



Better Designed
Better Delivered



Joint Strategy and Transformation

BCH Collaborated Governance & Processes

October 2024

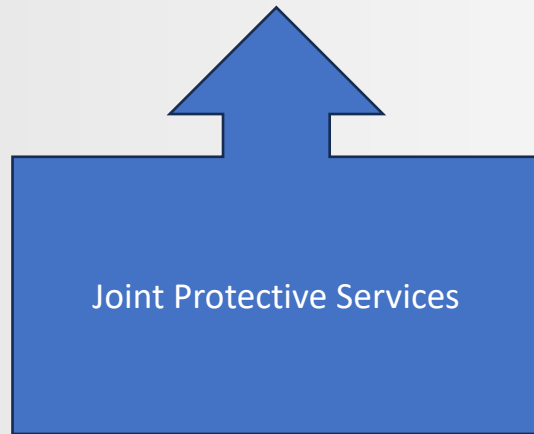
Operating Model



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Host Force Model: line management, wellbeing, day-to-day oversight

Bedfordshire



JPS

Cambridgeshire



Organisational Support

Hertfordshire

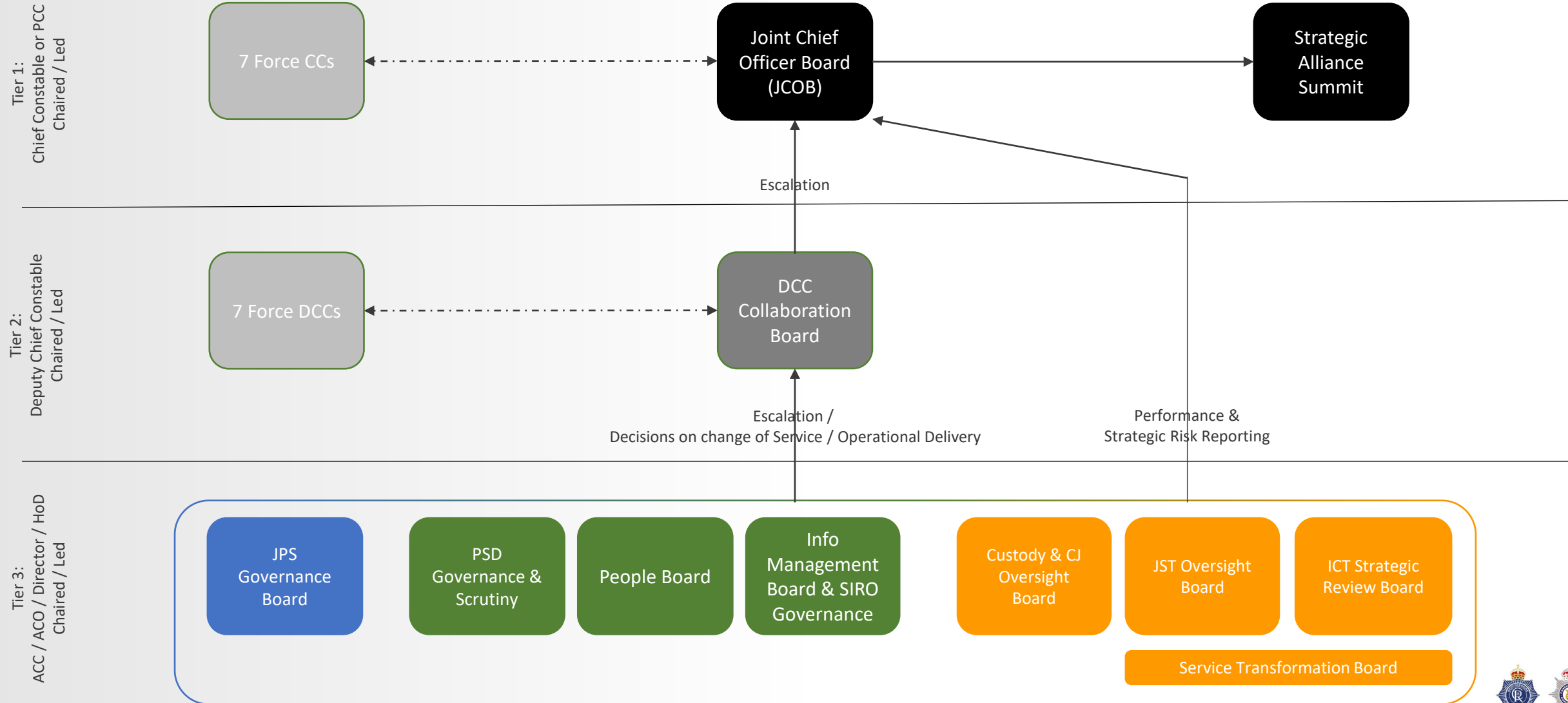


Operational Support

Governance Flow:



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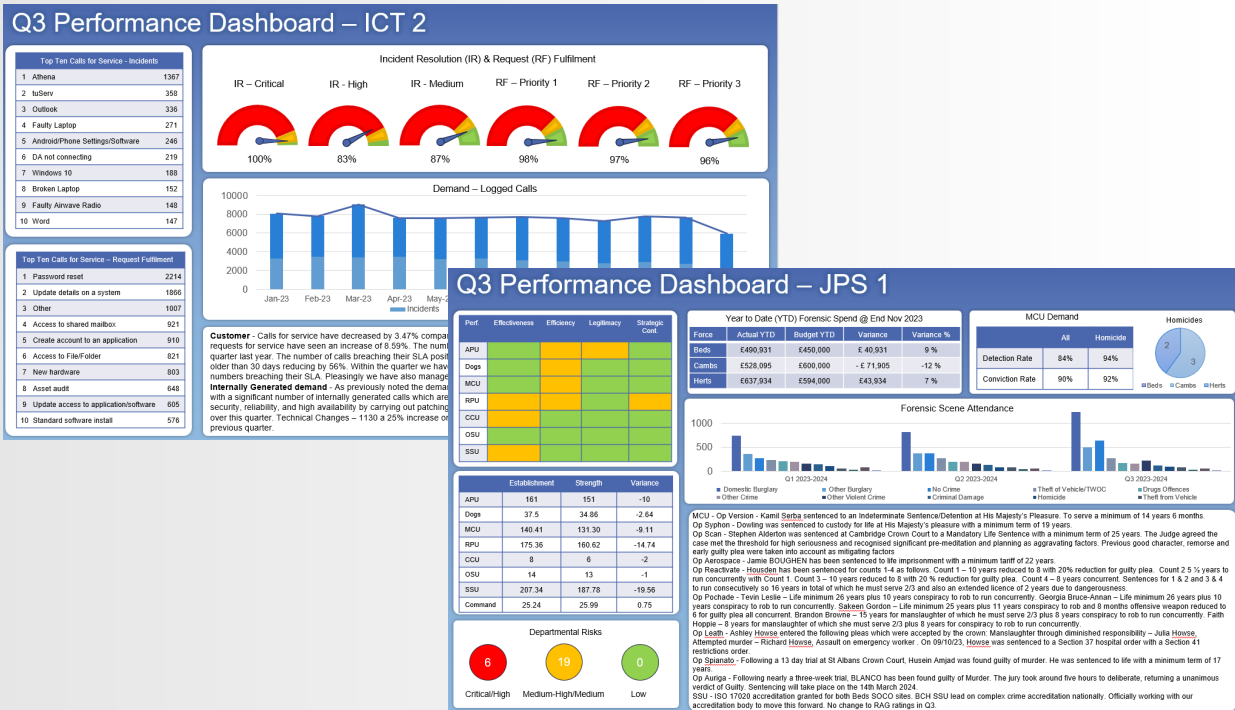


Performance & Strategic Risk Reporting:



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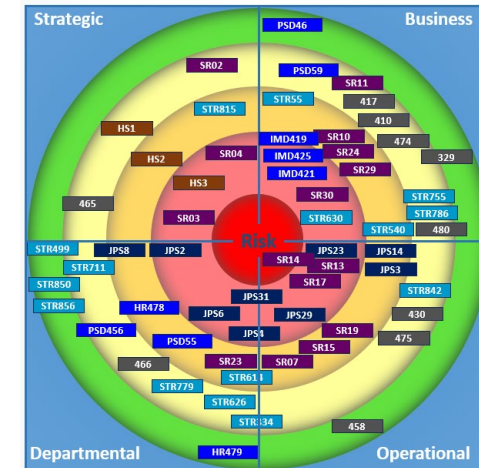
Quarterly Performance:



Strategic Risk Management:

Impact Assessment	Descriptor	Business	Operational Delivery	Strategic	Departmental
Low	Minimal impact	Minor cost implications which can be covered by existing budget	Processes, SOPs, guidance, or contingencies are already in place, minor changes to objectives or activities may be required.	Strategic objectives are suitable and achievable. Minor changes may be required to deliver on objectives	Minor impact to department internally. Operational delivery is not affected. Public confidence is not affected.
Medium	Some impact	The majority of cost implications can be covered by existing budget. Anticipated overspend can be managed with support from reserves or other existing funding	Some processes, SOPs, guidance or contingencies are already in place, some changes, objectives or new activities may be required. Delivery is largely unaffected.	Most strategic objectives are suitable and achievable. Strategic changes may be required to achieve objectives.	Limited impact to departments internally. Further documentation, processes and supporting rationale may be necessary
Medium High	Moderate impact	Some of the cost implications can be managed within budget, reserves or other existing funding. Some alternative funding may be necessary	Limited processes, SOPs, guidance or contingencies are already in place, some changes, objectives or new activities may be required. Essential activities may be delayed but will be delivered within an acceptable timeframe. Some, non essential, activities may be delayed or not delivered.	Some strategic objectives may not be achievable. Significant changes may be necessary to deliver on objectives.	Business operations may be challenged locally. Some impact to department. Relationships with key stakeholders may be damaged.
High	Significant impact	Cost implications cannot be managed within budget, reserves, or other existing funding. Alternative funding will be necessary	Little / no processes, SOPs, guidance or contingencies are already in place, significant changes to core objectives, operating model or new activity may be required. Essential activities may be delayed beyond an acceptable time frame or not delivered	Key objectives may not be achievable. Significant changes will be necessary to deliver on core functions	Business operations may be significantly challenged. Relationships with key stakeholders may be damaged
Very High	Operational Failure	Significant cost implications beyond existing funding options. Core functions / continued operation cannot be maintained. Significant alternative funding will be necessary	Core functions/continued operation cannot be maintained within the current operating environment	The core functions and fundamental objectives cannot be delivered. Strategic objectives will not be met	Operational legitimacy may be challenged. Significant, prolonged impact to department. Relationships with key stakeholders may be significantly damaged

- Reported 1/4ly in JCOB alongside Performance.
- Co-ordinates all Strategic Risks across collaboration.
- Incorporates Futures / Horizon Scanning.
- Process in design / consultation to support flows between forums incl. Joint Audit Committees.



- Metrics being developed aligned to s.22 Service Delivery.
- Dashboards reported into JCOB after 1/4 ends.
- HoCUs attend to update on their business area.
- Join-up with Force Performance Governance being explored.

Business Planning Cycle:



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