

# Risk Log

Workstream/Project Name :

Appendix 2

Workstream Lead / Project Manager :

| Ref. | Risk  | Cause / Impact   |
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| R001 | The Council not meeting its 507B (Education Act 1996) statutory duty. | The council could shift its role from a direct provider to an enabler, with an enhanced role for the voluntary and community sector. Community area boards could have devolved responsibilities for coordinating a youth offer in their area. The voluntary and community sector & area boards may lack the knowledge, skills and capacity to take on this responsibility and this may lead to provision not being sufficient. In addition, there may be gaps or inconsistencies in provision in the transition from the existing delivery model to another. A comprehensive open access youth service may be replaced with a positive activities budget in each area with reduced funding for those activities (as compared to current spend). There could also be negative impacts on public health. |

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| R002 | <p>Failure of the Council to meets its 507B (Education) Act Duty to consult, including ascertaining the views of young people and taking these into account.</p> | <p>Consultation is not comprehensive and inclusive, and does not provide young people and other stakeholders with sufficient information to make an informed choice. Feedback from the consultation process is not taken into account as part of the decision-making process. This may result in a situation where an operating model fails to meet the needs of young people, particularly those from protected characteristic groups. There is also the risk of potential legal challenge and damage to the council's reputation.</p>   |
| R003 | <p>Failure of the council to meet its Public Sector Equality Duties under the Equality Act 2010.</p>   | <p>The consultation process is not comprehensive and inclusive and fails to capture the specific needs and views of young people from protected characterisitic groups. This could lead to a decision where a new operating model for positive activities fails to meet the needs of all young people, potentially leading to discrimination and legal challenge. Community areas (via area boards) could be devolved responsibility for making available a sufficient offer of positive activities and may lack the knowledge and skills they need to ensure compliance with the Public Sector Equalities Duties. This could lead to provision not being inclusive, resulting in potential discrimination and legal challenge.</p> |

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| R004 | <p>Loss of local knowledge, expertise, skills, experience in the field of youth work and activities.</p>        | <p>The possibility of significant staff redundancies of youth workers. This could result in a sufficient youth offer not being available as well as a decrease in early help interventions.</p>  |
| R005 | <p>Community area boards could divert funding for positive activities to other priorities in the community.</p> | <p>Area boards could be devolved responsibilities, including funding to make available a sufficient offer of positive activities. Checks and balances to ensure that this funding is targeted on young people may not be in place. This may result in a sufficient offer of positive activities not being made available within a community area. The council's 507B statutory duty (Education Act 1996) may therefore not be met.</p> |

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| R006 | <p>Potential risk being unable to safeguard young people from harm or signpost them to appropriate services and support.</p> | <p>The council could shift its role from a direct provider to an enabler. This could result in fewer young people who are vulnerable and at risk of harm being identified within universal settings. This could result in poorer outcomes for young people and failure to identify &amp; address the needs of young people at an early stage may cost the council more in the longer term as a result of more costly interventions by targeted &amp; specialist services. Voluntary and community sector organisations may not have the skills and ability to recognise early problems that young people have, leading to poorer outcomes for young people.</p> |
| R007 | <p>Savings target for Early Intervention, Youth and Prevention not achieved.</p>   | <p>Delay to change programme implementation due to significant time constraints and the need to appropriately consult.</p>  |

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| R008 | Insufficient operational children's services management capacity to deliver the change programme.  | Reduction in management capacity through earlier voluntary redundancy has reduced management capacity to deliver the HR programme to staff as required by organisational policies and procedures and by law.   |
| R009 | Reputational damage to the council (created by public reaction to proposals) which might be linked to them not being understood or accepted. | Failure of public to understand the 'new' operating model. Community area board could fail to take on responsibility for making available positive activities should a community-led option be selected. Council operational estate could close in some areas. |

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| R010 | Potential for council being unable to meet its responsibility to track the 16-19 cohort re: participation in education, work or training. | The youth work team contributes to tracking destinations and any reduction in staffing may reduce the capacity of the Early Intervention, Youth and Prevention Service to satisfy this responsibility. Youth workers have access to the Integrated Youth Support Service case management system to update destinations information for young people they come into contact with. They also undertake field tracking work. Effective tracking of the cohort is an important duty for the local authority and failure to meet this could result in inaccurate participation data and potential DfE intervention and negative media affecting the council's reputation.                        |
| R011 | Timescales for completion and sign off of the cabinet report and implementation of a new operating model may not be met.                  | The timescales for drafting the cabinet report and operating model are tight. This may mean that internal democratic and governance processes are not adhered to, without approval from relevant service areas. Failure to complete the cabinet report on time will result in a delay in the decision making process which will impact the ability to achieve the savings target and potential anxiety for affected staff. There may not be sufficient time to robustly analyse the stakeholder consultation feedback and make available this information to cabinet in an appropriate way for them to consider in their decision making process, as well as identify all equality impacts. |
| R012 | Risk of reputational damage as Locally Held Accounts are addressed in each individual area.   | Locally held accounts hold funds which have been raised for particular communities to use for positive activities. These accounts will need to be addressed as part of the transition to a new operating model. The failure to address this sensitively, fairly and in consultation with communities may adversely affect the council's reputation and lead to complaints from community areas, particularly if funds are absorbed centrally.   |

**Review of  
Positive Leisure**

**Appendix 2**

**Lauren White**

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| <b>Risk Owner</b>                                 | <b>Controls fully in place to manage the risk</b>   |
| Children's Services Commissioning (James Fortune) | <p>A community mapping exercise has been undertaken across the county at a local level to help identify voluntary and community sector providers of positive activities, as well as suitable space/facilities for young people. This has identified a broad range of VCS activity and community assets. Area board governance and processes are already established. Area boards could be issued with guidance from the Leader to ensure that any devolved funds are appropriately targeted. The council provides a wider offer of support to young people through its early intervention, youth and prevention service, focused on those in most need of support. The council will continue to provide targeted support for vulnerable young people as well as coordinate positive activities for disabled young people (currently known as bridging projects). Trained youth officers could be available to enable and facilitate the development of positive activities at a local level, assisting area boards and voluntary &amp; community sector organisations. Local Youth Networks could also be established, bringing key stakeholders together to coordinate a local youth offer, tailored to needs. Community campuses have the capacity to include suitable space for young people where communities want this. Project governance includes representation from the legal team to ensure that legislation is interpreted correctly and complied with. The council also makes available a wide leisure offer.</p> |

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| <p>Children's Services Commissioning (Christina Gregory)</p>                | <p>An extensive ten week consultation took place from 3rd February to 14th April 2014, which sought opinion from young people, staff, voluntary and community sector organisations, communities and other stakeholders on four options for the future delivery of youth work and activities. Alternative proposals were also invited throughout the consultation process. The consultation was widely promoted and undertaken across the county via a media (including social, print and broadcast media) campaign, online and paper based survey's, direct texting to over 20,000 young people, website coverage, stakeholder focus groups (including those with protected characteristics), schools, face to face meetings and events, community area board meetings and by means of a comprehensive scrutiny review led by the Children's Select Committee. The consultation was facilitated by the council's voice and influence team, with staff engagement being led by the Head of Service for Early Intervention, Youth and Prevention. The council's legal team have had ongoing oversight of the consultation process, to ensure it is comprehensive and legally compliant. A comprehensive consultation outcomes report has been developed which provides an analysis of stakeholder feedback. This has been made available to cabinet to consider as part of their decision-making process. Area boards could be expected to pay due regard to their local strategic needs assessment to ensure that provision is targeted to meet local needs.</p> |
| <p>Corporate Support Function (Jane Graham); Communities (Steve Milton)</p> | <p>A comprehensive and inclusive consultation has been undertaken, which has included a focus on young people from protected characteristic groups. Data on young people from protected characteristics as well as their views have been evaluated in a thorough consultation outcomes report and equality impact assessment. This information will be made available to cabinet members to inform the decision making process. A comprehensive Equality Impact Assessment has been completed, with oversight from the council's equalities officer and legal team to ensure legal compliance. This is a working document which is regularly updated to take account of equality impacts. This will be made available to cabinet members to inform the decision-making process. Community area boards could be given robust guidance from the Leader to ensure they pay due regard to the Public Sector Equality Duties. Community Youth Officers will assist area boards to ensure they understand and meet these duties. Training will be offered to community area boards to support this. Area boards will be expected to pay due regard to their local strategic needs assessment to ensure that provision is meets local needs. Proposals include a requirement for Area Boards to work closely with the local multi-agency forums to identify and prioritise young people with protected characteristics.</p>  |



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| <p>Operational Children's Services (Mal Munday)</p> | <p>A community mapping exercise has been completed at a local level to examine existing positive leisure-time activities and physical assets that are available in each community. This exercise will determine the capacity of communities to respond and highlight any potential gaps and areas to target local responses. Community Area Boards already have local knowledge of positive activity provision as a result of an existing scheme whereby funding has been delegated to communities via Area Boards for youth projects over the last four years. Community youth officers could assist Community Area Boards in making available a sufficient offer of positive activities (enabling function) with a focus on building their capacity, skills and knowledge. The council aims to minimise redundancies and any new roles which are created will require staff to be appropriately trained. The council will continue to provide targeted youth support to young people who are vulnerable and coordinate positive activities for disabled young people (currently known as bridging projects). Staff who are affected by redundancy and wish to setup their own business, trading their services to area boards for example, will be provided with appropriate support to do so from the Wiltshire Business Support Service.</p> |
| <p>Communities (Steve Milton)</p>                   | <p>Implementation will include the provision of guidance from the Leader to ensure that funding is targeted appropriately. This may include funding being ring-fenced for positive activities and a proportion devolved to local young people. Guidance could also include appropriate checks and balances to ensure area boards provide evidence of how funding is being used and what impact this is having in their community on young people. Community youth officers will assist area boards to ensure that funding is spent appropriately. Area boards will be expected to pay due regard to their local strategic needs assessment to ensure that funding is targeted appropriately to meet local needs. Proposals included to ensure young people are involved in funding decisions through participatory budgeting.</p>  |

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| <p>Operational Children's Services (Mal Munday)</p> | <p>Trained community youth officers could be available to provide young people with access to age appropriate information, advice and guidance. They could be a 'go to' person within communities for youth related issues and help signpost young people to appropriate services and support which is right for them and their needs. The council will continue to provide targeted youth support to young people who are most in need , identifying vulnerable young people and helping them to build resilience, reduce risky behaviours and achieve positive outcomes. The council also makes available a wider youth offer through its early intervention, youth and prevention service. Community youth officers could also enable voluntary and community sector organisations to enhance the quantity and quality of positive activity provision, and offer training to help them identify problems early on and signpost accordingly. A wide range of universal settings already exist within community areas, where young people who are vulnerable or at risk of harm can be identified, for example including schools, GPs, MAFs and voluntary/community sector. The council provides funding and support to the Wiltshire Children and Families Voluntary Sector Forum to help ensure that voluntary/community sector providers of children and young people's services understand how to identify risk and refer into council targeted and specialist services using Multi-Agency Thresholds Guidance issued by the Children's Trust and WSCB. A community led model if selected may increase the range of universal settings where vulnerable yp can be identified. Robust safeguarding arrangements are already in place for the recruitment and management of volunteers within the council. Develop provides advice and support for the VCS sector on the recruitment and management of volunteers. Guidance for area boards from the Leader could be developed to ensure that area boards take into account the need to safeguard and protect the welfare of children and young people when making decisions about positive leisure-time activity provision. A quality mark scheme could also be developed to help quality assure local providers of positive activities to provide safe environments for young people. This information could be made available to area boards to help them select accredited providers. Community youth officers could work in collaboration with VCS infrastructure organisations to skill up the VCS sector through training covering safeguarding, child protection, early intervention, safe recruitment identifying young</p> |
| <p>Operational Children's Services (Mal Munday)</p> | <p>Project management approach in place, with clear governance arrangements in place, led by the Programme Office, with dedicated project support. Budget amendment at Full Council (25/02/2014) reduced savings target by 50% (full-year effect).</p>  |

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| <p>Operational<br/>Children's<br/>Services (Mal<br/>Munday)</p> | <p>Management cover staffing options agreed with Associate Director. Timescales already adjusted. Project management approach in place, with robust governance arrangements to support delivery of programme. We anticipate concentration of work between the 21/05 to 10/06 and management support for this period of time will need to be reviewed.</p>  |
| <p>Communications<br/>(Laurie Bell)</p>                         | <p>Comprehensive communications strategy in place. Project management approach in place, with robust governance arrangements, including oversight by senior officers and cabinet members. Community areas consulted on proposals as part of a comprehensive consultation process. Guidance could be issued to community area boards to ensure they fulfill their responsibilities. A robust strategy and plan is in place to oversee any impact on council owned operational estate, supported by a community mapping exercise which has helped to identify other community assets that might provide suitable alternative space for young people.</p> |

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| <p>Operational Children's Services (Mal Munday)</p> | <p>A call centre is in place to support tracking work. This could be scaled up to compensate for any loss in capacity. Information sharing arrangements could be strengthened further to negate the need for phone and field tracking work. A tracking coordinator and support staff are in place to manage the tracking function, with reach across the council. Use of Social Media in this context. Voluntary and community sector providers of positive activities could be given restricted access to the IYSS database to update destinations, achieving this is a work in progress.</p>  |
| <p>Programme Office (Lauren White)</p>              | <p>Robust project management approach in place, with clear governance arrangements, and oversight from senior officers and cabinet members. Comprehensive project plan in place managed by a dedicated project officer. Timescales have already been adjusted and the cabinet decision delayed until May to allow for sufficient time to analyse consultation feedback and draft the cabinet report. A special cabinet meeting has been organised. The implementation date for a new operating model has also been adjusted to 1st October 2014 to give sufficient time for HR processes to be completed. A project management approach will continue through to the implementation process, with a comprehensive implementation plan, led by the Programme Office.</p> |
| <p>Operational Children's Services (Mal Munday)</p> | <p>Senior officers are developing an approach, including a set of key principles for managing locally held accounts, this is an implementation issue.</p>   |

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| Target Risk Ratio | Impact | Likelihood | Risk score | Level of risk |
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|                   | 3      | 2          | 6          | Medium        |

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| 2 | 2 | 4 | Low    |
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| 3 | 2 | 6 | Medium |

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| 2 | 2 | 4 | Low    |
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| 2 | 2 | 4 | Low    |
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