

**Appendix 5 : Youth Employment Major Projects Risk Analysis**

No	Item of Risk	Inherent Risk		Control Measures	Control Measure Managed by	Residual Risk	
		Impact	Likelihood			Impact	Likelihood
1.0	<b>Funding and Compliance</b>						
1.1	Delay in approval of YPP extension due to DWP slow process, causing gap in funding for BCC and partners. This has been slow in 2019 and 2020, but DWP intends to commit all remaining ESIF funds in 2021, which should reduce risk.	High	Med	Early submission of extension bid within the bidding window. Lobbying DWP to progress in good time. Swift response on queries. Escalation to ESIF committee if response times from DWP are delayed.	YPP Project Manager	High	Med
1.2	Youth Promise Plus : Potential financial loss for BCC acting as Accountable Body through clawback for non-compliance or non-performance	High	Med	<p><b>Performance Mangament:</b> Funding and Legal Agreements are put in place with internal and external Delivery Partners. Contractors are subject to BCC Ts and Cs. All project delivery is closely monitored on a monthly basis with actions set to manage variances above 15%.Pre-COVID the project as within performance on 15 out of 17 KPIs but with increasing targets the forecast had been challenging to achieve. Now with the pandemic impact on jobs and training the targets will be very difficult to achieve, and currently DWP as managing authority of the EU funds sough will not allow reduced targets, but may accept underperformance is 'best endeavours' are shown. Due to the pandemic this risk is still medium even after control measures.</p> <p><b>Compliance management:</b> Every result and supporting evidence is individually checked for compliance before being claimed. Every cost is checked for eligibility and that it has been paid (defrayed) and this is double checked by BCC Finance colleagues, and then spot-checked each quarter by DWP. Claims are up to date. DWP has carried out a full level spot check audit on the project in 2020 the results were positive with no adverse findings. BCC Audit recommendations from 2019 have been applied.</p>	YPP Project Manager	High	Med
1.3	Kickstart: BCC Pay level compliance with employment law in particular equal pay	High	Low	Legal advice and compliance with HR policy and procedure before commencement	HR and Legal	Med	Low
1.4	Kickstart : Potential financial loss for BCC acting as Accountable Body through clawback for non-compliance or non-performance	Med	Med	The DWP terms and conditions of being a Kickstart Employer (direct an or Gateway) have been released. As DWP is responsible for appraising all applications, and for assuring all salary payments through HMRC, the risk of clawback seems low. There is an under-developed condition to retain evidence of expenditure by BCC/ other employers. The redue this risk, evidence of expenditure will be requested and retained.	YPP Project Manager	Med	Low
1.5	Youth Futures Foundation Freshstart : Potential financial loss for BCC acting as Accountable Body through clawback for non-compliance or non-performance	Med	Low	The YFF terms and conditions are not available online upfront but the fund is set up around early assessment following initial development, so funding will only be continued after 6 - 12 months if the YFF team are satisfied. This reduces overall risk of outlay that does not meet requirements, but increases risk of early investment in recruitment. FTC contracts will reflect dependency on continued funding. There is a minimun performance level for YFF projects for positive reults for young people but from the guidance this is strongly achievable and the funds are at 100% level and principally focussed on learning how to support young people, with a very strong element of evaluation, so risk of underperformance and ono-compliance is very low.	YPP Project Manager	Med	Low

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2.0	Delivery Scale and targeting						
2.1	Youth Promise Plus: Lack of demand – difficulty accessing and engaging eligible young people	High	Med	During 2020 the profile of project support has changed with increasing success in reaching and supporting 16 - 18 year olds, thorough schools NEET links, Youth Offending Service, Children In Care and Care Leavers, and youth and careers service outreach. Hoever we have reducing success in reaching 19 - 29 year olds due to Job Centres being wholly focussed on dealing with new benefits claims in 2020, and only just moving to work with us on referrals. Our monitoring statsitics also show that we are reaching some target groups (BAME and disabled) but not sufficiently reaching women and 'inactive' (as opposed to unemployed) young people, the forward plan seeks to address this with closer working with women's services and local groups in target areas. An example is the growing joint working with University Hospital Birmingham which is supporting them to bring a training team to East Birmingham in 2021. However despite the growth in the numbers of young unemployed people in Birmingham due to the pandemic, reaching the to provide support remains a challenge. We are also revisiting our communications plan following some successful work with young people designing and delivering a marketing campaign for us in August 2020.	YPP Project Manager	Med	Med
	Kickstart: Lack of demand – difficulty accessing and engaging eligible young people	High	Low	Due to the doubling of youth unemployment levels in 2020 it is anticipated that our plan to support young people to prepare for Kickstart through Youth Promise Plus including support from Careers Servcies and form Birmingham Adult Eductaion Service will mean that eligible young people can be enagged onto Kickstart. The alignment with Work Coaches needing to be the referrers still needs to be refined, but working with work coaches and National Careers Service at the planned Youth Hubs across Birmingham and Solihull will support this co-working. This impact of this risk is mitigated by the ability to support non Youth Promise Plus participants (young people referred direct from JCP / NCS into the Gateway) can be a way forward if needed to fill the volumes of Kickstart placements.	YPP Project Manager	Med	Med

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	YFF Freshstart: Lack of demand – difficulty accessing and engaging eligible young people	High	Low	The volumes of support for the YFF Freshstart project have been developed with Birmingham Children's Trust and they have been maximised as the volumes of young people that the trust supports still exceed the proposed maximum scale that a YFF project can deliver. We are also considering if there is potential for vulnerable young people supported by BCC to be referred, to support the wider learning aims of the project as to how to best support 14 - 18 year olds at risk of NEET with early intervention. This would reduce the impact of this risk as there would be no under-use of the resources.	YPP Project Manager	Low	Low
2.2	Youth Promise Plus - Wide partnership structures making consistent management more difficult (this is not a risk for Kickstart or Freshstart).	Med	Low	The project has been refined following the first two phases of delivery and will simplifying the delivery model which will further improve internal project communications and joint working.	YPP Project Manager	Med	Low
2.3	Over demand – too many eligible young people - all 3 projects	Low	Med	Unfortunately this is a 'live risk' for all three projects considering the doubling of youth unemployment. We are seeking to scale up our youth employment support by the addition of the Kickstart and Freshstart initiatives, and to ensure alignment but not duplication between the programmes. We will continue to work with partners and other projects to signpost young people to alternative support where at all possible if a situation of over-demand is reached, and this will also feed into our strategic reviews.	YPP Project Manager	Med	High
2.4	Difficulty progressing young people into employment and other positive outcomes - All 3 programmes	High	High	Unfortunately this is a 'live risk' for all three projects considering the doubling of youth unemployment and the impact on sectors which traditionally employ young people such as retail and hospitality. We are working with WMCA, GBSLEP and JCP as part of the redundancy Taskforce to help people prepare for work in sectors where there are currently jobs such as health sector, social care and construction industry; all these areas contain a range of jobs from front line/on site to back office management, administration and development. The Kickstart and Freshstart programmes contain waged placements (Kickstart 25 hours, Freshstart 12 hours) to provide paid work experience, which will hopefully lead to the establishment of apprenticeship positions (GBSLEP can support the employers to consider apprenticeships).Although this risk remains high due to the use of external funds and the economic situation, the purpose of this work is to support residents in the face of this risk, and we will continue to develop partnerships to try to counter this situation for young people.	YPP Project Manager	High	High

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3.0	Commissioning						
3.1	Delays in project approvals causing tighter commissioning timescales which reduce market response - Youth Promise Plus and YFF Freshstart	High	Med	Whilst this is a significant risk to elements of delivery in the Youth Promise Plus and Freshstart projects, we are prepared for this to happen, and now routinely undertake our procurement preparation in advance of approval to enable swift start of procurement when approval is achieved. The project teams will be supported by the new commissioniing team in Education & Skills Directorate.	YPP Project Manager	High	Low
4.0	Recruitment and Delivery to Plan						
4.2	Delay in approval or start up impacting on staff retention / new recruitment - all 3 projects	High	Med	For Youth Pormise Plus the usual substantial DWP delays cause risk of loss of fixed term staff due to uncertainty. This risk is being managed by seeking funds at the available opportunity and keeping staff informed. DWP terms allow for retrospection back to the proposed start date of the extension so the risk of a gap in funding is low as long as the extension is approved. There may be need to seek an interim bridging budget to cover staff costs at risk if there is a significant appraisal delay in view; this is now becoming more normal practice due to the common delays. Freshstrat and Kickststart both involve new recruitment so delays in approval will slow down the start of delivery. The start of Kickstart Gateway in Q1 2021 will be achieved from the existing staff team to enable progression of this support for employers and young people. This first batch of placements will not be added to until the full delivery team is in place. The same plan will be carried out for Freshstart in Q2 of 2021 - that extsing staff will continue the bidding and start up processes with the BCT teams involved whilst awaiting approval, recruitment processes will begin at risk but will not be completed until the funds are in place.	YPP Project Manager	High	Med