

Appendix A – Risk Assessment

Strategic Theme	Improvement Objectives	Risk Description	Potential Impact	Risk Reduction Measures	Risk Owner	Inherent Risk Score
Links to all strategic themes	To build safe and inclusive communities.	<p>Welfare reform:</p> <p>The UK Government is introducing a number of significant welfare reforms over the next four years. There is still great uncertainty about the implications of the changes for staff as well as concern that the changes will put extra demands on council services that support vulnerable people.</p>	<p>Changes being made by the UK Government to benefit entitlements mean that demands on some services are likely to increase at the same time as the council's resource base reduces.</p> <p>From April 2013 there will be a limit on the total benefit a working age person can receive. BCBC will have to impose that cap through Housing Benefit deductions.</p> <p>Universal Credit will replace existing benefit streams from October 2013 with full implementation expected by 2017. The benefit will be primarily administered by DWP although BCBC may have a role in face to face support for claimants.</p> <p>Single Fraud Investigation Service. BCBC staff employed on welfare benefit investigation will work as part of SFIS from 2013.</p> <p>From April 2013 the applicable maximum rent will be reduced depending on the number of bedrooms required.</p> <p>The absence of detailed implementation plans from national governments in respect of these changes makes it difficult for BCBC to plan and deal with staff implications or additional local service requirements which could arise from the changes.</p>	<p>Officers are working with the WLGA and Society of Welsh Treasurers to understand the financial implications of the welfare reform changes, particularly changes to Council Tax Benefit which take effect from April 2013.</p> <p>BCBC will monitor the impact of the welfare reforms on citizens in terms of their needs across the range of council services and will develop proposals for dealing with changes in demand.</p> <p>Officers will ensure they are fully apprised of UK Government and Welsh Government plans in respect of the reforms to ensure we understand and can deal with the staff implications of moving from Housing benefit (etc) to Universal Credit.</p>	Assistant Chief Executive Performance	<p>Likelihood – 6</p> <p>Impact – 4</p> <p>Total - 24</p>
Corporate Governance	To improve the way we work to ensure effective and efficient use of our financial, technological, physical	<p>Implementing a new pay and grading system:</p> <p>The council must</p>	<p>Job evaluation is likely to add about £3.6m to pay base budgets.</p> <p>Meeting liabilities may necessitate further spending reductions in</p>	<p>Job evaluation is being approached jointly with the Trade Unions and is being managed as a project.</p> <p>£3.6m per annum has been transferred from corporate budgets to staffing budgets on a recurring basis.</p>	Assistant Chief Executive Performance	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total - 20</p>

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	and human assets.	<p>modernise its pay structure in compliance with the equalities agenda and equal pay legislation.</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>Agreement can not be reached with school staff without the support of governing bodies.</p>	<p>service budgets.</p> <p>Uncertainty could have an adverse affect on staff. Performance standards might drop and service levels deteriorate.</p>	<p>Formal consultation with the Trade Unions and employees on the Council's proposals for a new pay and grading system commenced in September 2011. Further pay modelling is being undertaken during the extended formal consultation period.</p> <p>The results of decisions made by other Authorities are monitored to ensure relevant lessons are learnt.</p> <p>The council has engaged with governing bodies and a series of further briefings will take place in April.</p>		
Young Voices	To help all children and young people achieve higher attainment by improving learning opportunities and making them more accessible.	<p>School modernisation:</p> <p>At this stage funding will not be available until 2014/15 and will run for six years, rather than three years from 2011/12.</p> <p>If there are any further reductions to Welsh Government 2014-15 capital budget as a consequence of the next Spending Review there may be a further reduction or delay in 21st Century school funding which would delay school building improvements.</p>	<p>Insufficient progress may have a negative impact on pupils' learning and wellbeing.</p> <p>This is because:</p> <ul style="list-style-type: none"> • There is a link between attendance, attainment and the school environment. • There will be a mismatch in the supply and demand for places in different schools due to a rising school population. • Deterioration in the state of school buildings results in inefficient use of resources due to increased running costs • Potential health and safety issues • Of an inability to maximise opportunities to move services closer to communities via multiagency hubs located in community focused schools 	<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>Procurement through the South East Wales Schools & Capital Programme Contractor Framework.</p> <p>The production of sound feasibility studies, business cases and funding bids.</p> <p>Maintain good links with Welsh Local Government Association and Welsh Government.</p> <p>Review catchment area boundaries to ensure supply meets demand.</p> <p>Provide temporary accommodation</p> <p>Ring fence capital receipts.</p> <p>Repayment of Prudential Borrowing will need to be met from savings within the Directorate.</p> <p>Regular health and safety audits will enable the council to prioritise improvement works and respond to emerging issues.</p> <p>Funding has been secured for Coleg Cymunedol Y Dderwen.</p>	Corporate Director Children	<p>Likelihood -5</p> <p>Impact -4</p> <p>Total - 20</p>

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Strong Communities	To implement better integrated health and social care services to support independence, health and wellbeing.	<p>Adult Social Care</p> <p>If the council does not change how services are delivered it will not be able to meet the challenges brought about by a growing and ageing population, higher public expectations and difficult budgetary settlements.</p>	<p>36% of people aged over 85 receive a service. The increasing impact of demographic change will lead to an extra cost of between £700,000 and £1m per annum over the next 10 years.</p> <p>Failure to remodel services will:</p> <ul style="list-style-type: none"> Restrict the council's ability to respond to assessed needs. Vulnerable people will not receive the assistance and support that they need to live as independently as possible. Result in inefficient services that do not make the most of available resources. Mean that the council does not meet the public's expectations and consequently the reputation of the council will suffer. 	<p>To reflect demographic change the medium term financial strategy includes growth in each of the next three years. Offsetting this are plans to achieve savings over the same period from service remodelling and efficiencies. The 2012/13 budget provides an increase of £851,000 or 2.29%.</p> <p>Modernisation is being driven forward and the council is moving towards a service model that aims to work with service users so that they maintain/recover their independence.</p> <p>To meet the challenges ahead a framework for the care of older and disabled people is being established with ABMU Health Board. The Bridgend Care Partnership will oversee the delivery of services that enable people to live independently and be protected from harm. Services which support independence include:</p> <ul style="list-style-type: none"> The development of a 6 bed residential reablement service at a Local Authority home for older people in Brackla Enablement focused homecare The continued successful promotion of telecare. The number of installations has increased to more than 1,000 and 94% of people report that using this service has made it easier for them to manage at home. The 39 Extra Care flats have been completed and are fully occupied The development of a 30 bed residential care facility for people with dementia, that meets CSSIW best practice guidelines. <p>Difficult, sensitive but necessary decisions will have to be taken about how long term homecare and residential care services are delivered.</p>	Corporate Director Wellbeing	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total - 20</p>
Links to all strategic themes	To improve the way we work to ensure effective and efficient use of our financial, technological, physical and human assets.	<p>Using resource effectively:</p> <p>If the Council fails to secure the recurrent savings which it has identified in its Medium Term Financial Plan it may have to use reserves and or cut services to balance its budget. Cuts may be necessary to core</p>	<p>If there is a shortfall in savings the council might fail to balance its budget and achieve its medium term financial plan in 2012-13, 2013-14 and 2014-15.</p> <p>A shortfall in savings may necessitate the unplanned use of reserves to bridge the funding gap which would reduce the Council's ability to deal with other financial operational and strategic risks.</p>	<p>The council has a medium term financial plan for 2012-15 which outlines where £12.7 million revenue budgets reductions will be made so as to minimise the impact on front line services, whilst retaining the council's strategic vision and ambition for the County Borough.</p> <p>The council has also seen reductions in its capital funding from Welsh Government and the capital programme for 2012-13 reflects the resources available. The property strategy will be reviewed during 2012-13.</p> <p>It is important that expenditure is kept within the overall approved budget and that longer term proposals continue to be developed.</p>	Assistant Chief Executive Performance	<p>Likelihood – 4</p> <p>Impact – 4</p> <p>Total - 16</p>

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		<p>services</p> <p>As a result the Council has had to consider its resources very carefully and to make difficult spending decisions. This will carry on over the next few years as the public finance outlook continues to be bleak.</p>	<p>Similarly a shortfall may result in the need to make unplanned cuts to services which put vulnerable people at risk.</p> <p>Failure to meet the savings plans would also damage the reputation of the Council with citizens, particularly if the level or quality of services was affected as a result.</p>	<p>The council has mature political relationships which have assisted as Councillors, of all political groups, work together making difficult decisions, developing the budget and minimising the impact of savings.</p> <p>Strong leadership is being demonstrated throughout the council to deliver the required savings.</p> <p>CMB are working closely with Cabinet to contain spending pressures in services and explore further options.</p> <p>The CMB Programme Management Board oversees high risk corporate priority programmes, such as our:</p> <ul style="list-style-type: none"> • Business Efficiency and Innovation Programme; • Healthy Living Project • Health and social care integration • Porthcawl Masterplan • Regional school improvement service 		
Young Voices	To help all children and young people achieve higher attainment by improving learning opportunities and making them more accessible.	<p>Educational attainment:</p> <p>There has been a dip in performance for some indicators of educational attainment. If school standards and pupil attainment do not improve there are significant risks to the emotional wellbeing of young people, the local economy and a range of council services as young people leave education ill-equipped for employment.</p>	<p>More schools identified as requiring monitoring and intervention through inspection, with concern and eventual special status.</p> <p>Potential for a decline in examination results, PISA scores and other accreditation.</p> <p>Potentially fewer quality learning opportunities for students resulting in poorer educational attainment.</p> <p>An increase in the number of young persons not in education, employment and training.</p> <p>Greater numbers of young people with worse emotional health.</p> <p>Less capacity for provision for pupils with learning difficulties.</p> <p>Potential for parents to complain and/or take cases to SEN Tribunal.</p> <p>Potentially poor inspection outcomes and loss of reputation.</p>	<p>Good use of information about strengths and weaknesses of schools in supporting, monitoring and challenging them. The “School Secure” system will be used to capture performance data and help deliver support.</p> <p>Collaboration and partnership working between schools and shared intelligence on funding matters.</p> <p>Development of initiatives to enhance pupil tracking and pupil target setting.</p> <p>The development of a regional education service (JES) to improve outcomes for learners, provide high quality consistent services and provide regional, collaborative solutions to key issues – Sept 2012</p> <p>Increase delegated funding to schools to 80% by April 2012 and 85% by April 2014. Bridgend was the 3rd highest delegator of funding in Wales (78% compared to Wales’s average of 75%) in 2011/12.</p> <p>Greater support to Governing bodies.</p> <p>School modernisation programme.</p> <p>Implement the School Effectiveness Framework and strategies for literacy and numeracy, making use of the “Basic and Key Skills Builder” system (BKSB).</p> <p>Rigorous monitoring of progress through the Quarterly Business Review process.</p> <p>Leaner systems, joint commissioning and shared service arrangements.</p>	Corporate Director Children	<p>Likelihood – 4</p> <p>Impact – 4</p> <p>Total - 16</p>

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			Possible intervention by the Welsh Government.	<p>Support schools in the practicalities of working more efficiently so that the impact of scarce resources is maximised.</p> <p>Service plans to include consideration of the consequences of reductions in funding.</p> <p>High quality staff training.</p> <p>The schools ICT strategy will deliver an improved learning experience.</p> <p>Continue the review of the school funding formula to identify shortcomings and the potential for improved targeting of funds at essential services.</p>		
Links to all strategic themes	To support and invest in our communities to promote economic growth, physical renewal and sustainability.	<p>Impact of the recession:</p> <p>If the economy continues to perform badly pressure will be placed on council services which support local businesses and employment.</p>	There could be further job losses and business failures in the local economy if the UK and European economies continue to under perform.	<p>Bridgend County Borough Council is part of a Redundancy Response Team comprising of representatives from the council, Careers Wales, Job Centre Plus and the Welsh Government. The team offers a range of advice and benefits to those affected by redundancy. Interagency collaboration with the ReAct programme has resulted in 1,310 individuals receiving training and 211 being placed with new employers between October 2008 and June 2011. The committed expenditure is £2,494,822.</p> <p>£1.6m of Local Investment Fund grants have been approved for small and medium sized enterprises by the end of 2011.</p> <p>Supporting the business community via the Business Forum.</p> <p>The council's Apprenticeship programme offers 6 places. This will increase to 8 in September 2012.</p> <p>Increasing footfall in town centres through strategic, high quality events, supported by proactive marketing.</p> <p>Increasing the attractiveness of town centres through regeneration.</p> <p>Drawing down resources in the Western Valleys regeneration area to invest in strategic sites, employment, skills and projects.</p>	Corporate Director Communities	<p>Likelihood – 5</p> <p>Impact – 3</p> <p>Total - 15</p>
Strong Communities	To develop and support sustainable and affordable housing solutions for those who are homeless or in	<p>The impact of homelessness:</p> <p>Homelessness may increase because</p>	Homelessness often represents a culmination of several problems, such as debt and relationship difficulties. For many, homelessness leads to increased	<p>The council is taking a proactive/ prevention approach to the issue of homelessness by helping residents find solutions to their housing needs.</p> <p>The Work Wise review will improve the response to homelessness presentations and increase the emphasis on prevention and support.</p>	Corporate Director Communities	<p>Likelihood – 5</p> <p>Impact – 3</p> <p>Total - 15</p>

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	need.	<p>economic conditions have resulted in stalled housing projects, job losses and a UK Government review of welfare benefits. This may result in a greater dependence on the council to provide temporary accommodation for residents. The position will worsen if interest rates increase.</p> <p>At the same time the Supporting People Programme is going through significant change as a result of the national review.</p>	<p>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>The use of bed and breakfast accommodation results in high costs both in terms of finance for the council and the wellbeing of individuals. Households with dependant children using B&B is reducing with 9 “households” up to the end of December 2011, compared with 15 for 2010/11.</p> <p>The number of completed new properties in the County Borough has declined from 550 in 2006/07 to 261 in 2010/11.</p> <p>Fewer properties are being improved because the Housing Renewal Area programme is reducing. The grant has reduced from £1m to £600,000 per year.</p> <p>In 2010/11 there were 501 homelessness presentations of which 234 were people in priority need. As at 31st December 2011, there have been 356 homelessness presentations of which 166 were priority need.</p> <p>Changes to Housing Benefits might result in increased rent arrears and evictions leading to an increase in the number of homelessness cases. This would impact on the welfare of citizens, the council’s Housing Options Team, the homelessness budget and other welfare services.</p> <p>Unless resources can be reallocated within the Supporting People programme there might be increased repeat homelessness.</p>	<p>The Housing options team prevented 93 cases of homelessness in 2011/2012. 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 • Payment of bonds • Interim payments if there are delays or shortfalls in housing benefit <p>Tenancy support services.</p> <p>Raise awareness of Housing Benefit changes via landlord forums, information leaflets, letters to customers and open days.</p> <p>Agreement of a new Common Allocation Policy will help make best use of existing social housing.</p> <p>An increased focus on bringing empty properties back into use will also help to increase housing supply.</p> <p>There is a review underway of Supported People Services. Collaboration in the Western Bay area is continuing irrespective of the national uncertainty. Demonstrating readiness to operate on a regional basis will reduce delays in delegating funding to Councils.</p> <p>Capital funding is being split between private sector renewal and Disabled Facilities Grants.</p>		

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Corporate Governance	To improve the way we work to ensure effective and efficient use of our financial, technological, physical and human assets.	<p>Collaboration with partners:</p> <p>If the council does not undertake collaborations where they offer enhanced service quality, resilience or cost saving it will not maximise cost effective, tangible, improvements to services.</p>	<p>Successful collaborative working is essential for the efficient delivery of quality public services.</p> <p>Collaboration forms part of the grant eligibility formula for determining the level of Outcome Agreement Grant. This is worth £1.3m to Bridgend. Maximum scores cannot be delivered unless outcomes are delivered through collaboration. If not achieved funding will be lost.</p> <p>There will be a loss of reputation with the public and Welsh Government if the council fails to work effectively with others to meet the rising demand for public services from increasingly stretched resources.</p> <p>As we move towards multi-agency working, there is potential for service instability whilst transformation takes place.</p> <p>Budget reductions have the potential to affect collaboration where they result in restrictions of spend to single-agency priorities.</p>	<p>There is evidence that partnership working and good collaborative arrangements permeate all the main risk areas.</p> <p>Bridgend County Borough Council is represented on the Public Services Leadership Group.</p> <p>The outcome agreement is monitored through Quarterly Business Reviews.</p> <p>The Bridgend Local Service Board is led by the council and has a strong and positive record of facilitating collaborative working. Its partnership agreement, the “Bridgend Compact”, will provide a framework for building productive relationships between the different sectors and agencies.</p> <p>The Local Service Board is developing a multi-agency neighbourhood management model to tackle long term issues.</p> <p>Memorandum of Understanding with Vale of Glamorgan Council.</p> <p>Partnership working with ABMU to deliver a model of integrated care for older people and people with a physical disability or sensory impairment.</p> <p>Education and Social Services programmes and consortia are in place to deliver collaborative improvements.</p> <p>Potential for greater collaboration with South Wales Police.</p> <p>The South East Wales Transport Alliance promotes and develops regional transport strategies and projects.</p> <p>The procurement process for the regional anaerobic digestion facility is proceeding. It is planned that this will be in place by 2014. A recent decision by Neath Port Talbot County Borough Council supported by Bridgend County Borough Council makes participation possible in a regional residual waste facility by 2018.</p>	Assistant Chief Executive Performance	<p>Likelihood – 3</p> <p>Impact – 4</p> <p>Total – 12</p>
Young Voices	To work in collaboration with partners to meet the different needs of all children and young people and provide them with the best start in life	<p>Supporting vulnerable children and young people:</p> <p>If the council fails to develop high quality early intervention and preventative services, including multi-agency locally based support, then needs amongst</p>	<p>The wellbeing and safety of children might be compromised.</p> <p>The number of Looked After Children might increase.</p> <p>There is increased pressure on expensive level 3 and 4 services for children and young people with complex needs.</p>	<p>Ongoing support to families with complex needs via the continuing implementation of the “Connecting Families” project.</p> <p>Implementation of the multi agency 4-5-6 model and Integrated Working Framework.</p> <p>Implement locality working by 2013/14 so that services are closer to children and young people. The first hub will be set up in 2012/13.</p> <p>Integrated data system (DRAIG) for the collection and validation of data on individuals and families.</p>	Corporate Director Children	<p>Likelihood – 3</p> <p>Impact – 4</p> <p>Total - 12</p>

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		children and young people may become more severe and complex. This will place greater demands on level 3 and 4 services that support vulnerable children, young people and their families.	<p>Less able to react quickly to referrals.</p> <p>Deficiencies in specialist support affecting universal services.</p> <p>An increase in the proportion of young people identified as not in education, employment or training.</p> <p>A less skilled and flexible workforce.</p> <p>Increased social and economic costs.</p> <p>A loss of reputation to the council.</p>	<p>Enhance Looked After Children provision:</p> <ul style="list-style-type: none"> • Work experience opportunities • BCBC apprenticeship scheme • Proactive educational planning • Training for designated teachers in schools • Permanency plans <p>Increase number of BCBC foster carers for children with complex needs.</p> <p>Joint commissioning and negotiating of costs.</p> <p>“Just Ask Plus”, an Integrated post 16 service has started to prepare care leavers for independence.</p> <p>Effectively use commissioning of core funded services and services supported by the Families First Fund.</p> <p>Agree and implement ‘Families Together’ - Bridgend’s family support strategy, including increased provision of “Flying Start” places.</p> <p>Monitoring impact of reconfigured children’s’ homes</p>		
Strong Communities	To build safe and inclusive communities.	<p>Disposing of waste:</p> <p>The EU Waste Framework Directive promotes waste prevention and increased recycling.</p> <p>Welsh Government’s waste strategy ‘Towards Zero Waste’ sets challenging targets. From 2012/13 there is an obligation to recycle/compost 52% of waste and this will rise to 70% by 2025. If new services do not deliver improved performance the environment will be affected and fines will be imposed on the Council.</p>	<p>Failure to achieve recycling/composting targets could result in:</p> <ul style="list-style-type: none"> • Inefficient use of resources as Waste goes to landfill sites • Penalties of £200 per tonne if we fail to achieve landfill allowance targets <p>Increased recycling has a knock on effect to the contract requirements of MREC.</p>	<p>The May Gurney contract is delivering increased recycling rates that will enable the council to meet its recycling and landfill targets in the medium term. A long term strategy was presented to Cabinet in November 2011.</p> <p>The procurement process for the regional anaerobic digestion facility is proceeding and a facility to deal with food waste should be in place by 2014, providing everything goes to plan.</p> <p>Neath Port Talbot has commenced a procurement process for the sale of the MREC, with a guaranteed contract for Neath Port Talbot and Bridgend councils to dispose of their waste. This will allow Neath Port Talbot and Bridgend councils to participate in the procurement of a regional residual waste facility by 2018, although some uncertainties remain.</p> <p>In the short term, improved recycling rates will be achieved by education and communication to increase participation, but difficult decisions will have to be made about how improved services are funded.</p>	Corporate Director Communities	<p>Likelihood – 3</p> <p>Impact – 4</p> <p>Total - 12</p>

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Strong Communities	To build safe and inclusive communities.	<p>Maintaining infrastructure:</p> <p>If there is harsh weather combined with funding constraints and the subsequent reactive approach to infrastructure maintenance, there may be an increase in the number of roads in poor condition, more repairs being required in the future and the council might fail to meet its statutory obligations.</p>	<p>Failure to maintain infrastructure will result in the council not meeting its statutory obligations. 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 programme.</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 6.1% in 2010/11. However in the last year the % of non principal roads in poor condition increased from 11% to 12%.</p> <p>The updated Highways Asset Management Plan was considered by Scrutiny Committee in August 2011. When adopted this will inform the council's long term budget strategy and will help to target resources appropriately.</p> <p>The Highways maintenance budget has increased by £600k since 2009 and further growth of £200k in 2012/13 and £100k in 2013/14 has been approved to deal with street furniture (lighting, traffic signals etc).</p> <p>The Welsh Government's capital highway maintenance grant has been withdrawn, but a new Local Government Borrowing Initiative has been introduced, which will provide funding of around £6.8m over 2012-15 for highway infrastructure improvements. Project Management principles will be put in place to ensure this is effective.</p>	Corporate Director Communities	<p>Likelihood – 3</p> <p>Impact – 4</p> <p>Total - 12</p>
New Opportunities	To support and invest in our communities to promote economic growth, physical renewal and sustainability.	<p>Supporting regeneration:</p> <p>If we fail to regenerate our towns and more deprived areas there will be no long lasting economic, environmental and social change to improve the quality of life for residents.</p>	<p>Town centres are suffering in the current economic conditions. Without regeneration they will not be attractive places to visit or able to compete with retail developments in neighbouring centres such as Cardiff.</p> <p>Existing capital schemes will be affected if there are cost over-runs on these projects. There is no provision to fund unforeseen works.</p> <p>If insufficient consultation and communication is carried out, the schemes may result in public discontent, complaints and negative publicity.</p>	<p>A response to the Communities First consultation is being prepared and a bid for monies under the new programme will be made.</p> <p>Capital schemes are commencing, funded through the Convergence Programme in Bridgend, Maesteg and Porthcawl.</p> <p>The council's regeneration match funding source, SRF, is being used to support existing grant funded schemes but there are many competing priorities for funds. The fund will reduce from £807,000 in 2010/11 to £380,000 in 2013/14</p> <p>Alternative sources of funding are always being sought to support Regeneration.</p> <p>Bridgend</p> <p>European Convergence funding of £3.5m, plus Welsh Government targeted match funding of £4.2m and just over £1m from the Heritage Lottery Fund and private sector investment has been awarded for the next phase. The council will be required to invest £510k of match funding from within its capital SRF budget.</p> <p>Maesteg</p> <p>Phase four of the regeneration of Maesteg continues with £2.2m Welsh</p>	Corporate Director Communities	<p>Likelihood – 4</p> <p>Impact – 3</p> <p>Total - 12</p>

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				<p>Government funding including support from the European Regional Development Fund and the Western Valleys Strategic Regeneration Area.</p> <p>Porthcawl</p> <p>CDF Ltd has been appointed as a preferred bidder. Their proposal for phase one is to develop a new Tesco Superstore. Works to the harbour are at design stage.</p>		
Corporate Governance	To improve the way we work to ensure effective and efficient use of our financial, technological, physical and human assets.	<p>Equal Pay Claims:</p> <p>Agreement has been reached with claimants. Offers of compensation have also been made to non-claimants within the same service areas. Some may choose not to accept the proposals and lodge further claims.</p>	If the council is unable to defend most of these claims the council's reserves and revenue budget will be affected.	<p>A comprehensive record of all claims received is maintained.</p> <p>Expert legal advice is being obtained on a joint basis with other Local Authorities and all necessary information for the defence of claims is provided to them.</p> <p>An earmarked provision has been built up from which claims are being settled.</p> <p>At the Council's instigation, the Advisory, Conciliation and Arbitration Service (ACAS) will provide support to non-claimants when they receive their settlement offer.</p>	Assistant Chief Executive Performance	<p>Likelihood – 3</p> <p>Impact – 3</p> <p>Total – 9</p>
Healthy Living	To improve physical and emotional wellbeing by promoting and supporting active lifestyles, participation and learning	<p>Management of Leisure Centres and Swimming Pools</p> <p>The Council has procured a partner organisation, GLL/HALO, to manage its leisure centres and swimming pools for the next 15 years, starting on 1 April 2012.</p> <p>Failure to effectively manage and monitor the partnership arrangement will result in the Council's desired objectives of reduced annual revenue costs, increased investment and better health and social outcomes not being achieved.</p>	<p>Without appropriate council/client management:</p> <ul style="list-style-type: none"> Customers will be at risk of worse service where pricing, programmes and quality of service delivery do not meet priority needs and this will result in diminished usage of the facilities and a less healthy population. Buildings might not be properly maintained and returned to the council at the end of the contract in an appropriate state. At that time the, cost of retaining and renewing them may be unaffordable leading to building closure. The reputation of the council would be damaged. This might impact on its ability and appetite to undertake future projects of 	<p>The council maintains a critical role as a strategic commissioning body. Considerable investment of time has been made in ensuring that the council has procured a partner organisation that has the experience and capability to deliver on its priority outcomes.</p> <p>Management and monitoring of the contract will enable the Council to shape the partnership and influence it in a way to ensure that its priority outcomes are delivered.</p> <p>The service specification and the management and monitoring of the contract is based on an agreed outcome framework. This will ensure capital investment, sustainability and delivery against a range of health and social indicators.</p> <p>The council will establish a performance management framework to ensure adequate reporting from the partner organisation including to a Partnership Advisory Board with representatives at a senior level from the partner organisation, the council, Sport Wales and the NHS.</p> <p>Regular performance reports will also be made to Overview and Scrutiny and Cabinet as required.</p> <p>The council will have a crucial 'intelligence' role based on engagement, consultation and survey work, to understand local needs and priorities and transfer them into commissioning plans for the partner to deliver.</p>	Corporate Director Wellbeing	<p>Likelihood - 2</p> <p>Impact - 4</p> <p>Total - 8</p>

Appendix A – Risk Assessment

Strategic Theme	Improvement Objectives	Risk Description	Potential Impact	Risk Reduction Measures	Risk Owner	Inherent Risk Score
			this sort.	In the unlikely event of contract failure the council has ensured measures are in place in the legally binding contract to quickly provide alternative service delivery and continuity of service in our core set of leisure centres and swimming pools.		