

Delivery Area	Risk Description	Risk Level	Risk After Action	Risk Owner	Mitigating Action
<b>Implementation (across all 5 strands)</b>	Inadequate coordination and overall project management. Competing operational priorities	Med	Low	Commissioners and Providers	<ul style="list-style-type: none"> <li>Commissioners and providers agree to form a Capital Bid Project Steering Group (CBPSG) which will oversee the expenditure and delivery of the milestones outlined in this bid. Risk Register reviewed regularly.</li> <li>CGL have significant experience of implementing large projects.</li> <li>Lead Commissioners and CGL Director lead to have oversight of Implementation.</li> </ul>
<b>Finance / Delivery</b>	Unexpected reductions in revenue. CGL service budgets impacting on capacity to deliver the projects	Med	Low	Commissioners and Providers	<ul style="list-style-type: none"> <li>All strands will enhance delivery without additional resource, e.g. shift delivery from base to Mobile unit.</li> <li>Revenue budgets agreed at point of award of contracts and monitored in partnership.</li> <li>Utilise central resources to maximise efficiency savings &amp; collaboratively develop plans for mitigation.</li> <li>Develop prioritisation approach to achieve outcome.</li> </ul>
<b>Delivery</b>	CQC Compliance (strand 5)	High	Low	CGL - Registered Manager (RM) & Service Managers (SMs)	<ul style="list-style-type: none"> <li>CGL experienced in delivering buildings to CQC and other regulatory standards</li> <li>Building specification, design and costings include achieving CQC Standard.</li> <li>Continue to manage via established CQC relationships &amp; Registered Manager.</li> <li>Resourcing &amp; support for all relevant staff.</li> <li>Existing service delivery, operational staff and service user experience will be maintained and enhanced in new environments.</li> </ul>
<b>Delivery</b>	New premises / venues not known to service users (SUs) & other stakeholders	Med	Low	CGL Head of Service (HoS) and SMs	<ul style="list-style-type: none"> <li>Communication plan agreed in advance of service change over, ensuring SU &amp; stakeholders are aware (Strand 5).</li> <li>Signage agreed with landlords - directing to new premises.</li> <li>Changes to website advising of change - printable/google maps.</li> <li>Communication plan in place for all strands.</li> </ul>
<b>Delivery</b>	Key stakeholders not aware of: - <ul style="list-style-type: none"> <li>New building (Strand 5)</li> <li>Outreach facility / vehicle arrangements (Strand 4)</li> </ul>	Med	Low	CGL HoS and SM	<ul style="list-style-type: none"> <li>Newsletters / bulletins / digital communication plans agreed and supported by commissioners and key stakeholders.</li> <li>Service users, volunteers and peer mentors involved in communication.</li> <li>Previous experience of delivery of all types of projects held by CGL. i.e. East Lancashire launched and implemented use of Clinical Van which is fully utilised.</li> </ul>
<b>Delivery</b>	Disruption to progress made on performance improvements	Med	Low	Commissioners / Providers	<ul style="list-style-type: none"> <li>To be monitored via contract review processes.</li> <li>Adequate leadership resource available within structures.</li> <li>Monitored and managed via (CBPSG).</li> <li>Internal provider monitoring.</li> <li>Consistent lead established prior to change to maintain firm grasp &amp; leadership of steps taken, coaching of staff &amp; monitoring of performance.</li> </ul>
<b>Finance / Delivery</b>	New premises / venues / refurbishment not fully completed in line with project timescales	Med	Low	Provider Facilities / HoS and Commissioners	<ul style="list-style-type: none"> <li>CGL has scoped, costed &amp; planned works with potential contractors in line with all CQC requirements for all Strands.</li> <li>Experienced in establishing services from full refit within short timescales.</li> <li>The timescale from Capital award to go live is planned.</li> <li>Will be managed via (CBPSG)</li> </ul>
<b>Delivery</b>	Project disruption due to severe weather	Low	Low	Provider Facilities	<ul style="list-style-type: none"> <li>Localised Business Continuity Plan would be actioned</li> <li>Will be managed via (CBPSG)</li> </ul>
<b>Delivery</b>	Project interrupted by Fire/flood/electrical fault	Med	Low	Provider Facilities	<ul style="list-style-type: none"> <li>Facilities will ensure Health &amp; Safety Compliance</li> <li>Project timescales would be adjusted</li> <li>Will be managed via (CBPSG)</li> </ul>
<b>Delivery</b>	Inability to resource / provide staff needed to ensure achievement of increased targets in line with the projects	Med	Low	Commissioners / CGL HoS and SM	<ul style="list-style-type: none"> <li>Prioritisation will be considered via contract management and monitoring processes</li> <li>Will be overseen also by (CBPSG)</li> </ul>
<b>Delivery</b>	Establishing a robust agreement with the landlord (strand 5)	Med	Low	Facilities / SMs	<ul style="list-style-type: none"> <li>CGL secure occupation agreements through a structured commercial conveyancing process. This initially starts by agreeing head of terms with the landlord/owner before instructing our legal partners (DMH Stallard).</li> </ul>

					<ul style="list-style-type: none"> <li>• CGL work hard to maintain good relationships with our landlords through regular contact but also have legal recourse through the agreement should it be necessary.</li> </ul>
<b>IT</b>	IT connectivity not in place on go live	Low	Low	Providers IT	<ul style="list-style-type: none"> <li>• IT national mobilisation to be tasked with resolving all issues identified that affect mobile/in situ access.</li> <li>• Paper documentation to be available, local business continuity plan already in place for this occurrence using other CGL services for scripting, 2nd contingency line in place &amp; back-up server can be deployed in minutes.</li> </ul>