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16 January 2013

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 **SWANSLEY ROOM, GROUND FLOOR** at South Cambridgeshire Hall on **THURSDAY, 24 JANUARY 2013 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.**

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<b>AGENDA</b>		<b>PAGES</b>
<b>PROCEDURAL ITEMS</b>		
<b>1.</b>	<b>Declarations of Interest</b>	
<b>2.</b>	<b>Minutes of Previous Meeting</b> The Portfolio Holder is asked to sign the minutes of the meeting held on 18 October 2012, as a correct record.	<b>1 - 2</b>
<b>DECISION ITEMS</b>		
<b>3.</b>	<b>Strategic Risk Register - Quarterly Review</b>	<b>3 - 16</b>
<b>INFORMATION ITEMS</b>		
<b>4.</b>	<b>Member Development Programme 2013/14</b>	<b>17 - 24</b>
<b>STANDING ITEMS</b>		
<b>5.</b>	<b>Date of Next Meeting</b> Please bring your diaries.	

### **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

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of the Corporate and Customer Services Portfolio Holder's Meeting held on  
Thursday, 18 October 2012 at 10.00 a.m.

Portfolio Holder: James Hockney

**Councillors in attendance:**

Scrutiny and Overview Committee monitors: Lynda Harford

**Officers:**

Patrick Adams	Senior Democratic Services Officer
Alex Colyer	Executive Director, Corporate Services
Richard May	Policy and Performance Manager
Fiona McMillan	Legal & Democratic Services Manager and Monitoring Officer

**1. DECLARATIONS OF INTEREST**

None.

**2. STRATEGIC RISK REGISTER**

The Executive Director presented this report, which invited the Corporate and Customer Services Portfolio Holder to perform the quarterly review and approval of the Strategic Risk Register.

**Minor amendment**

It was noted that the date in Appendix A for the risk STR12 – Supported Housing was February 2013 not February 2014.

**Medium Term Financial Strategy (MTFS)**

The Executive Director explained that, with regard to the MTFS risk, the impact score had been increased from 4 (high) to 5 (extreme) and the likelihood had been increased from 3 (possible) to 4 (likely). This was due to uncertainty regarding welfare reform, the Government's financial settlement to local authorities and the setting of Council Tax. The Welfare Reform Bill was expected to become an Act in November and an announcement on the Council's settlement from the Government was expected on 20 December 2012.

**Housing Revenue Account Business Plan**

It was noted that the likelihood score for the HRA Business Plan had been reduced from 3 (possible) to 2 (unlikely). It was suggested that the Government's welfare reforms could have an impact on homelessness in the District.

The Corporate and Customer Services Portfolio Holder

**AGREED** The Strategic Risk Register and Matrix.

**3. CORPORATE SERVICES - AGREEMENT OF SERVICE PRIORITIES FOR 2013/14**

The Executive Director presented this report which set out the service priorities for Corporate Services for 2013/14 and invited the Portfolio Holder to approve these as the basis for the development of the full service plan. It was noted that any resource requirements would be included in the review of the Medium Term Financial Strategy by Cabinet on 8 November 2012.

The bringing of the Contact Centre back under the sole control of the Council was praised

in the expectation that it will improve communication within the authority.

The Corporate and Customer Services Portfolio Holder

**AGREED** the emerging priorities set out in the Appendix to the report as the basis of 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.

#### 4. MEMBER DEVELOPMENT UPDATE

The Senior Democratic Services Officer presented this report on the Member Development Programme for 2012/13, which invited the Portfolio Holder to agree the process for collating information to inform the preparation of the Member Development Programme for 2013/14.

It was recognised that there were 14 councillors who had not attended any training in the first six months of the current municipal year and it was suggested that the group leaders should be instrumental in encouraging their members to attend training courses.

It was noted that the Council would receive an eighteen month interim assessment in the summer of 2013 to check that the authority was continuing to meet the requirements for Charter Status.

The Corporate and Customer Services Portfolio Holder

**AGREED** that a questionnaire should be sent to all Councillors asking them about their training needs in order to update or create Personal Development Plans for all councillors on the understanding that the resulting data will then be collated and used to inform the Member Development Programme for 2013/14.

#### 5. PROCUREMENT SAVINGS 2011/12

The Executive Director presented this report, which demonstrated that the Procurement Officer post continued to be an overall significant cost benefit to the Council, by outlining the new procurement savings achieved in 2011/12, together with related procurement activity.

It was noted that the net direct financial benefit to the authority of the Procurement Officer post in 2011/12 was £81,301. It was further noted that colleagues valued the assistance and support of the Procurement Officer, who won the Employee of the Year award.

The Corporate and Customer Services Portfolio Holder **NOTED** the continuing significant financial benefit to the authority of the Procurement Officer post.

#### 6. DATE OF NEXT MEETING

It was **NOTED** that the next meeting will be held on Thursday 24 January 2013 at 10am.

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**The Meeting ended at 10.40 a.m.**

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## SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

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REPORT TO: Corporate & Customer Services Portfolio Holder

24 January 2013

AUTHOR/S: Executive Director (Corporate Services)

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## 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. 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) **STR25, Increase in numbers in temporary accommodation**: The Affordable Housing Director requested that this risk, which is the top risk on the Affordable Housing service area risk register, be considered for addition to the Strategic Risk Register.
  - (b) **STR12, Supported Housing**: The procurement has been postponed for 6 months and the overall budget is likely to be held steady. It is therefore recommended that the Likelihood score be reduced from 5 (Almost certain) to 3 (Possible).

- (c) **STR16, Depot size:** A new planning application was approved by Planning Committee in September 2012; Heads of Terms have been completed; the legal lease has been drafted and is being finalised; building has commenced; implementation and additional costs have been included in the 2012/13 and 2013/14 budgets; the occupation target date is March /April 2013. It is therefore recommended that the Likelihood score be reduced from 2 (Unlikely) to 1 (Rare). This would bring the combined risk score down to 4, which means that – while the risk is retained on the Strategic Risk register – it will 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.

8. 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:	<ul style="list-style-type: none"> <li>the score has increased</li> </ul>	<ul style="list-style-type: none"> <li>the score has increased to above the line</li> </ul>
Amber:	<ul style="list-style-type: none"> <li>the score has not changed, or has decreased but stays above the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has increased but stays below the line</li> </ul>
Green:	<ul style="list-style-type: none"> <li>the score has decreased to below the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has not changed, or has decreased</li> </ul>

9. At the meeting on 18 October 2012, the portfolio holder agreed that the Strategic Risk Registers reported to EMT and himself should only show risks with a combined score of 5 or more. There is currently one such risk, STR21 'Keeping up with technology development', with a score of 4; if the portfolio holder agrees the recommendation to reduce the STR16 'Depot size' risk score, this would be a second such risk, also with a score of 4.
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.

### 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:
- 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;
  - 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

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**Appendix A  
Strategic Risk Register  
January 2013 - DRAFT**

[changes highlighted]

[Note: Strategic Risk Registers reported to EMT or PFH only show risks with a total score of 5 or more (risks scoring 4 or less are still on the Strategic Risk Register, but are not included in the reports).]



Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR08 - Medium Term Financial Strategy (MTFS)</b> Risks concerning the financial projections include:</p> <ul style="list-style-type: none"> <li>not achieving delivery of savings to meet targets;</li> <li>inflation exceeds assumptions;</li> <li>interest rates do not meet forecasts;</li> <li>employer's pension contributions increases exceed projections;</li> <li>changes in demand for some service areas could lead to pressures in the related budgets;</li> <li>unforeseen restructuring costs;</li> <li>local government resource review - localisation of business rates;</li> <li>major developments do not meet housing trajectory forecast;</li> <li>uncertainty re formula grant from 2015/16;</li> <li>cost of supporting development and meeting demand from growth;</li> <li>impact of welfare reform (and see STR15 below);</li> <li>availability of budget for Cabinet priorities;</li> <li>council tax strategy;</li> <li>national Government responds to the downturn in the economy by cutting local government expenditure faster than anticipated;</li> <li>material error in MTFS forecasts,</li> </ul> <p>leading to the Council needing to take action to cut its budgets, resulting in cuts in services, public dissatisfaction, audit and inspection criticism.</p> <p><b>Aims, Approaches, Actions:</b> A4, A5, C7</p>	Alex Colyer	10	20	<p>SCORES - IMPACT: 5; LIKELIHOOD: 4.</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b> 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 &amp; Staffing PFH. Monitor inflation factors, effect of current economic climate on demand led services and budgets. Council Health Dashboard. Monthly financial report to EMT. Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates.</p> <p><b>TIMESCALE TO PROGRESS:</b> Explore shared service opportunities. Explore opportunities for further savings beyond those in the MTFS. Explore business rates retention pooling for 2014/15. Updated MTFS during 2012/13 (next due at February 2013 Cabinet meeting).</p> <p><b>Relevant PI(s):</b> 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><b>STR15 - Welfare Reform</b>  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"> <li>increased IT cost due to required system changes;</li> <li>implementation costs not fully reimbursed by Government grant;</li> <li>increased workload for Benefits and Homelessness teams,</li> </ul> <p><i>resulting in potential for:</i></p> <ul style="list-style-type: none"> <li>adverse effect on service provision due to the number of changes;</li> <li>increased dissatisfaction with the service due to reduced amounts of benefit payable;</li> <li>impact on Medium Term Financial Strategy;</li> <li>devastating effect on people with mental health problems; and</li> <li>dislocation of private sector housing market.</li> </ul> <p><b>Aims, Approaches, Actions:</b> C7, B3</p> <p><b>Relevant PI(s):</b> 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><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b>  Discretionary Housing Payments policy completed and approved.  Project plan for Localised Council Tax Benefits (CTB), reviewed by County Revenues Group.  Consultations with professional bodies, peer authorities, software suppliers and RSLs, ongoing.  DCLG have provided an initial grant of £84k towards costs.  Consultation exercise for CTB, including road shows and tenant participation group events.  Transitional Scheme Announced by DCLG which will provide additional funding for compliant schemes for 2013/14 only.  Draft scheme design completed which includes transitional funding  Cabinet approve draft scheme which allows application for transitional funding  Under occupation exercise 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 CTB consultation in a bid to make sure residents have their views taken into account.  Impact assessment of Customer Contact from March to June 2013 and additional resources and costs.  Benefits and Housing Advice &amp; Homelessness teams to provide initial training.  Signpost residents who are in difficulty, advice / counselling / financial help / medical assistance etc.  Monthly monitoring of the project is undertaken by Executive Director, Benefit Manager and Revenues Manager, as part of the regular one to one process.  Monthly meetings with Housing re under occupancy etc.</p> <p><b>TIMESCALE TO PROGRESS:</b>  Spring 2013 (Council tax support (local authorities) due to go live w.e.f. 1 April 2013).  Final report on Localised CTB to Cabinet followed by Council in January 2013.  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.  Impact assessment taking place with regard to financial impact of outstanding work at end of 2012/13 financial year.  Landlord Forum – arrangements commenced for forum with RSL's and other District Councils, CAB and local Credit Union, 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.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR05 - Lack of Development Progress</b> 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, leading to the authority being unable to deliver its housing needs, resulting in 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><b>Aims, Approaches, Actions:</b> B7, B6</p> <p><b>Relevant PI(s):</b> 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. Northstowe included in Government's Major Sites Initiative funding programme. 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. Pre-application discussions due to commence on NIAB2, and to recommence with Marshalls for land north of Newmarket Road. Construction for Cambourne 950 has started. Issues and Options for new Local Plan published July 2012; consultation concluded 28 September 2012. Issues and Options 2 due to be approved for consultation on 13 December, with consultation running to 28 February.</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><b>STR03 - Illegal Traveller encampments or developments</b> Failure to find required number of sites, or sites identified do not meet the needs of local Travellers, leading to illegal encampments or developments in the district, resulting in 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><b>Aims, Approaches, Actions:</b> 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 &amp; Traveller Plan included in Local Plan. Issues &amp; Options consultation, Summer 2012.</p> <p>TIMESCALE TO PROGRESS: New applications – ongoing. Local Plan due for completion 2014.</p>
<p><b>STR25 - Increase in numbers in temporary accommodation</b> Potential impacts from current economic downturn and instability in the housing market and changes to the benefits system, leading to not enough temporary accommodation available, leading to an increase in B&amp;B use, resulting in applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p><b>Aims, Approaches, Actions:</b> C7</p>	Stephen Hills	12	12	<p>SCORES - IMPACT: 3; LIKELIHOOD: 4.</p> <p>CONTROL MEASURES / SOURCES OF ASSURANCE: Close working partnership with King Street Housing who provide private sector leasing options; use of Rent Deposit Scheme.</p> <p>TIMESCALE TO PROGRESS: Project underway to target new TA sources to reduced B&amp;B. Monitor during 2012/13.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR20 – Partnership working with Cambridgeshire County Council</b></p> <p>The failure of partnership arrangements (e.g. health &amp; 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><b>Aims, Approaches, Actions:</b> 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: Progress being monitored via Corporate Plan 2012/13, e.g. A01, A12, B02, B04-BO6, C03, C05, C10 and C13. Dependent on the timeframe/milestones for each partnership.</p>
<p><b>STR19 - Demands on services from an ageing population</b></p> <p>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><b>Aims, Approaches, Actions:</b> 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 &amp; Finish review reported to Scrutiny &amp; 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><b>STR24 - HRA Business Plan</b></p> <p>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><b>Aims, Approaches, Actions:</b> B8, C4, C9, A4</p>	Stephen Hills	8	8	<p>SCORES - IMPACT: 4; LIKELIHOOD: 2.</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>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR22 - Safeguarding the Council's services against climate change</b>  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><b>Aims, Approaches, Actions: C8</b></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.  New Sustainable Energy Committee established.</p> <p>TIMESCALE TO PROGRESS:  CCAP actions undertaken over the period 2011 to 2013.</p>
<p><b>STR02 – Equalities</b>  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><b>Aims, Approaches, Actions: A2, A4</b></p> <p><b>Relevant PI(s): SX063 – Equality Framework Level 2</b></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 has prepared an interim self-assessment against the 'Excellence' level of the Equality Framework for Local Government (EFLG), which was considered by EMT on 24 October 2012. EMT supported the recommendation in principle to pursue 'Excellence,' subject to a more detailed project plan of the likely resource commitment required and greater understanding of the development areas identified and how these could be addressed using existing or new pieces of work. The Project plan will be presented to EMT on 23 January 2013. The Equality and Diversity Steering Group will be re-established as a project team and Stephen Hills has been designated as EMT Equalities Champion to act as Project Sponsor for the future accreditation work and chair project/steering group meetings.</p>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR12 - Supported Housing</b> Reduction in Supporting People (SP) funding, leading to loss of staff and changes to delivery structure, resulting in dissatisfaction amongst residents and concerns over well being of vulnerable people</p> <p><b>Aims, Approaches, Actions:</b> C9, C4</p> <p><b>Relevant PI(s):</b> Monitored through Corporate Aims C4 and C9.</p>	Stephen Hills	6	6	<p>SCORES - IMPACT: 2; LIKELIHOOD: 3 (down from 5).</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b> Needs assessment of all tenants + Member task &amp; 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><b>TIMESCALE TO PROGRESS:</b> To be reviewed by Scrutiny in February 2013. Will need to competitively tender to provide the visiting support service. Procurement postponed for 6 months and overall budget likely to be held steady.</p>
<p><b>STR16 – Depot size</b> Failure to secure permanent alternative depot arrangements, leading to adverse health &amp; safety implications, loss of operating licence, resulting in inability to provide full service, possible staff death or injury, service failure/disruption, legal action, reputational damage.</p> <p><b>Aims, Approaches, Actions:</b> C2</p>	Mike Hill	4	4	<p>SCORES - IMPACT: 4; LIKELIHOOD: 1.</p> <p><b>CONTROL MEASURES / SOURCES OF ASSURANCE:</b> SMT supported move and lease of 25 years on 4 May 2011; approved by Environmental Services PFH in May 2011. Implementation and additional costs included in 2012/13 and 2013/14 budgets. Project Initiation Document approved by EMT in August 2011. New planning application approved by Planning Committee in September 2012. Heads of Terms completed. Building has commenced.</p> <p><b>TIMESCALE TO PROGRESS:</b> Legal lease drafted and being finalised. Occupation target March /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"> <li>the score has increased</li> </ul>	<ul style="list-style-type: none"> <li>the score has not changed, or has decreased but stays above the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has decreased to below the line</li> </ul>
for risks previously below the line:	<ul style="list-style-type: none"> <li>the score has increased to above the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has increased but stays below the line</li> </ul>	<ul style="list-style-type: none"> <li>the score has not changed, or has decreased</li> </ul>



**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:**

	<b>Service disruption</b>	<b>People</b>	<b>Financial loss *</b>	<b>Environment</b>	<b>Statutory service/ legal obligations</b>	<b>Management</b>	<b>Reputation</b>	<b>Score</b>
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"> <li>• Central government intervention; or</li> <li>• Multiple civil or criminal suits</li> </ul>	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"> <li>• Strong regulatory sanctions; or</li> <li>• Litigation</li> </ul>	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"> <li>• Regulatory sanctions, interventions, public interest reports; or</li> <li>• Litigation</li> </ul>	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"> <li>• Minor regulatory consequences; or</li> <li>• Litigation</li> </ul>	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"> <li>• No regulatory consequences; or</li> <li>• Litigation</li> </ul>	Informal HR procedure invoked	No reputational damage	1

\* including claim or fine

**Likelihood**

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

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**Appendix B**  
**Strategic Risk Matrix**  
**January 2013 – DRAFT**  
 [changes highlighted]

Risk Tolerance Line  
 - - - - -



		IMPACT					
		Insignificant	Low	Medium	High	Extreme	
		1	2	3	4	5	
<b>LIKELIHOOD</b>	Almost certain	5				15. Welfare reform	
	Likely	4			25. Increase in numbers in temporary accommodation	5. Lack of development progress	8. Medium Term Financial Strategy
	Possible	3		12. Supported Housing	20. Partnership working with Cambridgeshire County Council 19. Demands on services from an ageing population	3. Illegal traveller encampments / developments	
	Unlikely	2				24. HRA Business Plan 22. Safeguarding the Council's services against climate change 2. Equalities	
	Rare	1					

Note: The greyed out cells shows those areas where risk scores are considered to be relatively minor in nature.

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**REPORT TO:** Cabinet

18 February 2013

**AUTHOR/S:** Executive Director, Corporate Services

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**MEMBER DEVELOPMENT PROGRAMME 2013/14****Purpose**

1. This report sets out the proposed Member Development Programme for 2013/14. This is not a key decision but has been submitted to Cabinet at the request of the Corporate and Customer Services Portfolio Holder. It was first published in the November 2012 forward plan.

**Recommendation**

2. That the 2013/14 Member Development Programme be adopted.

**Reasons for Recommendations**

3. To ensure that the programme addresses Members' development needs and is relevant to the Council's business cycle. It also provides Cabinet with an opportunity to demonstrate its support for the concept of member development.

**Background**

4. The Council committed to achieving Charter Status for Elected Member Development on 11 November 2010 and adopted the Member Development Strategy 2011-14 on 14 April 2011. The Member Development Task and Finish Group, having led the Council through its successful achievement of Charter Status on 24 January 2012, has now disbanded.

**Considerations**

5. The proposed Member Development Programme at **Appendix A** to this report has been developed based on the training and briefing events held during 2012/13, development needs identified by Members through their Personal Development Plans and the forward programme of regular business items considered by the Council each year. It incorporates recommendations made by the Executive Management Team and the East of England Local Government Association (EELGA) Assessment Team which awarded Charter Status.
6. Where appropriate, joint training with other partner authorities in the Cambridgeshire Member Development Network and with parish councils will be encouraged to minimise costs and maximise attendance. In particular, opportunities for joint training will be sought for regulatory committee training at the beginning of each municipal year for programmes relating to issues common to all authorities and "soft skills" courses such as speed reading and public speaking.

7. Many dates are indicative at this stage, particularly for those matters where further legislation is awaited. Since April 2012 Democratic Services has been publishing a training newsletter for Councillors including final dates and further details of each event. Details of all training events are also published in the Weekly Bulletin.
8. Cabinet Members are currently working towards a pilot scheme known as Top Team Development, supported by the Local Government Association, Improvement East and the Office for Public Management. This initiative seeks to develop the capability of the shared team of Cabinet and Executive Management Team to tackle the challenging financial environment in the future and should be complete by the end of March 2013.

### **Options**

9. To adopt as actions, or to add to the development programme, any of the following recommendations of the EELGA Charter Status assessment report, which includes development needs identified by Councillors interviewed as part of the assessment visit. Cabinet might wish to adopt some of the recommendations as actions at this time, or to form a view on which should take priority:
  - (a) Deliver suitable training in response to the Localism Act and the Open Public Services White Paper;
  - (b) Encourage the use of member development as a succession planning tool for members by exploring succession planning needs and proposed methods for meeting those needs with each political group;
  - (c) Ensure that development priorities support and enable the new corporate and strategic priorities;
  - (d) Include a community impact assessment as part of the Council's member development evaluation strategy, with feedback from partner organisations to improve the organisational level impact of development;
  - (e) Consideration should be given to taking a county-wide approach to sharing key development needs and using the Cambridgeshire Member Development Network to produce a county-wide development programme;
  - (f) Asking each Member to submit an annual report to their Group Leader or to full Council, or for publication on the Council's website, in order to detail their involvement in development activities each municipal year;
  - (g) Development of a formal member mentoring programme to complement the buddy system, particularly to support new members throughout the first term of office. This could be developed internally or on a county-wide level as part of the Cambridgeshire Member Development Network, and should include support and development opportunities for both the mentors and "mentees";
  - (h) Further training on the use of social media, specifically focusing on the risks and pitfalls to be aware of when using social media to comment on council business and / or issues not directly related to the council;
  - (i) Further development of e-learning tools to complement the member development programme and to recognise the different learning styles of members; and
  - (j) Provide support and development that focus on community engagement work, casework and surgeries.

## Implications

10.	Financial	<p>The 2013/14 budget for member training is £5,300. This is complemented by</p> <ul style="list-style-type: none"> <li>• £1,700 in the Licensing service budget to fund Licensing Committee training</li> <li>• Up to £5,000 for the Scrutiny and Overview Committee (this budget funds all the Committee's activities, including training and development, and also facilities hire, catering, use of expert witnesses, etc.)</li> <li>• Up to £15,000 for the Civic Affairs Committee budget (as with the Scrutiny and Overview Committee budget, this is the Committee's overall budget which needs to fund the delivery of training and development for District and Parish Councillors alongside funding the cost of external investigations and hearing costs relating to complaints)</li> <li>• £20,000 provided by the Council's insurers to deliver risk management and insurance training to both members and officers. This money cannot be transferred for use on other training topics, or to hire other training providers.</li> </ul> <p>The member training budget was fully committed in 2012/13.</p> <p>Cabinet Members' attendance at conferences and training events relating to their portfolio subject were previously funded from each portfolio budget, but now must be funded from within the overall member training budget.</p> <p>Where joint training is held with officers, costs incurred will be divided between the member and officer training budgets.</p>
	Legal	The Council's Constitution requires that all members and substitute members on regulatory bodies (Employment, Licensing, Planning) receive training before they are able to serve on that body.
	Staffing	None specific other than the demands on officer time to prepare and deliver training.
	Risk Management	None specific.
	Equality and Diversity	None specific.
	Equality Impact Assessment completed	<p>No.</p> <p>The Equality Impact Assessment relating to the timing of Council meetings informs the scheduling of all events, including training and development.</p>
	Climate Change	Where possible, training events are scheduled to coincide with committee meetings to minimise the number of car journeys to and from the Council offices. Members are also issued an optional pre-meeting questionnaire which asks if they are able to car share and the Member Services Officer undertakes to find car sharing arrangements with other confirmed attendees.

### **Consultations**

11. The Executive Management Team has been consulted and the Cambridgeshire Member Development Network will be consulted following Cabinet approval of the programme to organise joint training events, where appropriate. The Network has already been contacted about joint training for regulatory committees in late May or early June 2013.

#### **Consultation with Children and Young People**

12. None: not relevant.

#### **Effect on Strategic Aims**

13. The proposed programme supports the aim of being a listening council, providing first class services accessible to all. A clear and comprehensive training programme benefits the community through high quality and effective local governance and through Councillors gaining increased knowledge and skills to enable them to better carry out their role. Achievement of the Member Development Charter was an identified Council action for 2012/13 and supports Council investment in its employees and Members.

#### **Conclusions / Summary**

14. The Council has made great progress in member development over the past few years and it can now build on this work through adopting an annual training programme.

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

Member Development Strategy 2011-2014  
East of England Local Government Association: Charter for Elected Member  
Development Assessment Report 24 January 2012

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**Appendix A – Draft Member Training Programme 2013/14**

<b>Date</b>	<b>Time</b>	<b>Topic</b>	<b>Who should attend?</b>	<b>Mandatory?</b>	<b>Notes</b>	<b>Cost</b>
May 2013	TBC	Planning Committee Refresher Training	All committee members and subs	Yes		
May 2013	TBC	Licensing Committee Refresher Training	All committee members and subs	Yes		
May 2013	TBC	Mediation Skills in Resolving Workplace Conflict	All members	No	Provided by EELGA	
June 2013	TBC	Decision-making and Modern.gov Refresher Training	All members	No	Provided in-house by Democratic Services	
June 2013	TBC	Member/Officer Working Relations	Those that did not attend the first session held in October 2012	No	Provided by EELGA	
June 2013	TBC	Chairing Skills Training	All Committee Chairmen	No	Provided by EELGA	
June 2013	TBC	Basic Skills for Scrutiny	All Scrutiny members	No		
10 July 2013	11am – 12noon	Visit by Chief Constable Simon Parr	All members and selected officers*	No	Confirmed	
July 2013	TBC	Citizens Advice Bureau Briefing	All members and officers*	No		
July 2013	TBC	Speed Reading	All members	No	Provided by EELGA	

\*joint training with officers

**Appendix A – Draft Member Training Programme 2013/14**

<b>Date</b>	<b>Time</b>	<b>Topic</b>	<b>Who should attend?</b>	<b>Mandatory?</b>	<b>Notes</b>	<b>Cost</b>
July/August 2013		Service-specific briefings led by EMT	All members and officers*	No	In-house service specific delivery: <ul style="list-style-type: none"> <li>• Stat duties of Health &amp; Environmental Services and who to contact</li> <li>• Council's Housing Service</li> <li>• Departmental Functions?</li> <li>• The Planning Process?</li> </ul>	
September 2013	TBC	Social Media for Councillors- facebook and twitter	All members	No	Last delivered Jan 2011	
September 2013	TBC	Performance Management (CorVu)	All members and officers*	No	Internal	
September 2013	TBC	Public Speaking Skills Training	All members	No	Delivered by EELGA	
October 2013	TBC	ICT Basic & Intermediate Sessions	All members	No	Internal	
November 2013	TBC	The Budget Process	All members	No	Internal	
November 2013	TBC	Equality and Diversity Refresher	All members	No		
November 2013	TBC	Safeguarding Responsibilities	All members	No		

\*joint training with officers

**Training sessions can be offered more than once throughout the year, subject to available budget.**

In order to deliver a relatively consistent programme, we aim to schedule briefings on the second and fourth Wednesdays of each month – the majority of members who have replied about availability have supported Wednesdays as a preferred date.

Alongside this training programme, e-learning training modules are available to all councillors; topics include:

- Equality and Diversity for Councillors
- Effective Writing for Councillors
- Meeting Skills for Councillors

\*joint training with officers

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