

**b) DIGITAL BOOST –
RISK REGISTER V4**

Please identify and assess the key risks for the project/programme using the Risk Register below. Insert further rows if needed.

Number	Category Financial, Reputational, Operational, ETC	Description of risk.	Impact (I)	Likelihood (L)	Rating		Date raised	Responsible Person	Status	Mitigation	Actions to Date	Date Closed
					Previous	Current I + L						
Operational												
1	Operational	Recruitment of Staff at appropriate skill levels	H	L			27.02.20	BMBC Partners	Raised	Clear job specification and appropriate salary levels.		Click here to enter a date.
2	Operational	Late contracting of DWP / BMBC contract	H	M			27.02.20	BMBC / DWP	Raised	Prompt and accurate response to DWP requests for clarification. If contract substantially delayed reduce funding/outputs and results.		
3	Operational	Delayed start leading to under spend	H	H			27.02.20	BMBC / DWP / Partners	Raised	Pre prepare all recruitment and outreach activities Reduce project funding/outputs and results in event of delay. Ensure partners' governance in place to secure prompt completion of contracts and SLAs		
4	Operational	Under-performance in recruiting participants	H	H			27.02.20	BMBC, Partners	Raised	Plan inception period to ensure staff in place. Engage with community hubs in advance to plan engagement events. Marketing campaign		



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5	Operational	Underperformance in recruitment for SMEs	M	M			27.02.20	BMBC, Partners	Raised	Establish referral systems with business intermediaries, embed in More and Better Jobs, Proactive Marketing Campaign		
6	Operational	Delivery of Project Outputs	H	L			27.02.20	BMBC / Partners	Raised	Commitment from partners, ensuring claims and monitoring are up to date. Constant monitoring process to highlight under performance.		
7	Operational	Unable to produce evidence for audit	H	I			27.02.20	Project Manager	Raised	ESF require retention of all documentation for ongoing audits. All partners required to comply with records management policy. Provision of clear guidance to deliver, record and store required evidence	Ensure partners are fully aware of their obligations and include in contracts.	
8	Operational	Staff turnover	H	M			27.02.20	BMBC / Partners	Raised	Effective recruitment, promote staff satisfaction and commitment through Performance Management processes. Initiate recruitment for replacement staff on receipt of a leaving notice		
9	Operational	Failure to evidence SME status	H	L			27.02.20		Raised	Standard documentation and process to validate all beneficiaries before being claimed		



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10	Operational	Giving of illegal state aid to large companies	L	H			27.02.20	BMBC / Partners	Raised	Openly market to all companies/all sectors operating in South Yorkshire. Robust identification process of company status and use of GBER Exemption. Company to pay and evidence relevant % of staff training costs as per exemption.		
11	Operational	Low levels of sign up to the core training offer	H	M			27.02.20	BMBC / Partners	Raised	The programme offer will be driven by a clear evidence base of need from employers and underpinned with Careers Information Advice and Guidance providing a clear alignment from training into employment progression opportunities. User and employer feedback will inform future shape and scope of provision. Dedicated marketing and comms role will ensure that strategic approach to marketing provision is undertaken. The Co-ordinator will keep the course directory up to date and meaningful.	Initial programme offer developed against identified employer need and evidence taken from workforce Digital Skills Diagnostics undertaken to date.	



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12	Operational	Low levels of employer interest in the bespoke provision offer (Gurus, Framework)	M	M			27.02.20	BMBC / Partners	Raised	This offer will be embedded in complimentary business growth and productivity schemes. Promoting the opportunity to increase skills and digital capacity in the workforce. The Guru approach has been tested and demand established. Again, marketing and comms will target and promote.	The Guru approach has been tested and demand established. Feedback from employers suggests a bespoke offer will be welcomed.	
13	Operational	Covid – 19 restrictions continue into the Spring/Summer 2021	H	H			12.10.20	BMBC/Partners	Raised	BMBC and partners put in place Covid-19 secure measures for face to face delivery. Fewer participants can be engaged through these channels	All partners have established Covid-19 secure measures. Outputs and results revisited.	
14	Operational	We are not able to attract a breadth of providers into the framework because of fixed unit costs	M	M			27.02.20	BMBC / Partners	Raised	The provider framework will be established with a broader remit than the Boost project enabling it to be used for other digital development purposes. It will be co-designed with providers and a lengthy market development process is planned. The framework will be regularly refreshed to enable new providers to join.	Early market engagement suggests provider interest if the framework can be delivered in an agile and efficient way. The team are experienced in this delivery approach and will bring experience into its development.	

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Financial												
15	Financial	Failure to contract ESF	H				27.02.20	DWP	Raised	Prompt Partner Responses around issues and questions raised by DWP Ensure robust and compliant systems at BMBC.	Application submitted awaiting response from DWP.	
16	Financial	Delayed start leading to under spend	H	H			27.02.20	BMBC / DWP	Raised	Effective pre-planning, prompt response to business planning queries.	Application submitted awaiting response from DWP.	Click here to enter a date.
17	Finance	Poor Cash flow	L	L			27.02.20	BMBC / Partners	Raised	Partners will pay for project costs and ensure resource in place to cashflow the project until claims received.	Application submitted awaiting response from DWP.	Click here to enter a date.
18	Financial	BMBC fail to recover project costs incurred before contract is issued.	L	L			27.02.20	BMBC and DWP	Raised	Project doesn't run until in principle offer made. Project 1 st quarter planned for inception.	Application submitted awaiting response from DWP.	
19	Financial	Poor Cash flow	L	L			27.02.20	BMBC / Partners	Raised	Partners will pay for project costs and ensure resource in place to cashflow the project until claims received.	Application submitted awaiting response from DWP.	Click here to enter a date.
20	Financial	Availability of all partners corporate resource & commitment	H	L			27.02.20	BMBC / Partners	Raised	Commitment from partners through match funding letters, will proceed to appropriate governance sign off for partners.	Application submitted awaiting response from DWP.	Click here to enter a date.



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21	Financial	Failure of partners to spend on target	H	H			27.02.20	Project Manager	Raised	Monthly re-profile of spend against profile. Quarterly review forecasts from partners. Quarterly updates of actual vs profile. If necessary re-allocate funding.	Ensure partners are fully aware of their obligations and include in contracts. Application submitted awaiting response from DWP.	
22	Financial	Claw back of funds due to audit irregularities	H	M			27.02.20	PMT/Project Manager (compliance)	Raised	ESF require retention of all documentation for ongoing audits. All partners required to comply with records management policy.	Ensure partners are fully aware of their obligations and include in contracts.	
23	Financial	Failure to draw down Match Funding co cover match management costs	H	L			27.02.20	BMBC	Raised	Partners budgets fully cover match funding commitments. Review partners' intervention rates if high variation occurs Ensure evidence trail is robust		
Partnership												

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24	Partnership	Failure to collaborate	L	L			27.02.20	Project Board	Raised	Steering Group established to ensure partnership model adhered to and quality assured involving senior representatives from the partner organisations. Regular Steering Group meetings with oversight of the programme, management and reporting, monthly updates, universal agreement from the outset of objectives and work plans	All partners co-designed the model and sign up to project model at the outset. Agreed to establish Steering Group. A Co-ordinator for the programme and dedicated comms. and marketing support with facilitate and enable partnership communications	Click here to enter a date.
25	Partnership	Partner unable to contract with BMBC	L	H			27.02.20	BMBC	Raised	Constant communication with partners, full disclosure of requirements pre-contracting, due diligence, open application process. Support to strengthen capacity.	Regular updates and meetings with partners throughout application process.	
26	Partnership	Failure to collaborate externally	L	L			27.02.20	Project Manager	Raised	Pro active engagement and communications with stakeholders, lengthy and robust market engagement and development in the run up to the framework establishment. Formation of Boost Stakeholder group meeting regularly across the life of the programme to ensure model is responsive and service provision continually improving.	Early discussions with provider market to warm up. Regular maintained communications with external partners, SCR, business support services, community organisations etc.	Click here to enter a date.



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27	Partnership	Underperformance from partners - outputs					27.02.20	Project Manager	Raised	Monthly progress reports requested from partners in conjunction with quarterly visits to monitor performance against profile and identify problems before they arise where possible.	Steering Group will be established to have oversight of programme performance.	
28	GDPR	Breach of data protection legislation	H	M			21/10/20	Project Manager and all staff	Raised	Participant personal details to be restricted on data schema and identified by project reference code Computer access to be protected by secure passwords Hard copies of data with sensitive information to be secured in locked storage Sensitive identification details (passports etc) to be ticked as being seen and only reference recorded GDPR protocols to be communicated in project guidance	GDPR and Information Governance training to all project staff on induction and annual refreshers	