

**RISK ASSESSMENT**

Risk Area	Red	Amber	Green	Mitigation
Disagreement between Partners concerning Consortium strategic and operational proposals as the project proceeds	X			<p>An MoU contractual document has been developed with full partner involvement in order to remove this risk of operational failure. Partners will therefore sign up at the start of the project to the activities, results and proposals, their roles and to the stated principles of collaboration.</p> <p>Inter-establishment financial protocols have also been established and agreed jointly in order to enable the learner to pursue course choices wherever they may be available.</p>
Development of the Virtual Team	X			<p>An MoU contractual document has been developed with full partner involvement in order to remove this risk of operational failure, and partners have already agreed that their expertise via appropriate staff will be made available to the project on request.</p>
Personnel		X		<p>It is vital that the Consortium is supported by an appropriate team of professionals that have an understanding of the requirements of post-16 learning; the current post-16 planning, and operational structure, as well as the proposals herein to transform this system. Partners will play a full part in the recruitment process (including proposed secondments) to ensure that the best and most appropriate skills are dedicated to this project. Standard public sector recruitment procedures will be adopted for this purpose,</p>

				<p>minimising risks. This still presents a challenge to the Partners which carries a degree of risk – this will be mitigated through ensuring that relevant known staff within the 16 partner organisations are made aware of the opportunities.</p>
Finance		X		<p>Current issues with public sector cuts are a concern. However partners have agreed to the match-funding for the full term and a full project period financial commitment by each partner will be cemented through the MoU formal contract document.</p>
Value added not apparent for: - Learners			X	<p>The risk of not yielding positive benefits for learners is considered low. However the ability to implement innovative solutions for some may be more difficult to achieve in the short term. Specific (customised) mitigation strategies will need to be developed by the Partnership to deal with these issues and this will become a formal part of the process. The issue is one of timing and realistically this may take the project 2 years to fully achieve its goals. This presents a small risk to the overall aims of the project.</p>
- Providers		X		<p>The overall impact of the project is expected to be overwhelmingly positive in terms of reducing duplication and adding value. It is thought likely that at the margins there could be winners and losers as the Learning Partnership's strategic planning and operational role develops to its full potential. The funding for managing change requested through the European bid will be deployed in part to allow those organisations which</p>

				are threatened to adapt to change, and to identify opportunities for new developemnt.
- Wider partners			X	As for Learners (see above comments)
- Wider community	X			Educational changes have elicited a strong community repsonse in recent times and in all parts of Wales, mainly because of proposed school closures. This project is not about school closures - it will establish a tertiary system rather than a tertiary institution. It will be made clear to the wider community that the new system will use the expertise of current providers in a way that will not of itself undermine the viability of 11-16 age provision, nor remove school sixth forms. At the same time funding has been earmarked within this bid in order to address issues perceived as barriers to change and mitigate the risk.
Outputs and Impacts			X	The risk of not achieving the stated outputs and impacts are considered low. Qualitative data will be collected over the lifetime of the project and robust monitoring and reporting arrangements will be in place to assess progress against targets.  Quarterly progress review meetings will also take place with WEFO.
State Aid			X	There is no existing market for the proposed role of the Learning Partnership and whilst a private sector agency alternative could be a possibility this would require statutory consents which are not in place. The project therefore is deemed to have little if no State Aid issue.