

Appendix 1 - October 2014 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 Government (WG) has renewed the Regulations and the scheme will be based on 100% liability. Provision has been made in the Council's 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>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 advice, foodbanks and DWP information sheets. • Secured funding to provide support in libraries and community venues with digital applications, eg 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 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 has agreed a protocol with registered social landlords for dealing with existing tenants who fall in arrears specifically due to the application of the bedroom cap.</p>	Corporate Director Resources	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>

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					Bridgend Housing Partnership meets quarterly and discusses the impact as an Agenda Item.		
Links to all key outcomes	Working together to make the best use of resources	<p>Using resource effectively:</p> <p>In the final Local Government Settlement 2014-15, local government funding declined with a further likely decrease on an all-Wales average of -1.57% forecasted for 2015-16. The MTFS approved by Council in February 2014 was however based on an assumption of a -3% reduction as the figures were still indicative. No indicative figures were provided for 2016-17 or 2017-18.</p> <p>In July 2014 WG indicated that authorities should plan for a cut in funding of -4.5% for each of the years 2015-16 to 2018-19. This equates to a savings target of £50m over the 4 year period.</p> <p>The revised savings targets are:</p> <p>2015-16: £12.417m 2016-17: £13.460m 2017-18: £12.175m 2018-19: £11.798m</p> <p>Not all the planned savings for 2014-15 will be achieved and this will increase the savings requirement for future years.</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. If there is a shortfall in savings the Council might fail to achieve its MTFS. This could necessitate the unplanned use of reserves to bridge the funding gap or unplanned cuts to services which would put vulnerable people at risk.</p> <p>In addition other specific revenue grants are likely to be reduced, but these have not yet all been quantified. One example where this has arisen in 2014-15 is the Adult Community Learning grant which will reduce by 37.5% by 2015-16. In the draft WG budget there is also an indication that the Supporting People grant will reduce by 7.5% and education grants will reduce overall.</p> <p>Further town centre regeneration, office 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. Failure to meet the savings plans would also damage the reputation of the Council with citizens, particularly if the level or quality of services was affected as a result.</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The Council reviews its Corporate Plan each year to ensure that it continues to reflect 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 budget planning process has been introduced.</p> <p>The MTFS for the period 2015-16 to 2018-19 has been developed and target savings of £50m have been set. The MTFS takes into account projected future demand for services in areas such as Looked After Children, Special Education Needs and Adult Social Care. Cabinet and CMB have agreed that for 2015-16 every Directorate must bring forward savings proposals of about 9% of their 2014-15 controllable budgets.</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 Overview 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> <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</p>	Corporate Director Resources	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>

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		Directorates are developing alternative achievable savings proposals.			assets will be based on an assessment of their potential contribution. Reductions in staff will be managed where possible by using different employment models, and the application of voluntary early retirement. Some compulsory redundancies might be necessary.		
<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 in partnership with the NHS, Western Bay and other partners do not change how services are delivered, they will not be able to meet the challenges brought about by high public expectations, a significantly worsening budget and a population that is both older and has more complex health needs.</p> <p>There is currently a shortfall in the savings identified and it is imperative that the council identifies further savings to meet the MTFS.</p> <p>Transformation is significant and is within the context of managing demand as well as making savings. The market is changing and as a result the Council may not be able to transfer services as originally planned. The Council will have to demonstrate both flexibility and</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 £700,000 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 Act. • Result in longer lengths of stay in acute hospital services. • 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 public's expectations and consequently the reputation of the organisations will suffer. 	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>Demographic and financial pressures require alternative models of service delivery.</p> <p>Modernisation is being driven forward as the Council works with a range of partners to deliver a broad range of support and services, across adult social care.</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 but the market is changing and the Council was unable to attract a partner agency in response to the Homecare tender.</p> <p>There has also been 'soft market testing' in relation to learning disability supported living services and the council has been unable to attract interest from new providers. Alternative plans have now been brought forward in a phased approach until such time as the market changes again. This phased approach will involve the Council remodelling existing in house services until such time as the market is ready to respond.</p> <p>The service will continue to learn from past exercises as well as from other Local Authority areas including lessons from England.</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"> • The development of a new assessment framework which concentrates on a strength 	Corporate Director Wellbeing	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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		<p>innovation in order to drive through proposals for change.</p> <p>It is important that in a period of change, the emphasis remains on safeguarding vulnerable people.</p> <p>A competent and skilled workforce is required in order to deliver on the significant change agenda. The Council must ensure that there is effective support and training for staff and on-going robust management of sickness absence.</p>			<p>based approach in line with the Social Services Act</p> <ul style="list-style-type: none"> • Enablement focused homecare • The continued successful promotion of telecare • The continued development of the Community Resource Team to enable greater choice of health and social care within a community setting • The implementation of a falls prevention service with Public Health Wales • Further integration and service remodelling where access is via an integrated referral centre • Further development of short term residential reablement placements • The development of two Extracare housing facilities <p>Further work is now taking place to move on to the next stage of integration.</p> <ul style="list-style-type: none"> • A Service Level Agreement (SLA) has been established with Age Concern to support people being discharged earlier from hospital. • A Regional Community Services Project Board has been set up. • 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. • Assist the third sector in developing and expanding their services. • Continue to provide support to Carers. <p>Learning Disability Services are following a pathway progression model, to identify how to support people in the most appropriate way in order for them to develop their skills to achieve maximum independence.</p> <p>Preventative and wellbeing approaches are being developed across the Directorate, in partnership with the NHS and Third Sector partners, as part of the change agenda to support sustainable services in the future.</p> <p>The directorate senior management team and managers across the service will continue to pro-actively manage absence levels and monitor the</p>		

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					sickness absence process.		
<p>People in Bridgend County Borough are engaged and empowered to achieve their own potential.</p> <p>People are active citizens in society, equipped with the skills, qualifications and confidence needed to live and work, and that there are equal opportunities so people are supported and equally valued.</p>	Working together to raise ambitions and drive up educational attainment.	<p>School modernisation:</p> <p>Budget pressures may reduce or delay the 21st Century school programme.</p> <p>The programme has been moved forward to 2019. Core funding may not be available within this shorter timeframe because it depends on the ability of the Council to release sufficient land to support the programme. 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>	<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 opportunity for pupils. There may be inefficient use of resources, due to a mismatch in the supply and demand for places in different schools. Deterioration in the state of school buildings will result in increased running costs and the need for emergency repairs. This could result in potential health and safety issues. Resources that could be better spent on direct support to children (BCBC schools are relatively poorly 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. Inadequacies in buildings maintenance have been identified, including fire safety within schools. 	<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 from core funding allocations of £5m with an extra £2m coming from general capital receipts, 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 emerging issues.</p> <p>Property services are currently managing a project to look at the risks around fire safety within Bridgend Schools.</p>	Corporate Director Children	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>
<p>People in Bridgend County Borough benefit from a stronger and more prosperous economy.</p> <p>People are increasingly active in the local</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,</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</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</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. Applications have been submitted to WG to continue the programme in the 3 Cluster areas for 2015-16 and a decision is expected December 2014.</p> <p>The Local Investment Fund offers financial assistance to small and medium sized businesses. It will operate until June 2015. Up to the end of May 2014, the</p>	Corporate Director Communities	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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<p>economy and support local businesses, and our communities are sustainable with the appropriate infrastructure to support business growth and thriving town centres.</p>		<p>environmental and social change as our towns, local businesses and deprived areas suffer decline.</p> <p>Individuals, particularly young people, may be unable to secure employment because they lack the basic skills and confidence necessary and suitable jobs are not available in the economy.</p> <p>Severe cuts in Welsh Local Government spending will happen over the MTFs period 2014-15 to 2017-18. These cuts will impact on the local economy disproportionately because the Council is one of the key local employers.</p>	<p>£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 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 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>scheme has created 356 jobs and supported 146 existing businesses and 42 individuals who are starting a new business.</p> <p>The Council supports the business community via the Business Forum, Bridgend Tourism Association, the Destination Management Partnership, Coastal Partnership, and town centres, through the Town Centre Manager, BID Partnership (Bridgend) and THI Programmes.</p> <p>The Council has an apprenticeship programme in operation.</p> <p>ESF funded projects (Workways, COASTAL, PreVENT 14 – 19, SEN Transition Into Employment) help individuals, including young people, move into employment, education or training. The ESF projects are due to come to an end in 2015-16. Projects are applying for new funding to continue.</p> <p>Increasing footfall in town centres through strategic, high quality events, supported by proactive marketing. The target is to increase footfall by 15% over the usual during event days. The quarter 2 figure indicates a 25.71% increase for the Mash up and the Festival.</p> <p>Implementation of the current rural development programme and development of the successor programme. The successor programme is being submitted to the Welsh Government (Sept 2014). The current rural development programme is scheduled to end December 2014, with the next scheduled to start in January 2015.</p> <p>Implement the Youth Engagement And Progression Framework.</p> <p>Capital schemes, aimed at regenerating our towns and funded through the Convergence Programme, continue in Bridgend and Maesteg/Lynfi Valley.</p> <p>Bridgend All four construction lots which make up this works programme continue to be on track for completion in 2014 as planned. Financially the programme is working to budget. A formal project launch to celebrate completion of main project phases was held</p>		

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					<p>on the 19th September 2014. There are some minor work items currently outstanding. These will be completed by the programme deadline and financed from the project's remaining budget. A bid for Vibrant & Viable Places has been approved to support projects in Bridgend town centre. The £5.978m grant was confirmed in June as part of a £11 million investment programme which includes bringing a residential core to the town and creating added footfall and vitality</p> <p>Maesteg/Lynfi Valley Maesteg Phase 4, market renovation has been completed and events to promote the town are taking place. WG Funding for a new town centre partnership and action plan has also been approved.</p> <p>A development land programme for key sites in the Lynfi valley is also being discussed with WG. Funding for Lynfi Valley has been agreed by WG subject to finalisation of Heads of Terms.</p> <p>Porthcawl The new marina was officially launched in April 2014. An operational and business review will be carried out at the end of first full year. The project remains on target. The Jennings building is being marketed. Completion of assessments of Jennings submissions will take place in October 2014, with a decision on developer selection in November 2014. The Porthcawl THI launch has been postponed to coincide with the Jennings announcement.</p> <p>Welsh Government Funding for a new town centre partnership and action plan has also been approved.</p> <p>Project management principles are in place to ensure the delivery of the funding remains effective.</p>		
People in Bridgend County Borough are engaged and empowered to	Working with children and families to tackle problems early.	Supporting vulnerable children, young people and their families:	Between 2007/08 and 2012/13 the number of Looked After Children increased by 40%, from 292 to 412.	Likelihood - 5 Impact - 4 Total - 20	Communicate the "Looked After Children Placement and Permanency Strategy" throughout the council, and to statutory partners and stakeholders. Share responsibility with other agencies for the	Corporate Director Children	Likelihood - 4 Impact - 4 Total - 16

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<p>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>		<p>If the number of Looked After Children, the complexity of cases and the length of stay in care continue to increase, then the demand on resources will outstrip the council's ability to meet needs.</p>	<p>The wellbeing and safety of children might be compromised. They may be unable to</p> <ul style="list-style-type: none"> • Thrive and make the best use of their talents • Live healthy and safe lives • Be confident and caring throughout their lives • Know and receive their rights <p>Patterns of behaviour, such as poor parenting, will be repeated in subsequent generations.</p> <p>A potential increase in the proportion of young people identified as not in education, employment or training (NEET).</p> <p>A less skilled and flexible workforce.</p> <p>Increased social and economic costs.</p> <p>A loss of reputation to the Council.</p> <p>An increase in the need to commission expensive placements with independent fostering and adoption providers</p> <p>Increased demands on social work teams, reviewing officers and support teams.</p>		<p>development of the strategy and its implementation.</p> <p>Promote targeted early intervention and prevention services via the Early Intervention Strategy published in the summer of 2014. This will lead to a reduction in the numbers of families developing more complex needs which require intensive costly interventions.</p> <p>Focus on supporting families with complex and acute needs through the Intensive Family Support Service and Connecting Families.</p> <p>Have a workforce which works proactively delivering interventions at an early stage. Where necessary this will involve transforming social work practice and using evidence and strength based practices and outcome focussed methodologies.</p> <p>Striving for stability and permanence for Looked After Children. This will include using increased numbers of adoptions, special guardianship orders, residence orders and other long term arrangements with Foster Carers or extended family.</p> <p>Robust self-evaluation to ensure that we know and understand the Looked After Children population.</p> <p>Take a multi-agency partnership approach to increase prevention and early intervention services that focus on particular vulnerable groups including teenage pregnancies, substance and alcohol misuse and domestic abuse.</p>		
<p>Bridgend County Borough is a great place to live, work and visit.</p> <p>People take pride in the county, their communities, the heritage and natural</p>	<p>Working together to make the best use of our resources.</p>	<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</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</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>Shanks, the preferred bidder for the anaerobic digestion plant, has notified the South West Wales Regional Hub that they have decided not to proceed with the procurement. The way to proceed is currently being discussed with WG and Hub members.</p>	<p>Corporate Director Communities</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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environment and our communities are clean and safe and have a good range of leisure, tourism and cultural activities.		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.	on effect to the contract requirements of MREC.		Neath Port Talbot CBC has commenced a procurement process for the sale of Neath Port Talbot Recycling who operate the MREC, with a guaranteed contract for 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. 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>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 tackle health issues and encourage healthy lifestyles.	<p>Healthy Life Styles:</p> <p>There are significant health inequalities within the County Borough. Many people in Bridgend live unhealthy lifestyles and this might deteriorate as welfare reform continues. If the Council does not promote healthy living the emotional and physical wellbeing of citizens will suffer.</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 life expectancy which is 20 years longer than others. • Higher rates of obesity. • Worse emotional health. • Less fulfilled lives as people lose their independence due to ill health. <p>These result in greater demand upon expensive medical and care services provided by ABMU and the Council.</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>The Corporate Plan 2013 – 2017 identifies five key actions:</p> <ul style="list-style-type: none"> • Improve healthy living programmes in leisure facilities, schools and communities to encourage participation in physical activity. <p>The £4.2m investment in Bridgend Life centre was completed and facilities have been enhanced at Heronsbridge School and Garw Valley Life Centre.</p> <p>The number of visits to sport and leisure facilities is increasing. With the National School Sport Survey identifying good levels of participation as does the national free swimming initiative for those over 60.</p> <ul style="list-style-type: none"> • Work with Public Health and other parties to further develop targeted projects to help tackle health issues and live healthy lifestyles including: weight management, harmful drinking and smoking <p>New programmes have been rolled out to help reduce harmful drinking. This includes the development of a Substance Misuse Policy for Comprehensive Schools with consideration being given to a similar policy for primary schools.</p> <p>Information is provided to the parents of children and young people found drinking in the community.</p> <p>Healthy lifestyles are promoted via the Corporate Health Standard and Small Workplace health Award.</p> <ul style="list-style-type: none"> • Enhance the role of libraries in helping 	Corporate Director Wellbeing	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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					<p>citizens to improve their emotional and physical wellbeing by providing more joined up services,</p> <p>The new Bridgend Library was opened and is the latest example of the co-location model implemented in the Ogmore and Garw Valleys</p> <ul style="list-style-type: none"> • Reduce level of tobacco consumption <p>The multi-agency Tobacco Control Steering group developed an action plan for partnership working across the County Borough.</p> <p>There are various awareness raising initiatives across the County Borough and Trading Standards inspects and enforces legislation concerning sales to those who are underage.</p> <ul style="list-style-type: none"> • Reduce harmful drinking <p>Inspections and enforcements against premises selling alcohol to those underage.</p> <p>Support for initiatives via Neighbourhood Networks and local partnership working.</p> <ul style="list-style-type: none"> • Working together to reduce the number of teenage pregnancies <p>The Youth Service worked with LSB partners to tackle the teenage conception issue via programmes such as the Llynfi Valley project, the Empower to Choose programme and the Healthy Schools Scheme. These have resulted in a fall in the rate of teenage conceptions.</p>		
<p>Bridgend County Borough is a great place to live, work and visit.</p> <p>People take pride in the county, their communities, the heritage and natural environment and</p>	<p>Working together to develop the local economy.</p>	<p>Maintaining infrastructure:</p> <p>If there is further harsh weather, there may be an increase in the number of roads in poor condition, more repairs being required in the future and the Council might fail to meet its statutory obligations.</p>	<p>Failure to maintain infrastructure will result in the Council not meeting its statutory obligations and the % of roads that are in overall poor condition increasing.</p> <p>A poor quality highway network leads to increased third party liability claims, a loss of reputation, a possible adverse impact on economic activity and reduced quality of life for citizens.</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>Additional maintenance has been undertaken in the past 5 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 £800,000 since 2009 and further growth of £100,000 in 2013-14 resulted in investment in street furniture (lighting, traffic signals etc). However 2014-15 is the last scheduled year of WG LGBI funding.</p> <p>The LGBI will provide funding of around £6.8m over the period 2012-15 for highway infrastructure improvements. The principal to be adopted for the</p>	<p>Corporate Director Communities</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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Key Outcome	Corporate Improvement Priority	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
our communities are clean and safe and have a good range of leisure, tourism and cultural activities.		If the Council fails to deliver the necessary improvements expected from the Local Government Borrowing Initiative (LGBI) the business case for year 3 will be in jeopardy.	Further budgetary pressures could occur due to unpredictable weather patterns and the worsening condition of the infrastructure. This will lead to an increased requirement for emergency repairs. If works requiring capital funding, like the LGBI, are not carried out, the potential impact will be detrimental to the condition of the highways infrastructure for decades.		programme of works is to provide good quality resurfacing which will be sustainable in the long term rather than quick overlay which requires higher maintenance in future years. The 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 and LGBI.		
Corporate Governance	Working together to make the best use of our resources.	Equal Pay Claims: The result of the Abdulla Group case involving former employees of Birmingham City Council means that there is a risk of further equal pay claims against the Council. The courts are reviewing rulings on Male Dominated Claims – which have been listed. To date the Council has refused to settle these as they are outside the scope of the Memorandum of Understanding. The court decision remains outstanding.	The ruling has created the possibility that employees who left the Council up to six years ago might claim under equal pay legislation. Previously, to make a claim, the person had to be either employed by the Council or have left its employment within the last six months. Claims for compensation can now be made through the Civil Courts rather than via an Employment Tribunal. This will increase Legal Costs. The estimated cost, if all male dominated listed claims were settled, is £1.5M.	Likelihood - 5 Impact - 4 Total - 20	The Council is aware of the issues and is monitoring developments. Following the initial equal pay exercise, the Council is in a good position to be able to respond to any further claims in an appropriate manner.	Corporate Director Resources	Likelihood - 4 Impact - 4 Total - 16
People in Bridgend County Borough are healthier. People and their families are empowered and	Working with children and families to tackle problems early.	The impact of homelessness: Homelessness may increase because of persistent economic downturn, welfare reform and a stagnant	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	Likelihood - 5 Impact - 3 Total - 15	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. The Work Wise review has improved the response to homelessness presentations and increased the emphasis on prevention and support of service	Corporate Director Communities	Likelihood - 5 Impact - 3 Total - 15

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informed to live healthy and independent lives and our communities are stronger, cohesive and sustainable, with appropriate access to services for all		<p>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 when the Housing Act is enacted in April 2015, placing a duty on the Council to 'take all reasonable steps' for a period of 56 days to prevent homelessness. There will be uncertainty about what this means until WG Guidance is issued and cases come before the courts.</p> <p>In addition the duty to 'take all reasonable steps' for any former prisoner who is potentially homeless from Parc Prison, regardless of local connection, may increase the use of temporary accommodation until a solution is found or a homeless investigation is instigated.</p>	<p>costly service interventions.</p> <p>The impact is greater on some groups e.g. 16/17 year olds and people with a chaotic housing history.</p> <p>The use of bed and breakfast accommodation results in high costs both in terms of finance for the Council and the wellbeing of individuals.</p> <p>Properties are standing empty and deteriorating because they cannot be sold.</p> <p>Changes to Housing Benefits might result in increased rent arrears and evictions leading to an increase in the number of homelessness cases. This would impact on the welfare of citizens, the Council's Housing Options Team, the homelessness budget and other welfare services.</p> <p>Unless resources can be reallocated within the Supporting People programme there might be increased repeat homelessness. Fewer properties are being improved because the Housing Renewal Area programme is reducing. The WG grant has reduced from £1m to £600,000 per year.</p> <p>In 2010-11 there were 501 homelessness presentations. This reduced to 448 in 2011-12 and 346 in 2012-13. This slightly increased in 2013-14 to 369. This needs to be considered in conjunction with the number of prevention cases.</p>		<p>users. Efficiency savings have been made in the use of temporary accommodation and more are forecast.</p> <p>Ty Ogwr opened in July 2013. This provides 16 units of temporary accommodation for single people. A further increase in this type of accommodation is planned for 2015-16.</p> <p>The Council, in conjunction with Registered Social Landlords, have implemented a Common Housing Register and Social Housing Allocations Policy. This will help ensure the best use of available social rented property.</p> <p>A Supporting People review is currently underway and work has commenced on commissioning the provision of structured, professional floating support to vulnerable groups which will help support tenancies and prevent homelessness and repeat homelessness.</p> <p>The Just Ask + (16-25) service has been operational since April 2012 providing advice to homeless young people and their parents.</p> <p>Following the national review of the Supporting People Programme, Regional Collaborative Committees have been set up to support greater collaborative working.</p> <p>Raising awareness of Housing Benefit changes via landlord forums, information leaflets, and letters to customers and open days.</p> <p>Three Communities First 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> <p>The Council have approved the redistribution of expenditure for Supporting People Grant from Learning Disabilities to under-represented groups.</p>		

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Corporate Governance	Working together to make the best use of our resources.	<p>Collaboration with partners:</p> <p>If the Council does not undertake collaboration projects where they offer enhanced service quality, increased resilience or significant cost savings, it will not maximise cost effective, tangible, improvements to services.</p>	<p>In a period of stretched budgets, successful collaborative working is even more essential for the efficient and effective delivery of quality public services. If the Council fails to collaborate successfully some of the most vulnerable people in the community will not have their needs met. This would lead to a loss of reputation with the public and WG.</p> <p>As the Council moves towards multi- agency working, there is potential for service instability whilst transformation takes place.</p> <p>Budget reductions have the potential to affect collaboration where they result in restrictions of spend to single-agency priorities.</p> <p>Reduction in other public sector partners' budgets.</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The Council works in partnership with other councils, public sector and third sector bodies based upon different geographical and service footprints. There is evidence that partnership working and good collaborative arrangements permeate all the main risk areas. Corporate Directors understand the challenges of collaborative working and the importance of recognising different organisational cultures and approaches (e.g. 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.</p> <p>The LSB "Bridgend County Together" partnership plan was published in April 2013 and sets out the priorities 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 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>	Assistant Chief Executive, Legal & Regulatory Service	<p>Likelihood - 3</p> <p>Impact - 4</p> <p>Total - 12</p>

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<p>People in Bridgend County Borough are engaged and empowered to achieve their own potential.</p> <p>People are active citizens in society, equipped with the skills, qualifications and confidence needed to live and work, and that there are equal opportunities so people are supported and equally valued.</p>	Working together to raise ambitions and drive up educational attainment.	<p>Educational attainment:</p> <p>If school standards and pupil attainment do not 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>A possible increase in the number of young people not in education, employment and training (NEET).</p> <p>Greater deprivation as young people are unable to sustain a livelihood in the future.</p> <p>More young people with worse emotional health.</p> <p>More schools identified as requiring monitoring and intervention through inspection, with concern and eventual special status.</p> <p>Potential for a decline in KS attainment results, PISA scores and other accreditation.</p> <p>Less capacity for provision for pupils with learning difficulties.</p> <p>Potential for parents to complain and/or take cases to SEN Tribunal.</p> <p>Possible intervention by WG.</p> <p>Continued Estyn monitoring.</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>	<p>The Central South Consortium is going through a 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 post Estyn inspection action plan is being actively used to drive up standards in schools and across the council's services.</p> <p>The new School Improvement Strategy will define outcomes for learners.</p> <p>The implementation of the Youth Engagement and Progression Framework will help ensure that an increasing number of 16 year olds remain in education.</p> <p>Implement an improvement plan with Band 4 Comprehensive Schools and the development of a 'good to great' programme as an integral part of the CSC School Improvement Strategy.</p> <p>"Team Around The School" continues to support schools which are under performing.</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 <p>Carry out Additional Learning Needs analysis and ensure the training and development programme is delivered to schools.</p> <p>On-going review of school funding formula.</p> <p>A new Attendance Strategy is being drafted and will be implemented by the end of the Autumn term. Fixed penalty notices will be available for Headteachers to use as a sanction.</p>	Corporate Director Children	<p>Likelihood - 3</p> <p>Impact - 4</p> <p>Total - 12</p>

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					<p>Federated schools guidance from WG is being considered.</p> <p>Challenge Advisors now replace System Leaders with greater emphasis on challenge.</p> <p>Federation of Primary Schools acts in a supporting role.</p>		