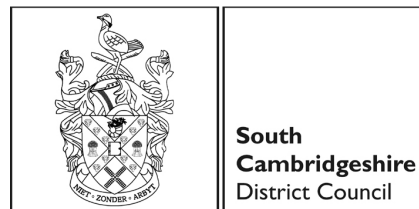


South Cambridgeshire Hall
Cambourne Business Park
Cambourne
Cambridge
CB23 6EA

t: 03450 450 500
f: 01954 713149
dx: DX 729500 Cambridge 15
minicom: 01480 376743
www.scambs.gov.uk



Tuesday 13 April 2010

Dear Sir / Madam

You are invited to attend the next meeting of **CAMBRIDGE CITY AND SOUTH CAMBRIDGESHIRE LOCAL STRATEGIC PARTNERSHIP BOARD**, which will be held in **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **WEDNESDAY, 21 APRIL 2010** at **2.00 p.m.**

Yours faithfully
GJ HARLOCK
Chief Executive

Requests for a large print agenda must be received at least 48 hours before the meeting.

AGENDA		PAGES
PART 1		
1. Welcome and Introductions (2.00 pm)	Councillors Ian Nimmo-Smith and Ray Manning (Leaders of the district councils) will open the meeting and welcome all attending. The appointment of the meeting's Chair will be agreed. LSP members will also be invited to briefly introduce themselves and outline the purpose of the organisation they represent.	
2. Agreeing Our Terms of Reference (2.20 pm)	Gemma Barron (SCDC) will introduce a paper, at pages 1 to 8, showing a proposed term of reference for the LSP. Members are asked to comment on the paper and agree a final version to guide the work of the LSP.	1 - 8
3. Public Questions (2.40 pm)	The Chair will receive questions, if presented, from members of the public and invite responses from members, where appropriate.	
4. Risk Management (2.45 pm)	Gemma Barron (SCDC) will introduce a paper, at pages 9 to 18, outlining an approach to managing the risks for the new LSP. Members are asked to give guidance on developing this work.	9 - 18
5. Preparation of a New Sustainable Strategy for the LSP (3.00 pm)	Graham Saint (City) will introduce a paper, at pages 19-26, showing a proposed timetable and approach for preparing a shared Sustainable Community Strategy for the LSP. Members will be invited to give guidance to officers on the approach they wish to be taken forward.	19 - 26
BREAK: AN OPPORTUNITY FOR REFRESHMENTS AND NETWORKING (3.15 PM)		

PART 2

6. Presentation: Climate Change and Adaptation (3.25 pm)

Richard Hales (SCDC) and Simon Chub (City) will provide a joint presentation outlining some of the adaptive work that will need to take place in the districts in the future to respond to the challenges presented by Climate Change.

7. Forward Plan (4.00 pm)

LSP members are asked to agree issues they wish to consider in the next few meetings, to improve partnership working and to help identify and resolve any performance problems. A paper showing some proposed presentations and a Forward Plan is at pages 27-32.

27 - 32

**Cambridge City and South Cambridgeshire
Local Strategic Partnership
Board Meeting on 21 April 2010**

Paper on: Draft Terms of Reference and Operating Conventions (01/04/10)

1. Introduction

- 1.1 In 2010 the Cambridge Local Strategic Partnership and South Cambridgeshire Local Strategic Partnership joined to become the Cambridge and South Cambridgeshire Local Strategic Partnership (LSP). The partnership was set up to provide a focus for joint work in Cambridge and South Cambridgeshire between statutory, voluntary, business, community and faith organisations. The framework for the partnership is provided by the Local Government Act 2000 (as amended by the Sustainable Communities Act 2007), which requires local authorities to work with others to prepare a Sustainable Community Strategy.

2. Purpose

- 2.1 The aim of the partnership is to:

- Improve the quality of life for existing and future residents and those who work in or visit the area.
- Develop the health, social, economic and environmental well-being of those who live or work in the area.
- Achieve sustainable communities.

3. Responsibilities

- 3.1 The LSP is responsible for:

The Sustainable Community Strategy

- Developing a Sustainable Community Strategy every three years, in consultation with the local community, that will set out a long-term vision and priorities for the area.
- Setting objectives and targets within the strategy that are SMART (Specific, Measurable, Achievable, Realistic and Time-limited).
- Ensuring that the strategy meets statutory requirements.
- Commissioning projects to tackle identified issues as appropriate.
- Monitoring achievements against the objectives and targets in the strategy and taking steps to address targets where there is underperformance.
- Evaluating the success of partnership initiatives and disseminating the lessons learnt.

The Local Area Agreement

- Contributing to the development of the countywide Local Area Agreement (LAA) to ensure that it is consistent with the aspirations of the Sustainable Community Strategy and meets the needs of the area.
- Commenting on proposed LAA indicators and targets.
- Monitoring local performance against the LAA targets and taking steps to contribute to their achievement.

The Local Public Service Agreement Reward Grant

- Allocating Local Public Service Agreement (LPSA) reward grant to ensure it meets the needs of the area.

- Monitoring progress against the planned activities and cost of projects, taking steps to address and support projects where underperformance is an issue.
- Evaluating the success of projects and disseminating the lessons learnt.

The LSP will manage risks to the achievement of its purpose and responsibilities by reviewing a risk log on a six-monthly basis.

4. Boundaries

- 4.1 The LSP operates on behalf of those who live, work or visit Cambridge and/or South Cambridgeshire. Issues that are shared with neighbouring authorities will require working with bodies from other areas wherever joint work is necessary to be effective.

5. Joint Agreement

- 5.1 The partners, as listed in 7.1, have agreed that their organisations will work together in this LSP, and contribute to the joint working at appropriate levels of their organisations. The roles and responsibilities of organisations and members are set out in section 8 below.

6. Powers

- 6.1 The LSP is an unincorporated body and as such has no legal powers and cannot hold property or enter into contracts. It will operate as a collaboration of organisations and function through the legal framework of the individual members.

7. The Structure of the Partnership

- 7.1 A Board, consisting of members who represent the various sectors working in the area, will direct the partnership and coordinate the work being undertaken by other partnerships within the area. The Board will consist of up to 26 members (23 voting), made up as follows:

Statutory Sector

- 2 elected members of Cambridge City Council, appointed by that Council.
- 2 elected members of South Cambridgeshire District Council, appointed by that Council.
- 2 elected member of Cambridgeshire County Council, appointed by that Council.
- The Chief Executives of the above 3 organisations, in non-voting capacities, or their nominated representatives.
- 1 nominated representative of the Chief Executive of NHS Cambridgeshire.
- 1 nominated representative of the Chief Constable of Cambridgeshire Constabulary.
- 1 nominated representative of the Chief Fire Officer of Cambridgeshire Fire and Rescue Service.
- 1 nominated representative of the Cambridgeshire and Peterborough Association of Local Councils.
- 1 member of the Youth Parliament or equivalent

Voluntary, Community and Housing Sector

6 representatives including one general infrastructure organisation and representatives of the following four sub-sectors:

- Rural communities
- Faith communities
- Skills and employment
- Biodiversity
- Housing Associations

Private Sector

4 representatives of different organisations including the Chamber of Commerce.

Other

- Cambridge University
- Anglia Ruskin University

- 7.2 The Chairperson and Vice-Chairperson will be alternated on an annual basis between the Leader of Cambridge City Council and the Leader of South Cambridgeshire District Council to ensure that the members with the statutory responsibility to support the LSP are closely involved in its operation.
- 7.3 Meetings will be held at least 4 times per year. The administrative support arrangements will be carried out by agreement by one or more of the partner agencies. The quorum for meetings will be one third of the membership.
- 7.4 Where there are working groups or theme partnerships that relate to the Board, the relationship between the working groups or theme partnerships and the Board will vary depending on the topic area and other countywide structures in place.
- 7.5 Where the Board oversees the work of a working group or theme partnership, it may invite people from other organisations to join it for one or more meetings should this be appropriate, to ensure that all aspects of its work are properly covered.
- 7.6 The Board will not have formal powers over theme partnerships; rather it will exercise influence through negotiation and agreement of work within the context of the agreed Sustainable Community Strategy. Relevant theme partnerships will, however, be expected to report to the Board on at least an annual basis and report on issues as required by the Board to ensure that coordination between groups can take place.
- 7.7 A multi-agency Officer Support Group will work under the direction of the Board.

8. Roles and Responsibilities of Organisations and Members

Organisations represented on the Board will be expected to:

- 8.1 Appoint a Board member(s) to attend meetings and to act as the contact point between other partners and that organisation on LSP and Sustainable Community Strategy related issues. The representatives will serve for a period of 12 months, and may be re-nominated by their respective organisations for continued service.
- 8.2 Ensure that their Board member is well briefed on their roles and responsibilities and has received a proper handover briefing when there has been a change of membership or substitution.
- 8.3 Appoint a substitute for each of its members on the Board prior to a meeting if the nominated member is unable to attend. Substitute members will have full voting rights when taking the place of the ordinary member for whom they are designated substitute.

Members of Board will be expected to:

- 8.4 Attend meetings regularly, read agenda papers and contribute to the work of the LSP and its development.
- 8.5 Make sure their organisation is aware of the content of the Sustainable Community Strategy and the LSP's work and that the aspirations of the Sustainable Community Strategy inform future work plans and prioritisation processes for that organisation.

- 8.6 Make sure their organisation is meeting the objectives assigned to it in the Sustainable Community Strategy.
 - 8.7 Make sure any decisions agreed at board meetings for action - either by them individually, or by personnel from their organisation - are acted upon and that the LSP receives relevant reports or updates on actions taken.
 - 8.8 Contribute to multi-agency problem solving on issues identified within the Sustainable Community Strategy and ensure relevant personnel from their organisation contribute to any working groups set up by the LSP.
 - 8.9 Offer constructive challenge to other board members in order to drive performance improvement and ensure delivery of the LSP's objectives.
 - 8.10 Identify the resources their organisation can bring to bear on the problems and issues identified and to support the work of the LSP.
 - 8.11 Make appropriate links between any other partnerships on which they are represented and the LSP.
 - 8.12 Represent the LSP on countywide partnership groups, if selected as the lead member for the LSP.
 - 8.13 Attend meetings on behalf of the LSP and feed back information and learning to the rest of the Board.
- The Chairperson will be expected to:***
- 8.14 Chair meetings of the Board to ensure that the LSP can get through its business and the required decisions are clearly made.
 - 8.15 Act as the public face of the LSP between meetings, including dealing with the media (and arranging for other appropriate partnership representation where potential conflicts of interest or dual roles may occur).
 - 8.16 With the Vice-chairperson, give account of the LSP's work to all relevant and appropriate scrutiny committees.
 - 8.17 With the Vice-chairperson, represent the LSP, as well as their local authority, on the Cambridgeshire Together Board and provide a means of two-way communication between the Boards.
- The Officer Support Group will be expected to:***
- 8.18 Provide professional advice, support and recommendations to the LSP to enable it to fulfil the responsibilities outlined in section 3 above.
 - 8.19 Manage the agenda for Board meetings (in consultation with the Chairperson and Vice-chairperson) to ensure that work is sensibly programmed throughout the year and that the LSP has the briefing it needs to make informed decisions.
 - 8.20 Communicate the decisions agreed at board meetings to the relevant people in organisations for action and reminding Board members of actions assigned to them and/or their organisation.
 - 8.21 Support the LSP to assess itself against the Partnership Assessment Framework and to implement the agreed actions.

- 8.22 Draft the Sustainable Community Strategy and provide advice on relevant objectives and targets.
- 8.23 Write an annual report on the LSP's work and make sure that information about the LSP is available via the web and other appropriate channels.
- 8.24 Provide performance management reports for the Board, highlighting problem areas and blocks to progress where appropriate, so that the Board can monitor achievement against the objectives and targets, evaluate the success of partnership initiatives and disseminate the lessons learnt.
- 8.25 Administer LPSA reward grant allocations.

9. Voting

- 9.1 Agreement is usually reached by consensus. If there appears to be no consensus then a vote will be taken.
- 9.2 Any matter requiring a vote will be determined by a simple majority of those Board members present and voting, including co-opted members. If required the Chairperson will have the casting vote.

10. Accountability and Public Participation in Board Meetings

- 10.1 Meetings of the Board shall be open to the press and public and the agenda, reports and minutes will be available for inspection at Cambridge City Council and South Cambridgeshire District Council offices and on the websites of both local authorities at least five working days in advance of each meeting. [This excludes items of business containing confidential information or information that is exempt from publication in accordance with Access to Information legislation.]
- 10.2 The Board is accountable to the people of Cambridge and South Cambridgeshire. It will be open and transparent in its decisions and activities and communicate them effectively to the public. The Board needs to ensure service users are involved in decision-making and operational activities through direct involvement and through consultation, and provide service users with the means for redress when things go wrong.
- 10.3 The Board will:
 - Produce an annual report to be published and presented in a public forum.
 - Document all decision-making processes and have these available to the public.
 - Consult, engage and inform its local communities on a regular basis.
 - Deal with complaints collaboratively and determine precisely which organisation is responsible for redress if things go wrong.
- 10.4 The public will:
 - Attend as observers, although may be asked to leave the room during the discussion of matters that are described as confidential.
 - Be able to ask questions on an issue included on an agenda during a slot at the beginning of the meeting, not later on when an issue is under discussion by the Board.
 - Be able to ask a question on a matter not included on an agenda, if the support officers are given notice of the question by 10am the working day before the meeting.

- Be able to present petitions to the Board at the start of the meeting, at the discretion of the Chairman and Vice-chairman, in accordance with Cambridge City Council or South Cambridgeshire District Council's petitions procedure.
- Not be permitted to film, photograph or record the meeting without prior consent from the Chairman.

10.5 Cambridge City Council and South Cambridgeshire District Council will be required to agree the Sustainable Community Strategy before it is published. This will include information regarding the delivery of the strategy and the LSPs performance management arrangements.

11. Scrutiny

11.1 The partnership will be scrutinised by the Cambridge City Council Strategy and Resources Scrutiny Committee and the South Cambridgeshire District Council's Scrutiny and Overview Committee or by agreed joint scrutiny arrangements. Scrutiny will ensure that the purpose and responsibilities of the partnership are being met.

11.2 The partnership will respond to requests for information from the Scrutiny Committees, including the Cambridgeshire Together Joint Accountability Committee, within a ten-day period.

11.3 Local scrutiny arrangements will not look at topics being covered by the Cambridgeshire Together Joint Accountability Committee.

12. Financial Arrangements

12.1 The LSP must adhere to the financial regulations of the relevant Accountable Body, who will make any payments on behalf of the LSP. Appropriate authorisation must be sought before payments are made.

13. Board Members' Conduct

13.1 Any member of the Board who has an interest in any proposal beyond the generality of the group they represent or in which they might have a conflict of interest, shall declare the interest at the beginning of the relevant item. The member can explain any issues to the meeting and then if it is of a significant nature should leave the meeting until the item is finished. The member then cannot vote on that item.

13.2 Where it is clear that a decision in which a member has such an interest is likely to arise at a particular meeting, the member concerned may invite a substitute member (with no interest to declare) in accordance with the terms of reference to attend that meeting in their place.

13.3 Elected Members must abide by their Code of Conduct. Meetings of the Board will be treated as official Committee meetings for the purpose of the rules about personal and prejudicial declarations of interest.

13.4 If any member

- becomes subject to legal proceedings brought against them by any LSP organisation (legal proceedings include disciplinary matters serious enough to warrant suspension from the parent body); or
- brings legal proceedings against any LSP organisation; or
- becomes subject to any criminal or civil proceedings, the nature of which could compromise his/her position as a member;

they shall immediately become suspended from membership of the LSP until an outcome is reached or proceedings terminated. If proceedings are commenced involving a serious criminal offence then an individual should disclose this. If found not guilty or charges are dropped the individual will be re-instated immediately.

14. Principles

14.1 A common set of principles underpin behaviour in public and business lives. Members of the LSP are expected to uphold the seven principles set out below:

<i>Selflessness</i>	Take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.
<i>Integrity</i>	Do not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties.
<i>Objectivity</i>	Ensure that in the decisions that are taken, they are impartial and make choices on merit alone.
<i>Accountability</i>	Accept accountability for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate.
<i>Openness</i>	Be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.
<i>Honesty</i>	Declare any private interests relating to their duties and to take steps to resolve any conflicts arising in a way that is lawful, and protects the reputation of the LSP.
<i>Leadership</i>	Promote and support these principles by leadership and example.

15. Review and Alteration of the Terms of Reference

15.1 The terms of reference and operating conventions will be reviewed by the LSP Board a year from the first meeting of the LSP and subsequently every two-years to ensure that they remain relevant to its work.

15.2 Changes to the terms of reference and operating conventions can be made at any time on approval of the LSP Board, in consultation with the Leader of Cambridge City Council and South Cambridgeshire District Council as well as South Cambridgeshire District Council's Corporate Governance Committee.

16. Exit Strategy

16.1 Should all or a majority of members of the LSP wish to disband the partnership a decision should be made by South Cambridgeshire District Council's Cabinet and the Leader of Cambridge City Council following consideration by the Council's Strategy and Resources Scrutiny Committee. The report should outline why the partnership is no longer necessary and any alternative arrangements that will need to be made for the delivery of functions that remain necessary.

16.2 Should any organisation wish to withdraw its involvement this should be formally raised at a LSP Board meeting giving at least one months notice. Remaining members of the partnership should highlight any perceived risks associated with the organisation's

withdrawal and consider whether or not a replacement organisation would be appropriate.

**Cambridge City and South Cambridgeshire
Local Strategic Partnership
Board Meeting on 21 April 2010**

Paper on: A Risk Management Policy for the LSP

1.0 Purpose and Aim

- 1.1 This document sets out the Risk Management Policy of the Cambridge and South Cambridgeshire Local Strategic Partnership (LSP).
- 1.2 The key aim of this policy is to embed risk management across and through the work of the partnership, creating an environment in which risk management is commonplace.

2.0 Background

- 2.1 The document, which builds upon the approach to risk management agreed by Cambridgeshire Together on 15 September 2008, demonstrates how partners will manage risks associated with working in partnership through the LSP. It sets out an approach to identifying, analysing and controlling strategic and operational risks and thereafter carrying out ongoing assessment of management processes to minimise those risk exposures.
- 2.2 Risk management is defined as: the culture, processes and structure which come together to optimise the management of potential opportunities and threats to an organisation's objectives.
- 2.3 Risk management categorises risk into two broad types:
- Strategic risks - those risks that affect the ability of the partnership to deliver against its aims and objectives.
 - Operational risks - those risks that threaten the delivery of core services.
- 2.4 Risk management is not limited to the control of adverse risks but is also about informed acceptance of risks. An organisation or partnership that avoids risk is unlikely to be innovative in service delivery and less likely to be regarded as an excellent performer. Risks must be managed but not controlled to an extent that flair and innovation is stifled.
- 2.5 For the LSP to demonstrate sound governance and management of its strategic objectives it should have processes in place to identify, manage and monitor threats to the realisation of those objectives.
- 2.6 The benefits of a robust risk management policy are:
- a. Reduction, control or transfer of risks that threaten front line service provision;
 - b. Increased effectiveness and better quality services for the organisation's customers;
 - c. Ability to detect risks to services and divert budgetary funding as required ensuring service provision is not impaired;
 - d. Ability to innovate with increased awareness of potential pitfalls;
 - e. Delivery of best value through risk managed services;
 - f. Increased ability to manage change;

- g. Ability to focus on what needs to be done to meet objectives;
- h. Protection of reputation.

2.7 The management of risk is the responsibility of everyone who contributes toward the partnership's objectives and resources. These risks need to be evaluated and controlled in order to minimise uncertainties. The approaches that are available to manage risk include:

- a. Transfer
- b. Retention
- c. Exploitation
- d. Reduction
- e. Avoidance

2.8 Risk management is included within the Audit Commission's key lines of enquiry for the use of resources element of CAA under the proposed KLOE 2.4: "The Organisation has effective risk management which covers partnership working".

3.0 Risk Management Process

3.1 The risk management process includes:

- a. Oversight and scrutiny of risk management processes.
- b. Identification of key risks to which the LSP is exposed at partnership and partner organisation level.
- c. Identification of management techniques and action plans to mitigate the exposure caused by key risks.
- d. Development of contingency plans for the eventuality of the risk materialising.
- e. Procedures to monitor and review the key risks and ensure new risks are identified as they arise.
- f. Reports on progress made with the management of key risks.

3.2 To enable both key strategic and operational risks to be identified in a consistent manner the following risk contexts will be considered in relation to all goals or services being risk assessed:

- a. Professional/Operational: those associated with the particular nature of each sector (for example, concerns over community policing or concerns about the effects of climate change).
- b. Financial/Commercial: those associated with financial planning and control and the adequacy of risk financing policy.
- c. Health, Safety and Welfare/Human Resources: issues related to breaches of legislation and the welfare of both employees and customers.
- d. Information Management: risk exposures associated with managing information including issues of data protection and freedom of information.
- e. Technological: risks related to IT/communications systems.
- f. Project risks: those related to the management and delivery of projects.
- g. Contractual: those associated with the failure of contractors/partners to deliver services or products to the agreed cost and specification. Possibly also applicable to services provided by the LAA to external organisations where relevant.

- h. Partnerships: those associated with the failure of partnerships to deliver services.
- i. Physical: those related to fire, security and accident protection (for example hazards/risks associated with buildings, vehicles, plant and equipment).
- j. Environmental: those relating to pollution, noise and energy efficiency.
- k. Business Continuity: those associated with the ability to continue delivering the services to the customer to an acceptable level following the occurrence of an incident (for example the ability to continue educating children following a serious fire at a school).
- l. Reputation: those associated with the image of the LAA as an operating concept and the perception that the public has of the services it provides.
- m. Political: those associated with failure to deliver either local or central government policy, or to meet the local administration's targets.
- n. Legal/Statutory: those associated with failure to meet legal requirements (statutory and other).

3.3 Carried out at LSP Board level the risk management process will normally involve four key stages:

- Identify key risk exposures
- Analyse likelihood and impact level
- Control the risk and contingency plan for risk exposure/occurrence
- Review and report upon progress

3.4 The LSP Board will consider the key risks facing it in relation to its priorities for the year ahead as well as the level of likelihood/impact above which a risk requires direct and urgent management. These risks will be recorded on the Risk Register, scored in terms of likelihood and impact and recorded upon the Risk Matrix.

3.5 A template Risk Register and Risk Matrix can be found at Appendix A and B.

3.6 Risks carried forward from previous exercises will include the reference.

3.7 Quantitative and qualitative measures will be used to assess each key risk. It is recognised that this approach requires some subjectivity.

3.8 In order to assess risk appetite the following issues will be considered:

- a. capacity to manage the risk should it occur;
- b. potential impacts upon delivery and financial resources;
- c. capacity to take action to reduce / remove the risk;
- d. the effect that managing one risk may have on another;
- e. partnership tolerance levels.

The taking of controlled risks is in the interest of the partnership, as it strives to deliver innovative approaches to delivery and the achievement of core objectives and priorities, providing these risks are within levels of agreed tolerance.

3.9 Once risks are identified and prioritised the LSP Board will allocate each risk to an appropriate risk owner who would be responsible for putting control measures in place.

3.10 The risk owner will monitor progress, update the action plan and report to the LSP Board.

4.0 Implementation of Process

4.1 The management of risk will take place in a systematic and programmed manner beginning at the strategic level and then cascading down through the LSP’s agreed structures.

4.2 At the strategic level the following actions will be implemented:

- Establishment of an LSP Risk Register to be reviewed on at least a six-monthly basis at LSP Board meetings.
- Cambridge City Council and South Cambridgeshire District Council to hold the responsibility for risk accountability.
- Inclusion of risk management within LSP action plans.
- Training events where required and appropriate.

4.3 Risks will be assessed and scored in terms of likelihood and impact and then plotted on a matrix so that the relationship between risks in terms of their severity is clearly visible. Those risks considered to be high will be designated as critical and assigned to risk owners accordingly.

5.0 Roles and Responsibilities

5.1 In order to achieve effective and embedded risk management the processes need to be integrated with existing management arrangements and provide a planned mechanism for assurance over the management of key strategic risks. There are a number of interdependences between strategic and operational objectives, management processes and governance requirements that form the basis of an auditable corporate assurance statement.

5.2 The table below identifies the key roles and responsibilities for risk management:

Who	Role
Local Strategic Partnership Board	To ensure that risks affecting the partnerships are identified and effectively managed. Receive and comment upon risk management action plans from risk owners. Report to appropriate scrutiny committees.
Risk Owners	To prepare and manage risk action plans in relation to risks for which they are responsible. Report on progress to the LSP Board.
District-level Scrutiny Committee(s)	To scrutinise the risk management arrangements of the LSP, receive reports and comment upon risk management processes and action plans as part of the annual report process.

6.0 Monitoring, Review and Reporting

6.1 The process of risk management is seen as one of constant evolution, it requires a system in place, which allows for the regular identification, analysis, management and review of risk management issues.

6.2 The LSP Board’s annual report to the district-level scrutiny committee(s) will include reference to the LSP’s identified risks and information on how they are being managed.

6.3 This policy will be reviewed annually as part of the LSPs annual report.

This page is left blank intentionally.

Risk Register
April 2010

**Cambridge City and South Cambridgeshire
Local Strategic Partnership**

Ref.	Title and Description of risk The risk event, leading to consequence for service/ Aim(s)/ Action(s), resulting in possible outcome(s).	3 A's	Control measures in place	Risk score			Direction of travel	Risk owner / Review frequency	Additional control measures	Additional cost resources required	Adjusted risk score (where relevant)			Timeline to progress
				Impact	Likelihood	Total					Impact	Likelihood	Total	
	Title The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s).			5	()	5	↓→↑ () new	Risk owner / Review frequency			Impact Likelihood Total			
	Title The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s).			5	()	5	↓→↑ () new	Risk owner / Review frequency			Impact Likelihood Total			
	Title The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s).			5	()	5	↓→↑ () new	Risk owner / Review frequency			Impact Likelihood Total		N/a	
	Title The risk event, leading to consequence for service/ Aim(s)/Action(s), resulting in possible outcome(s).			5	()	5	↓→↑ () new	Risk owner / Review frequency			Impact Likelihood Total		N/a	

Partnership Objectives

Use this column to cross reference risks to the relevant LSP objectives.

<u>Impact</u>	<u>Likelihood</u>	<u>Direction of Travel</u>
5 Extreme	5 Almost certain	↓ Priority reduced from last review (give the previous Total score in the brackets)
4 High	4 Likely	→ Priority equal to last review
3 Medium	3 Possible	↑ Priority increased from last review (give the previous Total score in the brackets)
2 Low	2 Unlikely	new Risk included in the risk register for the first time
1 Insignificant	1 Rare	

Notes: 1. The "Ref." will be a unique risk reference, retained by the risk throughout the period of its inclusion in the risk register.

2. Criteria and guidelines for assessing Impact and Likelihood are available from the LSP support officers.

3. The "Total" risk score is obtained by multiplying the Impact score by the Likelihood score.

4. The "Adjusted risk score" would result from re-evaluation of the Impact and Likelihood, taking the additional control measures into account.

5. The dotted line (- - - - -) shows the Council's risk tolerance line.

6. The "Timeline to progress" is the date (usually Month Year) by which it is planned that the risk will be mitigated to below the line.

This page is left blank intentionally.

APPENDIX B

Risk Matrix
April 2010

**Cambridge City and South Cambridgeshire
Local Strategic Partnership**

			IMPACT				
			Insignificant	Low	Medium	High	Extreme
			1	2	3	4	5
LIKELIHOOD	Almost certain	5					
	Likely	4					
	Possible	3					
	Unlikely	2					
	Rare	1					

Risk Tolerance Line - - - - -

Managing the risk

Above the risk tolerance line (i.e. a score of 12 – 25):

- Requires active management (consider termination of the activity or project);
- Contingency plans – robust plans in place to detect any deviation from expectations;
- May require some mitigation to reduce likelihood (if cost effective).

Below the risk tolerance line (i.e. a score of 1 – 10):

- Reassess quarterly to ensure no change to underlying risk or control measures.

[Note: The score is obtained by multiplying the Impact by the Likelihood (e.g. Impact: High; Likelihood: Possible would result in a score of 12 - i.e. 4 x 3).]

This page is left blank intentionally.

**Cambridge City and South Cambridgeshire
Local Strategic Partnership
Board Meeting on 21 April 2010**

Paper on: Preparing our shared Sustainable Community Strategy

1. Purpose of paper

- 1.1 The new Local Strategic Partnership has the opportunity of preparing a shared sustainable community strategy for the district areas that recognises both the common challenges being faced by our communities but also identifies and celebrates our differences.
- 1.2 The paper presents an approach to preparing the strategy and a timeline for carrying out the main activities that will be required.

2. Decisions

2.1 Members are asked to:

1. Give direction about the priorities that might help shape a shared vision for the new LSP, looking at Appendix A (shown at **3.5**).
2. Agree a basis for the development of the strategy (shown at **4.2**).
3. Agree the approach to assembling the strategy (shown at **4.4**)
4. Agree to the timetable and main activities for preparing the strategy (shown at **4.5**)

3. Background

- 3.1 Local authorities have a statutory duty to prepare a sustainable community strategy for their areas and the mechanism for putting this in place, specified in government guidance, is the Local Strategic Partnership, a body seen by government as encapsulating representatives from agencies that can take an overview of an area and direct resources locally to bring about improvements.
- 3.2 The existing sustainable strategies for Cambridge City and South Cambridgeshire will require replacement from July 2011, when they come to the end of their terms. Both provide a longer-term vision of the kind of places the LSP's felt will allow communities to thrive and set out priority areas to help bring these about. Shortly after the strategies were prepared Cambridgeshire Together published its vision for Cambridgeshire, which amalgamated the district visions and defined headline priorities for the Local Area Agreement for Cambridgeshire (LAA).
- 3.3 It can be seen from Appendix A that the visions have a similar content and priorities for action. This may be because each local authority is following the government's definition of what constitutes a sustainable community. Both district LSP's monitor the delivery of LAA priorities

and the achievement of the targets associated with them. The responsibility for the delivery of these targets has rested with county-wide strategic partnerships.

3.4 It has been difficult to establish a clear picture of what has been happening locally with the delivery of the LAA because a number of indicators are collected at a county level, sometimes on a yearly basis. The LSP's have sought to add value, rather than duplicating existing partnership activity, and chosen to focus work on a smaller number of priorities they felt were not being tackled elsewhere. For example Cambridge LSP set up a Community Cohesion Sub-group and used some of its available investments to support this work. **SC example?**

3.5 Members are asked to give an initial view on the priorities that might help shape a shared vision for the new LSP, looking at Appendix A, and where the LSP might focus its efforts in the future. This will then be further informed by the collection of evidence and views provided by various consultations.

4. Preparing the Strategy

4.1 It is important to set out at an early stage what members expect the strategy to do – so that officers can work towards meeting these expectations. The way preparation is approached will then flow from this. Members are asked to agree the following points as a basis for the development of the strategy.

4.2 The strategy will:

- Set out a shared vision, over the longer-term, for improving the quality of life for our diverse communities, using the present position as a starting point
- Show strategic issues that are important to local communities and local partnerships, linking with localities, but also show a small number of priorities the LSP intends to work on, where it feels gaps in existing activity are present
- Influence the content of any future county-wide vision and helps shape any future Local Area Agreement, so that it can respond to the needs of our local communities
- Give direction to local partners and influences their key strategies so that services are working towards the resolution of common issues
- Help guide any future investment that the LSP may have available

4.3 The extent of work involved in developing the strategy will also depend on its final format. LSP members are asked to agree the following approach to assembling the strategy.

4.4 The strategy will:

- Be short and accessible – if people want to find out more they can look at a community profile or more detailed action plan
- Convey the distinctiveness of the different places and diverse communities in the districts – local people can recognise the big issues facing their communities
- Use themes to group issues – so there are headlines to guide people through the strategy
- Give a sense of existing activity, partnership working across the districts and other strategies and plans – so people are aware that work is already taking place to address community problems
- Use evidence to support the selection of priorities – there is some clarity about why priorities were chosen
- Show how we will make a difference – how the LSP wants to address and help resolve issues
- Allow stakeholders to recognise their contributions

4.5 Table 1, below, shows the main stages, activities and timings for the preparation of the Sustainable Community Strategy for the district areas, taking forward the approaches outlined above. Members are asked to agree this timetable. A more detailed timetable is shown in Appendix B.

Table 1. Stages and timeline for preparing the Sustainable Community Strategy

Stage	Activity	Timing
A.	Discussing a vision and agreeing the approach and timetable for preparation	LSP to agree 21 April 2010
B.	Considering available evidence and informed views on existing issues from partnerships – firming up issues to consult key stakeholders about.	LSP to review evidence and to agree basis of consultations with key stakeholders July 2010
C.	Carrying out stakeholder consultations	Consultations to take place between August and October 2010
D.	Considering findings of consultations – deciding on issues to be included in strategy and priorities.	LSP to consider consultation findings and select priorities November 2010
E.	Agreeing final draft of the strategy, including developed responses to the issues .	LSP to agree a final draft February 2011 Strategy formally endorsed by each partner by April Strategy published in June 2010

This page is left blank intentionally.

**Preparing the Sustainable Community Strategy 2011/2014
Comparisons between Vision Statements**

South Cambridgeshire	Cambridge	Cambridgeshire
<p>Our aim is that South Cambridgeshire will continue to be a place where people want to live, now and in the future. A place where the needs of existing and future generations are met and where communities are:</p> <ul style="list-style-type: none"> • Active, inclusive and safe; • Well-run; • Environmentally sensitive; • Well-designed and built; • Well connected; • Thriving; • Well-served; and • Fair for everyone. 	<p>The LSP wants Cambridge to be a sustainable and accessible city that has:</p> <p>A positive approach to tackling climate change - so that local people and organisations can make an active contribution to reducing its causes and mitigating its impacts</p> <p>Sustainable communities that are thriving, environmentally sensitive and affordable places in which to live - where the growth of the City does not jeopardise the interests of current or future generations</p> <p>Communities that are strong, healthy, active, safe and inclusive - where the well-being of people is improved and inequalities reduced, so that people feel a sense of belonging and can fully participate in community life and share in the City's success.</p>	<p>Our vision is for Cambridgeshire to be a county of strong, growing, prosperous and inclusive communities supported by excellent services where people can fulfil their potential; live longer, healthier lifestyles; and influence decision-making.</p> <p>Growth – accommodating growth, creating flagship communities and ensuring the benefits of growth and infrastructure are enjoyed by all communities</p> <p>Economic Prosperity – supporting the special role of Cambridgeshire as a centre of knowledge and innovation, especially in low carbon technologies</p> <p>Environmental Sustainability – meeting the challenges of climate change while maintaining a high quality environment</p> <p>Equality and Inclusion – supporting vulnerable groups and enabling them to participate fully in community life, and encouraging healthier and more sustainable lifestyles</p> <p>Safer & Stronger Communities – engaging citizens in service planning and improvement and ensuring our communities enjoy good quality of life and health, with low crime, low unemployment, and free from discrimination and inequalities.</p>

This page is left blank intentionally.

Preparing the Sustainable Community Strategy 2011/2014

Key activities and timetable

Stage	Activity	When
A.	Agree the approach and timetable for the documents preparation	LSP to agree approach and structure in April .
B.	Review existing available evidence, talk to partnerships, refresh priorities and carry out a gap analysis– agreeing what we want to consult key stakeholders about <ul style="list-style-type: none"> - Gathering evidence about the existing issues from desk based research and preparing area profiles of communities, as a starting point; - Inviting existing key partnerships and lead officers to contribute views on present (existing activities) and future issues (using their existing strategies as a starting point to gauge future activities) - Setting out the basis of stakeholder consultation; - Preparing a consultation document; - Identifying opportunities for joint consultation work, such as LDF 	Consultations with key partnerships to take place between May and June . Consultation draft prepared in July . LSP to agree timetable and consultation draft in July .
C.	Consultations with stakeholders – reaching out beyond the key partnerships to CVS groups and to individual community influencers <ul style="list-style-type: none"> - Circulation of consultation draft / area profiles, inviting responses - LSP Breakfast Stakeholder Event for community/voluntary sector groups; - Area Committees set up workshops for local people to identify local priorities; - Use existing groups e.g. Parish Councils, Neighbourhood panels etc - Preparing findings of responses to consultations; 	Consultations with stakeholders to take place between August and October . LSP to consider summary of findings in November
D.	Considering findings of consultations – deciding on issues to be included in strategy. LSP Board members take an overview of evidence about local need, existing activity, future planned activity, choosing the issues to include in the strategy and identifying where additional interventions are required. Clear direction will be needed to draft final strategy.	First draft strategy prepared in December Final draft strategy prepared in January
E.	Agreeing final draft of the strategy, including developed responses to the issues.	Final draft strategy agreed by LSP in February . Strategy formally endorsed by each partner by April . Strategy published in June .

This page is left blank intentionally.

**Cambridge City and South Cambridgeshire
Local Strategic Partnership
Board Meeting on 21 April 2010**

Shopping List for New Forward Plan

Presentations identified at recent LSP meetings:

- Rob Needle (Cambridgeshire Constabulary) to talk about some of the issues raised in Cambridgeshire's recent Area Assessment, e.g. *why are our crime levels higher* than other comparable areas and what is being done locally to address the matter. Could include updates from the district CDRP's and the identification of common interests.
- *Transfer of care from hospitals*. This was identified as a LAA target at risk of not being achieved. City LSP wanted to hear about the situation in the City with delayed transfers. Concern has been expressed in South Cambs. LSP about transport arrangements to and from care providers. No presenter identified as yet.
- Jez Reeve (CCVS) to talk about "Seldom Heard Voices" project, covering South Cambridgeshire. This presentation could also cover the "Empowering Communities" project (LPSA) covering the City.
- Understanding Faith Communities: The Woolf Institute have recently run a series of seminars in the City (LPSA funded) looking at misconceptions and realities about Muslim communities to help officers deliver better services. A presentation could be given to the LSP about faith communities.

Opportunities for our shared local partnerships to inform us about their work, how they contribute to the delivery of LSP aims and how the LSP can provide support to bring about improvements:

- City and S. Cambs. Affordable Homes Partnership.
- City and South Cambs. Informal Adult Learning Partnership
- City and South Cambs. Improving Health Partnership
- City and South Cambs. Children and Young People's Area Partnership and the developing Children's Trust
- Joint Committees on growth issues
- Joint work covering biodiversity – Cambridge Past, Present and Future and Wildlife Trust
- Parish Plans (City Area Committee Community Plans in the future)

Scrutinising Our Joint Project Work

- Progress with Climate Change Charter work, led by district local authorities
- Implementation of Handy Person project, led by Cambridgeshire Age Concern
- Improving inclusion through learning, led by Informal Adult Learning Partnership and County Council
- Connections Youth Bus project, led by Connections
- Improving the Health and Wellbeing of Travellers, led by NHS Cambridgeshire

Keeping a watching brief on issues discussed at recent meetings, including:

- Development of Health Inequalities Strategy – working up of local actions by City and South Cambs. Improving Health Partnership
- Reducing the number of NEETS by extending Apprenticeships – Connexions to work with LSP partners and local employers through Chamber of Commerce and LOVE Cambridge
- Improving adult participation in sport – LSP partners to promote use of local sports facilities
- City Community Cohesion Group and its approach to using “Prevent” Grant
- Adoption of Skills Pledge by employing partners
- Supporting the Climate Change Charter

Cambridge City and South Cambs. Local Strategic Partnership

Date	Agenda Item	Report author	Reports required by
<p>21 April 2010</p> <p>2 pm to 4.30 pm</p> <p>South Cambs. DC Offices</p> <p>July 2010</p>	<p>Welcome, Confirmation of Membership, Chair</p> <p>Terms of reference</p> <p>Draft Forward Plan</p> <p>Basis of future review, including membership</p> <p>Timetable for new strategy</p> <p>Approach to risk management</p> <p>Confirmation of meeting dates for year</p> <p>Administration</p>		
	<p>Standing Items, including:</p> <p>Update on the work of Cambridgeshire Together;</p> <p>Progress with the Local Area Agreement;</p> <p>Work of county-wide thematic partnerships and local partnerships;</p> <p>Emerging county-wide strategies, such as Community Cohesion;</p> <p>LSP Reward Grant Investments: progress report.</p> <p>Presentations, including:</p> <p>Work of local partnerships;</p> <p>LAA performance issues;</p> <p>Emerging local issues.</p>		

Date	Agenda Item	Report author	Reports required by
November 2010			
January 2011			

This page is left blank intentionally.