

Appendix A - Bridgend County Borough Council – Draft Risk Assessment Review – April 2011

Rank	Description of area / activity at risk	Potential Impact (quantify in terms of numbers/cost/quality etc)	Council's Risk reduction measures and/or controls	Responsible Officer/Body	Draft Score	Link to Priority Theme
1	<p>Impact of the recession:</p> <p>All public services including Local Government face a period of severe budget constraint.</p> <p>It will be particularly challenging to deliver the necessary savings.</p> <p>Changes made by the UK Government to benefit entitlements means that demands on some services are likely to increase at the same time as the Council's resource base reduces. Eg the number of housing benefits claimants. (This has already increased from 13,970 to 15,947 over the past two years).</p> <p>The downturn in the economy will continue to impact on locally based businesses and public services resulting in job losses.</p>	<p>Financial constraint will impact on the Council's ability to provide services at current levels.</p> <p>Delivering this budget is challenging and in some areas is dependent on re-engineering and remodelling services.</p> <p>The downturn in the economy will continue to impact on locally based businesses resulting in job losses.</p>	<p>The council has developed a medium term financial plan. This addresses where savings will be made and how best to tackle the spending reductions required so as to minimise the impact on front line services, whilst retaining the Council's strategic vision and ambition for the Borough.</p> <p>Options for spending reductions of some £17m over the years 2011/12 to 2013/14 have been agreed.</p> <p>The Council has mature political relationships which has assisted as Councillors, of all political groups, worked together making difficult decisions, developing the budget and minimising the impact of savings.</p> <p>The implications of the Welfare Reform Bill will be assessed and reports prepared for Cabinet and Scrutiny to consider.</p> <p>The Redundancy Response Team offers a range of advice and benefits to those affected by redundancy.</p>	Cabinet/ CMB	24	Links to all priority themes

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			<p>Interagency collaboration with the ReAct programme. Over the period October 2008 to January 2011, 1,342 individuals received training and 161 were placed with new employers.</p>			

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1	<p>Using resource effectively:</p> <p>£17m of savings are required over the three year period from 2011 to 2014. Difficult decisions about service re-engineering are being made.</p> <p>Some savings have not been identified. This includes £400k of extra management savings in the 2011/12 year.</p> <p>Strong leadership will be required throughout the council to deliver the required savings.</p> <p>There is uncertainty over public sector and Local Government pension fund changes and the Government's response to the Hutton Review.</p>	<p>There is a need to continue to work hard at managing service budgets to ensure that the limited resources available are utilised to produce the best outcomes for the communities within the County Borough and those individuals who are dependent on our services.</p>	<p>CMB have worked closely with Cabinet to contain spending pressures on existing services and explore options to cut spending on a range of services. A great deal of detailed work has been undertaken to ensure that the options will deliver the required level of savings.</p> <p>It is acknowledged that the Budget Research and Evaluation Panel established by Scrutiny provides a helpful independent assessment of options and a constructive 'challenge' to the process.</p> <p>Strengthened Directorate financial performance management.</p> <p>The Council's Efficiencies and Innovation Programme is aligned with the Welsh Assembly Government's National Efficiency Programme to optimise the way we provide services. Current activities include :</p> <ul style="list-style-type: none"> Challenging business activities and identifying efficiencies and savings using "Lean Thinking" via the Work Wise project. Pilot service area reviews produced 	Cabinet/ CMB	24	Links to all priority themes

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			<p>positive results in Revenues and Benefits, Highways and Pupil Services.</p> <ul style="list-style-type: none"> • Making the best use of our workforce and reducing sickness absence. Following on from the 20% reduction in average days lost per employee in 2009/10, robust management has resulted in a continuing reduction in the average days lost which is now down to an average of 10 per year. . • Rationalising our property base. • Introducing electronic records management. • Improved energy management. • Promote collaborative working that produces tangible benefits. • Increase use of technology. • Promote best procurement practices. <p>A provision has been made to finance the implementation of a new Pay and Grading structure following Job Evaluation.</p>			

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2	<p>Failure to collaborate with partners:</p> <p>The council has a community leadership role. It needs to ensure that opportunities for collaborative working are effectively pursued which can deliver tangible results for local people in a cost effective way.</p> <p>There are many examples of good practice between the council and partners. However, the pace and scope of change must increase and barriers to collaboration overcome.</p> <p>Budget reductions have the potential to affect collaboration where they result in restrictions of spend to single-agency priorities.</p> <p>The new Local Government Measure is being considered by WAG. This may give powers to the Minister to compel Local Authorities to collaborate.</p>	<p>Collaborative working with a range of partners is essential for the efficient delivery of quality public services.</p> <p>There will be a loss of reputation with both citizens and WAG if the council fails to work effectively with others to meet the rising demand for public services from increasingly stretched resources.</p> <p>Collaborative success forms part of the grant eligibility formula for determining the level of Outcome Agreement Grant. Maximum scores cannot be delivered unless outcomes are delivered through collaboration.</p>	<p>Bridgend LSB is led by the Council and has a strong and positive record of developing collaborative working.</p> <p>Examples are:</p> <ul style="list-style-type: none"> • South East Wales Improvement Collaborative • Children’s and Young Peoples Partnership • South Wales Regional Waste Group • CCTV surveillance • Welsh Purchasing Consortium • Virtual shared legal service <p>There is evidence that partnership working and good collaborative arrangements permeate all the main risk areas.</p> <p>Exploring potential opportunities for collaboration with Social Enterprises and Trusts.</p> <p>BCBC will work and think in a smarter, more creative and efficient manner on behalf of the customers we serve.</p> <p>WAG and BCBC Efficiency and Innovation Programmes.</p>	CMB	20	Links to all priority themes

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			<p>Memorandum of Understanding with Vale of Glamorgan Council covers areas such as Internal Audit, Trading Standards, Youth Offending etc.</p> <p>Joint Locality Director with ABMU and other opportunities for collaboration across the ABMU area.</p> <p>Education and Social Services programmes within South East Wales.</p> <p>Potential for greater collaboration with South Wales Police.</p> <p>Connecting Families project dealing those with the most complex difficulties.</p>			

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2	<p>School modernisation:</p> <p>There is doubt that sufficient progress can be made with the £200m+ programme of school modernisation. This is a consequence of the inability of the council to access additional monies because general capital funding is at risk and there is limited capacity for prudential borrowing.</p> <p>WAG has yet to confirm the level of funding available for the 21st Century Schools Programme. At present it is estimated that £45m will be required from BCBC over the next ten years, but there will be severe constraint on the resources available and strong competition with other priorities. Funding for other capital programmes will be more limited if school modernisation is prioritised.</p>	<p>An adverse impact on levels of pupil attainment.</p> <p>A mismatch in the supply and demand for places in primary, secondary and additional and special needs education; resulting in inefficient use of resources.</p> <p>Deterioration in the physical state of school buildings. The backlog of repairs, currently standing at £40m will increase. The 40% cut on the Council's annual capital will also impact on its ability to match fund.</p> <p>Inefficient use of resources due to increased running costs associated with older</p>	<p>Continue to implement a phased schools modernisation programme but within a revised timetable.</p> <p>Maintain strong programme and project management arrangements. There is a track record of delivering projects to time, cost and quality.</p> <p>The production of sound feasibility studies, business cases and funding bids.</p> <p>Develop and submit a strategic outline programme to WAG.</p> <p>Maintain good links with WLGA and WAG.</p> <p>Ring fence capital receipts.</p> <p>Specific revenue savings have to be identified to support prudential borrowing.</p> <p>Funding is being secured for the Gateways to the Valleys Comprehensive which will be developed</p>	Hilary Anthony	20	Young Voices

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		<p>buildings in a poor condition.</p> <p>An inability to bring services closer to communities via multiagency hubs located in community focused schools.</p>	<p>as a community hub.</p> <p>Work with WAG to update the ICT infrastructure</p>			

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2	<p>Remodelling adult social care:</p> <p>Demographic and epidemiological trends mean that traditional models of adult social care are not economically sustainable.</p> <p>Expenditure on adult social care in Bridgend, relative to other authorities, has declined over the last few years with only two local authorities spending less per head of the adult population.</p> <p>Referrals continue to increase year on year. In 2009/10 there were 4,257, up from 3,734 in 2007/08. An increase of 14% in two years. Over the same period the total number of service users increased from 3,491 to 3,702.</p>	<p>The impact of demographic change is severe. 50% of people aged over 85 receive a service. Failure to remodel services will restrict the council's ability to respond to assessed needs and impact on its resources and reputation.</p> <p>To reflect demographic change the 2008/09 budget strategy included indicative growth of £450,000 in 2010/11. The pressures experienced show this is insufficient. The requirement is nearer £600,000 with similar amounts for future years.</p>	<p>To meet the challenges ahead, difficult decisions will have to be taken about the future shape of services.</p> <p>Work is taking place to develop new models of service delivery for residential care and home care. Engagement has taken place with potential future providers to put forward a range of options for Cabinet to consider.</p> <p>The Remodelling Adult Social Care Programme is well established and the modernisation of services is being driven forward. The overall aim of the remodelling programme is to promote independent living through earlier intervention, which in turn will reduce the number of people requiring long term residential care.</p> <p>Continue to reduce the need for residential and nursing placements by targeting resources to support independent living:</p> <ul style="list-style-type: none"> • The telecare service and mobile response team 	Abigail Harris	20	Strong Communities

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			<ul style="list-style-type: none"> • The Bridgestart enabling service • Developing support for unpaid carers • Community equipment service • Integrated intermediate service <p>Work with ABMU Health Board and other partners to remodel services is progressing including joint appointments and joint teams. Section 33 agreements and/or other joint working and governance arrangements are being developed</p>			

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2	<p>Implementing a new pay and grading system:</p> <p>The council must modernise its pay structure in compliance with the equalities agenda and equal pay legislation. There are approximately 1,700 equal pay claims under consideration by Employment Tribunal.</p> <p>There is a threat to the budget because of the costs associated with job evaluation and potential additional pension fund contributions.</p> <p>There is considerable uncertainty about the council's ability to access funding from WAG to assist with the cost of settlement of equal pay claims.</p>	<p>The financial impact of equal pay claims and job evaluation is not yet known. However the potential effect on the council's reserves and its revenue budget is considerable. Meeting liabilities may necessitate further spending reductions in service budgets.</p> <p>Uncertainty could have an adverse effect on staff and consequently service users.</p>	<p>Job Evaluation</p> <p>Job evaluation is being approached jointly with the Trade Unions and is a formally managed project. Actions are reported to the Programme Management Board on a monthly basis. Key stages include:</p> <ul style="list-style-type: none"> • Assimilation into job families – April 2011 • Pay modelling – To begin April 2011 • New pay structure developed – May 2011 • Develop rank order of all posts – May 2011 • Commence consultation with employees – Summer 2011 • Completion – 2012 <p>A £3m contingency provision is being made within the revenue budget to help offset additional costs of the new pay structure.</p> <p>The results of decisions made by other Authorities are monitored to ensure relevant lessons are learnt.</p> <p>The Trade Unions have confirmed that they will not be conducting a ballot on</p>	Dave MacGregor	20	Links to all priority themes.

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			<p>all proposals, and therefore not entering into a collective agreement. This affects project timing; alternative means of consultation and implementation are being explored and the project plan is being revised.</p> <p>Equal Pay</p> <p>A robust defence is being made to equal pay claims and an earmarked reserve has been built up to help finance settlement of claims.</p> <p>Expert advice is being obtained on a joint basis with other Authorities.</p>			

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3	<p>Supporting vulnerable children:</p> <p>The provision of high quality services that support vulnerable children and their families is at risk due to pressure on budgets and the increase in demand for the services provided.</p> <p>There is also potential for a period of service instability while the transformation to multi-agency, more locally based support services is being implemented.</p>	<p>The impact of the risk may be that:</p> <ul style="list-style-type: none"> • There is an increased number of looked after children resulting in increased pressure on spending. There is an upward trend in the number of children which currently exceeds 300. • We are less able to react quickly to referrals • Compromised safeguarding and wellbeing of children. • Additional pressure on services for children with more complex needs. • Deficiencies in specialist support affecting universal services. • An increase in the proportion of young people identified as not in education, employment or 	<p>Family support services are being developed within the resources available.</p> <p>Delivery of the LSB “Connecting Families” project offers a collaborative approach to the provision of targeted support to families with the most complex and challenging needs. It is likely to result in better outcomes and financial savings because it prevents needs escalating through early intervention.</p> <p>Implementation of the multi agency 4-5-6 model.</p> <p>Services have been restructured to form generic safeguarding locality teams which will result in:-</p> <ul style="list-style-type: none"> - Improved use of resources - Better management of caseloads - Fewer handovers - Stability of teams <p>Improve the quality of practice via:</p> <ul style="list-style-type: none"> - Continued implementation of the quality assurance framework - Implementing action plans arising out of serious case reviews - New risk assessment guidance to improve timeliness and quality 	Hilary Anthony	16	Young Voices

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		<p>training.</p> <ul style="list-style-type: none"> • A less skilled and flexible workforce. • Increased social and economic costs arising from unemployment and disengagement. • A loss of reputation to the council. • Increased difficulty in motivating, recruiting and retaining staff due to uncertainty, budget reductions and stress. 	<p>of assessments.</p> <ul style="list-style-type: none"> - Restructure and development of joint childcare legal team. <p>Development of hubs for service delivery including via school modernisation.</p> <p>Improved IT systems that enable more effective information sharing.</p> <p>An increased cohort of foster carers. To be achieved by targeted marketing, improved support for existing foster carers and measures that help to prevent placement breakdown.</p> <p>South East Wales Improvement collaborative. More effective commissioning and negotiating of costs.</p> <p>Integrated post 16 service to prepare care leavers for independence.</p> <p>Accelerate work and training opportunities for care leavers.</p> <p>Implement review of in-house residential provision.</p> <p>Develop and make use of social worker exit interviews.</p>			

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3	<p>Maintaining infrastructure:</p> <p>At a time when the impact of public sector spending cuts threatens available budgets, the Highways Asset Management Plan predicts a need for £37million to bring all highways and structures up to an appropriate standard.</p> <p>Given the gap between current resources and that identified as necessary in the Highways Asset Management Plan it is accepted that there will be a greater need for repairs in the future.</p> <p>Funding constraints and the subsequent reactive approach to infrastructure maintenance will lead to an increase in the number of Principal (A) roads classed as in poor condition and the council failing to meet its statutory obligations.</p> <p>Weather patterns arising from</p>	<p>Failure to maintain infrastructure will result in the council not meeting its statutory obligations.</p> <p>A poor quality highway network leads to increased third party liability claims, a loss of reputation, a possible adverse impact on economic activity and reduced quality of life for citizens.</p> <p>Further budgetary pressures could occur due to unpredictable weather patterns and the worsening condition of the infrastructure. This will lead to an increased requirement for emergency repairs.</p> <p>Reductions in funding will restrict delivery of the improvement</p>	<p>Resources for road maintenance are allocated on a hierarchical basis: Principal (A Class Roads), B&C and unclassified roads. Resources have been targeted at A roads and performance indicators demonstrate the impact. The % of A roads in poor condition has reduced from 8.3% in 2007/08 to 6.6% in 2009/10. However the % of non principal roads in poor condition increased from 10.8% to 11.92% in 2008/09 but dropped back to 11% in 2009/10.</p> <p>The development of the Highways Asset Management Plan and the Council's long term budget strategy should lead to increased investment in the infrastructure, thus reducing the backlog of structural repairs.</p> <p>Cabinet has a firm commitment to this issue.</p> <p>In 2009/2010 provision was made in the Highways maintenance budget for an additional £400k per annum on a recurring basis. Further growth of</p>	Louise Fradd	16	Strong Communities

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	<p>climate change have had a major impact on structures such as culverts and bridges. The severe weather of 2009/10 and 2010/11 has had a major impact on the local road infrastructure.</p>	<p>programme.</p>	<p>£200k was made in 2010/11. However, the WAG highway maintenance grant was reduced from £600k to £200k in 2010/11. No announcement has been made by WAG but it is unlikely that any grant funding will be available in 2011/12. This will have an impact on the improvement programme and the delivery of the Highways Asset Management Plan.</p> <p>An additional grant of £295k for improving the fabric of local roads infrastructure and £593k for addressing unplanned road maintenance issues and purchase of salt stocks has been provided by WAG in 2010/11. However this will only help to offset the cost of repairs to the infrastructure following the severe winter weather in 2010/2011.</p> <p>Challenging insurance claims has reduced compensation paid to third parties.</p> <p>Grants to combat flooding will be sought from WAG.</p>			

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3	<p>Reconfiguring Leisure Services:</p> <p>Existing arrangements are unsustainable and change is essential.</p> <p>The successful delivery of the leisure strategy depends on the refurbishment of the Bridgend Recreation Centre. The absence of capital funding creates a significant risk that the strategy will not be delivered.</p> <p>Demographic change necessitate the need for a fit for purpose Healthy Living Service to deliver against the preventative health agenda.</p>	<p>Without change the council will be left with buildings requiring significant asset renewal and increasing revenue support as costs relating to ageing buildings escalate and income falls.</p> <p>People will no longer wish to use increasingly tired buildings which will result in diminished participation levels and a less healthy population.</p>	<p>A New Models of Service Delivery project has been established to:</p> <ul style="list-style-type: none"> Procure a partner organisation to manage the core set of sports centres and swimming pools within an outcomes framework that will ensure capital investment, sustainability cost effectiveness and a range of health and social outcomes. Reconfigure the Healthy Living Service to deliver within a new commissioning model with strong links to the developing health and social care locality networks. <p>The delivery of community focused schools, including Archbishop McGrath and Gateway to the Valleys Comprehensives, will focus on developing healthy lifestyles through sport and leisure, exploiting new developments for both community and formal educational usage.</p> <p>Optimise other opportunities to promote healthy lifestyles including use of the outdoor environment.</p>	Abigail Harris	16	<p>Healthy Living</p> <p>Young Voices</p> <p>Green Spaces</p>

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4	<p>The impact of homelessness:</p> <p>The high costs, both in terms of finance for the council and the wellbeing of individuals, of inappropriate temporary bed and breakfast accommodation. The position is exacerbated by stalled housing development projects both in the affordable and market sectors.</p> <p>There are 15% more presentations per head of population than the Welsh average. Of these, 44% more than the average were people in priority need.</p> <p>Changes made by the UK Government to benefit entitlements will affect many citizens.</p> <p>There are currently 35 “households” in Bed and Breakfast accommodation. The majority being single adult males.</p>	<p>Homelessness often represents a culmination of several problems, such as debt and relationship difficulties. For many, homelessness leads to increased stress, depression, and isolation. It is a time of change and uncertainty for adults and children. It can lead to a need for other costly service interventions.</p> <p>In 2009/10 there were 665 homelessness presentations of which 358 were people in priority need.</p> <p>The extent of the impact of the changes to benefits is not yet known.</p>	<p>New management has been appointed to improve performance.</p> <p>As soon as the UK Government’s benefit policy is determined the implications will be assessed and reports prepared for Cabinet to consider.</p> <p>The Housing options team prevented 113 cases of homelessness in 2009/2010. There will be greater focus on this area with discretionary support to persons so that they do not become homeless. Actions include:</p> <ul style="list-style-type: none"> • Provision of rent in advance of payment • Payments of bonds • Interim payments if there are delays or shortfalls in housing benefit <p>Develop the common housing register in partnership with registered social landlords. This will improve the nomination process and streamline access to social housing.</p> <p>Accessing alternative temporary</p>	Louise Fradd	15	<p>Strong Communities</p> <p>Young Voices</p> <p>Healthy living</p>

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	<p>There will be further pressures on leasing schemes from proposals to reduce housing benefit subsidy from 1 April 2011.</p> <p>A number of changes will be needed to the management of the supporting People programme, in the light of a national review, audit recommendations, and emerging unmet need. This may place additional management requirements on the council.</p>	<p>The average cost of keeping a single person in Bed and Breakfast accommodation is £290 a week. More than £15,000 a year.</p> <p>Supporting People funding could be withdrawn and previous funding have to be repaid if the council cannot demonstrate compliance with grant conditions.</p> <p>WAG could decide not to devolve funding if BCBC cannot</p>	<p>accommodation e.g. 36 units of accommodation have been secured for leasing. This has resulted in a reduction in the number of homeless families.</p> <p>Bridgend alternative to bed and breakfast (BABBA) scheme commences in 2011. 6 units are being built in partnership with the Wallich.</p> <p>Extension of Brynmenyn homeless hostel to provide an additional 3 units.</p> <p>Tenancy support services.</p> <p>Programme management arrangements are being established to manage the review and compliance arrangements.</p>			

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		demonstrate sufficient preparedness to manage a larger programme				

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5	<p>Supporting regeneration:</p> <p>WAG Public Accounts Committee has concluded that across Wales the Communities First Programme has not delivered good value for money in tackling poverty. Difficult decisions about the use of resources will be made by WAG and the project might not be extended after 2012.</p> <p>There is uncertainty over the future of specific grants which support regeneration projects.</p> <p>Capital match funding is required to enable the Council to target the available external grant funding, and to make the most of public/private investment opportunities.</p> <p>The Council's regeneration match funding source, SRF, is currently being used to support existing grant funded schemes and there are many competing</p>	<p>The County Borough has 10 Communities First areas. Uncertainty surrounding the future of the project will affect the council's ability to tackle deprivation and improve living conditions for those in poverty.</p> <p>There are no significant funds currently available for any major strategic projects developed as part of the convergence programme or other process.</p>	<p>Explore ways of generating funding with a range of partners to enable more strategic investment to take place. This will further the wellbeing of citizens through social, physical, cultural and economic improvements. This is currently being achieved through:-</p> <ul style="list-style-type: none"> • The Council's active involvement in the Western Valleys Strategic Regeneration Area • The development of bids for convergence funding for Porthcawl harbour side and Bridgend and Maesteg town centres. • Investigating development opportunities through the Joint European Support for Sustainable Investment in City Areas initiative (JESSICA funding). 	Louise Fradd	12	<p>Strong Communities</p> <p>New Opportunities</p>

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	<p>priorities for funds.</p> <p>A number of large scale capital schemes are commencing delivery, funded through the Convergence Programme in Bridgend, Maesteg and Porthcawl. These will draw substantially on staff resources for delivery, and will impact on the public in both the implementation stages, and on completion. There is no provision within the capital programme to fund any unforeseen works beyond that built into programme budgets.</p>	<p>BCBC will lose out on development funding to invest into large capital schemes.</p> <p>If insufficient consultation and communication is carried out, the schemes may result in public discontent, complaints and negative publicity.</p> <p>Existing capital schemes will be affected if there are cost over-runs on these projects.</p>	<p>Enable proactive match funding approach to maximise future external funding opportunities.</p> <p>Generate additional capital receipts. This is being progressed through the Strong Communities – Connecting Services Initiative.</p> <p>Communication plans are being developed for each project.</p> <p>The project management toolkit is being applied to the delivery of these projects, to ensure good governance and assessment of risks.</p> <p>Contingencies have been built into the cost models, to take account of unforeseen works.</p>			

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5	<p>Disposing of waste:</p> <p>The revised EU Waste Framework Directive has been enacted in the UK. The aim of the directive is to promote waste prevention, increase recycling, and ensure better use of resources, while protecting human health and the environment.</p> <p>“Towards Zero Waste”, the Welsh Assembly Government’s waste strategy introduces new performance targets by 2025.</p> <p>New services must deliver improved performance.</p>	<p>Failure to achieve ‘Towards Zero Waste’ recycling/composting targets could result in penalties; however, these have now been confirmed by WAG in the Waste (England & Wales) Regulations 2011.</p> <p>Failure to achieve landfill allowance targets, which are reducing year on year, has the potential to incur fines of up to £1m per annum.</p> <p>In 2009/10 Bridgend recycled 31% of its waste compared to a Welsh average of 39%. Since the introduction of the waste services contract, performance has increased to 52% This is having a knock on effect to the contract requirements of MREC.</p>	<p>May Gurney has been appointed as waste services contractor. The improved new service is now in operation and is delivering increased recycling rates that will enable the council to meet its recycling and landfill targets in the medium term.</p> <p>Negotiations with Neath Port Talbot Council have resulted in the development of a variation to the existing agreement regarding the delivery of waste streams to MREC. This has been agreed and formally signed off.</p> <p>The procurement process for the regional anaerobic digestion facilities is proceeding and this will be in place by 2013.</p> <p>The new waste services contract and the new regional facility will impact on MREC as waste streams will be diverted. Analysis has confirmed that this will not impact on the operational efficiency of MREC but the Council is closely monitoring the tonnage expectancies under the contract as higher diversion rates are being achieved.</p>	Louise Fradd	12	Strong Communities

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5	<p>Potential negative impact on educational attainment:</p> <p>It will be an increasing challenge to deliver the curriculum and meet pupils' additional needs due to reduced funding. This may lead to lower levels of achievement, including in basic skills and is also likely to impact on the emotional health and well-being of young people.</p> <p>There are significant risks to the local economy and a range of council services if young people enter the work force ill-equipped for employment.</p>	<p>Potentially fewer learning opportunities for students resulting in poorer educational attainment.</p> <p>Potential for a decline in examination results and other accreditation.</p> <p>Increase in the number of young persons not in education, employment and training.</p> <p>Less capacity for provision for pupils with learning difficulties.</p> <p>Potential for parents to take cases to SEN Tribunal.</p> <p>More schools identified through inspection causing concern.</p> <p>Potential reduction in</p>	<p>Good use of information about strengths and weaknesses of schools in supporting, monitoring and challenging them.</p> <p>Rigorous monitoring of progress through the QBR process.</p> <p>Leaner systems, joint commissioning and shared service arrangements.</p> <p>Support schools in the practicalities of working more efficiently so that the impact of scarce resources is maximised.</p> <p>Continue the review of the school funding formula to identify shortcomings and the potential for improved targeting.</p> <p>Greater targeting at priority groups and switching funds from less essential services.</p> <p>Service plans to include consideration of consequences of reductions in funding.</p> <p>Maximise bids and use of convergence funds and ensuring the sustainability of</p>	Hilary Anthony	12	Young Voices

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		Programme for International Student Assessment outcomes.	new initiatives and approaches. Collaboration and Partnership working between schools and shared intelligence on funding matters. High quality staff training.			