

Appendix 5 – Changing Futures - Risk and Issue Register

Risk ID	Risk Description	Type of Risk	Likelihood	Impact	Severity (Likelihood x Impact)	Owner	Mitigation Strategies <i>Please give an outline of how you will mitigate this risk to delivery</i>
STCF002	Delay in procurement of services and/or roles	Project-level	Unlikely (2)	Major (4)	8	Changing Futures Board (CFB)	Early engagement with relevant colleagues and outline, concise procurement and recruitment processes agreed. Onward engagement of key colleagues throughout process. Executive approval is being sought. DPH is Project Sponsor and Exec Member project champion. Agreements with relevant colleagues and stakeholders will be secured upon funding award, including DPH, Finance Director and Head of Corporate Procurement. Soft market stimulation will be carried out and we are confident of relevant interest in the interventions that we are proposing.
STCF003	Project delivery is delayed	Project-level	Unlikely (2)	Major (4)	8	CFB	Dedicated project team resources will be identified to deliver the required activity. Proven track record of delivering similar projects, e.g. Project ADDER, PHE Capital funding, etc.
STCF004	Procurement process for local, integrated service model (including substance misuse) is either delayed or unsuccessful	Project-level	Unlikely (2)	Moderate (3)	6	CFB	Learning from similar projects will inform a procurement plan that will be developed complete with relevant providers identified who can be asked to quote.
STCF005	Inability to employ suitable staff for the roles identified via CF	Project-level	Unlikely (2)	Major (4)	8	CFB	This programme is building on phase 1 of Changing Futures so relationships with partner organisations are well-established. There is strong interest in collaborating on CF and roles will be appointed as soon as the programme is launched. Staff with relevant knowledge and experience are already engaged in CF, which provides a safety net if there are any small delays (though these are not anticipated).
STCF006	Other, competing local priorities reduces focus on Changing Futures	Project-level	Unlikely (2)	Moderate (3)	6	CFB	Dedicated capacity has been identified in terms of a local project team and oversight group.
STCF007	Further cuts to local investment in existing and related services/capacity	Project-level	Unlikely (2)	Moderate (3)	6	CFB	Project Sponsor (DPH) will aim to protect local investment and there are no current plans or indications that any further cuts are to be made.
STCF008	Lack of senior buy-in locally	Project-level	Unlikely (2)	Major (4)	8	CFB	The Mayor has agreed to be the political lead for the Programme. Commitment is evident as outline processes already agreed to enable CF to be successfully undertaken. This commitment has also been matched by relevant executive members.

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STCF009	Desired outcomes are not delivered	Project-level	Unlikely (2)	Major (4)	8	CFB	We have a strong track record of delivery in Middlesbrough and do not anticipate issues in this regard. There is a history of innovative practice implemented by local services in partnership with commissioners. Local evaluation will be undertaken, which will provide a baseline for monitoring and allow us to measure the success of CF. Performance will be a standing agenda item on the CFB to ensure that it is closely monitored and any remedial actions can be swiftly undertaken
STCF010	Projects may not be sustainable beyond CF funding timescales	Project-level	Possible (3)	Major (4)	12	CFB	The local CF programme leads will aim to ensure a local legacy for CF. Driving collaboration with partner organisations and ensuring that sustainability is a factor in planning interventions will be a responsibility for this role. We have planned for sustainability in terms of our proposed interventions as much as possible.
STCF011	Delay in project commencement/launch or funding being allocated to LA, leading to compressed timescale for delivery of yr. 1 outcomes	Project-level	Possible (3)	Major (4)	12	CFB	Maintain regular communication with national colleagues and do as much preparatory work as possible in order to hit the ground running.