

Cyngor Sir CEREDIGION County Council

Report to:	Governance and Audit Committee
Date of meeting:	27th September 2023
Title:	Corporate Risk Register
Purpose of the report:	To update the Governance and Audit Committee on the Corporate Risk Register
Cabinet Portfolio and Cabinet Member	Councillor Bryan Davies, Leader of the Council and Cabinet Member for Policy, Performance, Partnerships and Democratic Services

Regular reports are provided to the Governance and Audit Committee regarding the Council's Corporate Risk Register to provide on-going information and assurance that risks identified by senior managers are managed appropriately. This reinforces the Governance and Audit Committee role of providing independent assurance to Council of the appropriate management of the Corporate Risk Register.

A review of the latest risk status was conducted at the LG meeting of 30.08.23 where candidates for promotion / demotion to the Corporate Risk Register were discussed and agreed.

The risk register has now been amended to include details of when and which committee last reviewed the risk, as requested at the previous Governance and Audit Committee meeting (21/06/2023).

De-escalated from corporate to service

R006: Through Age Well-being Programme. The risk score has decreased to 12 as the Through Age Well-being model is now more developed and consolidated. Staff, service-users and the community have a greater understanding and accept the model. The recent CIW inspection supports the model. The model has been reviewed and some revision made to enhance the effectiveness around Quality Assurance and Mental Wellbeing. The risks have been mitigated and the level of perceived risk has abated. Leadership Group agreed to de-escalate the risk to service level.

R017: Safeguarding. The risk score has decreased to 12 as the mitigating actions have been completed, and a corporate safeguarding group has been re-established. The service participates fully in all regional and appropriate national meetings and boards in the safeguarding arena. The safeguarding service is fully staffed following the appointment of the agency recruited Innovate team, this has resulted in a more responsive service with capacity to cope with demand. Safeguarding procedures are better embedded and have made the service more responsive. Overall, there are less

concerns about the safeguarding risks as risks are being managed appropriately. Leadership Group agreed to de-escalate the risk to service level.

Escalated from service to corporate

None

Appendix A contains the latest Corporate Risk Register.

The risk score for R006: Through Age Well-being Programme, has decreased to 12.

The risk score for R017: Safeguarding has decreased to 12.

All other risks have been reviewed and include the revised RAG status of mitigating actions and updated commentary.

Recommendations (s): That Governance and Audit Committee note the updated Corporate Risk Register

Reason for decision: To ensure that the Council manages current Corporate Risks appropriately in line with the Corporate Risk Strategy and Framework

Appendices: Appendix A – Corporate Risk Register

Corporate Lead Officer: Alun Williams (Corporate Leader Officer Policy, Performance and Public Protection)

Reporting Officer: Alun Williams (Corporate Leader Officer Policy, Performance and Public Protection)

Date: 30th August 2023

Corporate Risk Register



















Governance and Audit Committee




Reviewed and updated by Leadership Group	30/08/2023
Last Monitored by Governance and Audit Committee	21/06/2023
To be presented to Governance and Audit Committee	27/09/2023

Corporate Risk Register

Contents and Summary

Risk Name	Owner	Risk Rating			Review Status	
		Score	Status	Trend	By	When
R005: Medium Term Financial Plan	Duncan Hall	20			Corporate Resources Overview and Scrutiny Committee	19/07/2023
R006: Through Age Well-being Programme	Audrey Somerton-Edwards	12			Healthier Communities Overview and Scrutiny Committee	17/09/2021
R009: Information Management & Cyber Security Resilience	Alan Morris	20			Governance and Audit Committee	19/01/2022
R017: Safeguarding	Audrey Somerton-Edwards	12			Co-ordinating Overview and Scrutiny Committee	22/05/2023
R019: Climate Change and Coastal Erosion/Flooding	Russell Hughes Pickering / Rhodri Llwyd	25			Thriving Communities Overview and Scrutiny Committee	22/06/2023
R020: Ash Dieback	Rhodri Llwyd	20			Thriving Communities Overview and Scrutiny Committee	19/10/2022
R021: Phosphates	Russell Hughes-Pickering	20			Thriving Communities Overview and Scrutiny Committee	07/12/2022
R022: Recruitment and Retention	Geraint Edwards	15			Corporate Resources Overview and Scrutiny Committee	19/07/2023

Risk Key

	Red	High Risk
	Amber	Medium Risk
	Green	Low Risk

Trend Key

	Risk score has increased
	No change to risk score
	Risk score has decreased

Corporate Risk R005 Medium Term Financial Plan

Owner: CLO Duncan Hall

Description

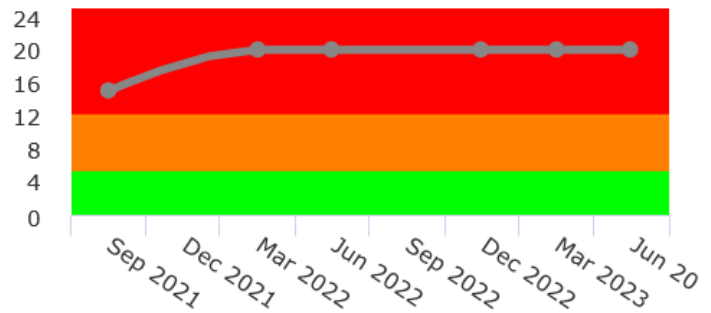
The reduction of core and external funding will lead to the reduction in service provision in some areas. Failure to adapt, implement identified savings and consider alternative models of service provision in line with the Medium-Term Financial Plan will affect future service delivery and the financial responsibilities of the Council.

Potential Consequence

• Risk of failing to meet statutory budget setting deadlines. • Risk of service delivery impacted due to decreasing resources, short lead in times to service changes or failure to effectively prioritise spend in line with corporate priorities. • Risk that savings plans identified are not achieved as planned. • Risk that annual budget setting frustrates longer term planning

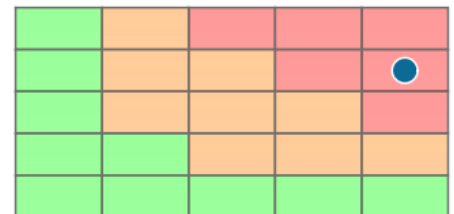
Evidence of Risk

• The Medium Term Financial Strategy (MTFS) endorsed by cabinet on 5.3.23 and to be considered by Full Council on 21.9.23 shows a budget gap of £15.9m for the financial years 24/25 to 26/27, including a potential budget shortfall of £6.4m for 24/25. • Savings of £8.8m were required for the 23/24 budget and there is an indicative 3.1% all Wales increase for 24/25 (which would only provide a £4m funding increase) • The level of WG AEF funding has reduced over the years from c80% down to just above 70% of the revenue budget, placing a far greater burden on funding raised locally through Council Tax. • Continued elevated levels of inflation are still being seen in a significant number of areas, not least of which is Employee Pay which is a significant component to the Budget as well as Energy, Food and Contractor / Provider inflation. Many of these were recognised and provided for in the 23/24 Budget, however the risk is inflation (and therefore cost pressures) remains elevated for longer. • A new 'Doing Things Differently: A Corporate Approach' is now in place and starting to deliver for 23/24. The new Through Age and Wellbeing Strategy is also now in the early stages of its implementation journey and the first year of funding for Growing Mid Wales of £4m has been agreed. These will need all to deliver across the medium term, as well as continuing to take advantage of Invest to Save type opportunities as when they arise. • A solid track record exists of delivering Budgets and a positive year end Outturn position with unqualified Wales Audit options within the last few years. The Council's Balance sheet (pre-audit) as at 31/03/2023 is strong which contributes towards strong financial resilience. • There are examples of individual Service Risks that fall within this overall Corporate Risk e.g. Potential failure to maintain the Highway network to acceptable standards if insufficient funding is allocated, insufficient funding to enable a comprehensive Vehicle fleet replacement programme (including the transition to Net Zero) and a risk that savings required in Delegated School Budgets may have a major impact on provision in certain schools.



RM02 Risk Probability

5 Almost Certain
4 Likely
3 Possible
2 Unlikely
1 Rare



1 Negligible 2 Minor 3 Moderate 4 Major 5 Severe

RM01 Risk Impact

Mitigation Action	Due Date	Sep	Dec	Mar	Jun
R005T01: Continue arrangements for financial management	31 Mar 2024	★	★	★	★
R005T03: Ensure that Transformation and service efficiency savings are developed and implemented	31 Mar 2024	●	★	★	★
R005T04: Update Medium Term Financial Plan to reflect WG 3.1% indicative level of funding for 24/25	30 Sep 2023		●	●	●

Comments (e.g., Progress to Date)

The controllable revenue outturn position for 22/23 was reported to Cabinet in July 2023 – there was a very

small overspend of £6k which was in line with forecasts. General Balances remained at £6.7m (3.7% of the 23/24 budget) and Earmarked Reserves were £48.8m (£53.9m 21/22, £38.3m 20/21).

The WG Local Government Finance Settlement provided an 8.1% funding increase (£9.6m) for 23/24. However with c£22m of Cost pressures (equivalent to an inflation rate of over 13%), that still lead to savings of c£9m being required for 23/24 and a Council Tax increase of 7.3%. A new approach to Budget Savings has been taken which included a review of Corporate budget headings (£2.9m), Reduced Pension Fund Employers Contribution Rate (£0.8m), a limit to the increase applied to Delegated School budgets (£2.1m) and a new multi-year Savings Programme called 'Doing things Differently: A Corporate approach' implemented (£3m for 23/24 and further initial proposals for the 2 years beyond that). WG have indicated an average 24/25 Local Government Finance Settlement funding of only 3.1% (which would provide an additional £4m). The General Staff Pay award for 23/24 is not agreed and Unions have rejected an offer that exceeds current Budget Provision by c£0.6m (after allowing for the Contingency sum set aside for Pay and Energy). These and other factors are reflected in the updated Medium Term Financial Plan. The MTFS outlines a considerable medium term financial challenge.

The Q1 budget monitoring report will be considered by Cabinet in September. The projected year-end position is currently being forecast of an overspend of £2.9m (being 1.6% of the 23/24 Revenue budget of £180.1m), which is after taking account of various mitigating actions totalling £4.2m). There are a number of challenges being seen across Services including:

- National Pay awards remaining elevated and unaffordable
- Significant increase in Home to School Learner Transport costs
- Significant increase in the volume of Out of County Children's placements (Some of this will be mitigated as the new in County provision becomes operational)
- Significant costs regarding agency staff in our Local Authority Residential Homes & the Enablement service
- Significant increase in the volume of Older Persons Social Care placements

A set of measures has been established, in order to protect against any further worsening of the financial position and to provide further mitigation against the current position. Leadership Group, with the input and advice of the Section 151 officer, have put a framework in place across all Services (with the exception of Delegated School Budgets which are the responsibility of individual Governing Bodies). The framework includes constraining expenditure where possible for the remainder of the current financial year. This will apply to non-staffing revenue expenditure and also external recruitment activity, but is being done in a managed and controlled way to recognise that core statutory, contractual and existing obligations will continue to need to be met and for example activity that underpins income or is funded by grant(s) can continue. The approach is intended to slow down, pause or temporary curtail non-essential / non-critical expenditure.

Work is also commencing on the 24/25 Budget Process, with the context of the updated MTFS and the Q1 position for 23/24 and a 1st Members Budget Workshop scheduled for 19/9/23.

Corporate Risk R006 Through Age Well-being Programme

Owner: CLO Audrey Somerton-Edwards

Description

The Through Age Well-being Programme has been established and developed to transform the way the Council will deliver Social Care services. This aligns with the requirements of the Social Services and Wellbeing Act SSWBA. SSWBA provides the legal framework for improving the well-being of people who need care and support, and carers who need support, and for transforming social services in Wales.

The programme will therefore oversee the development of services and transformation of Social care. Failure to achieve this will risk that the authority will fail to meet its statutory and legislative requirements and the challenges faced with the increasing pressure on social care budgets.

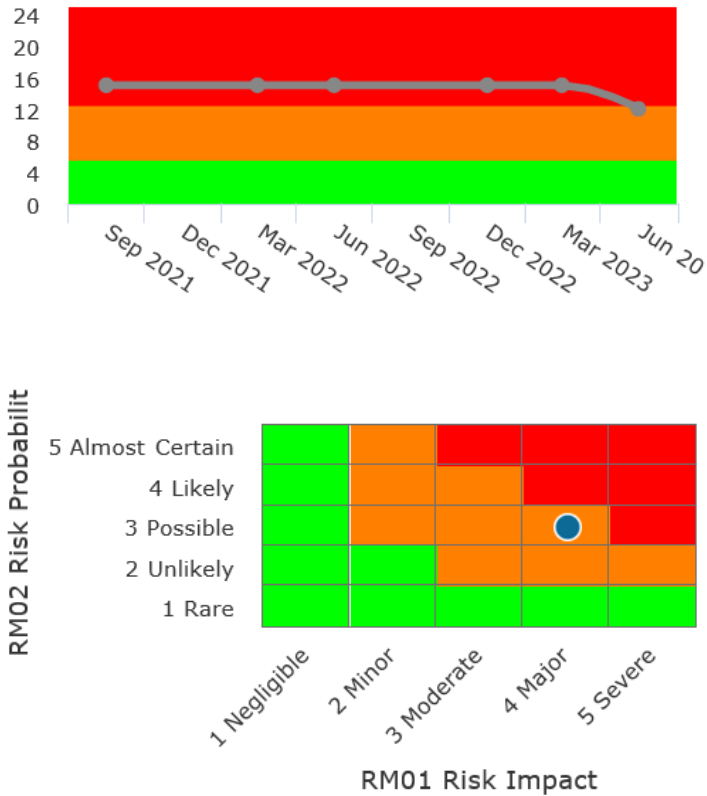
The Through Age Wellbeing Programme is now progressing to develop and implement service arrangements and staffing structure to support the emphasis on early intervention and prevention services. Risks and opportunities that may arise from the rebalancing of services will need to be managed.

Potential Consequence

- Inability to deliver safe and effective services across all ages
- Missed opportunities to develop resilient and caring communities
- Continued increase in expenditure in delivering high cost services
- Inability to meet rising demand for services
- Not meeting statutory duties and legislative requirements

Evidence of Risk

- Continued pressure on social care budgets
- Increase in numbers of individuals in receipt of statutory services for planned care and support
- Need to provide prevention and early intervention services in line with legislation
- Prolonged period of 'Managing change process' impacting on the workforce
- Difficulties in retaining and recruitment of staff



Mitigation Action

Due Date

Sep

Dec

Mar

Jun

R006T01: Progress to be reported on the implementation of new service model to the project board.

30 Sep 2023



R006T03: Ensure HR/workforce programs in place in line with managing change

30 Jun 2023



R006T07: TAW Communications to be agreed and implemented

30 Sep 2023



Comments (e.g., progress to

The Through Age Wellbeing Programme is an accepted model across the social care workforce and partners. Furthermore, the Programme has received endorsement as a viable model of delivery as note by Care Inspectorate Wales in the recent Performance Evaluation Inspection.

Corporate Risk R009 Information Management & Cyber Security Resilience

Owner: CLO Alan Morris

Description

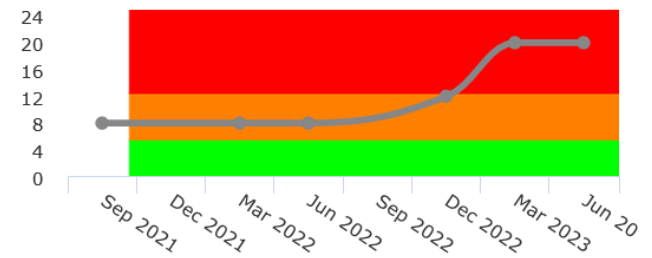
Failure to ensure that we have effective information and ICT, security and compliance in place, will impact on the Authorities ability to adapt to change, improve services and communicate effectively with citizens and other users of Council services.

Potential Consequence

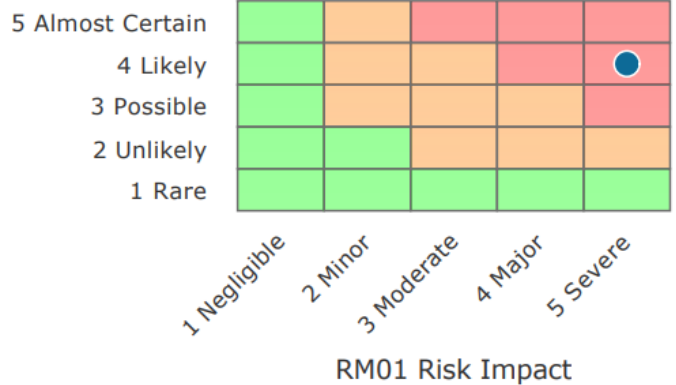
Not having robust Cyber Security will impact on all service delivery with limited or no access to information systems that are key for business delivery. Inadequate Information Management processes and staffing awareness to manage personal data could result in data misuse/loss that could result in not complying with the General Data Protection Regulation and can cause distress to the person(s) data that has been mismanaged. Failure to manage all data within the law will result in a potential large fine from the ICO and reputational damage to the Authority. Digital services delivery will increase the demand for ICT services and potential cyber-attacks and must be sufficiently resourced in both staffing and infrastructure costs.

Evidence of Risk

- No major incidents from external cyber threats have been reported and minor attacks have been managed with no loss of service
- Continue to patch all ICT infrastructures to the required level and achieved PSN accreditation.
- No major data loss reported to the ICO.
- Continue to provide information awareness courses and proactively working with service areas to ensure that their data is appropriate and saved securely.
- Staffs have attended Cyber training to ensure that we maintain good level of security against increased levels of external attack risks.
- Compliance to GDPR is achieved and maintaining Privacy Notices and ensuring consent where required.



RM02 Risk Probability



Mitigation Action	Due Date	Sep	Dec	Mar	Jun
R009T04: Continue with Data Audit across all service areas	31 Mar 2024	★	★	★	★
R009T05: Implement approved record retention schedule	31 Mar 2024	★	★	★	★
R009T08: Develop regular review and SIRO Annual report	31 Mar 2024				★
R009T09: Restructure to better focus resources and expertise	31 Mar 2024				●
R009T10: Migrate data and content to more suitable locations	31 Mar 2024				●
R009T11: Implement encryption at rest	31 Mar 2024				●

Comments (e.g., progress to

Cyber resilience group continuing to meet and proving to be very useful. Membership to be reviewed to ensure full take up.

Excellent progress on automated patching meaning device weaknesses are improved and allowing next phase of PSN internal cyber testing to be completed in Sept.

Work continuing to improve further. O365 backup procurement finalising and will allow full backups shortly.

This will allow migrations and retention activations to start soon. Working with suppliers to agree workplan on document migration to take advantage of new Cloud licensing options.

Change Advisory board procedures and processes tightened and formalised with integration with DPIA (data Protection Impact Assessments) and include Data Protection office to improve governance of changes and supplier overview.

Completed ongoing project piloting CAF (Cyber Assessment Framework) and Gov Assure across 16 LA's and Fire and Rescue services. Recommendations and findings shared with WG, NCSC and DHLUC. New funding provided to Ceredigion to support 23/24 project of Enabling CAF across Wales. Capacity to prioritise this work is continuing to be a challenge.

Corporate Risk R017 Safeguarding

Owner: Acting CLO Audrey Somerton-Edwards

Description

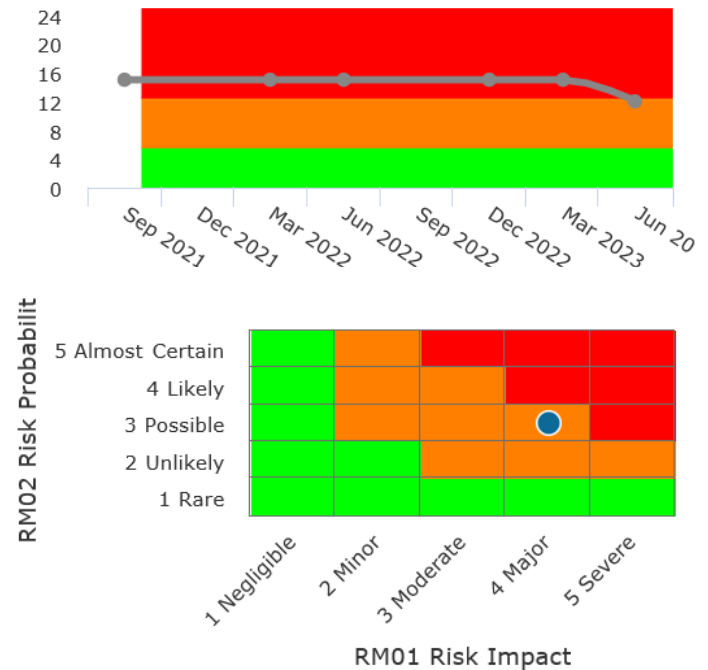
Risk of failure to maintain the organisation's statutory duties in relation to safeguarding children, young people and adults during the period of transition to the Integrated Service Delivery Model.

Potential Consequence

There is a risk that children, young people and adults may suffer significant harm which may result in a reputational, legal, and financial impact on the corporate body.

Evidence of Risk

- Increase in referrals due to legislative changes (SSWBA, VAWDASV) and impact of Covid-19 on individuals' and groups vulnerable to abuse and neglect
- Increase in demand and complexity specifically in relation to children and families and young people
- It is acknowledged this is a high risk area of work



Mitigation Action	Due Date	Sep	Dec	Mar	June
R017T06: Maintain a fully Integrated Through Age Safeguarding Team	31 Mar 2024	●	●	●	★
R017T07: Ensure that safeguarding training and skills development is rolled out to all staff	31 Mar 2024	●	●	●	★
R017T08: Implement The Wales Safeguarding Procedures & Regional Practice Guidance across all teams	31 Mar 2024	●	●	●	★
R017T11: Implement revised TAW structure to enhance the QA, Strategic Safeguarding	30 Sep 2023			★	★

Comments (e.g., progress to Date)

The re-establishment of the Corporate Safeguarding Group adds rigour to the organisational approach to safeguarding across the corporate services.

The capacity of Ceredigion County Council to effectively manage safeguarding services has been strengthened significantly through the commissioned Project Team to support Children and Young People.

Corporate Risk R019 Climate Change and Coastal Erosion / Flooding

Owner: CLO Russell Hughes-Pickering / Rhodri Llwyd

Description

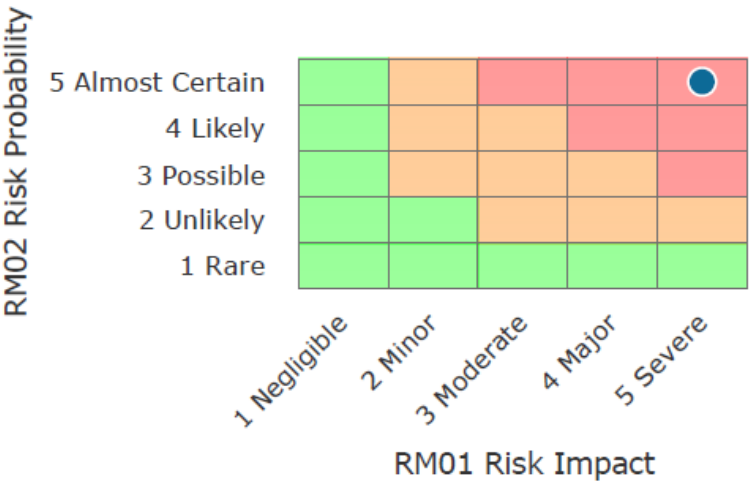
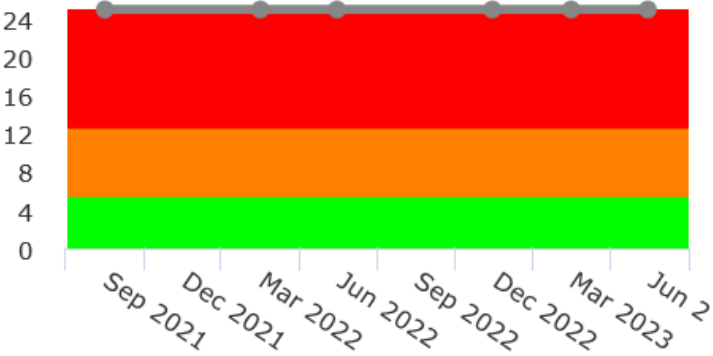
Climate change is one of the biggest environmental challenges we face. Although failure to meet carbon emission and energy reduction targets will have both financial and environmental impacts for the Authority, there are wider implications for the County as a whole e.g., increased instances of flooding, drought and storms, which carry a huge potential impact on our communities and the Council's Estate, which includes our buildings, schools, Nature Reserves, Parks, allotments and also other holdings which are not actively managed. It is recognized that we must lead by example and do all we can to reduce future climate change and address and mitigate the risks associated with it. Policy initiatives and strategies to include for ecosystem resilience, biodiversity enhancements and flood reduction schemes must be developed and implemented if we are to succeed in reducing our carbon footprint and reducing the risk to our major infrastructure, assets, residents and communities and landscape.

Potential Consequence

Climate change means we may face more frequent or severe weather events like flooding, droughts and storms. These events bring 'physical risks' that directly impact communities and have the potential to affect the economy. Parts of Ceredigion's coastline are susceptible to coastal erosion and flooding, and some inland communities are at risk of flooding and loss of land from watercourses. The impacts could be far reaching, with stakeholders facing life-threatening or life changing consequences, and the effects impacting on large sectors of the County/Council. In addition, failure to reduce the effects of climate change could have reputational, financial and environmental consequences for the Council including in the form of financial penalties for failing to meet Welsh Government targets for carbon management and for biodiversity. Indirect impacts will include changes to the insects, pests and diseases which will colonise and affect our environment. As well as immediate impacts of these, the impacts on staff time and other costs dealing with these will be significant. Loss of canopy cover from Ash Dieback already has consequences for local microclimates and will exacerbate climate change impacts as well as contribute to them.

Evidence of Risk

Climate change is real and is happening across the world; it is impacting on local communities in Ceredigion. The West of Wales Shoreline Management Plan and Ceredigion's Flood and Coastal Erosion Risk Management Strategy has identified locations within the County which are at current and future risk from coastal erosion and flooding, and from main river/watercourse/surface water flooding. There is scientific evidence showing that in order to halt climate change, carbon emissions have to stop – reducing them is not sufficient, we need to go further and work towards becoming a net-zero local authority.



Mitigation Action	Due Date	Sep	Dec	Mar	Jun
R019T01: Develop a Corporate Climate Change Strategy	31 Mar 2024	●	●	■	■
R019T03: Increase the amount of energy generated from renewable sources.	31 Mar 2024	★	●	★	★
R019T04: Identify and manage the corporate estate	31 Mar 2024	★	●	■	■
R019T05: Develop Flood Alleviation Schemes	31 Mar 2024	●	●	●	●

R019T06: Monitor the coastline with the Wales Coastal Monitoring Centre, develop Coastal Defence	31 Mar 2024	★	★	★	★
R019T08: Apply for funding to implement projects which mitigate the effect of climate change	31 Mar 2024	●	●	●	●

Comments (e.g., progress to

Regional Energy work and the Local Area Energy Plans (LAEPs) is progressing and is due to complete by end March 2024. Regional Energy Strategy Action Plan has been signed off by GMW Board, but still needs Cabinet approval, this will be arranged in the coming months. New Carbon Reduction Officer has been appointed and is due to commence in September and will assist with delivery of emission reduction schemes, which will contribute to the Council's Net-Zero ambition for 2030. Authorisation received to proceed with Re:fit, an Energy Efficiency Retrofit Framework, which will provide CCC with the means to deliver energy efficiency and renewable schemes on a larger scale and will be used to deliver renewable schemes, LED lighting upgrades, boiler replacements, thermal building improvements (insulation/glazing) etc. A number of renewable opportunities have also identified (e.g. solar canopies at Canolfan Rheidol), as well as some larger solar installations, which can be delivered by the Re:fit framework, all of which is backed by savings guarantees. Biomass issues experienced in the previous financial year have been mostly resolved. PV installed at Cardigan CP School as part of ongoing refurbishment works, also PV to be installed at new Aeron Valley School, currently under construction. Annual operational Carbon Footprint is being calculated and will be available by end of August, and the figures will also be used in the WG emissions reporting figures, due for submission by the end of September. The Carbon Management Plan expired 31/03/23, and work has started, looking at putting a new Plan in place, which aligns with the Net-Zero Action Plan and net-zero ambition for 2030. It is intended to re-visit the land asset review undertaken in 2019/20, which looked at potential sites for renewables (solar/wind), or carbon sequestration (tree planting). Phase 2 rollout of EV charging points across Ceredigion is complete, with all chargepoints now operational. EV provision has significantly increased over the last 18 months, with 76 EV spaces now available across 18 locations within the County. £295,000 of funding secured from WG for Phase 3, which will be delivered in 2023/24 Financial Year. Borth Leat Flood Alleviation Scheme – Business Justification Case - the contract with the appointed consultant was terminated as they failed to deliver the expected level of service, and a tender invitation for the scheme to appoint a new consultant will be issued in July 2023, with the appointment of a new consultant by September 2023. Llandre Village FAS - a draft Business Justification Case has been produced. Since the development of the model, amendments have been made to the attenuation structures which will help mitigate flood risk. The shortlist generated only a single economically feasible option, which is technically viable and can be implemented with relative ease. Capel Bangor Outline Business Case - a draft OBC has been produced, and the findings of the new updated baseline model will be discussed with NRW which may lead to a revision of the current NRW flood maps to enable decision-making regarding stage 2 of this study. Talybont Outline Business Case - the consultant is in the process of completing a review of the baseline hydraulic model including the final economics prior to full completion of the OBC to ensure the most economically advantageous preferred option is included, following which there will be discussion with NRW and a community/Stakeholder Engagement event. The Wales Coastal Monitoring Centre (WCMC) continue to survey the defended coastline on behalf of CCC, and their use of technology is increasing the volume and accuracy of data that can be captured. The Authority received a draft report of the coastal performance and ongoing management review for the Borth Coastal Protection Scheme which indicated that there was little change in the profile at the critical point over the period from 2020 to 2022, and that the general alignment of the bay between the rock groyne to the south and the breakwater to the north has reached a degree of stability.

Corporate Risk R020 Ash Dieback

Owner: CLO Rhodri Llwyd

Description

Ash Dieback is the most significant tree disease to affect the UK since Dutch elm disease and will lead to the decline and death of an estimated 90% to 95% of Ash trees in the UK, with the Ash being widespread across Ceredigion. This includes outside of woodlands in the form of hedgerow and specimen trees along roads, other public rights of way (PRoWs) and in public spaces. Infection with ADB causes trees to become brittle, shed limbs, and subsequently they may fail. The structural changes to the timber in dying ash significantly increase the risk of failure.

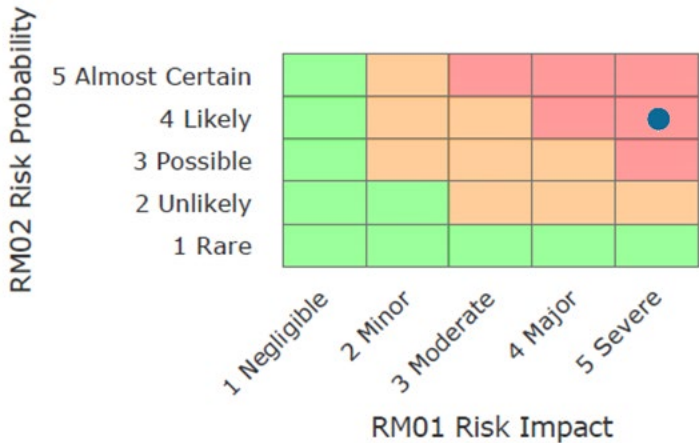
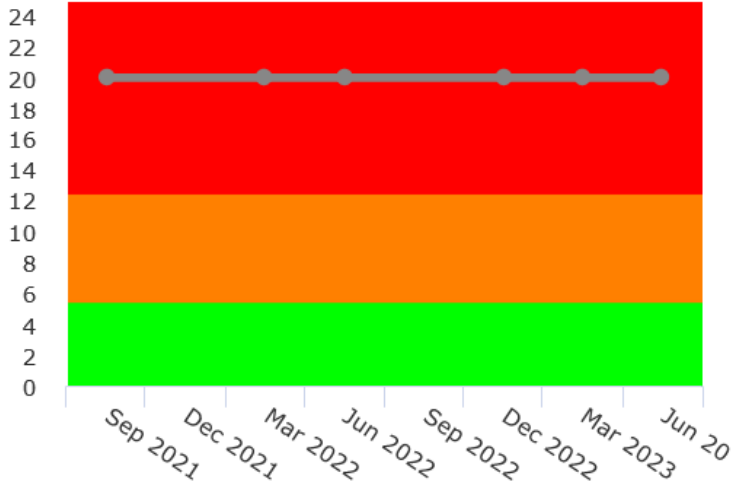
Ash Dieback is already having an impact on canopy cover across the county. It is estimated that there are 42,000 mature Ash trees along the county roads alone and a further 10,000 on the Council's Corporate Estate. Assuming a similar Ash tree density across all other public and private land including woodland and hedgerows, the impact of the loss of trees from Ash Dieback over the last 5 years and into the next 5 years on Ceredigion's carbon footprint, micro-climate and local impacts on climate change is significant.

Potential Consequence

There is the ongoing potential for death or injury as a result of Ash Dieback related accidents, to include risks to statutory functions or service delivery, with increased health and safety issues due to declining ash trees on roads, county parks, housing estates, schools, cycle ways, bridle paths and footpaths. Increased expenditure from direct and indirect costs as a result of Ash Dieback. Carbon emission from trees that fail/need to be removed will impact the Council's net zero carbon 2030 target, and a significant planting programme will be required over the next decade to compensate for the loss of ash trees. The loss of ecosystems provided by ash e.g., air quality, flood reduction, urban shading, increased noise levels and the loss of visual screens adjacent highways, carbon storage, carbon sequestration and habitat for biodiversity, and risks to protected species / sites through alteration and loss of habitat structure, stability and composition.

Evidence of Risk

Ash Dieback is already widespread and visible across the County. A national guide for the assessment of diseased trees using a system based on the percentage of live canopy cover has been established and is used to determine when action is necessary to address the risks posed by a tree's decline. It is recommended to take action when approximately 50% of the crown remains. Due to the scale of completing a survey across all council owned trees, a prioritised approach has been developed to ensure that the high-risk areas are principally surveyed first. To achieve this a qualitative risk analysis has been carried out which considers the likelihood of injury and severity for each service in the authority identified to likely be affected by ash dieback. Consideration has been given to variables such as the estimated quantity of ash trees, estimated number of users who use the service and for highways road speed and visibility. The ADAP estimates that the total cost to the Council of managing its Ash Dieback risk could be of the order of £9.4m over a 10-year period, with a further £20m required to deal with Ash trees on private land.



Mitigation Action	Due Date	Sep	Dec	Mar	Jun
R020T04: Undertake prioritised scheme of work to prune / remove trees as required	31 Mar 2024	★	●	★	★
R020T05: Seek Welsh Government and other funding opportunities to address the risk posed by	31 Mar 2024	●	■	■	■

The scheme of works (Schools) for 2022 has been completed, and a new scheme of works(schools) for trees 2023 that have deteriorated in the last year is imminent and will take place over the summer holidays and Autumn half term holidays. The roadside trees scheme is ongoing and is now based on updated survey of all roads conducted in the summer 2022 which was delivered in Q1 2023. Inspection for these and further schemes of works for Roadside trees and trees on Council owned land to include (but are not limited to): Allotments, Cemeteries, Parks, Schools, and other public open spaces have commenced, and any cutting works schemes required will follow in the Autumn. Funding for assisting with the inspection and/or cutting of trees is unavailable at this stage, this situation will be continually monitored for change. Funding may be available to assist with the mitigation replanting element of the ADB project. Clarification on whether potential grant schemes are open to local authorities is being sought from NRW/WG.

Corporate Risk R021 Phosphates

Owner: CLO Russell Hughes-Pickering

Description

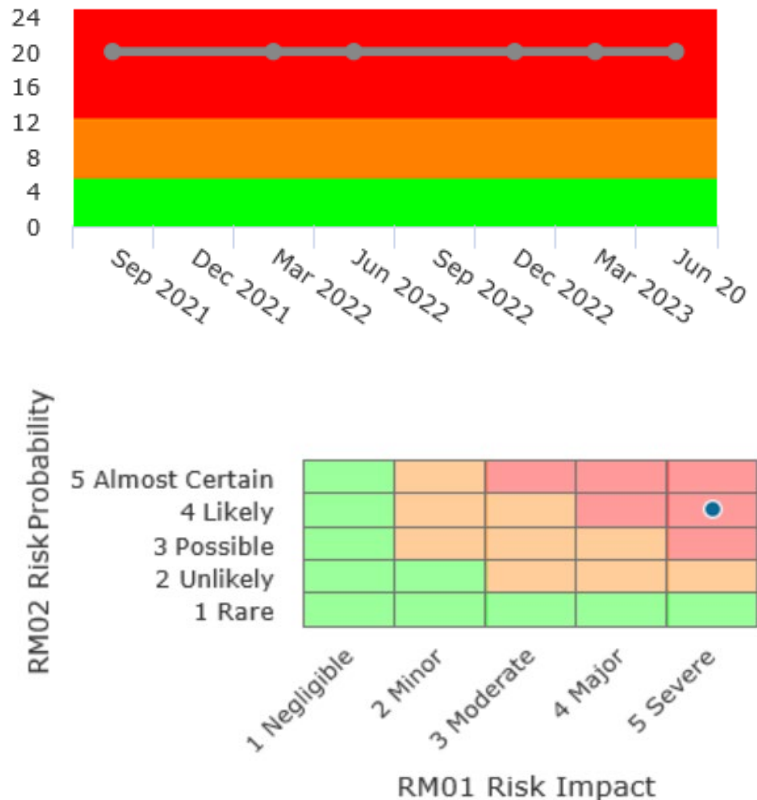
In Jan 21 Natural Resources Wales (NRW) published evidence of phosphate levels for riverine Special Areas of Conservation (SACs) in Wales, (including the Afon Teifi) accompanied by interim planning position guidance (updated May 21). The Council is the competent authority as defined in the Habitats Regulations and is required to have regard for advice when making planning decisions both for developments and the Local Development Plan (LDP). There is a phosphate impact on 50% of Urban Service Centre's and 14% of Local Service Centre's designated in the LDP. The total land affected of Ceredigion equates to 806 km² / 44.6% of the county. 14 allocated housing sites are constrained delivering potentially 572 homes of which 114 were expected to be affordable. There are significant issues relating to bringing development forward in this area. The area affected is expected to increase when further information and guidance is released in relation to the Marine SACs.

Potential Consequence

It is very likely that development across the County will be significantly constrained until measures can be implemented to mitigate the impacts of nutrients on riverine and marine environments. This could restrict the ability of the Council to deliver major elements of its Corporate Strategy, the Economic Strategy, the Local Development Plan, the 21st Century Schools Programme and key health and social care facilities. The situation is expected to worsen when data relating to Marine SAC assessments are released in 2022 which will have significant implications for the rest of the County.

Evidence of Risk

Nutrient monitoring by NRW has established that 8 of the 16 monitoring stations on the Afon Teifi are failing to meet their targets as set by the Joint Nature Conservation Committee (JNCC). Therefore, they are failing to meet the requirements of their conservation favourable status, potentially damaging the delicate eco systems which warranted its designation as a Special Area of Conservation (SAC). Such targets are also being monitored for other nutrients both on the Teifi SAC and on the marine SACs that encompass our coastline.



Mitigation Action	Due Date	Sep	Dec	Mar	Jun
R021T01: Ensure all applications, plans and projects are screened in accordance with NRW guidance	31 Mar 2024	★	★	★	★
R021T02: Raise awareness locally and nationally and identify ways to refine the guidance	31 Mar 2024	★	★	★	★
R021T03: Work at a sub national and national level through the working groups to identify solutions	31 Mar 2024	★	★	★	★
R021T04: Seek local solutions, learning from best practice elsewhere, utilizing council owned assets	30 Sep 2023	★	★	●	★
R021T07: Continue to lobby for a 'Team Wales' approach including a national mitigation list and data	31 Mar 2024	●	★	★	★
R021T08: Consider local solutions such as Private Treatment Plants and working with DCWW	31 Mar 2024	●	★	★	★

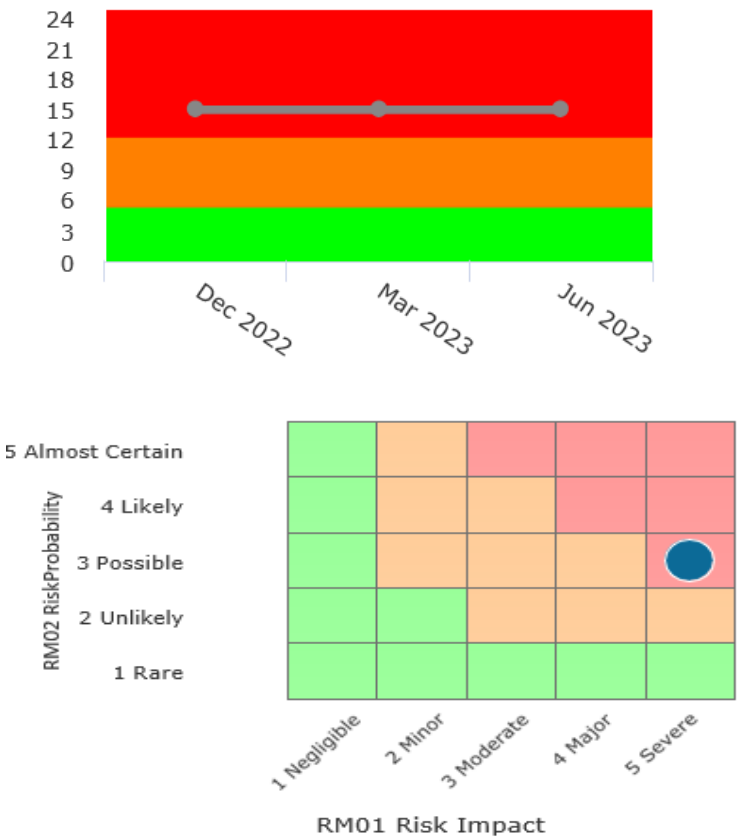
Comments (e.g., progress to

Progress to end of August 2023: A successful bid was submitted for UK SPF funding to appoint a Nutrient Management Officer and to place Water quality monitors along the Teifi. The wetland feasibility study has been completed alongside the regional calculator and mitigation guidelines; 2 onsite wetland feasibility studies to planning stage are due to commence shortly. An extension has been agreed to enable the delivery of the Phosphates Reduction and Mitigation (PRAM) project, and farms have been recruited in order to be able to complete mitigation works as agreed in the programme. Developer checklists and HRA support is currently being prepared and the draft Nutrient Management Board Plan template is taking shape. The Team Wales work is progressing with the region being a key player in influencing the First Minister's action plan design and implementation.

Corporate Risk R022 Recruitment & Retention

Owner: CLO Geraint Edwards

Description
Failure to recruit staff to key roles will have an impact on the ability to sustain safe and effective services and the requirement of meeting statutory and legislative responsibilities.
Potential Consequence
The impact of failure to recruit in a timely manner can lead to an inability to meet statutory duties or legislative requirements; an inability to deliver safe and effective services; or making it challenging for services to respond to changing demands. This would result in an intervention from regulators and/or being placed in special measures, creating significant additional budget pressures and damaging the Council's reputation, which would further impact our employer brand and ability to recruit. In addition, failure to recruit could lead to a negative impact on remaining workforce as a result of having to share the additional workload.
Evidence of Risk
Challenging labour market evidenced by historic high number of vacancies across UK, lowest rate of unemployment since 1974 and increase in the number of economically inactive people. Failure to recruit in a number of professional roles despite multiple campaigns. Increased use of agency staff to cover key professionally qualified roles, in particular in social care and senior management.



Mitigation Action	Due Date	Sep	Dec	Mar	Jun	
R022T02: Undertake salary benchmark of all Welsh Local authorities	31 Jul 2023		●	●	●	
R022T03: Review of application form and process	30 Jun 2023		●	★	★	
R022T04: Consideration of multi-level apprenticeship scheme	30 Jun 2023		★	★	★	
R022T05: Continue to lobby for Wales-wide pay scale for social workers	30 Sep 2023		■	★	★	

Comments (e.g. Progress to Date)
Final draft of Workforce Plan 2023-2028 completed, will be submitted to Scrutiny and Cabinet in Q2. Implementation of the Plan is key to addressing recruitment and retention challenges with a focus on employer branding, application process, employee voice, digital upskilling, succession planning, graduate scheme and apprenticeship programmes.