Rating (R) Medium Amber D

Next Review 21/07/2026

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	30/09/2026	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 Rachel Killeen Simon McEneny Roger Tait Craig Turner	30/09/2026	AH believes these risks are being considered various council committees, however it is being looked 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. Customers. Partnerships. Management. Opportunities.

Risk Owners

Roger Tait

Risk Rating (G)

High Red E

Last Review

22/04/2026

Final Risk Rating (R)

High Red E

Next Review

22/05/2026

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	30/06/2026	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 but further information and clarification is ongoing therefore it will not be completed by the end of the financial year. The target date has been moved back to June 2026
Staff resource	Additional staff resource recruited to progress the reviews of existing HB claims and new providers	Ongoing	Roger Tait	30/06/2026	One agency employee recruited for 3 days per week for 6 months and work plan set - the employee has reached the end of temporary contract and has now left. A progress review report is being drafted to consider next steps and ongoing resource requirements.

Risk Town Centre Regeneration/Development Failure

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

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 22/04/2026

Final Risk Rating (R) Medium Amber C

Next Review 21/07/2026

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
4 - Town Centres for all	Corporate

Key Controls Identified

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

Action Plans

	Action Plan Description	Action Plan Type	Action Plan Owner	Due for Completion by	Comments
Contract Management of schemes / Capital&Centric	Robust construction management of development agreement and progress on site with / by Capital&Centric	Ongoing	Simon McEneny	31/12/2026	Risk established

Risk Walleys Quarry

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

Impact Measures

Risk Description Pollution issues in respect of the quarry and the failure to deliver long-term restoration

Potential Consequences Citizen quality of life seriously impacted/health.
Adverse media attention.
Service Delivery.
Economic impact on the Borough.

Implication Reputation. Financial. Resource. Political. Environmental. Customer. Legal.

Risk Owners Nesta Barker; Anthony Harold; Gordon Mole; Craig Turner

Risk Rating (G) High Red E **Last Review** 20/03/2026

Final Risk Rating (R) Medium Amber D **Next Review** 18/06/2026

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

Odour Incident Management Team

Specific Walley's Quarry risk profile in place

Recovery 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	31/03/2027	
Regular liaison with the Liquidators	Ongoing	Nesta Barker Anthony Harold Gordon Mole Craig Turner	30/09/2026	

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. Environmental. Customer. Partnerships. Assets. Management. Reputation. Opportunities. Financial. E-Government. Political.

Risk Owners

Georgina Evans-Stadward

Risk Rating (G)

Medium Amber D

Last Review

20/03/2026

Final Risk Rating (R)

Medium Amber C

Next Review

18/06/2026

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

Apprenticeship levy available
 Corporate Leadership Team are maintaining an overview
 Robust process in place for vacancy approval
 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