

Appendix 4 – EZCAA 2022-23 Risk Assessment

Risk No	Risk description	Risk mitigation	Residual / current risk			Additional steps to be taken
			Likelihood	Impact	Prioritisation	
1	Insufficient High-quality applications to EZCAA reaching target audience/beneficiaries	A cross-geography, coordinated Marketing Plan, including comms and PR campaign will maximise beneficiary reach. Also, ensure all potential applicants are followed up via surgeries, webinars and workshops.	Low	Med	Low	Mitigation steps considered sufficient
2	Too many applications, reputational risk to BCC and risk many good projects will not be fundable.	If too many applications are received, applications will be reviewed, and funding granted based on each projects strategic alignment as well as an assessment of their capacity to delivery projects. In addition, the EZCAA team will research and work with all other funding programmes which might be relevant to unsuccessful applicants.	High	Low	Low	Requires careful handling, Mitigation steps considered sufficient
3	Lack of expertise/resources within BCC to run project	BCC have got input for setting up EZCAA from GBSLEP experts who ran pilot. When EZCZA established it will run like existing cultural programmes, and so much of the required expertise already exists in house at BCC.	Low	High	Med	Mitigation steps considered sufficient
4	Consortium and delivery partner lack capacity to deliver	Partners have confirmed capacity, access to participants and secondment opportunities. As each CAAs operate quasi-autonomously,	Low	Med	Low	BCC has allowed additional team resource to support weaker projects, which includes the networking of

		their individual actions can easily scale to their own capacity.				them for support from other projects
5	Lack of agreed match-funding and resources mean individual EZCAA projects can not deliver outputs and outcomes as expected	Ensure application process examines the match risk. Flexibility of each CAA means it could easily be re-profiled to adapt to changing resources	Med	Low	Low	Match requirement overall low, it is being spread across all projects, not demanded from each project, so mitigation considered sufficient.
6	The steering group/stakeholder group is less effective and/or has conflict	ongoing regular meetings, grievance reporting structure and resolution framework.	Med	Low	Low	One group failing has low impact, resources and expertise in place to support and recover this, mitigation considered sufficient.
7	Covid 19 outbreak or similar means individual EZCAA projects cannot deliver outputs and outcomes as expected	Covid would mean a delay to fulfilling all aspects of each EZCAA, but some elements would continue uninterrupted. projects can be re-designed to deal with lock-down. End dates for collection of outputs/impacts can be delayed.	Low	High	Low	Projects very flexible, so can be restructured if a further pandemic hits, also projects can be allowed more time to complete, mitigation considered sufficient.
8	Budget overruns within individual EZCAA projects	Individual EZCAA projects are highly flexible. Each has many elements, so if one over-runs in cost another aspect can be cut back to compensate within that individual CAA project.	Low	Med	Low	Monitoring in place will catch issues early in individual projects, the programme's flexibility means that project activity and outputs can be modified to adjust for budget issues, mitigation considered sufficient.
9	Conflict with other community/neighbourhood funding programmes and potential double-funding in some local centres	Mitigation already being done by ensuring that all funding streams are aware of the existence of each other, how they differ and how they can collaborate to deliver better outcomes of Bham's citizens	Low	Low	Low	mitigation considered sufficient.

10	Poor engagement with hard to-reach communities where there is a critical need for the project but a lack of capability on the ground to run the project	The EZCAA application process will make allowances for any weaker bids that clearly do have great potential. The EZCAA project team will provide additional support for certain applicants where failure to support would mean that area of Birmingham misses out completely.	High	Med	Low	This is very likely and has been allowed for by providing additional BCC team expertise and time to fully support and ensure hard to reach places can engage with the programme, mitigation considered sufficient.
11	Failure to locate and acquire meanwhile space in timely way may significantly impact an individual EZCAA	Local Authority partners working with their estate teams, BIDs and private landlords to identify available spaces. Need and availability were assessed, and areas designated priorities for this activity. Previous CAAs have found great willingness by private landlords to offer space. Arts organisations such as East Street Arts have extensive experience negotiating and managing meanwhile use arts projects.	Med	Med	High	Only a few projects will be dependent on meanwhile spaces, it is a risk that some will be hampered and may have to pivot their plans. No additional mitigation possible than as described.
12	Financial Management	clear budgets, cash flow and payment schedule for all partners. Regular budget reporting to consortium steering group to identify any over/underspend.	Low	Med	Low	Provision has been made for regular BCC meetings and support for projects to catch any issues early, mitigation considered sufficient.
13	Project Timescales	Ongoing monitoring of achievement against milestones and contingency planning. A strong delivery support network of consortium partners is in place to assist. Intrinsic flexibility and	Low	Med	Med	As above, BCC team will provide string management to catch issues early, mitigation considered sufficient.

		independence of each project allows for rapid reorganisation and rescheduling of events without impacting other projects or overall goals.				
14	Children, young people and other vulnerable people are put at risk	Ensure that all EZCAA leads have safeguarding policies, DBS checks and risk assessments in place for all community engagement	Low	High	Med	mitigation considered sufficient.

Measures of likelihood/ Impact:

Description	Likelihood Description	Impact Description
High	Almost certain, is expected to occur in most circumstances. Greater than 80% chance.	Critical impact on the achievement of objectives and overall performance. Critical opportunity to innovate/improve performance missed/wasted. Huge impact on costs and/or reputation. Very difficult to recover from and possibly requiring a long-term recovery period.
Significant	Likely, will probably occur in most circumstances. 50% - 80% chance.	Major impact on costs and objectives. Substantial opportunity to innovate/improve performance missed/wasted. Serious impact on output and/or quality and reputation. Medium to long term effect and expensive to recover from.
Medium	Possible, might occur at some time. 20% - 50% chance.	Waste of time and resources. Good opportunity to innovate/improve performance missed/wasted. Moderate impact on operational efficiency, output and quality. Medium term effect which may be expensive to recover from.
Low	Unlikely, but could occur at some time. Less than 20% chance.	Minor loss, delay, inconvenience or interruption. Opportunity to innovate/make minor improvements to performance missed/wasted. Short to medium term effect.