

Cyngor Sir CEREDIGION County Council

Report to:	Governance and Audit Committee
Date of meeting:	24th January 2024
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.

During quarter 2, an additional risk was identified; R023: Systems End of Life, specifically, concerning the issue of the WCCIS system end of life, but also recognising that all software system contract end dates pose risks to the council. This was agreed at Leadership Group and has now been added to the Corporate Risk Register.

The Corporate Risk Register has also now been amended to split the R009 risk into R009: Information Management and R024: Cyber Resilience as recommended at the GAC meeting on 27/09/2023.

A review of the latest risk status was conducted at the LG meeting of 13.12.23 where candidates for promotion / demotion to the Corporate Risk Register were discussed and agreed.

De-escalated from corporate to service

None

Escalated from service to corporate

The Leadership Group meeting confirmed that R023 would be included in the Corporate Risk Register.

Appendix A contains the latest Corporate Risk Register.
The risk score for R005: Medium Term Financial Plan, has increased from 20 to 25 to reflect the current financial position and expected challenges ahead.
The risk score for R009: Information Management, has decreased to 16.
The risk score for R021: Phosphates, has decreased to 16.

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: 13th December 2023

Corporate Risk Register



Cyngor Sir
CEREDIGION
County Council




Governance and Audit Committee




Reviewed and updated by Leadership Group	13/12/2023
Last Monitored by Governance and Audit Committee	27/09/2023
To be presented to Governance and Audit Committee	24/01/2024

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	25	■	↑	Corporate Resources Overview and Scrutiny Committee	19/07/2023
R009: Information Management	Alan Morris	16	■	↓	Governance and Audit Committee	19/01/2022
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	16	■	↓	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
R023: Systems End of Life	Alan Morris	20	■	New		
R024: Cyber Resilience	Alan Morris	20	■	→	Governance and Audit Committee	19/01/2022

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

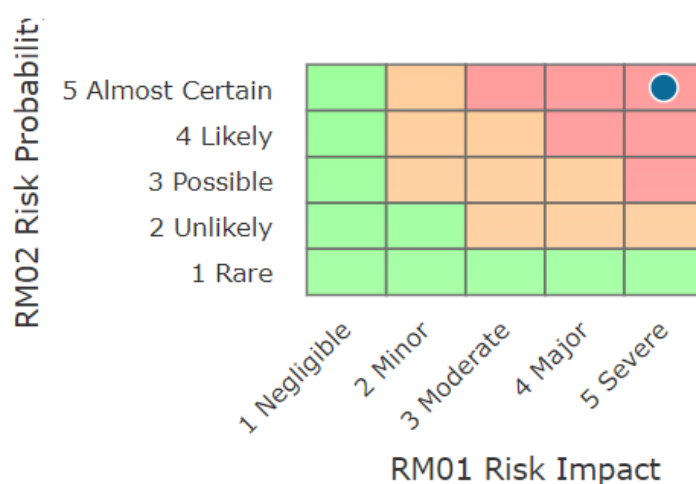
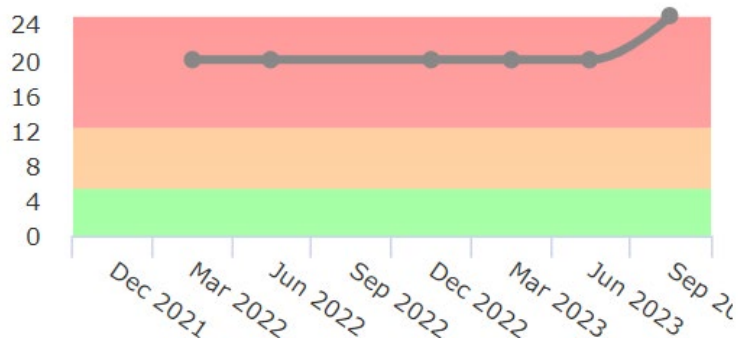
The reduction of core and external funding will lead to the reduction in service provision in some areas. Failure to adapt, implement identified savings and consider alternative models of service provision in line with the Medium-Term Financial Plan will affect future service delivery and the financial 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 05/09/23 and Full Council on 21/09/23 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.



Mitigation Action	Due Date	Dec	Mar	Jun	Sep
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 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 was finally agreed in November 2023 and this exceeded the Budget Provision by c£0.6m (after allowing for the Contingency sum set aside for Pay and Energy).

The Q2 in year Budget monitoring report was considered by Cabinet on 05/12/23. The projected year-end position is currently for an overspend of £2.7m (being 1.5% of the 23/24 Revenue budget of £180.1m), which is after taking account of various mitigating actions totalling £4.3m). 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
- Significant costs regarding agency staff in Local Authority Residential Homes & in statutory Social Worker roles.
- Significant increase in the volume of Older Persons Social Care placements
- A significant increase in the overspend within Porth Cynnal from Q1 to Q2.

Leadership Group, with the input and advice of the Section 151 officer, put a framework in place at the Q1 stage 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.

The 24/25 Budget Process is now well advanced with 3 Members' Budget Workshops taking place since September 2023. The latest Workshop including a prioritisation process for all Members to help shape and prioritise which areas of the Budget could be in scope for savings, which areas were more likely to be protected and to further discussions around potential Council Tax levels. At this stage, the Council's estimated cost pressures for 24/25 are significant – potentially close to £20m being the equivalent of 11% inflation. Work on the 24/25 Budget continues. The level of Council Tax increase is likely to be determined by the level of Budget Savings Considerations that Members are willing to make and the position will start crystalising when the WG Settlement is announced on 20/12/23.

Significant work has also been done to lay the groundwork for Full Council to make a decision on 14/12/23 on the level of Council Tax Premiums to be charged on Second Homes and Long-Term Empty Properties from 01/04/23.

Corporate Risk R009 Information Management

Owner: CLO Alan Morris

Description

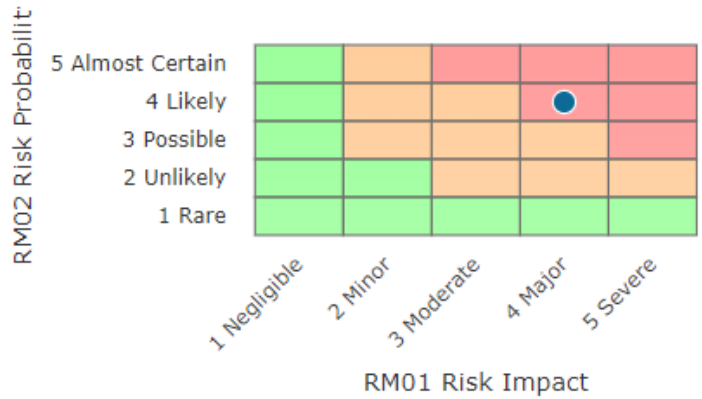
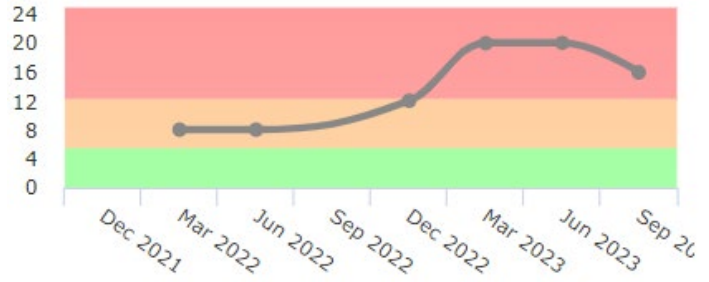
Failure to ensure that we have effective Information Management compliance in place will increase the risk and damage from any governance or data breaches. Weakness in compliance will also affect our ability to respond to FOIs and Subject Access requests. This may lead to increased risk of fines, loss of data or access to one or more systems and cause reputational damage.

Potential Consequence

Failure to fully suitable governance of data processing could lead to – • Inappropriate processing • Security Risks • Failures in supplier assurance • Poor Decision making • Reputational damage • Damage to service users.

Evidence of Risk

- Strained capacity to move projects forward.
- Lack of details Information Processing Register
- Lack of active retention on electronic files
- Poor electronic record keeping practices.
- Difficulty maintaining required standards.
- Current EDRMS end of life.



Mitigation Action	Due Date	Dec	Mar	Jun	Sep
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			★	★

Comments (e.g., progress to

Good progress made automating and managing system vulnerabilities Excellent progress made on clients management. Server side management tools rolled out. Work migrating old servers prioritised and being delivered. Pace of change and discovery of new vulnerabilities meaning work is being undone as fast as it can be repaired. Capacity issues raised and costs of capacity increase being considered.

Corporate Risk R019 Climate Change and Coastal Erosion / Flooding

Owner: CLO Russell Hughes-Pickering / Rhodri Llwyd

Description

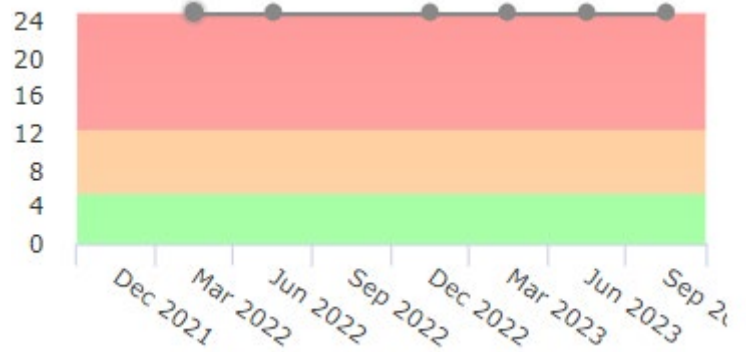
Climate change is one of the biggest environmental challenges we face. Although failure to meet carbon emission and energy reduction targets will have both financial and environmental impacts for the Authority, there are wider implications for the County as a whole e.g., increased instances of flooding, 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.

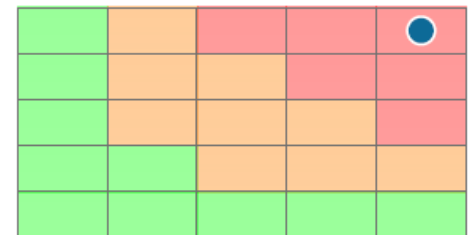
Evidence of Risk

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.



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	Dec	Mar	Jun	Sep
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

Local Area Energy Plan (LAEP) work is progressing well, Energy Systems Catapult (ESC), the consultant undertaking the work are currently completing the modelling work and workshops have been scheduled for 23rd November (workshop 4) and 7th December (workshop 5). Final LAEP report to be completed by end of March 2024, and a Regional Energy Strategy Strategic Action Plan has been developed and recently reviewed to bring it up to date. A new Carbon Reduction Officer is in post which will assist with delivery of emission reduction schemes, contributing to the Council's Net-Zero ambition for 2030. Permission to proceed with Re:fit framework has been received and initial agreement signed. Re:fit is an energy efficiency retrofit framework, which will provide us with the means to deliver energy efficiency and renewables schemes on a larger scale. Initial Soft Market Testing (SMT) exercise has been completed with a view of tenders to be returned by 26th January. An assessment of the annual operational Carbon Footprint has now been completed for 2022/23 and which saw a 2.11% reduction, when compared to the previous year, equating to a 22.64% reduction over the last 5 years and 57.44% reduction since the publication of the first Carbon Management Plan. WG Annual emissions reporting was submitted in September, following completion of the annual operational emissions figures. Work on reviewing the Carbon Management Plan has started, looking at aligning with the Net-Zero Action Plan and net-zero ambition for 2030. Spreadsheets have been shared with all CLO's, detailing emissions by CLO, but also asking for emissions reduction/energy saving schemes that they have in mind for the Services which they control. Currently looking at PV opportunities for Care homes, which should be able to be delivered by the end of the financial year – Tender documents are being reviewed, with a view to getting a tender out before Christmas. Welsh Government grant funding has been approved for delivery of Ceredigion County Council Phase/Year 3 public EV charge-point programme with a focus on roll-out to community-managed facilities, along with the recruitment of dedicated Projects and Programme Manager. EV charge-points installed in the two earlier phases are all operational with EV charging provision very significantly increased as a result of the Council's intervention over the last 18 months, with 76 EV spaces now available across 18 locations within the County – more information is available at: <https://www.ceredigion.gov.uk/resident/travel-roads-parking/electric-vehicle-charging-in-ceredigion/> and <https://www.ceredigion.gov.uk/resident/news/2023/ceredigion-on-top-with-ev-charging-point-provision/> Borth Leat Flood Alleviation Scheme – Business Justification Case - A tender invitation for the scheme to appoint a new consultant was sent in July 2023 using the regional civil engineering services framework – Southwest & Mid Wales Regional Civil Engineering Services Framework. The Authority received 1 bid and the bid is in the process to be evaluated. A new consultant was identified in September 2023. Llandre Village Flood Alleviation Scheme - The project has been finished and a draft Business Justification Case has been issued to Welsh Government for review and appraisal. It was identified that there is no viable scheme. Capel Bangor Outline Business Case - Capel Bangor Model and Hydrology review has been send to NRW by the consultant for review by NRW as requested by WG prior to an updated OBC being finalised. Talybont Outline Business Case - The draft OBC has been submitted to CCC for comments whilst the hydraulic modelling runs are completed. The Wales Coastal Monitoring Centre (WCMC) continue to monitor the defended coastline on behalf of CCC to provide the evidence based on data necessary for our FCERM decisions and to monitor the coastal change. The collected data provides evidence to update information in relation to coastal evolution, sea level rise and climate change mitigation. Any additional coastal data collected by Ceredigion County Council is shared with the WCMC. CCC is working in partnership with the University of Bath, who are looking to install a permanent laser scanner at Borth for a 12-month period. The submission for the NERC project has been recommended for funding, but approval timescales are unclear at the moment. Grant funding has been approved for (a number of approved Active Travel Fund Core Grant scheme development and minor work, and for construction of 'Waunfawr to IBERS/ Plas Gogerddan Link - Phase 1' - £1.49 Million. Delivery of in-year projects currently proceeding to plan. Statutory Active Travel Annual Report approved by Chief Executive and submitted to Welsh Government at end of September <https://www.ceredigion.gov.uk/resident/travel-roads-parking/active-travel/>

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.

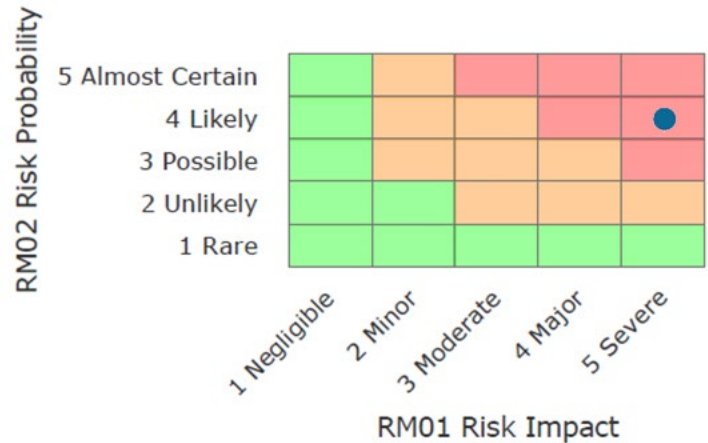
Ash Dieback is already having an impact on canopy cover across the county. It is estimated that there are 42,000 mature Ash trees along the county roads alone and a further 10,000 on the Council's Corporate Estate. Assuming a similar Ash tree density across all other public and private land including 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	Dec	Mar	Jun	Sep
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	■	■	■	■

Comments (e.g., progress to

The new tree works framework has closed to tenders, five contractors have applied and the process to assess the bids has begun, it is anticipated that the process will be complete and contractors onboard by the end of January/start of February 2024. Work is continuing to identify the owners of roadside trees in private ownership, which is followed by the issuing of a formal notice under Section 154 of the Highways Act 1980 requiring the owner to address the issues within a stipulated period. This work is being done alongside that of instructing owners of private trees which are deemed to be a risk to the public/traffic where they overhang the highway.

The same approach is being taken to trees which are brought to our attention by enquiries from members of the public and this work is being carried out in parallel to trees identified surveying.

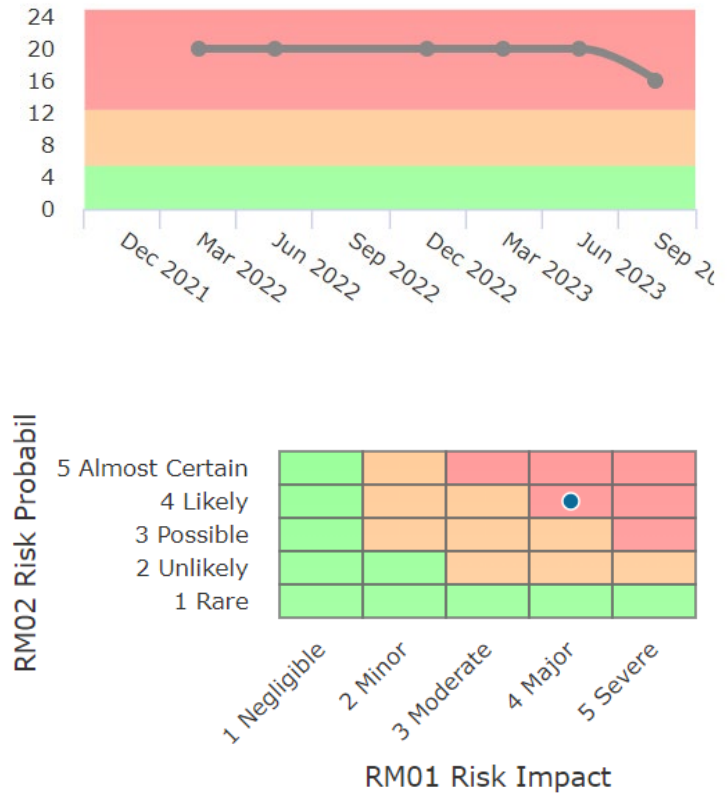
A new prioritised scheme of work to prune / remove trees as required is underway for this quarter and into the next quarter, through till march. The new framework once online will expedite this.

Extensive efforts have been made to seek external funding options, though yet no such grant funding opportunities are available, but the ADBO is maintaining contact with colleagues in other authorities and continues to monitor the availability of external funding opportunities.

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 km ² / 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	Dec	Mar	Jun	Sep
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	★	★	★	★

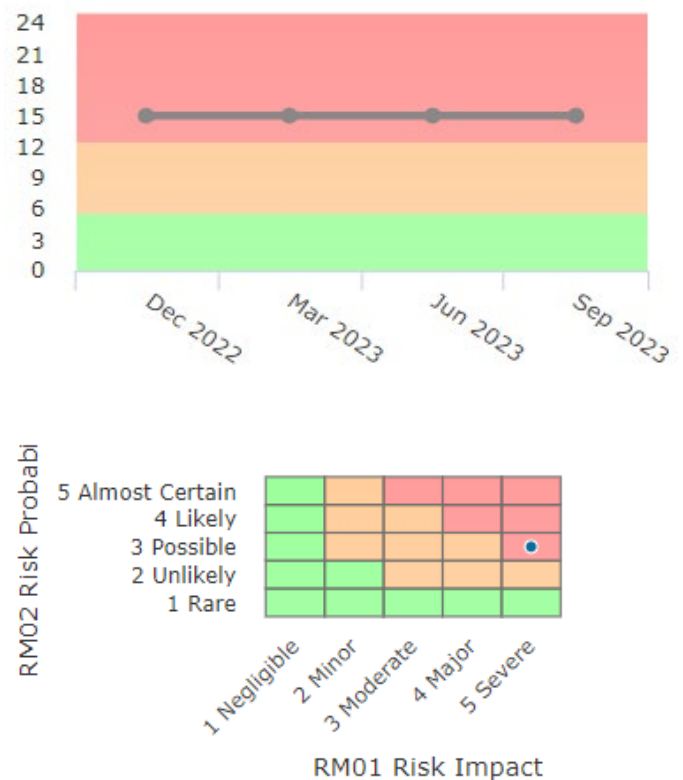
Comments (e.g., progress to

The Authority has created a Nutrient Management Board for the Afon Teifi SAC which has agreed a terms of reference, and appointed staff including a programme manager and a dedicated Teifi Nutrient Officer. The authority has secured SPF funding for water quality monitors and a tender will be going out shortly to procure the sensors, the only river in Wales with such technology. The authority has completed the Phosphate Reduction and Mitigation (PRaM) project delivering on the ground phosphate reduction by installing 4 SuDs schemes, 9km of Riparian fencing, 16 farm management plans and 8 farm capital improvement works and undertaken septic tank management engagement. Under the PRaM project the authority has also developed 3 nature-based solutions up to outline design stage (2 wetlands and 1 wet woodland) for which a partner has been found for one and a potential funding partner for another. The authority has identified reserves to support further phosphate reduction measures and is considering its own assets. The authority plays a central role in the First Ministers phosphate action plan and are at regular attendance at various national and sub regional working groups. Finally, the Afon Teifi has been selected as a demonstrator catchment for a 'Team Wales' approach to river restoration, working with multiple agencies to take an innovative and experimental approach to river restoration. In national terms the Afon Teifi phosphate work is leading across Wales and securing funding and resources for a variety of solutions which will in time not only unlock development but also restore the river health in a cohesive way.

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	Dec	Mar	Jun	Sep
R022T02: Undertake salary benchmark of all Welsh Local authorities	30 Nov 2023	●	●	●	●
R022T04: Consideration of multi-level apprenticeship scheme	31 March 2024	★	★	★	★
R022T05: Continue to lobby for Wales-wide pay scale for social workers	30 Sep 2023	■	★	★	★

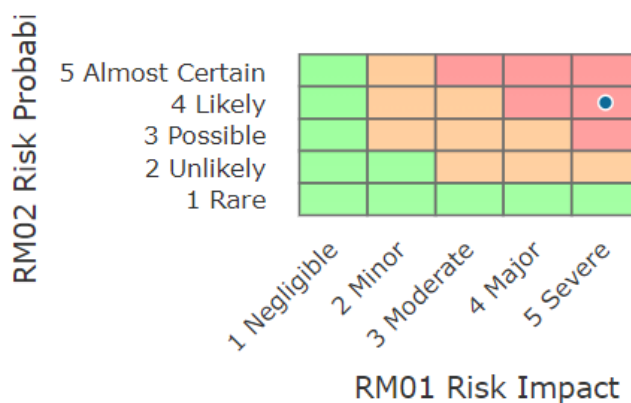
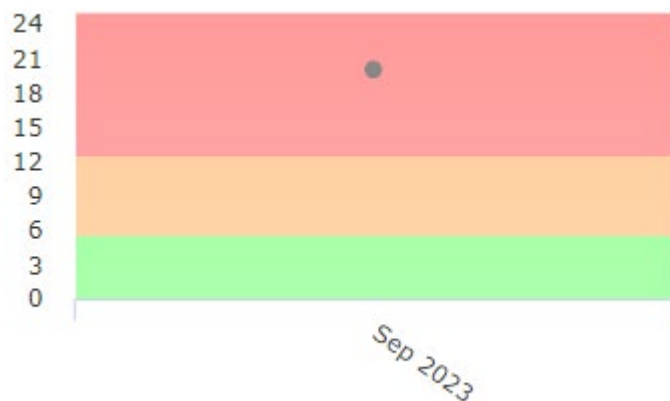
Comments (e.g. Progress to Date)

Workforce Plan 2023-2028 adopted by Cabinet in September and implementation of YR1 targets has commenced. 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. Revised application process has been drafted and will be submitted to Leadership Group in early Q3 for approval and implementation. Lobbying of Wales-wide pay scale of social workers has taken place at regional and national level, including at Welsh Government level.

Corporate Risk R023 Systems End of Life

Owner: CLO Alan Morris

Description
We carry a range of risks associated to systems reaching end of life and maintaining security. WCCIS (Social Care Management System) will reach end of life 01/26. SharePoint EDRMS already end of life Variety of other systems needing migration soon. For WCCIS Our contract expires in March 2024 but is managed as an all-Wales contract under DHCW. Procurement of a new system is being delivered by DHCW but may not be completed until the end of contract leaving no time to migrate and could lead to no service in place. Replacement Systems will lose access to NHS data.
Potential Consequence
If systems reach end of life they will not be get security maintenance and open up cyber risks, however reaching end of contract will lead to more immediate loss. Mitigation is in place for all other systems, but for WCCIS, if contract extensions are not agreed, potential loss of support in March 24. If procurement is not agreed, then possible loss of system with no replacement. The service would not be able to manage cases, and this could lead to loss of access, unsafe storage of data and an unsafe service. Migration to a new system may run out of time and cause impact on service delivery. New system may not have as much data from partners leaving a less complete picture and requirement for more manual collaboration.
Evidence of Risk
<ul style="list-style-type: none"> • Security updates will not be carried out past Jan 26 • Procurement starting in 24 but dependent on DHCW business case and funding from WG which has not been agreed. • Project plans show implementation Dec 25 leaving no time to migrate. • Lack of service capacity to accept this change. • Limited resources to train staff



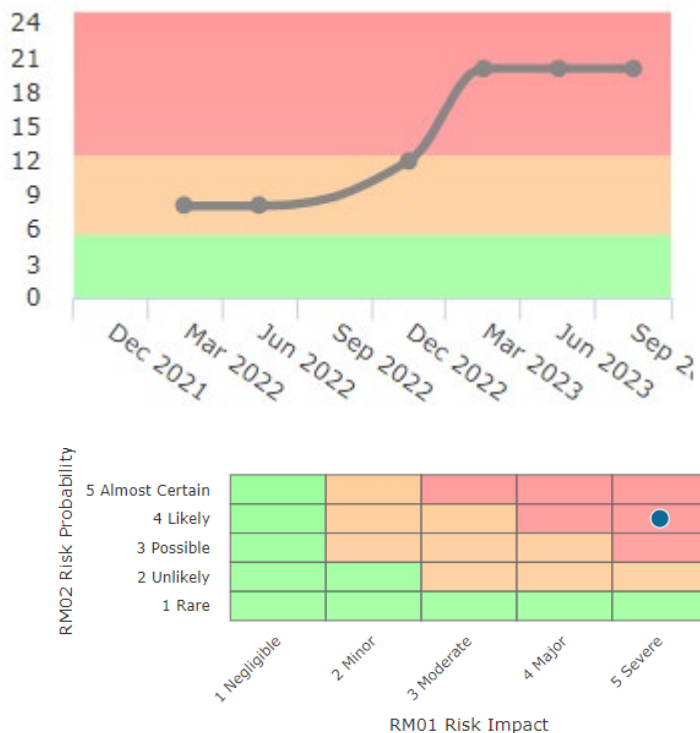
Mitigation Action	Due Date	Dec	Mar	Jun	Sep
R023T01: Improve QA processes to enable cleaner data for fast transfer	31 Mar 2025				●
R023T02: Continue to develop and document business processes so that clear process can be built into any new solution quickly	31 Mar 2025				●
R023T03: Work to support DHCW in developing procurement specifications	31 Mar 2025				●
R023T04: Service planning to delay other projects to make time for change to business functions	31 Mar 2025				●

Comments (e.g. Progress to Date)
New project manager appointed to work with DHCW and support workstreams. Information gathering and supporting requirements analysis.

Corporate Risk R024 Cyber Resilience

Owner: CLO Alan Morris

Description
Cyber Resilience cannot guarantee resistance from cyber-attack and damage from system failures. It can, protect from opportunistic attacks, limit damage and plan for easier and quicker recovery from such incidents. Our defences will not protect from state backed hackers, but we will target cost effective recovery options. Failure to ensure that we have effective Cyber resilience in place will increase the risk of damage from cyber-attacks or system issues.
Potential Consequence
A failure of cyber resilience could lead to longer term or permanent loss of access to data. This will lead to damage to service users, may lead to enforcement, loss of data or access to one or more systems and cause significant reputational damage.
Evidence of Risk
<ul style="list-style-type: none"> • NCSC Cyber threat at heightened level. • Difficulty maintaining required standards. • Several major incidents to suppliers and partners. • Daily Cyber incidents • Lack of resources • Self-Assessment • External assessments



Mitigation Action	Due Date	Dec	Mar	Jun	Sep
R024T01: Work towards CAF Adoption	31 Mar 2025				●
R024T02: Support development of Wales SOC	31 Mar 2025				●
R024T03: Increase capacity and knowledge of Security Staff	31 Mar 2025				●

Comments (e.g. Progress to Date)

A new member of staff has been appointed internally to be a dedicated Cyber security officer but will not be back filled until the new year.