

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	Working together to make the best use of our resources	<p>Using resource effectively:</p> <p>The final 2015-16 Local Government Settlement showed an average reduction in aggregate external finance (AEF) for councils in Wales of -3.4%. Bridgend's reduction was also -3.4%. However this did not recognise the transfer in of funding for social care, which was previously funded through grant, giving a real reduction of -3.6%.</p> <p>The draft settlement for 2016-17 would normally be announced by WG in October. However, this year the comprehensive spending review will not be announced until the end of November meaning that the settlement from WG will not be known until December. This means that the MTFS timetable will be significantly compressed. Currently the MTFS is based on an assumption that AEF will reduce by -4.5% in the three years to 2018-19 plus an increase in Council Tax of 4.5%.</p> <p>The revised savings targets are:</p> <p>2016-17: £13.566m</p>	<p>The Council will have to manage 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>Budget reduction proposals for 2015-16 to 2018-19 are being developed to meet the forecast £48.82 saving requirement.</p> <p>Currently 22.2% of the required savings are rated green, 22.97% amber and 54.83% red. A number of proposals for 2016-17 onwards require further information and analysis.</p> <p>The expectation is that the Council will have to make revenue budget reductions totalling £49.592m from 2016-17 to 2019-20. It becomes ever harder to deliver budget reductions without impacting service levels.</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>Savings proposals are having and will continue to have implications for the workforce given that 68% of the net revenue budget is staff costs. The cost of redundancies will be significant.</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 MTFS for the period 2015-16 to 2018-19 has been developed and target savings of £48.82m have been set. It is anticipated that a further £12m will have to be saved in 2019-20. 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. Directorates are also developing achievable savings proposals based on a number of scenarios for 2016-17 onwards.</p> <p>Cabinet is reviewing its Improvement Priorities to bring renewed focus upon them. A series of internal staff engagement events are being held to communicate and receive feedback on the revised priorities.</p> <p>The Improvement Priorities will inform the allocation of resources in the MTFS period 2016-20. Prioritisation may be afforded to specific budget areas which deliver against the new priorities.</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>Savings identified so far include:</p> <ul style="list-style-type: none"> • Retendering learner transport contracts • Modernising the school estate • Waste management initiatives • Remodelling health and social care • School transport route efficiencies • Staffing restructures • Remodelling cultural services, adult social care, regulatory services and the youth offending service • Closure and/or asset transfer of public buildings and services such as public toilets, parks and pavilions and playgrounds 	Corporate Director Resources	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>

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		2017-18: £12.263m 2018-19: £11.763m 2019-20: £12.000m			<p>The workforce will reduce over the life of the MTFS. The reduction will be managed through a continuation of the employment freeze, redeployment, early retirements, voluntary redundancies and some compulsory redundancies.</p> <p>The income from fees and charges will be increased by CPI plus 1%</p> <p>The Council has a capital funding strategy in which prudential borrowing will only be used where it is affordable. Also decisions on the treatment of surplus assets will be based on an assessment of their potential contribution.</p>		
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 made an expression of interest for a merger with Vale of Glamorgan (VoG) but this was rejected.</p> <p>In June 2015 WG announced its preference for the future. This included a reduction in the number of councils in Wales to eight or nine with Bridgend merging with Rhondda Cynon Taff and Merthyr Tydfil. WG will publish and consult on a draft Mergers and Reform Bill in the Autumn.</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>There is uncertainty about the eventual outcome. If senior management are focussed on reorganisation whether it is to the north, 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</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>WG has considered the findings of the Williams Commission report and has now indicated its preferred option for a merger with Rhondda Cynon Taff and Merthyr Tydfil. This proposed merger would have the benefit of the County Borough being part of the proposed Cardiff City Capital Region City deal which will be positive for the economy and consequently for the citizens of the County Borough.</p> <p>The Local Government (Wales) Bill was agreed by the Assembly on 20 October 2015. This enables the next Welsh Government to proceed with voluntary mergers of authorities after the Assembly election. The Bill does not allow for compulsory mergers and a further Bill has been proposed for these.</p> <p>Whilst uncertainty remains the Council will continue to collaborate with a range of partners on a pragmatic basis but will not take any action which would make merger more difficult.</p>	Chief Executive	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>

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		<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 £48.82m.</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>	benefits from reorganisation.				
<p>People in Bridgend County Borough are healthier.</p> <p>People and their families are empowered and informed to live healthily and lead independent lives and our communities are stronger,</p>	Working together to help vulnerable people to stay independent.	<p>Supporting vulnerable people:</p> <p>If the Council in partnership with 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</p>	<p>The population is aging. Between 2014 and 2020, the number of people aged 65 and over is estimated to increase by 12.1% whilst the number of people over 85 is projected to increase by 24.4%. 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 place</p>	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<p>Transformation 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. The Remodelling Adult Social Care (RASC) Board continues to be the foundation of the transformation journey as the council continues 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 own communities. The Council is exploring ways to include service users and communities within aspects of commissioning especially in the development of new service models for the future,</p>	Corporate Director Social Services & Wellbeing	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>

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cohesive and sustainable, with appropriate access to services for all.		<p>budget and a population that is both older and has more complex physical and mental health needs.</p> <p>Demand for services is increasing. This is especially so with Dementia where need will double between 2001 and 2030. At the same time 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>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</p>	<p>additional cost pressure on the service. Additional provision has been made for demographic change of £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 respond to assessed needs as set out in the Social Services and Wellbeing Act (Wales) 2014. • 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. • Mean that the Council will be unable to meet its essential obligations and deliver the MTFS 		<p>The RASC is closely aligned to the MTFS and its work is supported by a Changing the Culture Board; work is also ongoing to develop a corporate approach to Prevention and Wellbeing.</p> <p>The Social Services and Wellbeing (Wales) Act 2014 will be fully implemented in April 2016. The Act in conjunction with demographic and financial pressures will mean that alternative models of service delivery are required.</p> <p>A self-assessment has been submitted to WG which sets out the Western Bay regions readiness to comply with the Act. With regional partners the Council is developing an implementation plan which sets out key priorities.</p> <p>The Social Care Workforce Development Programme will put in place regional learning and development arrangements to ensure that staff are well trained to deliver the requirements of the Act.</p> <p>The Learning Disability project is delivering a wide range of positive outcomes. These include the development of social enterprises, providing access to a range of activities, access to help and support via technology, new models of tenancy support and a resettlement programme from residential homes to supported living. The success of residential aspects of the project is dependent upon positive responses being received from the market.</p> <p>Similarly the project to change the residential care model will be subject to market conditions. Buildings are old and not future proof. It will become increasingly difficult to keep them at an acceptable standard. The Council is planning to develop two Extracare homes to replace three care homes although the timetable has slipped due to the need to ensure that legal and procurement rules are adhered to.</p> <p>Independent residential care providers have been helped by the production of a Regional Quality Framework for their sector. It gives providers knowledge of the level of care expected.</p> <p>The remodelling homecare implementation plan is on track for December 2015. Homecare is delivering</p>		

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		on-going robust management of sickness absence. Sickness absence remains high and the service continues to give this a high priority			<p>fewer hours than planned which indicates that preventative services are working.</p> <p>The Council has been leading on the procurement of a national community care information system that supports both health and social care. This will allow professionals across different organisations to access and share information.</p> <p>Partnership agreements have robust outcome specifications and arrangements for monitoring of contract delivery to ensure the safeguarding of vulnerable people.</p> <p>The links between the Sport, Play and Active Wellbeing division and older people aging well and Learning Disability Services have strengthened considerably. They have an active involvement with the wellbeing and prevention agenda.</p> <p>The directorate senior management team and managers across the service will continue to proactively manage absence levels in line with corporate policies and monitor the sickness absence process. Managing down absence levels is a challenge, particularly in services which are facing change.</p>		
Links to all key outcomes	Links to all Corporate Improvement Priorities	<p>Welfare reform:</p> <p>The UK Government has introduced a number of significant welfare reforms over the last two years and Universal Credit (UC) has now been implemented in the County Borough in June 2015. Further reforms were brought forward in the July 2015 Budget which will mean that more citizens in the County Borough will be impacted.</p>	Changes being made by the UK Government to benefit entitlements mean that some citizens will be in greater poverty including increased child poverty. Demands on services for vulnerable people are likely to increase at the same time as the Council's resource base reduces. This will be exacerbated by the further changes proposed in the July 2015 UK Government budget. These include a freeze on most benefits for 4 years, a further reduction in the benefit cap, no automatic entitlement to Housing Benefit for 18 to 21 year olds, Tax Credits and UC being restricted to a maximum of two children and the income threshold on Tax Credits being reduced from £6,420 to £3,850.	<p>Likelihood - 6</p> <p>Impact - 4</p> <p>Total - 24</p>	<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 is developing proposals for dealing with changes in demand.</p> <p>The Benefits Service works closely with Housing Associations to support the people affected by the caps by identifying those that are exempt from it, providing debt and money management advice and in qualifying cases awarding Discretionary Housing Benefit payments. The grant for payments in 2015-16 is £252,060.</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. Bridgend Housing Partnership meets quarterly and discusses the impact as an agenda item.</p> <p>When advised by the DWP of a new benefit cap case, the Benefits Service contacts the affected claimants to</p>	Corporate Director Resources	<p>Likelihood - 6</p> <p>Impact - 3</p> <p>Total - 18</p>

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			<p>Since 15 July 2013 there has been a limit on the total benefit a working age person can receive. BCBC impose the cap through Housing Benefit deductions as and when notified by the Department for Works and Pensions (DWP). This currently affects 82 households in Bridgend. This number will increase when the benefit cap reduces from £23,000 to £20,000.</p> <p>From April 2013, maximum rent has been reduced in the social sector depending on the number of bedrooms required. 1,241 households are affected which represents 29% of the total working age Housing Association benefit claimants. The total number of households in Bridgend is about 59,000.</p> <p>The Council will need to manage the Council Tax Reduction (CTR) scheme within its budget. 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 for 2015-16 to fund the projected additional budget requirement of £1m.</p> <p>UC commenced in October 2013 and was implemented in Bridgend for certain claim categories in June 2015. The potential number of persons who may claim UC is estimated at 180 per month, with around 40 of these receiving support with housing costs.</p> <p>The UC caseload will build from 2016 onwards until the benefit is established for all claimants by the end of 2019.</p>		<p>discuss their options. Appropriate cases are referred to the council's debt advice service or Housing Options. The Benefits Service works closely with these families to ensure that they are adequately equipped to deal with the reduction in their income, or, in conjunction with DWP, assist the family where possible with the transition into employment.</p> <p>Officers are 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 UC in June 2015</p> <p>During the rollout of UC the council is required to provide support services to claimants and DWP UC staff as follows:</p> <ul style="list-style-type: none"> • Helping to prepare landlords for the change • Supporting claimants with online administration • Supporting claimants with complex needs and those that require personal budgeting • Provide expertise to UC service centre staff on housing issues • Process CTR for UC claimants <p>The Benefits Service has been discussing UC changes with landlords since its announcement and has procured budgeting support and advice via Caer Las.</p> <p>The council has developed other support services</p> <ul style="list-style-type: none"> • 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 UC • Developed a draft directory of training, employment and other support <p>As part of the MTFs, the Council has an earmarked reserve specifically for welfare reform.</p> <p>As part of the July 2015 budget it is proposed that the compulsory living wage will increase from £7.20 to</p>		

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			It is too early to say what the impact will be on the number of households affected by the latest welfare reform proposals.		£9.00 by 2020.		
<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 achievement.	<p>School modernisation:</p> <p>Budget pressures may reduce or delay the 21st Century school programme.</p> <p>WG has committed to fund 50% (£22.474m) of the total costs for the Band A programme. To receive this funding the council has to provide match funding of £22.474m. Whilst £5m is from core funding allocations the Council is also relying on raising £4m from S106 agreements and £13.475m from the sale of school and other sites.</p> <p>It continues to be a challenge to release sufficient land for sale to support the programme, If the Council is unable to do 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</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 case of Coleg Cymunedol Y Dderwen is also a multi-agency hub. 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>The Council continues to implement a phased schools modernisation programme but within a revised timetable.</p> <p>WG has committed to fund 50% (£22.474m) of the total costs for the Band A programme through a combination of Capital Grant and LGFI. To receive this funding the Council needs to submit detailed business cases for each project including how its match funding will be provided.</p> <p>It is essential that the planned capital receipts already committed and ring fenced from the sale of school sites are retained for school modernisation. Any change to this commitment would require Council approval.</p> <p>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 will continue via the new framework SEWSCAP2.</p> <p>By the end of 2015 the council will identify the needs that Band B projects should meet.</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 and condition surveys will enable the Council to prioritise improvement works and respond to emerging issues.</p> <p>The Safe, Dry and Warm project has commenced including the development of condition surveys of all school buildings. The Council has advertised for a Fire Safety Officer.</p>	Corporate Director Education & Transformation	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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		tribunals.			<p>A School Task Group is considering sustainability. It is reviewing the pupil population post 16, Welsh medium education capacity, education surplus places, falling roles in schools, deficit budgets, overcrowding and the potential federation of schools.</p> <p>Demand for Welsh medium education is up and the council is proposing to move YGG Cwm Garw to the Betws school site where it will be more accessible from other areas of the County Borough. In addition, it is proposed that a Welsh medium starter class will commence at the Brynteg Comprehensive School site.</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 on the local economy disproportionately because the Council is</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, competition and resilience will be difficult, as the nature of town centres is changing.</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>Three Communities First teams are in place until at least April 2016. The new programme is focused on fighting poverty and seeks to achieve three main outcomes. These being healthy, learning and prosperous communities.</p> <p>The Council 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 via a greater number of residents living in town centres and by running high quality events.</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 July 2015.</p> <p>Implement the Youth Engagement And Progression Framework.</p> <p>Strategic Regeneration Fund (SRF) allocations are committed to projects up to 2016-17. However, following the announcement of the WG's Structural Funding Programme 2014-20, and the additional</p>	Corporate Director Communities	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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		<p>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>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>funding that can be secured using the SRF as matched funding, it has been agreed that the period of matched funding in the capital programme up to and including the 2020-21 financial year has been extended.</p> <p>Bridgend The Rhiw will be regenerated bringing footfall and vitality to the town centre. There will be a combination of residential development and car parking. The project, funded by WG via a Vibrant and Viable Places grant, is on track with conditional planning having been approved and progress being made with tendering.</p> <p>Maesteg/Llynfi Valley A development land programme for key sites in the Llynfi valley has been agreed with WG. The first phase will be funded by a £2.5m loan from the WG Central Capital Retained Fund to enable site investigation and land remediation work to be undertaken for future residential led development. This will generate confidence that will act as a catalyst for further private sector investment.</p> <p>Porthcawl The new marina was officially launched in April 2014 And the Jennings building has been sold subject to contract.</p> <p>The Porthcawl THI is now underway and buildings, structures and open spaces are being restored.</p> <p>An initial bid for Attractor Wales funds has been made to Visit Wales. Bridgend's bid is one of three which is going to a second phase. Work to develop the scheme is underway.</p> <p>WG funding for a new town centre partnership was approved and is now delivering projects.</p> <p>The council is working with ten Local Authorities as part of the South East Wales Development Partnership to increase employment and skills. Including Life Long Learning which will improve employability.</p>		
People in Bridgend County	Working with children and families to tackle	Supporting vulnerable children,	Between 2007/08 and 2012/13 the number of Looked After Children	Likelihood - 5	Part 6 of the Social Services and Wellbeing Act concerns children who are looked after by the council.	Corporate Director Social Services	Likelihood - 4

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<p>Borough are engaged and empowered to achieve their own potential.</p> <p>People are active citizens in our 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>	problems early.	<p>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>increased by 40%, from 292 to 412. The number has now reduced to 389 and is coming down month by month.</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>Impact - 4</p> <p>Total - 20</p>	<p>The Act stipulates that:</p> <ul style="list-style-type: none"> • The child should have a care and support plan • The council should make it easy for the child to stay in touch with parents, family and friends where it is safe to do so • Each child should have an independent reviewing officer • The council should provide support and advice for young people coming out of care <p>Significant training is being put in place to ensure that the Council meets its duties under the Act.</p> <p>Childrens safeguarding and early help and prevention teams will work closely together to deliver both the Early Help and Intervention Strategy and the Placement and Permanency Strategy to vulnerable groups. There has been a significant re-structure of Family Intervention Services which was completed in March 2015. Three Early Help locality hubs (North, East and West) have been created to work with families in a more joined-up way. Family Support Workers, Education Welfare Officers, Family Engagement Officers, Counsellors and Youth Workers have been co-located in each of the hubs as well as Safeguarding Social Work Teams to support a whole system approach to ensuring that the needs of all our children and young people will be met at the earliest opportunity. In addition, we have created a central hub of specialist Family Support Services (e.g. Connecting Families) who provide a range of services across the whole County Borough</p> <p>These initiatives will help continue to safely reduce both the numbers of Looked After Children and children on the Child Protection Register.</p> <p>The Council is ensuring that robust mechanisms are in place to identify and provide appropriate services to children at risk from child sexual exploitation (CSE). Practitioners have either received CSE training or are part of an ongoing programme to enhance their knowledge. The Council is part of a focused multi-agency agency "CSE Task Force" including Police and ABMU Health.</p> <p>The Council will strive for stability and permanence for Looked After Children. This will include using increased numbers of adoptions, special guardianship</p>	and Wellbeing	<p>Impact - 4</p> <p>Total - 16</p>

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					<p>orders, residence orders and other long term arrangements with Foster Carers or extended family. The Western Bay Regional Adoption Service has been established and 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. The replacement of the current commissioning of independent fostering agency placements with a new local parent and child fostering service will also improve use of resources.</p> <p>The Council is taking a lead role in the development of a national approach to statutory advocacy for Looked After Children and children in need.</p> <p>The Council has been leading on the procurement of a national community care information system that supports both health and social care. This will allow professionals across different organisations to access and share information.</p> <p>The Youth Engagement and Progression Framework identifies the young people who are most at risk, provides coordination of support, stronger tracking of young people through the system and enhances employability and opportunity.</p> <p>The current respite arrangements for disabled children will be reviewed.</p>		
<p>Bridgend County Borough is a great place to live, work and visit.</p> <p>People take pride in the county borough, their communities, the heritage and natural environment and our communities are clean and safe and have a</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. Since 2012-13 there has been an obligation to recycle / compost 52% of waste and this will rise to 70% by 2025. A new</p>	<p>Failure to achieve recycling/composting targets could result in:</p> <ul style="list-style-type: none"> Inefficient use of resources as waste goes to landfill sites Penalties of £200 per tonne if we fail to achieve landfill allowance targets <p>Increased recycling has a knock on effect to the contract requirements of MREC.</p>	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>The Kier contract has delivered a stable recycling performance and this is likely to continue until the end of the current contract term in March 2017.</p> <p>Any extension to the Kier 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". WRAP Cymru are assisting the council consider the future by modelling various options. A report has gone to Overview and Scrutiny Committee discussing options. This, together with the WRAP Cymru findings will inform a report to Cabinet in September 2015 which will make recommendations for the future.</p> <p>BCBC and Swansea CBC, under the South West Wales hub have procured an Anaerobic Digestion</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
good range of leisure, tourism and cultural activities.		service will commence in two years time. This will deliver improved performance, but in the meantime maintaining momentum behind the existing scheme and hitting the target is a challenge.			<p>facility provided by Biogen. An interim contract of two years has been let commencing on 1 August 2015. A business case for a longer term contract is being prepared.</p> <p>A tender has been let to allow an operator to provide residual waste handling facilities. The waste will continue to be received at the MREC but may or may not be dealt with there depending on the proposals received. Possible providers are currently considering the MREC facility and their response to the tender. It is anticipated that the contract will commence in May 2016.</p> <p>In the short term, maintaining recycling rates can only be achieved by educating citizens so that they maintain their participation with the existing scheme.</p>		
<p>People in Bridgend County Borough are healthier.</p> <p>People and their families are empowered and informed to live healthily and lead 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 and national statistics show that some parts are amongst the least healthy in Wales. Many people in the County Borough 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. Over half the County Borough population is overweight or obese. This results 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>The council aims to support a wide range of people, at all stages of life, to achieve health gains by encouraging them to be more active, more often.</p> <p>The Welsh NHS confederation identifies that the all-cause mortality risk is reduced by 30% amongst those who are physically active and that physically active people will spend on average 38% fewer days in hospital. The Sport, Play and Active Wellbeing service targets collaborative working to increase physical activity rates. In addition the service has responded to the challenge of the Social Services and Wellbeing (Wales) Act by focussing on prevention and wellbeing based interventions that can reduce the need for higher cost provision or support in the future.</p> <p>The number of physical activity visits to council operated leisure facilities has increased by 92,508 over a two year period. Visits to GLL/HALO facilities have also increased. The total for 2014-15 of 1,148,616 is 5.6% higher than in 2011-12.</p> <p>Children and young people are encouraged to be physically active. The Sport, Play and Active Wellbeing Service have formal partnerships with 33 Primary Schools, 9 Comprehensives and 2 Special Schools. In addition the school national sport programme is being implemented as is the "Every Child a Swimmer". The wellbeing of Looked After Children is promoted because they receive additional support through free access to local facilities.</p>	Corporate Director Social Services & Wellbeing	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

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					<p>The secondary schools programme achieved 71,352 participants and supported 5,448 physically activity sessions.</p> <p>Other examples of how the community is being encouraged to exercise are:</p> <ul style="list-style-type: none"> • Developing community based sporting opportunities with Disability Sport Wales for children and adults with disabilities. There are 923 junior and 623 senior participants. • Increasing the activity levels of women and girls through initiatives such as “Us Girls”. • The “Move More Often” programme is being developed to support users of day care and residential services. • The Love to Walk programme <p>The council works with LSB partners and other parties to further develop targeted projects that tackle health issues such as weight management, harmful drinking and smoking.</p> <p>Inspections and enforcements are used against premises selling alcohol to those underage.</p> <p>There are ongoing Responsible Authority meetings to review any emerging issues around the licence trade and the sale of alcohol.</p> <p>There is support for initiatives via Neighbourhood Networks and local partnership working, that target evidence of alcohol related anti-social behaviour.</p> <p>The Council is seeking to reduce levels of tobacco consumption within the County Borough. The multi-agency Tobacco Control Steering Group developed an action plan for partnership working across the County Borough. The Group keep the action plan under review and report to the Health Board of the LSB.</p> <p>There are various awareness raising initiatives across the County Borough and Trading Standards, as part of the newly formed regulatory service, inspects premises and enforces legislation concerning sales to those who are underage.</p>		

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<p>Bridgend County Borough is a great place to live, work and visit.</p> <p>People take pride in the county borough, their communities, the heritage and natural environment and our communities are clean and safe and have a good range of leisure, tourism and cultural activities.</p>	<p>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. The risk is exacerbated by the Local Government Borrowing Initiative (LGBI) coming to an end and the reductions that must be found in the Highways budget.</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).</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. 2014-15 was the last year of the LGBI and there will now be reductions in maintenance budgets. Unless there is further investment there will now inevitably be deterioration in the proportion of roads that are in a satisfactory condition.</p> <p>The Council's Highways Asset Management Plan provides information to assist the Council in considering the highway asset risk and apportion funding from the Council's budget strategy</p> <p>The risk around the condition of the highway will be managed by a proactive system of highway inspections and by responding positively to highways complaints.</p>	<p>Corporate Director Communities</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>
<p>Corporate Governance</p>	<p>Working together to make the best use of our resources.</p>	<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.</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>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>	<p>Corporate Director Resources</p>	<p>Likelihood - 4</p> <p>Impact - 4</p> <p>Total - 16</p>

Key Outcome	Corporate Improvement Priority	Risk Description	Potential Impact	Inherent Risk Score	Risk Reduction Measures	Risk Owner	Residual Risk Score
		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 estimated cost, if all male dominated listed claims were settled, is £1.5M.				
<p>People in Bridgend County Borough are healthier.</p> <p>People and their families are empowered and informed to live healthily and lead 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 ongoing austerity measures and welfare reform. This may result in a greater dependence on the Council to provide temporary accommodation for residents.</p> <p>The Housing (Wales) Act 2014 has been enacted and places 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</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</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 is working well and is helping 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 will be located in Civic Offices in May 2015 alongside the Housing Solutions team to provide 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 location of Parc Prison means that there is an</p>	Corporate Director Communities	<p>Likelihood - 5</p> <p>Impact - 3</p> <p>Total - 15</p>

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		solution is found or a homeless investigation is instigated.	<p>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>increased risk of homeless presentations with their associated costs. Additional resources have been made available by WG to facilitate the operational changes required by the Housing Act.</p> <p>The Council will continue to apply the “intentionality test” to all groups of homeless households.</p> <p>A one stop shop for domestic abuse has been set up in Civic Offices. The aim is to provide a holistic service to victims of domestic abuse and prevent unnecessary homelessness.</p>		
Corporate Governance	Working together to make the best use of our resources.	<p>Collaboration with partners:</p> <p>If the Council does not undertake collaboration projects where they offer enhanced service quality, increased resilience or significant cost savings, it will not maximise cost effective, tangible, improvements to services.</p> <p>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 commencing in June 2015, the</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</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. Those priorities are being reviewed.</p> <p>The LSB reviewed its priorities in 2014. The revised priorities are:</p> <ul style="list-style-type: none"> • Make our residents and their communities financially resilient • Address health inequalities and increase healthy life expectancy • Raise educational standards • Build resilient, safe and engaged communities <p>The LSB also reviewed its structure, reducing the number of its delivering boards from 11 to 5. A refreshed Neighbourhood Network steering group was established to take forward citizen</p>	Assistant Chief Executive, Legal & Regulatory Service	<p>Likelihood - 3</p> <p>Impact - 4</p> <p>Total - 12</p>

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		closure of 20+ work club and the end of funding to "Get Bridgend On Line".	be affected as the Council moves towards the new operating model.		<p>engagement and to plan and deliver 'place' based projects.</p> <p>The review resulted in a renewed focus for LSB, clearer priorities and the development of flagship projects which clearly demonstrate how they contribute to achieving the outcomes.</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 in relation to Regulatory Services.</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 has improved quality.</p> <p>The motor fleet maintenance depot, jointly run with South Wales Police, will increase efficiency.</p> <p>There are partnership agreements to support the management of these 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</p>	Working together to raise ambitions and drive up educational achievement.	<p>Educational attainment:</p> <p>If school standards and pupil attainment do not continue to improve, including a narrowing of the gap between vulnerable pupils and others, there are significant risks to the emotional wellbeing of young people and their future employment prospects, the local</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</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 Challenge Advisors will ensure more rigorous monitoring and challenge.</p> <p>The South Central Consortium is recruiting Consultant Governors to help governing bodies which are in need of support.</p> <p>The Council is working with CSC and other partners to ensure that governing bodies are effective in providing challenge to the school. This includes working with the Bridgend Governors Association to develop a</p>	Corporate Director Education & Transformation	<p>Likelihood - 3</p> <p>Impact - 4</p> <p>Total - 12</p>

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needed to live and work, and that there are equal opportunities so people are supported and equally valued		economy and a range of Council services as young people leave education ill-equipped for employment.	<p>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 in schools.</p> <p>A gap in achievement between pupils from vulnerable groups such as FSM, LAC, CIN and SEN and other pupils</p>		<p>strategy to roll out a Governor Improvement Group for the County Borough.</p> <p>Poor attendance leads to a serious loss of learning which is likely to affect achievement and life chances. An attendance strategy has now been adopted. Fixed penalty notices are available for Headteachers to use as a sanction. This is supported by the CSC absence management toolkit, Callio.</p> <p>To raise standards, the Council continues to implement the concept of self-evaluation across all its services in particular within Education; This includes the development of a self-evaluation action plan.</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> <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. A provision mapping project will help provide consistent implementation across schools.</p> <p>On-going review of the school funding formula.</p> <p>Federated schools guidance from WG is being</p>		

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					<p>considered.</p> <p>School Improvement Groups have been set up across the Consortium area so that schools can share best practice and learn from each other.</p> <p>Categorisation of schools helps to identify which schools require support.</p>		
Corporate Governance	Working together to make the best use of our resources.	<p>Health and Safety</p> <p>The council has a duty to protect the health, safety and welfare of their employees and other people who might be affected by its activities. Areas for improvement in some health and safety arrangements have been identified.</p>	<p>Failure to manage health and safety could result in:</p> <ul style="list-style-type: none"> • Injury, ill-health or loss of life to employees or members of the public. • Total or partial loss of services or buildings used to deliver services to vulnerable people. • Criminal prosecution by enforcement bodies such as South Wales Police, the Health and Safety Executive or South Wales Fire and Rescue Service. Sanctions include fines, imprisonment and disqualification from office. • Employers and Public Liability Claims. • Increased insurance premiums. • Reputational damage. 	<p>Likelihood - 5</p> <p>Impact - 4</p> <p>Total - 20</p>	<p>Complete the gap analysis surveys and cascade the results to all management tiers across all Directorates. Directorates will develop health and safety action plans and risk registers.</p> <p>Develop a Directorate communication and consultation plan.</p> <p>Incorporate health and safety objectives within staff appraisals.</p> <p>Review managerial health and safety competencies and implement further training where needed.</p> <p>Monitor health and safety performance through CPA and CMB.</p> <p>Assess the health and safety impacts of the savings required by the MTFS and relevant change programme projects.</p>	Chief Executive	<p>Likelihood – 3</p> <p>Impact – 4</p> <p>Total - 12</p>