

Corporate Risk Register










Governance and Audit Committee



















Reviewed and updated by Leadership Group	05/03/2025
Last Monitored by Governance and Audit Committee	29/01/2025
To be presented to Governance and Audit	26/03/2025

Corporate Risk Register

Summary

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
	Data not available or Newly added Risk

Risk Name	Owner	Score	Status	31/12/2024		
				Risk Direction	Reviewing Committee	Review Date
R005: Medium Term Financial Plan	Duncan Hall	25			Corporate Resources O & S	23/09/2024
R009: Information Management - Security	Alan Morris	16			Corporate Resources O & S	08/10/2024
R019: Climate Change	Rhodri Llwyd	25			Thriving Communities O & S	22/06/2023
R020: Ash Dieback	Rhodri Llwyd	16			Thriving Communities O & S	19/10/2022
R021: Phosphate levels	Russell Hughes-Pickering	12			Thriving Communities O & S	23/10/2024
R022 Recruitment and Retention	Geraint Edwards	15			Corporate Resources O & S	19/07/2023
R023: Systems End of Life	Alan Morris	16			Corporate Resources O & S	08/10/2024
R024: Cyber Resilience	Alan Morris	20			Corporate Resources O & S	08/10/2024
R025: Fire Safety & Protection Measures in Council Properties	Russell Hughes-Pickering	16			Corporate Resources O & S	08/10/2024

Corporate risks that impact on the delivery of the Council's Corporate Strategy per Wellbeing Objective

	1. Boosting the economy, supporting businesses and enabling employment	2. Creating caring and healthy communities	3. Providing the best start in life and enabling learning at all ages	4. Creating sustainable, green and well-connected communities
R005: Medium Term Financial Plan	✓	✓	✓	✓
R009: Information Management - Security	✓	✓	✓	✓
R019: Climate Change				✓
R020: Ash Dieback				✓
R021: Phosphate levels	✓			✓
R022 Recruitment and Retention	✓	✓	✓	✓
R023: Systems End of Life	✓	✓	✓	✓
R024: Cyber Resilience	✓	✓	✓	✓
R025: Fire Safety & Protection Measures in Council Properties		✓	✓	

Risk Name/Owner/Responsible CLO

R005: Medium Term Financial Plan

Duncan Hall

Duncan Hall

Current Score

25

Target for Risk

20

Reviewing Committee

Corporate Resources O & S

23/09/2024

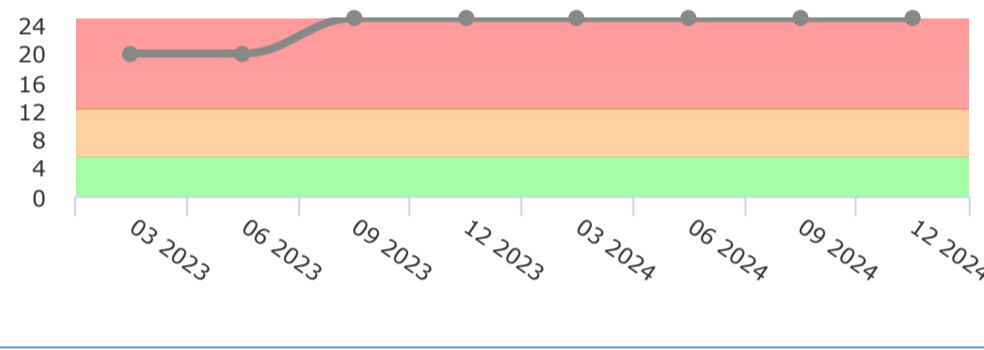
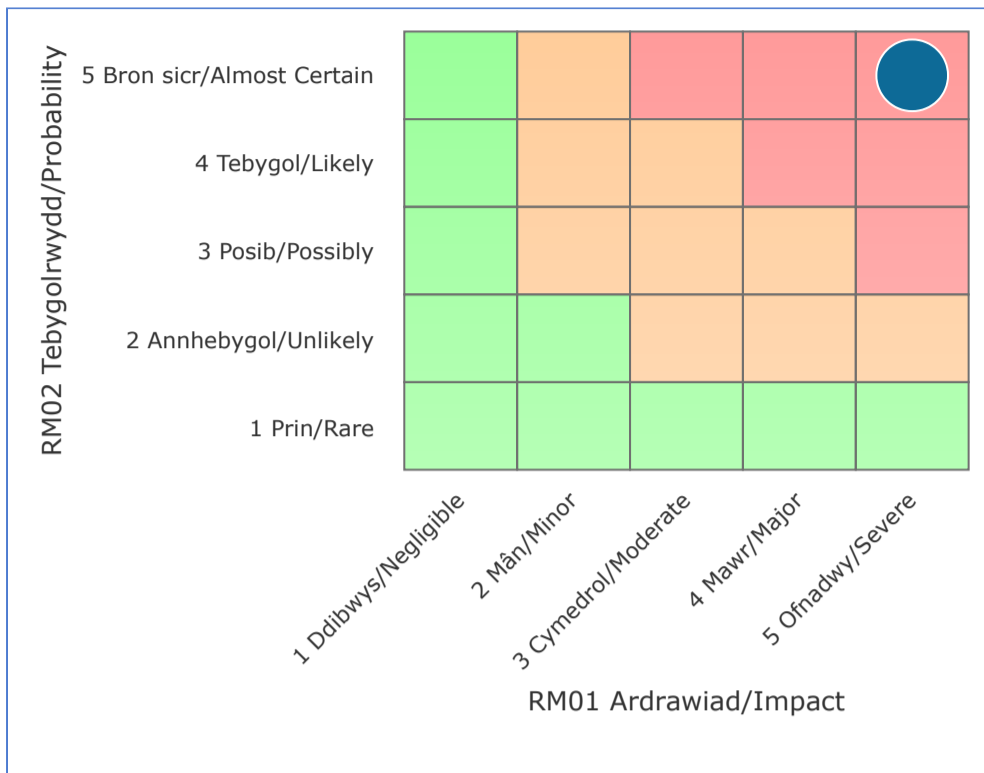
Description
 The reduction of core and external funding will lead to the reduction in service provision in some areas unless this is replaced by either Budget Reductions and/or Council Tax considerations.
 Failure to adapt, plan for and implement Budget Reductions and/or consider alternative / innovative models of service provision in line with the principles outlined in the Medium Term Financial Plan will have a detrimental affect on future service delivery and the financial responsibilities of the Council.

Evidence of Risk

- The 24/25 Budget process was challenging with an 11.1% Council Tax increase (1.1% of which related to the Fire levy) and 70 Budget Reductions totalling £5.8m needing to be found, this followed a poor WG 24/25 Settlement of only 2.9%. Ceredigion had the lowest %age increase per capita for 24/25.
- The level of WG AEF funding has reduced over the last decade or so from c80% down to just above 70% of the revenue budget, placing a far greater burden on funding raised locally through Council Tax and there is a growing sense of inequity in the distribution of funding.
- Elevated levels of inflation continue to be seen in Ceredigion (way above typical CPI levels) e.g. Employee Pay which is a significant component to the Budget, as well as Contractors and Social Care Provider inflation (the latter driven largely by Real Living Wage increases). Cost pressures of some £18m were recognised in the 24/25 Budget equating to an inflation rate of c10%.
- 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.
- The 23/24 outturn position was a small £10k overspend which reflected the careful proactive financial management that was implemented during the year and a solid track record exists of delivering Budgets and achieving unqualified Audit Wales opinions. The Council's Balance sheet as at 31/03/2024 continues to provide financial resilience.
- The 24/25 in year position continues to be challenging with a number of cost pressures arising including Out of County Placements and wider Social Care challenges as well as delivering the £5.8m of in year savings. The Council Tax part of the funding is also becoming more complex to manage, but there is a temporary gain in relation to Council Tax premiums. However as a result of additional WG in year funding in December, a breakeven position is now expected.
- Audit Wales have now published their suite of Financial Sustainability reports including a Ceredigion report and also a national report that states that 'The financial position of local government is unsustainable over the medium-term unless action is taken'.

Potential Consequences

- 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 as the focus becomes fire-fighting and short term survival not long term sustainability.



Mitigating Action	Due Date	03/24	06/24	09/24	12/24
Refresh and Update the Medium Term Financial Plan (using a 0% to 1% WG Settlement assumption)	30 Sep 2024		●	✓	✓
Ensure that Transformation and service efficiency savings are developed and implemented	31 Mar 2025	★	●	●	★
Engage with Audit Wales on their Local & National Local Government Financial Sustainability Study	30 Sep 2024		★	✓	✓
Continue arrangements for sound and effective financial management (including monthly monitoring of in year Savings and reporting progress to the Scrutiny Committees)	31 Mar 2025	★	★	★	★
Arrange a Budget Workshop to include the Ceredigion and Mid & West Wales Regional WG Assembly Members	30 Jun 2024			✓	✓

Quarterly Progress

Latest 25/26 Budget position included within the Evidence of Risk. The latest Medium Term Financial Strategy (MTFS) was endorsed by Full Council on 24/10/24 and showed a budget gap of £17.1m for the period 25/26 to 27/28. This is based on estimated Budget pressures less 5% Council Tax and 0.5% WG Settlements. The WG Provisional Settlement for 25/26 has now been announced, placing Ceredigion 17th out of 22 LAs and yet again Ceredigion is receiving the lowest %age increase per capita. The 25/26 Budget will therefore be another challenging one, with the MTFS being clear that the modelled 5% Council Tax rises will not be sufficient to balance the budget. The latest draft 25/26 Budget position is resulting in a 9.9% Council Tax increase, with £11.8m (6.1%) of costs pressures, £1.1m of Budget Reductions, £1.1m from Council Tax Premiums and investment in 2 services (Planning Enforcement & Waste Collection at a cost of 1.5% on the Council Tax. Employers NI has added a significant financial burden equivalent to 2.9% on Council Tax (with a large part of this relating to no funding for Employers NI for the Social Care Commissioned sector) Council due to consider and determine the 25/26 Budget and Council Tax on 03/03/25

Risk Name/Owner/Responsible CLO

R009: Information Management - Security

Alan Morris

Alan Morris

Current Score

16

Target for Risk

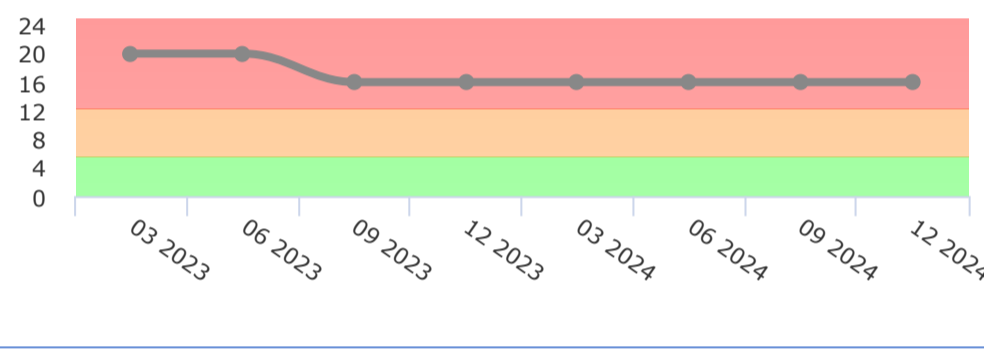
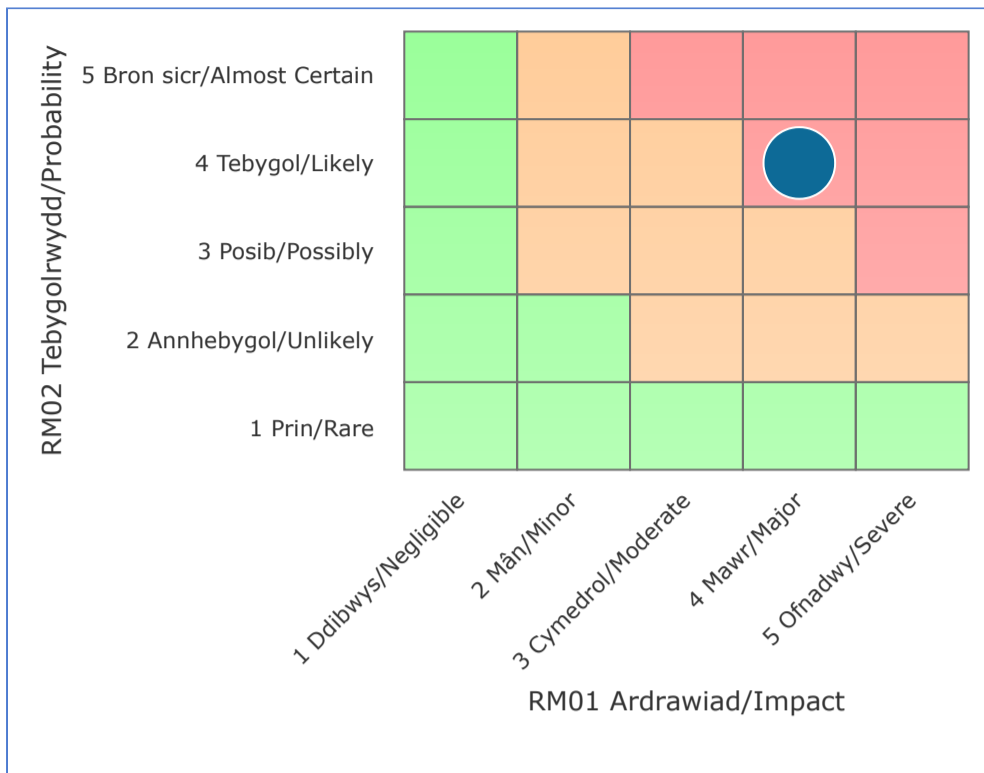
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Reviewing Committee

Corporate Resources O & S

08/10/2024

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.
Evidence of Risk	<ul style="list-style-type: none"> 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
Potential Consequences	Failure to fully suitable governance of data processing could lead to - <ul style="list-style-type: none"> Inappropriate processing Security Risks Failures in supplier assurance Poor Decision making Reputational damage Damage to service users



Mitigating Action	Due Date	03/24	06/24	09/24	12/24
Seek funding to replace failed climate control on Archives storage	30 Sep 2025		●	●	●
Seek funding to allow climate controls and building repairs to records storage facilities	30 Sep 2025		●	●	●
Migrate personal document stores to OneDrive	30 Sep 2025		★	★	★
Install environmental monitoring equipment in all record stores	30 Sep 2025		●	★	★
Implement approved record retention schedule so that electronic files have semi automated retention functions	31 Mar 2025	●	■	■	●
Gradually reduce email retention towards policy (Target 15 years in this cycle or reductions)	30 Sep 2025		★	★	★

Mitigating Action	Due Date				
		03/24	06/24	09/24	12/24
Continue with Data Audit across all service areas	31 Mar 2025				
		■	■	■	●

Quarterly Progress

Information Security Policy reviewed and readopted by Cabinet New AI policy introduced to govern the use of AI. User data continuing to be ingested into O365 giving new security and methods of management but also increasing some risks. Lack of funding and corporate capacity is limiting progress on climate control improvements for document storage.

Risk Name/Owner/Responsible CLO

R019: Climate Change

Rhodri LLwyd

Rhodri Llwyd

Current Score

25

Target for Risk

20

Reviewing Committee

Thriving Communities O & S

22/06/2023

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.

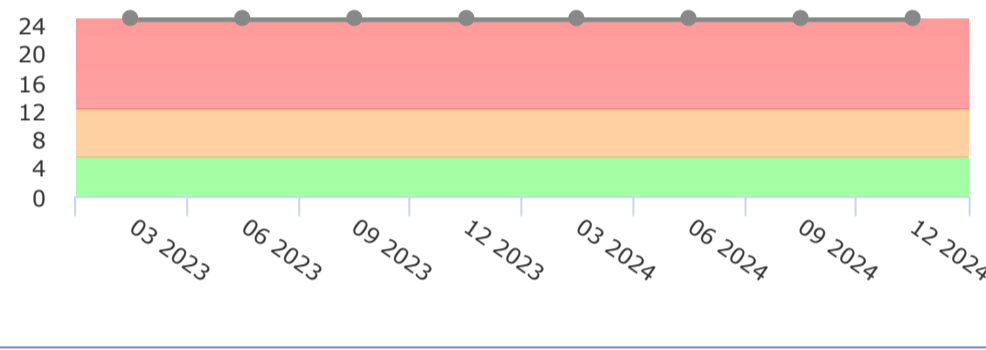
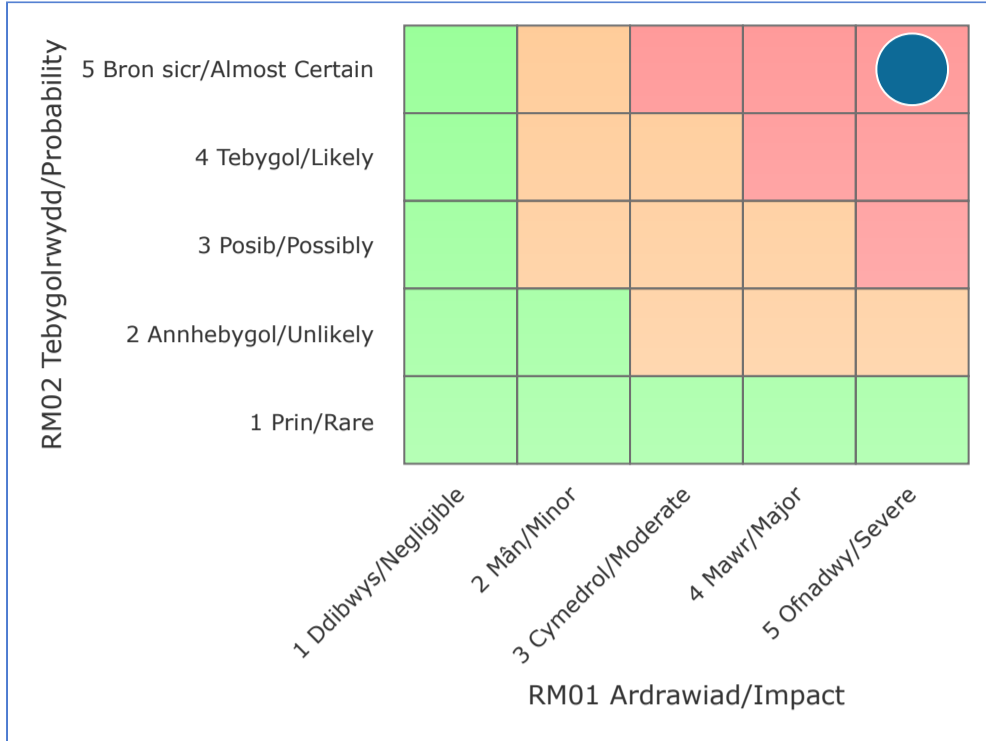
Evidence of Risk
Climate change is real and is happening across the world; it is impacting on local communities in Ceredigion. The West of Wales Shoreline Management Plan and Ceredigion's Flood and Coastal Erosion Risk Management Strategy has identified locations within the County which are at current 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.

Potential Consequences
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.



Mitigating Action	Due Date	03/24	06/24	09/24	12/24
Increase the amount of energy generated from renewable sources.	31 Mar 2025	★	★	★	★
Identify and manage the corporate estate for carbon sequestration, carbon offsetting, flood alleviation, reducing food miles, with appropriate habitat management.	31 Mar 2025	●	●	●	●
Identify and apply for funding to develop and implement projects for projects which mitigate the effect of climate change	31 Mar 2025	●	●	●	★
Develop Flood Alleviation Schemes for communities at risk of watercourse and surface water flooding, and install Flood Monitoring Sensors at critical locations to monitor rising water levels during flood events.	31 Mar 2025	●	●	●	●
Develop a Corporate Climate Change Strategy including the capacity to utilise the wide range of funding available for climate change, green infrastructure, biodiversity and the National Forest	31 Mar 2025	■	■	■	●

Mitigating Action	Due Date	03/24	06/24	09/24	12/24
		Continue to monitor the coastline in partnership with the Wales Coastal Monitoring Centre and develop Coastal Defence Schemes for Aberaeron, Aberystwyth, Borth/Ynyslas and Llangrannog	31 Mar 2025	★	★

Quarterly Progress

The Wales Coastal Monitoring Centre (WCMC) continues to conduct surveys of the protected coastline on behalf of Ceredigion County Council (CCC) to provide critical data supporting Flood & Coastal Erosion Risk Management (FCERM) and decision-making. The Gravelbeach Research Project, conducted by the National Oceanography Centre (NOC), in Borth, is enhancing Ceredigion County Council's (CCC) understanding of the factors behind coastal erosion and flooding, as well as improving forecasting capabilities. Aberystwyth OBC continuing, and application for FBC stage to be submitted for work to continue in FY25/26 following on from OBC completion. Aberaeron construction ongoing. Cost pressures have been reported to Project Board and the PM will continue to work to resolve CEs to accept only fully justified claims to reduce CCC exposure to costs. Planned completion now June 2025. Works currently paused on developing schemes at Llangrannog and Borth/Ynyslas due to resource constraints. Development of a Corporate Climate Change Strategy was put on pause, whilst the Regional Energy Strategy and Action Plan and also the Local Area Energy Plan (LAEP) were being undertaken, both are complete and the LAEP has recently been published on the Council's website. Following completion of the LAEPs, stakeholder engagement is continuing in terms of certain groups such as DNOs and Regional Skills Partnership, where resources allow. As this moves into delivery phase, funding is going to play an important role in progressing this work. Our Net-Zero Routemap is currently being developed, it identifies decarbonisation projects and associated likely required spend to help reach net zero against our operational emissions. This work so far has been undertaken with input from various Services across the Authority and will be further developed in Q4 and into the next financial year. The Conservation Team other have received funding for a pilot "National Forest" project in the Dyfi Biosphere to run in Q4. We anticipate expanding this project in the Biosphere next financial year. CCC has limited assets in the biosphere other than around Aberystwyth, so this will only be a small part of a Corporate Climate Change Strategy. It may be possible to extend the project into other parts of the county. Conservation Team and Assets have identified a small area of woodland, owned by CCC but currently unmanaged, which includes Douglas Fir and Western Hemlock. If these trees were felled and converted into appropriate materials for e.g. footpath maintenance across the county, this would lock up the carbon in those trees and also allow better growth and management of the remaining broadleaved trees, sequestering more carbon. The Conservation Team has got grant funding for a subscription to a Tree Survey software package that includes a Eco Benefits Calculator. This can be used to estimate the carbon sequestration value and biodiversity value of CCC estate once we have surveyed, measured and added enough trees to its database.

Project to install PV at 4no Council buildings (Aberaeron Leisure Centre 14kW, Cwrtnewydd PRU 14kW, Hafan Deg 26kW and Hafan y Waun 56kW) is almost complete, with just the Hafan y Waun connection works remaining. This will generate approximately 100,000kWh of electricity across these sites, all of which should be consumed on site, reducing reliance on grid electricity. Ysgol Dyffryn Aeron to open in January, this is will be our second net-zero (in operation) building and includes 130kW of roof-mounted PV, along with air source heating. We are also currently engaging with Re:fit, an energy efficiency retrofit scheme, should the project proceed, further PV installations will form part of that project, along with other energy efficiency measures such as LED lighting and insulation. To date we have installed 730kW of PV across 28 local authority buildings, collectively these sites can generate up to 650,000kWh of electricity, which is primarily consumed on site. County Farm Assessment procured by Planning Policy Team included assessment for RE potential. There could be potential to look at one or more schemes using the Local Places for Nature funding (Challenge Fund) if the schemes also included significant biodiversity benefit. Needs cross-service working. Llandre BJC - prepared for submission to WG and arrangements to meet Network Rail to discuss our findings in the BJC and to prepare FAS to alleviate the flooding caused by the faulty asset owned and maintained by Network Rail Borth Leat Flood Alleviation Scheme BJC - preparation of the draft BJC to be submitted to WG by the end of the financial year with the information that no further action will be taken by CCC. Prepare engagement event via Microsoft teams with NRW/IDD prior to submission to share the findings and the proposed action and to make clear that the necessary works to alleviate the flooding lies with NRW/IDD. Capel Bangor OBC - the objective is to carry out a hydraulic modelling study of the Afon Melindwr watercourse, which flows through the village of Capel Bangor, and CCC accepted that the model WSP prepared is validated and WSP has been advised to recommend the preferred option from the shortlist which they are currently drafting. Talybont OBC - objective is to mitigate flood risk from the Afon Leri and Ceulan to people and property within Tal-y-bont, ensuring a risk level of less than 1% thereby providing a 1 in 100-year standard of protection. Additionally, the OBC aims to support the Sustainable Management of Natural Resources by preserving and enhancing biodiversity and ecosystem resilience. Consultation opened on the website on 16/12/2024; Public engagement event scheduled for 11/02/2025. Small Scale Works - Taliesin Culvert - The construction of a new culvert will address a long-standing flooding issue in the area. The replacement of the culvert represents a critical step toward creating environmentally responsible and resilient communities that can adapt to and effectively manage the impacts of climate change. Contractor appointed, and work will start shortly and will be finished by the end of financial year. Llanybydder - OBC has been finalised and a FBC bid (by Carms CC) has been submitted to WG for funding in FY2526. Llandysul - Consultation event has taken place in Llandysul Hall. The results will be incorporated into the final OBC report to be completed in Q4. A FBC bid (by Carms CC) has been submitted to WG for funding in FY2526. In December, an application was submitted to WG for the Low Carbon Heat Grant (LCHG), this is for almost £2.5m and if successful would see installation of Air Source Heat Pumps (ASHP) and other energy efficiency measures at Ysgol Bro Sion Cwilt, T Llew Jones & Horeb Food Centre. The grant will fund 90% of these works, which need to complete by end March 2026. It is anticipated that we should hear by early February if we were successful in our bid. We have been successful in receiving funding for further roll out of Public EV charging points across the County, which will support the transition to EVs. Also additional funding received for EV infrastructure in depots, which will facilitate future decarbonisation of Ceredigion fleet. Successful application to WG for regional funding for a Whole Systems Research & Innovation for Decarbonisation (WSRID) grant, to be delivered by the end of the financial year - this will be a Mid-Wales project delivered across Ceredigion and Powys. The initial Phase is for feasibility works, with a future funding round available for a pilot scheme, following completion of feasibility works.

Conservation Team currently developing grassland management projects with third parties. Has already sourced funding to improve CCC grassland management machinery to enable change of grassland management for biodiversity and carbon sequestration. Could build on these projects to develop a climate change mitigation project. Needs cross-service working.

Highways and transportation infrastructure schemes - continued delivery of existing grant funded schemes including Waun Fawr to Plas Gogerddan/IBERS Phase 3B; Plasrug Footbridge, Aberystwyth scheme development; Ystwyth Trail crossing improvements at Rhydyfelin and Rhiwgoch, Aberaeron footway Phase 3 scheme; TrawsCymru service route public waiting. Grant applications prepared and submitted to Welsh Government/ Transport for Wales (20/12/2024) for funding in FY2025/26 for Waun Fawr to Plas Gogerddan/IBERS Phase 3A1 construction; Phase 1 construction of A44 to National Library of Wales, Aberystwyth path upgrade; continued Plasrug Footbridge replacement scheme design, planning application/ public consultation; Llanrhystud Safe Routes Phase 1 construction; Rhiwgoch Phase 4 scheme development; Ceredigion bus routes passenger waiting facilities upgrades (including review of facilities at Cardigan bus station); and Ceredigion EV Charging programme Phase 5. Outcome of applications expected to be known in Q4.

Risk Name/Owner/Responsible CLO

R020: Ash Dieback

Rhodri LLwyd

Rhodri Llwyd

Current Score

16

Target for Risk

9

Reviewing Committee

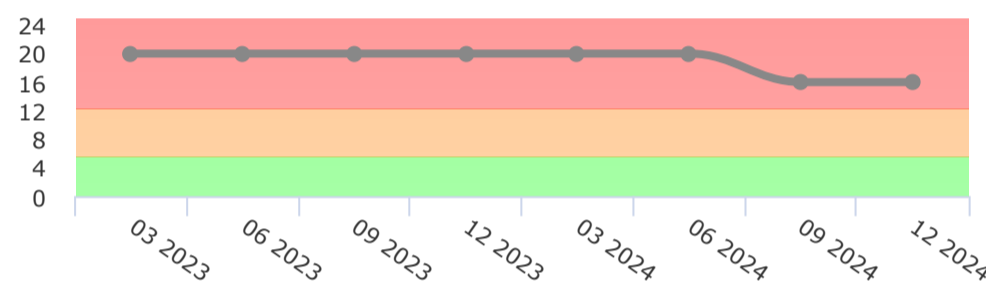
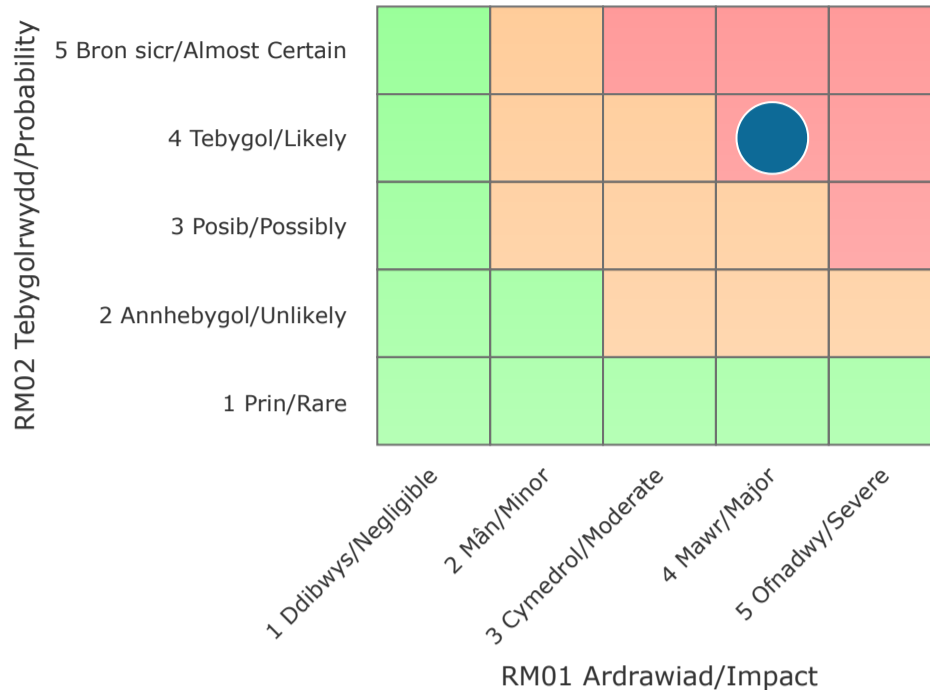
Thriving Communities O & S

19/10/2022

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 90-95% of Ash trees in the UK. Ash is widespread across Ceredigion. This includes outside of woodlands in the form of hedgerow/ specimen trees along roads, other public rights of way 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. ADB is already having an impact on canopy cover across the county. There are approx. 42k mature Ash trees along the county roads and a further 10k on the Council's Corporate Estate. Assuming a similar density across all other public and private land, the impact of the loss of trees from ADB 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.

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.

Potential Consequences
 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.



Mitigating Action	Due Date	03/24	06/24	09/24	12/24
Undertake a prioritised scheme of work based on the trees which require pruning or removal based on monitoring and survey work	31 Mar 2025	★	●	●	●
Undertake a further prioritised scheme of inspection and works for summer and Autumn/Winter of 2024/2025	31 Mar 2025		●	●	●
Seek Welsh Government and other funding opportunities to address the risk posed by Ash Dieback and identify cost-effective measures of surveying and removing infected trees to minimise the financial impact on both the Council's and Welsh Government finances	31 Mar 2028	■	●	●	■

Quarterly Progress

Communication with the Welsh Local Government Association is on going, and feedback has been provided to them to assist in making representations to WG regarding suggested new Rural Payments scheme and the funding requirements in terms of amount and deployment. NB. current funding proposal from LG is very small at £500k across Wales. A positive response on increased funding from WG is still awaited by the WLGA. A further and now annual summer/autumn scheme of inspection and works to ADB affected trees on council-owned and managed sites is underway and continues – Some works scheduled in the summer inspection season have been completed, while others are scheduled with our contractors to be cut as soon as possible. Additionally, others are being added to further works packages. N.B. Some delay has been encountered due to contractors being obliged to undertake urgent/emergency works in response to Storm Darragh which struck on the 6th of December. However, this has mostly been completed and we have resumed our planned program of work. A scheme of prioritised work(noticing) based on ADB survey and traffic count data continues, and the process of tree cutting works for recharge to landowners continues where action isn't taken in response to notice. These works continue to be submitted in works packages to our contractors, via the new Treeworks Framework, which is hoped will accelerate the process, and will continue for the duration of the ADB project. N.B. Some delay has been encountered due to contractors being obliged to undertake other urgent/emergency works in response to Storm Darragh which struck on the 6th of December. However, this has mostly been completed and we have resumed our planned program of work.

Risk Name/Owner/Responsible CLO

R021: Phosphate levels

Sarah Groves-Phillips

Russell Hughes-Pickering

Current Score

12

Target for Risk

12

Reviewing Committee

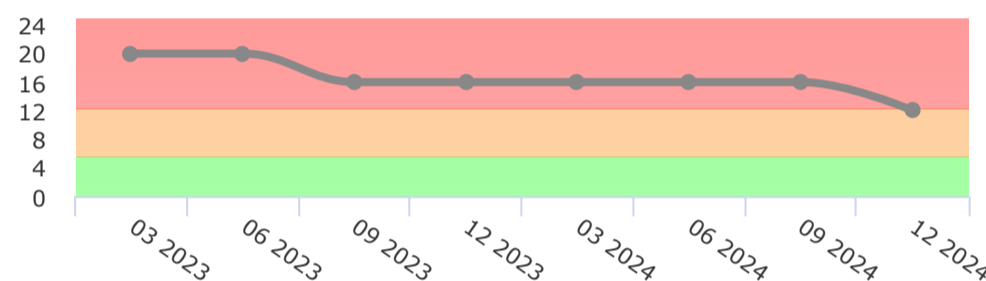
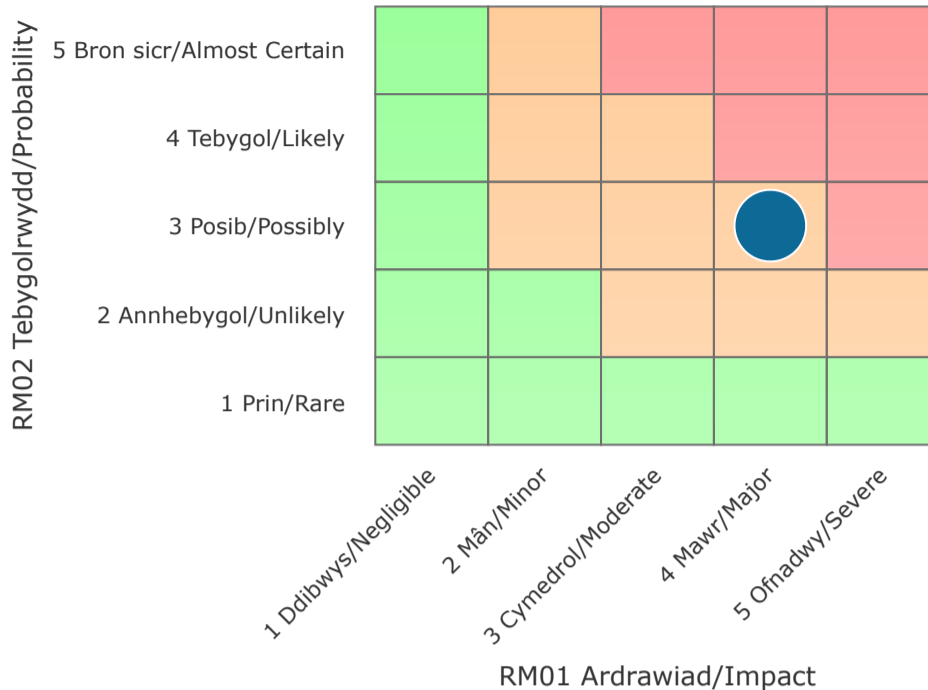
Thriving Communities O & S

23/10/2024

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, June 23, June 24). 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.

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.

Potential Consequences
 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 and key health and social care facilities. The situation is expected to worsen when data relating to Marine SAC assessments are released in 2024 which will have significant implications for the rest of the County.



Mitigating Action	Due Date	03/24	06/24	09/24	12/24
Work at a sub national and national level through the working groups to identify solutions and mitigations and work collaboratively across catchments	31 Mar 2025	★	★	★	★
Seek local solutions – learning from best practice elsewhere – utilizing council owned assets where possible	31 Mar 2025	★	★	★	★
Raise awareness locally and nationally on this issue and identify ways to refine the guidance	31 Mar 2025	★	★	★	★
Ensure all applications, plans and projects are screened in accordance with NRW guidance and a Test of Likely Significant Effect is undertaken followed by an Appropriate Assessment where required before issuing a decision	31 Mar 2025	★	★	★	★

Mitigating Action	Due Date	03/24	06/24	09/24	12/24
Continue to lobby for a 'Team Wales' approach including a national mitigation list and database	31 Mar 2025	★	★	★	★
Consider local solutions such as Private Treatment Plants and working with Dŵr Cymru Welsh Water (DCWW) to remedy the impact of the Waste Water Treatment Plants (WWTPs) contributing 685 of	31 Mar 2025	★	★	★	★

Quarterly Progress

We expect the Marine Nutrient Release to be in May 2025, we are developing a marine monitoring project and have had early discussions with funders. We are mapping the region we expect to be affected and undertaking a risk assessment of planning applications and allocated sites. We continue to lobby on the issue of NRW policy on Integrated Constructed Wetlands

Work through the NMB and planning service remains ongoing with development capacity having been released across the catchment, and in water monitoring stations deployed, alongside citizen science testing. However progress is frustrated at a national level by NRW policy on Integrated Constructed Wetlands and delays over decision making on Habitats Regulations Assessments by PEDW. Furthermore we still await a marine nutrient release with no updates as to timescales from NRW.

Risk Name/Owner/Responsible CLO

R022 Recruitment and Retention

Geraint Edwards

Geraint Edwards

Current Score

15

Target for Risk

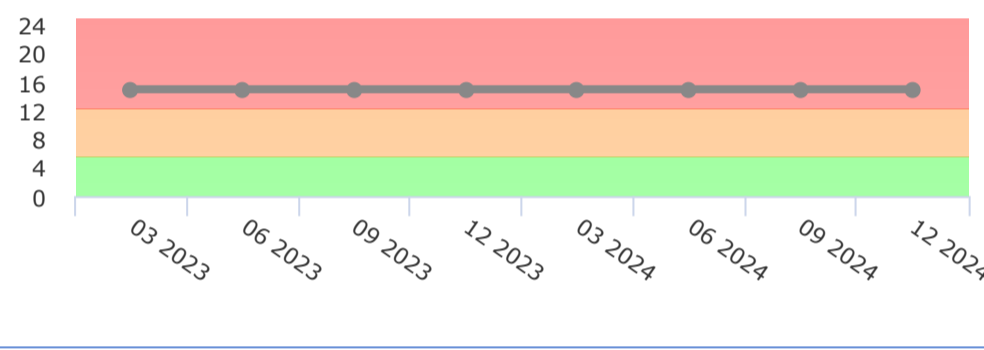
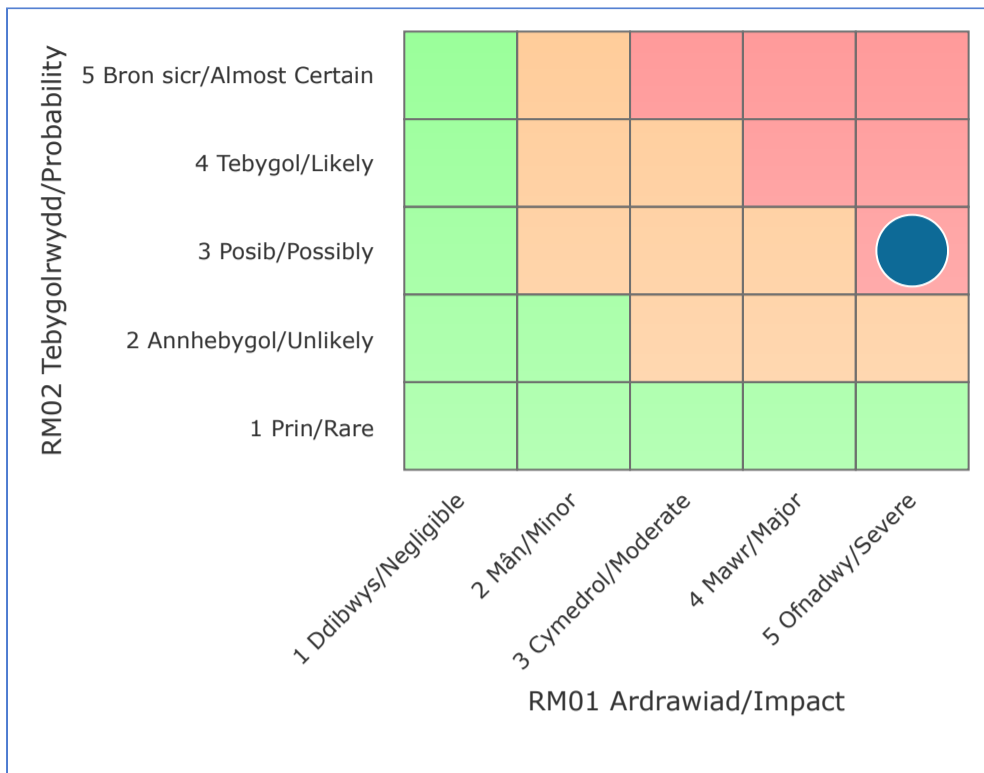
10

Reviewing Committee

Corporate Resources O & S

19/07/2023

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.
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.
Potential Consequences	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.



Mitigating Action	Due Date	03/24	06/24	09/24	12/24
Undertake salary benchmark of all Welsh Local authorities	30 Jun 2024	★	✗	✗	✗
Provide a holistic approach to elevating and enhancing the employment experience through internal branding campaigns, people surveys, recognition programmes, professional development opportunities, improved benefits and revised policies which aim to increase satisfaction and retention whilst differentiating the Team Ceredigion employer offer from other local authorities in Wales	31 Mar 2026			★	★
Introduce employee referral scheme for hard to fill roles in social care	31 Mar 2025		★	★	★
Develop internal Senior Practitioner Training Programme due to absence of any national qualification	31 Mar 2027				●

Mitigating Action	Due Date	03/24	06/24	09/24	12/24
		Develop and introduce a Job Alerts' solution to inform potential candidates of vacancy opportunities	31 Mar 2025		●
Develop an employer branding protocol to establish and showcase the Council's brand	31 Mar 2025		★	★	★
Continue to lobby for Wales-wide pay scale for social workers	31 Mar 2025	★	★	★	★

Quarterly Progress

The draft employer branding protocol was presented to Leadership Group during Q3, which has led to the development of an aligned corporate branding protocol. revised application process implemented in Q2 has had a positive impact with an increase in the average number of applications received. Progress is continuing in relation national level (WLGA & Welsh Government) discussion on options for harmonisation of terms and condition for qualified social workers in Wales. Employee referral scheme approved for hard to fill roles in social care with implementation scheduled for Q4. Review and/or development of policies continues including Recruitment & Development Policy, which are scheduled for presentation to Scrutiny in Q4 following consultation with our recognised trade unions. Collaboration with regional and local authorities continues to take place but greater focus on differentiating working for Ceredigion from the other authorities by promoting Team Ceredigion ethos through video, career mapping animation and alternative recruitment routes. Large scale employee survey launched during Q3, the results of which will be shared with Leadership Group, individual Services and our recognised trade union partners, and will be used for benchmarking against local authorities and other public sector bodies in Wales.

Risk Name/Owner/Responsible CLO

R023: Systems End of Life

Alan Morris

Alan Morris

Current Score

16

Target for Risk

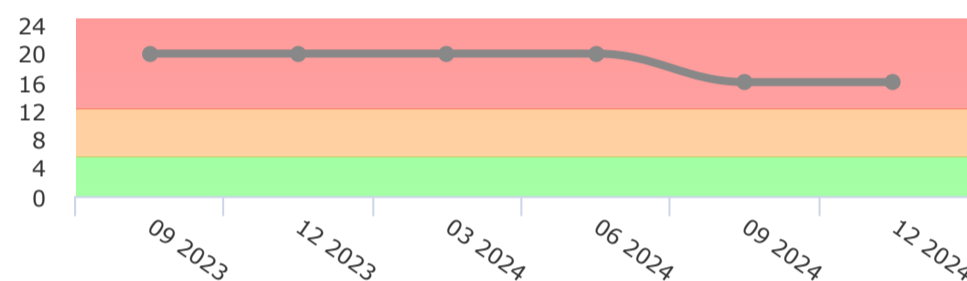
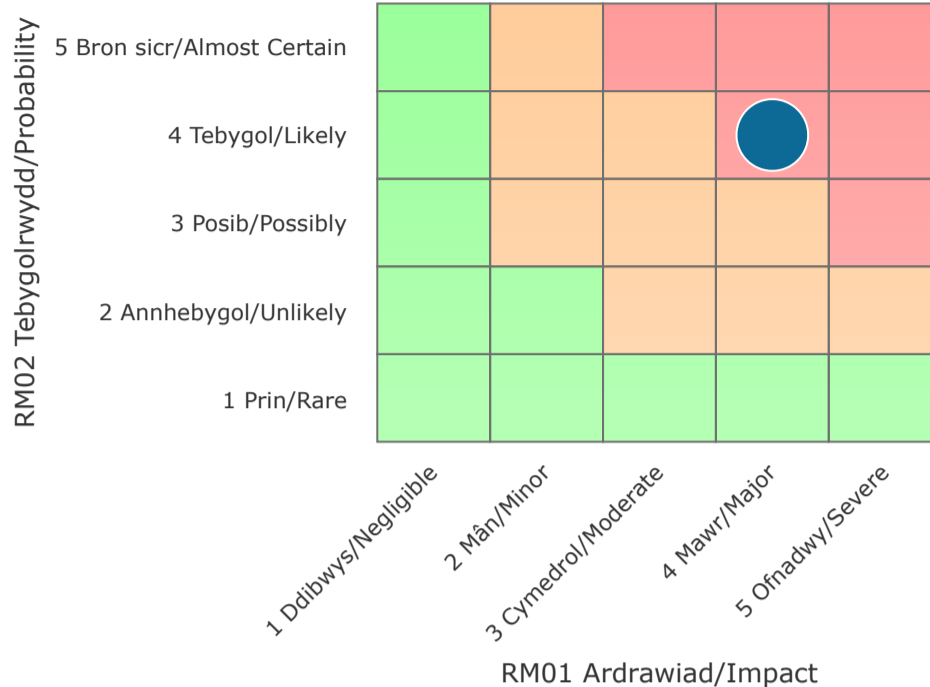
12

Reviewing Committee

Corporate Resources O & S

08/10/2024

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 Digital Health & Care Wales(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.
Evidence of Risk	<ul style="list-style-type: none"> Security updates will not be carried out past Jan 26 Procurement starting in 24 but dependant 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
Potential Consequences	<p>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.</p> <p>Mitigation is in place for all other systems, but for WCCIS, if contract extensions are not agreed, potential loss of support in March 24.</p> <p>If procurement is not agreed, then possible loss of system with no replacement.</p> <p>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.</p> <p>Migration to a new system may run out of time and cause impact on service delivery.</p> <p>New system may not have as much data from partners leaving a less complete picture and requirement for more manual collaboration.</p>



Mitigating Action	Due Date	03/24	06/24	09/24	12/24
Work to support DHCW in developing procurement specifications	31 Mar 2025	Red Square	Green Star	Green Star	Green Star
Service planning to delay other projects to make time for change to business functions	31 Mar 2025	Orange Circle	Orange Circle	Orange Circle	Green Star
Improve QA processes to enable cleaner data for fast transfer	31 Mar 2025	Orange Circle	Orange Circle	Green Star	Green Star
Continue to develop and document business processes so that clear process can be built into any new solution quickly	31 Mar 2025	Orange Circle	Orange Circle	Green Star	Green Star

Quarterly Progress

Procurement of new social care system has been completed and implementation is being planned. Procurement for Schools MIS completed and implementation being planned. Renegotiation of environment services systems underway. Windows 11 being rolled out to users, all servers and databases have been updated. Again a much improved picture. We expect the risk score to fall in the next couple of quarters once migration is completed.

Risk Name/Owner/Responsible CLO

R024: Cyber Resilience

Alan Morris

Alan Morris

Current Score

20

Target for Risk

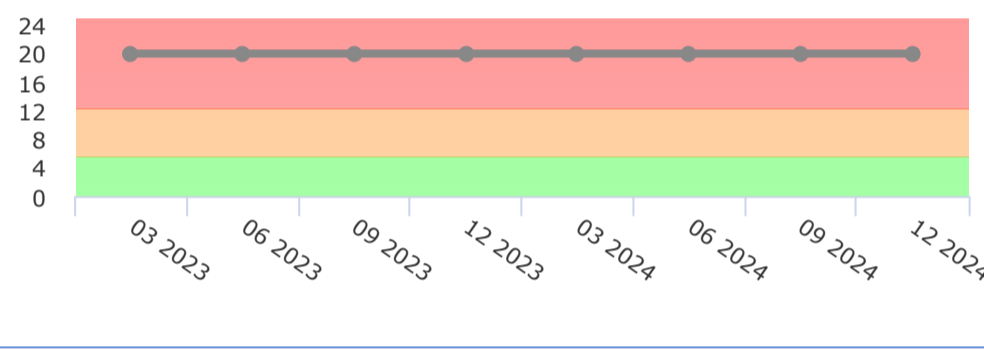
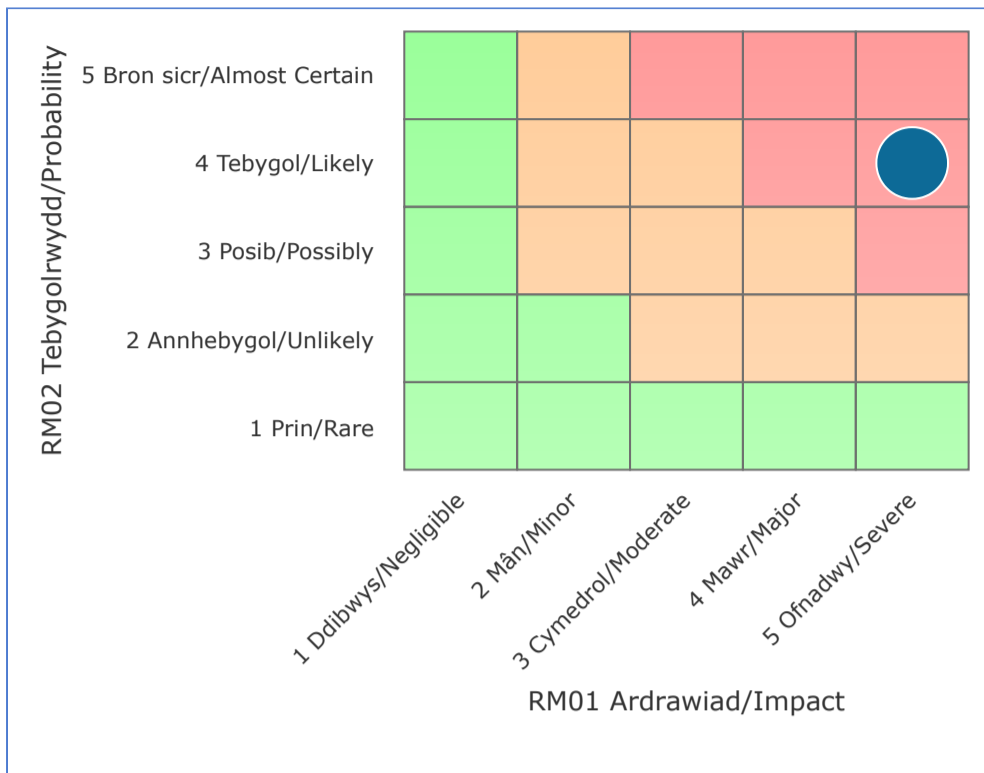
16

Reviewing Committee

Corporate Resources O & S

08/10/2024

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.
Evidence of Risk	<ul style="list-style-type: none"> • NCSA 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
Potential Consequences	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.



Mitigating Action	Due Date	03/24	06/24	09/24	12/24
Work towards Cyber Assessment Framework Adoption (CAF)	31 Mar 2025	●	★	★	★
Support development of Wales Security Operations Centre (SOC)	31 Mar 2025	●	★	★	★
Increase capacity and knowledge of Security Staff	31 Mar 2025	★	★	★	★

Quarterly Progress

The work of the Cyber Resilience group, CAF group continue. We are ready to work with Cymru SOC and continue to mitigate risks. Procurement underway for Cyber training system for all staff and new web filtering system for corporate users.
Emergency response plans have been reviewed and updated. Staff training planned for new year.

Risk Name/Owner/Responsible CLO

R025: Fire Safety & Protection Measures in Council Properties

Allan Bailey

Russell Hughes-Pickering

Current Score

16

Target for Risk

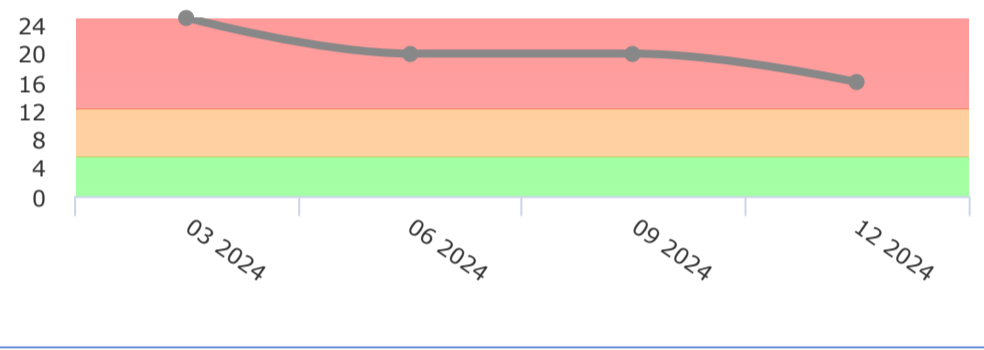
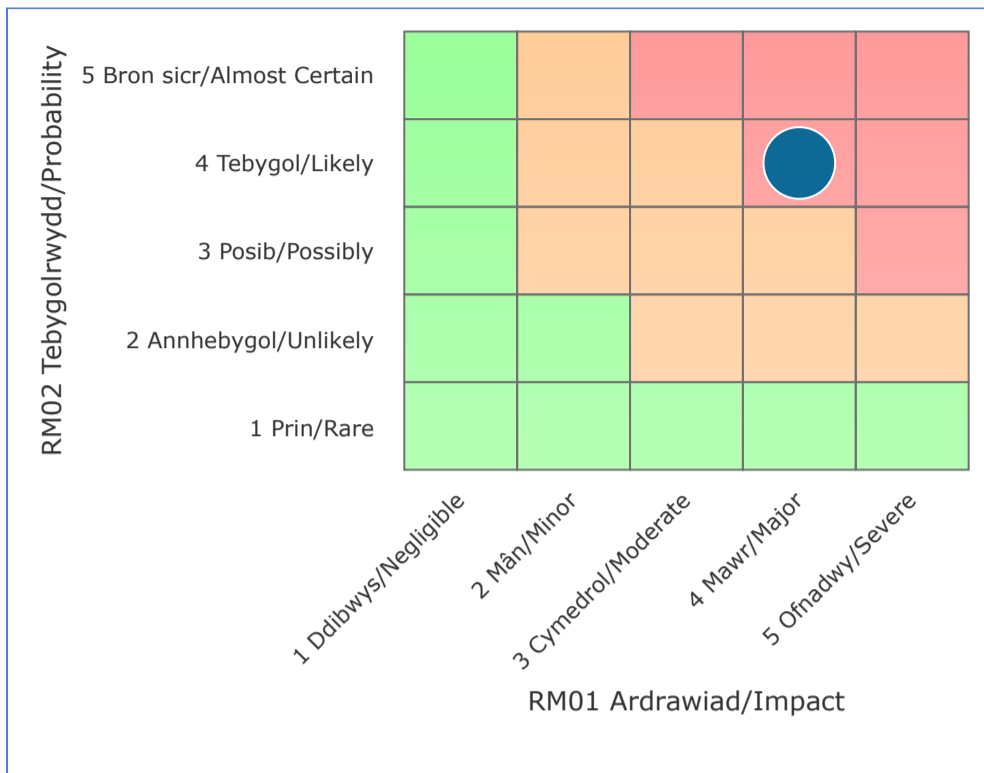
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Reviewing Committee

Corporate Resources O & S

08/10/2024

Description	<p>The Mid and West Wales Fire and Rescue Service (MWWFRS) have increased the number of fire safety inspections in schools, care homes and office and administration buildings. The most recent MWWFRA fire inspections have highlighted, there is a considerable amount of works required in order that all council buildings comply with the regulations.</p> <p>The cost of the improvement work that has been identified exceeds the available revenue budgets available for maintaining buildings.</p> <p>In order to ensure buildings remain safe, additional capital budget is required to ensure compliance and ensure the health and safety of occupants.</p>
Evidence of Risk	Reports received from MWWFRS and independent survey of fire doors.
Potential Consequences	<ul style="list-style-type: none"> • Non-compliance of the Fire Safety Act can result in the MWWFRS issuing a prohibition notice and closing the facility. • Loss of life and property. • Properties will be non-compliant with insurance requirements.



Mitigating Action	Due Date	03/24	06/24	09/24	12/24
Work with the MWWFRS to create an action plan to prioritise works	31 Mar 2025	●	●	●	●
The development of Fire Strategy Drawings will enable prioritisation of fire safety works within individual properties	31 Mar 2025	●	●	●	●
Regular monthly updates to Leadership group of mitigating actions currently being carried out	31 Mar 2025	★	★	★	★
Provide a capital budget to carry out the works. Services will need to liaise with relevant Welsh Government departments and other bodies to identify funding sources.	31 Mar 2025	●	●	■	■
Develop Fire Strategy Drawings for properties. Care homes are to be prioritised followed by secondary schools and larger primary schools	31 Mar 2025	■	●	●	●
Carry out the works required as they are identified by the MWWFRS	31 Mar 2025	■	●	●	●

Quarterly Progress

The preliminary fire strategy drawings to all residential care homes is now complete. Phase 1 of the fire safety works identified (fire doors and compartmentation) in Tregarddan, Min y Mor and Yr Hafod is ongoing and nearing completion. Work on the fire strategy drawings for secondary schools is progressing. Penglais, Ysgol Henry Richard and Aberaeron fire strategy drawings are complete and Phase 1 works has been identified and the budget costs have been forwarded to the Education Service. Once a budget is identified for these three schools, Property Services will press on with the works on site. Work is progressing on developing the fire strategy drawings for Aberaeron Comp and Cardigan Secondary. Once the fire strategy drawings for all secondary schools is complete, work will commence on developing fire strategy drawings for Primary schools. The larger primary schools will be prioritised, namely Plascrug, Ysgol Gymraeg, Aberaeron and Cardigan primary.