

Phase 1: Mobilisation				
	Risk	Implication	Owner	Mitigating Actions
Operations & governance	Key hires are not made according to plan	Senior hires delayed. Execution of mobilisation plan compromised.	Impetus	Director recruitment prioritised in Q1, delays covered by interim director, contingency support delivered by partner organisations SMTs.
	Failure to recruit, integrate and support well YEF Committee members.	Committee members not fully engaged which hinders rapid an effective roll out.	Impetus	Early identification of YEF Committee Chair <redacted> will help galvanise the group, as will partner-led induction. Prospective trustee members solicited in advance to gauge appetite for quick appointment.
Programme	Insufficient number of investable interventions for Fast Track and first thematic round	Grant expenditure targets are missed	EIF	EIF's strong expertise in & knowledge of the evidence base in the UK, coupled with supplementary desk research, will ensure ability to identify sufficient number of candidates for application. Subsequent rounds will benefit from applicant workshops, designed to improve applications & communicate aims of the YEF.
	Access to critical administrative databases delayed	Reliance only on publicly available aggregate data could undermine quality and rigour of analysis.	EIF	Will work closely and soon with Home Office and wider stakeholders to ensure balancing rapid progress with developing a rigorous approach, including managing trade-offs using readily available public datasets verses getting access to administrative datasets.
Finance and fundraising	Unable to grant £6m well in Year 1	YEF partnership does not meet the Authority's requirements	Impetus	To satisfy requirement of granting £6-10m in first year, YEF will run: a fast-track round, targeting well evidenced programmes operating at scale; an open call round based on a specific theme(s) & a fast-track geographical round.
	Global market corrections results in paper value of investments falling substantially	Total available funds for YEF are reduced	Impetus	Investment strategy ensures a large liquidity buffer and weights the shorter-dated portfolio through exposure to lower risk asset classes (cash and bonds). Additional downside protection through use of structured products.
External - risk and reputation	Stakeholders question capacity of the YEF partnership to address youth crime, leading to negative media attention.	Potential partners and investees discouraged from collaboration or investment.	Impetus	Brand & comms strategy developed to engage sector, communicating directly & via all media channels. Independent YEF chair & director appointments provide reassurance, sector mobilised via advisory committee.
Phase2: Roll out				
Operations & governance	Failure to comply with laws and regulations.	Staff exposed to unnecessary risks, YEF occurs penalties or fines, suffers reputational damage.	Impetus	The Director and YEF Committee have strong compliance mechanisms in place, regularly monitoring compliance with all relevant laws and regulations.
Programme	Long lead times to medium and long term evaluation results undermines stakeholder confidence.	YEF criticised for seemingly slow pace of delivery and results.	Impetus	Investment in public relations, dissemination and local capacity building, as well as higher level engagement via Home Office and other partners, ensures that aims and pace of YEF objectives are understood by the sector and stakeholders.
Finance and fundraising	Difficulty in achieving fundraising targets.	New donors fail to materialise and coinvest and legacy funding is at risk.	Impetus	The plan assumes at least one new hire to build and drive this work, backed by the expertise of the existing Impetus and SIB teams. This will be supported, post bid, by other trusts and foundations interested in supporting work in the areas of youth violence and crime prevention. Partners in the bid have deep and extensive networks amongst this group and will have little difficulty attracting additional support in this way.

External - risk and reputation	Unfavourable media exposure.	Reputational damage impacts on all partners as well as their trustees, individual donors and investor base.	Impetus	Crisis communications strategy in place and regularly reviewed, including with the Authority. PR manager poised to initiate rapid response to media coverage.
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