Gwent CCRA Leadership Seminar # 1
Agenda 4th November 2025

NETHERWOOD SUSTAINABLE FUTURES
Sustainability Governance Policy Practice

Wellbeing Planner

9.30 **Welcome**

10.00 **Gwent CCRA** - what it aims to do and leader's roles during and after the analysis

10.15 **Learning from CCRAs elsewhere** - implications for leaders

10.40 **Exercise 1** - Exploring strategic, institutional, operational and community level concerns/opportunities

11.15 **Exercise 2** - Gwent's current capacity for adaptation - existing strengths and room for improvement?

11.35-11.50 **Break**

11.50 **Effective integration -** leaders' roles in policy, advocacy, action and governance to address climate risk

12.00 **Exercise 3** - **Leadership scenarios** –working in different arenas

12.30 Exercise 4 - **Reflection and discussion**, personal leadership roles in climate risk and adaptation.

12.55 **Close**

Gwent CCRA Leadership Seminar # 1
Climate risk experience we are bringing in

Dr Alan Netherwood

working together on climate risk

Dafydd Thomas

Usk NMB
Clwyd NMB

Gwent CCRA Leadership Seminar # 1
Gwent CCRA; what it aims to do; leader's roles during and after the analysis

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WP1
INFORMATION SHARING
Oct – Nov 2025

Desk-based Research

Communications Plan

Gwent-wide **Information Sharing Workshop**

Climate Leadership Seminar 1

WP1 Briefing: What have we learnt about climate risk and adaptation from information sharing?

WP2
EXPLORING CLIMATE RISKS GWENT WIDE:
Nov-Dec 2025

4 themed expert half day **surgeries** – online using CCRA3 and Met Office Data

Infrastructure
Natural Resources
Economy
Community

Engaging officers from
Blaenau Gwent
Caerphilly
Monmouthshire
Newport
Torfaen

WP2 Briefing: What have we learnt from exploring area-wide risks?

WP3
COMMUNITY CLIMATE RESILIENCE
Jan-Feb 2026

5 half day face to face **'community' workshops** to ground-truth expert views
community workshops 1 in each local authority area

5 **Deep –dive case study workshops** (places; interests; issues; people with affected parties (face to face, hybrid and online tbd)

WP3 Briefing What have we learnt from engaging the community on climate risk?

WP4
LEADERSHIP TO ADDRESS CLIMATE RISKS
Feb-March 2026

Climate Leadership Seminar 2

- priorities
- arenas and activities to influence
- evidence needs

Climate Leadership Seminar 3

- strategic, operational, institutional, community responses
- engaging affected communities
- corporate working
- governance
- resources

WP4 Briefing: What have we learnt about engaging leadership on climate risk?

WP5
MOVING FROM CLIMATE RISK ASSESSMENT TO ADAPTATION
March 2026

CCRA Technical Report including

Synthesis and analysis of material emerging from WP1-WP4

Narratives on key risks

Narratives on Deep dives

Reflections on Leadership

Advisory recommendations :

Priorities for Adaptation 2026-2031

CCRA Summary Report (Web-based Public Facing

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Learning from CCRAs elsewhere
Climate risks are inevitable and need planning for now

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We can expect by mid-century (next 2 decades)
- warmer and wetter winters
- hotter and drier summers
- high variability of extreme weather
- increase our exposure to weather-related hazards:
- increased frequency and intensity of wildfire.

We can also expect
- increases in average and extreme temperatures, in winter and summer.
- flooding and water scarcity (drought)
- increased coastal flooding and erosion from sea level rise
- sea temperature rise and ocean acidification.

After 2050, the extent of further climate change will depend on future global emissions of greenhouse gases.

If the world cuts emissions rapidly to Net Zero, there is a good chance of limiting global temperature increase to below 2ºC.

If not, we will see higher levels of warming and much more extreme impacts.

See CCRA3: Wales Summary Report
https://www.ukclimaterisk.org/wp-content/uploads/2021/06/CCRA-Evidence-Report-Wales-Summary-Final.pdf

Climate Change Committee

UK CLIMATE RISK

"The UK is strikingly unprepared for the impacts of the climate crisis"

UK Climate Change Committee April 2023

Met Office modelling *averages* for **Newport** in a 2ºC scenario (4ºC)

Winter (averages)
Precipitation +12% (+26%)
Temperature +1.3 ºC (2.7)

Summer (averages)
Precipitation -16% (-36%)
Temperature + 2 ºC (4.5)

Met Office

Sea Level rise 27-45 cm
(88 cm by 2080s) – may be more extreme

AMOC (Atlantic Current)

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Climate risk is not about individual severe weather events – it's about increased frequency, severity, unpredictability and impact

Different climate risks are complex and combine in 'place' and are cumulative

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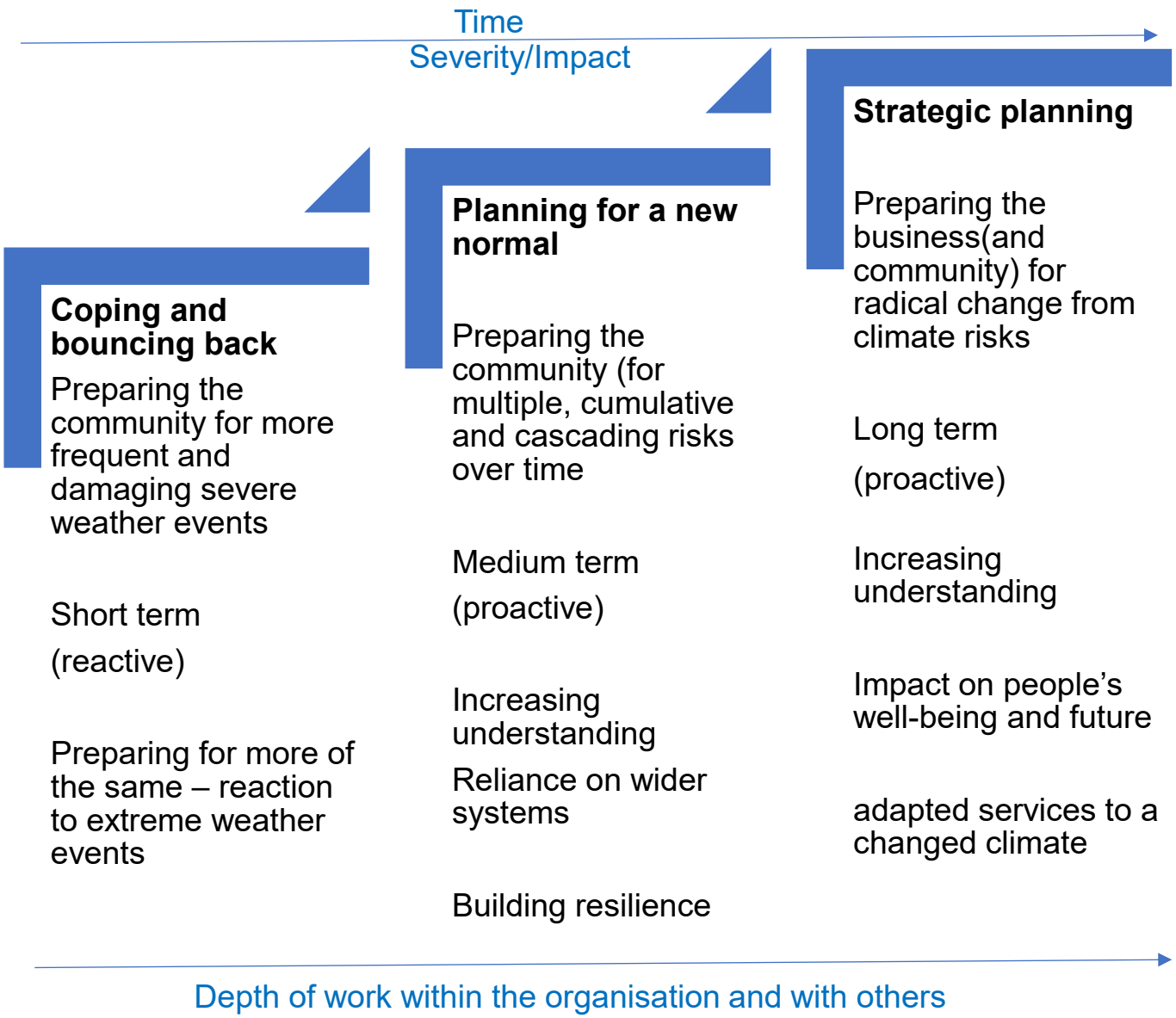

Key point

Planning for a new normal

and longer-term strategic planning from cumulative impacts

in place

will be increasingly important

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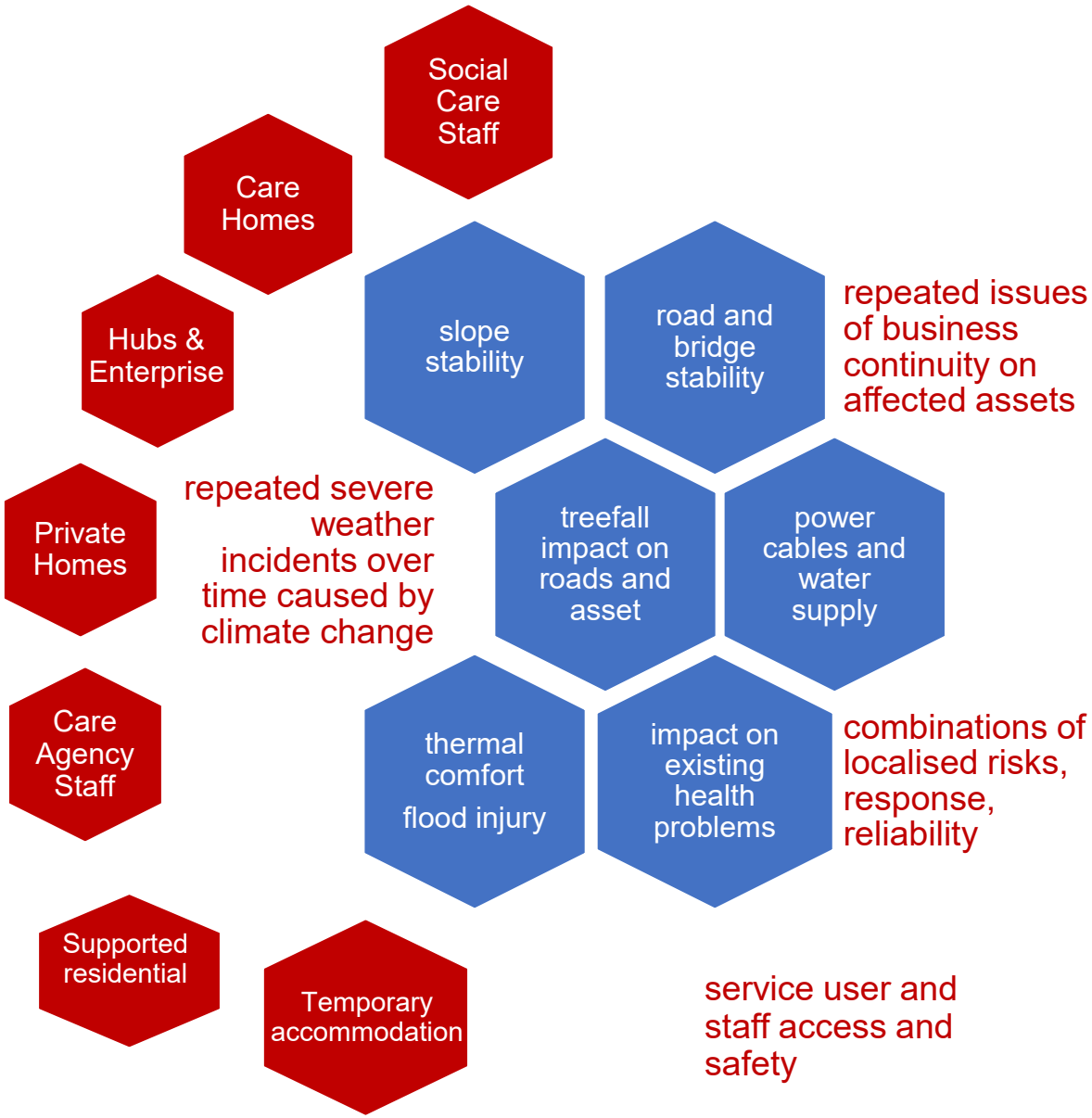
Leaders need to think about ripple effects across portolios of responsibility



Key point

Reductionism within the organisation can be a major risk in itself

needs systemic thinking

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Organisations often use the UK Climate Risk Assessment (CCRA3) as a major focus of their investigation of risk

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NATURAL ENVIRONMENT & ASSETS	INFRASTRUCTURE	HEALTH COMMUNITIES & BUILT ENVIRONMENT
N1. Terrestrial species and habitats	**I1. Infrastructure networks (water, energy, transport ICT)**	**H1. Health and wellbeing (temperatures)**
N2. Terrestrial species and habitats (INNS)	**I2. Infrastructure services (riverine)**	**H3. People, communities and buildings (flooding)**
N4. Soils	**I3. Infrastructure services (coastal)**	**H4. Viability of coastal communities (sea level)**
N7. Agriculture	**I4. Bridges and pipelines**	**H5. Building fabric**
N8. Forestry	**I5. Transport networks**	**H7. Health and wellbeing (air quality)**
N10. Aquifers and agricultural land	I6. Hydroelectric generation	**H8. Health (vector borne disease)**
N11. Freshwater species and habitats	I7. Subterranean and surface infrastructure	**H9. Food safety and food security**
N12. Freshwater species and habitats (INNS)	**I8. Public water supplies**	**H10. Health (house water supply)**
N14. Marine species, habitats and fisheries	I9. Energy generation	H11. Cultural heritage
N16. Marine species and habitats	**I10. Energy**	**H12. Health and social care delivery**
N5. Natural carbon stores, carbon sequestration	I11. Offshore infrastructure	H13. Education and prison services
N6. Agricultural and forestry productivity	**I12. Transport**	**Opportunities**
N17. Coastal species and habitats	**I13. Digital**	H2. Health and wellbeing (high temperatures)
N18. Landscape character	**BUSINESS & INDUSTRY**	H6. Household energy demand
Opportunities	B1. Flooding of business sites	**INTERNATIONAL DIMENSIONS**
N3. New species	B2. Coastal business locations and infrastructure	**ID1. Food availability, safety, and quality**
N9. Agricultural and forestry productivity	**B3. Business production processes**	**ID3. Migration**
N13. Freshwater species and habitats	B4. Business access to finance, investment, insurance	ID4. The UK's international interests and responsibilities
N15. Marine species, habitats and fisheries	B5. Reduced employee productivity in businesses	ID5. Changes to international governance affecting the UK
	B6. Supply chains and distribution networks	ID7. International trade routes
	B7. Changes in demand for goods and services	ID8. Risk to the UK Financial Sector
		ID9. Risks to Public Health from Overseas
	Priority risks for service	ID10. Risk multiplication to the UK
	Broader risks impacting on service	**Opportunities**
	Risks from support 'systems'	ID2. UK food availability and exports
		ID6. Increased trade for the UK

CCRA3 can help us to identify broad risks to focus on and interpret at service and locality level

UK CLIMATE RISK

Climate Change Committee

Key point

using CCRA3 risk categories can be clunky at an organisational level

it's meant for governments and nations not organisations and services

An entrypoint to consider risks

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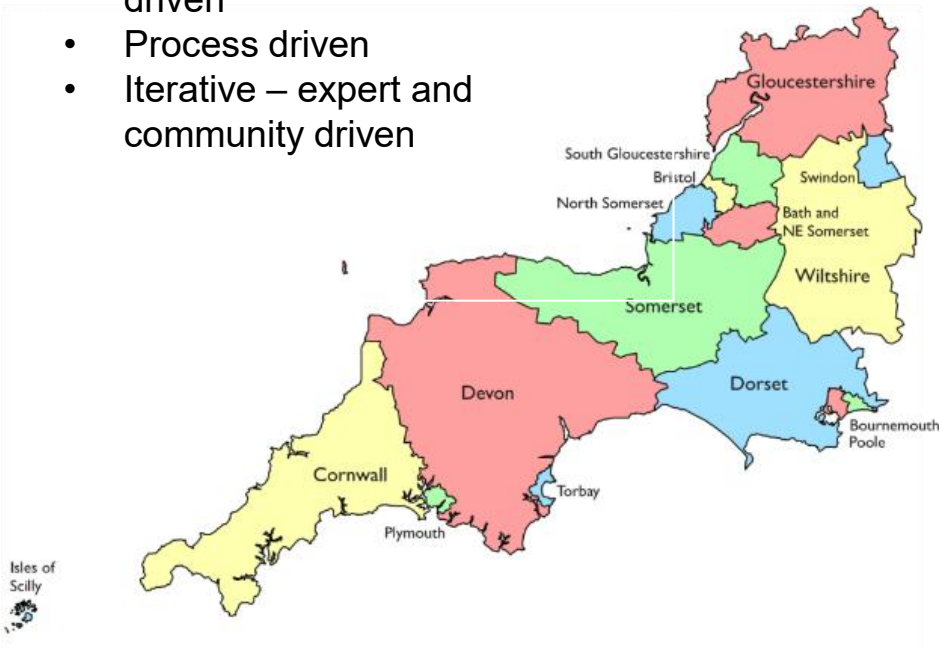
Pembrokeshire
Swansea
Vale of Glamorgan
Cwm Taf Morgannwg
North Wales
Gwent
NRW Guidance
Local Partnerships

Key point

Gwent approach marrying data, expert and community views to build capacity for adaptive action

Emerging approaches

- Technocratic – data and model driven
- Process driven
- Iterative – expert and community driven



Gwent CCRA Leadership Seminar #1
Cwm Taf Morgannwg CCRA:
Lessons learnt

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These are the 11 priorities you should be concerned about 2025-30 and beyond

A. Post-industrial landscape (multiple risks at scale)
B. Climate resilient communities
C. Infrastructural pinch points
D. Transport Infrastructure (road, rail, bridge)
E. Wildfire management
F. Asset management
G. Social care and health provision
H. Maintaining utilities (energy, water, sewerage, food, ICT)
I. Nature conservation management
J. Institutional responses to climate risk
K. Resources and finance for climate adaptation

BWRDD GWASANAETHAU CYHOEDDUS PUBLIC SERVICES BOARD
CWM TAF MORGANNWG

Key learning points

combinations of risks makes this a complex issue for public organisations and their partners

climate risk not just an operational issue to be dealt with within silos

It involves multiple institutions

working at different spatial levels

in different locations

different types of working than at present
- partnership
- strategic
- institutional
- operational

How do asset managers engage with this complexity to ensure future asset resilience?

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Pembrokeshire CCRA: Lessons learnt

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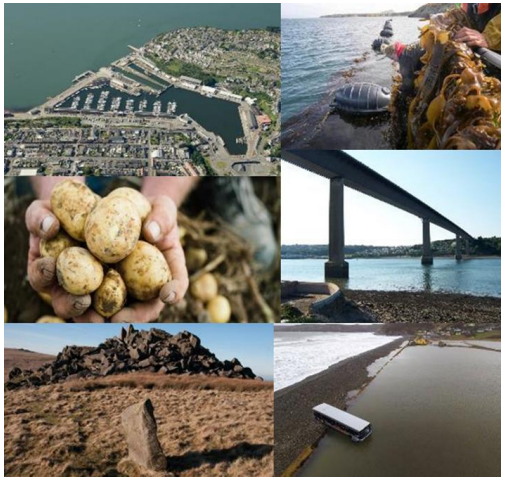
INFRASTRUCTURE
I1 - Roads & Highways Network
I2- Energy Network
I3 - Land Stability
I4 - Port & Harbours
I5- Water & Sewerage
I6 - Pipelines & Cables Network
I7 - Information technology
I8 - Rail Network
I9- Climate Adaptation Evidence Hub

NATURE & AGRICULTURE
NA1 - Designated Sites and Landscapes
NA2 - Landscapes
NA3 - Soil Resources
NA4 - Saltmarsh & Seagrass
NA5 - Coastal Land Management

COMMUNITIES
CM1 -Climate risk and Communities protocol
CM2 -Community climate adaptation groups
CM3 -Climate risk to Health and Social Services
CM4- Wildfires in a changed climate
CM5- Heritage Assets in a changed climate

BUSINESS AND INDUSTRY
BI 1 - Tourism Business Climate Risk Support
BI 2 - Agri -Business Climate Risk Support
BI 3 - Fishing Climate Risk Support
BI 4 - Business & Industrial Assets
BI 5 -Water Resources & future economy.



Pembrokeshire Public Services Board
Bwrdd Gwasanaethau Cyhoeddus Sir Benfro

PCF

NETHERWOOD SUSTAINABLE FUTURES
Sustainability Governance Policy Practice

UK Government
Llywodraeth y DU

This project is funded by the UK Government through the UK Community Renewal Fund

Key learning points

inter-reliances

private sector interest

anti-collaboration

knowledge gaps

tapping institutional knowledge

communities of interest

protocol

land assets

Gwent CCRA Leadership Seminar #1
Denbighshire Social Services CCRA: Lessons learnt

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Climate Risks to Adult Social Services Users

impacts on service users from increasing number of severe weather events (wherever they receive the service)

immediate risks in response to each event
- thermal comfort
- flood protection
- storm protection
- supplies
- staff access
- air quality
- managing existing health problems

cumulative risks
- mental health (anxiety and depression)
- exacerbating existing health problems
- population displacement
- staff capacity/morale

Climate Risk to support systems for Adult Social Services

resilience of infrastructural networks supporting on-site service delivery in multiple locations and contexts

- road and bridge networks
- digital networks
- public water supply
- energy networks
- supply networks

- combined risks (e.g. storm damage, flood, slope stability combine)

- cascading risks (e.g. energy outage causes IT and water supply failure)

Climate Risk to Assets where Adult Social Services are delivered

repeated and enhanced severe weather impacts on individual assets, resilience, vulnerabilities, business continuity and cost implications

- flood damage
- power outages
- storm damage to building fabric
- interrupted IT connectivity
- compromised water supply
- impeded access to assets for staff
- vulnerability of local emergency response assets

Systemic risks to Service Planning from Climate Change

broader factors that combine with climate risks to stretch service delivery

- cumulative costs of recovery and bounce back
- resilience of supply chains service
- providers ability to manage risks
- availability of goods needed to deliver the service
- limited contingency in existing systems (e.g. temporary accommodation)
- seasonal impact from visitor economy
- staff morale/ capacity/ safety/burnout
- impacts of climate migration (UK and overseas)

Key learning point

framing climate risks to different recipients on Senior Leadership Team is important to develop ownership and leadership

risk assessments are a tool for good decision-making – a means to an end

Cyngor sir ddinbych denbighshire County Council

Gwent CCRA Leadership Seminar #1
Pembrokeshire National Coastal Trail CCRA:
Lessons learnt

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Parc Cenedlaethol Arfordir Penfro
Pembrokeshire Coast National Park

Key learning
Granularity needed at a place-based level from combinations of risks. Informed by local knowledge.

Gwent CCRA Leadership Seminar #1
Merthyr Tydfil response to Cwm Taf Morgannwg CCRA:
Lessons learnt

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Corporate Commitment
(Explicit Requirement)

Guiding Principles
(Scope Of Influence)

Coordination and Capacity
(Advice)

Plan or Programme
(Actions, deliverables, outputs)

Leadership
(Managerial And Political Advocacy, Challenge)

Service Business Planning and Redesign
(Embedded Process)

Risk Management
(Accountability & granularity)

Business Case Development
(Explicit As Part Process)

Challenge/Scrutiny
(Framing Questions For Leaders)

Planning Forward
(Opportunities In Forward Work Programmes: Strategic, Capital, Operations, Skills, Comms)

Financial Implications
(Medium Term Financial Planning – LG Settlement)

Capital Programme
(explicit consideration of climate risks and adaptation)

Development Control
(explicit consideration of climate risks and adaptation)

Supply Chain
(requirements of private and third sector deliverers)

Key learning points

Integration
- risk
- business cases
- decision-making

Tapping institutional knowledge

Holistic thinking

Political member involvement

Layered, granular mapped data

Cyngor Bwrdeistref Sirol MERTHYR TUDFUL
MERTHYR TYDFIL County Borough Council

Gwent CCRA Leadership Seminar #1
Pre – exercise discussion
Stand outs and resonance

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Gwent
Public Services Board

What stood out from the presentation for you?

What reminded you of your own situation?

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STRATEGIC CONCERNS AND OPPORTUNITIES	**INSTITUTIONAL** CONCERNS AND OPPORTUNITIES
OPERATIONAL CONCERNS AND OPPORTUNITIES	**COMMUNITY** CONCERNS AND OPPORTUNITIES

We are interested how you, as leaders, perceive climate risk in different contexts.

What issues will need leadership in a continually changing climate?

Dafydd will explain our first exercise on Xleap

Gwent CCRA Leadership Seminar 1
Exercise 2 - Gwent's – current capacity for climate adaptation
strengths and room for improvement

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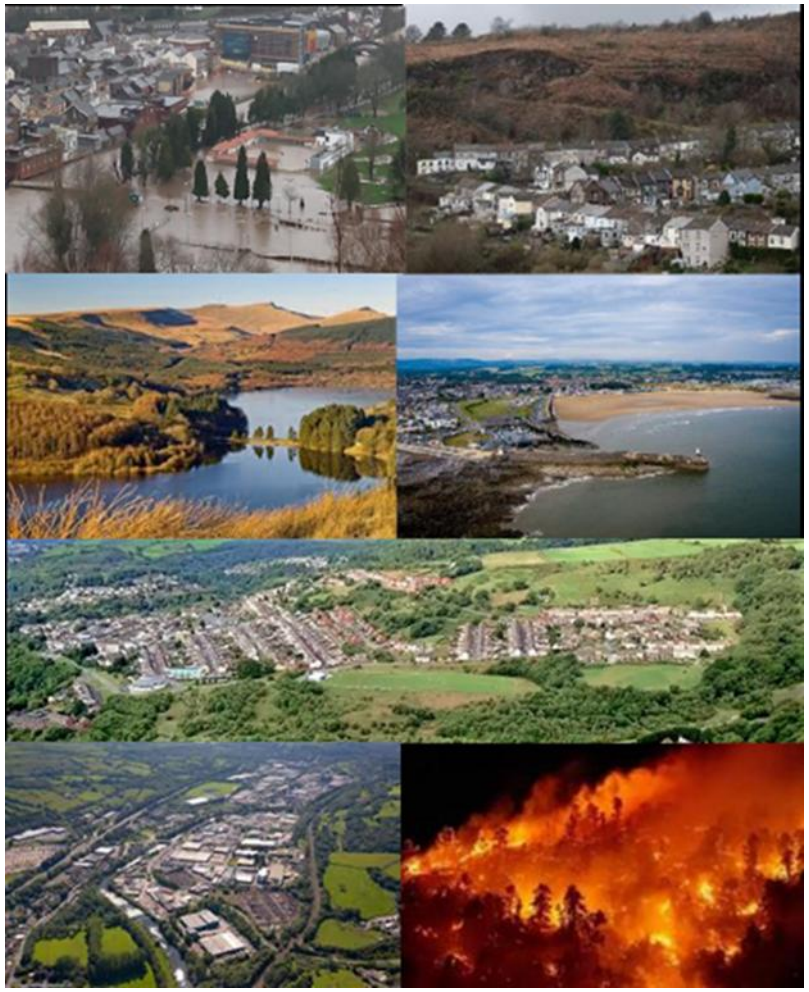

A. Post-industrial landscape
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F. Asset management
G. Social care and health provision
H. Maintaining utilities (energy, water, sewerage, food, ICT)
I. Nature conservation management

We are interested how you, as leaders, perceive Gwent's current capacity for climate adaptation

We have listed some of Cwm Taf Morgannwg climate adaptation priorities resulting from their CCRA above.

How well might Gwent's partners respond to these adaptation challenges?

Dafydd will explain our second exercise on Xleap

Gwent CCRA Leadership Seminar #1
Effective integration -
leaders' roles in policy, advocacy, action and governance to address climate risk

Bwrdd Gwasanaethau Cyhoeddus Gwent Public Services Board

Corporate Commitment
(Explicit Requirement)

Guiding Principles
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Planning Forward
(Opportunities In Forward Work Programmes: Strategic, Capital, Operations, Skills, Comms)

Financial Implications
(Medium Term Financial Planning – LG Settlement)

Capital Programme
(explicit consideration of climate risks and adaptation)

Development Control
(explicit consideration of climate risks and adaptation)

Supply Chain
(requirements of private and third sector deliverers)

We are interested what is needed within your own organisations to give greater attention and creedence to climate risk and adaptation.

These are elements of corporate governance that were discussed with Merthyr Tydfil CBC.

What aspects of your own corporate governance might need development?

This slide could be used by you in your SLT after the Gwent CCRA to respond to the results of the assessment

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Senior Leadership Team
(Effective risk management for cumulative and combined risks)

Cabinet/Executive/SLT
(Communicating resilience/loss to affected communities)

Asset Management
(Dealing with vulnerable school assets)

Highways/Transport
(Financing road and bridge - investment)

Social Services & Health
(RPB Commissioning of Domicillary Care)

We have produced 5 Leadership Scenarios for you to explore in Exercise 3. Each deals with a different aspect of climate risk.

We would like you to explore

- what sort of advocacy might be needed from leaders
- what sort of evidence they/you may need
- and who might need to be influenced

to address each risk

Dafydd will explain the Exercise

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SENIOR LEADERSHIP TEAM
(Effective long term risk management)

1. Climate change is on the corporate risk register – but just deals with decarbonisation not climate risk

2. Climate change is listed on the community risk register – but just deals with flood risk

3. The Local Resilience Forum deals with individual severe weather incidents and their immediate effects – but doesn't focus on resilience to increased incidents, or cumulative and combined impacts over time.

4. Approaches to risk management aren't adequate to deal with complex, combined risks over time. New approaches to this long-term risk management need exploring.

What sort of advocacy might be required from members of SLT?
Who might need to be influenced?
What evidence might be needed?

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CABINET/EXECUTIVE/SLT
(Working with untenable communities)

1. Evidence is mounting that certain communities will become increasingly untenable due to changing groundwater conditions and slope instability.

2. Partners have no precedent for working with these types vulnerable communities.

3. Silo working means that there isn't a clear understanding of what services these communities will require and how they will be delivered as vulnerabilities increase.

What sort of advocacy might be required from leaders?
Who might need to be influenced?
What evidence might be needed?

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SOCIAL SERVICES & HEALTH PARTNERS (Commissioning Domiciliary Care)

1. The Regional Partnership Board is commissioning Domiciliary Care Services for the next 5 years (care in people's homes from private sector providers)

2. Past approaches have required emergency plans and business continuity plans for individual severe weather incidents from Domiciliary Care providers.

3. Partners need to be sure that Domiciliary Care providers are preparing for more frequent, impactful severe weather events across the region and are preparing their services for a continually changing climate.

4. They need to evidence this as part of a bidding process in 3 months time.

What sort of advocacy might be required ?
Who might need to be influenced?
What evidence might be needed?

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HIGHWAYS & TRANSPORT
(Financing Road & Bridge Investment in a changing climate)

1. The resilience of the region's road and bridge networks are under increasing pressure from combinations of surface water flooding, extreme heat, slope instability, tree damage and river scour

2. Existing budgets are struggling to manage maintenance backlogs on A and B roads, even without additional deterioration caused by climate change

3. Current evidence focuses only on flood risk. Annual budgets and emergency funding from WG are inadequate. Highways services are stretched to the limit now and will be further stretched in the coming decade due to climate impacts.

   What sort of advocacy might be required ?
   Who might need to be influenced?
   What evidence might be needed?

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ASSET MANAGEMENT
(Dealing with vulnerable school assets)

1. School buildings and grounds are increasingly being affected by storm damage, water ingress, thermal discomfort, surface water flooding, treefall, electricity, water and gas supply disruption.

2. Access to some schools is becoming problematic due to road conditions. Wildfire and slope stability are causing increasing concern

3. It is unclear how the Council will deal with this combination of problems at a strategic level.

4. The authority's Transformation Programme is now focused on designing schools service for the 21st Century – clearly climate change needs to be factored in.

   What sort of advocacy might be required ?
   Who might need to be influenced?
   What evidence might be needed?

Gwent CCRA Leadership Seminar **1**
Exercise 4 - Reflection and discussion, personal leadership roles on climate risk and adaptation.

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Finally, we would ask you to reflect on the discussions today and answer the questions opposite

Please use Xleap and we will open up the discussion

What do you think **your own personal leadership role** is on climate risk within the organisation and partnerships you work in?

Who do you need leadership support from to plan effectively for climate risk in your portfolio of work and spheres of influence?

You can enable others to lead on climate risk. **Who is the most important person** (s) that you can enable?