

Appendix 1 – Risk Assessment

Key Outcome	Corporate Improvement Priority	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
Links to all key outcomes	Links to all Corporate Improvement Priorities	<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 on citizens and staff as well as concern that the changes will put extra demands on council services and budgets 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 the cap through Housing Benefit deductions. This potentially affects 78 households in Bridgend.</p> <p>From April 2013, maximum rent will be reduced depending on the number of bedrooms required. About 1,530 households could be affected.</p> <p>The council will need to manage the Council Tax Reduction (CTR) scheme within its budget. The amount of Welsh Government (WG) support is limited and is provided on a fixed rather than demand led basis. Any shortfall between the final settlement and the amount of CTR awarded will fall on the council. Early indications are that this could be approximately £500k. The scheme's financial implications are not absolutely clear due to uncertainty about future numbers of claims and potentially, in future years, whether claimants will be able to meet their council tax contribution.</p> <p>Universal Credit will commence in October 2013 with full implementation 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>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The Welfare Reform Task and Finish Group have developed an issues log with mitigating actions to minimise the impact of the reforms. This will be updated as new risks are identified.</p> <p>The Local Service Board (LSB) has developed a proposal to deal with Welfare Reform as a partnership arrangement. The Community Wellbeing Delivery Group of the Communities Partnership Board will lead on the co-ordination of activities. A key stakeholder steering group will be established to focus on:</p> <ul style="list-style-type: none"> • Awareness raising • Identifying available support including completing application forms, provide advocacy, support from Foodbanks and Credit Unions • Audit of digital facilities because payment of Universal Credit is "digital by default" • An audit of employment and training support <p>BCBC will monitor the impact of welfare reforms on citizens in terms of their needs across the range of council services including housing and will develop proposals for dealing with changes in demand. The Benefits Service will work closely with families who are hardest hit to ensure they are adequately equipped to deal with the reduction in their income.</p> <p>Officers will be fully apprised of UK Government and WG plans to ensure that the council understands 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 Strategy (MTFS), the council has an earmarked reserve specifically for welfare reform.</p> <p>The Council's Housing section plans to develop an accommodation strategy in 2013/14.</p>	Corporate Director Resources	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total – 24</p>

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Links to all key outcomes	Working together to make the best use of resources	<p>Using resource effectively:</p> <p>A Comprehensive Spending Review will take place in the summer. As a result there is a great deal of uncertainty about the amount of resource available in the period 2014/15 to 2016/17 and at the same time there is also uncertainty about future demand for services. For example from adult social care and Looked After Children.</p>	<p>The council has to consider its resources very carefully and make difficult spending decisions. This will carry on over the next few years as the public finance outlook continues to be bleak.</p> <p>There is an estimated saving requirement of £24m over the period 2013/14 to £2016/17. If there is a shortfall in savings the council might fail to achieve its MTFS. This could necessitate the unplanned use of reserves to bridge the funding gap or unplanned cuts to services which would put vulnerable people at risk.</p> <p>Further town centre regeneration and office accommodation rationalisation projects are at risk if there is a reduction in the capital programme.</p> <p>Savings proposals will have implications for the workforce given that 68% of the net revenue budget is staff costs.</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 reviews its Corporate Plan each year to ensure that it continues to reflect the council's priorities and key risks. The links between the Corporate Plan and the MTFS have been strengthened so that the relationship between resources and service priorities are more clearly understood. To achieve this, an integrated business and budget planning process has been introduced.</p> <p>The MTFS for the period 2013/14 to 2016/17 has been developed and target savings of £24m have been set of which £21.5 have been identified. Further savings of £2.5m need to be identified to bridge this gap. The MTFS takes into account projected future demand for services in areas such as Looked After Children, Special Education Needs and Adult Social Care.</p> <p>The council will establish a Strategic Change Management Programme, supported by strong political leadership, which will be incorporated into the Corporate Performance Assessment and Scrutiny processes. The council's pump priming budget of £200,000 will be used to establish the core staff capability to deliver the programme. In addition an earmarked reserve of £1m will be maintained over the life of the MTFS to support its delivery.</p> <p>Potential areas for savings have been identified and include:</p> <ul style="list-style-type: none"> • Lean systems for council processes • Rationalisation of IT contracts • Eligibility criteria for social services • Further collaboration in education • Health and social care integration • Commissioning and procurement • Office accommodation • Third sector funding <p>The Council has a capital funding strategy in which prudential borrowing will only be used where it is affordable. Also decisions on the treatment of surplus assets will be based on an assessment of their potential contribution.</p> <p>Reductions in staff will be managed where possible by using different employment models, a redeployment pool and the application of voluntary early retirement.</p>	Corporate Director Resources	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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					Some compulsory redundancies might be necessary.		
<p>People in Bridgend County Borough benefit from a stronger and more prosperous economy.</p> <p>People are increasingly active in the local economy and support local businesses and our communities are sustainable with the appropriate infrastructure to support business growth and thriving town centres.</p>	Working together to develop the local economy	<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 necessary.</p>	<p>There could be further job losses and business failures in the local economy if the UK and European economies continue to underperform. 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, even with regeneration, competition and resilience will be difficult, as the nature of town centres is changing.</p> <p>The proposed regeneration programme assumes £2.6m of capital receipts. This includes an anticipated receipt from Porthcawl Regeneration Phase 1.</p> <p>Existing capital schemes will be affected if there are cost over-runs on regeneration projects. There is no provision to fund unforeseen works.</p> <p>At a time when regeneration is being asked for more solutions and more input, budgets are being cut.</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>Three Communities First cluster bids have been approved by WG. The new programme 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 £567k between April 2012 and November 2013 to operate the Employment Routes Project. So far there have been 46 placements for people from the Western Valleys with a further 15 to benefit before November 2013.</p> <p>The Local Investment Fund offers financial assistance to small and medium sized businesses. At the end of February 2013 the council had approved grants to the value of £1.085m</p> <p>The council supports the business community via the Business Forum.</p> <p>The council has an apprenticeship programme in operation.</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>Implement strategy for young persons not in education, employment and training (NEET).</p> <p>Capital schemes aimed at regenerating our towns and funded through the Convergence Programme are continuing in Bridgend and Maesteg.</p> <p>Bridgend For the next phase there is European Convergence funding of £3.5m, plus WG targeted match funding of £4.2m plus just over £1m from the Heritage Lottery Fund and private sector investment. The council will be required to invest £510k of match funding from within its capital Special Regeneration Funding budget.</p>	Corporate Director Communities	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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					<p>Maesteg Phase four of the regeneration of Maesteg commenced in June 2012 with £2.2m of WG funding including support from the European Regional Development Fund and the Western Valleys Strategic Regeneration Area monies.</p> <p>Porthcawl Lending has been 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 both the Economic Development and Physical Regeneration Teams.</p>		
<p>People in Bridgend County Borough are healthier.</p> <p>People and their families are empowered and informed to live healthy and independent lives and our communities are stronger, cohesive and sustainable, with appropriate access to services for all.</p>	Working together to help vulnerable people stay independent.	<p>Supporting vulnerable people:</p> <p>If the council and the NHS, in partnership, do not change how services are delivered, they will not be able to meet the challenges brought about by high public expectations, a stretched budget and a population that is both older and has more complex health needs.</p>	<p>The number of people over the age of 75 will have grown 17% by 2015 and by 85% in 2030. At the same time there are more young people with complex health needs living into adulthood. Whilst this is good, it means that more citizens are living with long term health problems that lead to an increasing need for support. This increasing demand 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. 	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The financial climate and changing needs and expectations requires the council to consider alternative models of service provision. Modernisation is being driven forward as the council works with partners across the Western Bay region to deliver integration of ABMU and council health and social care community teams. Services will support independence and include:</p> <ul style="list-style-type: none"> Enablement focused homecare The continued successful promotion of telecare with future regional collaboration centred on Carmarthenshire County Council Community resource team to support primary care The implementation of a falls prevention service with Public Health Wales Development of further integration and service remodelling where access is via an integrated referral centre Develop short term residential reablement placements Continue to develop extracare housing 	<p>Corporate Director Wellbeing</p> <p>And</p> <p>Locality Director</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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			<ul style="list-style-type: none"> • Mean that vulnerable people lead less fulfilled lives. • Mean that the council and the NHS do not meet the publics' expectations and consequently the reputation of both organisations will suffer. 		<p>The current model of residential care will be transformed to meet higher levels of need such as dementia, mental health conditions rather than generic older people residential care.</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 fulfilled lives.</p> <p>Assist the third sector in developing and expanding their services.</p> <p>Provide support to Carers.</p> <p>The MTFS takes into account current and projected future demand for services. The 2013/14 council budget provides an increase of £1.1m or 2.9%.</p> <p>Progress is monitored by the Integrated Health and Social Care programme and the Remodelling Adult Social Care programme.</p>		
<p>People in Bridgend County Borough are engaged and empowered to achieve their own potential.</p> <p>People are active citizens in society, equipped with the skills, qualifications and confidence needed to live and work and that there are equal opportunities so people are supported and equally valued.</p>	Working together to raise ambitions and drive up educational attainment.	<p>School modernisation:</p> <p>If there are further reductions to the 2014/15 capital budget in the next Comprehensive Spending Review there may be a further reduction of, or delay to, the 21st Century school programme. This would delay school building improvements.</p>	<p>Insufficient progress may have a negative impact on pupils' learning and wellbeing 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 inefficient use of resources, due to a mismatch in the supply and demand for places in different schools • Deterioration in the state of school buildings will result in increased running costs and the need for emergency repairs. This could result in potential health and safety issues. Resources that could be better spent on direct support to children (BCBC schools are relatively poorly 	<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 Section 106 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 Welsh Local Government Association and WG.</p> <p>Review catchment area boundaries to ensure supply meets demand.</p> <p>Provide temporary accommodation.</p>	Corporate Director Children	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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			<p>funded) will be diverted to less productive use.</p> <p>An inability to maximise opportunities to move services closer to communities via multiagency hubs located in community focused schools.</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>		
<p>People in Bridgend County Borough are engaged and empowered to achieve their own potential.</p> <p>People are active citizens in society, equipped with the skills, qualifications and confidence needed to live and work and that there are equal opportunities so people are supported and equally valued.</p>	Working with children and families to tackle problems early.	<p>Supporting vulnerable children, young people and their families:</p> <p>Failure to develop high quality early intervention and preventative services, including multi- agency locally based support, may lead to an increase in the number of children at risk/looked after. It may also lead to more complex and severe needs amongst children and young people and their families. This will place greater demands on level 3 and 4 services that support vulnerable children, young people and their families.</p>	<p>The wellbeing and safety of children might be compromised.</p> <p>There would be increased pressure on Directorate budgets from increasing numbers of Looked After Children and because level 3 and 4 services are expensive.</p> <p>Patterns of behaviour, such as poor parenting, will be repeated in subsequent generations.</p> <p>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>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>	<p>Review and improve the provision of advice and support to children, young people and their families.</p> <p>Extend Flying Start provision in areas of need by March 2013.</p> <p>Extend provision via new Communities First developments.</p> <p>Implement the Child Poverty Strategy with LSB partners – March 2014.</p> <p>Support care leavers via the new integrated JustAsk+ and other services.</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 • Quarterly review of care plans of children who are out of authority – March 2013 <p>Establish multi agency community teams in three locations. Locality hubs will 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</p>	Corporate Director Children	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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					<p>Structure (IFSS)</p> <p>Work with other similar projects e.g., Invisible Walls</p> <p>Enhanced 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>People in Bridgend County Borough are engaged and empowered to achieve their own potential.</p> <p>People are active citizens in society, equipped with the skills, qualifications and confidence needed to live and work and that there are equal opportunities so people are supported and equally valued.</p>	Working together to raise ambitions and drive up educational attainment.	<p>Educational attainment:</p> <p>If school standards and pupil attainment do not improve there are significant risks to the emotional wellbeing of young people and their future employment prospects, the local economy and a range of council services as young people leave education ill-equipped for employment.</p> <p>There was a dip in performance for some indicators of educational attainment in 2012. Although performance at KS4 has improved, too few schools are in the top quartile at all key stages. Attendance and KS 2 & 3 are identified as having shortcomings in recent Estyn inspection.</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>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 KS 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>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>	<p>The Joint Education Service commenced in September 2012 and provides:</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 Framework and in particular the work of System Leader will ensure more rigorous monitoring and challenge.</p> <p>The Central South Consortium (CSC) 'portal' will be used to capture performance data from schools and help 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 an improvement strategy with Band 4 Comprehensive Schools and the development of a 'good to great' strategy as an integral part of the CSC School Improvement 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 	Corporate Director Children	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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					<p>skills</p> <ul style="list-style-type: none"> • Use “BKSB” to raise basic and key skills • Utilise CSC pupil tracking model • CSC literacy and numeracy plans <p>Carry out Additional Learning Needs analysis and ensure the training and development programme is delivered to schools.</p> <p>On-going review of school funding formula.</p>		
<p>Bridgend County Borough is a great place to live, work and visit.</p> <p>People take pride in the county, their communities, the heritage and natural environment and our communities are clean and safe and have a good range of leisure, tourism and cultural activities.</p>	Working together to make the best use of our resources.	<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>
<p>People in Bridgend County Borough are healthier.</p> <p>People and their families are empowered and informed to live healthy and independent lives and our</p>	Working together to tackle health issues and encourage healthy lifestyles.	<p>Healthy Life Styles</p> <p>There are significant health inequalities within the County Borough. Many people in Bridgend live unhealthy lifestyles and this might deteriorate as welfare reform commences. If the council does not</p>	<p>Unhealthy lifestyles have many affects. 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 	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>Citizens will need to take greater responsibility for keeping fit and healthy and for their general wellbeing. The number of people taking regular exercise in the borough is increasing and is above the Welsh average. The council will help people to help themselves and will provide additional support for those who are in greater need.</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. Features of the transfer agreement are capital</p>	Corporate Director Wellbeing	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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communities are stronger, cohesive and sustainable, with appropriate access to services for all.		promote healthy living the emotional and physical wellbeing of citizens will suffer.	<ul style="list-style-type: none"> 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>investment, sustainability and delivery against a range of health and social indicators. This will result in increased attendance and healthier living.</p> <p>Establish targeted health improvement programmes to encourage people to stop smoking, discourage alcohol misuse, lose weight and develop healthier eating and exercise habits.</p> <p>Embed healthy eating messages in early years settings such as schools and youth organisations.</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>Enhanced links with Public Health Wales.</p> <p>The introduction of a network of Healthy Living Brokers in Communities First areas.</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 <p>Enhance the role of libraries and cultural services in preventative and rehabilitative health. A particular emphasis will be given to emotional wellbeing and mental health.</p> <p>BCBC will monitor the impact of welfare reforms on citizens in terms of their needs across the range of council services</p>		
<p>Bridgend County Borough is a great place to live, work and visit.</p> <p>People take pride in the</p>	Working together to develop the local economy.	<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</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</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 £800k since 2009 and further growth of £100k in 2013/14 has been approved to deal with street furniture (lighting, traffic signals etc).</p>	Corporate Director Communities	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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county, their communities, the heritage and natural environment and our communities are clean and safe and have a good range of leisure, tourism and cultural activities.		repairs being required in the future and the council might fail to meet its statutory obligations. 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.	liability claims, a loss of reputation, a possible adverse impact on economic activity and reduced quality of life for citizens. 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. If works requiring capital funding, like the Local Government Borrowing Initiative, are not carried out, the potential impact will be detrimental to the condition of the highways infrastructure for decades.		The Local Government Borrowing Initiative will provide funding of around £6.8m over 2012/15 for highway infrastructure improvements. £2.8m of improvements was delivered by March 2013 and a business case for years 2 & 3 was submitted to WG in February 2013. Project Management principles will be put in place to ensure delivery of the funding remains effective. 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. The councils Highways Asset Management Plan provides information to assist the council in considering the highway asset risk and apportion funding from the councils budget strategy and Local Government Borrowing Initiative.		
Corporate Governance	Working together to make the best use of our resources.	Equal Pay Claims: 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.	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. Claims for compensation can now be made through the Civil Courts rather than via an Employment Tribunal. This will increase Legal Costs.	Likelihood - 5 Impact - 4 Total - 20	The council is aware of the issues and is monitoring developments. 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.	Corporate Director Resources	Likelihood - 4 Impact - 4 Total - 16
Corporate Governance	Working together to make the best use of resources.	Implementing a new pay and grading system: There is a risk that the recurrent costs of successful job evaluation appeals cannot be met and that staff morale and therefore service	Recurrent budget reductions in 2014/15 and 2015/16 may be required to compensate for any additional cost arising out of successful appeals. Some continuing uncertainty and the reduction in some staff salaries upon implementation could have an adverse impact on staff morale, recruitment and	Likelihood - 5 Impact - 4 Total - 20	Job evaluation has been approached jointly with the Trade Unions and a robust process used. An appeals protocol has been developed and agreed by the Pay and Grading Board Employees have been invited to submit Additional Information Forms for re-evaluation in advance of appeals process S151 officer to include a cost assumption in the MTFs	Corporate Director Resources	Likelihood - 5 Impact - 3 Total - 15

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Key Outcome	Corporate Improvement Priority	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
		performance may be affected for staff receiving a reduction in pay.	retention. Performance standards might drop and service levels deteriorate.		CMB will monitor impact of new pay and grading system on staff morale and service performance		
<p>People in Bridgend County Borough are healthier.</p> <p>People and their families are empowered and informed to live healthy and independent lives and our communities are stronger, cohesive and sustainable, with appropriate access to services for all.</p>	Working with children and families to tackle problems early.	<p>The impact of homelessness:</p> <p>Homelessness may increase because of 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. At the same time the Supporting People Programme is going through significant change as a result of the national review.</p> <p>In addition a review of the “local connection” rules is being undertaken. If a new model is implemented it would mean that any former prisoner presenting as homeless from Parc Prison, regardless of local connection, would have to be given an interim period of temporary accommodation until a solution was found or a homeless investigation was instigated.</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 cannot 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. Fewer properties are being improved because the Housing Renewal Area programme is reducing. The WG grant has reduced from £1m to £600,000</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 cause 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 for 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 implementing a 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 has been operational since 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, and letters to customers and open days.</p> <p>Three Communities First Cluster applications have</p>	Corporate Director Communities	<p>Likelihood - 5</p> <p>Impact - 3</p> <p>Total - 15</p>

Appendix 1 – Risk Assessment

Key Outcome	Corporate Improvement Priority	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
			<p>per year.</p> <p>In 2010/11 there were 501 homelessness presentations. This reduced to 448 in 2011/12. 335 people have presented as homeless (by 19/3/2013), for 2012/2013. This needs to be considered in conjunction with the increase in prevention cases.</p>		<p>been approved by 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> <p>The increased risk of homeless presentations and their associated costs, caused by the geographical location of Parc Prison will be raised with the WLGA, Assembly Members and WG.</p>		
Corporate Governance	Working together to make the best use of our resources.	<p>Collaboration with partners:</p> <p>If the council does not undertake collaboration projects where they offer enhanced service quality, increased resilience or significant cost savings, it will not maximise cost effective, tangible, improvements to services.</p>	<p>In a period of stretched budgets successful collaborative working is even more essential for the efficient and effective delivery of quality public services. If the council fails to collaborate successfully some of the most vulnerable people in the community will not have their needs met. This would lead to a loss of reputation with the public and WG.</p> <p>As the council moves 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. Corporate Directors understand the challenges of collaborative working and the importance of recognising different organisational cultures and approaches (eg towards data sharing).</p> <p>The Bridgend Local Service Board (LSB) is led by the council and has a strong and positive record of facilitating collaborative working. The LSB's priority initiatives are:</p> <ul style="list-style-type: none"> • Connecting families – Working with those families which have a disproportionate impact on the community • Neighbourhood Networks – Tackling long term intractable problems which cannot be solved by organisations working alone • Integrated Offender Management – Managing those offenders who cause a disproportionate amount of crime. <p>The LSB “Bridgend County Together” partnership plan is due to be implemented in April 2013 and sets out actions aimed at improving the lives of people in the county, focussing on issues such as health, education, employment, the local economy, tourism, crime and the environment.</p> <p>The LSB is also working to mitigate some of the negative effects of Welfare Reform with Valleys to Coast, registered social landlords and other partners.</p>	Corporate Director Resources	<p>Likelihood - 3</p> <p>Impact - 4</p> <p>Total - 12</p>

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Key Outcome	Corporate Improvement Priority	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
					<p>BCBC partners with ABMU, Swansea and Neath Port Talbot councils to deliver a model of integrated care across a range of services including care for older people, adults with disabilities and mental health provision.</p> <p>The Memorandum of Understanding with Vale of Glamorgan council facilitates collaboration in many areas.</p> <p>The Central South Consortium will drive school improvement.</p> <p>The Data Centre collaboration project with Rhondda Cynon Taff council increases the resilience of service provision.</p> <p>Collaboration in the provision of Leisure Services reduces cost and will improve quality.</p> <p>The motor fleet depot project with South Wales Police will increase efficiency.</p> <p>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>		