

Risk Assessment - Youth Engagement and Post 16 Education, Employment and Training Services

Threat Risks														Updates automatically			Updates automatically			Responsibility Of	Governance Oversight	
Risk Title	Risk Description	Key Causes	Key Consequences	Status	Steering Group	Risk Category	Risk Owner	Key Mitigations	Proximity	Current Risk Level				Monetary Impact of Risk	Risk Treatment			Council Risk Appetite for the risk type identified	Does the risk exceed the council's risk appetite?			Financial Risk Exposure
										Likelihood	Impact	Risk Rating	Risk Level		Ex	Reduce	Transfer					
Delivery Risk	Delays in recruiting staff, key staff leaving (permanently or temporarily);	Lack of staff to deliver programme at launch date	Delays in delivery and consequent missed targets	Open		Programme/Project Management		Utilise and re direct existing staff who can provide cover while recruitment continues/takes place. Consider home working, temporary staff.	1	1	3	3	Minor				0	Open	#N/A	£0.00	Employment Support Manager / Programme Manager	Operational Group
Delivery Risk	Too much demand	Too many young people are referred to the programme	Negative reputation with referral agents and potential for staff burnout	Open		Programme/Project Management		Close control on agreed and published referral processes with key partner schools/agencies. Maintain appropriate levels of caseload and keep a minimal waiting list	3	2	3	6	Medium				0	Open	#N/A	£0.00	Programme Manager	Operational Group
Delivery Risk	Too little demand	Not enough young people coming onto the programme	Failure to meet targets leading to reduced income from WECA	Open		Programme/Project Management		Review marketing and comms plan. Review referral processes and work with agencies to identify potential participants.	2	2	3	6	Medium				0	Open	#N/A	£0.00	Programme Manager	Operational Group
Delivery Risk	Young people drop out before completing programme	Drop out rate is higher than anticipated	Failure to meet target outcomes and results, leading to reduced income from WECA	Open		Programme/Project Management		Review support measures and increase, intensify or adapt one-to-one support. Ensure the project staff get feedback and evaluative information from exit interviews	2	1	1	1	Minor				0	Open	#N/A	£0.00	Programme Manager	Operational Group with action plan presented to Steering Group
Delivery Risk	Health and safety and safeguarding risks for users and staff	Failure to adhere to safeguarding policies	Damaged reputation and possible insurance claim - potentially very high impact if staff accused of failing to protect or safeguard vulnerable children and young people	Open		Programme/Project Management		Enhanced DBS checks of all staff in contact with vulnerable young people, close supervision, robust health and safety and safeguarding policy implementation	throughout the project	1	1	1	Minor				0	Open	#N/A	£0.00	Employment Support Manager / Programme Manager	Internal use of safeguarding leads within BCC and BNSSG ICB.
Delivery Risk	Lack of support from referral and delivery partners	Unclear expectations regarding collaboration and joint working to reach and support target young people	Poor levels of referrals, mismatched participant solutions, lack of progression outputs and impact	Open		Programme/Project Management		Ensure effective and frequent communications with all key partners. Ensure good representation of partner providers at steering group meetings.	throughout the project	1	1	1	Minor				0	Open	#N/A	£0.00	Programme Manager	Operational Group
Delivery Risk	Failure to find and book suitable accommodation for local programme staff and activities	Lack of suitable youth friendly accommodation in the right locations	Impact on young people's participation in activities, impact on project outputs and failure to achieve contractual targets.	Open		Programme/Project Management		Project team to identify a range of accommodation options to ensure there are local 'back up' venues in the event that preferred options fall through	2	1	1	1	Minor					Open	#N/A	£0.00	Employment Support Manager / Programme Manager	Operational Group
Delivery Risk	Loss of delivery partner(s)	Contract breaches, failure of supply chain partner to achieve contracted targets, failure of partner to properly deliver their contract	Young people not engaged onto the programme or will not have full access to the programme.	Open		Programme/Project Management		Ensure the project can draw on services from a range of quality local providers. All external suppliers to take part in regular performance monitoring meetings to ensure any problems are aired in a timely manner.	2	1	1	1	Minor				4	Open	#N/A	£0.00	Employment Support Manager / Programme Manager	Steering Group
Delivery Risk	Loss of IT Services	No notice loss of IT services due to, e.g. systems failures, fire, flood, cyber attack	Loss of access to all data on IT systems. Issues with scheduling appointments, resources for project team, submitting timely data	Open		Programme/Project Management		Phone numbers from paperwork will still be available to workers to reschedule sessions and appointments. Ensure that all IT is backed up regularly. Provide a secure online portal for delivery partners and project team to store documentation.	throughout the project	1	1	1	Minor				6	Open	#N/A	£0.00	Programme Manager	Operational Group
Delivery Risk	Service users unable to achieve or maintain training or career progression	A lack of suitable training places or paid job opportunities, inadequate support in role, further health issues of participants, transport or housing issues	Participants will not be able to progress into follow on training placements or maintain paid employment	Open		Programme/Project Management		Project staff will actively research training and employment options, engaging and negotiating with training providers and employers through local networks. Maintaining on going 1-to-1 support of all young people through the Post 16 Young Career Coach team.	3											£0.00	Programme Manager	Operational Group
Financial Risk	Costs being higher than estimated;	Potential programme overspend	Consequent need to review budget lines and move money across budget lines.	Open		Financial Loss/Gain		BCC to work closely with WECA to reprofile. Move money from underspent budget lines to overspent ones. Identify and bid for other sources of funding. Consider potential early closure or redundancies	2	1	3	3	Minor	£750,000				Cautious	#N/A	£75,000.00	Employment Support Manager / Programme Manager	Operational Group leading to action plan being presented to Steering Group
Financial Risk	Costs being lower than estimated	Potential programme underspend	Consequent need to review budget lines and move money across budget lines.	Open		Financial Loss/Gain		Commission additional activities to add value to the programme. Commission extra capacity to enable programme to significantly exceed targets	2	2	1	2	Minor				14	Cautious	#N/A	£0.00	Employment Support Manager / Programme Manager	Operational Group

Financial Risk	Audit of claims highlights ineligible expenditure	Risk of claims being delayed or programme expenditure not being financed through the funder	Clear written agreement of eligible expenditure against funding streams. Consequent need to review budget lines and move money across budget lines. Potential early closure due to lack of money.	Open		Financial Loss/Gain	Ensure that staff comply with programme funding eligibility requirements and do not commit project funds to ineligible areas. Implement new Grant Compliance Process to reduce and manage risk of correction	1	1	3	3	Minor	£750,000					Cautious	#N/A	£75,000.00	HoS / Employment Support Manager / Programme Manager	Steering Group
Financial Risk	Delays in submitting financial claims	Risk of claims being delayed resulting in potential in financial year losses	Consequent need to review budget lines and move money across budget lines and financial years	Open		Financial Loss/Gain	Ensure that claims are prepared according to a timetable and that finance sign off appointments with senior finance officer are pre booked for the entire life of the project from inception stage	throughout the project	2	1	2	Minor	£750,000					Cautious	#N/A	£225,000.00	Programme Manager	Steering Group
Data Risk	Data Breach - Unauthorised access to sensitive data	Lack of staff training around security measures, or deliberate sabotage or poor construction of the database	Potential legal, financial, and reputational damage.	Open		Legal	Regular audit of cyber security measures, staff training on data protection, robust security measures, clear response plan following the organisational response plans.	throughout the project	2	6	12	Medium	Open to significant fines					Cautious	no		Programme Manager	Steering Group leading to Bristol City Council Executive Level
Economic	Wider economy continues to perform poorly or worsens	The UK is still operating in a particularly volatile economic climate with economic, social and health pressures on young people	Likely that the number of young people requiring assistance of the NEET Reduction programme will continue to be high	Open		Programme/Project Management	Ensure that the project team collect evidence to inform future business case development and to secure increased funding for NEET Reduction work from WECA and other funders	throughout the project	2	3	6	Medium						Open	#N/A	£0.00	Operational Group	Steering Group

Updates Automatically

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Opportunity Risks												
Opportunity Risk Title	Risk Risk Description	Key Causes	Key Consequence	Status Open / Closed	Risk Category	Key Mitigations	Current Risk Level				Monetary Impact of Risk	Financial Opportunity Exposure
							Likelihood	Impact	Risk Rating	Risk Level	£k	
Programme Delivery	Over achievement of targets	By effectively managing provision, there is the possibility of overachieving targets whilst remaining within budget	Increased reputation of the work of Bristol City Council, making it more attractive to strategic partners and external funders.	Open	Programme/Project Management	Effective management of programme delivery staff and supply chain to ensure that they are performing to or above profile	2	1	2	Minor		£0.00
Financial	Reduction in welfare benefit claims, primary and secondary care costs resulting in savings for Local Authorities	By getting formerly economically inactive young people achieving a work based outcome, we will significantly reduce the costs to the public purse for supporting them	Reduction in level of support required by public bodies	Open	Financial Loss/Gain	Effective data collection through our CRM system and the use of social value tools such as HACT will enable us to calculate savings to the public purse	2	3	6	Medium		£0.00
Financial	Ability to leverage in additional funding	By maintaining a core Post 16 service to deliver employment and skills support across the City, we are able to attract additional investment from agencies such as WECA and the DWP	Ability to respond to market led pressures through the maintenance of a core delivery team and the ability to rapidly implement new initiatives	Open	Financial Loss/Gain	Maintain active high level relationships with funders / agencies including WECA, DWP, Integrated Care Partnership	2	1	2	Minor		£0.00
									0	FALSE		£0.00
									0	FALSE		£0.00

£0.00

<b>Threat Risks</b>	
Number of Open Risks	<b>16</b>
<b>CRITICAL</b>	<b>0</b>
<b>HIGH</b>	<b>0</b>
<b>MEDIUM</b>	<b>2</b>
<b>LOW</b>	<b>0</b>
<b>Cost Risk Exposure</b>	<b>£0.00</b>
<b>Number of risks exceeding risk appetite</b>	<b>0</b>
<b>Number of risks within risk appetite</b>	<b>0</b>

<b>Opportunity Risks</b>	
Number of Open Risks	<b>3</b>
<b>SIGNIFICANT</b>	<b>0</b>
<b>HIGH</b>	<b>0</b>
<b>MEDIUM</b>	<b>1</b>
<b>LOW</b>	<b>0</b>
<b>Cost Opportunity Exposure</b>	<b>£0.00</b>

**LIKELIHOOD AND IMPACT RISK RATING SCORING CRITERIA**

**Likelihood Guidance**

Likelihood	Likelihood Ratings 1 to 4			
	1	2	3	4
Description	Might happen on rare occasions.	Will possibly happen, possibly on several occasions.	Will probably happen, possibly at regular intervals.	Likely to happen, possibly frequently.
Numerical Likelihood	less than 10%	Less than 50%	50% or more	75% or more

Severity of Impact Guidance (Risk to be assessed against all of the Categories, and the highest score used in the matrix).

Impact Category	Impact Levels 1 to 7			
	1	3	5	7
Service provision	Very limited effect (positive or negative) on service provision. Impact can be managed within normal working arrangements.	Noticeable and significant effect (positive or negative) on service provision.  Effect may require some additional resource, but manageable in a reasonable time frame.	Severe effect on service provision or a Corporate Strategic Plan priority area.  Effect may require considerable /additional resource but will not require a major strategy change.	Extremely severe service disruption. Significant customer opposition. Legal action.  Effect could not be managed within a reasonable time frame or by a short-term allocation of resources and may require major strategy changes. The Council risks 'special measures'.  Officer / Member forced to resign.
Communities	Minimal impact on community.	Noticeable (positive or negative) impact on the community or a more manageable impact on a smaller number of vulnerable groups / individuals which is not likely to last more than six months.	A more severe but manageable impact (positive or negative) on a significant number of vulnerable groups / individuals which is not likely to last more than twelve months.	A lasting and noticeable impact on a significant number of vulnerable groups / individuals.
Environmental	No effect (positive or negative) on the natural and built environment.	Short term effect (positive or negative) on the natural and or built environment.	Serious local discharge of pollutant or source of community annoyance that requires remedial action.	Lasting effect on the natural and or built environment.
Financial Loss / Gain	Under £0.5m	Between £0.5m - £3m	Between £3m - £5m	More than £5m
Fraud & Corruption Loss	Under £50k	Between £50k - £100k	Between £100k - £1m	More than £1m
Legal	No significant legal implications or action is anticipated.	Tribunal / BCC legal team involvement required (potential for claim).	Criminal prosecution anticipated and / or civil litigation.	Criminal prosecution anticipated and or civil litigation (> 1 person).
Personal Safety	Minor injury to citizens or colleagues.	Significant injury or ill health of citizens or colleagues causing short-term disability / absence from work.	Major injury or ill health of citizens or colleagues may result in. long term disability / absence from work.	Death of citizen(s) or colleague(s). Significant long-term disability / absence from work.
Programme / Project Management <i>(Including developing commercial enterprises)</i>	Minor delays and/or budget overspend but can be brought back on schedule with this project stage.  No threat to delivery of the project on time and to budget and no threat to identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones, and/or budget overspends.  No threat to overall delivery of the project and the identified benefits / outcomes.	Slippage causes significant delay to delivery of key project milestones; and/or major budget overspends.  Major threat to delivery of the project on time and to budget, and achievement of one or more benefits / outcomes.	Significant issues threaten delivery of the entire project.  Could lead to project being cancelled or put on hold.
Reputation	Minimal and transient loss of public or partner trust. Contained within the individual service.	Significant public or partner interest although limited potential for enhancement of, or damage to, reputation.  Dissatisfaction reported through council complaints procedure but contained within the council.  Local MP involvement.  Some local media/social media interest.	Serious potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council.  Dissatisfaction regularly reported through council complaints procedure.  Higher levels of local or national interest.  Higher levels of local media / social media interest.	Highly significant potential for enhancement of, or damage to, reputation and the willingness of other parties to collaborate or do business with the council.  Intense local, national and potentially international media attention.  Viral social media or online pick-up.  Public enquiry or poor external assessor report.

Risk Proximity Score Time scale
1 Occurring within the next 3 months
2 Occurring within the next 6 months
3 Occurring within the next 1 year
4 Unlikely to occur within 1 year