

# Creating Central Bedfordshire

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please ask for Greg Jeffrey  
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date 22 August 2008

## ***NOTICE OF MEETING***

<b><i>Meeting:</i></b>	<b>CENTRAL BEDFORDSHIRE SHADOW SCRUTINY COMMITTEE</b>
<b><i>Date:</i></b>	<b>THURSDAY, 4 SEPTEMBER 2008</b>
<b><i>Time:</i></b>	<b>6.30 p.m.</b>
<b><i>Venue:</i></b>	<b>COMMITTEE ROOM 2, THE DISTRICT OFFICES, HIGH STREET NORTH, DUNSTABLE</b>

Jaki Salisbury  
Interim Chief Executive

To: The Chairman and Members of the CENTRAL BEDFORDSHIRE SHADOW SCRUTINY COMMITTEE:

Cllrs Mrs P Staples (Chairman), A R Bastable(Vice-Chairman), P N Aldis, R A Baker, R G Baker BEM, L Birt, A Fahn, R Goodwin, D Hogan, J Kane, H J Lockey and G Summerfield

All other Members of the Council - on request

***MEMBERS OF THE PRESS AND PUBLIC ARE WELCOME TO ATTEND THIS  
MEETING***

## **AGENDA**

S1. **APOLOGIES FOR ABSENCE**

Apologies for absence.

S2. **CHAIRMAN'S ANNOUNCEMENTS**

If any

S3. **MEMBERS' INTERESTS**

To receive from Members declarations and the **nature** thereof in relation to:-

- (a) Personal Interests in any Agenda item
- (b) Personal and Prejudicial Interests in any Agenda item

S4. **DECLARATION IN RELATION TO THE EXISTENCE OF A WHIP**

To receive declarations from Members (if any) in relation to the existence of a whip. (Procedure Rule No. 16 refers)

S5. **REQUESTS FOR AGENDA ITEMS**

No requests for agenda items under the terms of Rule No. 8 of the Scrutiny Procedure Rules have been received.

S6. **CALL-IN ITEM**

To consider any decision of the Shadow Executive; or an individual member of the Shadow Executive; or a decision made on a key issue by an officer with a delegated authority of the Shadow Executive referred to this Committee under the Provisions of Rule 15 of the Scrutiny Procedure Rules.

<b>REPORTS</b>
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<i>Item</i>	<i>Subject</i>	<i>Portfolio</i>
S7	<b>CREATING CENTRAL BEDFORDSHIRE - PROGRESS REPORT</b> (To report on overall progress towards creating the new council for Central Bedfordshire and to highlight issues in order to assist the committee in the discharge of its functions. (Contact Officer: Simon Redmore Tel: 01462 611255))	* Officer Programme Board

**This information can be provided in an alternative format or language on request (08452 30 40 40 )**

- ◆ যদি অনুরোধ করেন তাহলে অন্য কোনও আকারে বা ভাষায় এই তথ্য আপনি পেতে পারেন। (08 452 30 40 40) (Bengali)
- ◆ 你可以要求以另一種格式或語言提供這些訊息 (08452 30 40 40) (Chinese)
- ◆ ਏਹ ਜਾਣਕਾਰੀ ਬੇਨਤੀ ਕੀਤੇ ਜਾਣ 'ਤੇ ਕਿਸੇ ਹੋਰ ਸ਼ਕਲ ਜਾਂ ਬੋਲੀ ਵਿੱਚ ਮਿਲ ਸਕਦੀ ਹੈ। (08 452 30 40 40) (Punjabi)
- ◆ یہ معلومات آپ کے درخواست کرنے پر متبادل ڈیزائن یا زبان میں مہیا کی جاسکتی ہیں۔ (08452 30 40 40) (Urdu)
- ◆ Questa informazione puo' essere fornita su richiesta in un altro formato o un'altra lingua telefonando al numero (08452 30 40 40) (Italian)
- ◆ Informację tą można uzyskać również w innym formacie lub innym języku dzwoniąc pod numer (08452 30 40 40) (Polish)

<b>SHADOW SCRUTINY</b>
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<b>4 September 2008</b>
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<b>SUBJECT</b>	<b>Creating Central Bedfordshire – Progress Report</b>  To report on overall progress towards creating the new council for Central Bedfordshire and to highlight issues in order to assist the committee in the discharge of its functions.
<b>REPORT OF</b>	<b>Officer Programme Board</b>
<i>Contact Officer: Simon Redmore (01462 611255)</i>	

### IMPLICATIONS

<b>SUSTAINABILITY</b>	Sustainability is a key theme of the proposal to create Central Bedfordshire and is at the heart of what the new council will want to achieve.
<b>FINANCIAL</b>	As at 8 August £1.85m has been spent or committed against a transition budget of £18.2m.
<b>LEGAL</b>	The Bedfordshire (Structural Changes) Order 2008 was agreed by Parliament on 27 March 2008. This Order sets out the legal basis for the creation of two new unitary councils to replace the existing structure of local government in Bedfordshire. The Shadow Authority is required by the Order to prepare, keep under review and revise as necessary an Implementation Plan.
<b>PERSONNEL/EQUAL OPPORTUNITIES</b>	There are implications for all local government personnel in Bedfordshire. An Implementation Plan identifies key milestones concerning how those implications will be handled.
<b>COMMUNITY DEVELOPMENT/SAFETY</b>	Community development and safety will be key objectives for the new council.
<b>TRADES UNIONS</b>	Consultation with Trades Unions is built into the transition programme.
<b>HUMAN RIGHTS</b>	None arising from this report

<b>OTHER DOCUMENTS RELEVANT TO REPORT</b>
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| 1. "Creating Central Bedfordshire Implementation Strategy", Item 3, Shadow Executive 10 April 2008. |
| 2. "Implementation Plan and Risk Analysis", Item L2, Shadow Executive 10 June 2008.                 |
| 3. "Vision and Priorities for Central Bedfordshire", Item L1, Shadow Executive 5 August 2008.       |
| 4. "Central Bedfordshire Strategic Plan", Item L1, Shadow Executive 2 September 2008.               |

<b>RECOMMENDATIONS:</b>
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| 1. <b>That the Scrutiny Committee comment on the programme to create the new unitary council for Central Bedfordshire;</b> |
| 2. <b>That a further progress report be made to the meeting of Scrutiny Committee on 11 December.</b>                      |

<i>Reason for Recommendation:</i>	<i>To assist the Scrutiny Committee in the discharge of its functions</i>
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### Summary

1. The current reorganisation of local government in Bedfordshire is the biggest programme of administrative change in this area in a generation. This report aims to assist the Committee to identify the key issues and risks associated with the changes. Shadow Executive portfolio holders have been invited to attend the meeting in order to provide additional information and to answer questions.
2. This report is divided into the following sections:
  - role of this committee
  - background to local government reorganisation
  - the proposal to create Central Bedfordshire
  - implementation strategy
  - implementation plan
  - risks
  - communications
  - finance
  - conclusion.

### Role of the Scrutiny Committee

3. The Constitution for Central Bedfordshire Shadow Council was agreed on 10 April. The Council has appointed this Scrutiny Committee to discharge the following functions:

- a) to support and facilitate the work of the Shadow Council in discharging its duty to prepare for the assumption by Central Bedfordshire of full local authority functions and powers on 1 April 2009, as provided in the Implementation Order;
- b) to review those preparations and related decisions;
- c) to comment and/or make recommendations to the Shadow Executive and/or Shadow Council, as appropriate to their respective powers and duties under the Implementation Order.

### **Background to Local Government Reorganisation**

4. In October 2006 Councils in England were invited to make proposals for future unitary structures. The invitation set out five criteria with which proposals must conform, namely:
  - affordability
  - cross section of support
  - strategic leadership
  - neighbourhood empowerment
  - value for money services.
5. The structural changes for Bedfordshire were agreed in Parliament on 27 March 2008. Writing to the Leader of Central Bedfordshire Shadow Executive on 31 March 2008 the Minister for Local Government, John Healey, emphasised the requirement to deliver those originally specified outcomes. A copy of the Minister's letter is at Appendix "A".

### **The Proposal to Create Central Bedfordshire**

6. The proposal to create Central Bedfordshire is set out in the two volume submission made to the Secretary of State on 17 December 2007 by Mid and South Beds. The submission is available at [www.centralbeds.gov.uk](http://www.centralbeds.gov.uk) and hard copies are available on request. As can be seen from the Minister's letter, he is expecting those proposals to be implemented in full.
7. A summary of the detailed proposals is set out in Appendix "B".

### **Implementation Strategy**

8. An Implementation Strategy, setting out arrangements to achieve the transition to the new structure of local government in Central Bedfordshire, was agreed by the Shadow Executive at its first meeting on 10 April. The Strategy sets out key principles, governance structures, risk management and the approach to designing services. The Strategy is available at [www.centralbeds.gov.uk](http://www.centralbeds.gov.uk) and hard copies are available on request. Members' attention is drawn in particular to the governance chart in the Strategy which is reproduced with this report at Appendix "C". The chart shows all the main Member and officer groups working on the programme and how they relate to each other.

9. The transition programme is being run using recognised programme and project management methodologies (“Managing Successful Programmes” and PRINCE2). These methodologies are based on practical experience elsewhere. Using them for the purpose of creating Central Bedfordshire is intended to impose a rigorous discipline so that there is clarity of purpose, coherence across the programme, monitoring of progress and escalation of issues where needed in order to ensure that appropriate corrective action is taken.
10. The documentation associated with the programme is considerable. In order to show how the key documents fit together and to summarise their purpose a documentation hierarchy has been prepared and is copied at Appendix “D”.

### **Implementation Plan**

11. The meeting of the Shadow Executive on 10 June adopted and agreed to keep under review an Implementation Plan for the creation of Central Bedfordshire. Since that time the Officer Programme Board has reviewed the plan weekly and the latest update has been posted on the Central Bedfordshire website.
12. The Implementation Plan has also been used at monthly meetings with DCLG officials to report on progress. The Audit Commission has also begun working with officers to assess preparations for Central Bedfordshire and the Implementation Plan will be central to that work.
13. The Implementation Plan focuses on key milestones. Beneath this high-level of planning there is a much more detailed Gantt chart itemising all the tasks for each workstream within the programme. The detailed Gantt chart is an extensive document. It requires close attention to detail to ensure that dependencies are identified and that progress within individual workstreams is on track.
14. Officers have considered whether or not to use critical path analysis (CPA) as an additional technique to help manage the programme. The concept behind CPA is that some activities are dependent on other activities being completed first.  
For example, you should not start recruiting Directors unless you have an agreed senior management structure first. These dependent activities need to be completed in a sequence, with each activity being more-or-less completed before the next activity can begin. A key challenge posed by Creating Central Bedfordshire is that time is very limited and means that many critical tasks have to be worked on in parallel rather sequentially.



15. In order to construct a CPA, it is necessary to estimate the time taken from commencement to completion of each task. Whilst it can help to ensure that a project is completed as quickly as possible, and resources used as efficiently as possible, it does depend on the accuracy of the information and time estimates used. The disadvantage of CPA is that the relationship of tasks to time is not as immediately obvious as with Gantt Charts, which not only show the dependency sequence of key activities but also the progress status of each activity. It is for these reasons that officers are developing detailed project plans, in the form of Gantt Charts, that supplement the overall Programme Implementation Plan and not adopting a CPA approach. The Officer Programme Board is seeking to identify all the essential deliverables and any dependencies between those deliverables. Sufficient resource will then need to be made available to ensure that each of the deliverables is in place on time.
16. A copy of the latest Implementation Plan is at Appendix “E”. It shows which targets are completed, on track, at risk, or delayed.
17. A summary progress report on the overall programme is at Appendix “F”.
18. The current position regarding exceptions shown on the Implementation Plan is as follows:

<b>Milestone</b>	<b>Proposed Action</b>
Line 24 – first draft of services business plans	Twenty-seven draft plans have been prepared. Plans are outstanding on Business Transformation and Internal Audit. Work is in hand and the drafts should be prepared by the end of August.
Line 25 – agree shared services hosting arrangements for Central Beds and Bedford Borough	Substantial progress has been made but a number of issues remain outstanding. Some relate to the Borough’s awaited decision on SAP / Agresso. At the time of writing the Borough’s Implementation Executive is due to reach a decision on 20 August and an oral update will be given at the meeting.
Line 30 – Customer engagement (contact centre) shared services	Discussions are continuing about the management of a shared contact centre. An oral update will be given at the meeting.

### **Risks**

19. A key principle being adopted in the programme’s governance is management by risk. A risk log is reviewed weekly by the Officer Programme Board so that risks are assessed and action identified in order to mitigate each risk. A copy of the current risk register is at Appendix “G”.

## Communications

20. A forward-planning grid has been developed in order to identify who will be communicated with, when and how. It includes, for example, consultation with local MPs, proposals for monthly briefings with Shadow Council Members and a new Member newsletter. A copy of the current communications grid is copied at Appendix "H". The grid will be made available for general public viewing on [www.centralbeds.gov.uk](http://www.centralbeds.gov.uk) , with a more detailed version on the County Council, Mid Beds and South Beds intranets for Members.
21. The process for developing the Central Bedfordshire brand and associated corporate identity has been finalised and the project is on target for completion by the end of September, with an implementation plan produced by the end of November.

## Finance

22. All expenditure on the transition to Central Bedfordshire is managed centrally. The table below shows the transitional budget breakdown included in the December 2007 submission and commitments against that budget as at 8 August.

Budget	Element	Spend (£s inc. Commitments to 31/03/09)	Remaining (£s)
0.50	Accommodation	19,570	480,430
0.90	Change management	806,476	93,524
0.10	Miscellaneous	49,452	50,548
0.70	Contract novation	0	700,000
4.80	I.T.	654,354	4,145,646
0.50	Training	0	500,000
0.20	Communications/ branding	35,000	165,000
0.70	Elections / democracy	39,070	660,930
0.30	Recruitment	250,000	50,000
0.60	Relocation	0	600,000
5.20	Early retirement	0	5,200,000
2.20	Redundancy	0	2,200,000
1.50	Closedown	0	1,500,000
<b>18.20</b>		<b>1,853,922</b>	<b>16,346,078</b>

## Conclusion

23. Overall, officers believe that good progress is being made towards creating Central Bedfordshire; but identifying all the tasks to create the new council is not an exact science. All the councils in England working on similar programmes are in the same position. We are attempting to learn from each other and to take advantage of lessons learned during local government reorganisation that took place in the 1990s.

24. The next six months will see the implementation of the preparatory work that has been done so far. The Implementation Strategy agreed in April of this year makes clear in paragraph 2.03 how the success of that work should be judged:

*“Success will be demonstrated if, on vesting day in April 2009, all staff arrive for work in the new authority knowing what is expected of them and are equipped to deliver services to our customers. That means, for example, that customer enquiries are answered correctly and promptly, IT systems work, contractors deliver their services and the right support is in place for vulnerable people. For our employees that deliver these services we will make sure that they understand what the new authority expects of them and that they are properly trained and equipped”.*

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**Background Papers:** “Invitations to councils in England” DCLG, October 2006  
“Bedfordshire (Structural Changes) Order 2008”

**Location of Papers:** Deputy Chief Executive’s office, Priory House, Shefford

**File Reference:** CG3

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Cllr Tricia Turner  
The Leader  
Central Bedfordshire Shadow Executive  
Priory House  
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Beds SG17 5TQ

John Healey MP  
Minister for Local Government

APPENDIX A

*Department for Communities and Local Government*

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3 | March 2008

A handwritten signature in black ink, appearing to read "John Healey".

### **DELIVERING THE NEW UNITARY AUTHORITIES**

**Now that all the Structural Changes Orders are in force, and with only about a year to go until the new unitary councils must be fully up and running, I am writing to you and the Leaders of the other transitional executives about your responsibilities for delivering the new unitary authorities, and the roles we in Government have alongside you during the implementation period.**

Although leadership of the transition is a matter for you and the Shadow Executive, I want to ensure we give you the necessary support from central government wherever we can and I hope you will let me know directly if there are matters to which you believe I or senior officials should be giving consideration.

The Structural Change Order for your area places a number of duties on you and your colleague members of your Shadow Executive to deliver efficiently, effectively, and in a timely manner, the new unitary authority for your area. As I have indicated in my statements to the House of Commons, we are clear that by implementing the full proposal (including any additional development of it) for unitary local governance for your area which was submitted to the Secretary of State, you are now able to establish from 1 April 2009 new innovative local governance arrangements that will combine both a strong strategic council and effectively empower communities at the most local level.

As I know you recognise, you and your colleagues on the Shadow Executive have the primary responsibility for achieving this. Success will involve as a minimum delivering:

- satisfactory outcomes on council tax (i.e. no restructuring costs falling on the council tax, balanced budget, and any tax increases within the Government's expectations) for 2009/10 and subsequent years;
- on 1 April 2009 all former county and district local services to be fully operational with no service failures or perceptible fall-off in quality on that date or thereafter;
- from early in 2009/10 tangible improvements in some services;
- from 1 April 2009 the new authority to have a strongly improving direction of travel and be on track to become within two years a flagship council that can lead the way on empowering citizens and communities, promoting prosperity, and modernising local service delivery to achieve both greater efficiencies and better

outcomes.

Whilst this is challenging, I am clear that local people will expect nothing less of you, and I know of your commitment to make a success of your new unitary authority.

To assist in this process, the Order requires you to prepare and maintain an Implementation Plan, including budgets and timetables. You also are required by the Order to have regard throughout the implementation process to the information supplied to the Secretary of State with the unitary proposal about how it will deliver the outcomes on strategic leadership, neighbourhood empowerment, and value for money services. These are the outcomes set out in the criteria in the original October 2006 Invitation to Councils.

Accordingly, the expectation is that to fulfil your responsibilities for delivering the new unitary authority, you will ensure that the details included with the submitted unitary proposal (including any additional submissions) on leadership, on arrangements for neighbourhood and community engagement and empowerment, and on service delivery, are implemented in full. Should you decide not to implement any such details, or to implement different arrangements, we would expect you to explain fully and publicly the reasons for this decision, including why you believe the different arrangements will achieve to the same or greater extent the outcomes sought on leadership, community empowerment, and local public services.

Whilst you and your colleagues locally are responsible for delivering the new unitary authority, we in Government have the role of establishing the necessary statutory framework through the making of regulations and orders under the Local Government and Public Involvement in Health Act 2007. In particular, over the coming months we intend to make as soon as practicable regulations and orders on staffing; finance; transitional arrangements; transferring functions, assets and liabilities; ceremonial matters; and on membership of bodies such as Police Authorities and Fire and Rescue Authorities. We recognise the importance of certain of these regulations and orders being in place at an early stage and in particular those on staffing which we intend to make by the end of May. Before making any secondary legislation my officials will discuss drafts with your and other Officer Implementation Teams.

We in Government, as I have indicated to the House of Commons during debates on the Structural Change Orders, will also want to follow closely the progress you are making, both to ensure that where matters are rightly our responsibility we have given you all the support we can, and to enable us to continue to account to Parliament on the progress being made as a result of the Structural Change Orders that it has approved.

Accordingly, I would welcome the opportunity to meet with you and the Leaders of the other transitional executives as early as is practicable in May. This will be an opportunity for me to hear first hand from you about the progress you are making and about any issue on which you believe we in Government might be able to help. I would also hope over the coming months to be able to visit each of the areas undergoing restructuring and my office will be in touch about arrangements. In addition throughout the implementation process, my officials and those of the Government Office will keep closely in touch with the officers of your Implementation Team and will shortly be writing to Team Leaders about how this might best be done.

With good wishes

  
JOHN HEALEY MP

## APPENDIX B

### Summary of promises/pledges contained within Central Bedfordshire bid proposal (Volume 1)

Corporate & cross cutting	Business Transformation	Corporate Resources	Children, Families and Learning	Social Care Health & Housing	Sustainable Communities
<p>2.4 CBC will provide strong leadership;</p> <p>2.114 Central Bedfordshire will be a strong, cohesive &amp; well-managed unitary council, providing high quality, cost-effective services.</p> <p>2.116 New governance structure to align LAA targets/portfolios/O&amp;S and management</p> <p>3.8 Working with other public sector organisations,</p>	<p>2.33 We will tailor how we work with towns, parishes &amp; neighbourhoods according to the ambitions, capacity &amp; organisational abilities that exist in those localities.</p> <p>2.4 CBC will empower communities; have a clear identity; be customer responsive; aspire to national recognition &amp; external validation of services.</p> <p>2.6 Deliver high quality, cost effective services that match the requirements of</p>	<p>2.4 CBC will be financially viable &amp; have high quality members &amp; officers.</p> <p>1.43/ 5.4/ 5.31/: Ongoing savings of £11.5m per annum; One-off transitional costs of £18.2m paid back in 19 months; no permanent call on reserves to fund transitional costs.</p> <p>5.9 “potential” for new council tax to be lower than existing by between 12% &amp; 16%;</p> <p>2.35 Principles of new political leadership structures</p>	<p>2.4 CBC will place children’s services at the heart &amp; make them a priority.</p> <p>2.55-2.56 Priority outcomes envisaged for C&amp;YP.</p> <p>2.59 Priority outcomes envisaged for safer and stronger communities.</p> <p>3.16 Introduce user groups for all key services.</p> <p>3.18 The portfolio holder for Children, Young People &amp;</p>	<p>1.35 Adult social services ..we will provide personal care at home or through a place in a day care centre.</p> <p>2.52-2.54 Priority outcomes envisaged in social care, health &amp; housing.</p> <p>3.16 Introduce user groups for all key services.</p> <p>4.9 Key Principles for Service</p>	<p>2.31 Setting aside for town and parish councils substantial ring fenced funding to help reduce fear of crime and improve highway maintenance.</p> <p>2.57 – 2.58 Priority outcomes envisaged for sustainable development.</p> <p>2.59 Priority outcomes envisaged for safer and stronger communities.</p> <p>2.60 Achieving improvements in</p>

*Note: reference are to paragraph headings within Volume 1*

<b>Corporate &amp; cross cutting</b>	<b>Business Transformation</b>	<b>Corporate Resources</b>	<b>Children, Families and Learning</b>	<b>Social Care Health &amp; Housing</b>	<b>Sustainable Communities</b>
<p>Central Bedfordshire will make “who does what” irrelevant for our residents.</p> <p>3.16 Prioritisation of deprivation “hot spots”</p> <p>4.7 During transition CBC will challenge current practices. ...in order to deliver efficient, coherent, value for money services.</p> <p>4.9 Key principles for Service Integration</p> <p>4.11 CBC will put customers at the heart of everything we do.</p>	<p>local communities &amp; service users.</p> <p>2.8 Encourage “Quality Parish” status. Develop a new charter for town &amp; parish councils and strengthen existing town centre management committees.</p> <p>2.10. A new framework of local engagement will be put in place, supporting councilors</p> <p>2.25 The LAA will determine how Central Bedfordshire responds to key challenges</p> <p>2.27 The development of a Multi Area Agreement (MAA)</p> <p>2.28 Outcome-based</p>	<p>2.64 Maximising efficiency &amp; effectiveness in use of resources</p> <p>2.65 A realignment of the new council’s budget framework with the targets in the LAA &amp; achieving further efficiency savings &amp; downward pressure on council tax.</p> <p>2.67 Align the core responsibilities of each cabinet portfolio with the remits of themed overview &amp; scrutiny committees.</p> <p>2.86 We will consider ways of achieving greater public involvement &amp; participation in full Council meetings.</p>	<p>Families will ensure that young people’s voices are heard.</p> <p>4.9 Key Principles for Service Integration</p>	<p>Integration.</p>	<p>the street scene, road safety, energy conservation &amp; waste minimisation.</p> <p>3.16 Introduce user groups for all key services.</p> <p>3.26 Support for town &amp; parish councils (re. highway mtce).</p> <p>4.9 Key Principles for Service Integration.</p>

*Note: reference are to paragraph headings within Volume 1*



<b>Corporate &amp; cross cutting</b>	<b>Business Transformation</b>	<b>Corporate Resources</b>	<b>Children, Families and Learning</b>	<b>Social Care Health &amp; Housing</b>	<b>Sustainable Communities</b>
4.28 'business as usual' during transition.	<p>LAA targets will be developed</p> <p>2.31 Consult town and parish councils on further devolution of services</p> <p>2.33 New community networks to be established</p> <p>2.61 We will ensure that the citizens have their voice heard at sub-regional, regional &amp; national level.</p> <p>2.62 A key outcome will be the development of two-way engagement through supported community networks</p> <p>2.63 We will place the highest importance on dynamic</p>	<p>2.91 Central Bedfordshire will consult widely to establish the best ways of empowering councilors.</p> <p>2.94. We will tailor &amp; target the provision of appropriate support services for all members.</p> <p>2.95 We will pay close attention to the training &amp; development needs of all councillors.</p> <p>2.98 Members allowances will be extensively reviewed by an Independent Remuneration Panel.</p> <p>2.114 Streamlined electoral</p>			

*Note: reference are to paragraph headings within Volume 1*

<b>Corporate &amp; cross cutting</b>	<b>Business Transformation</b>	<b>Corporate Resources</b>	<b>Children, Families and Learning</b>	<b>Social Care Health &amp; Housing</b>	<b>Sustainable Communities</b>
	<p>communication &amp; media relations</p> <p>2.67 O&amp;S Committee will take overall responsibility for scrutinising the council’s strategic direction</p> <p>2.72 develop further opportunities for public engagement in the O&amp;S process.</p> <p>2.115 Priorities will flow from partnership working, LSP &amp; LAA, towns &amp; parishes &amp; active community engagement. We will take full advantage of the evolving role of councilors.</p> <p>2.117 Strengthen the role of overview &amp; scrutiny, responding to</p>	<p>arrangements will give councillors more power to speak up for their communities.</p> <p>3.10 Convergence of back office IT systems; larger discounts from suppliers.</p> <p>3.16 Introduce user groups for all key services.</p> <p>3.21 Support and training for members through IdeA and LGIU Learning Network.</p> <p>3.22 Consider ward “fix it” budgets and community kitties.</p> <p>3.25 Encourage a cross-section of society to participate</p>			

*Note: reference are to paragraph headings within Volume 1*

<b>Corporate &amp; cross cutting</b>	<b>Business Transformation</b>	<b>Corporate Resources</b>	<b>Children, Families and Learning</b>	<b>Social Care Health &amp; Housing</b>	<b>Sustainable Communities</b>
	<p>Councillor Calls for Action &amp; the new external scrutiny powers.</p> <p>3.2 The new council will deliver choice &amp; accessibility in services, more information, more say, more equity, more easily managed partnerships, more dialogue etc.</p> <p>3.5 New Customer service strategy.</p> <p>3.10 Single customer service team; single CRM; best in class business processes; further opportunity for face to face services.</p> <p>3.16 Identify deprivation hotspots; pool community</p>	<p>in community activism &amp; local politics &amp; will take steps to recruit a more diverse population of potential councillors.</p> <p>4.9 Key Principles for Service Integration.</p> <p>4.34 Publish a workforce strategy.</p> <p>4.36 Carry out staff training &amp; capacity assessment.</p> <p>4.38, 4.40 Office accommodation: sizeable net saving to be delivered through rationalisation of the asset base.</p>			

*Note: reference are to paragraph headings within Volume 1*

Corporate & cross cutting	Business Transformation	Corporate Resources	Children, Families and Learning	Social Care Health & Housing	Sustainable Communities
	<p>intelligence; develop information at neighbourhood level; work with BRCC to deploy kiosks and mobile services; support third sector; use key partner grant funding agreements; greater encouragement of volunteering; work towards achieving level 3 Equality Standard.</p> <p>3.19 Central Bedfordshire will engage, deliver, measure &amp; monitor its services around community areas.</p> <p>3.20 Develop information sharing with partners.</p> <p>3.22 Consider ward</p>				

*Note: reference are to paragraph headings within Volume 1*

<b>Corporate &amp; cross cutting</b>	<b>Business Transformation</b>	<b>Corporate Resources</b>	<b>Children, Families and Learning</b>	<b>Social Care Health &amp; Housing</b>	<b>Sustainable Communities</b>
	<p>“fix it” budgets and community kitties.</p> <p>3.23 Establish ward “walkabouts”.</p> <p>3.25 will encourage a cross-section of society to participate in community activism &amp; local politics.</p> <p>3.26 Support for town &amp; parish councils (inc. support for parish plans; support for Quality Council status; further devolution of services; networking events; newsletter; town conference; rural parish conference).</p> <p>3.27 Explore &amp; seek opportunities to build on the principles of the existing voluntary sector compact.</p>				

*Note: reference are to paragraph headings within Volume 1*

Corporate & cross cutting	Business Transformation	Corporate Resources	Children, Families and Learning	Social Care Health & Housing	Sustainable Communities
	<p>4.9 Key principles for Service Integration.</p> <p>4.12 New customer engagement strategy – principles.</p> <p>4.13 Customer focused promises (list includes designing new strategy; single customer service team; convergence of ICT; CRM; more PoP's; sharing functions with partners &amp; developing staff to provide excellent customer service).</p> <p>4.35 Communication - we will devote significant resource to a range of solutions.</p> <p>4.39 points of presence. - we will</p>				

*Note: reference are to paragraph headings within Volume 1*

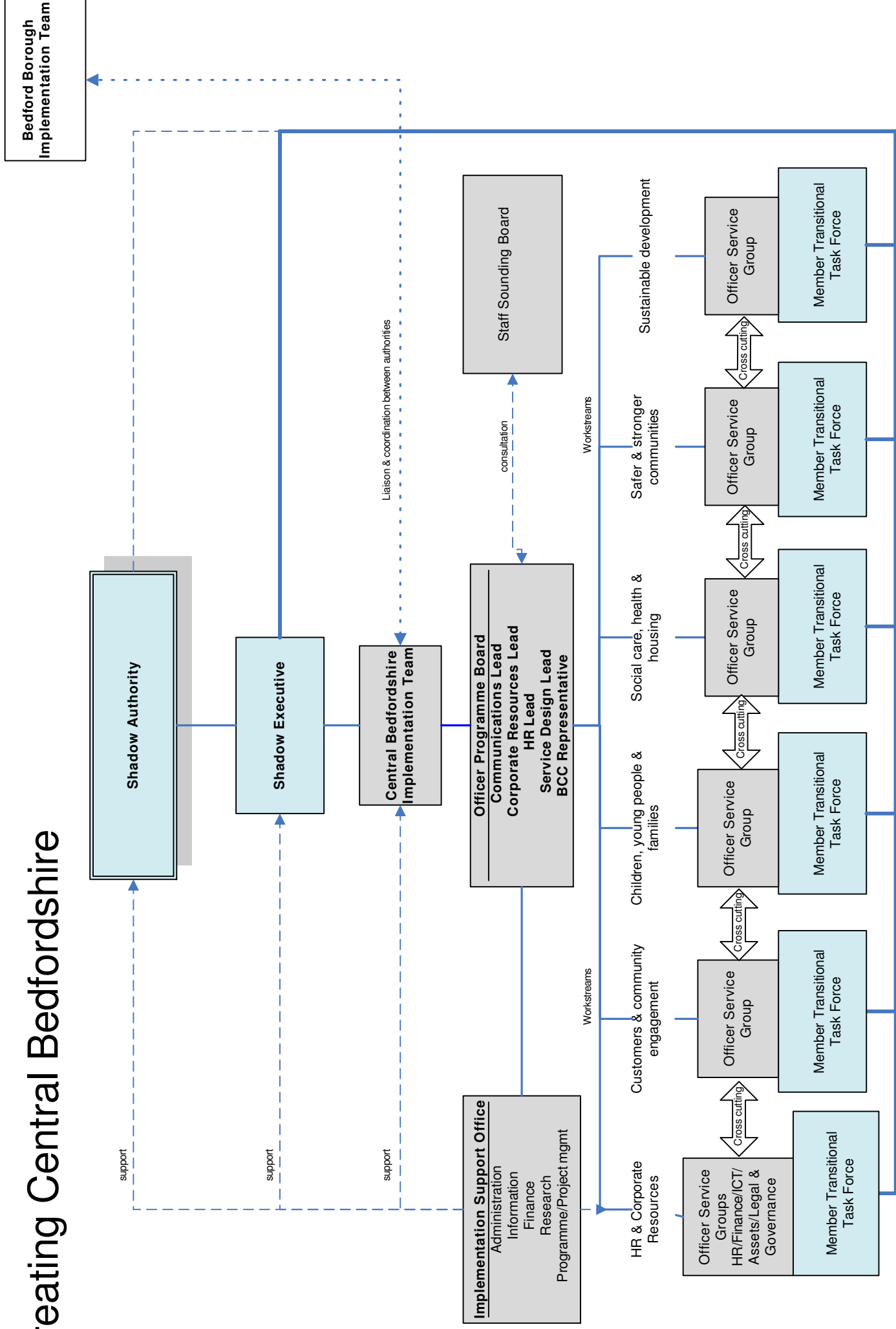
<b>Corporate &amp; cross cutting</b>	<b>Business Transformation</b>	<b>Corporate Resources</b>	<b>Children, Families and Learning</b>	<b>Social Care Health &amp; Housing</b>	<b>Sustainable Communities</b>
	broaden the range of services on offer.				

*Note: reference are to paragraph headings within Volume 1*

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# Creating Central Bedfordshire



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## Creating Central Bedfordshire

### Documentation Hierarchy

The purpose of this document is to list the key documents that are essential for the creation of the new council. The completion date for the documents is also shown on the Implementation Plan.

*Last updated: 7 August 2008.*

Type	Title	Purpose	Owner	Key Date	Current Status
Strategic	A Joint Proposal for Unitary Local Government in Bedfordshire	Responds to the Sec of State's invitation and says how the new council could operate.	S Redmore	Dec 07	Accepted by Sec of State 6 March 08
	Central Bedfordshire Shadow Council Constitution	Explains how the shadow council operates.	B Morris	Apr 08	Agreed by Shadow Council 10 April 08
	Implementation Strategy	Sets out the overall approach to creating the new council including transition governance structures.	S Redmore	Apr 08	Agreed by Shadow Exec on 10 April 08
	Implementation Plan	Summarises key milestones and provides the basis for monitoring progress.	S Redmore	Ongoing	Agreed by Shadow Executive 10 June 08 & updated weekly by OPB. Latest copy posted on CB website. Considered monthly by DCLG

Type	Title	Purpose	Owner	Key Date	Current Status
	Risk log	Identifies risks to achieving the plan and actions to mitigate risks. Each workstream has its own detailed risk log.	F Stevens	Ongoing	Agreed by Shadow Executive 10 June 08 & updated weekly by OPB. Considered monthly by DCLG.
	Issue log	Captures risks that have happened and action taken in response. Each workstream has its own detailed issue log.	F Stevens	Ongoing	Reviewed by OPB weekly. Considered monthly by DCLG
	Vision and priorities	To provide a long term framework which will be translated into detailed plans.	S Redmore	Aug 08	Agreed by Shadow Exec 5 Aug 08.
	Strategic Plan	Clarifies purpose of the new council for staff, Councillors, customers, partners; essential background to budget setting; thinks ahead to CAA in April 2009. Three year time frame.	S. Redmore D Moores	Sept 08	Due to be reported to Shadow Exec 2 Sept 08
	Performance management framework	Sets out targets and monitoring regime.	D. Moores	Dec 09	Not started in detail but draft business plans are being based on staffing needed to achieve the new National Indicator set
	Medium term financial strategy	Provides a longer term context within which to consider next year's budget.	DSutherland	Feb 09	Many imponderables at this stage. Do not envisage one appearing <i>formally</i> until the same time as we put the final budget

Type	Title	Purpose	Owner	Key Date	Current Status
					report together (February 09). At that stage it will be vital to have the MTFs in place so that Members can consider the forward consequences of budget decisions. Anticipate that we would start to pull something together in early autumn when some of the pieces have slotted into place and we have a much better idea of some key information. We will then carry out an iterative process of adjustment through to budget setting.
	Budget 2009/10	Budget by service	D.Sutherland	Feb 09	See above.
Operational	Project initiation documents (PIDs)	Individual PIDs for each workstream define scope, objectives, deliverables, organisation structure and initial project plan.	M Headicar P Stabb F. Stevens	Jul 08	All completed. These are working background documents and not intended for publication.
	Handling transitional service delivery	Informal document capturing the way forward for individual services. Developed in consultation with Bedford Borough. A similar document is in preparation covering services currently provided by Beds CC for Luton.	M. Headicar P. Stabb	Aug 08	A number of matters remain unresolved especially hosting and issues associated with Bedford Borough's awaited decision on enterprise resource planning software.

Type	Title	Purpose	Owner	Key Date	Current Status
		Concluding this work is vital for business planning because it will determine staff numbers.			
	Business plans	To establish a blueprint for what each service will look like on 1 April 09 and beyond; to deliver promised savings; re-design services to reflect the December 07 proposal (see separate detailed sheet)	M Headicar P Stabb F. Stevens	Sept 08	Draft plans have been prepared for all but two workstreams. Final business plans are due by the end of September. There will be a "challenge day" in October when the new Management Team will review the plans.
	Directorate plans	Two/ three page summaries of the business plans showing how the vision and priorities cascade down into the new directorates	M Headicar P Stabb	Sept 08	It is intended to recommend the Directorate Plans to Shadow Executive on 30 September for approval.
Cross cutting – examples	People management protocol	Sets out arrangements for staff affected by change eg consultation.	M Williams	July 08	Out to consultation with unions. In accordance with national regulations the Protocol will be recommended to the Shadow Executive (on 2 September)
	Accommodation Strategy	Set out which premises will be used for which functions; deal with findings of condition survey.	TChaple	Dec 08	Work commenced. External assistance appointed. A draft will be reported to Shadow Executive on 30 September and a final version on 16 December.

<b>Type</b>	<b>Title</b>	<b>Purpose</b>	<b>Owner</b>	<b>Key Date</b>	<b>Current Status</b>
	Local Area Agreement 2009/11	Developed in partnership; sets out planned outcomes against government targets.	Clive Jones E Malarky	Feb 09	Current LAA written with a view to being disaggregated.
	Customer First Strategy	Will cover all channels with the aim of providing first class customer services.	Clive Jones	Mar 09	Officer discussion underway involving all four councils.

Simon Redmore

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# Creating Central Bedfordshire

Line Nos.	(Date within brackets) refer to Shadow Exec. Meeting date	KEY MILESTONES - IMPLEMENTATION PLAN												Future Milestones						
		2008			2009			2009			At Risk Milestones	Delayed Milestones	On-Track Milestones							
		Mar-08	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-09	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1	<b>Strategic Leadership</b>																			
2	Governance structures		ShadAuthority, ShadExecutive, CBIT and TTFs (10th)																	
3	Constitution		Agreed Transitional Constitution (10th)										Agree New Constitution							
4	Implementation Strategy		Approval given to the IS (10th)																	
5	Vision and Strategic Plan			Agree 1st draft - Emerging Priorities & Vision (10th)	Confirm draft Emerging Priorities & Vision (10th)	1st draft - Strategic Plan	Final version - CBC Vision (5th)	Final version - Strategic Plan (2nd)												
6	Transition Implementation Plan and Risk Analysis				Approve Implementation Plan & Risk analysis (10th)	Monthly review of Risks / Issues														
7	Management structure and process for senior appointments				Agree CBC mgt structure and senior appts. (10th)															
8	Key partnerships							Agree CDRP Partnership arrangements		Agree membership to CBC's LSP		Agree CBC LAA for 2009-2011								
9	Equalities and Diversity Strategy										Agree CBC Equalities & Diversity Strat.									
10	Establish Performance Management Framework										Agree Perf. Mgt Framework for 2009									
11	Targets for the new National Indicators - under LAA												Agree targets for Nat. Indicators							
12	Elections															Elections (tbc)				
13	<b>Finance and Assets</b>																			
14	Section 24 Directions and consents																			
15	Financial planning & budgeting		Agree 2008-09 transitional budget released	Update December Bid financial data	Indicative services' budgets			Agree formula & specific grant splits with BBC & CLG		Finalise 2009/10 taxbase		1. Draft version of MTFS available. 2. Publish 1st draft 2009/10 Budget	1. Final version of MTFS available. 2. Agree 2009/10 Budget & Council Tax	Start Council Tax billing						
16	Records of assets, liabilities			Complete compilation of information									Agree final disaggregation of County assets with BBC							
17	Monitor transitional costs accrued				Submit 1st budget monitoring report								Submit 2nd budget monitoring report				Submit 4th budget monitoring report			
18	Monitor indicative savings accrued												Submit 1st indicative savings report							
19	Accommodation Strategy												Agree interim accommodation strategy (30th)							
20	Notional (2008/09) budget requirement, notional council tax requirements and notional Band D council tax figures												Agree notional amounts							
21	<b>Service Design</b>																			
22	Evaluate and propose options for joint-working, partnership and shared services delivery			Complete proposal on shared services	Agree initial report on shared-services (10th)															
23	Project Initiation Documents (PIDs)			Sign off PIDs from workstreams																

# Creating Central Bedfordshire

Line Nos.	(Date within brackets) refer to Shadow Exec. Meeting date	KEY MILESTONES - IMPLEMENTATION PLAN												Future Milestones						
		2008			2009			At Risk Milestones			Delayed Milestones				On-Track Milestones					
		Mar-08	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-09	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
24	Business Plans and an 'umbrella' Directorate Plan					1st Draft - Services' Business Plans		1. Directorate Plans (30th) - 2. Final version - Services' Business Plans	Officer/Mgt Challenge Day (Approve Business Plans)											
25	SLAs and contracts for shared services					Agree Hosting arrangements for CBC & BBC		Start negotiations on SLAs and contracts	Negotiations on SLAs and contracts completed											
26	Children Services							Agree partnership arrangements		Agree Policies & Procedures			CBC Children's Trust established							
27	Adult Social Care (milestones tbc)							Complete partnership arrangements					Joint Strategic Needs Assessment (JSNA)	Assmt of delivery arrangements, including Safeguarding protocols						
28	Highways (further milestones tbc after 21st May meeting)			Scoping meeting on 2nd. Aney contract presentation on 21st.										Agree Partnership arrangements						
29	Neighbourhood Engagement and Customer Empowerment																			
30	Customer Engagement					Customer Engagement shared-services proposal completed														
31	Role of town and parish councillors												Councillors' role proposal completed							
32	An enhanced customer service strategy																			
33	Community and voluntary engagement																			
34	ICT																			
35	ICT systems and infrastructure			Finalise ICT PID (3 streams and 19 projects)					ICT requirements + implementation plans for each of the services		CBC Core Network installed and operational				Deliver working core infrastructure (1st)					
36	Communications																			
37	Communication Strategy			Agree Transition Comm. Plan				Agree CBC Comm. Strategy												
38	Brand Identity							Agree Brand Identity (30th)		Approve Brand Identity Impl. Plan										
39	Roadshows and Staff Sounding Board events							Staff Sounding Board												
40	Culture and People																			
41	Trade union engagement - monthly meeting to negotiate staff transfer terms, & agree on local protocols for recruitment		1st meeting started																	
42	Appoint Directors and Heads of Services			Appoint Interim CYPF Director		Identify 'ringfence' for Head of Services		All Directors appointed and internal HoS selected		Externally appointed HoS completed				CE Advert.			CE Appointed			
43	People Management Protocols					Approve People Management Protocol														
44	Recruitment strategy to give directions to appointments					Approve Sr. Mgt. Recruitment Strategy														



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# Creating Central Bedfordshire Programme Progress Report

*Date of report: 19 August 2008*

## **1 Overall Progress Summary**

### 1.1 Achievements to date include:

- Member and officer transitional governance structures in place.
- Arrangements in place to control all transitional expenditure.
- Interim Chief Executive appointed.
- Vision for Central Bedfordshire agreed by the Shadow Executive.
- Robust programme and project management controls adopted to ensure focus is maintained on the objectives and outcomes of the December 2007 proposal.
- Initial business plans relating to the design of services, service structures and key tasks / deliverables completed.
- Channels of communication implemented to keep all employees, Members, partners and Central Bedfordshire citizens informed about progress on the programme of work.
- Transitional service delivery arrangements, including hosting, largely agreed with Bedford Borough.
- Decision made that SAP will be the Enterprise Resource Planning (ERP) system for Central Bedfordshire.
- Asset disaggregation protocol formulated with Bedford and points of disagreement identified for future resolution.
- People Management Protocol agreed with trade unions.
- Recruitment of Directors underway with the first two appointed.
- Assimilation of Heads of Service underway and on schedule.

1.2 There is still much more to do and work will be carried out on the basis of the high-level implementation plan underpinned by detailed project plans.

## **2 What decisions and actions do we need to maintain and / or increase the pace?**

### 2.1 The main ones currently considered to be most urgent are:

- Agreement on the few remaining shared services and hosting arrangements.
- Resolution of service provision issues involving Luton.
- Agreements on cross-cutting and cross-boundary aspects, especially on the principles and processes for the disaggregation of staff, assets and liabilities with Bedford Borough Council.

- Clear identification of dependencies and resolution of any inconsistencies.
- Re-alignment of the Transition Task Force and Officer Service Group structures to the agreed Directorate structure so that transitional implementation work can progress in a more efficient and co-ordinated manner.
- Increase the involvement of more officers to participate in the programme.
- More frequent and better communication.

### **3 What we have achieved so far**

#### 3.1 Strategic leadership and governance in place, including:

- *An interim senior management and governance structure* appropriate for the creation of Central Bedfordshire.
- *Close with the Department of Communities and Local Government (DCLG)* and peers from other emerging unitary councils, including Bedford Borough Council, on corporate issues like disaggregation principles and staffing regulations.
- *Transition Task Forces*, consisting of Members, and Officer Service Groups Leads (OSGs) working together on transitional preparations and designs for services.
- *Officer Programme Board and Implementation Support Office* teams of officers to help drive forward the preparations for the formation of the new authority.
- *A new senior management structure* for the new Central Bedfordshire Council (agreed in early June).
- *The recruitment and appointment of Directors* due for completion in September.
- *An approved vision and priorities* for Central Bedfordshire.
- *Fully resourced transition design teams* comprising of project managers, policy officers, specialist financial and personnel advisors, and administrative staff who will provide support to OSG Leads in the design of service structures and service delivery.
- *A draft Strategic Plan (2009-2011)* ready for Shadow Executive approval in early September.

#### 3.2 Formal implementation controls in place and key information available, including:

- *An agreed Transition Implementation Plan* updated weekly, with key milestones, to keep all Members and officers focused on delivering the structures and innovative services for the new Central Bedfordshire Council. The latest version of the Plan is available on [www.centralbeds.gov.uk](http://www.centralbeds.gov.uk)

- *Robust programme and project management controls* that will support us in managing the key deliverables, minimise risks and resolve issues. Examples of these are the weekly Programme Board meetings, staff emails, and weekly reviews of risks and issues.
- *Raw data and specific service information* about employees, services and assets, and additional information to help with designing service structures and services.
- *A single database set up for all the documents* relating to the Creating Central Bedfordshire implementation work, and which is accessible to all the officers involved.

### 3.3 Services being designed, and those being considered for sharing, including:

- *Firm decisions taken on the majority of the shared services options* and agreement to finalising the various hosting arrangements as quickly as possible.
- *Agreement to adopt SAP* for the new Central Bedfordshire Council, following consideration of options by the Corporate Resources TTF.
- *Project initiation documents (PIDs)*, defining the scope of each project and their key deliverables.
- *Initial business plans* completed for each of the services within the Directorates, closely aligned to the new Central Bedfordshire vision and priorities.
- *Consultation and involvement of existing and potential partners* on review of current working arrangements and consideration of future partnership priorities.

### 3.4 Communications and consultation, including:

- *Central Bedfordshire website*, operational since early May.
- *Regular emails to all employees*.
- *Stakeholder newsletters* sent out to all stakeholders e.g. town and parish councils, PCT and other partners, to keep them informed about the Creating Central Bedfordshire programme.
- Three meetings of the Central Bedfordshire Implementation Team (CBIT) involving senior representatives from key partners including Police, health, fire, business sector and voluntary sector among others.
- *The start of a branding exercise for Central Bedfordshire*, which will involve discussion and consultation with senior officers, portfolio holders and key stakeholders in the forthcoming weeks.
- *First round of all staff roadshows* completed hosted by the Leader and Interim Chief Executive throughout Central Bedfordshire and in County Hall.

### 3.5 Budgets and financial controls in place, including:

- *Robust procurement procedures* implemented and all expenditure relevant to Creating Central Bedfordshire monitored and logged centrally by a finance officer in the Implementation Support Office.

- *Work completed on refreshing the financial data* in the December 2007 bid.
- *Agreed sets of financial consents* and processes implemented to ensure compliance with regulations.
- *Regular monitoring and reporting of transitional costs accrued*, by the Officer Programme Board (OPB), to ensure there are no surprises with unplanned expenditure.
- *High-level indicative budget figures* prepared to assist the development of initial service designs and business plans.

### 3.6 ICT programme and project teams in place, including:

- *A high-level PID*, which was approved in early May, to deliver the systems needed in supporting the creation of Central Bedfordshire Council.
- *Early discussions* with senior users of ICT have started focusing on the work required for specifying and selecting application-specific software and systems that will support the delivery of services.

## 4 **Where are we compared to where we should be?**

- 4.1 In examining the targets that we set in April 2008, it would fair to say we have made good progress on what we have achieved so far against what we said we would deliver.
- 4.2 Although there have been some delays to a few of the tasks during the very early days, we have managed to work around them and have continued with the tasks at hand. This approach has enabled us to get back on track quickly.
- 4.3 By regularly pre-assessing the status of near-future key tasks and milestones we have also, at times, taken early corrective action to reduce the risk of delays successfully. This approach will continue to be used to ensure that potential problems that could delay future progress are minimised or removed.
- 4.4 Officers are routinely comparing the Central Bedfordshire programme with those being developed in the other emerging unitary councils, to ensure that we identify all the work that needs to be done. In order to provide further third party challenge, a leading firm of consultants is about to be engaged to undertake two short pieces of work looking at the overall Central Bedfordshire programme and ICT disaggregation issues involving Central Bedfordshire and Bedford.



# Creating Central Bedfordshire

## Central Bedfordshire Transition Programme Risks Log

### Explanation of the model

Having identified the key programme risks, an established method of measuring risk has been followed. A simple 3 x 3 "risk model" has been used to score the risks in terms of likelihood and impact. A broad definition for each element of the grid is shown on the model to assist scoring. Although scores are necessarily judgemental, they have been carefully reached. In such a complex programme, the number of potential risks is substantial. This register, therefore, only identifies those risks that can and need to be monitored in order to help ensure that programme objectives are met. Separate risk registers will be set up as part of the arrangements for managing each project within the programme.

### Risk model

High	Medium	Low
<p>Important risks - may potentially affect provision of key services and duties</p> <p style="text-align: center;"><b>6</b></p>	<p>Key risk - may potentially affect provision of key services or duties</p> <p style="text-align: center;"><b>8</b></p>	<p>Immediate action needed - serious threat to provision and/ or achievement of key services or duties</p> <p style="text-align: center;"><b>9</b></p>
<p>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</p> <p style="text-align: center;"><b>3</b></p>	<p>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</p> <p style="text-align: center;"><b>5</b></p>	<p>Key risks - may potentially affect provision of key services or duties</p> <p style="text-align: center;"><b>7</b></p>
<p>No action necessary</p> <p style="text-align: center;"><b>1</b></p>	<p>Monitor as necessary - ensure being properly managed</p> <p style="text-align: center;"><b>2</b></p>	<p>Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties</p> <p style="text-align: center;"><b>4</b></p>

Low

Medium  
LIKELIHOOD

High

For Information: - Gross score is awarded without any actions taken; Residual score is awarded with current actions in place; Target score is what score would be acceptable.

Any difference between Residual score and Target score indicates an action is required. Risk register to be reviewed on a frequent basis, initially monthly. Previous scores are indicated within the brackets.

# Creating Central Bedfordshire

Key to "Owner" initials	
JS = Jaki Salisbury	RE = Richard Ellis
DS = David Sutherland	MEH = Marion Headicar
TC = Tim Chaple	RW = Rob Wood
PS = Peter Stabb	AA = Andy Allsopp
MW = Martin Williams	Comms Partners = Comms Mgrs from BCC/MBDC/SBDC

# Creating Central Bedfordshire

## Central Bedfordshire Transition Programme Risks Log

Ref	Date Identified	Date of Last Update	Risk description	Gross score	Residual score	Target score	Action required	Owner
<b>1</b>			<b>Strategic / commercial</b>					
1.01	July 07	25/06/08	The partnerships which are necessary to deliver desired outcomes may suffer during the transition period.	8	3 (8)	3 (5)	Continue close involvement of key partners by means of the Central Bedfordshire Implementation Team (CBIT). To have increased discussions. Direct involvement of partners with Officer Service Groups (OSGs).	JS
1.02	July 07	25/06/08	Failing to achieve the right balance between minimising service disruption and taking the opportunities presented by reorganisation.	6	3	3 (1)	Robust debates and challenging questions to be encouraged by Members and officers to encourage opportunities and innovative ideas when designing services and delivery approaches.	JS
1.03	12/05/08	25/06/08	Local media mount anti-CBC campaign.	7	3 (5)	3	Watch out for, and monitor, early signs of such a campaign emerging and be ready with measures to head it off.	Comms Partners
1.04	12/05/08	23/07/08	Communications undermined by failure to forge 'one council' ethos early enough in the process.	7 (5)	7 (3)	2	Conduct a program of culture-change for all employees, which will look at developing the new organisation culture. This will commence in September 2008.	MW
<b>2</b>			<b>Economic / financial</b>					
2.01	July 07	25/06/08	Transitional costs not constrained.	9	3 (6)	3 (4)	Monitor closely according to the robust procedures in place.	DS

# Creating Central Bedfordshire

Ref	Date Identified	Date of Last Update	Risk description	Gross score	Residual score	Target score	Action required	Owner
2.02	21/05/08	23/07/08	Savings not achieved; and/or insufficient funds to deliver the services.  The current position on SAP / Agresso and disaggregation issues will increase the risk of not achieving the savings planned for.	9	8	3	Design services and structures that would enable future savings.  Quantify implications to Shad.Exec. the additional costs and skilled staff required, the potential risks to some shared-services e.g. HR, and the huge ICT effort required to migrate across to Agresso.	DS / PL
2.03	July 07	25/06/08	Liabilities for asset maintenance and repair could exceed expectation.	8	5	2	Work with BCC and BBC to establish which assets are to be transferred using the information already provided. Do 'condition survey' to gain better understanding of position.	TC
<b>3</b>			<b>Legal and regulatory</b>					
3.01	July 07	23/07/08	County Council contract renewal deadlines could be missed due to added complexity of discussion on shared services with Beds Borough.	8	3 (6) (8)	2	Meeting on 27-June resulted in clearer understanding of the processes involved and agreement on a planned list of actions for all affected authorities.	DS
<b>4</b>			<b>Organisational / management</b>					
4.01	July 07	23/07/08	Loss of key staff during the transition period.	8	8	2	Thorough communication and involvement of key staff. Retention measures put in place at BCC and MBDC. Measures will be taken at SBDC as and when necessary.	MW

# Creating Central Bedfordshire

Ref	Date Identified	Date of Last Update	Risk description	Gross score	Residual score	Target score	Action required	Owner
4.02	July 07	30/07/08	There may be insufficient capacity to deal with both the transition and existing work commitments. Additional pressure placed on existing employees if aspects of HR services are not shared (e.g. SAP not retained) and a common ICT system is not deployed by both authorities.	8	7 (5) (8)	2	All existing commitments have been reviewed in order to redeploy existing staff resources where possible. Additional resource to be brought in as required. Present quantitative information to BBC (and to Shadow Executive on 2 Sept), and address contingency plans for Central Bedfordshire.	MW/PS
4.03	July 07	25/06/08	There may be loss of motivation among staff due to uncertainty.	8	7 (5) (7)	2	Establish and implement effective internal communication strategy. Need the structures to be populated and communicated.	RE
4.04	12/05/08	13/08/08	Employees complain that they are not informed / engaged enough.	7	5 (7) (4)	3	Create a flexible and responsive internal communications strategy and be ready to provide additional input when needed. CBC newsletters to continue and take further action, if required, based on feedback from the roadshows.	MW/AA
4.05	21/05/08	25/06/08	Non-appointment of senior officers as planned.	6	3	3	Appointment of reputable consultants to manage the recruitment process, together with offering competitive and good going rates.	MW
4.06	04/06/08	25/06/08	Key information may not be available from the constituent authorities.	9	2 (9)	2	Chief Executives to resolve delays.	JS / JR / MR

# Creating Central Bedfordshire

Ref	Date Identified	Date of Last Update	Risk description	Gross score	Residual score	Target score	Action required	Owner
<b>5</b>			<b>Reputation</b>					
5.01	July 07	25/06/08	Councils could become inward looking as a result of focusing on transition leading to loss of confidence among residents, businesses and partners.	8	5	2	Establish and implement effective external communication strategy. Ensure adequate staffing levels to maintain existing, high service standards.	RE, MW
<b>7</b>			<b>Technical / operational</b>					
7.02	July 07	25/06/08	Service failure due to alterations to IT systems e.g. SAP	8	6 (8)	2	Well qualified and adequately resourced teams to be established, with a clear plan and the authority to act swiftly. Robust plan to include 'pilot' before full big bang rollout into single IT systems.	RW
7.03	July 07	13/08/08	Lack of agreement on disaggregation / sharing services with BBC.	8	8 (5) (8)	2	OSG leads and their equivalents in BBC to reach early agreement. Residual actions from the 5 <sup>th</sup> August meeting to be resolved as soon as possible.	JS
7.04	Oct 07	23/07/08	Inspection regimes in 2008/09 divert scarce resources from transition and existing work commitments.	8	6 (8)	2	Much reduced scope has now been promised by AC. Meetings with AC continue to take place.	JS
7.06	21/05/08	25/06/08	Lack of cascading key milestones (from the Programme Implementation Plan) into project plans.	8	6	2	Close monitoring of key milestones ahead of target end-dates. Regular checks on programme and project plans.	SR

# Creating Central Bedfordshire

## APPENDIX B

Ref	Date Identified	Date of Last Update	Risk description	Gross score	Residual score	Target score	Action required	Owner
7.07	17/06/08	25/06/08	Uncontrolled changes to delivery dates of key items in other workstreams, impacting on ICT ability to deliver on any project.	8	5	3	A requirement to consult about changes to previously agreed key decisions that could fundamentally affect project teams' ability to deliver the requirements of CBC.	SR

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# Creating Central Bedfordshire Council

## Communications Forward Planning Grid 2008/2009

Month	Wk	Comms strategy/plans (SN)	Corporate activity	Partnership activity (JA)	Internal comms and intranet (AA)	Media activity (MH)	Marketing, internet and creative services (MH & AA)	Business activity (SN)	Consultation
June 2008	1								
	2	<a href="#">Comms/ICT meeting, 11 Jun</a> <a href="#">Comms Planning grid completed, 10 June</a>	<a href="#">Exec agrees: Vision, Impl plan.</a> <a href="#">Senior mgmt structure, Shared Services</a>			<a href="#">PR for Exec meeting</a>			
	3	<a href="#">Submit Comms PID (JA)</a>	<a href="#">Agree main ICT systems</a>			<a href="#">Follow up on Exec meeting</a> <a href="#">PR to specialist media on progress made</a>	<a href="#">Align comms strategy with CLG</a>		
	4		<a href="#">Statutory Director recruitment</a>	<a href="#">T&amp;PC newsletter (MH)</a>	<a href="#">e-mail update (MH)</a> <a href="#">Staff "Sounding Board"</a>		<a href="#">Publish CB public awareness-raising leaflet</a>		<a href="#">Tender for Place Survey</a>

### Communications Forward Planning Grid 2008/2009

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July	1	<a href="#">Submit Comms Business Plan (JA)</a>	<a href="#">Strategic Plan (1st draft)</a> <a href="#">Staffing regs</a>		<a href="#">OPB notes</a>	<a href="#">PR for Council (MH)</a>			<a href="#">Community Network consultation with Town &amp; Parish Councils (Clive Jones)</a>
	2	<a href="#">Website: interim template.</a>			<a href="#">e-mail update (MH)</a>	<a href="#">Luton-Dunstable busway (MH)</a>			
		<a href="#">Awareness campaign planning.</a>							
		<a href="#">Design brief for CBC Brand Identity (AA)</a>				<a href="#">Statement on members allowances (MH)</a>			
		<a href="#">Recruit Media Officer (JA)</a>							
		<a href="#">Brief design Consultancies on Brand ID work (AA)</a>							
	3	<a href="#">TTPresentation on comms work to date and transition comms strategy (RE)</a>							
	4	<a href="#">Submit budget and job evaluation questionnaires for new posts (AA)</a>	<a href="#">Service Business Plans (1st draft)</a>		<a href="#">e-mail update (MH)</a>				
					<a href="#">Internal e-zine for employees (AA)</a>				
					<a href="#">CBC Staff road shows (AA)</a>		<a href="#">Exhibition- Dunstable, Ampthill, B'Wade libraries (MH)</a>		

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Aug	1		<a href="#">CBC vision (final)</a>		<a href="#">CBC Staff road shows (AA)</a>	<a href="#">PR for Exec (MR)</a>	<a href="#">Station Adverts Brief (MH)</a>		
		<a href="#">The Grid on EDRMS (SN)</a>							
	2	<a href="#">Award brand design contract (RE)</a>	<a href="#">Interim Accom strategy</a>		<a href="#">e-mail update (MH)</a>		<a href="#">Evolve creative aspects of Station Ads (AA)</a>		
	3				<a href="#">CBC Staff road shows (AA)</a>	<a href="#">PR to specialist media on progress (MH)</a>			
		<a href="#">PID and Draft Business Plan for Creative Services (AA)</a>			<a href="#">e-mail update (MH)</a>		<a href="#">Report on performance of Annodata (AA)</a>		
	4			<a href="#">Stakeholder newsletter (MH)</a>	<a href="#">Brief for members bulletin for shadow council members (MH)</a>	<a href="#">Develop coms with CLG, LGA and others, and prepare for Minister's visit in October (MH)</a>	<a href="#">Exhibition: install in LB, Flitwick, Sandy Libraries</a>		
		<a href="#">The Grid on CB Website (SN)</a>							
		<a href="#">Presenation of first design draft by consultants (AA)</a>			<a href="#">Consider options for face to face meetings with members and Jaki (AA)</a>		<a href="#">Policy on advertising and sponsorship - in house magazine (MH)</a>		

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Sept	1	<a href="#">Communications Strategy (final) (AA)</a>	<a href="#">Strategic Plan (final)</a>		<a href="#">e-mail update (MH)</a>	<a href="#">PR for Exec (MR)</a>		<a href="#">PR for business media</a>	<a href="#">Beds Voice Environment Survey</a>
		<a href="#">Presentation of Brand proposals to CEx/Leader (RE)</a>				<a href="#">Profiling key individuals (for internal and external stakeholders)</a>			
			<a href="#">Financial Regs</a>		<a href="#">CX staff briefing</a>				
	2		<a href="#">Service Business Plans (final)</a>			<a href="#">Follow up on Executive</a>		<a href="#">Mid Beds Business Breakfast</a>	
					<a href="#">CX staff briefing</a>				
	3	<a href="#">Presentation of Brand ID to Informal Executive (RE)</a>	<a href="#">Statutory Directors appointed</a>		<a href="#">e-mail update (MH)</a>	<a href="#">Building Schools for the Future (cf Executive)</a>		<a href="#">Bedford Evening Business Networking</a>	
								<a href="#">South Beds Business Breakfast</a>	
						<a href="#">Minerals Dev Plans (cf Executive)</a>		<a href="#">Wyboston Lakes Business Breakfast</a>	
	4	<a href="#">Presentation of Brand ID to Executive (RE)</a>	<a href="#">Agree staff transfer principles</a>	<a href="#">Stakeholder newsletter (MH)</a>		<a href="#">PR for Exec</a>	<a href="#">Exhibition: install in HR, Shefford, Potton Libraries</a>	<a href="#">Mid Beds supporting businesses (Jacob Salder)</a>	
			<a href="#">Business Transformation Report (Modena)</a>				<a href="#">Republish CB awareness leaflet</a>		
			<a href="#">CBC Brand Identity agreed</a>						

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Oct	1	<a href="#">Brand identity: Implementation Planning</a>	<a href="#">Agree formula grant split</a>		<a href="#">e-mail update (MH)</a>	<a href="#">Follow up on Executive</a>			<a href="#">Place Survey begins</a>
			<a href="#">Agree "notional" budgets</a>		<a href="#">Joint management conference</a>				
	2		<a href="#">Agree key service, website and e-mail systems</a>			<a href="#">PR to specialist media on progress</a>		<a href="#">Mid Beds Business Breakfast</a>	
	3		<a href="#">Non-statutory Directors appointed</a>		<a href="#">e-mail update (MH)</a>			<a href="#">South Beds Business Breakfast</a>	
								<a href="#">Wyboston Lakes Business Breakfast</a>	
								<a href="#">Bedford Evening Business Networking</a>	
	4			<a href="#">Stakeholder newsletter (MH)</a>		<a href="#">PR for Exec, 29 Oct</a>	<a href="#">Exhibition: install in Toddington, Shefford Libraries</a>	<a href="#">Business Start-Up Fair Bedford</a>	
								<a href="#">PR for business media</a>	

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Nov	1	<a href="#">Design Guide Booklets (Brand Identity)</a>	<a href="#">Finalise 09/10 tax base</a>		<a href="#">e-mail update (MH)</a>	<a href="#">Follow up on Executive</a>			<a href="#">BedsVoice Environmental Survey topline available</a>
		<a href="#">Start of brand Implementation</a>			<a href="#">Brief for members bulletin for new members post April 09</a>				
	2		<a href="#">Shared service SLA/contract negotiations</a>					<a href="#">Mid Beds Business Breakfast</a>	
	3		<a href="#">Agree disaggregation of staff</a>		<a href="#">e mail update (MH)</a>			<a href="#">Bedford Evening Business Networking</a>	
								<a href="#">South Beds Business Breakfast</a>	
								<a href="#">Wyboston Lakes Business Breakfast</a>	
	4					<a href="#">PR for Exec. 26 Nov</a>		<a href="#">PR for business media</a>	

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Dec	1		<a href="#">Agree Performance Management framework</a>		<a href="#">e-mail update (MH)</a>	<a href="#">Follow up on Executive</a>	<a href="#">Agree implementation plan for Brand ID</a>		<a href="#">Place Survey topline available</a>
	2					<a href="#">PR to speiclaist media on progress</a>		<a href="#">Bedford Evening Business Networking</a>	
								<a href="#">Mid Beds Business Breakfast</a>	
	3		<a href="#">Agree detailed Accom strategy</a>		<a href="#">e-mail update (MH)</a>			<a href="#">PR for business media</a>	
								<a href="#">South Beds Business Breakfast</a>	
			<a href="#">Agree CBC Brand Identity</a>					<a href="#">Wyboston Lakes Business Breakfast</a>	
	4					<a href="#">Follow up on Executive</a>			

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