

Appendix 2 – Corporate 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>Since 15 July 2013 there has been a limit on the total benefit a working age person can receive. BCBC will impose the cap through Housing Benefit deductions as and when notified by the Department for Works and Pensions (DWP). This currently affects around 50 households in Bridgend.</p> <p>From April 2013, maximum rent has been reduced in the social sector depending on the number of bedrooms required. About 1,400 households are affected.</p> <p>The Council will need to manage the Council Tax Reduction (CTR) scheme within its budget. Welsh</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 Skills and Economy Programme Board reporting to the Communities Board is leading on the Co-ordination of activities. A key stakeholder steering group has been established and has:</p> <ul style="list-style-type: none"> • Arranged a series of awareness raising workshops aimed at frontline staff and volunteers • Developed an on-line resource (the moodle) which provides links to a wide range of support, including job search sessions, financial inclusion advice, credit unions, fuel poverty 	Corporate Director Resources	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total – 24</p>

Appendix 2 – Corporate Risk Assessment

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			<p>Government (WG) has renewed the Regulations and the scheme will be based on 100% liability. Provision has been made in the Council's draft annual revenue budget 2014-15 to fund the projected additional budget requirement of £1m.</p> <p>Universal Credit commenced in October 2013 with full implementation by 2017. The benefit will be primarily administered by DWP although the Council may have a role in face to face support for claimants.</p>		<p>advice, foodbanks and DWP information sheets.</p> <ul style="list-style-type: none"> • Secured funding to provide support in libraries and community venues with digital applications, e.g. Universal Jobmatch and Universal Credit (when introduced) • Developed a draft directory of training, employment and other support <p>The Council 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 continue to 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</p>		

Appendix 2 – Corporate Risk Assessment

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					<p>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 is in the process of developing an accommodation strategy and is currently finalising a protocol with the registered social landlords for dealing with existing tenants who fall into arrears specifically due to the application of the bedroom cap.</p>		
Links to all key outcomes	Working together to make the best use of resources	<p>Using resource effectively:</p> <p>Following the Final Local Government Settlement, WG has indicated that local government funding will decrease by -3.4% in 2014-15 and is likely to decrease by -1.55% in 2015-16. The Council's</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 £36m over the period 2014-15 to 2017-18. If</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 its 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</p>	Corporate Director Resources	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

Appendix 2 – Corporate Risk Assessment

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		<p>planning assumptions are based on a reduction of -3.4% for 2014-15, -3% for 2015-16, -4% for 2016-17 and -2% for 2017-18.</p> <p>This means that the Council needs to identify £11.3m of savings in 2014-15 to achieve a balanced budget and £36m over the next four years, against a backdrop of increases in demand for services eg demographic changes. Directors have identified budget savings proposals of £30m, but timescales to deliver the 2014-15 proposals of £11.3m are very tight.</p>	<p>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. WG has indicated that the RSG funding for 2015-16 is likely to be cut by -1.55%, but given the experience of the 2014-15 projections by WG the planning assumptions for BCBC for 2015-16 assume a cut in funding of -3%. £30m savings proposals have been identified for the period 2014-15 to 2017-18, with £6m still to be found. The savings proposals are at various stages of development.</p> <p>In addition other specific revenue grants are likely to be reduced, but these have not yet been quantified.</p> <p>Further town centre regeneration, office</p>		<p>budget planning process has been introduced.</p> <p>The MTFS for the period 2014-15 to 2017-18 has been developed and target savings of £36m have been set of which £30m have been identified. 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 has established a Strategic Change Management Programme, known as the Bridgend Change 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 has been 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>		

Appendix 2 – Corporate Risk Assessment

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			<p>accommodation rationalisation projects and the schools modernisation programme are at risk if there is any reduction in the capital programme. WG has indicated that the capital allocation to local authorities is likely to be flat lined for the next few years</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>Potential areas for savings have been identified and include:</p> <ul style="list-style-type: none"> • Maximising the use of space and technology • Improving procurement and commissioning • Streamlining systems processes • Modernising the school estate • Integrating health and social care • Integrating council transport services • Further collaboration in education • Maximising partnership working and reviewing funding models and delivery of services with the Third Sector. <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>		

Appendix 2 – Corporate Risk Assessment

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					Reductions in staff will be managed where possible by using different employment models, a redeployment pool and the application of voluntary early retirement. 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</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</p>	<p>There will be cuts in the public sector and these will disproportionately affect regeneration activities as spending on other services are protected.</p> <p>Reductions in regeneration funding have a disproportionate affect because each £1 of council funding leverages between £8 and £13 from other sources.</p> <p>There could be further job losses and business failures in the local economy if the UK and European economies continue to perform weakly. The quality of life</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>Three Communities First teams are in place. 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 Local Investment Fund offers financial assistance to small and medium sized businesses. At the end of September 2013 the council had approved grants to the value of £1.64m and of this has paid out £1.02m. This has supported the creation of 304.4 jobs at a cost per job of £3,621.</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>

Appendix 2 – Corporate Risk Assessment

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appropriate infrastructure to support business growth and thriving town centres.		<p>employment because they lack the basic skills and confidence necessary and suitable jobs are not available in the economy.</p> <p>Severe cuts in Welsh Local Government spending will happen in 2014-17 and in the medium term future. These cuts will impact on the local economy disproportionately because the Council is one of the key local employers.</p>	<p>within the County Borough may decline.</p> <p>Pressure will be placed on diminishing council services which support local businesses and employment.</p> <p>Town centres continue to suffer, predominantly the retail sector. Without regeneration they will not be attractive places to visit or able to compete with retail developments in neighbouring centres such as Talbot Green and Neath. 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</p>		<p>Business Forum and town centre, through the Town Centre Manager.</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 All four construction lots which make up this works programme continue to be on track for completion in 2014</p>		

Appendix 2 – Corporate Risk Assessment

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			<p>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>as planned. Financially the programme is working to budget. A bid for Vibrant & Viable Places funding has been submitted for £14m in support of projects in Bridgend.</p> <p>Maesteg Maesteg Phase 4, Market renovation has been completed and events to promote the town are taking place.</p> <p>Porthcawl The harbour has now been completed. Both the road contract tender and tender process for the sale of land phase 1 to a foodstore, have also been concluded successfully with the final legal stage to be finished. The plan is to begin the enabling infrastructure, next undertake the foodstore and at the same time market the Jennings building and housing sites.</p> <p>Internal Audit returned a view of “substantial assurance” for project management in both the Economic Development</p>		

Appendix 2 – Corporate Risk Assessment

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					and Physical Regeneration Teams.		
<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, the NHS and other Western Bay partners do not change how services are delivered, they will not be able to meet the challenges brought about by high public expectations, a worsening budget and a population that is both older and has more complex health needs.</p> <p>In transforming services it is vital that the emphasis remains on safeguarding vulnerable people.</p>	<p>The number of people over the age of 75 will have grown 13% by 2015 and by 77% in 2030 when compared to 2010. 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 safeguard people and respond to assessed needs as set out in the Social Services Bill. • Result in longer 	<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 adopt alternative models of service provision.</p> <p>Modernisation is being driven forward as the council works with partners both directly with ABMU to deliver health and social care through joint community teams, and across the Western Bay region to deliver a broad range of services, including care and support for older people, adults with learning disabilities and mental health provision.</p> <p>The Remodelling Adult Social Care (RASC) Programme Board continues to oversee the transformation of services. The MTFs is linked to the RASC programme so that the savings are in line with service developments. Projects are progressing and are on target. They include the transformation of homecare, residential care</p>	Corporate Director Wellbeing	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

Appendix 2 – Corporate Risk Assessment

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			<p>lengths of stay in acute hospital services.</p> <ul style="list-style-type: none"> • Result in a greater need for expensive hospital treatment. • 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>and learning disability services with care being provided by a range of partners commencing in October 2014 with Homecare and 2015 for Residential Care and Learning Disability Services.</p> <p>Partnership agreements will have robust outcome specifications and arrangements for monitoring of contract delivery to ensure the safeguarding of vulnerable people.</p> <p>Services will support independence and promote positive risk taking. They include:</p> <ul style="list-style-type: none"> • Enablement focused homecare • The continued successful promotion of telecare • Community resource team to support primary care • The implementation of a falls prevention 		

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					<p>service with Public Health Wales</p> <ul style="list-style-type: none"> • Further integration and service remodelling where access is via an integrated referral centre • Further development of the short term residential reablement placements • The development of two Extracare housing facilities <p>A recent external review of integrated services has been completed and now work will commence to scope out a strategic partnership plan.</p> <p>An SLA has been established with Age Concern to support people being discharged from hospital before a new package of care commences.</p> <p>A Regional Community Services Project Board has been set up.</p>		

Appendix 2 – Corporate Risk Assessment

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					<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>Continue to provide support to Carers.</p> <p>The MTFS takes into account current and projected future demand for services. The 2014-15 council budget provides an increase of £829k or 2.09%.</p>		
<p>People in Bridgend County Borough are engaged and empowered to achieve their own potential.</p> <p>People are</p>	<p>Working together to raise ambitions and drive up educational attainment.</p>	<p>School modernisation:</p> <p>Budget pressures may reduce or delay the 21st Century school programme.</p> <p>The programme is being moved forward to 2019 and</p>	<ul style="list-style-type: none"> • Insufficient progress may have a negative impact on pupils' learning and wellbeing. • There is a link between attendance, attainment and the school environment. • It may affect the range of educational 	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</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</p>	<p>Corporate Director Children</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

Appendix 2 – Corporate Risk Assessment

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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>there may not be the capacity within the Directorate to deliver it. This would delay school building improvements, repairs and new builds and also prejudice the Council's ability to provide for sufficient school places.</p> <p>Demand for disabled adaptations and repairs and maintenance are outstripping the budget. Failure to provide for disabled learners may result in litigation or tribunals</p>	<p>opportunity for pupils.</p> <ul style="list-style-type: none"> • 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 funded) will be diverted to less productive use. • An inability to maximise opportunities to move services closer to communities via multi agency hubs located in community focused schools. 		<p>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> <p>Regular health and safety audits will enable the council to prioritise improvement works and respond to</p>		

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					emerging issues.		
<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>An inability to recruit and retain confident and competent, qualified Social Workers to deliver social work interventions will lead to a lack of high quality early intervention and preventative services, including multi- agency locally based support, with the result that the on-going increase in the number of children at risk/Looked After will most likely continue.</p> <p>Also, it may not help prevent the more complex and severe needs amongst children and young</p>	<p>The wellbeing and safety of children might be compromised.</p> <p>There would be greater 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>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>Review and improve the provision of advice and support to children, young people and their families.</p> <p>Continue to extend Flying Start provision in areas of need by March 2015.</p> <p>Continue to extend provision via new Communities First developments.</p> <p>Implement the Child Poverty Strategy with LSB partners – March 2014. Governance and accountability will be monitored through the Communities and People’s Board.</p> <p>Continue to support care leavers via the integrated JustAsk+ and other services.</p> <p>Continue to monitor the use of in-house residential care provision in order to reduce reliance on out of authority residential care for children with complex needs. This will include a monthly review of</p>	Corporate Director Children	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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		<p>people and their families developing. This will place demands on level 3 and 4 services that support vulnerable children, young people and their families.</p>	<p>Increased social and economic costs.</p> <p>A loss of reputation to the council.</p>		<p>care plans of children who are out of authority.</p> <p>Establish the East multi agency community team in locality hub in September 2014.</p> <p>Embed the use of the 4-5-6+ model.</p> <p>Ongoing support to families with complex needs via the continuing implementation of the “Connecting Families” and IFSS project through engagement with the LSB.</p> <p>Embed the 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>Continue to develop connections with Invisible Walls.</p> <p>Enhanced Looked After Children provision:</p> <ul style="list-style-type: none"> • Work experience opportunities • BCBC apprenticeship scheme 		

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					<ul style="list-style-type: none"> 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</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</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</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>	<p>The Joint Education Service is going through the review to implement the Hill report recommendations. 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 new School Improvement Strategy will define outcomes for learners.</p> <p>The Central South Consortium (CSC) 'portal' will be developed to further capture performance data from schools and help challenge as well as deliver support.</p> <p>A review of the NEETs</p>	Corporate Director Children	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

Appendix 2 – Corporate Risk Assessment

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equal opportunities so people are supported and equally valued.		<p>attainment in 2013. 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. KS4 L2 inclusive did not meet expected targets in 2013.</p> <p>The WG's new model for school improvement will affect local authority delivery of some services.</p>	<p>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>strategy (January 2014) 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 skills • Use "BKSB" to raise basic and key skills • Utilise CSC pupil tracking model • CSC literacy and numeracy plans 		

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					Carry out Additional Learning Needs analysis and ensure the training and development programme is delivered to schools. On-going review of school funding formula.		
<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 Kier MG 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. Financial close is anticipated to be signed off early October.</p> <p>Neath Port Talbot council has commenced a procurement process for the sale of Neath Port Talbot Recycling who operate the MREC, with a guaranteed contract for</p>	Corporate Director Communities	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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					<p>Neath Port Talbot and Bridgend councils to dispose of their residual waste. This will allow Neath Port Talbot and Bridgend councils to participate in the procurement of a regional residual waste facility by 2019/20, 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>		
<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>	<p>Working together to tackle health issues and encourage healthy lifestyles.</p>	<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 promote healthy living the emotional</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 • Shortened healthy life expectancy. Some areas of the County Borough have a healthy 	<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</p>	<p>Corporate Director Wellbeing</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

Appendix 2 – Corporate Risk Assessment

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communities are stronger, cohesive and sustainable, with appropriate access to services for all.		and physical wellbeing of citizens will suffer.	<p>life expectancy which is 20 years longer than others</p> <ul style="list-style-type: none"> • 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>management of Bridgend's Leisure Centres and Swimming Pools to GLL/HALO has improved opportunities for sport and recreation. Features of the transfer agreement are capital investment, such as the £4.2m invested in Bridgend Recreation Centre, sustainability and delivery against a range of health and social indicators. This will result in increased attendance and healthier living.</p> <p>Work with partners to establish health improvement programmes to encourage people to stop smoking, discourage alcohol and substance misuse and develop healthier eating and exercise habits.</p> <p>Work with partners to develop targeted projects and interventions to tackle health inequalities, with a particular emphasis on the Llynfi Valley.</p> <p>Embed healthy eating messages in early years</p>		

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					<p>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>Maintain links with Public Health Wales.</p> <p>The introduction of Healthy Living posts in Communities First cluster areas.</p> <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. BCBC will monitor the impact of welfare reforms on citizens in terms of their needs across the range of council services</p>		
Bridgend	Working	Maintaining	Failure to maintain	Likelihood -	Additional maintenance has	Corporate	Likelihood -

Appendix 2 – Corporate Risk Assessment

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<p>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>	<p>together to develop the local economy.</p>	<p>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 year 3 will be in jeopardy.</p>	<p>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 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.</p>	<p>5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>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> <p>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 the business case for years 2 and 3 has been accepted and the programme for 2013-14 is underway. Project Management principles will be put in place to ensure delivery of the funding remains effective.</p> <p>The principal to be adopted for the programme of works is to provide good quality resurfacing which will be</p>	<p>Director Communities</p>	<p>4</p> <p>Impact - 4</p> <p>Total - 16</p>

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					<p>sustainable in the long term rather than quick overlay which requires higher maintenance in future years.</p> <p>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.</p>		
Corporate Governance	Working together to make the best use of our resources.	<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 courts are reviewing rulings on Male Dominated Claims – which have been listed. To date the council has refused to settle</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>The estimated cost, if all</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</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>	Corporate Director Resources	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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		these as they are outside the scope of the Memorandum of Understanding. The court decision is expected early in 2014.	male dominated listed claims were settled, is £1.5M.				
<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>The risk may be exacerbated if the Housing Bill is</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</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.</p> <p>Ty Ogwr came online in July 2013. This provides 16 units of temporary accommodation for single people. A further increase in this type of</p>	Corporate Director Communities	<p>Likelihood - 5</p> <p>Impact - 3</p> <p>Total - 15</p>

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		<p>enacted, placing a duty on the council to prevent homelessness. There will be uncertainty about what this means until cases come before the courts.</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>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 per year.</p> <p>In 2010/11 there were 501 homelessness presentations. This reduced to 448 in 2011/12</p>		<p>accommodation is planned for 2015-16.</p> <p>The council, in conjunction with Registered Social Landlords, has implemented 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>		

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			and 346 in 2012/13. 175 people have presented as homeless (by 30/9/2013), for 2013/2014. This needs to be considered in conjunction with the increase in prevention cases.		<p>Raising awareness of Housing Benefit changes via landlord forums, information leaflets, and letters to customers and open days.</p> <p>Three Communities First teams are delivering advice 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</p>	In a period of stretched budgets successful collaborative working is even more essential for the efficient and effective	<p>Likelihood - 6</p> <p>Impact - 4</p>	The council works in partnership with other councils, public sector and third sector bodies based upon different geographical and service footprints. There	Corporate Director Resources	<p>Likelihood - 3</p> <p>Impact - 4</p>

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		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>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>Reduction in other public sector partner's budgets.</p>	Total - 24	<p>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 		Total - 12

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					<p>offenders who cause a disproportionate amount of crime.</p> <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> <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</p>		

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					<p>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>		

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Corporate Governance	Working together to make the best use of resources.	<p>Implementing a new pay and grading system:</p> <p>There is a risk that the recurrent costs of successful job evaluation appeals cannot be met and that staff morale and therefore service performance may be affected for staff receiving a reduction in pay.</p>	<p>Recurrent budget reductions in 2014-15 and 2015-16 may be required to compensate for any additional cost arising out of successful appeals.</p> <p>Some continuing uncertainty and the reduction in some staff salaries upon implementation could have an adverse impact on staff morale, recruitment and retention. Performance standards might drop and service levels deteriorate.</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>	<p>Job evaluation has been approached jointly with the Trade Unions and a robust process used.</p> <p>An appeals protocol has been developed and agreed by the Pay and Grading Board</p> <p>Employees have been invited to submit Additional Information Forms for re-evaluation in advance of appeals process</p> <p>S151 officer to include a cost assumption in the MTFS</p> <p>CMB will monitor impact of new pay and grading system on staff morale and service performance</p>	Corporate Director Resources	<p>Likelihood - 4</p> <p>Impact - 3</p> <p>Total - 12</p>