

Priority Theme	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
Links to all priority themes	<p><b>Making the cultural change necessary to deliver the Medium Term Financial Strategy:</b></p> <p>If the council fails to achieve planned budget reductions through service change and new ways of working then the strain on budgets may become unsustainable compromising the council's financial resilience in the longer term.</p>	<p>A failure to deliver the MTFS could necessitate the unplanned use of reserves or cuts to services that put vulnerable people at risk.</p> <p>Demand led pressures in social services and education budgets take up an increasing proportion of total budget necessitating cuts elsewhere.</p> <p>A worsening public realm and an increase in citizen dissatisfaction as Council Tax increases but visible services decrease.</p> <p>Reductions in services important to economic growth and those which are preventative in nature.</p> <p>More difficult political choices as potential budget reductions that have previously been rejected have to be revisited.</p> <p>A reduction in the number of staff with the accompanying cost of redundancy payments and increasing pension deficit.</p> <p>Financial pressures on external service providers become unsustainable.</p> <p>An inability to respond to legislative change.</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The council has a track record of delivering transformational change and budget reductions.</p> <p>The final settlement from WG of an increase of 0.1% in AEF, (a like for like reduction of 0.25% when new responsibilities are taken into account), compares favourably to the -1.0% "best" assumption in the draft MTFS for 2018-19.</p> <p>WG has provided an indication of funding levels for 2019-20. This is reduction of -1%. Knowing this will aid planning.</p> <p>Council tax will increase during 2019-22. The assumed annual increase is 4.5%</p> <p>There is an ever increasing focus on the corporate priorities and the communities and individuals with the greatest needs.</p> <p>The development of the MTFS 2018-19 to 2021-22 is led by Cabinet and CMB and takes into account Auditors views and the Budget Research and Evaluation Panel.</p> <p>The council will work as "one council working together to improve lives". Duplication and double handling of data will be avoided where possible.</p> <p>The Council continues to manage its resources very carefully, in accordance with MTFS principles, and make difficult spending decisions.</p> <p>The Council has expanded the budget development process to more proactively consider how the Council might respond to different settlement scenarios.</p> <p>Public consultation helps shape the direction of the budget.</p> <p>The way that staff work will change. The ICT strategy prioritises the delivery of agility with more staff working remotely. There will also be a transformational shift towards digital access to services.</p> <p>The Council will support communities to create their own solutions. This includes finding the best management arrangements for property assets such as Community Asset Transfer.</p> <p>Delivery of the MTFS will be supported by the disposal of assets. £5.2m should be realised over the period 2018-20.</p> <p>The Council is bringing together its asset management and building maintenance functions, and centralising all premises repairs, maintenance and energy budgets into a single 'corporate landlord'</p>	Head of Finance	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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				<p>service. This will better enable the council to manage compliance, embed 'whole life costing' approaches into decision-making, manage the quality of work undertaken by contractors, and thereby deliver efficiencies in the management of our estate.</p> <p>The application of the corporate income generation policy. Generally fees and charges will increase by CPI plus 1%. Also the Council is undertaking a review of its commercial property portfolio, to identify ways of increasing income through more intensive management and investment approaches.</p>		
<p>Helping people to be more self-reliant</p> <p>Smarter use of resources</p>	<p><b>Supporting vulnerable children, young people and their families:</b></p> <p>If the Council in conjunction with partners does not transform services it will not be able to provide quality care to vulnerable children, young people and their families in the face of increasingly complex needs, stretched budgets and a changing organisational and legislative / regulatory environment.</p>	<p>The safety and physical and mental health of children and young people might be compromised as they are exposed to adverse childhood experiences.</p> <p>Children and young people may not thrive. They may not be confident and caring throughout their lives, exercising responsibility and knowing and receiving their rights.</p> <p>As adults they may not contribute to society and be economically active.</p> <p>Patterns of behaviour, such as poor parenting will be repeated in subsequent generations.</p> <p>Costs will outstrip the resources available as old patterns of care continue in the face of increasing need,</p> <p>The reputation of the council will suffer if it fails children and the community and does not implement the Social Services &amp; Wellbeing Act (Wales) 2014.</p> <p>Resources that could be used elsewhere are used to manage the transition of Bridgend locality to Cwm Taf</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The council will reduce adverse childhood experiences and demand on services by investing in early help and intervention programmes. A Remodelling Board oversees the planning of new models of service delivery.</p> <p>The Social Services and Wellbeing (Wales) Act 2014 has been implemented and training has been carried out to ensure that the Council meets its duties.</p> <p>The Child Protection Register and Looked After Children fluctuate, but are subject to robust monitoring.</p> <p>The Council strives for stability and permanence for Looked After Children, bringing more back to the County so that they are nearer their homes in lower cost safe environments. The Remodelling of Children's Residential Services will create flexible placement options in line with each persons assessed need.</p> <p>There is an earmarked reserve for Looked After Children that supports the service area</p> <p>The council will deliver both the Early Help and Intervention Strategy and the Placement and Permanency Strategy to vulnerable groups.</p> <p>Early Help locality hubs work with families in a joined-up way.</p> <p>There are strong link between children's social care and early help and intervention services. A multi-agency safeguarding hub is being developed to improve outcomes.</p> <p>The Council ensures that robust mechanisms are in place to identify and provide appropriate services to children at risk from child sexual exploitation.</p> <p>The Council is continuing to provide good information, advice and assistance.</p> <p>Services are developed which will help children transition into adulthood.</p>	<p>Corporate Director</p> <p>Social Services and Wellbeing</p> <p>Corporate Director</p> <p>Education and Family Support</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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				<p>There are ongoing discussions with Cwm Taf, other stakeholders, Councillors and members of staff around the move of the Bridgend locality of ABMU.</p> <p>The service is working hard on absence management and the retention of staff.</p>		
Supporting a successful economy	<p><b>Maintaining infrastructure:</b></p> <p>If there is not increased investment in the highway network there will be more roads in poor condition, more repairs being required in the future and the Council might fail to meet its statutory obligations.</p>	<p>The % of roads that are in a poor condition will increase. Currently 31.3% of roads are in need of maintenance. This is projected to increase to 62.2% in 20 years time.</p> <p>Over the next decade an extra £20 million is required to maintain current standards.</p> <p>Increased third party liability claims. The change in the discount rate means that future catastrophic injury claims will be much larger.</p> <p>An increased likelihood of corporate manslaughter charges.</p> <p>Increased complaints from citizens as they suffer damage/injury.</p> <p>Inefficient use of resources. Reactive repair are more expensive than planned maintenance.</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>The council has a good understanding of the condition of the Highway and where investment is best targeted.</p> <p>The highway will be kept safe to use by the proactive system of highway inspections that is in place and by responding positively to complaints from members of the public. This is supplemented by digital scanning of the highway and skid resistance testing.</p> <p>The Council's Highways Asset Management Plan provides information to assist the Council in considering the highway asset risk and apportion funding from the Council's budget strategy.</p>	<p>Corporate Director</p> <p>Communities</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>
Links to all key priority themes	<p><b>Welfare reform:</b></p> <p>If an increasing number of citizens experience hardship through welfare reform then the wellbeing of citizens will suffer and there will be greater demand on stretched council services</p>	<p>Some citizen will be in greater poverty including child and in work poverty.</p> <p>An increase in rent arrears, loss of tenancy and homelessness</p> <p>An increase in anxiety and health problems.</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The Council monitors the impact of welfare reforms on citizens on citizens and Council services.</p> <p>Officers are fully apprised of UK Government and WG plans to ensure that the Council understands and can deal with the implications of moving from Housing Benefit (etc.) to UC.</p> <p>The Benefits Service has been discussing UC changes with landlords since its announcement.</p> <p>During the rollout of UC the Council is required to provide support</p>	<p>Head of Finance</p>	<p>Likelihood - 6</p> <p>Impact - 3</p> <p>Total - 18</p>

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		<p>Demands on services for vulnerable people are likely to increase at the same time as the Council's resource base reduces.</p> <p>The Council will need to manage the Council Tax Reduction (CTR) scheme within its budget.</p>		<p>services to claimants and DWP UC staff.</p> <p>The Benefits Service works closely with Housing Associations. The Social Housing Allocation Policy criteria gives those existing tenants in social housing, who fall into arrears specially due to the allocation of the bedroom cap, the option of registering on the Common Housing Register for rehousing and having a potential priority (dependent on circumstances) if they do.</p> <p>When advised by the DWP of a new benefit cap case, the Benefits Service contacts the affected claimants to discuss their options.</p> <p>As part of the MTFS, the Council has an earmarked reserve specifically for welfare reform.</p> <p>The living wage will increase to £9.00 by 2020.</p> <p>The Head of Finance has initiated and chairs a welfare reform cross functional working group to proactively identify and implement measures which will mitigate the impact on citizens.</p> <p>A tender for the provision of advice and support for Personal Independence Payments claimants will commence, but implementation has been delayed.</p>		
<p>Helping people to be more self-reliant</p> <p>Smarter use of resources</p>	<p><b>Supporting adults at risk:</b></p> <p>If the Council in collaboration with partners, does not transform how services are delivered, it will not be able to meet the challenges of a worsening budget, the National Living Wage, a population that is both older and has more complex physical and mental health needs and a changing organisational and legislative / regulative environment.</p>	<p>The financial position is very challenging and without transformation will become unsustainable. Wales wide it is estimated that pressures will increase by 4.1% a year in real terms between 2015 and 2030-31. Successfully implementing further budget reductions is becoming increasingly hard.</p> <p>The provider market is fragile as there is little scope for cost pressures to be adequately reflected.</p> <p>An inability to respond to assessed needs as set out in the Social Services and Wellbeing Act (Wales) 2014.</p> <p>Longer lengths of stay for vulnerable people in acute hospital services, driving up NHS costs</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The Council has significantly remodelled services and £11m has been taken out of the budget in 4 years. Officers understand the budget, the legislative requirements and the need to reduce demand by investing in targeted early help and intervention programmes, to help adults live independently.</p> <p>The Council focuses on helping people to achieve the outcomes they want, targeting its interventions on what is missing, rather than going straight to what package of care it can give them.</p> <p>The Remodelling Adult Social Care (RASC) Board drives change and an earmarked reserve supports the remodelling.</p> <p>The Social Services and Wellbeing (Wales) Act 2014 has been implemented from April 2016, including obligations to person in the secure estate and in supporting carers. There has been an extensive programme of training with more required to implement the Regulation and Inspection of Social Care Act 2016.</p> <p>The Population Assessment will provide the information required to make better commissioning and resource allocation decisions.</p> <p>The remodelling homecare plan is in place. More care is being provided by external providers. A contingency plan is being drawn up with planned actions to take if an external provider experiences</p>	<p>Corporate Director</p> <p>Social Services &amp; Wellbeing</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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		<p>Vulnerable people lead less fulfilled lives.</p> <p>Resources that could be used elsewhere are used to manage the transition of Bridgend locality to Cwm Taf</p> <p>Staff leave the sector because pay and conditions are less favourable than other occupations whilst training requirements are greater.</p> <p>A failure to meet its obligations in areas like Deprivation of Liberty standards and GDPR</p>		<p>difficulties.</p> <p>There are monitoring and safeguarding procedures in place to ensure that the services that are commissioned meet quality of care requirements. Independent residential care providers have a Regional Quality Framework which provides a vision for care quality.</p> <p>The council is changing its residential care model. It is developing two Extracare homes to replace three care homes. This will mean that people can be supported to live more independent lives, in better quality accommodation at reduced cost.</p> <p>Evidence is being gathered about the positive impacts of a preventative approach and longer term cost avoidance.</p> <p>There are ongoing discussions with Cwm Taf, other stakeholders, Councillors and members of staff around the move of the Bridgend locality of ABMU.</p> <p>Preparations are being made for GDPR including for subject access data requests.</p>		
Helping people to be more self-reliant	<p><b>Healthy life styles:</b></p> <p>If the council does not identify an approach to develop a more active population it will not create a healthy, safe and prosperous County where people reach their full potential.</p>	<p>Worse mental and physical health.</p> <p>Shortened life expectancy. Life expectancy in the County Borough is below the Welsh average</p> <p>Shortened healthy life expectancy. Some areas of the County Borough have a healthy life expectancy which is 20 years longer than others</p> <p>Higher rates of obesity. Over half the County Borough population is overweight or obese. This results in significant costs to the economy and health and social services</p> <p>Less fulfilled lives as people lose their independence due to ill health</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>The Council has a strategic approach to the development of sport and physical activity, in every generation, assisting people to achieve health gains.</p> <p>The council recognises the need to for a modernised infrastructure that reflects community needs. Through a partnership approach the Council can influence opportunity and participation.</p> <p>The contract with HALO for the provision of indoor leisure facilities has improved assets, increased participation and provided surety of access for a 15 year period, at a reduced cost.</p> <p>The continuing school modernisation programme has and is developing a high quality activity infrastructure that is accessible to the community.</p> <p>A network of activity brokers has been developed with empowerment and community ownership of activity as a central philosophy.</p> <p>Inequalities in participation have been targeted and providing greater support to those where barriers to regular participation exist. There is visible evidence of increased participation opportunities for population groups with a protected characteristic.</p> <p>There is growth in support for local people and visitors to make</p>	<p>Corporate Director</p> <p>Social Services &amp; Wellbeing</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>



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		Greater demand for expensive medical and social care services provided by the National Health Service and the Council.		<p>greater use of the natural environment.</p> <p>Community Asset Transfer will be used to will be used to preserve the infrastructure supporting traditional team sport</p> <p>Obtaining greater understanding of the health needs of school pupils and working in collaborative partnerships with the schools to raise wellbeing.</p> <p>Becoming part of the Cwm Taff Health Board will improve connectivity with the RCT and Merthyr and collaborative work has commenced. This will make partnership working in the Central South Consortium easier.</p>		
Supporting a successful economy	<p><b>The economic climate and austerity:</b></p> <p>If the council chooses to reduce its commitment to regeneration to meet MTFS savings, then investment in the County Borough will be insufficient to meet the challenges of continuing austerity, Brexit and an economy which is overly dependent on the public sector.</p> <p>Bridgend is on the edge of the City Deal area, and is expecting to receive little benefit from the SEW Metro proposals; it could therefore find itself increasingly marginalised in terms of City Deal investment</p>	<p>The Council will be unable to leverage outside investment in the County Borough.</p> <p>The council has difficulty recruiting and retaining qualified property/engineering professionals. There is now fewer senior staff with the necessary skills to drive major projects forward. This means that major projects such as the regeneration of Porthcawl are undeliverable without additional resource commitment.</p> <p>The County Borough will become an increasingly unattractive place to live and do business in.</p> <p>Businesses will relocate to competitor centres.</p> <p>Citizens will not be proud of their local area and more young people will move elsewhere to seek greater opportunity. This will worsen the dependency ratio between citizens who are economically productive and those who are not. The locality becomes even more dependent on ever scarcer public sector services</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>Increased collaboration under the Cardiff Capital Region City Deal which is creating a £1.2 billion fund for investment in the region over the next 20 years.</p> <p>Development of the three main town centres, facilitated by the use of the Strategic Regeneration Fund. This includes the development of Cosy Corner and the Harbour Quarter in Porthcawl, the redevelopment of Maesteg Town Hall, and the redevelopment of the Rhiw in Bridgend which encourages people to live in the town centre. Much of this investment is not the Council's own money, but together, these schemes amount to around £20 million in total.</p> <p>Support for the business community eg Bridgend Business Forum and Bridgend Business Improvement District</p> <p>Encouraging innovation through the Smart System and Heat project which puts Bridgend at the forefront of emerging technology</p> <p>Providing opportunities to young people through Youth Engagement and Progression Framework, and the apprenticeship programme.</p> <p>Assisting the economically inactive and long-term unemployed over the age of 25 get into employment through The Bridges into Work 2 project.</p> <p>Project opportunities are being explored to assist those in work to upskill.</p> <p>A cross directorate working group will continue to co-ordinate the development and delivery of European funded projects. A package of employment support projects are being taken forward for</p>	<p>Corporate Director</p> <p>Communities</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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		<p>as it enters a cycle of decline as costly needs increase but revenues decline.</p> <p>The council will be unable to provide a coherent response to Brexit.</p> <p>Low growth in the economy means that it becomes harder to generate sufficient value in development projects to satisfy all stakeholders.</p>		<p>European Social Fund grant aid.</p> <p>External funding is being pursued to develop new business units, creating opportunities for both inward investment, and enabling existing businesses to grow,</p>		
Links to all priority themes	<p><b>Ineffective collaboration:</b></p> <p>If the Council does not work effectively in collaboration with partners, including where it has been mandated by WG, it will not be able to provide transformed, resilient, quality services within diminished budgets.</p>	<p>Vulnerable people may not have their needs met.</p> <p>The nature of the mandate for collaboration may lead to unproductive work and reduce the Council's capacity to deal with planned transformations that are required to deliver its corporate plan and the MTFs.</p> <p>A loss of momentum with health and social care collaboration as the Bridgend locality health services migrate from ABMU to Cwm Taf.</p> <p>WG officials have tended to make assumptions about what can and should be delivered jointly and what this should cost or save. Mandated collaborations may be counterproductive in that they do not save money or in some cases cost more. This could lead to a reduced quality or quantum of service. Timescales for the planning and implementation may also be unrealistic.</p> <p>A loss of reputation with the public and WG and the potential for a drop in performance in KPIs.</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The Council has a clear vision – One Council working together to improve lives. It is uniquely placed to bring its own services together with the work of other agencies, communities, families and individuals for the benefit of the people of the County Borough.</p> <p>Collaboration is at the core of the principles the Council has developed to help meet the challenges it faces and has a long track record of delivery with a range of partners.</p> <p>Specific measures to address anticipated changes are:</p> <ul style="list-style-type: none"> <li>• Ongoing discussions with Cwm Taf and Western Bay partners at political, strategic and operational levels</li> <li>• Ongoing discussion with Welsh Government</li> <li>• Internal arrangements to ensure key members and officers can share and develop a consistent view of developments and requirements (including resources to support the level of change anticipated)</li> <li>• Ensure BCBC staff who work closely with WB are kept fully informed on potential changes</li> <li>• Maintain active involvement with existing and unchanging key partnerships : City Deal, Regulatory Services, Educational Improvement</li> <li>• Maintain effective communication and involvement with PSB partners</li> </ul> <p>Seek to influence and inform Welsh Government thinking through WLGA, SOLACE and similar opportunities.</p> <p>Scrutiny of collaboration agreements.</p>	<p>Chief Executive</p> <p>Director of Social Services and Wellbeing</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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Links to all key priority themes	<p><b>School modernisation:</b></p> <p>If the Council is unable to commit to sufficient investment then it will not be able to deliver all the projects under Band B of the programme.</p>	<p>Insufficient school places of the right type in the right parts of the County Borough</p> <p>Inefficient use of resources due to a mismatch in supply and demand for places</p> <p>Deteriorating condition of school buildings that have to be retained, including higher running costs and increased Health and Safety issues.</p> <p>A negative impact on pupil's learning and wellbeing and a reduction in opportunity.</p> <p>A loss of reputation of the council due to parental frustration at availability of school places.</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The school modernisation work stream of the strategic review looked at data in order to prioritise future investment in schools and five projects are considered the priority Band B schemes.</p> <p>An expression of interest in Band B has been made to WG and WG have confirmed that the Band B programme will be funded with intervention rates of 50% for capital projects and 75% for mutual investment model projects.</p> <p>The total capital investment required could be in the region of £60m to £70m. The Council will now decide what it is prepared to commit to funding.</p> <p>Planned capital receipts already committed and ring fenced from the sale of school sites are retained for school modernisation. Any change to this commitment would require Council approval.</p> <p>Consideration and early planning for Band C is commencing through 2019-24.</p>	<p>Corporate Director</p> <p>Education &amp; Family Support</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>
Links to all key priority themes	<p><b>An unfunded NJC pay claim:</b></p> <p>If an unfunded NJC pay claim for 2018 to 2019 is accepted the Council may fail to deliver its Medium Term Financial Strategy</p>	<p>Trades Unions have submitted a pay claim for 2018-19 that deletes NJC points SCP 6-9 to give a minimum wage of £8.45 per hour, plus a 5% increase on all pay points. If successful this will lead to increased challenge to budgets (if unfunded) and structural difficulties within the workforce as the differential between lower pay grades is eroded.</p> <p>The unplanned use of reserves to bridge the funding gap or unplanned cuts to services which could put vulnerable people at risk. There will almost certainly be a further reduction in the workforce.</p> <p>The council has difficulty in recruiting and retaining staff in some professions. The pay claim would partially address</p>	<p>Likelihood – 4</p> <p>Impact -4</p> <p>Total - 16</p>	<p>A proposed two-year pay deal has been made. The offer covers the two years from 1 April 2018. It would mean a 2% wage rise next April for the majority of council and school support staff currently earning more than £19,430, and a further 2% in April 2019. It is also proposed to give lower paid staff a higher rise. The proposals also include a reworking of National Joint Council pay scales. The offer is being considered by the trades Unions.</p> <p>The Council will continue to manage its resources very carefully, in accordance with MTFS principles, and make difficult spending decisions.</p> <p>The council has improved its financial strategy development by expanding the budget development process to more proactively consider how the Council might respond to different scenarios.</p> <p>The financial resilience of the Council is improving as it seeks to increase the Council Fund reserve.</p> <p>The workforce will decrease over the life of the MTFS reducing the impact of any pay increases.</p>	<p>Corporate Director</p> <p>Operational &amp; Partnership Services</p> <p>Head of Finance</p>	<p>Likelihood – 4</p> <p>Impact – 4</p> <p>Total - 16</p>



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Links to all priority themes	<p><b>The implementation of Additional Learning Needs reform:</b></p> <p>If the Council does not successfully implement the forthcoming Additional Learning Needs and Educational Tribunal legislation then expectations, experiences and outcomes for children and young adults will not be transformed and there will not be a fully inclusive education system in the County Borough.</p> <p>If the educational Inclusion Service is not resourced to meet the requirements of the Bill then it may not be able to adapt and fully support the education of children and young adults aged 0-25 with additional learning needs (ALN).</p>	<p>If ALN are not identified quickly enough, timely interventions may not be in place for children and young adults aged 0 to 25 as demand increases/changes and they may not overcome barriers to learning and achieve their full potential.</p> <p>Beginning in 2020, pupils will start to transfer to Individual Development Plans (IDPs), prioritised by their need. Implementation should be completed by 2023. This will replace the existing statutory and non-statutory plans</p> <p>There is uncertainty about the cost of implementing the ALN reform with regards to the extension of the age range to 0-25 and the possible increase in number of Individual Development Plans (IDP's) and the increase in responsibility of schools and further education with regards to IDPs.</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>The ALN Code will ensure that the new system has a set of clear, legally enforceable parameters. This will impose mandatory requirements on the Council in prospect of information and advocacy services.</p> <p>WG has published a suit of materials to help interested parties understand the reforms</p> <p>A draft Code of Practice, which details how schools and local authorities are to implement the new system, will be published and consulted on next year. It will include a mandatory template for IDPs,</p> <p>There will be ALN transformation leads, on the education consortia footprint. They will support the delivery of the programme. They will oversee training and awareness raising and facilitate improvements in multi-agency working</p> <p>ALN Innovation Fund projects are being developed. BCBC will receive £60,000 upon completion of projects in 2017-18.</p> <p>There is a focus on workforce development including suitable training for ALN Co-ordinators (ALNCos).</p> <p>The Scrutiny and Overview Committee is making recommendations to Cabinet with a small number being forwarded to WG for consideration as part of the Bill and ALN reform.</p> <p>There will be improved collaboration and information sharing between agencies, particularly with Bridgend College,</p>	<p>Corporate Director</p> <p>Education and Family Support</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>
Helping people to be more self-reliant	<p><b>The impact of homelessness:</b></p> <p>If homelessness increases due to the economic climate, ongoing austerity and welfare reform then there will be greater dependence on the Council to provide accommodation for residents at a time when the service itself is coming under increasing pressure because of its reliance on grant funding which is now subject to greater uncertainty.</p>	<p>Increased stress, depression, and isolation of citizens.</p> <p>16/17 year olds, former prisoners and people with a chaotic housing history can be hit particularly hard.</p> <p>An increase in numbers of visible homeless as prevention is not always achievable for those who find it difficult to manage the responsibility of accommodation.</p> <p>The use of temporary bed and</p>	<p>Likelihood - 5</p> <p>Impact - 3</p> <p>Total - 15</p>	<p>The Housing (Wales) Act gives the Council a strategic role in the functioning of the local housing market. The Council has developed a strategy for the period 2016-18.</p> <p>The Council proactively helps citizens find solutions to their housing needs. The service increasingly has better links with Social Services and the Probation Office as it takes ownership of harder cases. The Multi Agency Safeguarding Hub will have a housing officer.</p> <p>The removal of Priority Need Status for prisoners means that there is an increased risk of street homeless. The Kerrigan Project assists this group and others as it allows for 6 to 9 overnight floor spaces. Typically those helped may have prison records, health/substance misuse issues, family issues or debt problems.</p>	<p>Corporate Director</p> <p>Operational and Partnership Services</p>	<p>Likelihood - 5</p> <p>Impact - 3</p> <p>Total - 15</p>

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		<p>breakfast accommodation results in high costs both in terms of finance for the Council and the wellbeing of individuals.</p> <p>The need for other costly service interventions.</p> <p>Universal Credit may increase rent arrears and evictions. There are concerns that payments are not made direct to landlords, there may be delays meaning arrears build up and vulnerable people may have difficulty with the digital process.</p> <p>Increased eviction as rents go up but real wages are decreasing or static. 23% of presentations are due to a loss of rented accommodation.</p> <p>The council's housing service is vulnerable because it is heavily reliant on grant funding</p> <p>Between 16-29 October 2017 the Wallich estimated that 14 people were rough sleeping.</p>		<p>A review of the current homeless hostel is ongoing to ensure that it is fit for purpose.</p> <p>Work with partners to improve private sector housing and bring empty homes back into use.</p> <p>The service works more closely with RSLs and private landlords as it seeks to signpost and assist vulnerable people into accommodation. The Council, in conjunction with Registered Social Landlords, have implemented a Common Housing Register and Social Housing Allocations Policy.</p> <p>The Early Doors project is a preventative service that provides an early intervention for landlords and tenants in the private rented sector. This will reduce evictions.</p> <p>The Supporting People Team has a programme to re-commission the provision of structured, professional floating support to vulnerable groups which will help support tenancies and prevent homelessness and repeat homelessness.</p> <p>Following the national review of the Supporting People Programme, Regional Collaborative Committees have been established to support greater collaborative working.</p> <p>Key positions within the service will now be core funded.</p> <p>The management of the domestic abuse high risk intervention service will be brought into the Council. This will provide strategic support and direct links with the one stop shop. This provides a holistic service to victims, by providing support, target hardening, early intervention and temporary refuge to assist families to remain in their own home where it is safe to do so.</p>		
<p>Supporting a successful economy</p> <p>Helping people to be more self-reliant</p>	<p><b>Educational attainment:</b></p> <p>If school standards and pupil attainment do not continue to 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>An increase in the number of young people not in education, employment and training (NEET).</p> <p>A gap in achievement between pupils from vulnerable groups and other pupils.</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>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>	<p>At the Foundation Phase, KS2 and KS3, performance is at the expected level and has improved.</p> <p>At KS 4 there has been a dip in performance. This is region wide and was contributed to by the number of changes that schools implemented this academic year. In response, a CSC action plan has been established.</p> <p>Overall, Bridgend has performed well at Post 16.</p> <p>The budget reductions required for 2018-19 are not as great as had been feared. It has been possible to protect schools from a 1% saving for one year. However it is almost unavoidable for 2019-20.</p> <p>Working with CSC and other partners (including BGA) to ensure that governing bodies are effective in providing challenge to schools.</p>	<p>Corporate Director</p> <p>Education &amp; Family Support</p>	<p>Likelihood - 3</p> <p>Impact - 4</p> <p>Total - 12</p>

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		<p>More schools identified as requiring monitoring and intervention.</p> <p>A decline in Key Stage attainment results, PISA scores and other accreditation.</p> <p>Potential for parents to complain and/or take cases to SEN Tribunal.</p>		<p>Improved attendance through the application of the attendance strategy.</p> <p>A strong focus on raising standards of literacy and numeracy through structured and strategic programmes.</p> <p>Informal and formal collaboration between schools continues. School Improvement Groups have been set up so that schools can share best practice and learn from each other.</p>		
Links to all priority themes	<p><b>Educational provision</b></p> <p>If the Council does not adopt a strategic approach for sustainable educational provision in Bridgend, then there is a risk that it may not be able to offer high quality educational experiences for all pupils.</p>	<p>Poorer outcomes for children and young people.</p> <p>Less capacity for pupils with learning difficulties.</p> <p>Outcomes for vulnerable learners may not improve quickly enough or not at all.</p> <p>Falling school rolls and a large number of surplus places.</p> <p>More schools in a deficit budget situation.</p> <p>Insufficient Welsh medium and faith based provision to meet demand.</p> <p>The strategic future of whole life learning will not be fully integrated into our strategy e.g., Bridgend College.</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>	<p>A strategic review into the development and rationalisation of the curriculum and school estate, and the provision of Primary, Secondary and Post 16 Education has been undertaken.</p> <p>Band B of the school modernisation programme, has been agreed in principle. This is focused on the provision of sufficient primary school places to meet demographic growth from housing developments in the LDP, possible expansion of Welsh provision and increased Special School places.</p> <p>Post 16 education in Bridgend for 2020 and beyond is being considered. A paper from the Strategic Review Board will go to Cabinet in the spring of 2018 with recommendations on preferred options that could form the basis for a public consultation.</p> <p>The council has consulted on its new draft WESP with statutory consultees. The public consultation on the demand for Welsh Medium Education within Bridgend has concluded and will report in 2017-18 to support the delivery of the WESP. All Councils in Wales are awaiting further information from WG in respect of the timings associated with the delivery of the WESP.</p> <p>Greater join up at both a strategic and operational level via the Safe Dry and Warm project providing safer and more suitable schools.</p>	<p>Corporate Director</p> <p>Education &amp; Family Support</p>	<p>Likelihood - 3</p> <p>Impact - 4</p> <p>Total - 12</p>
Corporate Governance	<p><b>Health and safety</b></p> <p>If the council does not actively manage the health and Safety implications of its activities, including working within a challenging budget with a reducing workforce, then employees and members of the public and others</p>	<p>Failure to manage health and safety could result in:</p> <p>Injury, ill-health or loss of life to employees or members of the public</p> <p>Total or partial loss of services or buildings used to deliver</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>Directorate Risk Registers will be used to methodically review the hazards on a priority basis to develop:</p> <ul style="list-style-type: none"> <li>• Business plans and health and safety objectives</li> <li>• Risk assessment planned programmes</li> <li>• Health and safety competencies and training plans</li> </ul> <p>The Directorate Risk Registers will be reviewed to ensure that they reflect the risk profiles of the new Directorate structure.</p>	<p>Chief Executive</p>	<p>Likelihood – 3</p> <p>Impact – 4</p> <p>Total - 12</p>

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	may be harmed, resulting in injury, ill health or loss of life.	<p>services to vulnerable people</p> <p>Criminal prosecution by enforcement bodies such as South Wales Police, the Health and Safety Executive or South Wales Fire and Rescue Service. Sanctions include higher fines under the new sentencing guidelines, imprisonment and disqualification from office</p> <p>Employers and Public Liability Claims</p> <p>Increased insurance premiums</p> <p>Reputational damage</p> <p>A deterioration in the condition of the Council's assets and infrastructure</p>		<p>Cascade health and safety objectives within staff appraisals.</p> <p>Monitor health and safety performance through Corporate Performance Assessment, Corporate Management Board and the Corporate Health and Safety Steering group which is Chaired by the Corporate Director - Education and Family Support.</p> <p>Continue to assess the health and safety impacts of the budget reductions required by the MTFs and relevant change programme projects.</p> <p>Establish an awareness raising campaign of regular communications to staff promoting a range of health and safety topics to develop a positive safety culture.</p> <p>Health and safety audits and condition surveys of assets and infrastructure will enable the Council to prioritise works and respond to emerging issues. This is supported by a two year fixed term post to undertake the audit programme.</p> <p>A full business case concerning the possibility of a collaborative arrangement will be considered by CMB.</p> <p>Managers will be encouraged to exercise their judgement and replace defective equipment as this becomes necessary.</p>		
<p>Supporting a successful economy</p> <p>Smarter use of resources</p>	<p><b>Disposing of waste:</b></p> <p>If the Council does not achieve WG's waste targets then it will receive substantial fines, waste resources and suffer a loss of reputation.</p>	<p>Penalties of £200 per tonne if the council fails to achieve landfill allowance targets</p> <p>Less resource to support council priorities</p> <p>A waste of physical resources as more goes to landfill</p> <p>Future generations will not be protected leading to a loss of reputation with the public and WG</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>There is a new waste and recycling contract with Kier and the council is now on course to meet targets.</p> <p>The amount of household waste diverted away from landfill between July and September increased from 57 per cent in 2016 to 74 per cent in 2017.</p> <p>Between June and August 2017, local community recycling centres recorded a 254 tonne increase in recycling while waste sent for disposal as landfill during that same period decreased by 957 tonnes.</p> <p>After the launch of the new service disruption was experienced, however the missed collection rate has reduced to 0.2%</p> <p>Further fine tuning of service delivery will take place in weaker areas. Eg absorbent hygienic products</p> <p>New recycling vehicles will be introduced in February 2017. The level of resource must be correct and there must be sound plans for implementation.</p>	<p>Corporate Director</p> <p>Communities</p>	<p>Likelihood - 3</p> <p>Impact - 4</p> <p>Total - 12</p>

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				<p>Education and engagement officers have been appointed. The two bag residual waste limit will soon start being enforced, with the excess bags not being collected</p> <p>BCBC and Swansea CBC have agreed a 15 year contract for all household food waste to be processed at Parc Stormy</p> <p>A tender was let to allow an operator to provide residual waste handling facilities at MREC. The results and their implications are being considered.</p>		
Links to all key priority themes	<p><b>Compliance with the Welsh Language Standards:</b></p> <p>If the Welsh Language Commissioner enforces the eleven appealed standards for which compliance is outstanding in an unrealistic timeframe, additional pressure will be placed on the Council's budgets and this will need to be recognised in the Medium Term Financial Strategy.</p>	<p>There is a recurrent budget pressure of £313,000 and a one off pressure of £81,000 (established in 2016-17 but now rolled forward into 2017-18) to meet the estimated costs of implementing the majority of the Standards which the Council is complying with. The pressure does not take into account the financial implications of the outstanding appealed Standards, which are likely to add significant strain on the MTFS.</p> <p>Whilst the Council has a budget of £394,000 set aside, the total cost of implementation could be as high as several millions of pounds. In this case the Council will need to consider measures such as increasing Council Tax, taking form reserves etc.</p>	<p>Likelihood - 4</p> <p>Impact - 3</p> <p>Total - 12</p>	<p>The Welsh Language Commissioner provided responses to the standards appealed in April 2017 and subsequently met with the Corporate Director, Operational and Partnership Services in May 2017. The Council agreed to consider implementing sixteen of the standards with two further standards requiring additional consideration.</p> <p>It has been agreed that five of the standards will be implemented by 31 December 2017, and this is in hand. The Council has agreed to comply with the other eleven standards and the implications for service delivery are being considered, as is the date when they can be complied with. This will then have to be agreed with the Welsh Language Commissioner.</p> <p>The Council also agreed to consider implementing an additional two standards that were not included on the Compliance Notice.</p> <p>If agreement cannot be reached with the Welsh Language Commissioner then there is a further right of appeal to the Welsh Language Tribunal.</p> <p>A budget pressure arising from the implementation of the Welsh Language Standards was recognised in the MTFS 2016-17 to 2019-20. The Council will need to meet any additional costs in the short term from the corporate contingency or Council Fund until such time as recurrent funding is identified from budget reductions elsewhere or Council Tax increases.</p> <p>The Council has been in regular contact with neighbouring Councils to establish their interpretation of certain Standards and also with the Welsh Language Commissioner when clarification on points of law and interpretation has been required.</p>	<p>Corporate Director</p> <p>Operational and Partnership Services</p>	<p>Likelihood - 4</p> <p>Impact - 3</p> <p>Total - 12</p>
Smarter Use of Resources	<p><b>Implementation of the General Data Protection Regulation</b></p> <p>The General Data Protection Regulation (GDPR) comes into force on 25 May 2018. If</p>	<p>Properly complied with, GDPR will increase public trust and confidence in how their data is handled by the council.</p> <p>Significant resources will be</p>	<p>Likelihood – 6</p> <p>Impact – 3</p> <p>Total - 18</p>	<p>An implementation group has been established with representation from each Directorate.</p> <p>Each Directorate is undertaking an audit of what data it holds.</p> <p>A Data Protection Officer will be appointed. They will monitor</p>	<p>Corporate Director</p> <p>Operational &amp; Partnership Services</p>	<p>Likelihood – 6</p> <p>Impact – 2</p> <p>Total - 12</p>



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	<p>Directorates do not take ownership, breaches of the regulation could result, leading to large fines and damage to the reputation of the Council.</p>	<p>needed to meet subject access requests, particularly in Social Services where redaction is required.</p> <p>Resources will need to be used to undertake an audit of legacy data. This is required to identify how consent was given and whether this complies with GDPR.</p> <p>A suitable breach reporting system must be implemented.</p> <p>Under GDPR there is potential for very large fines,</p> <p>Action by the regulator would result in a loss of reputation for the council.</p>		<p>compliance, educate staff and co-operate with the Information Commissioner.</p> <p>A review will be made of data protection and privacy policies.</p> <p>The data protection E-Learning module will be updated.</p> <p>Consideration will be given to the level of resource needed to deal with subject access requests. A subject access request form is being developed which aims to narrow down what needs to be provided. Less officer time will be taken up making the necessary redactions.</p> <p>The Council must have a valid reason under GDPR to process data. Where possible lawful grounds will be relied upon rather than consent.</p> <p>The Council will review the systems it has for recording. The Council must ensure that there is a positive indication of agreement to personal data being processed.</p> <p>Contracts with suppliers who are Data Processors will be reviewed.</p> <p>The Council has procedures in place to detect, report and investigate data breaches.</p> <p>Member training will be given to ensure that they understand their responsibilities and are equipped to comply with them.</p>		