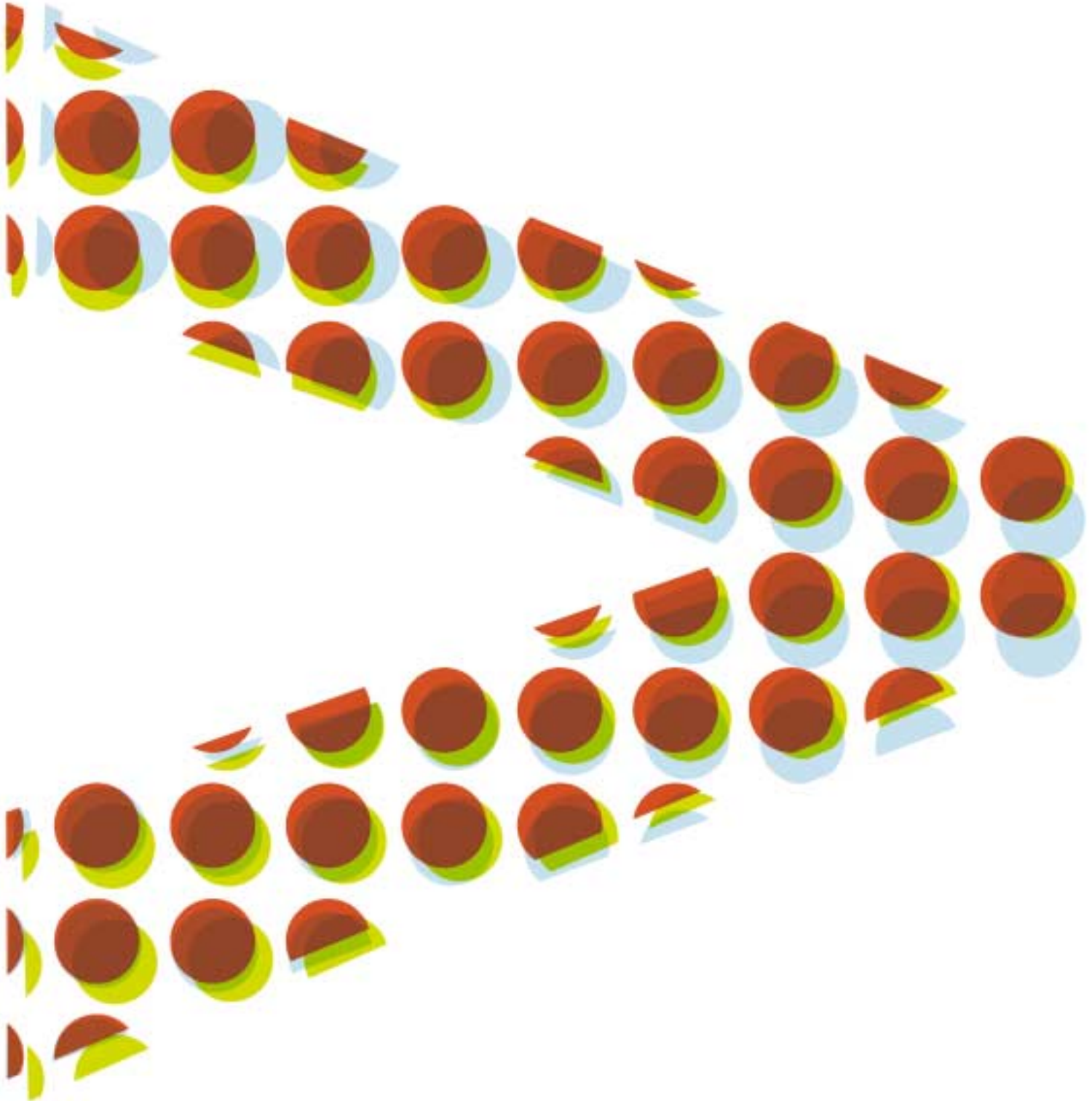


Learning and Skills Council Bedfordshire and Luton

Strategic Area Review

(Revised January 2004)



Learning+Skills Council
Bedfordshire and Luton



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1. Introduction

In response to Success for All, the Government's reform strategy for further education and training, the LSC Bedfordshire and Luton is tasked to lead and deliver a Strategic Area Review (StAR) of all LSC funded post-16 learning and skills provision locally. It needs to ensure that the process is effectively managed, stakeholders are engaged, the timetable is met and outputs are achieved.

2. Aims and objectives

The overall aims of the StAR are (1) to ensure that learner, employer and community needs are met and (2) to improve the choice and quality of post-16 education and skills provision. This will only be achieved by understanding and responding rapidly to the diverse learning cultures and priorities of employers and the local community.

The StAR has four broad objectives in bringing about change:

- To ensure that the pattern and mix of provision, including e-learning, meets the current needs and future priorities for all learners and communities while enhancing quality and improving choice.
- To create a more responsive infrastructure that directly engages employers and meets current and future sectoral skill and socio-economic needs and priorities - supporting the Skills Strategy.
- To achieve better choice for young people and more parental confidence through improved 16-19 provision, including where appropriate through more distinct provision and to strengthen the links between 14-19 providers and achieve greater choice, including vocational opportunities - supporting the 14-19 Strategy.
- To strengthen the links with higher education providers and achieve better pathways, including foundation degrees - supporting the Higher Education Strategy.

3. Scope

The Strategic Area Review will cover all LSC-funded provision in Bedfordshire and Luton, for learners of all ability levels aged 16 years and over. This will include provision covered by a diverse range of providers such as:

- School Sixth forms
- Colleges
- HE institutions offering further education
- Adult and community learning and voluntary sector provision
- External institutions
- Work-based learning, including modern apprenticeships and other vocational routes
- Learndirect provision

The StAR will also consider provision funded by other agencies locally, such as Local Authorities, Local Education Authorities, Jobcentre Plus, Employers, the East of England Development Agency, the European Social Fund, the Single Regeneration Budget and the Local Initiative and Development Fund. Every opportunity will be taken to encourage collaborative working between different funding agencies and promote coherent "offers" of learning to individuals and employers.

The Milton Keynes - South Midlands Sub Regional Strategy (MKSM) (2003) proposals relate to the sub region while Strategic Area Reviews relate to the current local LSC areas. This creates a potential for overlap or omissions on the borders of the local Learning and Skills Councils in Northamptonshire, Milton Keynes - (Oxfordshire and Buckinghamshire) and Bedfordshire and Luton. Whilst the timescales of the MKSM proposals are long-term, the short-term implications for the local LSC area(s) will require consideration as part of the Strategic Area Review.

4. Outcomes

The outcomes of the StAR process will aim to provide:

- The right mix of high-quality provision to meet existing and future learner, employer and community needs, raising standards and success rates; meeting the LSC's vision for 2010 and delivering the Government's education and training priorities.
- A confident integrated post-16 sector built on excellent provision, with each provider clear about their unique contribution and working collaboratively to achieve educational, social and economic success.
- A forward programme of review to tackle areas that need to be strengthened in different parts of Bedfordshire and Luton or in meeting the future needs of different types of learners, employers and communities more effectively.

5. Methodology

The LSC Bedfordshire and Luton's revised timetable for the delivery of the StAR is as follows: but should be treated as indicative only as a number of the activities may overlap due to the timing of inspections by external agencies and the introduction of additional activities into the process.

Activity	Timing
5.1 Preparatory planning	To July 2003
5.2 Information gathering and analysis	July 2003 - March 2004
5.3.1 Data interpretation	April 2004 - July 2004
5.3.2 Development of strategic options	July 2004 - September 2004
5.4 Local consultation	September 2004 - December 2004
5.5 Publishing of delivery plan	December 2004 - March 2005
5.6 Implementation process	From April 2005
5.7 Evaluation	From July 2005



5.1 Preparatory planning

This will cover the following activities:

- Building on the outputs and actions of the 2002 Area Survey;
- Development of a process map to include inputs, outputs, controls and resources for the project;
- Development of consultation plan;
- Establishment of internal and external steering groups, terms of reference etc;
- Assessment of current travel to learn patterns, strategic developments regionally and cross boundary that will impact on learning provision;
- Initial consultation with stakeholders on the StAR process;
- Finalisation of specification based on feedback received;
- Sharing of specification with other pioneers i.e. Nottinghamshire, Berkshire, North Yorkshire, Cheshire and Warrington, Northumberland, Bournemouth and Poole, Birmingham and Solihull; regional and cluster LSCs and adjacent LSCs e.g. Milton Keynes, Oxford and Buckinghamshire and Northamptonshire.

5.2 Information gathering and analysis

The area survey of LSC-funded provision in Bedfordshire and Luton was conducted during 2002. It consisted of the following:

1. Assessment of the supply of all LSC-funded post-16 education and training provision;
2. Assessment of demand from minority ethnic groups and learners with learning difficulties and disabilities;
3. Development of a curriculum map of provision;
4. Non-learner feedback survey;
5. Higher Education participation survey;
6. Investigation of reasons for drop-out from LSC-funded provision at age 17 (Stage 1: FE, Luton Sixth Form)
7. Review of the structures and arrangements for Adult and Community Learning (ACL) provision.

A number of actions have been identified as a result of research findings and these are being taken forward by key LSC staff from 2003/2004.

In Spring 2004 a 14-19 area wide inspection (conducted by OFSTED and ALI) will take place in Luton. We will work with all parties to complete a self-assessment for Bedfordshire by July 2004. This will help build a picture of the provision in Bedfordshire and Luton, which will lead to both a short-term action plan as well as helping to inform the StAR.

The information gathering and analysis phase of the StAR will build on the area survey information, by developing and delivering the following projects, which will provide information on demand and supply of learning within Bedfordshire and Luton.

Target group	Project	Deadline date	Contractor	Description
Adults/ Basic Skills	2003 Individual Skills Audit;	June 2003	BMG	Mapping current skills
	Skills for Life	February 2004	Research-First-Services	Map of Skills for Life provision
	ESL	March 2004	To be appointed	Identifying issues faced by individuals who have English as a Second Language relating to their participation in learning
Young people	16 - 18 participation survey	June 2003	Synovate	Exploring issues relating to 16 - 18 participation including reasons for 'early leaving'
	Investigation of the reasons for leaving LSC-funded provision early (aged 17) by individuals from minority ethnic groups	March 2004	Phoenix Consulting	Building on the 16 - 18 study focusing upon minority ethnic groups and the issues that they face relating to participation in learning
Employers	National Employer Skills Survey	August 2003	National	Skills gaps, shortages and training provided by employers
	FE Learning Delivery	September 2003	Internal	Analysis of FE learning delivery to employers over the past two years
	Feedback from employers	February 2004	PMM Consulting	Feedback from employers on FE provision used
	NVQ Level 2/3 Employer research	March 2004	To be appointed	Identifying issues that prevent employers engaging in Modern Apprenticeships, NVQs and work-based learning
Provision/ Infrastructure	Learner Feedback survey	March 2004	Global Consulting	Exploring learner satisfaction and experiences of learning and issues for non-learners
	Provider performance review	February 2004	Internal	
	14-19 area inspection	February 2004	Internal	Preparation for inspection in February 2004
	Curriculum map update	February 2004	Vocational Technologies	Mapping of current provision
	Beds and Luton Futures Study	February 2004	Bone Wells Associates (managed by the Chamber of Commerce)	Exploring potential growth of the county, enabling proactivity in fostering the skills to support these opportunities
	IT Audit	December 2003	Eddie Hackworth Associates (managed by the Learning Partnership)	Mapping of current provision of IT courses

5.3.1 Data interpretation

This stage will involve the analysis and interpretation of the data from the research undertaken to highlight the following:

- Demand: needs of employers, young people, adults and communities
- Supply: provision for employers, young people, adults and communities
- Take-up of provision
- Quality of provision
- Duplication in provision
- Gaps in provision
- Assessment of responsiveness of provision to demand from employers and individuals
- Preferred delivery mechanisms for employers, individuals and communities
- Travel to learn and travel to work patterns
- Achievement of targets (including Equality and Diversity Impact Measures - EDIMs)

5.3.2 Development of strategic options

The appraisal of strategic options is likely to be the most challenging activity of the StAR process. Together with our stakeholders we will work to explore the educational, legal and financial risks, costs and benefits of options for change in relation to the local situation and to determine the scale and shape of provision needed locally. Overall, the aim is to identify the most suitable options that meet the needs of local circumstances and offer best choice, quality, range and value. This will be done within the appropriate legal framework and guidance set out in Circular 03/06 Strategic Area Reviews. This will result in: -

- A list of suitable options for change identified
- A set of criteria against which options will be evaluated
- A list of preferred options



5.4 Local consultation

The LSC Bedfordshire and Luton will undertake a full consultation process to support the Strategic Area Review. Appendices 2 and 3 outline the consultation and communications process, which will be undertaken throughout the StAR.

5.5 Publishing of delivery plan

The LSC Bedfordshire and Luton will complete its high-level local plan by December 2004 and will lead on implementation from January to April 2005. This process will then roll into year on year mainstream Strategic Planning.

Key, staged priorities will support stability for existing learners, providers and LSC resources. Actions relating to priorities will incorporate resource implications. Objectives will be SMART and relate back to information gathered during 4.2 (updated where appropriate).

Plans will include discrete reference to sector or cross-cutting reviews plus LSC and DfES goals contributing to 2010 targets. Roles and responsibilities will be defined with respect to delivery, plan monitoring and adjustment according to ongoing change. The format of publication will comprise an overarching plan supported by sub plans supporting cross-boundary areas. Allowance will be made for community languages. The key focus will be on innovative communication of the plan.

5.6 Implementation process

To support stability for providers and learners, the process will build on rather than radically change three-year development plans. The initial focus will be on key priorities and 2005-06 targets. The LLSC will systematically monitor the implementation through its normal planning processes. Subsequent targets will be developed and implemented according to the requirements of any large-scale capital projects or resource implications. Implementation will monitor progress to 2005 targets and broader trends towards 2010 targets.

5.7 Evaluation

As a regional pioneer, Bedfordshire and Luton will evaluate the StAR process and outcomes, on an ongoing basis, against the framework provided in the Success for All - Theme 1 evaluation strategy.

We have written an initial position statement, submitted to LSC National Office in December 03. This will be followed by a revised version of the Strategic Area Review plan (this document) in January 04 and subsequent self-evaluation reports in May 2004, November 2004 and May 2005.

6.0 Management and delivery of the StAR

6.1 Internal Management - The Executive Director will have overall responsibility for the delivery and implementation of the StAR. However, an internal Steering Group consisting of key directors and managers within the LSC will manage the process. This group will have a rolling chair depending on the expertise required at particular delivery stages.

6.2 The internal steering group will revise the funding and resourcing of the StAR process on an annual basis and periodically throughout the planning process. A system of records management will also be used to record all elements of the StAR process in order to comply with all legislation providing general statutory rights or duties with, or with passing, relevance to StAR related activity.

6.3 External consultation - The LSC intends to involve stakeholders in the development and delivery of the StAR by means of a consultation process with an advisory group (consisting of key representatives of stakeholders) and a wider stakeholder group. (Including neighbouring LSCs)

6.4 The information gathering and analysis phase will be delivered by (1) Members of the Local LSC's Planning, Research and MI Team, who will have responsibility for particular projects and (2) external contractors who will be appointed through a competitive tendering process.

6.5 Data interpretation and development of strategic options - The LSC locally will use the outcomes of all research and other information gathered to interpret the local situation and its implications with regard to the current situation and future planning. We will then develop a range of strategic options, which will be followed by consultation with all stakeholder groups. An integrated working relationship will be key to success at this stage.

6.6 The publication and implementation of the delivery plan will be based on evidence gathered in the data-gathering, analysis and interpretation phase, which will also take account of any ongoing developments of sector or cross-boundary relevance.

Appendix 1

Terms of Reference and Membership of StAR Groups

Internal Steering Group

Terms of reference

The group is established to:

1. Oversee the Strategic Area Review, ensuring that:
 - The process is carried out according to the timetable and guidance
 - Outputs are delivered
 - The process is evaluated.
2. Consult with LSC Bedfordshire and Luton's Council Members and key stakeholders on:
 - The strategic options identified as a result of the review
 - The local area delivery plan.

Advisory Group

Terms of reference

- To advise the process including data information gathering
- To advise on the process for identifying the strategic options
- To advise on the implementation of the local area delivery plan
- To provide feedback on the outputs of the data information gathering phase.

A representative from each of the following groups:

LSC Bedfordshire and Luton
Connexions
Job Centre Plus
Federation of Colleges
Learning Partnership
Work-Based Learning providers
LEAs
Employers
Youth services
Government Office - East



Appendix 1

Terms of Reference and Membership of StAR Groups (continued)

Stakeholder Group

Terms of reference;

- To advise on the conduct of the Strategic Area Review
- To consult with and provide information that informs the review of current provision
- To contribute to the consultation process to inform the strategic options and the content of the local delivery plan

Representatives from the following:

Colleges	Luton University
School Sixth Forms	Luton Sixth Form College
ACL providers	Bedfordshire & Luton NHS trust
Voluntary and community groups	Chamber Business
Association of Head teachers	Regeneration partnerships
Employer representatives	Mid Beds District Council
EEDA	South Beds District Council
IAG Partnership	Bedford Borough Council
Local Strategic Forums	Luton Borough Council
WEA (Workers Education Assoc.)	Local strategic partnership
Teacher Organisation Forum	Learners
Connexions (Scream 'n' Shout)	Learn Direct
Work-Based Learning providers	Neighbouring LSCs

Communications group

All members of the above groups plus:

MPs
 Leaders of councils
 Employers
 Parents

Appendix 2

Strategic Area Review Consultation Proposal

Mechanisms for consultation

The LSC Bedfordshire and Luton's consultation plan has three main participating groups as defined below. Representatives attending meetings of these groups will collect opinions from their colleagues and provide an effective outward communication channel. We will also endeavour to consult as widely as possible with all interested parties in and around Bedfordshire and Luton and have set up an email address and web pages to facilitate this. We would welcome any contributions you may have.

Email: bed-star@lsc.gov.uk www.lsc.gov.uk/bedsandluton

LSC Staff

- Regular staff briefings to ensure that staff are updated and aware of StAR. This will include:
 - Success for All
 - StAR scene setting
 - Programme updates
 - Communication of recommendations and delivery plan and what it means for the LSC
- Production of a summary document for all staff
- Where appropriate, StAR to be incorporated into individual objectives

Advisory group

- Email contacts for advisory group for easy communication
- Advisory meetings started Sept 03
- Newsletter - LSC Life
- Email communications asking for input on relevant topics
- Launch of delivery plan - event

Stakeholder group

- Email contacts for stakeholder group for easy communication
- Email communications asking for input on relevant topics
- Newsletter - LSC Life
- Consultation on strategic options
- Launch of delivery plan - event



Proposed StAR communications Plan

Aim	Activity	Timescale
To ensure that StAR is effectively communicated to LSC staff and local council members	<ul style="list-style-type: none"> • Regular staff briefings. These will include: <ul style="list-style-type: none"> • Success for All • StAR scene setting • Programme updates • Communication of recommendations and delivery plan and what it means for the LSC • Production of a summary document for all staff • Where appropriate, StAR to be incorporated into individual objectives • Council members will receive: <ul style="list-style-type: none"> • Regular council updates • Summary document • Communication of recommendations and delivery plan and what it means for the LSC 	Ongoing
To identify organisations, partners and individuals who are key to the StAR process	<ul style="list-style-type: none"> • Invite key partners, organisations, individuals to be involved in the StAR process • Communicate to MPs, MEPs leaders of Councils etc. outlining process via a newsletter • Presentation to MPs 	Quarterly newsletter from September 2003 May 2004
To ensure that StAR is communicated in an effective way to relevant target audiences	<ul style="list-style-type: none"> • Set up StAR email groups • Set up StAR database to include all key stakeholders • Define key messages for communication • Regular articles in LSC Link and other local press 	January 2004 September 2003 July 2003 From September 2003
To set up two tier consultation sub groups; Advisory group and Stakeholder group	<ul style="list-style-type: none"> • Invite key people to be on Advisory group • Set up email / database contacts (as above) • Terms of reference agreed • Advisory group to communicate StAR to a wider audience 	Letter sent September 2003 Bi-monthly meeting
To communicate StAR to a wider audience to ensure that they are aware of the StAR process	<ul style="list-style-type: none"> • Articles and advertorials within local press and business press • Utilise partner publications • Attend existing network meetings, events and partner groups • Use key groups (Learning Partnership, LSPs) to communicate StAR to a wider audience • Set up e-mail address bed-star@lsc.gov.uk 	Ongoing from September 2003
To update organisations who have a key interest in the StAR	<ul style="list-style-type: none"> • StAR Newsletter (as above) 	From September 2003
To consult on StAR strategic options	<ul style="list-style-type: none"> • Publicity and consultation on the StAR strategic options 	September - December 2004
To publish the StAR delivery plan	<ul style="list-style-type: none"> • Organise a launch event • Articles and advertorials within local press and business press • Utilise partner publications • Attend existing network meetings, events and partner groups • Use key groups (Learning Partnership, LSPs) to communicate StAR to a wider audience 	December 2004

Review process

This plan will be reviewed and updated on an ongoing basis to ensure that it meets the needs of the StAR process.

Appendix 3

StAR Risk Assessment

Risk	Implications	Probability	Impact	Owner	Preventive Measures	Status
Staff do not have sufficient and adequate skills to contribute to and perform the project	Staff will fail to deliver what is required	H	H	Graham Moores	StAR training programme over the short term	Training needs identified
					StAR skills framework over the long term	Training solutions under consideration
Sufficient staff and resources not available to support StARs	Lack of financial resources	H	H	Graham Moores Malcolm Newman Linda Hockey	Identify staff resource & total funds required to complete StARs	Implications identified with LSC administration budget and reshaping.
	LSC fails to deliver what is required				Identify funding Appropriate staff have individual StAR objectives included in their performance plan	Included as part of LSC staff performance plans
Unable to engage stakeholders in StAR	Loss of vital expertise from the StAR process	M	H	Graham Moores Val Cumberland StAR Project Team	Establish coherent stakeholder group at project level	Stakeholder group established
	Delay in action taken				Establish wider stakeholder community for reference	Wider stakeholder community group established
	Provider resistance to change				Extensive and effective consultation	Consultation strategy established
	Integrity of project compromised				Set up email and web pages	Email and web pages set up
	Loss of credibility					
Key staff are absent for long periods - e.g. other priorities, sickness	Project plan timeline is delayed or abandoned	M	H	Linda Hockey Graham Moores	Reinforce priority of StAR regularly	Included as part of LSC staff performance plan
	Internal or external communications breakdown				Backup skills & expertise in other capable staff to be trained/built up	
Stakeholders are unclear about their contribution to StAR	Stakeholders will fail to deliver what is required	M	H	Steering group Linda Hockey (Chair)	Local project plans with clear responsibilities and milestones	Local project plans in place by 31 July 2003
					Clear terms of reference	Stakeholder group fully established and meeting regularly
					Regular stakeholder meetings to monitor progress	Terms of reference agreed

Appendix 3

StAR Risk Assessment (continued)

Risk	Implications	Probability	Impact	Owner	Preventive Measures	Status
Stakeholders are unwilling to take ownership of StAR activities and decisions	LSC and Stakeholders will fail to deliver what is required	M	H	Linda Hockey Steering group	Consider options and tactics in a fully open and consultative fashion Share ideas and approaches across LSC	To be monitored
LSC fails to evaluate project plans in line with evaluation strategy	Plans become outdated and do not reflect current good practice Delay in publication and possible frustration with partners Delay in moving forward StAR activity at local level Credibility is adversely affected	L	M	Graham Moores StAR Internal Steering Group	Schedule appropriate time for stakeholder meetings, drafting and publication Follow "Evaluation Strategy" and review timetable Include as part of LSC staff performance plan	To be monitored Initial plan published by July 03 and revised in January 04 Initial position statement submitted to LSC national office December 03
StAR framework is not followed in neighbouring LSC areas	Lack of coherence across the LSC boundaries Possible confusion by stakeholders & partners Risk of judicial review	M	H	Executive Directors	Develop monitoring arrangements through regional ED network	Monitoring arrangements to be established
Providers refuse to discuss their missions as part of mission reviews	LSC and stakeholders will fail to deliver what is required Success for All project will also falter	M	H	Star Project Group Martin Cooke	Follow guidelines in LSDA guidance document Share ideas and approaches with other LSCs	To be monitored July 03 to April 04
Publication of change/delivery plan by end of Spring 2005	Delay in publication and possible loss of confidence in LSC Delay in implementing change and taking action	L	M	Graham Moores StAR project team	Schedule appropriate time for stakeholder meetings, community consideration of strategic options & drafting and publication	To be monitored

Appendix 3

StAR Risk Assessment (continued)

Risk	Implications	Probability	Impact	Owner	Preventive Measures	Status
Fail to gain local support for plans	Possible loss of confidence in LSC Slow to implement real change because of resistance	L	M	Stakeholder Group StAR Project Team	Local consultation strategies to be established to engage learners, employers and the community Skilled professional approach with managed expectations Evidence based options and defined selection criteria used	Agree consultation list for options exercise by Sept 03
Fail to communicate change and success	Perceptions will stay the same even if progress is made	L	M	Val Cumberland	Communications plan with clear communication channels, positive messages at all times & publish quick wins	Communications plan proposed July 03
Threat of any decisions taken by LSC being subject to scrutiny either by: • Judicial review • Investigation by PCA	Possibility of LSC going to court Loss of confidence in LSC LSC decisions overturned Damages claimed Delay in implementing other change at local level Strengthen LSC position if successfully rebutted	H	H	Linda Hockey Steering Group	Use advice from LSC solicitor if there is a case for such a review Rigorous application of StAR framework and guidance Good communications and consultation Robust analysis and clear rationale for decisions Well written reports and minutes	Guidance on legal considerations published StAR arrangements and guidance published Ongoing records management
Fail to identify options for change and innovate solutions	LSC fails to reform and deliver quality education for learners Loss of confidence in LSC, partners, employers, learners etc	L	H	Star Project Team	LSC and stakeholder expertise Clear data & consultancy briefing specification Sharing of good practice through regional networks Tool on options analysis	LSC Eastern Region practice to be shared

Appendix 3

StAR Risk Assessment (continued)

Risk	Implications	Probability	Impact	Owner	Preventive Measures	Status
Identify solutions for real change but barriers exist around capital funding	<p>Must take a plan-led approach over three year time horizon</p> <p>Slow to implement change, which is normal</p> <p>May need to consider less effective solutions</p>	H	H	<p>National office</p> <p>Malcolm Newman</p> <p>Linda Hockey & Steering Group</p>	<p>Take advice from property advisers</p> <p>Circular 02/20 Capital and supporting guidance published</p> <p>Clear costs and funding requirements identified during options analysis</p>	<p>LSC property adviser briefed</p> <p>Published</p>
Identify solutions for real change but barriers exist around revenue funding	<p>Possible delay in implementing change</p> <p>May need to consider less effective solutions</p>	M	H	<p>Linda Hockey</p> <p>Martin Cooke</p>	<p>Costs and funding clearly identified during options analysis</p>	<p>Tool on options analysis (revenue) to be offered by National LSC</p>
Identify solutions for real change but barriers exist around legislation	<p>Fail to deliver solutions identified</p> <p>May need to consider less effective solutions</p> <p>Loss of confidence in LSC</p>	M	H	<p>Linda Hockey</p> <p>Malcolm Newman</p> <p>Steering Group</p>	<p>Take advice from LSC solicitor</p> <p>Circular 02/09 Provider Reorganisations and supporting guidance</p> <p>Post-16 school reorganisation guidance</p>	<p>To be observed</p> <p>Published</p> <p>Published June 2003</p>
<p>Identify solutions for real change but there is significant local opposition</p> <p>A provider wishes to appeal against a decision taken</p>	<p>Possible delay in implementing change</p> <p>May need to consider modifying solution</p> <p>May need to consider a less effective solution</p>	M	H	<p>Linda Hockey</p> <p>Martin Cooke</p> <p>Steering Group</p>	<p>Deal with the issues openly and fairly and keep accurate records</p> <p>Consider an effective local appeals process</p>	<p>To be observed</p>
Changes are made but improvements are slow	<p>Stakeholders could become disengaged</p> <p>Loss of confidence in LLSC</p>	M	L	<p>Linda Hockey</p> <p>Steering Group</p>	<p>Find out why and address the issue</p> <p>Manage expectations as this may be normal (e.g. larger scale developments, reorganisations and capital projects)</p>	<p>To be observed</p>

Appendix 3

StAR Risk Assessment (continued)

Risk	Implications	Probability	Impact	Owner	Preventive Measures	Status
Cross border and regional context ignored	Potential conflict of plans occurs, leading to failure of some/all plans	L	H	Linda Hockey Steering Group	Regional groups to discuss as standard agenda item Consultation with RDA and other representative bodies especially neighbouring LSCs	Issues have been acknowledged and discussed as part of appropriate groups
Adequate records of StAR process are not kept	Lack of evidence in support of any legal or other challenges about process or its outcomes LSC credibility adversely affected	L	H	Linda Hockey StAR steering group	Set up records management system and brief all staff of importance of using this Review on a regular basis as part of StAR meetings	Records management system set up and staff briefed Ongoing monitoring
Process does not take account of specific impact measures such as Equality and Diversity Impact Measures and other targets	Plans developed are not fully supportive of the LSC's remit and targets nationally	L	M	Graham Moores StAR steering group	Specific targets and impact measures are built into evaluation criteria for option choices	Criteria to be developed in line with good practice





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