

Appendix D

Management Action Plans, June 2007

1. Delivering the MTFS

Owned by: Chief Executive

Likelihood	1		6		1
	2			4,5	
	3		9,10,11	8	2,3
	4		12		7
	5				
	6				
	D	C	B	A	
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
1	A 1	B2, initially	Non achievement of balanced MTFS in the previously approved timeframe.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
Medium term financial strategy (MTFS).	The MTFS will be reviewed in the autumn.	Review the MTFS and implement necessary amendments.	Chief Executive	Balanced MTFS re-established.	As per MTFS timetable	Autumn 2007
A Strategic Financial Diagnostic review has been commissioned (funded by DCLG) to advise the Council on its medium term financial planning.		Implement appropriate outcomes from diagnostic review.	ditto	Services continued.	ditto	Review starts 2/7/07; report to feed in to MTFS
		Investigate possible sources of external funding.	EMT		ditto	To feed in to MTFS
		Investigate opportunities to achieve further savings and efficiencies in service areas.	Service managers		ditto	ditto

3. Financial constraints/service pressure imbalance

Owned by: Chief Executive

Likelihood	1		6		1	Risk Number 3 Current Risk Score A 3 Target Risk Score B 3 initially, then aim for B 4 Description The Council's current level of General Fund expenditure is not sustainable once balances and reserves have been reduced to their optimum level.
	2			4,5		
	3		9,10,11	8	2,3	
	4		12		7	
	5					
	6					
	D	C	B	A		
	Impact					

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
Medium term financial strategy (MTFS)	Each, adequate in themselves, but the financial constraints and the growth demands on the authority mean that even these together will not be completely effective in enabling the authority to continue to maintain a balanced budget.	Growth spending pressures and further revenue savings, identified and integrated into a revised MTFS.	Budget holders	Budget achieved	In line with MTFS, estimates etc timetables	Ongoing
Budgetary control		Implementation of savings proposals included in MTFS.	Corporate managers	Savings achieved	ditto	ditto
Gershon efficiencies exercise		Implementation of outcomes to achieve savings	Relevant service managers	ditto	ditto	ditto
Other savings exercises						

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
Management of growth etc bids		Maintaining growth spending within identified values.	Corporate managers	Growth spending within budget Overall, balanced budget achieved, services continued	ditto	Ongoing

4. Planning for Growth

Owned by: Corporate Manager - Planning & Sustainable Communities

Like li hood	1		6		1	Risk Number 4	Current Risk Score B 2	Target Risk Score B 3 initially, then aim for C 3	Description Further delays in government planning process. Inability to meet Structure Plan requirements. The democratic process results in applications and appeals, delaying the planning process. Other local authorities could impact on SCDC. Additional growth expectations. No corporate lead role
	2			4,5					
	3		9,10,11	8	2,3				
	4		12		7				
	5								
	6								
	D	C	B	A					
	Impact								

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
Planning team established, plus use of consultants	Needs to be able to focus on key issues	Effective corporate coordination.	Corporate Growth Area Team (CGAT)	Development timetable maintained	Monthly	Monthly
Major Developments Project Team	3rd tier officer level	Effective planning at service level, across all affected service areas	CGAT plus relevant service managers	Major developments proceed in line with timetable	As per revenue estimates and service plans timetables	As per estimates and service plan timetables
Working with City and County Councils and Cambridgeshire Horizons to co-ordinate development provision and funding	Good partnership working established and developing Responsibility, resources and risk shared between	Joint Planning Services Arrangement approved by Council on 25 May 2007: development control s.101; review s.29 committee for policy. Implement partnership arrangements, coordinate service planning and investment programme,	Executive Director Chief Executive and CGAT	New decision making committees in being Project plan etc established within timetable	In line with JPSA	In line with JPSA

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
<p>Member groups: - Planning Policy Advisory Group - Planning Committee - Cabinet - Council</p>	<p>organisations</p> <p>Maintain development control; but: resource hungry; and time consuming</p>	<p>including resources and budget</p> <p>Meetings programmed to brief Members.</p> <p>Subject to relevant legal provisions, on 22 February 2007 Council delegated planning powers to joint development control committees, with a detailed scheme of delegation to officers to be prepared for subsequent approval.</p>	<p>Cabinet and Council</p>	<p>Development control maintained; developments proceed in line with timetable</p>	<p>As per meetings calendar</p>	<p>As per meetings calendar</p>
<p>Local Development Framework (LDF) adopted to improve plans and applications process</p>	<p>Focus on key areas; plans and applications can develop together; time constraints</p>	<p>Continue to work on the LDF, plus continuous review of resources</p>	<p>Planning Policy Manager</p>	<p>Development timetable maintained</p>	<p>As per LDF timetable</p>	<p>As per LDF timetable</p>
<p>Involvement of owners and their agents in the process</p>	<p>Application proposals in line with plans</p>	<p>Note: The proper democratic and planning processes could result in applications and appeals occurring at the same time as the plan is being developed, which could delay the plan</p>				

5. Equalities

Owned by: Chief Executive/ Improvement Manager/ Corporate Manager – Policy, Performance & Partnerships

Likelihood	1		6		1
	2			4,5	
	3		9,10,11	8	2,3
	4		12		7
	5				
	6				
	D	C	B	A	
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
5	B 2	C 3	The Council is successfully challenged over not complying with legislation

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
<p>The authority has already adopted and implemented various equalities policies.</p> <p>Relevant officers are aware of equalities legislation and are preparing appropriate policies and procedures for adoption and implementation.</p>	<p>Officers are not always specialists in particular equalities matters.</p> <p>Capacity is tight to (a) prepare and implement new policies and procedures; and (b) assist with surveys etc.</p>	<p>Adopt and implement policies and procedures re forthcoming equalities legislation</p> <p>Forward planning to include identification of future equalities issues and assessment of their impact</p> <p>Relevant service plans to include such items</p>	<p>Lead officers</p> <p>Chief Executive/ Improvement Manager/ Corporate Manager - Policy, Performance & Partnerships, as appropriate</p> <p>Service managers</p>	<p>Policies and procedures implemented on time</p>	<p>Monthly</p> <p>In line with: Forward plan;</p> <p>Service plans.</p>	<p>Due dates</p> <p>In line with: Forward plan;</p> <p>Service plans.</p>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
		<p>Relevant officers to attend appropriate briefing and training on equalities issues</p> <p>Relevant officers to seek advice on best practice etc from competent authorities</p>	<p>Relevant service managers</p> <p>ditto</p>		<p>When relevant</p> <p>ditto</p>	<p>When relevant</p> <p>ditto</p>

6. Better Regulation Agenda

Owned by: Corporate Manager - Health & Environmental Services

Like li hood	1		6		1
	2			4,5	
	3		9,10,11	8	2,3
	4		12		7
	5				
	6				
	D	C	B	A	
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
6	C 1	C1	Failure to comply with the Regulators compliance code. Failure to respond to the statutory guidance from LBRO. Failure to implement proposed new sanctions regime.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
07/08 Service plan reviewed in light of Rogers Review on the 5 national priorities for local regulators. Alcohol licensing, food safety, health & safety and air quality already considered priority area. Food safety service plan and health & safety service plans part of Council's policy	Improvement areas has emphasis in the priority areas of air quality, food safety, and health & safety. Educational awareness raising to ensure compliance area for improvement	Food safety service plan and health & safety service plan to include reference to national priorities. Develop further partnership arrangements with the Health & Safety Executive for a Virtual Health & Safety approach to H&S compliance and enforcement in the District. In line with the Hampton principles, review and amend policies, codes, procedures and guidance within regulatory services with Environmental Health.	Principal Environmental Health Officer Corporate Manager - Health & Environmental Services CM HES, PEHO, Environmental Services Manager and team leaders	Improved businesses customer satisfaction. Ability to meet Statutory Regulatory minimum standards No intervention from Local Better Regulation Office.	Annual As per signed MoU As per requirements of LBRO	July 2007 March 2008 March 2008

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
<p>framework.</p> <p>Approved and published enforcement policy</p>		<p>Develop risk-based approaches to regulatory compliance work including nuisance/complaint work.</p> <p>Redraft enforcement policy to reflect Statutory Regulators Compliance code</p> <p>As a member of a regulatory partnership of authorities in Cambs, take part in Phase II of the Retail Enforcement Pilot being undertaken by the Cabinet Office.</p> <p>Set up a Business Stakeholder Forum for S Cambs on regulatory matters within Health & Environmental Services scope using the Council's consultants under the framework contract.</p>	<p>PEHO, Environmental Services manager, CM H&ES</p> <p>CM H&ES</p> <p>Food Control & Health & Safety team leader</p> <p>Environmental Health Officer (Public Health Specialist)</p>	<p>To be advised but in interim BV166a, BV217, SE 204, SE206, SE230a</p>	<p>As per requirements of LBRO</p> <p>As required by code of practice</p> <p>As per Cabinet Office Business plan</p> <p>Annual</p>	<p>March 2008</p> <p>March 2008</p> <p>March 2008</p> <p>March 2008</p>

7. Pandemic 'Flu

Owned by: Corporate Manager - Health & Environmental Services

Like li hood	1		6		1
	2			4,5	
	3		9,10,11	8	2,3
	4		12		7
	5				
	6				
	D	C	B	A	
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
7	A 4	B 4	A pandemic 'flu outbreak occurs affecting South Cambridgeshire or organisations with whom we have a significant relationship.

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
Avian 'flu risk assessment	National alert system	Continue to monitor through website and pandemic 'flu coordinators meeting	Corporate Manager - Health & Environmental Services	Continuation of services within agreed business continuity parameters	Six-monthly	Production of service plans
Pandemic 'flu risk assessment	ditto	ditto	CM-HES			
Annex to business continuity plan prepared		SMT to consider and agree Implementation of any actions resulting	SMT CM-HES/ Health & Safety Adviser			6/6/07 In line with recommended timescales