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10 April 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 **MONKFIELD ROOM, FIRST FLOOR** at South Cambridgeshire Hall on **THURSDAY, 18 APRIL 2013 at 9.00 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 24 January 2013 as a correct record.	<b>1 - 2</b>
<b>DECISION ITEMS</b>		
<b>3.</b>	<b>Strategic Risk Register</b>	<b>3 - 16</b>
<b>STANDING ITEMS</b>		
<b>4.</b>	<b>Date of Next Meeting</b> Councillors are asked to bring their 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

## **GUIDANCE NOTES FOR VISITORS TO SOUTH CAMBRIDGESHIRE HALL**

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### **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.

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

Minutes of the Corporate and Customer Services Portfolio Holder's Meeting held on  
Thursday, 24 January 2013 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
Graham Aisthorpe-Watts	Democratic Services Team Leader
Alex Colyer	Executive Director, Corporate Services
John Garnham	Head of Finance, Policy & Performance

**7. DECLARATIONS OF INTEREST**

None.

**8. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 18 October 2012 were agreed as a correct record.

**9. STRATEGIC RISK REGISTER - QUARTERLY REVIEW**

The Head of Finance, Policy and Performance presented this report, which invited the Corporate and Customer Services Portfolio Holder to perform the quarterly review and approval of the Strategic Risk Register. It was noted that Executive Management Team proposed the following:

- The inclusion of risk STR25 "Increase in numbers in temporary accommodation", following the request of the Affordable Housing Director.
- The reduction of the likelihood score for STR12 "Supported housing" from 5 (almost certain) to 3 (possible), following the postponement of the procurement for 6 months.
- The reduction of the likelihood score for STR16, "Depot size" from 2 (unlikely) to 1 (rare), as a new planning application was approved in September 2012, Head of Terms have been completed; the legal lease has been drafted and is being finalised; building has commenced; the occupation target date was March/April 2013 and additional costs have been included in the 2012/13 and draft 2013/14 budgets. This would bring the total risk score below the level at which it needs to be included in future reports.

The Corporate and Customer Services Portfolio Holder decided not to downgrade risk STR08 "Medium Term Financial Strategy" by amending the impact score from 5 (extreme) to 4 (high), as there was still considerable financial uncertainty with regard to funding from the Government from 2015/16 onwards.

**STR21 Technological Development**

The Corporate and Customer Services Portfolio Holder supported the launch of the new website, which had reduced the number of webpages and was more customer focussed. He decided against altering the risk score for STR21 "Keep up with technology development". Councillors were encouraged to use the feedback facility on the website to raise any problems with specific webpages.

The Corporate and Customer Services Portfolio Holder

**AGREED** the Strategic Risk Register and Matrix, as detailed in the report, including the recommendations by EMT.

**10. MEMBER DEVELOPMENT PROGRAMME 2013/14**

The Democratic Services Team Leader presented this report that detailed the Member Development Programme for 2013/14, which would be considered by Cabinet on 18 February 2013. He suggested that resources should be directed towards encouraging attendance from councillors who had not yet been on training this year. The Corporate and Customer Services Portfolio Holder expressed the hope that reasons for non-attendance could be established.

Councillor Lynda Harford suggested that councillors should receive training on important forthcoming policies such as enforcement. It was suggested that councillors could attend training that had been arranged for officers.

The Council was expecting to have its Member Charter status reassessed in June 2013. The Democratic Services Team Leader agreed to provide the Corporate and Customer Services Portfolio Holder with the latest budget figures with regard to member training and also detail the number of Councillors who had completed Personal Development Plans compared to last year.

The Corporate and Customer Services Portfolio Holder

**RECOMMENDED THAT CABINET** Agree the 2013/14 Member Development Programme.

**11. DATE OF NEXT MEETING**

The Senior Democratic Services Officer was instructed to circulate possible dates for the next meeting.

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**The Meeting ended at 10.30 a.m.**

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**SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL**

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**REPORT TO:** Corporate & Customer Services Portfolio Holder

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

for risks previously above the line

for risks previously below the line

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

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 are currently two such risks, STR21 Keeping up with technology development, and STR16 Depot size, both 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:
- (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 delivering first class services and value for money:
  - (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 April 2013**  
**DRAFT**

[changes highlighted]

Note: Strategic Risk Registers reported to EMT or PFH now only show risks with a total score of 5 or more (risks scoring 4 or less will still be on the Strategic Risk Register, but will not be 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 28 February 2013.  Implement plans to deliver Council's programme in line with latest General Fund savings targets. Comparisons between MTFS, financial position statements and General Fund, HRA and Capital Programme estimates.  Monitor inflation factors, effect of current economic climate on demand led services and budgets. Monthly financial report to Executive Management Team (EMT); EMT reviews progress in achieving budget targets.  Council Health Dashboard.  Treasury management reports to Finance &amp; Staffing PFH.</p> <p><b>TIMESCALE TO PROGRESS:</b>  Explore opportunities for further savings beyond those in the MTFS.  Explore shared service opportunities.  Updated MTFS during 2013/14.  Explore business rates retention pooling for 2014/15.</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>CONTROL MEASURES / SOURCES OF ASSURANCE:  DCLG provided an initial grant of £84k towards costs.  Discretionary Housing Payments policy completed and approved.  Council approved final Localised Council Tax Benefits scheme in January 2013, which allows compliant application for transitional funding for 2013/14 only.  Information provided to residents about changes with new Council Tax Booklet.  Under occupation exercise updated monthly; all tenants affected written to ensure information held is correct. Monthly meetings with Housing re under occupancy etc.  Landlord Forum – arrangements commenced for forum with RSL's and other District Councils, CAB and local Credit Union, January 2013.  Benefits and Housing Advice &amp; Homelessness teams to provide initial training. Impact assessment of Customer Contact from March to June 2013 and additional resources and costs.  New welfare reform team recruited and trained to enable additional calls to be fielded (budget for 8 staff; 6 staff currently in post; team to be in place 27/2-31/5 at present). Provision of floor walking team within revenues and benefits to provide support to the new team to ensure high percentage of calls are dealt with at first point of contact.  Benefits Manager and Housing Options and Homeless Manager part of Countywide (District Council and County) Welfare Reform Strategy Group  Signpost residents who are in difficulty, advice / counselling / financial help / medical assistance etc.  Monthly monitoring of the project by Executive Director, Benefit Manager and Revenues Manager, as part of the regular one to one process.</p> <p>TIMESCALE TO PROGRESS:  Council tax support (local authorities) due to go live w.e.f. 1 April 2013.  Impact assessment taking place with regard to financial impact of outstanding work at end of 2012/13 financial year.  Housing Advice and Homelessness to work with Citizens Advice to provide additional budgeting advice for those adversely affected by changes to welfare benefits.  Monthly Monitoring of Localised Council tax Support to be undertaken from a financial basis /Parish basis (1<sup>st</sup> monthly monitoring report )  Monitoring of additional contact will be undertaken as part of contact centre report.  South Cambs internal group Welfare Reform to be set up in new financial year (April)</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, <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><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, on NIAB2 (Darwin Green 2), and with Marshalls for land north of Newmarket Road (Wing). 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 approved for consultation on 13 December, with consultation to 28 February 2013. Portfolio holder meetings in March, April and May to endorse chapters, Cabinet meeting in June to approve draft plan for consultation that will run to September 2013. A key planning appeal at Over was unsuccessful, but application at Cottenham approved, partially on grounds of land supply.</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, <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><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>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<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, <i>leading to</i> not enough temporary accommodation available, leading to an increase in B&amp;B use, <i>resulting in</i> applicants not moved into permanent accommodation quickly enough and increased cost to the Council.</p> <p><b>Aims, Approaches, Actions: C7</b></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, Empty Homes Initiative and New Build Programme.</p> <p>TIMESCALE TO PROGRESS: Project underway to target new TA sources to reduced B&amp;B. Monitor during 2013/14.</p>
<p><b>STR20 – Partnership working with Cambridgeshire County Council</b> 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: A1</b></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> 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: C4, C9, B8</b></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>

Risk Reference, Title and Description, plus associated Aims, Approaches, Actions	Risk Owner	Risk Score		Risk Owner's Comments
		Target	Current	
<p><b>STR24 - HRA Business Plan</b>  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>
<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:</b> 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.  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:</b> A2, A4</p> <p><b>Relevant PI(s):</b> 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 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>

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**  
**April 2013 – DRAFT**  
 [changes highlighted]

Risk Tolerance Line  
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		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 or developments	
	Unlikely	2		21. Keeping up with technology development		24. HRA Business Plan 22. Safeguarding the Council's services against climate change 2. Equalities	
	Rare	1				16. Depot size	

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

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