

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

| | | | | |
|---------------|---------------|--|--|--|
| IMPACT | High | Important risks - may potentially affect provision of key services and duties 6 | Key risk - may potentially affect provision of key services or duties 8 | Immediate action needed - serious threat to provision and/ or achievement of key services or duties 9 |
| | Medium | Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties 3 | Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties 5 | Key risks - may potentially affect provision of key services or duties 7 |
| | Low | No action necessary 1 | Monitor as necessary - ensure being properly managed 2 | Monitor as necessary - less important but still could have a serious effect on the provision of key services or duties 4 |
| | | 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.

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APPENDIX B

| 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 |

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| Ref | Date Identified | Date of Last Update | Risk description | Gross score | Residual score | Target score | Action required | Owner |
|----------|-----------------|---------------------|--|-------------|----------------|--------------|--|-----------------------|
| 1 | | | <i>Strategic / commercial</i> | | | | | |
| 1.01 | July 07 | 02/05/08 | The partnership arrangements 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). Direct involvement of partners with Officer Service Groups (OSGs). | JS |
| 1.02 | July 07 | 21/05/08 | 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 | | Local media mount anti-CBC campaign. | 7 | 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 | | Communications undermined by failure to forge 'one council' ethos early enough in the process. | 5 | 3 | 2 | With HR/OD put in place a plan to engender a 'one council' ethos amongst staff and measure its formation. | MW/ Comms Partners |
| 2 | | | <i>Economic / financial</i> | | | | | |
| 2.01 | July 07 | 21/05/08 | Transitional costs not constrained / savings not achieved, and insufficient funds to deliver the services. | 9 | 6 (7) | 3 (4) | Officer Programme Board (OPB) to carry out tight monitoring at regular intervals. | DS |

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| 2.02 | July 07 | 02/05/08 | 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. | TC |
| 3 | | | <i>Legal and regulatory</i> | | | | | |
| 3.01 | July 07 | 12/05/08 | County Council contract renewal deadlines could be missed due to added complexity of discussion on shared services with Beds Borough. | 8 | 6 (8) | 2 | Full information provided by BCC as part of information packs – already hand. Officer Service Groups (OSGs) to review information urgently. Effective channels of dialogue between CB and BBC to be established. | PS |
| 4 | | | <i>Organisational / management</i> | | | | | |
| 4.01 | July 07 | 02/05/08 | Loss of key staff during the transition period. | 8 | 8 | 2 | Thorough communication and involvement of key staff. Consideration of retention measures. | MW |
| 4.02 | July 07 | 02/05/08 | There may be insufficient capacity to deal with both the transition and existing work commitments | 8 | 5 (8) | 2 | All existing commitments to be reviewed in order to redeploy existing staff resources where possible. Additional resource to be brought in as required. | MW |
| 4.03 | July 07 | 02/05/08 | There may be loss of motivation among staff due to uncertainty leads to reduced service levels. | 8 | 5 (7) | 2 | Establish and implement effective internal communication strategy. | RE |
| 4.04 | 12/05/08 | | Employees complain that they are not informed/engaged enough. | 7 | 4 | 3 | Create a flexible and responsive internal communications strategy and be ready to provide additional input when needed. | MW/AA |

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| 4.05 | 21/05/08 | | 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 |
| 5 | | | Reputation | | | | | |
| 5.01 | July 07 | 02/05/08 | 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 |
| 7 | | | Technical / operational | | | | | |
| 7.01 | July 07 | 02/05/08 | External requirements / pressures may prevent the introduction of VFM services, at least during the early years. | 5 | 5 | 2 | Value for money will be one of the key criteria for evaluating the options for service delivery. | MEH |
| 7.02 | July 07 | 21/05/08 | 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 | 02/05/08 | Lack of agreement on disaggregation / sharing services with BBC. | 8 | 5 (8) | 2 | OSG leads and their equivalents in BBC to reach early agreement. Areas not resolved to be escalated to CX level and if necessary a joint meeting of Shadow Executives. | JS |

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| 7.04 | Oct 07 | 12/05/08 | Inspection regimes in 2008/09 divert scarce resources from transition and existing work commitments. | 8 | 6 (8) | 2 | Contact with Audit Commission with a view to minimising external inspection during the transition period | JS |
| 7.05 | 29/04/08 | 12/05/08 | Council Tax Rebilling causes knock on delays to other aspects of the transition implementation programme. | 8 | 5 (8) | 2 | Contact with DCLG to emphasise the impact on the programme of re-billing during a very short transition period | CJ2 |
| 7.06 | 21/05/08 | | Lack of progress in the transition year | 8 | 6 | 2 | Keeping focused on priorities, getting early decisions on shared-services and systems infrastructure, and an openness to raise concerns early. | SR |