

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 83 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 1,250 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 2015-16 to fund the projected additional budget requirement of £1m.</p> <p>Universal Credit (UC) commenced in October 2013 with full implementation now expected to be in 2019. The benefit will be primarily administered by DWP although the Council may have a role in face to face support for claimants.</p> <p>UC is to be rolled out nationally for single job seekers from February 2015 to March 2016.</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 Provisional Local Government Settlement was announced on 8 October, and the proposed funding for Bridgend was a reduction of -3.4%. However, this did not recognise the transfer in of funding for social care, which was previously funded through grant, giving a</p>	<p>The Council has to consider its resources very carefully and make difficult spending decisions. This will carry on over the next few years as the public finance outlook continues to be bleak.</p> <p>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. 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 reduce slightly in 2015-16 but no indications have been received beyond that.</p> <p>Savings proposals will have implications for the workforce given that 68% of the net revenue budget is staff costs.</p> <p>Failure to meet the savings plans would also damage the reputation of the Council with citizens, particularly if the level or quality of services was affected as a result.</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>The Council reviews its Corporate Plan each year to ensure that it continues to reflect 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 £48.8m 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 Directorates must meet savings proposals of about 8% 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 £1.5m 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 assets will be based on an assessment of their</p>	Corporate Director Resources	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>

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		<p>real reduction of -3.6%. Again, no indicative figures were provided for 2016-17 to 2018-19.</p> <p>The revised savings targets are:</p> <p>2015-16: £11.225m 2016-17: £13.566m 2017-18: £12.263m 2018-19: £11.763m</p> <p>Not all the planned savings for 2014-15 will be achieved and this has increased the savings requirement for future years. The final Local Government Settlement for 2015-16 may impact on the level of savings required in future years.</p> <p>Directorates are currently developing alternative achievable savings proposals based on a number of scenarios for 2016-17 onwards.</p>			<p>potential contribution.</p> <p>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>		
Links to all key outcomes	Links to all Corporate Improvement Priorities	<p>Local Government Reorganisation:</p> <p>Geographically Bridgend straddles both East and West Wales. The Williams Commission recommended a merger with NPT and perhaps Swansea, but because of economic and other benefits BCBC has made an expression of interest</p>	<p>Delivering the transformative change required to make MTFS savings, at a time when demand for some services is up, is already challenging.</p> <p>Without specific funding Local Government Reorganisation will add to these cost pressures and mean that larger savings will be required to balance the budget. This will make it harder to provide good quality public services.</p> <p>A proposed voluntary merger with</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>Whilst WG endorsed the Williams Commission, it has also stated that it wishes to develop an approach that allows for negotiation and joint development between WG and councils who are willing to engage on shaping future arrangements.</p> <p>BCBC believes that the most advantageous merger for the population of Bridgend County Borough is with VoG. Consequently, it is seeking to implement this option rather than passively awaiting a merger with NPT and perhaps Swansea. The principal anticipated benefit is that being part of the Cardiff City Region will be positive for the economy and consequently for the citizens of the County Borough. In addition BCBC and VoG have similar schools systems at tertiary Level</p>	Chief Executive	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>

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		<p>for a merger with Vale of Glamorgan (VoG).</p> <p>The costs of Local Government Reorganisation are unknown, but will be high. These costs have not been factored into the 2015-16 to 2018-19 MTFS which already requires savings of £48.8m.</p> <p>The MTFS is also at risk because greater demands will be placed on senior management as they plan for Local Government Reorganisation, whilst bringing about the transformative change required to deliver services within reduced budgets.</p> <p>In the longer term there are also other risks as two workforces and sets of financial arrangements are brought together necessitating harmonisation of pay and conditions and council tax.</p>	<p>VoG will take place before the expiry of the MTFS and consequently there is uncertainty about the MTFS savings for 2018-19.</p> <p>Whilst the council has made an expression of interest for merger with VoG there remains uncertainty about the eventual outcome. If senior management are focussed on reorganisation whether it is to the west or east they may fail to deliver the required services to the public in conjunction with the savings needed for the MTFS. There is also a danger of inertia as managers feel unable to make decisions required now because of a merger that is due to take place in the future.</p> <p>The precise mechanism for harmonisation of council tax and pay and conditions between authorities is unknown. However, this may increase costs which would make it harder to realise benefits from reorganisation.</p>		<p>and are both part of the Central South Consortium. Having similar education systems is a powerful argument to merge with VoG because education is the council's single biggest spend.</p> <p>Merger with VoG would mean that the new Authority would straddle two Health Boards. Also the impact on European funding in the longer term is unknown.</p> <p>A business case outlining the opportunities and costs of a merger with VoG is being prepared; The merger would only proceed if this showed clear advantages of financial viability and enhanced services.</p>		
<p>People in Bridgend County Borough are healthier.</p> <p>People and their families are empowered and informed to live healthy and independent</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</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.	<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. There is a continued effort to change the emphasis from a model of "caring" to a more preventative approach of working with partners such as the NHS and third sector organisations to assist and support adults as they live independently in their</p>	Corporate Director Wellbeing	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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lives and our communities are stronger, cohesive and sustainable, with appropriate access to services for all.		<p>about by high public expectations, a significantly worsening budget and a population that is both older and has more complex health needs.</p> <p>Demand for services is increasing at the same time as resources are decreasing. This makes the MTFS challenging. There is currently a shortfall in the savings identified. It is imperative that the council continues to identify 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 which impacts on the ability of the council to transfer services as originally planned. The Council will have to demonstrate both flexibility and 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</p>	<p>This increasing demand leads to extra costs. For example, demographic change will cost an additional £400,000, Mental Health £70,000, direct payments £400,000 and Learning Disabilities £300,000.</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>own communities.</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 well but the conclusion of the tendering of homecare was that none of the tenders were able to achieve the MTFS saving requirements and because of this the council was unable to award the contracts. The council is now making a gradual transfer of packages of generic care to the Independent sector over a period of time.</p> <p>The Learning Disability project is working to deliver a sustainable model of supported accommodation that promotes independence in the community.</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 based approach in line with the Social Services Act • 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>		

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		agenda. The Council must ensure that there is effective support and training for staff and on-going robust management of sickness absence.			<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>The directorate senior management team and managers across the service will continue to pro-actively manage absence levels in line with corporate policies and monitor the sickness absence process. Managing down absence levels is a challenge.</p>		
<p>People in Bridgend County Borough are engaged and empowered to achieve their own potential.</p> <p>People are active citizens in society, equipped with the skills, qualifications and confidence needed to live and work and that there are equal opportunities so people are supported and equally valued.</p>	Working with children and families to tackle problems early.	<p>Supporting vulnerable children, young people and their families:</p> <p>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>Between 2007/08 and 2012/13 the number of Looked After Children increased by 40%, from 292 to 412.</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>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>Communicate the "Looked After Children Placement and Permanency Strategy" throughout the council, and to statutory partners and stakeholders.</p> <p>Share responsibility with other agencies for the 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>Data sharing with NHS and other partners will be enhanced if there is agreement to the implementation of a common platform for information sharing via the Community Care Information Solution (CCIS). The DRAIG system continues to be supported until the end of March 2016.</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>	Corporate Director Children	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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			<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>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. The Western Bay Regional Adoption Service will help make the best use of resources so that improvements can be made to ensure that children requiring adoptive placements are speedily and appropriately matched with adopters who can meet their needs for their entire childhood.</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>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>Welsh Government has confirmed that it will use the LGBI to fund 25% of its share of match funding. For BCBC this amounts to £5.562m. Funding to meet the cost of borrowing will be paid to the council by specific grant. However the availability of these monies depends on the ability of the Council to release sufficient land for sale to support the programme through match funding. If the council is unable to do</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. New schools are designed as community facilities and in the 	<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. However the current framework expires at the end of March 2015 and the new one is not yet agreed. There may be different contractors on the panel and some costs may increase.</p> <p>Maintain good links with Welsh Local Government Association and WG.</p> <p>Review catchment area boundaries to ensure supply</p>	Corporate Director Children	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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		<p>so there may be a delay in new builds which may prejudice the Council's ability to provide for sufficient school places.</p> <p>Demand for disabled adaptations and repairs and maintenance are outstripping the budget. Failure to provide for disabled learners may result in litigation or tribunals.</p>	<p>case of Coleg Cymunedol Y Dderwen is also a multi-agency hub.</p> <ul style="list-style-type: none"> Inadequacies in buildings maintenance have been identified, including fire safety within schools. 		<p>meets demand.</p> <p>Provide temporary accommodation.</p> <p>Regular health and safety audits and condition surveys 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> <p>The Safe, Dry and Warm project has commenced as has condition surveys of all school buildings.</p>		
<p>People in Bridgend County Borough benefit from a stronger and more prosperous economy.</p> <p>People are increasingly active in the local economy and support local businesses, and our communities are sustainable with the appropriate infrastructure to support business growth and thriving town centres.</p>	Working together to develop the local economy	<p>The economic climate and austerity:</p> <p>If the economy continues to perform badly the quality of life for residents will suffer. There will be no positive long lasting economic, environmental and social change as our towns, local businesses and deprived areas suffer decline.</p> <p>Individuals, particularly young people, may be unable to secure employment because they lack the basic skills and confidence necessary and suitable jobs are not available in the economy.</p> <p>Severe cuts in Welsh Local Government spending will happen over the MTFs period 2015-16 to 2018-19. These cuts will impact</p>	<p>There will be cuts in the public sector and these will disproportionately affect regeneration activities as spending on other services are protected.</p> <p>Reductions in regeneration funding have a disproportionate affect because each £1 of Council funding leverages between £8 and £13 from other sources.</p> <p>There could be further job losses and business failures in the local economy if the UK and European economies don't get stronger 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,</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 in December 2014.</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>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 Feastival.</p> <p>Implementation of the current rural development programme and development of the successor programme which is being submitted to WG. The current rural development programme is scheduled to end in December 2014, with the successor scheduled to start in January 2015.</p>	Corporate Director Communities	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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		<p>on the local economy disproportionately because the Council is one of the key local employers.</p> <p>The current Convergence Programme is coming to an end, with key schemes that support local economic development and employment ending shortly. There will be significant gaps in the Council's mitigation strategies unless replacement schemes are funded and approved.</p>	<p>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>Implement the Youth Engagement And Progression Framework.</p> <p>Bridgend All four construction lots are complete. 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/Llynfi Valley A development land programme for key sites in the Llynfi valley is being discussed with WG. Funding for the Llynfi 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. The Porthcawl THI launch has been postponed to coincide with the Jennings announcement.</p> <p>WG 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>		
<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</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</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>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>The Kier contract has delivered a stable recycling performance and this is likely to continue until the end of the current contract term in March 2017. Any extension to this contract or alternative delivery model will need to build in the requirement to meet the targets set by WG in their policy document "Towards Zero Waste". A long term waste strategy was presented to Cabinet in November 2011.</p> <p>Shanks, the preferred bidder for the anaerobic digestion plant, have notified the South West Wales</p>	<p>Corporate Director Communities</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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natural environment and our communities are clean and safe and have a good range of leisure, tourism and cultural activities.		targets. Since 2012-13 there has been 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.	Increased recycling has a knock on effect to the contract requirements of MREC.		<p>Regional Hub that they have decided not to proceed with the procurement. The way forward is being discussed with WG and Hub members.</p> <p>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.</p> <p>In the short term, improved recycling rates will be achieved by education and communication to increase participation, but difficult decisions will have to be made about how improved services are funded.</p>		
<p>People in Bridgend County Borough are healthier.</p> <p>People and their families are empowered and informed to live healthy and independent lives and our 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 and some people become poorer. 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 resulting in significant costs to the economy, health and social Services. • 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>Five key actions have been identified:</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 physical activity based visits to leisure facilities is increasing. The total was 85,735 higher in 2013-14.</p> <p>The National School Sport Survey identifies good levels of participation and the gap in participation between girls and boys is narrowing.</p> <p>The national free swimming initiative for those over 60 also shows encouraging levels of engagement. The scheme supported 84,904 visits by persons over 60 and 18,451 junior free swims.</p> <p>The Sport and Physical Activity Service has led on the action plan to ensure that there are sufficient quality opportunities for children and young people to play.</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 	Corporate Director Wellbeing	<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
					<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 citizens to improve their emotional and physical wellbeing by providing more joined up services, <p>Halo Leisure operates library facilities at the Ogmere Valley and Garw Valley Life Centres. These facilities have registered 418 new borrowers. The new Bridgend Library has opened and is the latest example of the co-location model.</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 premises 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</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
					have resulted in a fall in the rate of teenage conceptions.		
<p>Bridgend County Borough is a great place to live, work and visit.</p> <p>People take pride in the county, their communities, the heritage and natural environment and our communities are clean and safe and have a good range of leisure, tourism and cultural activities.</p>	Working together to develop the local economy.	<p>Maintaining infrastructure:</p> <p>If there is further harsh weather, there may be an increase in the number of roads in poor condition, more 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>Further budgetary pressures could occur due to unpredictable weather patterns and the worsening condition of the infrastructure. This will lead to an increased requirement for emergency repairs.</p>	<p>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 the WG Local Government Borrowing Initiative (LGBI).</p> <p>The LGBI has provided funding of around £6.8m over the period 2012-15 for highway infrastructure improvements. The principal adopted for the programme of works was to provide good quality resurfacing which will be sustainable in the long term rather than quick overlay which requires higher maintenance in future years.</p> <p>The 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.</p>	Corporate Director Communities	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>
Corporate Governance	Working together to make the best use of our resources.	<p>Equal Pay Claims:</p> <p>The result of the Abdulla Group case involving former employees of Birmingham City Council means that there is a risk of further equal pay claims against the Council.</p> <p>The courts are reviewing rulings on male dominated claims which have been listed. To date the Council has refused to settle these as they are outside the scope of the Memorandum of Understanding. The court decision remains outstanding.</p>	<p>The ruling has created the possibility that employees who left the Council up to six years ago might claim under equal pay legislation. Previously, to make a claim, the person had to be either employed by the Council or have left its employment within the last six months.</p> <p>Claims for compensation can now be made through the Civil Courts rather than via an Employment Tribunal. This will increase Legal Costs.</p> <p>The estimated cost, if all male dominated listed claims were settled, is £1.5M.</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>The Council is aware of the issues and is monitoring developments.</p> <p>Following the initial equal pay exercise, the Council is in a good position to be able to respond to any further claims in an appropriate manner.</p>	Corporate Director Resources	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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Key Outcome	Corporate Improvement Priority	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
<p>People in Bridgend County Borough are healthier.</p> <p>People and their families are empowered and informed to live healthy and independent lives and our communities are stronger, cohesive and sustainable, with appropriate access to services for all</p>	Working with children and families to tackle problems early.	<p>The impact of homelessness:</p> <p>Homelessness may increase because of the current economic climate and austerity measures and welfare reform. 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</p>	<p>Homelessness is often a culmination of several problems, such as debt, relationship difficulties, mental health issues and substance misuse. For many, homelessness leads to increased stress, depression, and isolation. It can lead to a need for other costly service interventions.</p> <p>The impact is greater on some groups 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</p>	<p>Likelihood - 5</p> <p>Impact - 3</p> <p>Total - 15</p>	<p>The Council is taking a proactive prevention approach to the issue of homelessness by helping residents find solutions to their housing needs and getting to the root cause of why people become homeless.</p> <p>The 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>	Corporate Director Communities	<p>Likelihood - 5</p> <p>Impact - 3</p> <p>Total - 15</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
		homeless investigation is instigated.	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.				
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>Budget reductions have the potential to affect collaboration where they result in restrictions of spend to single-agency priorities.</p> <p>There are potential risks associated with collaborative projects such as the Regulatory Services initiative, the Western Bay Adoption Service, Youth Offending Service and other areas such as the roll out of Universal Credit for new single claimants, the closure of 20+ work club and the end of funding to "Get Bridgend On Line".</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>Reduction in other public sector partners' budgets may have an impact on their capacity for partnership working. If the collaborative Regulatory Services project is not adequately supported the Service may not be as effective as the proposals would suggest. Even with the innovative approach there will still be a need to make service savings, therefore if there are new statutory duties (ie under the Public Health Bill) being introduced, the Council may find it difficult to deliver them. There needs to be a period of change where performance may dip or will be affected as the Council moves towards the new operating model.</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, Borough 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>The Welfare Reform Steering Group is currently working on refunding GBOL and financial inclusion support.</p> <p>BCBC partners with ABMU, Swansea and NPT 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. There is also the joint working agreement with the Vale of Glamorgan and Cardiff.</p> <p>The Central South Consortium will drive school improvement.</p> <p>The Data Centre collaboration project with Rhondda</p>	Assistant Chief Executive, Legal & Regulatory Service	<p>Likelihood - 3</p> <p>Impact - 4</p> <p>Total - 12</p>

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Key Outcome	Corporate Improvement Priority	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
					<p>Cynon Taff council increases the resilience of service provision.</p> <p>Collaboration in the provision of Leisure Services reduces cost and will improve quality.</p> <p>The motor fleet depot project with South Wales Police will increase efficiency.</p> <p>There are partnership agreements to support the management of those collaborative projects.</p>		
<p>People in Bridgend County Borough are engaged and empowered to achieve their own potential.</p> <p>People are active citizens in society, equipped with the skills, qualifications and confidence needed to live and work, and that there are equal opportunities so people are supported and equally valued</p>	Working together to raise ambitions and drive up educational attainment.	<p>Educational attainment:</p> <p>If school standards and pupil attainment do not 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 (CSC) 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>Poor attendance leads to a serious loss of learning which is likely to affect achievement and life chances. An Attendance Strategy has been drafted and will be presented to Cabinet in January 2015. Fixed penalty notices have been available for Headteachers to use as a sanction since September 2014. This is supported by the CSC absence management toolkit, Callio.</p> <p>The post Estyn inspection action plan is being actively used to drive up standards in schools through better standards of challenge as has training for members in the use of data to support the challenge and scrutiny of Local Authority performance.</p> <p>A new Performance Management framework has been implemented across CSC for Headteachers.</p> <p>The new School Improvement Strategy will define outcomes for learners.</p> <p>The implementation of the Youth Engagement and Progression Framework is ensuring 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>	Corporate Director Children	<p>Likelihood - 3</p> <p>Impact - 4</p> <p>Total - 12</p>

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Key Outcome	Corporate Improvement Priority	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
					<p>“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 • 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>Federated schools guidance from WG is being considered.</p> <p>School Improvement Groups have been set up where a group of schools share best practice and learn from each other.</p>		