

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



17 October 2012

To: Councillor James Hockney, Portfolio Holder

Jose Hales
Lynda Harford
Mark Hersom

Scrutiny and Overview Committee
Scrutiny and Overview Committee
Opposition Spokesman

Dear Sir / Madam

You are invited to attend the next meeting of **CORPORATE AND CUSTOMER SERVICES PORTFOLIO HOLDER'S MEETING**, which will be held in **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **THURSDAY, 18 OCTOBER 2012 at 10.00 a.m.**

Yours faithfully
JEAN HUNTER
Chief Executive

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

AGENDA		PAGES
PROCEDURAL ITEMS		
1.	Declarations of Interest	
DECISION ITEMS		
2.	Strategic Risk Register	1 - 14
3.	Corporate Services - Agreement of Service Priorities for 2013/14	15 - 26
4.	Member Development Update	27 - 38
CONFIDENTIAL ITEM		
The press and public are likely to be excluded from the meeting during consideration of the following item in accordance with the provisions of Section 100(A)(4) of the Local Government Act 1972 (exempt information as defined in paragraph 1 of Part 1 of Schedule 12A of the Act).		
5.	Procurement Savings 2011/12	39 - 42
STANDING ITEMS		
6.	Date of Next Meeting	
	The next meeting will be held on:	
	<ul style="list-style-type: none">• Thursday 24 January 2013 at 10am	

OUR VISION

South Cambridgeshire will continue to be the best place to live and work in the country. Our district will demonstrate impressive and sustainable economic growth. Our residents will have a superb quality of life in an exceptionally beautiful, rural and green environment. The Council will be recognised as consistently innovative and a high performer with a track record of delivering value for money by focussing on the priorities, needs and aspirations of our residents, parishes and businesses.

OUR VALUES

We will demonstrate our corporate values in all our actions. These are:

- Trust
- Mutual respect
- A commitment to improving services
- Customer service

GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL

While the District Council endeavours to ensure that visitors come to no harm when visiting South Cambridgeshire Hall, those visitors also have a responsibility to make sure that they do not risk their own or others' safety.

Security

Members of the public attending meetings in non-public areas of the Council offices must report to Reception, sign in, and at all times wear the Visitor badges issued. Before leaving the building, such visitors must sign out and return their Visitor badges to Reception.

Emergency and Evacuation

In the event of a fire, a continuous alarm will sound. Evacuate the building using the nearest escape route; from the Council Chamber or Mezzanine viewing gallery this would be via the staircase just outside the door. Go to the assembly point at the far side of the staff car park.

- **Do not** use the lifts to exit the building. If you are unable to negotiate stairs by yourself, the emergency staircase landings are provided with fire refuge areas, which afford protection for a minimum of 1.5 hours. Press the alarm button and wait for assistance from the Council fire wardens or the fire brigade.
- **Do not** re-enter the building until the officer in charge or the fire brigade confirms that it is safe to do so.

First Aid

If someone feels unwell or needs first aid, please alert a member of staff.

Access for People with Disabilities

The Council is committed to improving, for all members of the community, access to its agendas and minutes. We try to take all circumstances into account but, if you have any specific needs, please let us know, and we will do what we can to help you. All meeting rooms are accessible to wheelchair users. There are disabled toilet facilities on each floor of the building. Infra-red hearing assistance systems are available in the Council Chamber and viewing gallery. To use these, you must sit in sight of the infra-red transmitter and wear a 'neck loop', which can be used with a hearing aid switched to the 'T' position. If your hearing aid does not have the 'T' position facility then earphones are also available and can be used independently. You can obtain both neck loops and earphones from Reception.

Toilets

Public toilets are available on each floor of the building next to the lifts.

Recording of Business and Use of Mobile Phones

The Council is committed to openness and transparency. The Council and all its committees, sub-committees or any other sub-group of the Council or the Executive have the ability to formally suspend Standing Order 21.4 (prohibition of recording of business) upon request to enable the recording of business, including any audio / visual or photographic recording in any format.

Use of social media during meetings is permitted to bring Council issues to a wider audience. To minimise disturbance to others attending the meeting, all attendees and visitors are asked to make sure that their phones and other mobile devices are set on silent / vibrate mode during meetings.

Banners, Placards and similar items

No member of the public shall be allowed to bring into or display at any Council meeting any banner, placard, poster or other similar item. The Chairman may require any such item to be removed.

Disturbance by Public

If a member of the public interrupts proceedings, the Chairman will warn the person concerned. If they continue to interrupt, the Chairman will order their removal from the meeting room. If there is a general disturbance in any part of the meeting room open to the public, the Chairman may call for that part to be cleared.

Smoking

Since 1 July 2008, the Council has operated a Smoke Free Policy. Visitors are not allowed to smoke at any time within the Council offices, or in the car park or other grounds forming part of those offices.

Food and Drink

Vending machines and a water dispenser are available on the ground floor near the lifts at the front of the building. Visitors are not allowed to bring food or drink into the meeting room.

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Corporate & Customer Services Portfolio Holder

18 October 2012

AUTHOR/S: Executive Director (Corporate Services)

STRATEGIC RISK REGISTER – QUARTERLY REVIEW**Purpose**

1. The purpose of this report is to enable the Corporate & Customer Services Portfolio Holder to perform the quarterly review and approval of the Strategic Risk Register.
2. This is not a key decision but it has been brought to this meeting because the Corporate & Customer Services Portfolio Holder has been designated as the lead executive Member for risk management, with responsibility for management of the strategic risks facing the Council.

Recommendation

3. That the Corporate & Customer Services Portfolio Holder approves the Strategic Risk Register and Matrix.

Reasons for Recommendation

4. The Strategic Risk Register and Matrix forms the record of corporate risks the Council currently faces in the delivery of services and the achievement of strategic aims, together with control measures to address / sources of assurance over the risks.

Background

5. The Corporate & Customer Services Portfolio Holder as the designated lead executive Member for risk management, has responsibility for management of the strategic risks facing the Council and reviews the Strategic Risk Register quarterly.
6. Corporate Governance Committee monitors the portfolio holder's review and approval of the Strategic Risk Register on an annual basis.

Considerations

7. In accordance with a recommendation in Internal Audit's Risk Maturity Review, notes have been made against risks, where performance indicators can be linked with control measures / sources of assurance. The performance indicators are intended as a guide to whether the control measures / sources of assurance are effective.
8. The Strategic Risk Register has been reviewed by the nominated risk owners and Executive Management Team (EMT). Changes proposed to risk descriptions, control measures / sources of assurance or timescales to progress are highlighted in the draft Strategic Risk Register, attached as **Appendix A**. Particular risks to note are:
 - (a) **STR08, Medium Term Financial Strategy (MTFS)**: The potential impacts of Welfare Reform (especially localisation of council tax benefit) and proposed changes in Government funding (e.g. localisation of business rates, formula grant, new homes bonus, council tax freeze) on the MTFS are not yet known

in detail, but transfer significant risk to the authority. It is recommended that the Impact score be increased from 4 (High) to 5 (Extreme) and the Likelihood score be increased from 3 (Possible) to 4 (Likely).

- (b) **STR24, HRA Business Plan:** The HRA Business Plan has its own associated risk register; this is the only risk on it which it is considered also needs to be included in the Strategic Risk Register. It is recommended that the Likelihood score be reduced from 3 (Possible) to 2 (Unlikely), bringing the risk below the Council's risk tolerance line.
- (c) **STR23, Achieving a 10% reduction in CO2 emissions:** This target has been achieved; it is therefore recommended that this risk be removed from the risk register and it is accordingly shown **greyed out** at the end of the risk register.
- (d) **STR21, Keeping up with technology development:** In their recent reviews of service area risk registers, EMT has considered that they contain too many operational risks of a relatively minor nature. In future, therefore, service area risk registers reported to EMT will only show risks with a combined score of 5 or more (risks scoring 4 or less will still be on the risk registers, but will not be included in the reports to EMT). As this strategic risk only has a score of 4, EMT has proposed that it be retained on the Strategic Risk Register, but not be included in the strategic risks reported, unless the score should increase. Accordingly, the risk is shown **greyed out** at the end of the risk register.

9. The draft Strategic Risk Register at Appendix A enables movement in strategic risk scores to be monitored, where Red / Amber / Green means:

	<u>for risks previously above the line</u>	<u>for risks previously below the line</u>
Red:	• the score has increased	• the score has increased to above the line
Amber:	• the score has not changed, or has decreased but stays above the line	• the score has increased but stays below the line
Green:	• the score has decreased to below the line	• the score has not changed, or has decreased

10. The draft Strategic Risk Matrix, attached at **Appendix B**, shows risk Impact and Likelihood scores in tabular form. The Appendix also shows **greyed out**, those areas where risk scores are considered to be relatively minor in nature. Future reports will note for information, any strategic risks in these areas.

Options

- 11. In reviewing the Strategic Risk Register CorVu report and Matrix (paragraphs 7 to 10 and Appendices A and B), the Corporate & Customer Services Portfolio Holder could:
 - (a) add to, delete from, or make other changes to risks, in terms of either the title or detail of the risks or control measures / sources of assurance;
 - (b) alter the assessment of risks, in terms of either their impact or likelihood.

Implications

12. Financial, Legal, Staffing	There are no immediate financial, legal or staffing implications resulting from this report. Some control measures may have financial, legal or staffing implications; if so, these will be considered separately.
--------------------------------	---

Risk Management	Risk management is undertaken regularly in order to minimise the possibility of the Council being adversely affected should either an unforeseen risk arise or an assessed risk not be properly planned for.
Equality and Diversity	The Council's risk management process has no inherent equality and diversity implications; however, Equalities is included as a risk area on the Strategic Risk Register.
Equality Impact Assessment completed	No Not applicable, as this is a report about a quarterly review, rather than a new or updated strategy, policy or procedure.
Climate Change	The Council's risk management process has no inherent climate change implications; however, Climate Change is included as a risk area on the Strategic Risk Register.

Consultations

13. Risk owners and members of EMT have been consulted regarding various aspects of this report.
14. There will be liaison with officers as appropriate regarding the implementation of decisions made by the Corporate & Customer Services Portfolio Holder regarding this report.

Consultation with Children and Young People

15. There has been no consultation with children and young people regarding this report.

Effect on Strategic Aims

16. The proposals in this report relate to the Council's strategic aim of being a listening council, providing first class services accessible to all:
 - (a) they contribute to the Council's corporate governance responsibilities;
 - (b) they also ensure that strategic risks involved in the delivery of the Council's Corporate Plan and in meeting the Strategic Aims are identified and managed.

Conclusions / Summary

17. Appendices A and B represent the draft Strategic Risk Register and Matrix resulting from the consultations.
18. The quarterly review of the Strategic Risk Register enables the Council to manage its strategic risks to an acceptable level.

Background Papers: the following background papers were used in the preparation of this report:

None unpublished

Contact Officer: John Garnham – Principal Accountant (General Fund and Projects)
Telephone: (01954) 713101

This page is left blank intentionally.

**Appendix A
Strategic Risk Register
October 2012 - DRAFT**

[changes highlighted]



Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR15 - Welfare Reform Proposed radical changes to benefits, including possibility of localised council tax benefits and introduction of a universal credit system, <i>leading to possible:</i></p> <ul style="list-style-type: none"> increased IT cost due to required system changes; implementation costs not fully reimbursed by Government grant; increased workload for Benefits and Homelessness teams, <p><i>resulting in potential for:</i></p> <ul style="list-style-type: none"> adverse effect on service provision due to the number of changes; increased dissatisfaction with the service due to reduced amounts of benefit payable; impact on Medium Term Financial Strategy; devastating effect on people with mental health problems; and dislocation of private sector housing market. <p>Aims, Approaches, Actions: C7, B3</p> <p>Relevant PI(s): BV 078a - HB/CTB claims days BV 078b - HB/CTB changes days NI 181 - Benefit claims process days BV 079b i - Recoverable overpayments % BV 079b ii - HB Overpayments recovered % BV 079b iii - Overpayments written off %</p>	Alex Colyer		20	<p>SCORES - IMPACT: 4; LIKELIHOOD: 5.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Discretionary Housing Payments policy completed and approved. Consultations with professional bodies, peer authorities and software suppliers. Consultations with registered social landlords (RSLs), ongoing. Impact assessment work undertaken on proposals and council house accommodation – to be fed into the consideration at a strategic level of possible implications on social housing allocations. Consideration of possible criteria for own council tax benefit scheme. Benefits and Housing Advice & Homelessness teams to provide initial training. Signpost residents who are in difficulty, advice / counselling / financial help / medical assistance etc. Project plan for Localised Council Tax Benefits (CTB). DCLG have provided an initial grant of £84k towards costs. Chief Financial Officers Group meeting attended with regard to looking at countywide implication of new CTB Schemes. Review of project plan by County Revenues Group. Monthly monitoring of the project is undertaken by Executive Director, Benefit Manager and Revenues Manager, as part of the regular one to one process. Monitoring of the Bill is being undertaken as decision by Council will be affected by the date of the Royal Assent Under occupation exercise completed and is being updated monthly; all tenants affected have been written to and asked to confirm their current details to ensure information held is correct. All residents who are working age have been written to with regard to the Localised CT Support consultation in a bid to make sure residents have their views taken into account. Monthly meetings with Housing re under occupancy etc.</p> <p>TIMESCALE TO PROGRESS: Spring 2013 (Council tax support (local authorities) due to go live w.e.f. 1 April 2013). Report on Localised Council Tax Benefit to Cabinet in November 2012 and Council in January 2013. Housing Advice and Homelessness to work with Citizens Advice to provide additional budgeting advice for those adversely affected by changes to welfare benefits. Tenant participation group events (3 during September and October 2012). Consultation for Localised Council Tax Benefit launched August 2012. Road shows in conjunction with the Local Plan. SCDC's housing department will be visiting all affected tenants between now and Christmas 2012 to engage with them and also to complete survey with regard to obstacles to employment which links in the ALS project.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR08 - Medium Term Financial Strategy (MTFS) Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> not achieving delivery of savings to meet targets; inflation exceeds assumptions; interest rates do not meet forecasts; employer's pension contributions increases exceed projections; changes in demand for some service areas could lead to pressures in the related budgets; unforeseen restructuring costs; local government resource review - localisation of business rates; major developments do not meet housing trajectory forecast; uncertainty re new homes bonus and formula grant from 2013/14; cost of supporting development and meeting demand from growth; impact of welfare reform (and see STR15 above); HRA self-financing post reform; availability of budget for Cabinet priorities; council tax strategy; national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated, leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism. <p>Aims, Approaches, Actions: A4, A5, C7</p>	Alex Colyer	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Revised MTFS incorporates updated assumptions; approved by Council on 23 February 2012. Implement plans to deliver Council's programme in line with latest General Fund (GF) / Housing Revenue Account (HRA) savings targets. Executive Management Team (EMT) reviews progress in achieving budget targets. Treasury management reports to Finance & Staffing PFH. Monitor inflation factors, effect of current economic climate on demand led services and budgets. Council Health Dashboard. Monthly financial report to EMT.</p> <p>TIMESCALE TO PROGRESS: Explore shared service opportunities. Explore opportunities for further savings beyond those in the MTFS. Explore business rates retention pooling. Updated MTFS during 2012/13 (next due at November 2012 Cabinet meeting).</p> <p>Relevant PI(s): SF 772 - The amount (£) of Overspend - General Fund SF 773 - The amount (£) of Overspend - Capital Programme SF 774 - The amount (£) of Overspend - Housing Revenue Account SF 707 - General Fund Budget Variation SF 749 - Capital Budget SF 748 - HRA Budget Variation</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR05 - Lack of Development Progress While there is good progress on the Cambridge fringe sites, at Cambourne and on a refreshed planning application for Northstowe despite uncertainty about improvements to the A14, development is below target, <i>leading to</i> the authority being unable to deliver its housing needs, <i>resulting in</i> the Council having to meet the shortfall in the short term from developments in existing villages and head off speculative major planning applications outside the strategy.</p> <p>Aims, Approaches, Actions: B7, B6</p> <p>Relevant PI(s): BV 106 - % new homes on brown field sites NI 154 - Net additional homes provided, NI 159 - Supply of ready to develop housing sites</p>	Jo Mills	10	16	<p>SCORES - IMPACT: 4; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: A14 - Task Group set up with Department for Transport. Government announcement of funding for 'interim measures' on A14, and recognising need for longer term investment after the Task Group has concluded its work. Phase 1 planning application received 27 February 2012, with Development Framework Document. Northstowe Joint Team appointed. Planning Application consideration – on target. Planning Policy produce an Annual Monitoring Report (forecasts housebuilding levels), annually review the Local Development Scheme (can address any shortfall) and have completed a new Strategic Land Availability Assessment (SHLAA). Pre-application discussions started with Ida Darwin hospital site. Construction for Cambourne 950 has started. Issues and Options for new Local Plan published July 2012; consultation to conclude 28 September 2012.</p> <p>TIMESCALE TO PROGRESS: Timetable for new Local Development Scheme agreed by the New Communities Portfolio Holder in March 2011 with new plan in place in 2014. Detail of timetable has been revised to fit more closely with the City Council's programme, but overall timetable unchanged.</p>
<p>STR03 - Illegal Traveller encampments or developments Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, <i>leading to</i> illegal encampments or developments in the district, <i>resulting in</i> community tensions; cost and workload of enforcement action, including provision of alternative sites and/or housing; poor public perception and damage to reputation.</p> <p>Aims, Approaches, Actions: C6</p>	Jo Mills	10	12	<p>SCORES - IMPACT: 4; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Ongoing routine monitoring of all district development. Government guidance issued, county wide needs assessment endorsed by PFH. Monthly report on position regarding temporary expiries and applications circulated to managers and key Members for coordination and oversight. Gypsy & Traveller Plan included in Local Plan. Issues & Options consultation, Summer 2012.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2014.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR12 - Supported Housing Reduction in Supporting People (SP) funding, <i>leading to</i> loss of staff and changes to delivery structure, <i>resulting in</i> dissatisfaction amongst residents and concerns over well being of vulnerable people</p> <p>Aims, Approaches, Actions: C9, C4</p> <p>Relevant PI(s): Monitored through Corporate Aims C4 and C9.</p>	Stephen Hills	10	10	<p>SCORES - IMPACT: 2; LIKELIHOOD: 5.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Needs assessment of all tenants + Member task & finish group to identify best ways to meet tenants' needs. Consultation with staff on new structure. The Housing Portfolio Holder approved a new sheltered housing structure on 15 February 2012. Reduction in funding decision now taken (wef April 2012); confirmation received. Budget reviewed accordingly. Process managed so that potential negative impact has already largely been mitigated. All sheltered housing tenants informed. New service commenced July 2012.</p> <p>TIMESCALE TO PROGRESS: To be reviewed by Scrutiny in February 2014. Will need to competitively tender to provide the visiting support service. Specification likely to be available November 2012 – therefore full contract likely to start June 2013.</p>
<p>STR20 – Partnership working with Cambridgeshire County Council The failure of partnership arrangements (e.g. health & wellbeing, economic development, transport) with the County Council, <i>leading to</i> the needs of district residents and businesses not being adequately met or reflected in County Council resource allocation decisions, <i>resulting in</i> adverse effects on the district's residents and businesses.</p> <p>Aims, Approaches, Actions: A1</p>	Jean Hunter	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Active engagement of officers and Members in partnerships, to ensure the district's residents' and businesses' needs are articulated.</p> <p>TIMESCALE TO PROGRESS: New action in Corporate Plan for 2012/13. Dependent on the timeframe/milestones for each partnership.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR19 - Demands on services from an ageing population The district's demography changes, with significant growth in the over 65 year old population, <i>leading to</i> additional demands on health and social care services, including to the Council's sheltered housing and benefits services, <i>resulting in</i> adverse impact on service standards; increased customer dissatisfaction with services; increased levels of social isolation.</p> <p>Aims, Approaches, Actions: C4, C9, B8</p>	Mike Hill	9	9	<p>SCORES - IMPACT: 3; LIKELIHOOD: 3.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Establishment of 'Ageing Well' workshops to build relations with statutory and voluntary partner agencies, and promote community based preventative measures. Multi agency working group established September 2011, to meet bi monthly. Demographic data to inform new South Cambridgeshire Local Plan – timetable agreed in March 2011. Housing for older people Task & Finish review reported to Scrutiny & Overview Committee, 6 February 2012. Participation in county wide Ageing Well project – initial meeting held November 2011. County wide workshop held on 16 March 2012.</p> <p>TIMESCALE TO PROGRESS: Action in 2012/17 corporate plan to 'Work with older people to improve their independence and quality of life'. South Cambridgeshire Ageing Well action plan in preparation. Take account of demographic change in the corporate and financial planning cycle. Redesign services to address demands.</p>
<p>STR24 - HRA Business Plan The HRA Business Plan has its own associated risk register. Of the risks included, it is considered that only one needs to be included in the Strategic Risk Register: The Government decides to reopen the debt settlement, <i>leading to</i> increased debt requirement, <i>resulting in</i> reduced housing programme.</p> <p>Aims, Approaches, Actions: B8, C4, C9, A4</p>	Stephen Hills	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2 (from 3).</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Capacity has been built into the Housing Revenue Account (HRA) business plan to absorb some future changes if they are required.</p> <p>TIMESCALE TO PROGRESS: Monitor Government policy including utilising our partnership arrangements with the Chartered Institute of Housing. Annual review of business plan, programme and resources.</p>
<p>STR16 – Depot size Failure to secure permanent alternative depot arrangements, <i>leading to</i> adverse health & safety implications, loss of operating licence, <i>resulting in</i> inability to provide full service, possible staff death or injury, service failure/disruption, legal action, reputational damage.</p> <p>Aims, Approaches, Actions: C2</p>	Mike Hill	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Temporary alternative arrangements in place. Permanent arrangements identified; planning consent granted March 2011. SMT supported move and lease of 25 yrs on 4 May 2011; approved by Environmental Services PFH in May 2011. Implementation and additional costs included in 2011/12 and 2012/13 budgets. Project Initiation Document approved by EMT in August 2011.</p> <p>TIMESCALE TO PROGRESS: Heads of Terms delayed, pending outcome of a new planning consent for a redesigned depot. Occupation target, January 2013.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR22 - Safeguarding the Council's services against climate change The Council fails to develop measures to safeguard its services against climate change, <i>leading to</i> unacceptable vulnerability to the impact of climate shifts and other weather-related events, <i>resulting in</i> a degradation or breakdown of service delivery and damage to property, increasing costs and impact on the Council's reputation.</p> <p>Aims, Approaches, Actions: C8</p>	Jo Mills	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council adopted the Climate Change Action Plan (CCAP) 2011-2013 on 22 September 2011. Specific actions in place within CCAP and Planning and New Communities Service Plan. Regular EMT reporting and quarterly performance reports to PFH meetings.</p> <p>TIMESCALE TO PROGRESS: CCAP actions undertaken over the period 2011 to 2013.</p>
<p>STR02 – Equalities The Council is successfully challenged over not complying with general equalities legislation or legislation specific to public and local authority bodies, <i>leading to</i> possible Commission for Human Rights and Equalities inspection, <i>resulting in</i> reduction in reserves available to support balanced MTFs, adverse publicity and effect on reputation.</p> <p>Aims, Approaches, Actions: A2, A4</p> <p>Relevant PI(s): SX063 – Equality Framework Level 2</p>	Alex Colyer	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council met its legal requirements to publish equality information by 31 January 2012 and publish equality objectives by 6 April 2012. This information is incorporated into a new Single Equality Scheme (SES), which was adopted by the portfolio holder on 21 March 2012. The adoption of a corporate approach to EQIAs is based on identification of revised assessments via forward plans and a focus on changed outcomes as a result of assessment, supported by the development of a simplified series of templates and the introduction of a 'screening tool' which is in the process of being rolled out to services. Quarterly performance reports to EMT and PFH meetings.</p> <p>TIMESCALE TO PROGRESS: The Council will prepare a self-assessment against the 'Excellence' standard of the Equality Framework for Local Government (EFLG) to inform a final decision, to be taken by 31 October 2012, whether to proceed to 'Excellence' accreditation in 2013. The Equality and Diversity Steering Group will be re-established as a task and finish project group to assist with the preparation of the self-assessment, the Terms of Reference and outline project plan to be circulated to EMT.</p>
<p>STR23 - Achieving a 10% reduction in CO₂ emissions The Council fails to achieve 10% reductions in the emission of CO₂ from its operations, <i>leading to</i> continued level of emissions, <i>resulting in</i> loss of reputation, reduced ability to require developers and businesses to reduce CO₂ emissions.</p> <p>Aims, Approaches, Actions: C8</p> <p>This target has been achieved – therefore recommend that this risk be removed from the register.</p>	Jo Mills	8	8	<p>SCORES - IMPACT: 2; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: The Council adopted the Climate Change Action Plan (CCAP) 2011-2013 on 22 September 2011. Specific actions in place within CCAP and Planning and New Communities Service Plan. Regular EMT reporting and quarterly performance reports to PFH meetings.</p> <p>TIMESCALE TO PROGRESS: CCAP actions undertaken over the period 2011 to 2013.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p>STR21 – Keeping up with technology development The authority fails to maintain an awareness of technology opportunities and does not implement appropriate technology enhancements, <i>leading to</i> inability to appropriately manage the handling of data and sensitive information, IT and communications systems not having capability / capacity to meet emerging standards and unable to deal with service requirements and improvements and deliver efficiencies, <i>resulting in</i> diminished standard of service, customer dissatisfaction, tarnished reputation and uncontrolled costs.</p> <p>Aims, Approaches, Actions: A8, A10, B1</p>	Alex Colyer	4	4	<p>SCORES - IMPACT: 2; LIKELIHOOD: 2.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: ICT Strategy, ICT Security Policy and Usage Guidelines, Information Governance project. EMT, Policy & Performance Portfolio, Information Governance Working Group and the Website Officers Working Group. Assessment of service area needs in conjunction with the annual budget planning and Service Planning process. Externally – The exchange of information, ideas and opportunities via county wide and national user groups including the County and Districts ICT Group, Cambridgeshire Public Sector Network Partnership Board, Information Management Technology Partnership Board, ICT Shared Services Group and County Data Sharing Group. Membership of the Society of IT Managers (SocITM) and British Computer Society. The Policy and Performance Portfolio Holder approved a draft revised ICT Strategy (subject to further discussion and final approval at a future portfolio holder meeting) and noted and endorsed revised ICT Security Policy and Usage Guidelines, on 12 April 2012. Regular monthly or bi-monthly engagement with officers, Members and public sector partners.</p> <p>TIMESCALE TO PROGRESS: Dependent on the timeframe/milestones for each major project. Final approval of revised ICT Strategy, April 2013.</p>

Red / **Amber** / **Green** shading in the Actual Column indicates the following movement in risk scores:

	Red	Amber	Green
for risks previously above the line:	<ul style="list-style-type: none"> the score has increased 	<ul style="list-style-type: none"> the score has not changed, or has decreased but stays above the line 	<ul style="list-style-type: none"> the score has decreased to below the line
for risks previously below the line:	<ul style="list-style-type: none"> the score has increased to above the line 	<ul style="list-style-type: none"> the score has increased but stays below the line 	<ul style="list-style-type: none"> the score has not changed, or has decreased

Notes

1. The "Reference" is unique and retained by the risk throughout the period of its inclusion in the risk register.
2. Risks are cross referenced to the relevant 2012/13 Aims, Approaches and/or Actions adopted by Council on 23 February 2012.
3. Criteria and guidelines for assessing "Impact" and "Likelihood" are shown on below.
4. The "Actual" risk score is obtained by multiplying the Impact score by the Likelihood score.
5. The dotted line (- - - - -) shows the Council's risk tolerance line.
6. The "Timescale to progress" is the date by which it is planned that the risk will be mitigated to below the line.

Impact *Giving rise to one or more of the following:*

	Service disruption	People	Financial loss *	Environment	Statutory service/legal obligations	Management	Reputation	Score
Extreme	Serious disruption to services (loss of services for more than 7 days)	Loss of life	Financial loss over £500k	Major regional / national environmental damage	<ul style="list-style-type: none"> • Central government intervention; or • Multiple civil or criminal suits 	Could lead to resignation of Leader or Chief Executive	Extensive adverse coverage in national press and/or television	5
High	Major disruption to services (loss of services for up to 7 days)	Extensive multiple injuries	Financial loss between £251k - £500k	Major local environmental damage	<ul style="list-style-type: none"> • Strong regulatory sanctions; or • Litigation 	Could lead to resignation of Member or Executive Director	Adverse coverage in national press and/or television	4
Medium	Noticeable disruption to services (loss of services for up to 48 hours)	Serious injury (medical treatment required)	Financial loss between £51k - £250k	Moderate environmental damage	<ul style="list-style-type: none"> • Regulatory sanctions, interventions, public interest reports; or • Litigation 	Disciplinary / capability procedures invoked	Extensive adverse front page local press coverage	3
Low	Some disruption to internal services; no impact on customers	Minor injury (first aid)	Financial loss of between £6k - £50k	Minor environmental damage	<ul style="list-style-type: none"> • Minor regulatory consequences; or • Litigation 	Formal HR procedure invoked	Some local press coverage; or, adverse internal comment	2
Insignificant	Insignificant disruption to internal services; no impact on customers	No injuries	Financial loss of up to £5k	Insignificant environmental damage	<ul style="list-style-type: none"> • No regulatory consequences; or • Litigation 	Informal HR procedure invoked	No reputational damage	1

* including claim or fine

Likelihood

	Guidelines	Score
Almost certain	<ul style="list-style-type: none"> • Is expected to occur in most circumstances (more than 90%), or • Could happen in the next year, or • More than 90% likely to occur in the next 12 months 	5
Likely	<ul style="list-style-type: none"> • Will probably occur at some time, or in some circumstances (66% - 90%), or • Could happen in the next 2 years, or • 66% to 90% likely to occur in the next 12 months 	4
Possible	<ul style="list-style-type: none"> • Fairly likely to occur at some time, or in some circumstances (36% - 65%), or • Could happen in the next 3 years, or • 36% to 65% likely to occur in the next 12 months 	3
Unlikely	<ul style="list-style-type: none"> • Is unlikely to occur, but could, at some time (11% - 35%), or • Could happen in the next 10 years, or • 11% to 35% likely to occur in the next 12 months 	2
Rare	<ul style="list-style-type: none"> • May only occur in exceptional circumstances (up to 10%), or • Unlikely to happen in the next 10 years, or • Up to 10% likely to occur in the next 12 months 	1

Appendix B
Strategic Risk Matrix
October 2012 - Draft
 [changes highlighted]



		IMPACT					
		Insignificant	Low	Medium	High	Extreme	
		1	2	3	4	5	
LIKELIHOOD	Almost certain	5		12. Supported Housing		15. Welfare reform 8. Medium Term Financial Strategy	
	Likely	4				5. Lack of development progress	
	Possible	3			20. Partnership working with Cambridgeshire County Council 19. Demands on services from an ageing population	3. Illegal traveller encampments / developments	
	Unlikely	2	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Risk Tolerance Line - - - - - </div>			24. HRA Business Plan 16. Depot size 22. Safeguarding the Council's services against climate change 2. Equalities	
	Rare	1					

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Corporate and Customer Services Portfolio Holder

18 October 2012

AUTHOR/S: Executive Director (Corporate Services)

CORPORATE SERVICES – AGREEMENT OF SERVICE PRIORITIES FOR 2013-14**Purpose**

1. This report sets out service priorities for Corporate Services for 2013-14, presented for Portfolio Holder approval as the basis for the development of the full service plan.
2. This is not a key decision as it relates to approval for a series of draft priorities which will be developed into specific actions and targets as part of the emerging full service plan.

Recommendations

3. The Portfolio Holder is recommended to agree the emerging priorities set out in the Appendix to this report as the basis for the development of the Corporate Services service plan for 2013-14, noting that resource requirements will be incorporated as part of the review of the Medium Term Financial Strategy (MTFS) and development of detailed estimates.

Reasons for Recommendations

4. The recommendation is required to enable Portfolio Holder endorsement for service priorities to inform the development of 2013-14 service plans.

Background

5. Following an alteration to the service planning process in 2011, service priorities are required to be approved in advance of full and final plans being prepared for publication on 1 April 2013.

Considerations – Policy context and service priorities

6. Corporate Services will continue to support South Cambridgeshire District Council to achieve its corporate objectives and provide services to the key internal and external customers of the Council in an accessible, effective and efficient manner, in an environment of major legislative and demographic change, and amidst ongoing pressure to reduce public sector spending.
7. The table at Appendix A to this report sets out key priorities for 2013-14 for Corporate Services and the key principal local, regional and national drivers for each. They represent a combination of new initiatives in response to our changing environment and to customer feedback, as well as objectives to take forward and build upon existing projects and achievements.
8. Service plan priorities relevant to the Finance and Staffing Portfolio in respect of Revenues and Benefits (Welfare Reform), Finance and Human Resources will also

be submitted to the Finance and Staffing Portfolio Holder's meeting on 16 October 2012 for endorsement.

Considerations – Resources

- 9. The service priorities identified in the Appendix will be taken forward using existing resources wherever possible. It should be recognised that unavoidable impacts such as those of new communities and welfare reform on revenues and benefits and ongoing internal restructuring on Human Resources, may impact adversely on operational performance if current resource levels are unable to meet future service demand.
- 10. The Revenues and Benefits Service has identified a possible requirement for additional short-term resources to deal with the immediate consequences of the new Localised Council Tax Benefit Scheme being introduced in April 2013. Subject to developing policy in respect of localised business rates, the Portfolio Holder and Cabinet may wish to consider the allocation of resources to maintain and enhance collection performance on a longer term basis. These issues will be taken forward as part of the development of draft and final estimates and incorporated within the updated Medium Term Financial Strategy as appropriate.

Options

- 11. The Portfolio Holder is invited to endorse the service priorities as presented; however, he may alter or amend the priorities, having regard to the policy context within which the service operates and to the needs of customers.

Implications

12. Financial	As set out in paragraphs 9-10 above.
Legal	Detailed estimates for all Corporate Services will be submitted to the Portfolio Holder in December 2012, with the exception of Revenues and Benefits. Those estimates will be reported to the Finance and Staffing Portfolio Holder due to strategic finance issues relating to revenues and benefits falling within that portfolio.
Staffing	None specific relating to this report and recommendations
Risk Management	The final service plan will include a section summarising key risks affecting the service and measures to mitigate against them.
Equality and Diversity	See below
Equality Impact Assessment completed	No This report has not been impact-assessed; however, the final service plan will contain an equality impact assessment overview, signposting where specific services and projects will need to be subject to fuller Equality Impact Assessments.
Climate Change	None specific relating to this report and recommendations.

Consultations

- 13. The service objectives identified in the appendix have been informed by a variety of consultation and engagement methods, including internal and external customer

satisfaction surveys, and full consultation on key policy considerations to inform the Scheme for Localised Council Tax Support (LCTS).

Consultation with Children and Young People

14. Consultation on the LCTS identified specific impacts on families with children which are being taken into account in the development of the final scheme. The Policy and Performance Team will undertake full consultation on the draft Corporate Plan and MTFs following Cabinet approval in November 2012, which will include the District's Youth Council.

Effect on Strategic Aims

15. The service plan proposals will contribute to the delivery of all the council's strategic objectives, linking the Aims, Approaches and Actions through a Golden Thread to service-level priority action plans and individual objectives.

Background Papers: the following background papers were used in the preparation of this report: None

Contact Officer: Alex Colyer – Executive Director (Corporate Services)
Telephone: (01954) 713023
e-mail: alex.colyer@scambsgov.uk

This page is left blank intentionally.

Service	Service objectives	Priority actions 2013-14	Key drivers
<p>Business Improvement & Efficiency (includes Customer Contact Service)</p>	<p>To act as agents of change, promoting innovation and organisational ambition.</p> <p>To lead by example and deliver an exceptional customer experience and maximize opportunities provided through the new Customer Contact Service.</p> <p>To lead a programme of customer centred business improvements projects throughout the organisation, delivering cashable savings, efficiencies and improvements to the customer experience.</p>	<ol style="list-style-type: none"> (1) Scope, prioritise and deliver business improvement / savings projects detailed on the corporate opportunities matrix. (2) Embed the new Customer Contact Service within the Council including the development and training of staff to the required competencies and behaviours. (3) Promote and develop channel shift within the new customer contact service and support the development of the new website. (4) Work with service areas to maximise the use of the new Customer Contact Service by expanding the scope of advisor role and empowering advisors to do more. (5) To influence and build an organisational wide culture that embraces change, maintains a customer focus and delivers new ways of working to meet the challenges ahead. 	<ol style="list-style-type: none"> (1) Cashable Savings, Efficiency Savings, Improved Customer Experience. (2) Improved Customer Experience. (3) Cashable Savings, Efficiency Savings, Improved Customer Experience. (4) Cashable Savings, Efficiency Savings, Improved Customer Experience. (5) Cashable Savings, Efficiency Savings, Improved Customer Experience.
<p>Finance</p>	<p>To provide both a proactive and responsive service to its internal</p>	<ol style="list-style-type: none"> (1) Timely and accurate certification and closure of SCDC accounts (2) Adaptation of HRA accounting procedures to reflect greater emphasis on future business 	<ol style="list-style-type: none"> (1) Council Action to deliver financial sustainability (2) HRA reform (3) Expiry of current banking

	and external customers whilst complying with statutory and recommended best practice financial requirements.	<p>investment and planning</p> <ul style="list-style-type: none"> (3) Procure revised Banking Services Contract (4) Proactively seek ways to improve corporate performance in invoice payment (5) Work with the Policy and Performance Team to achieve closer and more effective integration of the finance and business planning cycles. (6) Further integration of finance & service performance to focus on value for money and helping management to reallocate resources to support service provision (7) Updating of Capital Strategy 	<p>services contract</p> <ul style="list-style-type: none"> (4) Underperformance in invoice payment (5) Corporate aim around first-class services which are based on customer feedback and priorities. (6) Council Action to deliver financial sustainability and Corporate Aim to deliver first class services and value for money (7) Corporate Action to ensure best use of the Council's assets (8) Welfare Reform (9) Government Funding Regime
Human Resources	To facilitate organisational people development, support the Council in attracting and retaining the right people, provide an environment to maximise performance, influence and support organisational change and to achieve equality and diversity within the workforce	<ul style="list-style-type: none"> (1) Implement the Organisational Development Strategy through the completion of the action plan. (2) Take action to monitor customer satisfaction. (3) Effectively oversee the staffing implications of major corporate re-structuring projects & shared services. (4) Ensure the smooth implementation of the new Terms and Conditions arising from the Job Evaluation process & Single Status agreement. (5) Implement legislative changes to the Local Government Pension Scheme & auto enrolment. 	<ul style="list-style-type: none"> (1) Council Action to invest in employees, implementing the framework agreed in November 2011 (priorities, budget, people) to enable the Council to meet its objectives. (2) Ensure that customer service improvements brought about through the CSE accreditation project can be maintained and enhanced through positive behaviours & attitudes. (3) The outcomes of strategic service reviews completed during 2013-2014

			<p>(4) The outcomes of the Job Evaluation process & Single Status.</p> <p>(5) National government public sector pension reform & auto enrolment.</p>
ICT	<p>ICT will use its position at the forefront of customer service to enable the Council to support internal and external customer interaction and business requirements. It underpins the technology used to provide and support the business functions and leads to opportunities for improved efficiencies, work practices and cost saving initiatives</p>	<p>(1) The implementation of key corporate projects to achieve improved customer service outcomes and security for internal and external customers, principally:</p> <ul style="list-style-type: none"> - Web and Intranet review, channel shift and self-service; - Server virtualisation - Thin client project - SharePoint project - Wireless network upgrade - Microsoft Office upgrade - Information Governance Project - Cambridgeshire Public Services Network. <p>(2) To provide the upfront and ongoing technical support for key projects being driven by service areas. Known projects include further development of the Planning and Building Control APAS systems, support for the Contact Centre improved wide area network connectivity with provisions for safe, secure remote access and county wide 'hot desking', support for relocation of the Waterbeach depot plus other service area developments with major ICT implications.</p>	<p>(1) Legislative information governance and connectivity requirements. The requirement for up-to-date and efficient ICT infrastructure to meet business need in the short-to-medium term.</p> <p>(2) Actions arising from strategic service decisions and improvement plan actions.</p> <p>(3) Infrastructure planning and development for the longer term provision of effective services</p> <p>(4) Progressing opportunities for shared services and support other service areas in developing shared service initiatives.</p>

<p>Legal and Democratic Services</p>	<p>To provide expert support for all aspects of the Council's service delivery in terms of legal advice, regulation, enforcement and decision-making and oversee an effective and customer-focused Land Charges service.</p> <p>To deliver an effective and professional electoral registration service, and elections that the electorate have confidence in.</p>	<ol style="list-style-type: none"> (1) Continue work on updating of legal case management system - a working model has now been set up on Sharepoint with limited functionality and all new files are being logged on the system. Awaiting progress with Corporate project to enable increased functionality to be transferred to the Legal model. (2) Continue to implement provisions of the Localism Act regarding the standards regime including working with district and parish councils to complete accurate register of interests forms and publish them on the council's website. (3) Continue to develop closer working relationship with Development Control to improve the effectiveness of response and imminent recruitment of new planning lawyer (2yr fixed term) will help increase speed of response to instructions (4) Improve quality of instructions received from client services by issuing guidance and delivering training at team meetings. (5) Increase the amount of information available on the Legal Intranet page to enable more self-service. (6) Maintain and improve Land Charges search turnaround times and continue to deal with personal search agent fee recovery litigation. (7) Continue to improve and expand Member training and development programme in 	<ol style="list-style-type: none"> (1) Requirement to act on customer feedback to improve the service provided; (2) Specific implications of the Localism Act. (3) Increased social media and self-service activity in line with Council Actions to improve the website. (4) Council commitment to member development (5) Electoral Commission Returning Officer Performance Standards (6) Changes in legislation driven by the move to Individual Electoral Registration.
--------------------------------------	--	---	--

		<p>association with the Portfolio Holder following the achievement of Elected Member Development Charter Status</p> <ul style="list-style-type: none"> (8) Continue to work with the Communications team to offer social media opportunities for councillors and improve information sharing with the public (9) Improve consistency in the formatting and quality of report writing by offering training and quick reference guides for officers. (10) Introduce a dedicated monthly/rolling bulletin for Parish Councils in conjunction with dedicated parish council pages on the council's website as part of the new-look website (11) Improve the format of the weekly bulletin for district councillors including considering different delivery options and introducing a priority system to flag important issues (12) Deliver effective and transparent County Council elections in May 2013, with results that the public have confidence in. (13) Respond to ongoing government changes in electoral registration, delivering an annual canvass of electors with a high return rate, and prepare for Individual Electoral Registration. 	
--	--	---	--

<p>Policy and Performance</p>	<p>To share best practice and provide advice, information and support to help the Council plan, deliver and celebrate excellent and efficient services that meet customers' identified needs.</p>	<ul style="list-style-type: none"> (1) Improved corporate consultation and engagement, developing the role of the Consultation Panel, leading, advising and supporting corporate and service-specific consultations as required (2) Work with the finance section to achieve integrated finance and resourcing cycle and develop a corporate approach to value for money (3) Further integration of finance & service performance to focus on value for money and helping management to reallocate resources to support service provision (4) Put in place periodic means of surveying customer satisfaction/quality of life (5) Generate improved local intelligence building on new and existing sources of qualitative and quantitative information (6) Improved centrally-accessible and up-to-date policy and projects databases (7) Explore the potential for timely and value-adding Peer Review (8) Develop the Council's role and status as a community leader for its equality and diversity work as an employer and service provider (9) Provide strategic support for management team and undertake value-adding projects generating positive outcomes for service performance as commissioned by EMT, Cabinet or Scrutiny from time to time 	<ul style="list-style-type: none"> (1) Central government legislation, emerging regional and local priorities as set out in the Corporate Plan (2) Lack of central corporate sources of customer satisfaction and quality of life data demonstrating whether our service delivery is generating positive outcomes (3) Managing performance effectively to ensure scarce resources are used efficiently and transparently
-------------------------------	---	---	---

Revenues and Benefits	To deliver a customer-focused, efficient and high-performing collection, benefits administration and fraud investigation service for the Council.	<ul style="list-style-type: none"> (1) Prepare to implement the government's welfare reform programme with respect to Council Tax benefit, Universal Credit, fraud and over-accommodation. Adapt service to meet increased demand. This could mean extra staff required either full time or temporary within Revs & Bens or the Contact Centre (2) Prepare to implement the government's programme with respect to NNDR localisation (3) Achieve improved customer service through participation in relevant aspects of the customer contact centre project relating to self-service (4) Contribute to, and implement the recommendations arising from the corporate review of enforcement at SCDC (5) Investigate potential of off site management of the Income Management system (AIM). Cost implications – awaiting quotes (6) Open Housing Upgrade. To be actioned completely by Capita. Cost Implications – awaiting quotes (7) Adapting our service to meet the anticipated increased demand brought about by the completion of major new housing developments at NW Cambridge and Northstowe 	<ul style="list-style-type: none"> (1) Post-CSE commitment to continuous improvement. (2) Government policy (3) Enforcement review seeking opportunities to streamline enforcement activity carried out by different services. (4) The SCDC major growth programme.
-----------------------	---	---	---

This page is left blank intentionally.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Corporate and Customer Services Portfolio Holder's Meeting 18 October 2012
AUTHOR/S: Executive Director (Corporate Services) / Legal and Democratic Services Manager

MEMBER DEVELOPMENT UPDATE**Purpose**

1. To update the Portfolio Holder on the Member Development Programme for 2012/13 and agree the process for collating information to inform the preparation of the Member Development Programme for 2013/14.
2. This is not a key decision, but has been brought before the Portfolio Holder to ensure that the Member Development Programme for 2013/14 will reflect the training needs of members and is agreed within an appropriate timescale.

Recommendations

3. That the Portfolio Holder agrees that a questionnaire should be sent to all Councillors asking them about their training needs in order to update/create Personal Development Plans for all councillors. The resulting data will then be collated and used to inform the Member Development Programme for 2013/14.

Considerations

4. South Cambridgeshire District Council was awarded Quality Charter Status for excellence in Elected Member Development on 24 January 2012. The Council's charter status will last for three years from the award date and the Council will receive an eighteen-month follow up call around July 2013 from the assessment team to determine if it is continuing to meet the Charter requirements and has been implementing the recommended actions. South East Employers will want to contact the lead officer and at least two Councillors on this follow-up call.
5. The assessment team's report stated the following:
 - it is members and not officers who determine which member learning activities are offered by the Council.
 - officers' roles are to act as facilitators that listen to member feedback and adapt their approaches and methodology in the light of this.
 - Learning needs are identified via individual and collective development needs analyses using a structured approach to Personal Development Planning (PDP) and interviews that are used to inform the training programme.
6. It is concluded that the use of questionnaires and interviews to inform the training programme is considered to be good practice by the assessors.
7. The challenge is to offer a training programme that will not only meet the needs of those councillors who have asked for particular training but also attract those members who have not taken up the offer of training opportunities recently in order to ensure that members from across the whole council are having their development

needs met. At the end of the second quarter there are 14 councillors who have not yet attended any training course for 2012/13.

8. The training programme for 2012/13 is attached at **Appendix A**. It should be noted that approximately £1,500 remains uncommitted for the year. Details of the funds remaining in the Budget are shown at **Appendix B**.
9. If a Councillor requests training which is not on the agreed member training programme, he or she will need their request to be signed off by the Portfolio Holder. There is an expectation that the councillor will write a short report on the training course and will keep copies of any hand-outs distributed at the meeting. This information will be put on the intranet where it can be viewed by other councillors.
10. The Member Development Programme for 2013/14 will need to be considered by Cabinet on 11 April 2013 at the latest. Prior to this it will be reviewed by Executive Management Team to ensure that it links to the Council's objectives and can deliver joint training to members and officers where appropriate.
11. The Constitution states that members are not "eligible to sit on a regulatory committee unless and until they have undertaken suitable training upon appointment to such a committee. No member shall be eligible to remain on a regulatory committee unless and until they have undertaken suitable refresher training as and when identified by the relevant Director." Due to legislation changes in November 2012 and April 2013, all members of the Licensing Committee for 2013/14 will be expected to attend update training. Employment and Planning Committee training will need to be scheduled for those who wish to sit on the Committee, but did not have training in 2012.

Options

Option 1

12. To send out a questionnaire to all Councillors asking them about their training needs and then follow this up with a personal development plan. The resulting data would be collated and used to inform the Member Development Programme for 2013/14.

Option 2

13. Using existing data to shape the Member Development Programme for 2013/14, on the basis that flexibility exists to organise additional training on request.

Implications

14. Financial	The Member Training Budget for 2012/13 is £5,000. £2,500 has already been spent and a further £1,000 has been committed. This leaves £1,500 still to be spent.
Legal	None.
Staffing	None.
Risk Management	None.
Equality and Diversity	None.
Equality Impact Assessment completed	No. Information update only.
Climate Change	None.

Consultations

15. None.

Consultation with Children and Young People

16. None.

Effect on Strategic Aims

17. The Council's long-term vision includes as Action A2: "Invest in employees and members by carrying out actions in the Organisational and Member Development strategies".

Conclusions / Summary

18. The Council has been recognised with a national award for excellence in member development. The challenge ahead is to ensure that the Council continues to meet the Charter's requirements and to maintain the momentum in this area. It would be less resource-intensive to option 2 and shape the Member Development Programme 2013/14 on existing data but there would be an associated risk that the South East Employers Assessors would consider that the Council's development plan was no longer member-led and that the authority was no longer meeting the Charter's requirements. Option 1 is therefore recommended.

Background Papers: the following background papers were used in the preparation of this report:

Member Development Strategy 2011-2014
East of England Charter for Elected Member Development Assessment Report

Contact Officer: Patrick Adams – Senior Democratic Services Officer
Telephone: (01954) 713408

This page is left blank intentionally.

Member Training Programme 2012/13

Date	Time	Topic	Delivered by	Notes	Cost
Tues 8 May 2012	13:30-17:30	New Member Induction – Part 1	EMT and Heads of Services, DS	Essential paperwork, Code of Conduct and related issues, Building tour, Meet SMT, 3 “A”s (First business day after election count)	
Mon 14 May 2012	13:00-16:00	New Member Induction – Part 2	EMT and Heads of Services, DS	Practice vote, Member Development Programme, Meet EMT and Heads of Services, Sharing Customer Feedback	
w/c 14 and 21 May 2012	By appointment	IT Connectivity / InSite	IT	1:1 support for new members to access Council systems (Depends upon how soon new laptops are available)	
Wed 16 May 2012	16:00-17:30	Decision-making / modern.gov	DS	Aimed at new members, refresher for continuing members (Followed by Housing Portfolio Holder meeting; timed to match publication of Council agenda)	
May 2012	(30 minutes)	Scrutiny Uncovered	External	New scrutiny members to watch the film at http://www.parliamentlive.tv/Main/ScrutinyUncovered/Default.aspx	
24 May 2012	09:00-12:00	Visit to Waterbeach Depot	Internal- Rachael Fox is contact	Aimed at new members, refresher for continuing members	
Weds 30 May 2012	All day	Planning Committee Training	Chris Collison/Paul Williams		
Thursday 31 May 2012	All day	Licensing Committee Training			Licensing ~£1000 (own budget)
Thurs 7 June 2012	All day	Employment Committee Training	ABA Consultants		£850+ travel
Early June 2012	All day	South Cambridgeshire by coach	Internal	Aimed at new members, refresher for continuing members – see the District with officers	~£300 coach hire

Member Training Programme 2012/13

Date	Time	Topic	Delivered by	Notes	Cost
Mon 11 June 2012	16:00-18:00	Member/Officer Working Relations	DS/Legal		
Thurs 14 June 2012	09:30-12:30	Chairing Skills for Members	EELGA at Cambourne HQ	For first-time Chairmen and Vice- Chairman or Chairmen / Vice-Chairman who need a refresher	£375 (+ mileage)
Tues 19 June 2012	17:00-18:30	Citizen's Advice Bureau Briefing	Kathryn Hawkes' contact		
Weds 27 June 2012	09:00-16:00	Speed Reading	EELGA at Cambourne HQ		
June 2012		South Cambridgeshire Local Plan	Internal	For all members, timed to precede Portfolio Holder / Cabinet consideration of Issues & Options	
June 2012		Basic Skills for Scrutiny	External (joint training with partners where available)	Functions of Scrutiny and Overview Committee	
June 2012	Evening	Ethical standards framework	Internal	For District and Parish Councillors: the new standards framework coming into force on 1 July 2012	
June 2012	All day	Annual Scrutiny conference	External	Latest developments and innovations for scrutiny members	~£500pp+travel
June / July 2012		Service-specific briefings	Internal	More detailed look at Council services; aimed at new members, refresher for continuing members, timed to coincide with meetings <ul style="list-style-type: none"> • Statutory duties of Health and Environmental Services and who to contact • The Council's Housing Service • Knowledge of departmental functions, key contacts • The Planning Process 	

Member Training Programme 2012/13

Date	Time	Topic	Delivered by	Notes	Cost
Wednesday 11 July 2012	16:00-17:30	Social Media for Councillors- Facebook & Twitter	DS	Last delivered January 2011	
Thu 12 July 2012	16:00-18:00	Corporate Planning and Performance Management (CorVu)	Policy and Performance	Aimed at new members, refresher for continuing members Pre-cabinet	
Thurs 19 July	16:00-17:30	Websites & Blogs for Councillors	DS	Limited to 6-8 members due to capacity of ICT Training Room	
Thurs 26 July 2012	11:30-12:30	Visit by Chief Constable Simon Parr			
9 August 2012	All day	Public Speaking Skills	EELGA at Cambourne (offered to CMDN)	Maximum 8 members, offered in first instance to new members or those who have requested it on their PDPs	£775+VAT, travel
4-5 August 2012	All weekend	Graduate Summer School	Leadership Academy	Subject to budget – for graduates of Leadership Academy only	£500pp+travel (own budgets)
26 September 2012	16:00-17:00	Emergency Planning	External Trainer, Mark Baker	Had to be cancelled due to lack of take- up.	
17 October 2012	09:00-13:00	Effective Member/Officer Relations	EELGA at Cambourne (offered to CMDN)	Max. 12 attendees	£450 + travel & VAT
1 November 2012	Evening	The Budget Process	Internal	The budget-setting process MTFS Review on 8 November Cabinet agenda published previous day, printed copies will be available by 1 November	

Member Training Programme 2012/13

Date	Time	Topic	Delivered by	Notes	Cost
14 November 2012	17:00-18:00	Contact Centre Briefing	Paul Knight	Update on Contact Centre Implementation	None
21 November 2012	09:30-15:30	Effective Written Communication	EELGA at Cambourne	Max. 10 attendees	£625 + travel & VAT
24-25 November 2012 (TBC)	All weekend	Young Councillors' Weekend	Leadership Academy	Subject to budget – for councillors aged 40 and under only	£150pp+travel
28-29 November 2012	Two days	Positive Planning	Leadership Academy	Open to all Members	Subsidised by PAS
5-6 January 2013	All weekend	BAME Councillors' Weekend	Leadership Academy	Subject to budget	£150pp+travel
Mid-January 2013		South Cambridgeshire Local Plan	Internal	Timed to precede Portfolio Holder / Cabinet decision of preferred options	
Mid-January 2013		HRA and Housing Finance	Internal	Timed to precede Housing Portfolio Holder's consideration of estimates and recommendations to Cabinet / Council	
7 Feb 2013	18:00-20:00	Budgets and Budget Scrutiny	Internal (possibly external support for Scrutiny)	Complementing earlier workshop in November 2012. Budget books and Cabinet agenda published following day (note 8 February is start of half-term)	
27 February 2013	12:00-17:00	Gypsies and Travellers National Training Programme	Planning Advisory Service	Open to all Members & selected Officers	Subsidised by PAS
27 March 2013		Risk Management Strategy	Internal	Timed prior to Easter holidays (29 March-14 April) and to precede publication of Risk Management Strategy on 11 April Cabinet agenda	
Late April		Economic		Timed to precede 9 May 2013 Cabinet	

Member Training Programme 2012/13

Date	Time	Topic	Delivered by	Notes	Cost
2013		Development		Annual update on Economic Development	
Late April 2013		South Cambridgeshire Local Plan	Internal	Timed to precede 9 May 2013 Cabinet consideration of draft submission DPD	

Training sessions can be offered more than once throughout the year.

EMT recommended that the Member Development Programme 2012-13 be pushed back to the Cabinet meeting on Thursday 12 April 2012 in order for the recommendations made by the Charter assessors to be embedded in the programme.

Equalities and diversity training and code of conduct training will also be organised for all members before the end of 2012.

Other suggestions for development included:

- Choice based lettings
 - Welfare Reform
- Induction- Safeguarding responsibilities
 - Northstowe JDCC

This page is left blank intentionally.

Member Training Budget 2012/13

Budget: £5,000

		£
31 May	Licensing Training	(1,000.00)
31 May	Payment from Licensing Budget	1,000.00
	Training fees (Licensing and Planning) from Peterborough Council	450.00
	Training fees (Licensing) from East Cambs Council	70.00
7 June	Employment Committee Training ABA Consultants	(862.00)
14 June	Chairing Skills	(433.33)
27 June	Speed Reading	(733.75)
9 August	Public Speaking	(664.80)
30 August	Leadership Academy	(250.00)
	sub total	2,423.88
	TOTAL estimated expenditure 2012/13	3,548.88

Costs committed:

17 October: Effective Member/Officer Relations £475

21 November: Effective Written Communication £650

This page is left blank intentionally.

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is left blank intentionally.

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is left blank intentionally.