

Appendix 1 – Risk Assessment

Strategic Theme	Improvement Objectives	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual 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. From April 2013 the applicable maximum rent will be reduced depending on the number of bedrooms required. These changes will place additional pressure on the council as the Strategic Housing Authority with responsibility for homelessness.</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>BCBC staff employed on welfare benefit investigation will work as part of a Single Fraud Investigation Service from 2013.</p> <p>The absence of detailed implementation plans from national government makes it difficult for the council to plan and deal with staff implications or additional local service requirements which could arise from the changes.</p>	<p>Likelihood – 6</p> <p>Impact – 4</p> <p>Total - 24</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>A working group was established in August 2012 to look at implications for services and staff. It will report to Corporate Management Board (CMB) in November 2012.</p> <p>Officers will ensure they are fully apprised of UK Government and Welsh Government (WG) plans to ensure that we understand and can deal with the staff implications of moving from Housing Benefit (etc) to Universal Credit.</p> <p>As part of the Medium Term Financial Plan, the council has an earmarked reserve specifically for welfare reform.</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 £4m to pay base budgets.</p> <p>Meeting liabilities may necessitate further spending reductions in</p>	<p>Likelihood – 6</p> <p>Impact – 4</p> <p>Total - 24</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 and a</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>If there is no collective arrangement, 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>further £400k is required.</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 and was completed on 13 July 2012.</p> <p>Various changes to the original proposals have been made and the council is waiting for the results of the Trade Union ballot which will be held in October 2012.</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>There remains a great deal of uncertainty about the amount of resource available and the changes in demand for services. For example from welfare reform.</p> <p>Funding from WG for 2014/15 may decrease and the figures for 2015/16 are unknown. There are already £2m of budget reductions that have not been identified.</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</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>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>Likelihood – 6</p> <p>Impact – 4</p> <p>Total - 24</p>	<p>The council has a Medium Term Financial Plan for 2012/15 which outlines where £12m 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. The plan has been updated in September 2012 and a Medium Term Financial Strategy for the period 2013/14 to 2016/17 is being developed with the objective of integrating business and financial planning. The emphasis will be on longer term strategic savings.</p> <p>The council has also seen reductions in its capital funding from WG 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. Key measures to achieve budget are:</p> <ul style="list-style-type: none"> • A strict vacancy management policy • Increased collaboration • The exploration of opportunities to raise revenue <p>The council has mature political relationships which</p>	<p>Assistant Chief Executive Performance</p>	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total - 20</p>

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		<p>reserves and or cut services to balance its budget. Cuts may be necessary to core 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>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 <p>A welfare reform working group was established in August 2012 to look at implications for services and staff. It will report to CMB in November 2012</p>		
Links to all strategic themes	To support and invest in our communities to promote economic growth, physical renewal and sustainability.	<p>The impact of persistent economic downturn:</p> <p>If the economy continues to perform badly the quality of life for residents will suffer. There will be no positive long lasting economic, environmental and social change as our towns, local businesses and deprived areas suffer decline.</p> <p>Individuals, particularly young people, may be unable to secure employment because they lack the basic skills and confidence</p>	<p>There could be further job losses and business failures in the local economy if the UK and European economies continue to under perform. The quality of life within the County Borough may decline.</p> <p>Pressure will be placed on council services which support local businesses and employment.</p> <p>Town centres continue to suffer. Without regeneration they will not be attractive places to visit or able to compete with retail developments in neighbouring centres such as Cardiff. The proposed regeneration programme assumes £2.6m of capital receipts. This included an anticipated receipt from Porthcawl Regeneration Phase 1.</p> <p>Existing capital schemes will be</p>	<p>Likelihood – 6</p> <p>Impact – 4</p> <p>Total - 24</p>	<p>Three Communities First cluster applications have been made to WG. The new programme, which is due to commence on 1 October 2012, is focused on fighting poverty and seeks to achieve three main outcomes. These being healthy, learning and prosperous communities.</p> <p>The council has been awarded £975k to operate the Employment Routes Project from 1 November 2011 to 31 March 2013. So far 45 placements for people from the Western Valleys have been provided in conjunction with Manpower.</p> <p>Deliver work clubs in partnership with the Bridgend Employer Liaison Partnership and assist the Caerau Construction Skills Centre to place participants in work experience.</p> <p>The Local Investment Fund offers financial assistance to small and medium sized businesses. At the end of 2011, the council had approved grants to the value of £1.06m.</p> <p>The council supports the business community via the</p>	Corporate Director Communities	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total – 20</p>

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		necessary.	affected if there are cost over-runs on regeneration projects. There is no provision to fund unforeseen works.		<p>Business Forum.</p> <p>The council's apprenticeship programme offers 6 places. This will increase to 8 in September 2012.</p> <p>A bid has been submitted to the Regeneration Investment Fund Wales to help deliver urban regeneration.</p> <p>Increasing footfall in town centres through strategic, high quality events, supported by proactive marketing.</p> <p>Implementation of the rural development programme.</p> <p>Capital schemes aimed at regenerating our towns and funded through the Convergence Programme are starting in Bridgend and Maesteg.</p> <p>Bridgend</p> <p>European Convergence funding of £3.5m, plus WG 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 Special Regeneration Funding budget.</p> <p>Maesteg</p> <p>Phase four of the regeneration of Maesteg commenced in June 2012 with £2.2m WG funding including support from the European Regional Development Fund and the Western Valleys Strategic Regeneration Area monies.</p> <p>Porthcawl</p> <p>Lending is being investigated to deliver the initial infrastructure to bring four serviced sites forward for development. Without the enabling infrastructure implemented up front the sites will not be developed severely restricting any regeneration potential in Porthcawl.</p> <p>Internal Audit has returned a view of "substantial assurance" for project management in the Physical Regeneration Team.</p>		

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Healthy Living	To implement effective integrated health and social care services to support independence, health and wellbeing.	<p>Supporting vulnerable people:</p> <p>If the council and the NHS do not change how services are delivered they will not be able to meet the challenges brought about by a growing and ageing population, higher public expectations of care provision and difficult budgetary settlements.</p>	<p>36% of people aged over 85 receive a social care service. The increasing impact of demographic change will lead to an extra cost of between £700K and £1m per annum to the council 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. Result in a greater need for expensive hospital treatment. Mean that vulnerable people lead less fulfilled lives. Mean that the council and the NHS does not meet the public's expectations and consequently the reputation of both organisations will suffer. 	<p>Likelihood – 6</p> <p>Impact – 4</p> <p>Total - 24</p>	<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 council budget provides an increase of £820K or 2.3%.</p> <p>Modernisation is being driven forward bringing health and social care services together. The Bridgend Care Partnership provides governance to oversee integration between ABMU and the council. It 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 Community resource team to support primary care Enablement focused homecare The continued successful promotion of telecare The development of a 30 bed residential care facility for people with dementia, which meets CSSIW best practice guidelines Development of further integration and service remodelling options <p>Services will be accessed via an integrated referral centre.</p> <p>Monitor indicators for drug and alcohol misuse.</p> <p>The promotion of preventative services that help keep people healthy. This will reduce the need for current and future care and mean people lead more fulfilling lives.</p> <p>Progress is monitored by the Integrated Health and Social Care programme and the Remodelling Adult Social Care programme.</p>	<p>Corporate Director Wellbeing</p> <p>And</p> <p>Joint Locality Director</p>	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total - 20</p>

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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 additional 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 the WG 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. • It may affect the range of educational opportunity for pupils. • There may 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 may result in inefficient use of resources due to increased running costs. • Potential health and safety issues. • An inability to maximise opportunities to move services closer to communities via multiagency hubs located in community focused schools. • Resources that could be better spent on direct support to children (BCBC schools are relatively poorly funded) are tied up in building repair and maintenance and inefficient schools (size/systems). 	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>Continue to implement a phased schools modernisation programme but within a revised timetable.</p> <p>School modernisation is part of the council's capital programme. The council will submit detailed business cases for each project. Match funding will be met from core funding allocations of £7m, anticipated S106 funding of £4m and projected sale of school sites of £11.135m. The funding from these sales is ring fenced.</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>Maintain good links with WLGA and WG.</p> <p>Review catchment area boundaries to ensure supply meets demand.</p> <p>Provide temporary accommodation.</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>
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, young people and their families:</p> <p>If the council fails to develop high quality early intervention and preventative services, including multi- agency</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>Likelihood – 4</p> <p>Impact – 4</p> <p>Total - 16</p>	<p>Extend Flying Start provision in areas of need – March 2013.</p> <p>Implement the Child Poverty Strategy with LSB partners – March 2014.</p> <p>Review and improve provision of advice and support to children, young people and their families.</p> <p>Support care leavers via the new integrated Just Ask+ service.</p>	Corporate Director Children	<p>Likelihood – 4</p> <p>Impact – 4</p> <p>Total - 16</p>

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		locally based support, then needs amongst 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>Patterns of behaviour (such as poor parenting) will be repeated in subsequent generations.</p> <p>The council will be less able to react quickly to referrals.</p> <p>Deficiencies in specialist support affecting universal services.</p> <p>A potential increase in the proportion of young people identified as not in education, employment or training (NEET).</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>Monitor and review in-house residential care provision. In particular reduce reliance on out of authority residential care and children with complex needs. This will include:</p> <ul style="list-style-type: none"> Evaluation of redesigned facilities – Sept 2012 Review care plans quarterly of children who are out of authority – March 2013 <p>Establish multi agency community teams in three locations. Locality hubs to be established by September 2013.</p> <p>Continuing use of the 4-5-6 model.</p> <p>Ongoing support to families with complex needs via the continuing implementation of the “Connecting Families” project.</p> <p>Continued use of the Joint Assessment Family Framework (JAFF) and Team Around the Family (TAF) to facilitate multiagency support for Tier 1 and 2 families.</p> <p>Implementation of the Intensive Families Support Structure (IFSS).</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>		
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.</p> <p>If school standards and pupil attainment do not improve there are significant risks to the</p>	<p>Potentially fewer quality learning opportunities for students resulting in poorer educational attainment.</p> <p>A possible increase in the number of young persons not in education, employment and training (NEET).</p> <p>Greater deprivation as young people are unable to sustain a livelihood in the future.</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>	<p>The Joint Education Service commencing in September 2012 will provide:</p> <ul style="list-style-type: none"> School improvement challenge Support for senior appointments Performance management Training for governing bodies Strategic lead for literacy, numeracy, ICT, transition and Welsh Strategic lead on wellbeing and additional learning needs Enhanced pupil tracking & target setting <p>The implementation of the School Effectiveness</p>	Corporate Director Children	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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		<p>emotional wellbeing of young people and their prospects, the local economy and a range of council services as young people leave education ill-equipped for employment.</p>	<p>More young people with worse emotional health.</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 Key stage attainment results, PISA scores and other accreditation.</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>Possible intervention by the WG.</p>		<p>Framework and in particular the work of System Leaders will ensure more rigorous monitoring and challenge.</p> <p>The “School Secure” system will be used to capture performance data from schools and facilitate challenge as well as deliver support.</p> <p>The NEETs strategy will help ensure that an increasing number of 16 year olds remain in education.</p> <p>Implement the improvement strategy with Band 5 Comprehensive Schools and the development of a good to great strategy.</p> <p>Raise standards of literacy and numeracy through a structured and strategic programme including</p> <ul style="list-style-type: none"> • Identifying underperforming English and Maths Departments and support action to improve • Provide training for staff • Develop a whole school approach to basic skills • Use “BKSB” to raise basic and key skills • Utilise the Central South Consortium pupil tracking model <p>Carry out Additional Learning Needs analysis and ensure that the training and development programme is delivered to schools.</p> <p>Ongoing review of school funding formula.</p> <p>Increase delegated funding to schools to 85% by April 2014.</p> <p>Continue to seek opportunities to increase funding available to schools (eg through school reorganisation changes).</p> <p>The emerging schools ICT strategy will deliver a range of opportunities to schools to improve their ICT for all learning communities in Bridgend.</p> <p>Rigorous monitoring of progress through the CPA.</p>		

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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>WG'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>Likelihood – 5</p> <p>Impact – 4</p> <p>Total - 20</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 council 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 – 4</p> <p>Impact – 4</p> <p>Total - 16</p>
Healthy Living	To improve physical and emotional wellbeing by promoting and supporting active lifestyles, participation and learning.	<p>Healthy Life Styles</p> <p>Many people in Bridgend live unhealthy lifestyles. If the council does not promote healthy living the emotional and physical wellbeing of citizens will suffer.</p>	<p>Unhealthy lifestyles have many effects. These include:</p> <ul style="list-style-type: none"> Shortened life expectancy. Life expectancy in the County Borough is below the Welsh average Higher rates of obesity Worse emotional health Less fulfilled lives as people lose their independence due to ill health <p>These result in greater demand upon expensive medical and care services provided by ABMU and the council.</p>	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total - 20</p>	<p>The council maintains a critical role as a strategic commissioning body of services. It will engage in consultation to understand the needs of local people and translate these into commissioning plans for delivery.</p> <p>The transfer of the management of Bridgend's Leisure Centres and Swimming Pools to GLL/HALO will improve opportunities for sport and recreation. Performance will be managed via an outcomes framework. The 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. The Advisory Partnership Board provides strategic overview of the provision of high quality affordable Healthy Living services in Bridgend.</p> <p>Features of the agreement are capital investment, sustainability and delivery against a range of health and social indicators.</p> <p>Regular performance reports will also be made to Overview and Scrutiny Committee and Cabinet as</p>	Corporate Director Wellbeing	<p>Likelihood – 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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					<p>required.</p> <p>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.</p> <p>Develop a more co-ordinated approach to the provision of activities for young people with disabilities.</p> <p>Develop an active families programme.</p> <p>Deliver school sport programmes supported by Sport Wales and WG.</p> <p>The implementation of programmes including:</p> <ul style="list-style-type: none"> • The community weight management programme • Families physical and emotional wellbeing programme 		
Strong Communities	To build safe and inclusive communities.	<p>Maintaining infrastructure:</p> <p>If there is further harsh weather, 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>If the council fails to deliver the necessary improvements expected from the Local Government Borrowing Initiative the business case for years 2 and 3 will be in jeopardy.</p>	<p>Failure to maintain infrastructure will result in the council not meeting its statutory obligations and the % of roads that are in overall poor condition increasing.</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>If the Local Government Borrowing Initiative is not delivered the effect will be detrimental to highways</p>	<p>Likelihood – 5</p> <p>Impact – 4</p> <p>Total - 20</p>	<p>Additional maintenance has been undertaken in the past 4 years as a result of increased revenue budget and grants from WG. Funds have been targeted at Principal (A) roads. 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>WG has announced the Local Government Borrowing Initiative. This will provide funding of around £6.8m over 2012/15 for highway infrastructure improvements. £2.8m will be delivered by March 2013 and a business case for years 2 & 3 will be submitted to WG by December 2013. Project Management principles will be put in place to ensure this is effective.</p> <p>The principal to be adopted for the programme of works is to provide good quality resurfacing which will be sustainable in the long term rather than quick overlay which requires higher maintenance in future years.</p> <p>The updated Highways Asset Management Plan was</p>	Corporate Director Communities	<p>Likelihood – 4</p> <p>Impact – 4</p> <p>Total - 16</p>

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			infrastructure for decades.		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. As part of the Local Government Borrowing Initiative, the plan must be submitted to WG by December 2012.		
Strong Communities	To develop and support sustainable and affordable housing solutions for those who are homeless or in need.	<p>The impact of homelessness:</p> <p>Homelessness may increase because of the persistent economic downturn, welfare reform and a stagnant local housing market. This may result in a greater dependence on the council to provide temporary accommodation for residents.</p> <p>At the same time the Supporting People Programme is going through significant change as a result of the national review.</p>	<p>Homelessness is often a culmination of several problems, such as debt, relationship difficulties, mental health issues and substance misuse. For many, homelessness leads to increased stress, depression, and isolation. It can lead to a need for other costly service interventions.</p> <p>The impact is greater on some groups. Eg 16/17 year olds and people with a chaotic housing history.</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.</p> <p>Properties are standing empty and deteriorating because they can not be sold.</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>Fewer properties are being improved because the Housing</p>	<p>Likelihood – 5</p> <p>Impact – 3</p> <p>Total - 15</p>	<p>The council is taking a proactive/prevention approach to the issue of homelessness by helping residents find solutions to their housing needs and getting to the root of why people become homeless.</p> <p>The Work Wise review has improved the response to homelessness presentations and increased the emphasis on prevention and support of service users. Efficiency savings have been made in the use of temporary accommodation and more are forecast in 2012/13 and 2013/14.</p> <p>The Single Interim and Temporary Accommodation (SITA) project comes online in May 2013. This provides 16 units of temporary accommodation for single people. An increase in move-on accommodation for 19 persons is also planned for September 2013.</p> <p>The council, in conjunction with Registered Social Landlords is developing a Common Housing Register and Social Housing Allocations Policy. This will help ensure the best use of available social rented property.</p> <p>A Supporting People review is currently underway and work has commenced on commissioning the provision of structured, professional floating support to vulnerable groups which will help support tenancies and prevent homelessness and repeat homelessness.</p> <p>The Just Ask + (16-25) service is operational from April 2012 providing advice to homeless young people and their parents.</p> <p>Following the national review of the Supporting People Programme, Regional Collaborative Committees have been set up to support greater collaborative working.</p> <p>Raising awareness of Housing Benefit changes via landlord forums, information leaflets, letters to customers and open days.</p>	Corporate Director Communities	<p>Likelihood – 5</p> <p>Impact - 3</p> <p>Total - 15</p>

Appendix 1 – Risk Assessment

Strategic Theme	Improvement Objectives	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
			<p>Renewal Area programme is reducing. The WG grant has reduced from £1m to £600,000 per year.</p> <p>In 2010/11 there were 501 homelessness presentations. This reduced to 448 in 2011/12. This needs to be read in conjunction with the increase in prevention cases.</p>		<p>Three Communities First Cluster applications have been submitted to WG. Each application contains a project on financial inclusion.</p> <p>Working with partners to improve private sector housing conditions and bring empty homes back into use. This will be done via the Houses into Homes Scheme, Empty Homes Grants and the implementation of Phase 7 of the Caerau Housing Renewal Area.</p>		
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 obtained 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 WG 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>Likelihood – 6</p> <p>Impact – 4</p> <p>Total - 24</p>	<p>The Council works in partnership with other councils, public sector and third sector bodies based upon different geographical and service footprints. There is evidence that partnership working and good collaborative arrangements permeate all the main risk areas. Key areas are:</p> <ul style="list-style-type: none"> • The Bridgend Local Service Board which 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. The Local Service Board is developing a multi-agency neighbourhood management model to tackle long term issues. • The WLGA Consortium of South East Wales. • The Memorandum of Understanding with Vale of Glamorgan council facilitates collaboration in many areas. • The council works in partnership with ABMU to deliver a model of integrated care for older people and people with a physical disability or sensory impairment. • The Education Consortium which will drive school improvement. • The Data Centre collaboration project with Rhondda Cynon Taff council. 	Assistant Chief Executive Performance	<p>Likelihood – 3</p> <p>Impact -4</p> <p>Total - 12</p>

Appendix 1 – Risk Assessment

Strategic Theme	Improvement Objectives	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
					<ul style="list-style-type: none"> • Collaboration in the provision of Leisure Services. • The potential for greater collaboration with South Wales Police. • The South East Wales Transport Alliance which promotes and develops regional transport strategies and projects. • The procurement process for the regional anaerobic digestion facility. 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>The outcome agreement is monitored via the Corporate Performance Assessment.</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>The result of the Abdulla Group case involving former employees of Birmingham City Council means that there is a risk of further equal pay claims against the Council.</p>	<p>The ruling has created the possibility that employees who left the Council up to six years ago might claim under equal pay legislation. Previously, to make a claim, the person had to be either employed by the Council or have left its employment within the last six months.</p> <p>Claims for compensation can now be made through the Civil Courts rather than via an Employment Tribunal. This will increase Legal Costs.</p>	<p>Likelihood – 4</p> <p>Impact - 4</p> <p>Total - 16</p>	<p>The Council is aware of the issues and is monitoring developments.</p> <p>Following the initial equal pay exercise, the Council is in a good position to be able to respond to any further claims in an appropriate manner.</p>	Assistant Chief Executive Performance	<p>Likelihood – 3</p> <p>Impact - 4</p> <p>Total - 12</p>