



Local Service Board Development and Priority Delivery

Annual Project Report

Project Name	Caerphilly Passport Programme
Ref no	050-2012
Lead	Liz Rogers HR Service Manager Gareth Hardacre, Head of HR and OD
Report contact	Liz Rogers
Grant amount	£372219.58
Date completed	Report Date 6 th May 2014

1 Purpose of Document

- 1.1 The report will provide an update of the Caerphilly Passport Programme, the progress to date and barriers overcome.
- 1.2 The Caerphilly Passport Programme was officially launched on 5th April 2013 by the Deputy Minister for Skills, the Leader of Caerphilly County Borough Council and the Acting Chief Executive of the Council.
- 1.3 An opportunity was taken to run a pilot stage from January 2013 until the end of March 2013 whilst the project set up was ongoing. During this period the setup was undertaken and a pilot group of young people participated in the programme.
- 1.4 Over the last 12 months there has been a significant amount of activity undertaken in terms of the Programme delivery with many milestones being met, changes being made as a result of experience of programme delivery and challenges overcome.

2 Objectives

- 2.1 The aim of this paper is to:
 - Update on activity against milestones/targets
 - Update on how sustainable development principles have influenced this work
 - Update on contribution towards equality goals
 - Achievement towards indicators
 - Summarise publicity outcomes and materials
 - Update on operational matters and highlight critical issues and risks which may impact upon successful delivery of a project
 - Update of lessons learnt

Activity Against Milestones and Targets

- 2.2 There were a number of milestones and targets set for the project. The overriding strategic directives are as follows:
- 2.3 The targets are milestones for the project are as follows:
 - Create a minimum of 150 work experience opportunities per annum.
 - Create a minimum of 25 apprenticeship opportunities per annum.
 - Create a minimum of 40 employment opportunities per annum.
 - Reduce the number of people aged 16-24 claiming JSA by 3% over the lifetime of the project.
 - Reduce the number of people aged 16-24 unemployed for more than 26 weeks by 3% over the lifetime of the project.
 - Incorporate Targeted Recruitment and Training as a core requirement into at least 10 new public sector contracts (per annum).

Significant Project Milestones	
Milestone	Target Date
Signing of LSB Collaborative Agreement	1 st October 2012
Recruitment of secondees to the PASSPORT Coordination Team	October / November 2012
Creation of PASSPORT Working Group	January 2013
Induction and briefing for PASSPORT staff	January 2013
Development of branding and marketing strategy	January 2013
Introduction of MIS and data security requirements (link to WASPI)	February 2013
Evaluation Report – Phase 1	February 2013
Briefing and dissemination sessions for all relevant staff in partner agencies including Jobcentre Plus and Communities First Cluster Teams	February 2013
Dissemination of marketing literature	March 2013
Report to LSB, Policy and Resources Committee and Regeneration Scrutiny Reports	March 2013
Formal launch of the PASSPORT Programme	1 st April 2013
Programme implementation	April 2013
Evaluation Report – Phase 2	September 2013
Celebration event for successful PASSPORT Participants	December 2013
LSB, Policy & Resources and Regeneration Scrutiny Progress Reports	October 2013
Dissemination of progress reports	October 2013
Evaluation Report – Phase 3	April 2014
LSB, Policy & Resources and Regeneration Scrutiny Progress Reports	April 2014
LSB, Policy & Resources and Regeneration Scrutiny Progress Reports	October 2014
Celebration event for successful PASSPORT Participants	December 2014
Project Closure	December 2014
Final Evaluation Report and Lessons Learnt Dissemination	January 2015

Appendix 1 shows the project outcomes against the significant project milestones above.

2.4 In terms of the targets set the following has been achieved as at 31.03.2014:

- 176 work placement opportunities delivered
- 25 apprenticeship opportunities created
- 68 employment opportunities created
- The number of young people (18-24 years) claiming JSA within the County Borough has reduced from 2040 in October 2012 to 1470. This is a 28% reduction. With 69 young people going into employment or further training and education this is a

percentage reduction of 3.38% on a total of 2040 young people. Or a 4.7% reduction on the 1470 figure.

- Targeted Recruitment and Training as a core requirement has been incorporated into a variety of new tenders to date. Due to the time it takes to follow procurement processes these are in various stages of process / being awarded. These are significant sized contracts, for example, one contract with the Council's WHQS (Wales Quality Housing Standard) supply partner. In total there are 21 contracts which include community benefits clauses including targeted recruitment and training.

3. Progress Report

Assessment of Progress against Milestones/Targets

Please see Appendix One

3.1 Up until 31st March 2014 533 young people have been referred into the Passport Programme. The breakdown of referrals is as follows:

- Work Club – 126
- Job Centre – 335
- Educ8 – 1
- Innovate – 1
- Careers Wales – 55
- Direct referral – 11
- Youth Offending – 4

3.2 Recently, referrals have been managed in a different way to ensure the right calibre of candidate is put forward to the Passport Programme. The programme was established for young people who are work ready to gain work experience. A number of referrals in have been young people who are not work ready and need considerable additional or different support to be successful in the workplace. By directing the referrals from the Job Centres to the Communities First team who work alongside the Passport Programme they can refer on the right young people and also support those who are not work ready into the right provision that best suits their needs. However, it would be fair to say that the young people being supported via Passport are still a distance from the job market and when they join the programme it would be unlikely that they could, for example, secure a Jobs Growth Wales placement competitively.

3.3 So far a total 176 placements have been delivered across the tiers from Jan 13 until Jan 14 against a target of 150.

Independent Evaluation Feedback to date

3.4 Wavehill are undertaking an independent evaluation of the Programme. They have spoken with 157 individuals who were referred to Passport - 72 of these have received further support following referral and 85 had not pursued anything with Passport.

3.6 For those who have not progressed any further with Passport there have been a range of reasons often related to a change in circumstances, however, 53% indicated that they have found employment with most of this employment being full time roles.

- 3.7 For those that have taken up the support offered by Passport 89% have found the initial assessment work useful or very useful; 85% found the Employability training useful or very useful.
- 3.8 80% of those who have worked with the programme say they have been changed by their Passport experiences, these changes include 44% specifically saying they feel more confident, 29% happier and 22% feel more experienced.
- 3.9 85% say they gained job specific skills; 68% improved social skills for work (self confidence, turning up on time etc); 60% improved their sense of what they want to do; 53% report improved job search skills; 33% improved low basic skills.
- 3.10 85% say they feel more enthusiastic about work; 90% are more confident about their own abilities.
- 3.11 91% say they were helped by the coaching/mentoring they received.
- 3.12 71% say that without Passport they would still be unemployed.
- 3.13 The third indicator is the percentage of positive outcomes achieved. Young people participating in the programme are tracked post placement to establish the outcomes. To date 73% of those participating have gone into employment or further education.
- 3.14 Initial feedback from Wavehill from the employer experience perspective is that all employers contacted (30) who were hosting Passport trainees found it easy (2) or very easy (30) to work with the programme. All have said it has been beneficial (3) / very beneficial (27). 29 of the 30 would recommend the programme, 29 of the 30 want the work to continue, 29 of the 30 would work with similar programmes 1 of the 30 didn't know, paperwork was the main issue for the non-committer.
- 3.15 The majority of employers note particular positive impacts from Passport on:
- Improved working practices
 - Improved productivity
 - Improved customer service
 - Helping address skills gaps and skills shortages
 - Improved recruitment practice
 - Improved training and developing practices
- 3.16 The evaluation is continuing with Wavehill re-interviewing some of the participants and employers to follow them through the Programme as case studies for further qualitative feedback.
- 3.17 The final report is due in September 2014.

Working Group and Project Board

- 3.18 The working group has continued to meet regularly. The group has representatives from the partners engaged in the project on a daily basis and this group continues to be successful in dealing with operational challenges and agreed changes to the model to improve delivery.
- 3.19 The Project Board continues to meet on a quarterly basis. The Project Board continues to be chaired by the Head of Workforce and OD and the Working Group is

chaired by the HR Service Manager (Strategy and Operations) who project manages the Programme.

Marketing, Branding and Publicity

- 3.20 Marketing and branding if the programme has been successful and the brand is recognised within the County Borough and further afield. The pop up stands etc are used at careers fairs and events around the County Borough and for press releases and ministerial visits.
- 3.21 Regular press coverage on Passport Programme successes have been developed with support from the Communications team. There have been numerous case studies on young people who have moved into employment. This is good, positive publicity for both the programme and the Council.

Evaluation and Audit

- 3.22 As well as the Wavehill Evaluation, the Passport Programme has also been selected for an ESF National Team Evaluation. The inception meeting has very recently been held and the team at Cardiff Business School will be undertaking that piece of work and will use the work that Wavehill have already done to date.
- 3.23 All audits undertaken to date in terms of paperwork, record keeping etc have been completed successfully to date with just two minor issues being picked up. Support and advice has been provided by the Council's SET officer on audit requirements.

Challenges over the last 12 months

- 3.24 There have been a number of significant challenges over the past 12 months.
- 3.25 The first challenge has been around Health and Safety. Advice has been sought from the Council's Health and Safety team on the processes and procedures in place and as a result these are now even more robust. Young people participating complete a medical form which is reviewed by the Council's Occupational Health department who will carry out the appropriate assessments e.g. if the young person is going to what is considered to be a high risk environment such as refuse and cleansing, mechanics, groundworks etc. The Health and Safety risk assessment is undertaken by the work based learning provider now at the start of the unpaid placement rather than the start of the paid placement. A new service level agreement with the employer has been developed. Additional support and advice is provided by the internal team when supporting young people with additional needs.
- 3.26 A second significant challenge that has had a cost implication for the Council is pension liability in the Jobs Growth Wales part of the programme (Tier 2). Due to the changes in pension regulations young people undertaking the programme are automatically enrolled into the Local Government Pension Scheme (LGPS) if they meet the criteria and many do. As the Council are issuing the training contract and are payrolling the young people then they have to be enrolled into the LGPS. Young people have the option to opt out but many, understandably, wish to stay in the scheme. The cost to the Council is around 20% of pay. In real terms this is a 120k liability which the Council has had to pay up until April 2014. Going forward, the

Council will continue to put young people on the payroll who are employed within the organisation but externally placed young people will need to be put on the payrolls of the external business. This may impact on the number of employers who will engage with the programme.

- 3.27 The reclaiming of Jobs Growth Wales money from the Work based learning provider has had its' challenges. Up until recently there was a significant amount of money that had not been repaid to the Council. This liability has recently been reduced to around 20k from around 300k.

Future Challenges

- 3.26 The most significant future challenge will be to seek to secure future funding for Passport. There is a short-term interim need from Jan 15 to around September 16 with a view that Passport could be a part of the bigger regional activity for the 2015-20 ESF funding round.
- 3.28 The Project Manager and the Passport Programme Manager have participated in a video conferences organised by Welsh Government ESF team with regional groups who have also been running projects around apprenticeships / work experience funded by ESF. Representatives from those groups visited Caerphilly to share best practice and look at what learning could be gained by each project.
- 3.29 Meetings with Cardiff City Council, Blaenau Gwent and Torfaen have been held as well as with the SEWDR (South East Wales Directors of Regeneration) to explore the regional opportunities for Passport.
- 3.30 The model has been cited as the case study for a section in the Welsh Government document on the Youth Engagement and Progression Framework. This section is on Employability and Employment Opportunities.

Please outline progress against the agreed milestones/targets for each of your projects. –

Please see Appendix 1

Please outline any agreed project changes.

Project Changes	Date agreed
Financial Reprofile (to purchase laptops from underspend)	31.07.13
Second Financial Reprofile (to fund staffing arrangements from underspend)	25.04.14

3.2 Sustainable Development

Please outline how you are developing work against sustainable development principles

Sustainable Development
A key challenge of Passport and one of the main reasons for the development of the programme is to create sustainable employment opportunities for young people across the County Borough. Engagement with the private sector and LSB partners has very much helped make this become a reality. The fact that 69 young people have gone into sustainable employment opportunities is evidence of this.

The programme is inextricably linked to the Community Regeneration agenda. The Programme is focused upon getting young people of Caerphilly who are NEET into employment. This will support the regeneration of communities and the poverty agenda on a long-term basis. The programme helps to engender a work ethic and challenges perceptions of those who may be second and third generation unemployed to enter the workplace whilst supporting them to do so.

By working with our Communities First teams and with projects such as the Workless households project and using the Council's £220 million investment in improving tenants' homes, an integrated partnership model of working has been created to maximise the outcomes of the projects being delivered and to transform homes, lives and communities. For example, if a young person is engaged in Passport but comes from a workless household this engagement may be the opportunity to build a relationship with the household and look to support other family members.

There are a variety of provisions available to give young people access to training and some work experience but no others in the vicinity which are focused on getting young people into sustainable employment.

The Passport Programme has a positive impact on the local economy, social and environmental wellbeing within the County Borough. By being able to utilise the Jobs Growth Wales placements there has also been an opportunity to support small local businesses by creating some capacity for them via the placement so the business can be grown to support the trainee at the end of the placement.

Evidence from the evaluation suggests that the support offered by the team to the employer and the trainee has impacted on that organisation's recruitment and training and development practices as well as the wider HR responsibilities. It has also had a positive impact on the employer's perspective of taking on a young person which is incredibly important in reducing youth unemployment. There has been success in matching the right trainee to the right employer.

3.3 Equality

Please outline how you are developing work against equalities principles.

Equality

The Council has an Equal Opportunities policy and an Equality Impact Assessment has been completed.

Another driver of the programme is to address workforce demographic issues. For example, across the Council 30% of the workforce is over 50 and less than 4% are under 21. This not only causes a potential demographic time bomb it reflects the lack of opportunities for young people to enter the workforce.

The Passport Programme is a positive action programme, designed to support a specific group of young people who have been identified as having particular barriers in terms of career opportunities, work experience, training and development. These young people are Not in Education, Employment or Training (NEET) and are at risk of becoming disengaged or are disengaged.

It should be noted that the intention was that young people entering the programme do not have any significant barriers to work and are work ready or thereabouts. If a young person does have a significant barrier then they are referred to a more appropriate provision but this does not stop them from joining the Passport Programme at a later date. However, the team have supported young people who are a little further away from the job market than planned. Whilst this has had challenges the team have worked hard to support these young people into employment and offered ongoing learning and development through the programme.

A part of the diagnostic process is to test Essential Skills. The results to date have been interesting as many of those joining the programme have Essential Skills needs (this includes those who are educated to degree level). Support is being offered to these young people to improve their Essential Skills.

Recruitment

The recruitment of the team to the project was undertaken between November 2012 and February 2013 in the main, plus one additional appointment since that date. The team were in post by February but there was a delay with recruitment because of release periods from substantive posts. The recruitment to the team was staggered, firstly appointing the Passport Programme Manager, then the Passport Support Officers and finally the Admin support post and apprenticeship post. During this period the Project Manager also used temporary resources from other parts of the HR team to support the project development and delivery. The team have been briefed as they have joined the programme. The secondments were offered up to the LSB. The majority of applicants were from CCBC staff and 2 from Gwent Association of Voluntary Organisations (GAVO). The successful candidates come from various backgrounds but in the main have a HR background.

The appropriate HR processes were undertaken to recruit the secondees to the programme in line with CCBC requirements.

The Environment and Resource Efficiency

CCBC are committed to the sustainability agenda and all service areas are expected to demonstrate how they can support sustainability. This information is included in the Service Improvement Plan (SIP) for the department. Questions to answer in the SIP include, does your Service have processes in place to monitor and manage energy use, to reduce requirements or to generate energy from renewable sources? The team contribute to this via using the recycling facilities at the office base, looking at minimising travel around the County Borough, by taking the training to the Passport trainees at the early stages of the programme. Additionally, the Council has a working from home policy which reduces travel and energy costs. Increase use of technology and less use of paper within the team also improves resource efficiency.

3.4 Achievement towards indicators

Please outline progress against the agreed milestones/targets for each of your projects.

Indicator	Project	Achieved to Date
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	Total	
OUTPUTS		
Dissemination Initiatives	51	Careers Wales (2), JCP regular meetings (3), Communities First (2), P&R Scrutiny 6 monthly (4), Corporate Management Team (2), Regeneration Committee (1), Anti Poverty Group (1), SWYP Workshop (1), Blaenau Gwent CBC (1), Cardiff CC (1), Torfaen CBC (1), Project Board (5), Working Group (@ 10), Ministerial Visits (3), Launch Event (1), Video Conferencing with regional groups (2) Careers Fairs (5) Schools Visits (6)
Initiatives to support LSB development	7	Project Board (5), Regeneration Committee (1), SWYP Workshop(1),
RESULTS		
Collaborative agreements between public service bodies	4	LSB partners. Job Centre Plus Flexible Support fund agreement
Secondment positions available	7	Also a seconded position from JCP to the team on a part time basis has further enhanced the team, outcomes and partnership working. Close engagement with Careers Wales also a positive.
Organisational learning and development	Various Events / meetings	Coaching and Mentoring development, partnership working, H&S and HR requirements, engagement and progression development.

3.5 Publicity

*Please provide details of **ALL** publicity linked to your ESF Proposals providing evidence.*

Publicity
<p>The Passport Programme has been and continues to be actively marketed to partners, potential employers and young people. Branding has been developed with the support of the CCBC Communications and Design team and consulted on with the partners and the Youth Forum for feedback. Examples of marketing literature are available.</p> <p>A number of presentations and press releases have been delivered. These have been attached as evidence. The Publicity documentation has either include the ESF logo or noted the provision of ESFD funding. There was one article where it was not included but this was not composed by or consulted upon with the team.</p> <p>The standard ESF Logo is used on the publicity materials for the Passport Programme in full colour. The size of the logo is slightly smaller than the recommended due to the design of the marketing literature but it is very clear because of the colours used on the publicity material.</p>

There has been much Ministerial interest and support for the Programme and these visits along with case studies has provided good press coverage of the Programme, generating interest from other organisations and regions.

4. Risk

4.1 The current project risk register is attached below at **Appendix 2**.

5. Lessons Learnt

5.1 Each project should be recording lessons learnt through project development and implementation, this will assist with your own evaluation of your project but also support transfer of best practice and shared experiences across LSBs.

Reflecting on your local lessons learnt, please highlight those which have had a real impact to the way the project is being developed/implemented. These can reflect any aspect of your project.

Lessons Learnt

Lesson Learnt	By (<i>insert name of LSB</i>)	Action to avoid reoccurrence
Ensure that the Health and Safety Service Level Agreements are robust and stand up to scrutiny – don't rely on other organisation's documents necessarily	Liz Rogers / Maggie James	Use internal expertise for paperwork development Ensure that employed understand their responsibilities of having young people on site.
Ensure there is clarity on who is the employer and the responsibilities of the host organisation. Including issues such as employer costs.	Liz Rogers	Seek a legal opinion to confirm understanding where necessary
Consider and seek future funding / sustainability options as soon as possible in the project	Project Board	How can the project's longevity be secured? Identify streams of funding etc, ways in which the programme can be delivered and mainstreamed.
Understand what you want out of the evaluation	Liz Rogers	Have a clear view on what is achievable within the cost envelop. What will add value to the project going forward. (as an aside our evaluation delivery via Wavehill has been excellent)
Think ahead in terms of timelines e.g. for procurement arrangements	Liz Rogers / Maggie James	Closely review timelines in the project plan before submitting grant request. Procurement exercises take far longer than expected.
Review as you go - the	Liz Rogers / Tina	Need flexibility in order to be able

model what delivering and how	McMahon / Maggie James`	to change delivery to suit the participant
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Annex 1 –Project Overview

Project: Caerphilly Passport Programme		
Organisation/ Grant (£)	Brief Description of Project	Overall project RAG Status highlighting any specific risks
£372,219.58	An LSB project to support young people NEET with no significant barriers to work into sustainable employment by delivering a programme of training, coaching and mentoring support and work experience over an 8-month period. At the end of the period the Support Officer acts as ‘recruitment advisor’ to assist that young person into employment.	<p>Overall RAG Status – Green (for Project duration)</p> <p>Future challenges – Amber Need to secure further Jobs Growth Wales placements and influence regional decisions regarding the next round of ESF funding.</p>
<p>Column one - outcomes</p> <ul style="list-style-type: none"> • Outcomes achieved to date • Evaluation feedback from participants • Evaluation feedback from employers 	<p>Column two - stories / challenges / what could be improved</p> <ul style="list-style-type: none"> • Get programme ‘regionalised’ more quickly • Continue to develop the training element of the programme • Future of the programme 	<p>Column 3 - next steps</p> <ul style="list-style-type: none"> • Engagement on the regional basis • Secure interim funding • Secure further JGW placements • Further training development

Agreed Project Target and Milestones	Target Date	Progress Against Milestones	Progress Status	Next Steps / Comments
Signing of LSB Collaborative Agreement	1 st October 2012	Completed	Green	Signed on behalf of the LSB by CCBC
Recruitment of secondees to the PASSPORT Coordination Team	October / November 2012	Completed between Dec 12 and March 2013.	Green	
Creation of PASSPORT Working Group	January 2013	Up and running and maintained	Green	Operational group. Two meetings held to date. Terms of reference agreed. Agenda includes standing items for feedback.
Induction and briefing for PASSPORT staff	January 2013	Completed	Green	Inductions completed as members joined the team.
Development of branding and marketing strategy	January 2013	Completed	Green	Engaged with Communications team and views of the Caerphilly Youth Forum sought on the marketing literature and which appealed to them most. Marketing literature includes leaflets, postcards, pop-ups, billboard adverts and radio advertising.
Introduction of MIS and data security requirements (link to WASPI)	February 2013	Completed	Green	GCSX link with Job Centre for transferring CVs etc. Bolt on to the Council's HR system purchased for exclusive use by Passport group. Scoping completed, module being built. Completion due May 2013. Tender exercise and supplier availability for consultancy support lead to some delays.

Evaluation Report – Phase 1	February 2013	Completed	Green	Tender completed June 13. Inception report completed October 13
Briefing and dissemination sessions for all relevant staff in partner agencies including Jobcentre Plus and Communities First Cluster Teams	February 2013	Completed between December 12 and Feb 13	Green	Completed. Briefings taken one step further and secondment from Job Centre arranged to understand programme requirements. Strong links with Comms First and Educ8 built.
Dissemination of marketing literature	March 2013	Completed	Green	Marketing literature and printing designed and produced and being disseminated
Report to LSB, Policy and Resources Committee and Regeneration Scrutiny Reports	March 2013	Completed Feb and March 2013	Green	First report to Corporate management team, Cabinet and Scrutiny in Feb 2013. Update drafted for May cycle. Report to LSB via the Project Board meeting
Formal launch of the PASSPORT Programme	1 st April 2013	Completed 5 th April 2013	Green	Formal Launch Friday 5th April by Deputy Minister for Skills, Leader of CCBC and Acting Chief Executive of CCBC.
Programme implementation	April 2013	Completed	Green	Set up phase completed and additional pilot group run. Learning from pilot implemented and continuous improvements made.
Evaluation Report – Phase 2	September 2013	Part completed	Green / Amber	Inception report completed September 13. Completed report due Sept 14. Headline statistics from research provided March 14
Celebration event for successful PASSPORT Participants	December 2013	Not completed	Amber	Event currently being planned for the summer
LSB, Policy & Resources and Regeneration Scrutiny Progress Reports	October 2013	Ongoing	Green	6 monthly reporting to Policy and Resources Scrutiny

Dissemination of progress reports	October 2013	Ongoing	Green	Reports supplied to relevant interested groups / parties as requested / required
Evaluation Report – Phase 3	April 2014		Amber	Final report expected in June 14. Additionally Passport has been selected for Evaluation by the National Evaluation Team. First meeting 6.5.14.
LSB, Policy & Resources and Regeneration Scrutiny Progress Reports	April 2014	Ongoing	Green	6 monthly reporting to Policy and Resources Scrutiny (last reports Dec 13 and Feb 14)
LSB, Policy & Resources and Regeneration Scrutiny Progress Reports	October 2014	Not due	Green	
Celebration event for successful PASSPORT Participants	December 2014	Not due	Green	
Project Closure	December 2014	Not due	Green	Project Closure training completed by Project Manager and Programme Manager
Final Evaluation Report and Lessons Learnt Dissemination	January 2015	Not due	Green	

Appendix 2 Risk Register

Ref	Risk description	Risk Control	Residual Risk ¹			Owner	Action Required
			I ²	L ³	O ⁴		
	Re-profiling of finance on a regular basis as process set up takes longer than planned e.g. due to tender processes or recruitment processes.	Regularly review timelines to keep project on track as close as possible at set up stage	3	4	12	Project Manager, Passport Programme Manager	Regular review of plan by Project Manager and Passport Programme Manager. Put measures in place as required to pick up slippage. Liaise with the support team at WG for guidance and support where needed and to re-profile if appropriate.
	Unable to get the appropriate calibre young people to join the programme.	Ensure partners understand expectations of the team. Robust front end process to assess young people	4	1	4	Project Manager, Passport Programme Manager, CF team, JCP	None at present. Watching brief.
	Unable to identify suitable placements for young people.	Passport Programme Officers, trained. Skills to negotiate placements Use networks inside and outside the Council Share knowledge with HR colleagues so they too can identify placements Work closely with partners and Business Forum to identify placements.	5	2	10	Project Manager, Passport Programme Manager, Passport Support Officers	None at present. Watching brief.

	Systems failure / loss of records on young people.	Disaster recovery procedure for IT in place	5	1	5	IT	None at present
	Loss of key officers seconded to the programme.	Quick turn around for recruitment process in place. Ensure notice periods are manageable Effective advertising of secondment opportunity should one arise. Ensure cover in the team effective	2	2	4	Project Manager, Passport Programme Manager	None at present. Watching brief.
	Unable to accommodate the number of referrals – oversubscribed and not enough Jobs Growth Wales placements.	Effective management of volumes of referrals into the programme. Flag potential JGW needs with relevant WG officers. Manage expectations of partners supplying through flow of people.	3	3	9	Project Manager, Passport Programme Manager	None at present. Watching brief.
	Partners and private sector employers see the programme as a temporary worker solution.	Ensure a very clear understanding of the programme and outcomes when new employer / department joins the programme. Deal with any 'rogue' employers quickly with a view to prevent further placements if appropriate.	3	2	6	Project Manager, Passport Programme Manager	None at present. Watching brief.

	Ensure requirements in place to limit CCBC liability in terms of Health and Safety and Insurance.	Work with H&S team and Occupational Health to ensure participants and employers are suitable for placements and understand their mutual responsibilities	5	2	10	Passport Project Manager / Passport Programme Manager	Risk areas addressed Paperwork improved, Health and Safety checks brought forward, Occupational Health Medicals brought forward.
	Legislative changes to Pensions have created organisational risk and a pension liability as a result of the way the scheme is set up	Legal advice sought Paper for Director written with options on how to take forward. May limit the number of employers externally who engage	4	4	16	Project Sponsor / Passport Project Manager	The change that will be needed to take away the Council's pension liability will change the way that the programme engages with employers as it is likely the employer will need to payroll the trainee and reclaim the money from the work based learning provider direct. Currently CCBC run all the payroll and the external employer is not impacted.

¹ scores of 12 and above are entered on the Top Risks log

² Residual Risk is the risk which remains after applying the risk controls.

³ I – Impact of the risk materialises. Score 1-5 (5 is greatest impact)

⁴ L – Likelihood of the risk materialising. Score 1-5 (5 is greatest likelihood)

⁵ O – Overall Rating. Impact x Likelihood. Score 1 - 25