

Report

Subject: : Performance Monitoring – Review of the First Quarter
Report to : The Cabinet
Date : 06 September 2006
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Leader of the Council : Cllr Richard Britton

Executive Summary

The aim of this report is to provide Cabinet with a high level view of where services need to improve and what actions are proposed to reduce risks to the council.

It has been produced following an analysis of budget monitoring information, performance indicator information and progress reports on key themes in the Corporate Plan.

In addition, the report includes extracts from the Audit Commission's first analysis of service performance information for Salisbury. This will be a key piece of evidence in future comprehensive performance assessment of the council.

1. Matters for Consideration:

Cabinet is requested to:

- i) note the analysis of service performance information from the Audit Commission and invite the CPA Member Working Group to consider this as part of their work programme;
- ii) note new areas of concern and improvement from the first quarter (Apr – June 2006);
- iii) invite Scrutiny to consider any issues of particular concern.

2. Introduction and Background:

This report analyses monitoring information from budgets, performance indicators, progress reports against the Corporate Plan, Risk Registers and miscellaneous reports for the first quarter. All detailed monitoring reports are available as background papers on request from the Democratic Services Unit.

This summary is designed as an exception report identifying for all Councillors areas of concern where services need to improve and what actions are required to reduce risks to the council. The issues and actions have been categorised by risk type and added to the Corporate and Portfolio Risk Registers.



Awarded in:
Housing Services
Waste and Recycling Services



3. Audit Commission Analysis of Service Performance Information for Salisbury:

- 3.1 Cabinet will be aware that the Comprehensive Performance Assessment (CPA) of councils has always involved an analysis of performance indicator information. The Audit Commission launched the new CPA framework for district councils in July and promised the Analysis of Service Performance in August. This has now been received.
- 3.2 Whilst the CPA Member Working Group is leading the council's approach, it is considered appropriate in this report to highlight the Audit Commission's current view of our performance.
- 3.3 The new district CPA is based on recategorisation activity where there is evidence of a potential change from the original category. Evidence will be considered from a number of different sources, e.g. the Annual Direction of Travel Statements and Use of Resources Assessments (reported to Cabinet in April 2006) to decide whether significant improvement or deterioration has taken place to warrant a new corporate assessment. One of the sources of evidence that will be considered is the Analysis of Service Performance Information.
- 3.4 Attached as Appendix A is an extract from the Analysis of Service Performance Information. Positively this shows that the council was performing in the best quartile for 36% of indicators. This is above the average for 'good' rated councils. Cabinet are asked to note that the performance indicator information is based on 2004/05 information and members will recall that our performance for 2005/06 was our strongest to date. However, we are not yet able to analyse our position against all other districts as the data is not yet available.
- 3.5 Overall the Audit Commission analysis of our performance is positive and provides a helpful context for these quarterly performance management reports.

4. Current risks identified during the First Quarter (Apr – June 2006):

Financial

4.1 Resources

4.1.1 Investment Income

Elsewhere on the agenda is a report on treasury management performance 2005/06. This shows that the external fund managers (Invesco) performance was marginally below the benchmark set. This underperformance has continued into the first quarter of 2006/07. Meetings have taken place between officers and the fund managers and the current projection is that there will be an improvement in the remainder of the year, coupled with higher interest rates which will alleviate the situation. The use of fund managers will be reviewed following the stock transfer vote.

4.1.2 Existing Council Offices

The cost of maintaining and running the current council premises continues to be an area for concern. Adjustments totalling £100,000 have been made to the base budget for 2006/07 following an overspend last year of £220,000. Although measures are being put in place to reduce the likely overspend at this stage it is predicted that there will be an overspend in 2006/07 in the region of £50,000.

4.1.3 Customer Services

The cost of the transition of Customer Services is likely to be in line with 2005/6, i.e. there is an additional £80-£100,000 required in 2006/7. A separate report on the agenda deals with this.

4.1.4 Contingency – savings in the Medium Term Financial Strategy (MTFS)

Within the contingency budget are two items that total £250,000 of savings in the 2006/7 budget. £170,000 is to be saved by restricting recruitment to mainly back office posts that become vacant, there is currently a 3 month recruitment freeze to these posts and turnover will be monitored to see that the saving is realised. There is also an assumption that £80,000 will be saved this year on premium payments. Negotiations are ongoing with Unions and therefore the financial situation will be monitored as agreement is reached.

4.2 Community and Housing

4.2.1 Development and Private Sector Services

Rent of private sector properties to house homeless people is currently costing more than the rents received mainly due to voids. Work is underway to rationalise the amount of accommodation rented. At this stage it is expected to be £20-30,000 overspent by the year end.

4.2.2 Housing Benefit - Overpayments

The Revenue and Benefits Unit continues to perform well financially with regard to overpayments of benefits. It is projected at this stage there will be an over recovery compared to budget in the region of £150-£200,000.

4.2.3 Housing Revenue Account – Cyclical Repairs

Demand for response repairs has been low in the first quarter due in part to the significant investment programme over the last five years. The budget will be reviewed over the course of the year.

4.3 Environment and Transport

4.3.1 Car Parking Income

Although the first quarter is a traditionally quieter time in the car parks, income is below the profiled budget in the first quarter by some £60,000. The assumptions for car parking income are reviewed on a monthly basis and a specific transport reserve has been set up to deal with the financial effects of park and ride. It is currently projected that a further £100,000 will need to be taken from the reserve to break even in the year. Work is ongoing on a long term car parking strategy which will need to take account of the changes in parking practice.

4.4 Attached as Appendix B and C are the month 3 budget monitoring statements.

5. Improving Performance – (Apr – June 2006):

5.1 Overall the council's performance in the strategic suite of indicators (those which support the political priorities) in the first quarter of this financial year has been disappointing, in the light of the strongest ever year end performance in March 2006.

5.2 When looking at the strategic suite of indicators it is of concern that only 44% of indicators achieved upper quartile status compared to the year end position of 89%.

It is however, important to understand which indicators contributed to this so that remedial action can be undertaken. The following examines the relevant political priorities and supporting indicators.

5.2.1 **Maintaining council housing to a high standard**

- Rent collected as a proportion of rents owed.

This indicator has been added to the strategic suite for the first time.

Proposed Action:

Over the autumn period housing management staff will be targeting outstanding rents. A review of the effectiveness of this programme will be undertaken at the end of the 3rd quarter.

5.2.2 **Improving services for our customers**

- Determining major planning applications in 13 weeks.

With the government spotlight on the planning function many councils have improved and the upper quartile for districts has risen to 71% of major planning applications determined in 13 weeks. A target we narrowly missed.

Proposed Action:

The number of applications in this category is small, a delay of one or two decisions can make the difference. Although every effort will be made to reach the upper quartile, the complexity of these applications means that the target will always be vulnerable.

5.2.3 **Improving recycling and reducing household waste**

- Recycling household waste.

Similarly upper quartile for recycling has increased to 19.33% and we narrowly missed this.

Proposed Action:

Elsewhere on this agenda is a report on the Alternate Week Collection Scheme which proposes the provision of wheelie bins for plastic and card. It is predicted that this will make a significant contribution to the council's recycling performance.

5.2.4 **Making the district safer and reducing the fear of crime**

- Violent crime

More proactive Police targeting of violent crimes and changes to the recording system have contributed to the increases. However, there may be an underlining increase in line with national trends which the Community Safety Partnership will continue to monitor and take appropriate action. All other Crime and Disorder BVPI indicators are in the upper quartile.

5.2.5 **Delivering More Affordable Housing**

- No new affordable homes delivered in the first quarter although 16 are currently due for completion shortly. The Affordable Housing Board will be reviewing the programme in the Autumn.

5.3 In contrast a number of indicators are showing continuingly positive trends:

Building capacity of the organisation

- Sickness absence remains firmly above the upper quartile at 5.3 days.

Improving services for customers

- Processing new housing benefit claims remains firmly above the upper quartile at 24 days.
- Determining minor and other planning applications with the timescale remains firmly above the upper quartile at 85%.
- Service enquiry resolution at the first point of contact via Customer Services is reaching 100% for some service areas, with a minimum of 41% being resolved on general enquiries.

5.4 From a portfolio perspective, key issues are as follows:

5.4.1 Transport and Environment

- 55% (11 of 20) meeting targets and 6 exceeding them (down on the last quarter).
- 44% (8 of 18) demonstrating improvement (down on last quarter).

Areas for Concern:

The number of **vehicles parked at park and ride sites** is below target. A comprehensive review of car park strategy and marketing will be prepared by the Service Unit Head and will address usage at Park and Ride sites.

5.4.2 Economic Development and Planning Portfolio

- 68% (11 of 16) meeting targets (down on last quarter).
- 28% (4 of 14) demonstrating improvement.

Areas for Concern:

Enforcement site visits within 3 days down 12% on same time last year largely as a result of staff shortages. An improvement in the next quarter is anticipated following the full complement of staff.

5.4.3 Resources Portfolio

- 55% (29 of 52) meeting targets.
- 46% (16 of 35) demonstrating improvement (slightly down on last quarter).

Areas for Concern:

Members will recall that the Scrutiny on Recruitment and Retention flagged up our poor performance in terms of the **equality indicators**. An action plan has been prepared by the People and Organisational Development Unit and it will be important that these initiatives lead to a positive outcome.

Whilst less than 20% of **land searches** were carried out in 10 working days due to staff shortages. This should not reoccur as the small Land Charges team transfers into the larger support team in Development Services, who will be able to provide cover.

5.4.4 Community and Housing Portfolio

- 50% (29 of 52) meeting targets (down on last quarter).

- 46% (16 of 35) demonstrating improvement (up on last quarter).

Areas for Concern:

For the first time 2 **racial incidents** were reported. It is not considered that this is linked to increased incidents but rather an increase in awareness of the procedures for reporting following the roll out of Diversity Training. It is likely that the number of incidents will continue to rise over the next 12 months before accurate trends can be monitored.

The **average length of stay in B&B's** increased to 5 days, over 4 days adrift from the upper quartile. However, the use of B&B's is only used in exceptional circumstances for a small number of families, so although the average has increased the actual total usage remains low. It is considered that the figure will reduce over the course of the year.

6. Complaints:

The table below sets out the total recorded complaints for the 3 months from April – June 2006. These are categorised in accordance with the new Passport to Improved Service Procedure, which provides a breakdown of the nature of different complaints in order to provide managers with better information with which to reduce future complaints. The corporate roll out of customer service training to all SDC officers during 2006/07 and 2007/08 augments this procedure.

April/June 2006/07	April	May	June	TOTAL
VOLUMES				
Bureaucratic process	3	0	1	4
Service failure	0	1	0	1
Service failure against standards	4	2	2	8
Officer Behaviour	3	5	2	10
Information Failure	0	1	0	1

Areas for concern:

All complaints submitted on the council's official form are recorded here, but customer complaints by e-mail, letter or phone are not always recorded in a similarly consistent manner.

Proposed Action:

Customer Service Unit to liaise with other service units to agree a consistent procedure for recording all customer feedback, regardless of access channel, and to identify opportunities for increasing percentage of complaints resolved at first point of contact.

7. Revised Risk Register:

Set out in Appendix D is the revised Corporate Risk Register which reflects the issues within this report and actions to be agreed. The Register has also been amended to remove risks no longer relevant and reflect any changes to the status of existing risks.

8. Recommendations:

Cabinet is asked to:

- i) note the positive Audit Commission report;
- ii) note the areas of concern and agree the proposed remedial action;
- iii) invite Scrutiny to consider exploring in more depth areas of concern;
- iv) note the complaints statistics and agree the proposed actions to improve recording and resolution.

9. Background papers:

Audit Commission – District CPA – Analysis of Service Performance Information
Progress reports on the Integrated Change Programme
Corporate Risk Register
Portfolio Risk Registers
CPA Improvement Plan

10. Implications:

- **Financial** : The report highlights areas of financial performance, which are out of line with the current approved budget. The Medium Term Financial Strategy, Portfolio Plans and Budget Setting Reports will address any budget changes required.
- **Legal** : None within this report.
- **Human Rights** : None.
- **Personnel** : None.
- **ICT** : None.
- **Community Safety**: Contained within performance indicators.
- **Environmental** : Contained within performance indicators.
- **Ward(s) Affected** : All.
- **Consultation Undertaken**: Service Unit Heads.

SALISBURY DISTRICT COUNCIL

General Fund Month 3 2006/2007

2005/2006		2006/2007	2006/2007	2006/2007	2006/2007	2006/2007
Actual Outturn	Portfolio	Original Estimate	Revised Estimate Month 3	Profiled Budget	Actual Month 3	Variance
£		£	£	£	£	£
174,119	Total Resources (including Central Contingency)	197,330	102,510	350,554	439,597	89,043
4,849,001	Total Community & Housing	5,038,250	5,131,280	5,314,884	5,178,075	(136,809)
2,841,841	Total Planning & Economic Development	2,842,850	2,898,590	669,764	587,773	(81,991)
3,970,653	Total Environment & Transport	4,415,670	4,361,720	1,038,858	1,084,892	46,034
11,835,614	Total General Fund	12,494,100	12,494,100	7,374,060	7,290,337	(83,723)
(373,190)	Contribution (from) to General Fund Reserves	297,000	297,000	74,250	74,250	-
11,462,424	General Fund Net Expenditure	12,791,100	12,791,100	7,448,310	7,364,587	(83,723)
393,813	City Area Committee	540,050	540,050	135,246	128,065	(7,181)
67,040	Contribution (from)/To City Area Reserves	(12,300)	(12,300)	(3,075)	(3,075)	-
460,853	City Area PRECEPT (NET EXPENDITURE)	527,750	527,750	132,171	124,990	(7,181)
11,923,277	TOTAL NET EXPENDITURE	13,318,850	13,318,850	7,580,481	7,489,577	(90,904)

Resources Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	Variance	
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Profiled Budget	Actual Month 3	£	Notes
£			£	£	£	£	£	
Corporate Centre								
524,576	CORPDEM	Corporate & Democratic Core	635,420	595,120	222,503	255,491	32,988	(1)
196,893	CORPPRI	Corporate Public Relations & Initiatives	197,010	197,010	49,244	44,735	(4,509)	
(161,902)	LAN	Land Charges	(160,990)	(160,990)	(54,270)	(66,762)	(12,492)	
51,281	OTHERSER	Other Services	63,670	63,670	15,867	8,151	(7,716)	
2,327	PUI	Print Unit	3,070	3,070	20,701	20,547	(154)	
103,452	TRN	Corporate Training	88,460	88,460	22,104	24,808	2,704	
15,362	UNI	Unison	17,810	17,810	4,425	4,598	173	
731,990			844,450	804,150	280,574	291,568	10,995	
Budgets under Control of Full Council								
131,052	AREACOMM	Area Committees	157,390	157,390	25,854	18,454	(7,400)	
4,002	ELE	Election Expenses	4,180	4,180	1,029	30	(999)	
115,891	ELR	Electoral Registration	142,010	142,010	35,553	23,330	(12,223)	(1)
1,053,234	MEM	Members	1,024,190	1,066,190	266,487	261,071	(5,416)	(1),(7)
851	SCR	Scrutiny Funding	16,220	16,220	4,044	119	(3,925)	
679,689	UCO	Unapportionable Central Overheads	661,620	661,620	171,410	203,170	31,760	
1,984,719			2,005,610	2,047,610	504,377	506,174	1,797	
Establishment Expenses								
226,479	OFFICES	Council Offices	21,160	38,330	93,705	110,642	16,937	(1),(2),(3)
226,479			21,160	38,330	93,705	110,642	16,937	
Other Financial Services								
(3,259,590)	ARD	Asset Rentals	(3,189,620)	(3,189,620)	(797,430)	(797,430)	-	
(3,259,590)			(3,189,620)	(3,189,620)	(797,430)	(797,430)	-	
Local Taxation								
506,728	CTX	Local Taxation	492,100	492,840	123,199	135,803	12,604	(4)
(50,288)	NDR	NNDR	(89,470)	(89,470)	1,299	2,550	1,251	
456,440			402,630	403,370	124,498	138,353	13,855	
Property Services								
(60,620)	CHU	Churchfields Estate	(70,750)	(70,750)	(17,700)	(15,165)	2,535	
55,064	CHURDEP	Churchfields Depot	48,890	48,890	47,969	50,904	2,935	
(33,925)	MISCPROP	Miscellaneous Properties	(38,820)	(35,550)	(2,031)	4,383	6,414	(2),(3),(5)
184,422	PRO	Property Management	164,220	164,220	41,076	53,541	12,465	
144,940			103,540	106,810	69,314	93,664	24,350	
Support Services								
1,901	CCP	Cash Collection Services	(9,240)	(9,240)	(2,246)	(4,466)	(2,220)	
96,652	CUSTSERV	Customer Services	1,460	41,760	10,430	27,401	16,971	
7,973	DSU	Democratic Services	22,050	22,050	1,295	6,991	5,696	
(11,006)	FINSERVS	Financial Services	3,520	3,520	837	(3,410)	(4,247)	
(31,800)	ITS	IT Section	17,030	17,030	(5,562)	(5,776)	(214)	
4,193	ITSYSTEM	IT Systems	(2,680)	(2,680)	70,987	77,440	6,453	
(6,682)	LEGALSVS	Legal Services	(16,540)	(16,540)	(4,140)	(8,104)	(3,964)	
(43,435)	PPTSERV	Personnel & Payroll Services	16,030	16,030	3,915	6,548	2,633	
17,796			31,630	71,930	75,516	96,625	21,109	
Central Contingency								
(128,656)	ZZZ	Contingency	(22,070)	(180,070)	-	-	-	(6),(7)
(128,656)			(22,070)	(180,070)	-	-	-	
174,119		Total Resources	197,330	102,510	350,554	439,597	89,043	

Resources Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 3 2006/2007

<u>NOTES:</u>	£
2006/2007 ORIGINAL ESTIMATE RESOURCES PORTFOLIO	219,400
<u>Virements in Year</u>	
Months 1 -3	
(1) Inflation Bids	58,020
(2) Allocate £220k across GF from SCS uplift	2,590
(3) NNDR Revaluations	(9,060)
(4) Transfer of spare staff hours from HB to CT	740
(5) Realign costs of grounds maintenance across sites	890
(7) Supplementary estimate Members Training (to be repaid over 2 years)	10,000
Revised Budget as at Month 3	<u><u>282,580</u></u>

Resources Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 3 2006/2007

NOTES:

£

2006/2007 ORIGINAL ESTIMATE CENTRAL CONTINGENCY

(22,070)

Virements in Year**Months 1 -3**

(6) Inflation Bids	(144,860)
(6) NNDR Revaluations	60,520
(6) Increase to SCS contract	1,880
(6) Remove recharge budget for staff funded direct not through PDG	(65,540)
(7) Supplementary estimate Members Training	(10,000)

Revised Budget as at Month 3(180,070)**Total Original Estimate Resources**197,330**Total Budget for Resources Portfolio at Month 3**102,510

Community & Housing Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	Variance	
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Profiled Budget	Actual Month 3	£	Notes
£			£	£	£	£	£	
Community Enviromental								
(213,586)	E6C	Crematorium	(255,430)	(239,690)	(33,493)	(58,326)	(24,833)	
546,234	OPENSACE	Open Spaces and Other Services	507,460	510,100	154,391	129,132	(25,259)	(2),(3),(5)
263,168	PUBCON	Public Conveniences	295,580	300,500	79,020	81,415	2,395	(2),(3)
595,815			547,610	570,910	199,918	152,221	(47,697)	
Community Initiatives								
432,306	ART	Art Development	433,170	433,170	199,093	197,963	(1,130)	
312,190	CCH	City Hall	351,360	361,925	100,916	105,923	5,007	(1)
153,820	CDG	Community Development & District Grants	158,770	158,770	97,483	92,725	(4,758)	
321,987	CIU	Community Initiatives	311,930	361,930	105,934	95,026	(10,908)	
51,134	COMMPART	Community Initiatives Partnership Projects	57,670	62,670	12,597	12,593	(4)	
(4,782)	CPI	Community Plan Implementation	(2,090)	(2,090)	14,070	13,905	(165)	
270,171	DSP	Durrington Swimming Pool	266,240	186,180	77,960	85,258	7,298	
52,766	GUILD	Guildhall	83,110	81,985	62,918	47,917	(15,001)	(1)
1,364,705	LEISCENT	Salisbury Leisure Centre and Athletics Track	1,326,460	1,433,350	513,184	485,195	(27,989)	(1)
23,206	LEISSERV	Leisure Services	22,830	17,830	9,448	11,419	1,971	
6,625	P3W	Salisbury Swimming Pool	8,780	8,780	2,193	1,754	(439)	
(4,767)	PLEASFAIR	Pleasure Fairs	(6,430)	(6,430)	(6,270)	(16,766)	(10,496)	
(200,448)	PRODMARK	Produce Markets	(197,620)	(195,310)	(18,739)	(24,675)	(5,936)	(1),(4)
14,122	SFW	Wilton Sheep Fair	13,200	13,200	4,098	4,369	271	
124,676	SPT	Sports & Recreation Strategy	117,120	117,120	29,232	36,554	7,322	
5,930	STR	Strategic Alliance	5,140	5,140	1,263	438	(825)	
174,525	TSC	Tisbury Sports Centre	158,350	140,120	44,808	58,437	13,629	
3,098,167			3,107,990	3,178,340	1,250,188	1,208,036	(42,152)	
Housing Services								
322,106	DPS	Development & Private Sector Services	262,930	262,930	58,826	100,442	41,616	
142,647	EMC	Emergency Centre	131,090	131,210	34,185	42,277	8,092	
377,306	HNS	Housing Need Services	362,000	362,000	90,513	90,174	(339)	
117,745	HOUSBEN	Housing Benefits	454,480	453,740	3,638,177	3,556,615	(81,562)	(6)
195,215	STH	Strategic Housing	172,150	172,150	43,077	28,311	(14,766)	
1,155,019			1,382,650	1,382,030	3,864,778	3,817,819	(46,959)	
4,849,001		Total Community & Housing	5,038,250	5,131,280	5,314,884	5,178,075	(136,809)	

Community & Housing Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 3 2006/2007

NOTES:

£

2006/2007 ORIGINAL ESTIMATE

5,038,250

Virements in Year

Months 1 -3

(1) Inflation Bids	69,340
(2) Increase to SCS contract	16,840
(3) Allocate £220k across GF from SCS uplift	(2,980)
(4) NNDR Revaluations	1,460
(5) Move Avon Valley National Park from FPL to Parks	10,000
(6) Transfer of spare staff hours from HB to CT	(740)
(7) Realign costs of grounds maintenance across sites	(890)

Revised Budget as at Month 3

5,131,280

Planning & Economic Development Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	Variance	
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Profiled Budget	Actual Month 3		Notes
£			£	£	£	£	£	
		Economic Development & Tourism						
284,619	ECONDEV	Economic Development	334,470	334,470	105,794	91,244	(14,550)	
203,063	TICS	Tourist Information Centres	194,380	194,580	64,148	57,131	(7,017)	(1)
293,928	TOURISM	Tourism	289,510	289,510	27,528	(2,438)	(29,966)	
781,610			818,360	818,560	197,470	145,937	(51,533)	
		Other Partnership Services						
405,677	CTV	CCTV	411,940	411,940	94,053	92,963	(1,090)	
405,677			411,940	411,940	94,053	92,963	(1,090)	
		Planning						
162,177	BUI	Building Control	170,190	170,190	42,570	33,634	(8,936)	
903,682	DEVCONT	Development Control & Enforcement	768,670	834,210	169,750	166,302	(3,448)	(2)
585,666	FPL	Forward Planning	671,230	661,230	165,330	150,216	(15,114)	(3)
3,028	SNN	Street Naming and Numbering	2,460	2,460	591	(1,278)	(1,869)	
1,654,553			1,612,550	1,668,090	378,241	348,873	(29,368)	
2,841,841		Total Planning & Economic Development	2,842,850	2,898,590	669,764	587,773	(81,991)	

Planning & Economic Development Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 3 2006/2007

<u>NOTES:</u>	£
2006/2007 ORIGINAL ESTIMATE	2,842,850
<u>Virements in Year</u>	
Months 1 -3	
(1) Allocate £220k across GF from SCS uplift	200
(2) Remove recharge budget for staff funded direct not through PDG	65,540
(3) Move Avon Valley National Park from FPL to Parks	(10,000)
Revised Budget as at Month 3	2,898,590

Environment & Transport Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	Variance	
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Profiled Budget	Actual Month 3		Notes
£			£	£	£	£	£	
		Environmental Health						
29,078	CDE	Local Agenda 21	29,550	29,550	20,517	10,811	(9,706)	
1,844,248	E1A	Refuse Collection	1,885,410	1,838,740	200,574	188,182	(12,392)	(2),(3)
545,435	E1B	Recycling	553,400	568,840	135,129	131,468	(3,661)	(1),(2),(3)
89,204	E1C	Abandoned Vehicles	84,980	84,980	23,085	21,653	(1,432)	
33,287	E1D	Canine Bylaws	37,220	37,750	9,429	8,301	(1,128)	(3)
27,670	E2H	Entertainment Licenses	54,970	66,810	16,866	24,847	7,981	(1)
354,769	E3A	Environmental Health	354,030	350,190	85,035	84,568	(467)	
152,398	E3B	Pest Control	156,340	158,840	37,632	37,482	(150)	(1)
48,189	E3C	Dog Control	43,490	44,490	11,070	8,336	(2,734)	(1)
13,667	E3D	Animal Licenses	13,310	13,310	3,318	3,456	138	
41,694	E3E	Land Drainage	52,980	52,980	10,239	10,122	(117)	
18,794	E3F	Burials at Public Expense	18,760	18,760	4,689	4,335	(354)	
1,190	E3G	Health Promotion	4,260	4,260	456	40	(416)	
43,316	E3J	Air Pollution	52,380	52,380	(87)	6,658	6,745	
26,584	E3K	Water Sampling	28,040	28,040	7,005	6,978	(27)	
151,514	E3M	Food Safety Act 1990	145,930	147,930	35,685	37,703	2,018	(1)
8,650	E3N	MKA Computer System	4,550	4,550	1,134	(163)	(1,297)	
-	E3P	Public Footpaths Regs	(1,220)	(1,220)	(309)	-	309	
980,429	E4A	Street Cleansing	1,000,270	1,007,790	248,232	246,075	(2,157)	(2),(3)
3,810	E5A	Environmental Health Holding Account	-	-	(30)	4,342	4,372	
830	E5B	Cleansing Holding Account	-	-	(60)	(2,350)	(2,290)	
4,147	ENP	Environmental Policy	6,260	6,260	1,524	1,350	(175)	
1,783	K4W	Vehicle Workshop	3,860	3,860	2,305	7,864	5,559	
(0)		Total Salisbury Commercial Services	-	-	131,251	135,326	4,075	
4,420,686			4,528,770	4,519,090	984,689	977,381	(7,308)	
		Transportation						
(1,103,199)	CARPARK	Car Parks	(1,396,260)	(1,440,530)	(178,200)	(112,593)	65,607	(2),(3),(4)
-	HAK	Hackney Carriages (E&T)	-	-	-	-	-	
82,310	SHP	Shopmobility	86,830	86,830	23,796	28,512	4,716	
570,855	TRA	Transportation	1,196,330	1,196,330	208,573	191,592	(16,981)	
(450,033)			(113,100)	(157,370)	54,169	107,511	53,342	
3,970,653		Total Environment & Transport	4,415,670	4,361,720	1,038,858	1,084,892	46,034	

Environment & Transportation Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 3 2006/2007

<u>NOTES:</u>	£
2006/2007 ORIGINAL ESTIMATE	4,415,670
<u>Virements in Year</u>	
Months 1 -3	
(1) Inflation Bids	17,500
(2) Increase to SCS contract	(18,720)
(3) Allocate £220k across GF from SCS uplift	190
(4) NNDR Revaluations	(52,920)
Revised Budget as at Month 3	4,361,720

Salisbury City Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	Variance
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Profiled Budget	Actual Month 3	
£			£	£	£	£	£
5,885	G2A	Allotments General	4,430	4,230	1,104	4,285	3,181
(465)	G2B	Stratford-Sub-Castle	(430)	(430)	(132)	43	175
39	G2C	Westwood	70	70	12	155	143
65	G2D	Wiltshire Road	70	70	9	31	22
88	G2E	The Tunnel	(820)	(820)	(234)	73	307
(399)	G2F	Coldharbour Lane	(490)	(490)	(123)	73	196
(231)	G2G	New Butts	(360)	(360)	(75)	31	106
(492)	G2H	Warres Trust	(500)	(500)	(123)	18	141
(500)	G2J	London Road	(780)	(780)	(180)	174	354
(2,782)	G2K	Fisherton Farm	(860)	(860)	(210)	42	252
(1,209)	G2L	Cow Lane	(330)	(330)	(132)	45	177
-			-	(200)	(84)	4,969	5,053
(838)	G1A	London Road Cemetery	3,760	(1,640)	(414)	(845)	(431)
4,037	G1B	Devizes Road Cemetery	7,230	10,680	3,036	1,949	(1,087)
3,199			10,990	9,040	2,622	1,104	(1,518)
77,020	G8A	Administration	152,020	152,020	38,010	38,010	-
4,963	G8B	Other Charges/Contract Costs	17,260	11,000	2,739	(1,161)	(3,900)
81,983			169,280	163,020	40,749	36,849	(3,900)
70,777	G5F	Verge Gardens & Shrubberies	74,840	71,000	17,751	12,200	(5,551)
22,257	G6A	Children's Playgrounds	32,200	35,900	8,955	6,544	(2,411)
2,244	G6B	Monuments	5,410	5,410	1,350	30	(1,320)
6,246	G6C	Seats	9,230	8,780	2,172	615	(1,557)
23,204	G6D	Highways Grasscutting	24,340	24,340	6,066	-	(6,066)
6,614	G6E	Bus Shelters	9,750	9,750	2,460	1,186	(1,274)
22,302	G7A	City Tree Maintenance Programme	20,560	20,560	5,139	5,200	61
153,645			176,330	175,740	43,893	25,775	(18,118)
17,623	G4B	Bourne Hill & Greencroft	17,460	17,240	4,284	3,488	(796)
19,809	G4C	Churchill Gardens	27,620	26,390	6,603	4,322	(2,281)
0	G4D	Bemerton Recreation Ground	-	1,800	447	2,417	1,970
17,609	G4E	Queen Elizabeth Gardens	12,320	16,790	4,209	4,065	(144)
2,501	G4F	Middle Street Open Space	2,840	2,910	741	624	(117)
1,441	G4G	Meyrick Close	1,020	1,000	270	270	-
5,200	G4H	St.Marks Open Space	5,590	5,450	1,341	1,305	(36)
1,373	G4J	Mallings Amenity Area	2,060	2,300	585	405	(180)
5,604	G5A	Carpet Bedding Displays	5,610	9,000	2,220	6,520	4,300
306	G5B	Annual Flower Show	310	310	99	-	(99)
7,714	G5C	Closed Churchyards	13,720	11,370	2,826	2,733	(93)
1,959	G5D	Bemerton Folly	5,260	6,380	1,611	3,028	1,417
17,080	G5E	Harnham Slope	6,840	8,090	2,013	2,718	705
98,219			100,650	109,030	27,249	31,895	4,646
34,238	G3A	Victoria Park	43,970	48,590	12,099	9,702	(2,397)
8,792	G3B	Fisherton Recreation Ground	9,100	7,130	1,767	1,246	(521)
(6,073)	G3C	Old Sarum Rec Ground (Hudson's Field)	8,660	8,600	2,187	12,629	10,442
3,335	G3D	Bishopdown Sportsfield	5,040	7,790	1,962	2,032	70
14,650	G3E	Warre Acres	14,000	11,040	2,739	1,865	(874)
1,825	G4A	Westwood Sportsfield	2,030	270	63	(1)	(64)
56,767			82,800	83,420	20,817	27,474	6,657
393,813		Total Salisbury City	540,050	540,050	135,246	128,065	(7,181)

City Area

Revenue Monitoring Statement - Month 3 2006/2007

<u>NOTES:</u>	£
2006/2007 ORIGINAL ESTIMATE	540,050
<u>Virements in Year</u>	
Months 1 -3	
No movements in period	0
Revised Budget as at Month 3	<u>540,050</u>

Housing Revenue Account Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	Variance	
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Profiled Budget	Actual Month 3		Notes
£			£	£	£	£	£	
		HRA Expenditure						
(82,112)	HBD	Provision for Bad Debts	30,000	30,000	-	-	-	
3,308,356	HCF	Capital Financing Costs	3,364,660	3,364,660	807,540	807,540	-	
462,253	HRR	Rent Rebates	114,660	114,660	-	-	-	
5,530,791	HSB	HRA Subsidy Payable	6,396,250	6,048,500	1,239,990	1,225,204	(14,786)	(2)
4,267,686	REPMAN	Repairs and Maintenance	4,389,830	4,274,230	1,554,174	1,203,255	(350,919)	(5),(7)
2,580	RRT	Rent, Rates Taxes etc	2,550	2,550	636	755	119	
535,498	SHELTACC	Supervision & Management Special	488,090	668,090	176,128	183,150	7,022	(3),(4),(6),(7)
2,627,747	SUPERMAN	Supervision & Management	2,939,670	3,043,020	788,276	713,513	(74,763)	(1),(7)
16,652,798			17,725,710	17,545,710	4,566,744	4,133,417	(433,327)	
		Housing Income						
(232,984)	HII	Interest	(170,420)	(170,420)	(7,700)	(18,258)	(10,558)	
(18,314,834)	RENTS	Rents	(18,663,590)	(18,663,590)	(4,479,684)	(4,480,450)	(766)	
(18,547,818)			(18,834,010)	(18,834,010)	(4,487,384)	(4,498,709)	(11,325)	
		Total Housing Revenue Account	(1,108,300)	(1,288,300)	79,360	(365,292)	(444,652)	

HRA Stock Transfer Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	Variance
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Profiled Budget	Actual Month 3	
£			£	£	£	£	£
		Housing Stock Transfer Work					
292,525	STOCKTRANS	Housing Stock Transfer Work	300,000	480,000	52,508	45,790	(6,718)
292,525			300,000	480,000	52,508	45,790	(6,718)
		Total HRA Stock Transfer	300,000	480,000	52,508	45,790	(6,718)

Housing Revenue Account

HRA

Revenue Monitoring Statement - Month 3 2006/2007

<u>NOTES:</u>	£
2006/2007 ORIGINAL ESTIMATE including Contingency	<u><u>(1,108,300)</u></u>
2006/2007 ORIGINAL ESTIMATE excluding contingency	<u><u>(1,118,920)</u></u>
 <u>Virements in Year</u>	
Months 1 -3	
(1) Increase to SCS contract	1,880
(2) Change in estimate of housing subsidy	(321,910)
(3) Increase establishment of SHO's	8,100
(4) Increase recharge to Careconnect	45,720
(5) Remove vehicle leasing budgets, but reinstate insurance	(17,140)
(6) Remove grounds maintenance budgets	(9,950)
 Revised Budget as at Month 3	 <u><u>(1,412,220)</u></u>

Housing Revenue Account

HRA

Revenue Monitoring Statement - Month 3 2006/2007

<u>NOTES:</u>	£
2006/2007 ORIGINAL ESTIMATE HRA CONTINGENCY	10,620
 <u>Virements in Year</u>	
Months 1 -3	
(7) Increase to SCS contract	(1,880)
(7) Change in estimate of housing subsidy	321,910
(7) Allocate budgets to transfer costs attributable to HRA if no vote	(180,000)
(7) Increase establishment of SHO's	(8,100)
(7) Increase recharge to Careconnect	(45,720)
(7) Remove vehicle leasing budgets, but reinstate insurance	17,140
(7) Remove grounds maintenance budgets	9,950
 Revised Budget as at Month 3	 <u><u>123,920</u></u>
 Revised Budget as at Month 3 for HRA and contingency	 (1,288,300)

Housing Revenue Account

HRA

Revenue Monitoring Statement - Month 3 2006/2007

<u>NOTES:</u>	<u>£</u>
2006/2007 ORIGINAL ESTIMATE HRA Stock Transfer	<u>300,000</u>
 <u>Virements in Year</u>	
Months 1 -3	
(7) Allocate budgets to transfer costs attributable to HRA if no vote	180,000
 Revised Budget as at Month 3	 <u><u>480,000</u></u>

Capital Programme Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	Variance	
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Profiled Budget	Actual Month 3	£	Notes
£			£	£	£	£	£	
Community & Housing - Capital								
15,194	Z1C	New Swimming Pool	-	61,680	15,420	-	(15,420)	(1)
66,287	Z2D	Mere meeting Room	-	20,710	20,710	20,713	3	(1)
31,942	Z3L	Home Repairs Grants	70,000	-	-	-	-	(4)
315,599	Z3M	Disabled Facilities Grants	315,000	363,360	49,860	46,798	(3,062)	(1)
9,290	Z3N	Renovation Grants	-	-	-	-	-	
-	Z4C	Athletics Track -Low level Floodlights**	-	36,500	9,120	-	(9,120)	(1)
-	Z4D	Gainsborough Close - Kickabout**	20,000	20,000	5,010	-	(5,010)	
865,002	Z4M	Affordable Housing	1,000,000	1,548,440	10,000	13,247	3,247	(1),(3)
13,852	Z5G	Housing Needs Survey	48,000	46,150	11,520	-	(11,520)	(1)
-	Z5Y	Affordable Housing (Housing Corporation)	661,000	661,000	-	-	-	
1,317,165			2,114,000	2,757,840	121,640	80,757	(40,883)	
City - Capital								
-	Z5H	Victoria Park Tennis Courts**	20,000	20,000	-	-	-	
-	Z5J	Play Area Refurbishments**	35,000	35,000	-	-	-	
-	Z5K	Play Areas - Hudsons Field**	95,000	95,000	-	-	-	
-	Z5W	City Area Capital Programme	90,000	90,000	22,500	-	(22,500)	
-			240,000	240,000	22,500	-	(22,500)	
Environment & Transport - Capital								
5,398	Z1S	Recycling Centres	-	-	-	-	-	
7,630	Z1T	Land Drainage Works	-	-	-	-	-	
-	Z3Q	Residents' Parking Scheme	-	35,100	8,790	-	(8,790)	(1)
2,513	Z3S	Bee Hive Park & Ride	-	-	-	-	-	
6,060	Z4G	Flood Alleviation Schemes	25,000	41,880	10,470	2,046	(8,424)	(1)
-	Z5X	Waste Strategy	35,000	35,000	8,760	-	(8,760)	
21,601			60,000	111,980	28,020	2,046	(25,974)	
Housing Revenue Account - Capital								
379,520	Z3U	Disabled Adaptations	275,000	356,590	66,240	10,329	(55,911)	(1)
3,130,592	Z3V	Refurbishment & Modernisation of Council Housing	2,954,200	3,379,650	405,470	117,839	(287,631)	(1)
-	Z3W	Replacement of Housing Computer System	15,000	15,000	3,750	-	(3,750)	
165,953	Z5V	Vehicle Replacement Fund HRA	-	-	-	-	-	
3,676,065			3,244,200	3,751,240	475,460	128,168	(347,292)	
Resources - Capital								
363,686	Z1A	Implementing Electronic Government	-	-	-	-	-	
1,290	Z1E	Admin Licences Property	-	-	-	-	-	
444,002	Z1F	Repairs and Maintenance	525,000	525,000	77,940	13,842	(64,098)	
82,138	Z3H	Corporate Financial Management Info System	50,000	50,000	12,510	4,800	(7,710)	
125,000	Z3K	Capitalised Salaries	125,000	125,000	31,260	31,250	(10)	
452,676	Z4T	Purchase Vehicles	-	-	-	-	-	
63,155	Z5M	IT Disaster Recovery	55,000	26,850	6,690	3,506	(3,184)	(1)
141,913	Z5P	E - Government Priority Outcomes	-	-	-	-	-	
-	ZCAPFUND	Capacity Fund	125,000	125,000	31,230	-	(31,230)	
154,418	ZCCS	Customer Services Capital Projects	185,000	206,350	51,570	34,934	(16,636)	(1)
308,011	ZCENTCONST	Centralised Offices Construction Phases Stage E	1,400,000	1,641,990	410,460	132,677	(277,783)	(1),(2)
1,228,484	ZCENTOFF	Centralised Offices	249,000	82,570	20,640	42,739	22,099	(1)
174,319	ZINVEST	Invest to Save/Improve	100,000	53,870	13,035	18,339	5,304	(1)
290,778	ZITS	IT Capital Projects	295,000	285,050	71,370	34,899	(36,471)	(1)
3,829,869			3,109,000	3,121,680	726,705	316,987	(409,718)	
8,844,701		Total Capital Programme	8,767,200	9,982,740	1,374,325	527,959	(846,366)	

Capital Programme

GENERAL FUND

Monitoring Statement - Month 3 2006/2007

<u>NOTES:</u>	£
2006/2007 ORIGINAL ESTIMATE	8,767,200
<u>Virements in Year</u>	
Months 1 - 3	
(1) Capital Carry Forward from 2005/2006	1,165,800
(2) Increase to Office Construction budget approved at July Cabinet	250,000
(3) Affordable Housing adjustment to calculated budget	(130,260)
(4) Home Repairs Grants Removed	(70,000)
Revised Budget as at Month 3	9,982,740

Salisbury District Council Risk Register

Appendix D

Date Last Updated: 23/08/06

No.	Type of Risk	Impact	Probab.	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Risk Acceptable Y/N
1	Failure to meet financial challenge	H	H	Financial, reputational, political	Cabinet	Cabinet / MT	Treat	Medium Term Financial Strategy adopted at Jan Cabinet meeting. Revenue budgets for 2006/07 to 2008/09 secure if set in line with principles of MTFS. Vital to continue monitoring impact of review of premium payments.	M/L	23-Aug-06	
2	Failure to put in place resources to meet the Council's objectives (capacity)	H	H	Political, reputational	Cabinet	Cabinet / MT	Treat	Analysis of demands on capacity improved through development of over arching project management arrangements and use of capacity building fund. Increase capacity by better management (eg sickness absence). Match capacity of organisation to demands arising from Council ambitions.	M/L	23-Aug-06	
3	Failure to secure adequate investment to maintain the Council's housing stock to the quality level desired by tenants	H	H	Financial, reputational, people	Cabinet	HM	Treat	Stock Transfer ballot of tenants scheduled for Quarter 3.	M/L	23-Aug-06	
4	Failure to meet targets projected from policies put in place to secure affordable housing	M	M	Reputational political people	Cabinet	SHS	Tolerate	Failure to secure any affordable homes in Quarter 1. Should be offset during remainder of year.	M/M	23-Aug-06	
5	Failure to meet targets for diverting household waste from landfill	H	H	Reputational, political	Cabinet	HES	Treat	Report on agenda on introduction of AWC arrangements in 2007, which will ensure we meet DEFRA targets in 2008.	M/L	23-Aug-06	
6	Failure to meet objectives of Salisbury Transport Plan	M	L	Reputational, political, people & Financial	Cabinet	HFPT	Treat	Shortfall in predicted income for first quarter. Work on 2nd quarter on ways to increase income.	M/M	23-Aug-06	
7	Failure of Office Project / Customer Contact Centre	M	M	Financial, reputational	Cabinet	MT	Treat	Progress report on achieving savings targets to be produced for Quarter 2. Full risk register maintained by project team.	M/L	23-Aug-06	
8	Deterioration in community safety	M	L	Reputational, political, people	Cabinet	HCI	Tolerate	Policies in place to improve community perception of safety. Impact of new alcohol licensing arrangements need to be watched.	L/L	23-Aug-06	

9	Significant unintentional deterioration in levels of performance, effectiveness, quality or efficiency	H	L	Reputational, political, people	Cabinet	MT	Treat	Performance indicators show some deterioration over Quarter 4 of 2005/06. May be temporary/cyclical, but need to be watched.	M/L	23-Aug-06	
10	Failure to engage with partner and community in process of identifying investment priorities	H	L	Reputational, financial, people	Cabinet	MT	Treat	SWSA to review its remit and future in Quarter 2.	L/L	23-Aug-06	
11	Failure to meet external requirements on the quality, effectiveness and economy of Council services	M	L	Reputational, political, people	Cabinet	MT	Treat	Arrangements in train to identify suitable external accreditation arrangements and to meet the challenge posed by CPA.	L/L	23-Aug-06	
12	Failure to improve the City Centre leading to reduced business, employment, tourist and cultural activity	H	M	Financial, reputational, political	Cabinet	MT	Treat	City Centre Vision exercise under way. Options appraisal to be the subject of consultation during Quarter 2.	M/M	23-Aug-06	

RESPONSE TO RISK

Once risk have been identified as High, Medium or Low for both Impact and Likelihood, a risk management response needs to be planned. The level and type of response will be determined by:

- ~ the risk level
- ~ the ease and cost of mitigation strategies, and
- ~ the nature of the risk

The following table is based upon the Council's "appetite for risk"

Impact	Likeliho	Risk Management Response
HIGH	HIGH	Terminate, Transfer or Treat
HIGH	MEDIUM	
MEDIUM	HIGH	
HIGH	LOW	
MEDIUM	MEDIUM	Terminate, Transfer, Treat or Tolerate
MEDIUM	LOW	
LOW	HIGH	Tolerate
LOW	MEDIUM	
LOW	LOW	

Definitions of Risk Management Response

Tolerate

The Council may decide to accept and monitor the risk at the present time. This may be necessary for some risks that arise from external events.

Transfer

The Council may decide to pass the risk on to another party. For example contractual terms may be agreed to ensure that the risk is not borne by the Council or insurance may be appropriate for protection against financial loss.

Terminate

The risk may be such that the Council could decide to end the activity or to modify it in such a way as to end the risk.

Treat

The Council may take actions or employ strategies to reduce the risk to the Council.