

Workstream/Project Name : YPSS Project

Baseline Date (Date Compiled) 5th September 2011

Workstream Lead / Project Manager : Mark Brotherton

Revised Date

Ref.	Risk	Cause / Impact	Risk Owner	Controls fully in place to manage the risk	Current Risk Rating				Further Actions necessary to manage the risk	Owner of Risk Action	Date for completion of action	Progress on actions	Target Risk Rating				Date reviewed
					Impact	Likelihood	Risk score	Level of risk					Impact	Likelihood	Risk score	Level of risk	
	Examples: Ability to ... Management of ... Failure to ... Lack of ... Inappropriate ... Opportunity to ...	What is the cause of the risk? What will the impact be?	Who is responsible for the risk?	What controls are fully in place now?	See impact scoring matrix	See likelihood scoring matrix			Do you accept this level of risk? If yes, no further action is required. If no, decide what further actions need to be taken to manage the risk and list them here.	Identify officers responsible for each action	Agree deadline	Comment on what progress has been made and any problems or delays	See impact scoring matrix	See likelihood scoring matrix			Date of last review and update
R001	Secretary of State does not approve closure of existing YPSS	SoS feels that closure will not lead to the necessary improvements in the service; should not result in any major change of direction for the project and the new service.	Mark Brotherton	Setting up the project demonstrates clear commitment to transforming the service; Business Case contains explanation and justification; all will be captured in the application to SoS.	1	1	1	Low	Continued engagement with SoS required; acquire support from schools for the new service model and communicate to SoS	Mark Brotherton, Martin Cooper	Ongoing - application on 11th Nov		4	1	4	Low	
R002	Failure to implement new service due to Secretary of State decision of awarding the Power To Innovate	Failure to secure approval to become part of the pilot scheme and be granted the Power To Innovate will result in a major change of direction or possible cancellation of the project in its current form.	Mark Brotherton	Original application was submitted in early 2011; SoS invited us to re-apply, inferring good prospects of success; clear direction of travel and commitment to the pilot already demonstrated through project set-up; all to be captured in the application to SoS.	4	1	4	Low	Low risk so existing controls are expected to be sufficient; could communicate schools' support for the new delivery model if necessary; could emphasise the improved outcomes for young people	Mark Brotherton, Martin Cooper	Application on 11th Nov		4	1	4	Low	
R003	Failure to effect sufficient immediate improvements to the service through 11/12 prior to implementing new service	Failure to implement the current Ofsted Action Plan to improve the service and/or a poor Ofsted inspection could result in the DfE requesting the take-over of the service, and will disadvantage the young people currently in the service; would prove a major distraction to the Project Team and reduce capacity to work towards new service.	Martin Cooper	Manage and monitor the implementation of the Ofsted Action Plan; ensure YPSS is suitably prepared and supported for the scheduled Ofsted inspections; regular communications with and feedback from staff; YPSS Executive Board to oversee implementation of Action Plan and performance.	2	4	8	Medium	Improve communications with staff to ensure motivation and commitment towards improving the service; secure and deploy additional temporary resources to support centre staff.	Martin Cooper, DCE Finance?	First inspection in Oct/Nov date tbc		2	2	4	Low	
R004	Lack of support from all or some of the schools for the new service model due to funding concerns, capacity/ability to deliver, or on general principle.	Some schools may oppose the transfer of responsibility for YPSS; schools may fail to agree on the best way of delivering the service collectively or singularly; could result in the council remaining responsible for all or part of the service.	Mark Brotherton	Schools being provided with initial info pack including financial info; presentations to be given at WASSH and Federation meetings; specific meeting arranged with Headteachers; surgeries arranged; all measures to encourage schools to be enthused to take advantage of the opportunity.	4	3	12	High	Targeted engagement with specific schools if necessary; additional work to illustrate potential options and highlight benefits of new service; contingency to use the money that would have been devolved to schools to buy provision for the students involved.	Mark Brotherton, Martin Cooper	Proposal to be considered by schools from 5th Sept. Additional actions if necessary following feedback		2	2	4	Low	
R005	Lack of support from all or some of the schools for the specific reason that capital investment is required for them to provide the necessary facilities.	Schools may not have adequate facilities from which to deliver the service and would require capital investment from us to do so; if capital is not available schools may resist taking responsibility for the service which may result in the failure of the pilot and new service.	Mark Brotherton	Audit of existing facilities that could be used by schools as off site provision is being undertaken, details will be given to schools as part of initial information.	4	2	8	Medium	Assist schools with a plan to develop accommodation with appropriate funding needs; further explore the facilities that could be made available through the council's own property portfolio; full analysis of existing/new specialist providers and the facilities they may have to support the service.	Mark Brotherton, Martin Cooper	Ongoing from 5th Sept.		3	2	6	Medium	

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R006	Loss of existing YPSS staff before the implementation of the new service due to uncertainty over future and impending 'closure' of existing YPSS	Service may suffer from haemorrhaging of staff due to uncertainty about their future employment and roles; could result in failure to provide adequate service, problems with Ofsted, and failing young people currently in the service.	Martin Cooper	Regular communication and engagement with staff throughout the project including regular newsletter, centre meetings, staff 1-to-1's; illustrate as possible the role staff may perform in the new service; encourage staff to retain focus on young people in the service	4	3	12	High	Consider contingency plans for additional temporary staff; provide opportunity for YPSS to make proposals to operate as a traded service; develop proposals to create employment opportunities for staff via schools or specialist providers.	Mark Brotherton, Martin Cooper, DCE Finance?			3	2	6	Medium	
R007	Failure of new delivery model to provide improved service and outcomes for young people.	Individual or collections of schools may fail to deliver the service at a suitable quality standard; young people would continue to be disadvantaged as a result, potential risk of further Ofsted intervention (see R003)	Mark Brotherton, Martin Cooper	Service Specification and Framework Agreement provide clear understanding of the standards expected and the outcomes required for young people;	4	1	4	Low	Process of monitoring and reporting and over-arching governance arrangements to be developed to support the new service once implemented.	Mark Brotherton, Martin Cooper	October onwards		2	1	2	Low	
R008	Failure of alternative providers to meet required safeguarding standards.	If alternative providers are not considered to have adequate and satisfactory safeguarding measures, schools will have difficulty in buying in provision.	Mark Brotherton, Martin Cooper	Assessment criteria developed and in place to ensure that providers know what is expected of them; register of potential providers being developed;	4	2	8	Medium	Need to establish, in partnership with the schools, a regime for ongoing monitoring and assessment of providers in the new service model.	Mark Brotherton, Martin Cooper	December onwards		2	1	2	Low	
R009	Insufficient number of suitable providers able to meet the demand for the new service.	As this is a new opportunity, sufficient numbers of suitable providers may not yet exist which could result in capacity problems and a failure to deliver/improve the service	Mark Brotherton, Martin Cooper	Audit of existing providers has been undertaken	3	2	6	Medium	Review results of audit and analyse provider capacity; develop proposal to enable YPSS to operate as a traded service and therefore fill any provider capacity gap	Martin Cooper, Tom Smith	September onwards		2	2	4	Low	
R010	Ability/capacity of council to fund possible redundancies from closure of YPSS and implementation of new service	If setting up YPSS as a traded service is not successful and schools do not recruit existing YPSS staff, redundancies will be required. Funding of the redundancies would be a currently un-budgeted cost to the council.	Mark Brotherton, Martin Cooper	None in place	4	4	16	High	Develop proposal to enable YPSS to operate as a traded service and therefore retain the services of numbers of existing staff; establish the cost to the council of various redundancy scenarios and provide Corporate Finance with early warning of financial implications.	Martin Cooper, DCE and Corporate Finance	September to ensure Corporate Finance can consider alongside 2012/13 budget planning		2	3	6	Medium	
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