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Report

Subject: : Performance Monitoring – Review of the Second Quarter

Report to : The Cabinet

Date : Wednesday 15 November 2006

Author : Debbie Dixon and Alan Osborne

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.

1. Matters for Consideration:

Cabinet is requested to:

- i) note new areas of concern and improvement from the second quarter (July – Sept 2006);
- ii) 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.

3. Current risks identified during the Second Quarter (July – Sept 2006):

Financial

- 3.1 There are no new known risk areas in the second quarter.
- 3.2 Updates on the key areas identified in the first quarter are included in Appendix A.



Awarded in:
Housing Services
Waste and Recycling Services



- 3.3 Development Control is showing strong financial performance which is projected to achieve some £30,000 of fee income over budget in addition to a projected underspend on salaries of £30,000.

Attached as Appendix B and C are the month 6 budget monitoring statements.

4. Improving Performance – (July – Sept 2006):

- 4.1 Overall the council's performance in the strategic suite of indicators (those which support the political priorities) in the second quarter of this financial year are up on the first quarter.
- 4.2 It is pleasing to note that 75% (15 of 20) of these indicators demonstrated improvement on the results of last year and 44.4% reached the district upper quartile.
- 4.3 However, we need to continue to improve in some areas if we are to equal the strongest ever year end performance achieved in March 2006 and reach our target of 75% of indicators being in the upper quartile.
- 4.4 In particular we need to focus on the following political priority areas and take remedial action:

4.4.1 Improving Customer Service

- Only 53% of land charges were turned around in time, well below the target of 100%.

Proposed Action:

The Land Charges Team moved to the Development Services Unit during this quarter so some disruption would have occurred. However, the aim of the move was to enhance performance through basing the team within the Planning Support Team, who are highly performance driven and will be able to provide back up during peak workloads.

It is proposed that the Head of Development Services prepares an update for the next quarter on progress.

- 74% of Rent Allowance made on time / or within 7 days, down on target of 90%.

Proposed Action:

The Head of Revenue and Benefits reports that focus is being given to ensuring urgent payments are made on time so that the target can be met.

- 80% of enforcement site visits undertaken within 3 days, down on the target of 100%.

Proposed Action:

The Head of Development Services reports that the maternity cover for a full time post left early and the postholder has returned on a part time basis two days per week. Staffing is therefore still below establishment and is unlikely to be complete until Feb 2007. 100% target is therefore unlikely to be met until after this time.

4.4.2 **Maintaining Council Housing to a High Standard**

- 46% of repairs expenditure went on planned repairs, below the target of 60%.

The Head of Housing Management reports that the percentage will rise as the year progresses as more contracts are let. This will bring the split between planned and responsive repairs more in line with the target.

4.4.3 **Delivering More Affordable Housing**

- Average length of stay in bed and breakfast up to 7.7 weeks, well outside our target of 2 weeks.

The Head of Strategic Housing Services reports that the use of bed and breakfast in this quarter is as a direct result of the lack of other emergency/temporary housing due to the council handing back to owners a number of leased properties. This situation has now stabilised and emergency accommodation is being freed up in order to minimise the use of bed and breakfast.

- 5 affordable homes were provided, well below the target of 35.

The Head of Strategic Housing Services reports that whilst this is a disappointing number, developers are now on site at Amesbury and Duck Lane, Laverstock. Regrettably, the developers were delayed in starting on site, the reasons for which were beyond the control of the council. Delivery of a proportion of these homes is expected in the final quarter. The indicator is to be revised for the next monitoring period in order to demonstrate actual activity.

4.4.4 **Improving Community Safety**

- Numbers of homelessness cases prevented, down this quarter to 52, below target of 80.

The Head of Strategic Housing Services reports numbers are slightly down due to the number of people presenting being lower than forecast (to-date we have prevented 141 cases against target of 160).

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

- **Building capacity of the organisation.**

Sickness absence remaining firmly in the upper quartile nationally, with absence down in the second quarter from the first to 5.05 days. This represents an important achievement of staff and managers. Our success in reducing sickness absence is receiving national interest and we are detailing our approach and providing copies of our policy to a number of councils throughout the council.

- **Improving Customer Service**

Processing new housing benefit claims and change of circumstances details remains very firmly in the upper quartile with performance improving further on the first quarter.

Determining minor and other planning applications within the timescale remains firmly in the upper quartile.

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.

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

4.5.1 Transport and Environment

- 52.2% (12 of 23) meeting targets with 7 exceeding them (down on the last quarter).
- 42.8% demonstrating improvement (down on last quarter).

Areas for Concern:

Incidents of graffiti have increased.

4.5.2 Economic Development and Planning Portfolio

- 68.8% (11 of 16) meeting targets and (8) exceeding them (level with last quarter).
- 50% (7 of 14) demonstrating improvement (up on last quarter).

Areas for Concern:

No additional areas to report.

4.5.3 Resources Portfolio

- 54.4% (31 of 57) meeting targets and 29 exceeding them (broadly level with last quarter)
- 52.3% (23 of 44) demonstrating improvement (up on last quarter).

Areas for Concern:

No additional areas to report.

4.5.4 Community and Housing Portfolio

- 53.3% (24 of 45) meeting targets with 22 exceeding them (up on last quarter).
- 52.3% (23 of 44) demonstrating improvement (up on last quarter).

Areas for Concern:

No additional areas to report.

5. Complaints:

The council received 39 formal complaints during this period, of which 36 were stage one complaints, 0 were stage two complaints, and 3 were complaints to the Local Government Ombudsman. There is still concern regarding under-reporting of complaints, and the Customer Service Unit will be revising the procedure used in all service units and providing every unit with access to the corporate Customer Relationship Management system to help ensure that reporting is consistent across the authority.

A number of complaints relate to attitude and approach of staff in some areas to dealing with customers, and this is endorsed by ad hoc feedback from customers commenting on service provision, as well as by the Audit Commission's report on Customer Focus. In response, a council-wide training of staff on customer service is taking place. This is being rolled out across the whole organisation. Phase One has recently completed, and a review of the training will determine any amendments to the course content before the second phase commences.

6. Public Satisfaction Surveys:

Cabinet will recall that all councils are required to undertake public satisfaction surveys every 3 years. The surveys are currently underway. The results will be reported with the year end report.

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 areas of concern and agree the proposed remedial action;
- ii) invite Scrutiny to consider exploring in more depth areas of concern;
- iii) note the complaints statistics and agree a) the proposed actions to improve reporting and b) corporate training to reduce complaints related to unsatisfactory customer skills.

9. Background papers:

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.

Appendix A

Progress on Risks Identified during First Quarter (April – June 2006)

Risk Category	Service / Nature of Risk	Explanation / Action Taken
1. FINANCIAL	Investment Income – performance of external fund managers	The performance of the fund has steadied at the half-year position, continual monitoring will take place and a review of fund managers will be carried out following the stock transfer ballot.
	Council Offices – potential overspend	Projected overspend still in the region of £50,000, budgets are currently being reviewed and a review of the facilities management function is planned as part of the office project.
	Customer services transition-overspend	A full review of costs and functions was agreed at the October cabinet, the MTFS has been updated to reflect this and budget adjustments will feature in the draft portfolio plans
	Premium payments-saving not being realised	A reduction in premium payments was assumed to save £80,000 per annum starting in 2006/, the MTFS update elsewhere on the agenda reflects the latest offer made to trades unions. Compensating savings will be sought in 2006/7.
	Development as private sector services-overspend	Still on course to overspend in the region of £25,000 in 2006/7 a budget review is taking place.
	Housing Benefit overpayments-high performance	Projected over recovery of income due to recovery of overpayments not the fault of the Council. Still expected to be £150,000-£200,000.
	Cyclical repairs-low demand	Demand still low in qtr 2.
	Car Park income –below budget	The expected income shortfall is projected at £150,000. Although this will be met from the transport reserve, a review of parking charge policy is underway and will be reported to Cabinet in due course. No increase in the contribution from car parking to the general fund is assumed in the MTFS over the next three years.
2. REPUTATION	None.	
3. CAPACITY	None.	

SALISBURY DISTRICT COUNCIL

General Fund Month 6 2006/2007

2005/2006		2006/2007	2006/2007	2006/2007	2006/2007	2006/2007	2006/2007
Actual Outturn	Portfolio	Original Estimate	Revised Estimate Month 3	Revised Estimate Month 6	Profiled Budget	Actual Month 6	Variance
£		£	£	£	£	£	£
174,119	Total Resources (including Central Contingency)	197,330	102,510	76,510	227,306	353,730	126,424
4,849,001	Total Community & Housing	5,038,250	5,131,280	5,157,280	6,098,437	6,024,209	(74,228)
2,841,841	Total Planning & Economic Development	2,842,850	2,898,590	2,890,820	1,295,485	1,185,359	(110,126)
3,970,653	Total Environment & Transport	4,415,670	4,361,720	4,369,490	2,029,221	2,063,086	33,865
11,835,614	Total General Fund	12,494,100	12,494,100	12,494,100	9,650,449	9,626,384	(24,065)
(373,190)	Contribution (from) to General Fund Reserves	126,690	126,690	126,690	63,350	63,350	-
11,462,424	General Fund Net Expenditure	12,620,790	12,620,790	12,620,790	9,713,799	9,689,734	(24,065)
393,813	City Area Committee	540,050	540,050	540,050	290,062	269,188	(20,874)
67,040	Contribution (from)/To City Area Reserves	12,850	12,850	12,850	6,430	6,430	-
460,853	City Area PRECEPT (NET EXPENDITURE)	552,900	552,900	552,900	296,492	275,618	(20,874)
11,923,277	TOTAL NET EXPENDITURE	13,173,690	13,173,690	13,173,690	10,010,291	9,965,352	(44,939)

Resources Portfolio

2005/2006		2006/2007	2006/2007	2006/2007	2006/2007	2006/2007	2006/2007	Variance	Notes
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Revised Estimate Month 6	Profiled Budget	Actual Month 6		
£			£	£	£	£	£	£	
	Corporate Centre								
524,576	CORPDEM	Corporate & Democratic Core	635,420	595,120	577,120	343,358	280,187	(63,171)	(1)
196,893	CORPPRI	Corporate Public Relations & Initiatives	197,010	197,010	197,010	91,372	92,590	1,218	
(161,902)	LAN	Land Charges	(160,990)	(160,990)	(164,330)	(101,714)	(118,767)	(17,053)	
51,281	OTHERSER	Other Services	63,670	63,670	63,670	31,734	27,458	(4,276)	
2,327	PUI	Print Unit	3,070	3,070	3,070	18,625	17,490	(1,135)	
103,452	TRN	Corporate Training	88,460	88,460	88,460	44,208	43,007	(1,201)	
15,362	UNI	Unison	17,810	17,810	17,810	8,850	9,153	303	
731,990			844,450	804,150	782,810	436,433	351,119	(85,314)	
	Budgets under Control of Full Council								
131,052	AREACOMM	Area Committees	157,390	157,390	157,390	51,708	34,265	(17,443)	
4,002	ELE	Election Expenses	4,180	4,180	4,180	2,048	844	(1,204)	
115,891	ELR	Electoral Registration	142,010	142,010	142,010	71,106	59,169	(11,937)	(1)
1,053,234	MEM	Members	1,024,190	1,066,190	1,066,190	532,974	522,416	(10,558)	(1),(7)
851	SCR	Scrutiny Funding	16,220	16,220	16,220	8,088	1,327	(6,761)	
679,689	UCO	Unapportionable Central Overheads	661,620	661,620	661,620	326,963	390,973	64,010	
1,984,719			2,005,610	2,047,610	2,047,610	992,887	1,008,993	16,106	
	Establishment Expenses								
226,479	OFFICES	Council Offices	21,160	38,330	56,330	84,030	104,945	20,915	(1),(2),(3)
226,479			21,160	38,330	56,330	84,030	104,945	20,915	
	Other Financial Services								
(3,259,590)	ARD	Asset Rentals	(3,189,620)	(3,189,620)	(3,189,620)	(1,594,860)	(1,594,860)	-	
(3,259,590)			(3,189,620)	(3,189,620)	(3,189,620)	(1,594,860)	(1,594,860)	-	
	Local Taxation								
506,728	CTX	Local Taxation	492,100	492,840	492,840	246,398	234,394	(12,004)	(4)
(50,288)	NDR	NNDR	(89,470)	(89,470)	(89,470)	2,598	5,100	2,502	
456,440			402,630	403,370	403,370	248,996	239,494	(9,502)	
	Property Services								
(60,620)	CHU	Churchfields Estate	(70,750)	(70,750)	(70,750)	(35,400)	(30,330)	5,070	
55,064	CHURDEP	Churchfields Depot	48,890	48,890	48,890	48,308	56,055	7,747	
(33,925)	MISCPROP	Miscellaneous Properties	(38,820)	(35,550)	(35,550)	(6,012)	(1,996)	4,016	(2),(3),(5)
184,422	PRO	Property Management	164,220	164,220	165,760	82,914	109,498	26,584	
144,940			103,540	106,810	108,350	89,810	133,228	43,418	
	Support Services								
1,901	CCP	Cash Collection Services	(9,240)	(9,240)	(14,750)	(7,232)	(3,777)	3,455	
96,652	CUSTSERV	Customer Services	1,460	41,760	44,440	22,200	76,128	53,928	(8)
7,973	DSU	Democratic Services	22,050	22,050	22,050	2,660	4,484	1,824	
(11,006)	FINSERVS	Financial Services	3,520	3,520	3,520	1,680	(19,547)	(21,227)	
(31,800)	ITS	IT Section	17,030	17,030	14,350	(3,522)	(4,564)	(1,042)	
4,193	ITSYSTEM	IT Systems	(2,680)	(2,680)	-	59,250	65,804	6,554	
(6,682)	LEGALSVS	Legal Services	(16,540)	(16,540)	(14,740)	(9,928)	(8,706)	1,222	
(43,435)	PPTSERV	Personnel & Payroll Services	16,030	16,030	16,030	6,482	(3,193)	(9,675)	
17,796			31,630	71,930	70,900	71,590	106,630	35,040	
	Central Contingency								
(128,656)	ZZZ	Contingency	(22,070)	(180,070)	(203,240)	(101,580)	4,181	105,761	(6),(7),(8)
(128,656)			(22,070)	(180,070)	(203,240)	(101,580)	4,181	105,761	
174,119		Total Resources	197,330	102,510	76,510	227,306	353,730	126,424	

Resources Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 6 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	282,580
Months 4-6	
(8) Customer Services salary capitalisation adjustment	(2,830)
Revised Budget as at Month 6	279,750

2006/2007 ORIGINAL ESTIMATE CENTRAL CONTINGENCY	(22,070)
<u>Virements in Year</u>	
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	<u>(180,070)</u>
Months 4-6	
(8) Customer Services salary capitalisation adjustment	2,830
(8) ITS revenue consultants arts saving	(5,000)
(8) Adjust CSR to Salisbury City	(21,000)
Total Original Estimate Resources	<u>(203,240)</u>
Total Budget for Resources Portfolio at Month 6	<u>76,510</u>

Community & Housing Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	2006/2007	Variance	Notes
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Revised Estimate Month 6	Profiled Budget	Actual Month 6		
£			£	£	£	£	£	£	
	Community Environmental								
(213,586)	E6C	Crematorium	(255,430)	(239,690)	(239,690)	(102,376)	(91,297)	11,079	
546,234	OPENSACE	Open Spaces and Other Services	507,460	510,100	531,100	323,910	326,146	2,236	(2),(3),(5),(7),(9)
263,168	PUBCON	Public Conveniences	295,580	300,500	300,500	153,300	151,037	(2,263)	(2),(3)
595,815			547,610	570,910	591,910	374,834	385,886	11,052	
	Community Initiatives								
432,306	ART	Art Development	433,170	433,170	433,170	249,806	251,295	1,489	
312,190	CCH	City Hall	351,360	361,925	361,925	233,910	222,152	(11,758)	(1)
153,820	CDG	Community Development & District Grants	158,770	158,770	158,770	99,643	96,655	(2,808)	
321,987	CIU	Community Initiatives	311,930	361,930	366,930	195,078	183,179	(11,899)	(8)
51,134	COMMPART	Community Initiatives Partnership Projects	57,670	62,670	62,670	20,724	22,909	2,185	
(4,782)	CPI	Community Plan Implementation	(2,090)	(2,090)	(2,090)	28,140	25,643	(2,497)	
270,171	DSP	Durrington Swimming Pool	266,240	186,180	186,180	131,055	127,486	(3,569)	
52,766	GUILD	Guildhall	83,110	81,985	81,985	78,360	75,710	(2,650)	(1)
1,364,705	LEISCENT	Salisbury Leisure Centre and Athletics Track	1,326,460	1,433,350	1,433,350	796,298	800,579	4,281	(1)
23,206	LEISSERV	Leisure Services	22,830	17,830	17,830	18,896	22,969	4,073	
6,625	P3W	Salisbury Swimming Pool	8,780	8,780	8,780	4,386	3,281	(1,105)	
(4,767)	PLEASFAIR	Pleasure Fairs	(6,430)	(6,430)	(6,430)	(12,582)	(18,355)	(5,773)	
(200,448)	PRODMARK	Produce Markets	(197,620)	(195,310)	(195,310)	(82,738)	(90,032)	(7,294)	(1),(4)
14,122	SFW	Wilton Sheep Fair	13,200	13,200	13,200	7,116	7,524	408	
124,676	SPT	Sports & Recreation Strategy	117,120	117,120	117,120	58,524	55,730	(2,794)	
5,930	STR	Strategic Alliance	5,140	5,140	5,140	2,526	1,468	(1,058)	
174,525	TSC	Tisbury Sports Centre	158,350	140,120	140,120	76,626	103,122	26,496	
3,098,167			3,107,990	3,178,340	3,183,340	1,905,588	1,891,314	(14,274)	
	Housing Services								
322,106	DPS	Development & Private Sector Services	262,930	262,930	262,930	162,581	199,987	37,406	
142,647	EMC	Emergency Centre	131,090	131,210	131,210	66,510	52,470	(14,040)	
377,306	HNS	Housing Need Services	362,000	362,000	362,000	181,026	189,457	8,431	
117,745	HOUSBEN	Housing Benefits	454,480	453,740	453,740	3,321,744	3,228,847	(92,897)	(6)
195,215	STH	Strategic Housing	172,150	172,150	172,150	86,154	76,249	(9,905)	
1,155,019			1,382,650	1,382,030	1,382,030	3,818,015	3,747,009	(71,006)	
4,849,001		Total Community & Housing	5,038,250	5,131,280	5,157,280	6,098,437	6,024,209	(74,228)	

Community & Housing Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 6 2006/2007

<u>NOTES:</u>	£
2006/2007 ORIGINAL ESTIMATE	5,038,250
<u>Virements in Year</u>	
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
Months 4-6	
(8) ITS revenue consultants arts saving	5,000
(9) Adjust CSR to Salisbury City	21,000
Revised Budget as at Month 6	5,157,280

Planning & Economic Development Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	2006/2007	Variance	
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Revised Estimate Month 6	Profiled Budget	Actual Month 6	£	Notes
£			£	£	£	£	£	£	
		Economic Development & Tourism							
284,619	ECONDEV	Economic Development	334,470	334,470	334,470	162,218	149,248	(12,970)	
203,063	TICS	Tourist Information Centres	194,380	194,580	194,580	119,956	105,055	(14,901)	(1)
293,928	TOURISM	Tourism	289,510	289,510	289,510	72,623	76,975	4,352	
781,610			818,360	818,560	818,560	354,797	331,278	(23,519)	
		Other Partnership Services							
405,677	CTV	CCTV	411,940	411,940	411,940	188,106	168,924	(19,182)	
405,677			411,940	411,940	411,940	188,106	168,924	(19,182)	
		Planning							
162,177	BUI	Building Control	170,190	170,190	170,190	85,140	76,857	(8,283)	(2)
903,682	DEVCONT	Development Control & Enforcement	768,670	834,210	834,210	339,500	268,765	(70,735)	(3),(4)
585,666	FPL	Forward Planning	671,230	661,230	653,460	326,760	342,034	15,274	
3,028	SNN	Street Naming and Numbering	2,460	2,460	2,460	1,182	(2,500)	(3,682)	
1,654,553			1,612,550	1,668,090	1,660,320	752,582	685,157	(67,425)	
		Total Planning & Economic Development	2,842,850	2,898,590	2,890,820	1,295,485	1,185,359	(110,126)	
2,841,841									

Planning & Economic Development Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 6 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	<u><u>2,898,590</u></u>
Months 4-6	
(4) Increase pay grading in transportation	(7,770)
Revised Budget as at Month 6	<u><u>2,890,820</u></u>

Environment & Transport Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	2006/2007	Variance	
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Revised Estimate Month 6	Profiled Budget	Actual Month 6	£	Notes
£			£	£	£	£	£	£	
		Environmental Health							
29,078	CDE	Local Agenda 21	29,550	29,550	29,550	23,484	21,790	(1,694)	
1,844,248	E1A	Refuse Collection	1,885,410	1,838,740	1,838,740	739,338	729,490	(9,848)	(2),(3)
545,435	E1B	Recycling	553,400	568,840	568,840	216,688	220,479	3,791	(1),(2),(3)
89,204	E1C	Abandoned Vehicles	84,980	84,980	84,980	46,170	43,969	(2,201)	
33,287	E1D	Canine Bylaws	37,220	37,750	37,750	18,858	18,979	121	(3)
27,670	E2H	Entertainment Licenses	54,970	66,810	66,810	33,732	46,653	12,921	(1)
354,769	E3A	Environmental Health	354,030	350,190	350,190	170,070	169,100	(970)	
152,398	E3B	Pest Control	156,340	158,840	158,840	77,014	68,923	(8,091)	(1)
48,189	E3C	Dog Control	43,490	44,490	44,490	22,140	18,607	(3,533)	(1)
13,667	E3D	Animal Licenses	13,310	13,310	13,310	6,636	7,011	375	
41,694	E3E	Land Drainage	52,980	52,980	52,980	23,478	20,244	(3,234)	
18,794	E3F	Burials at Public Expense	18,760	18,760	18,760	9,378	8,670	(708)	
1,190	E3G	Health Promotion	4,260	4,260	4,260	2,112	344	(1,768)	
43,316	E3J	Air Pollution	52,380	52,380	52,380	15,456	20,160	4,704	
26,584	E3K	Water Sampling	28,040	28,040	28,040	14,010	13,284	(726)	
151,514	E3M	Food Safety Act 1990	145,930	147,930	147,930	71,370	76,143	4,773	(1)
8,650	E3N	MKA Computer System	4,550	4,550	4,550	2,268	1,359	(909)	
-	E3P	Public Footpaths Regs	(1,220)	(1,220)	(1,220)	(618)	-	618	
980,429	E4A	Street Cleansing	1,000,270	1,007,790	1,007,790	511,234	499,187	(12,047)	(2),(3)
3,810	E5A	Environmental Health Holding Account	-	-	-	60	(16,743)	(16,803)	
830	E5B	Cleansing Holding Account	-	-	-	-	(4,216)	(4,216)	
4,147	ENP	Environmental Policy	6,260	6,260	6,260	3,043	1,357	(1,686)	
1,783	K4W	Vehicle Workshop	3,860	3,860	3,860	2,560	28,513	25,953	
(0)		Total Salisbury Commercial Services	-	-	-	44,282	1,980	(42,302)	
4,420,686			4,528,770	4,519,090	4,519,090	2,052,763	1,995,281	(57,482)	
		Transportation							
(1,103,199)	CARPARK	Car Parks	(1,396,260)	(1,440,530)	(1,440,530)	(640,420)	(502,524)	137,896	(2),(3),(4)
-	HAK	Hackney Carriages (E&T)	-	-	-	-	-	-	
82,310	SHP	Shopmobility	86,830	86,830	86,830	44,772	48,700	3,928	
570,855	TRA	Transportation	1,196,330	1,196,330	1,204,100	572,106	521,630	(50,476)	(5)
(450,033)			(113,100)	(157,370)	(149,600)	(23,542)	67,805	91,347	
3,970,653		Total Environment & Transport	4,415,670	4,361,720	4,369,490	2,029,221	2,063,086	33,865	

Environment & Transportation Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 6 2006/2007

<u>NOTES:</u>	£
2006/2007 ORIGINAL ESTIMATE	<u><u>4,415,670</u></u>
<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	<u><u>4,361,720</u></u>
Months 4-6	
(5) Increase pay grading in transportation	7,770
Revised Budget as at Month 6	<u><u>4,369,490</u></u>

Salisbury City Portfolio

2005/2006		2006/2007		2006/2007		2006/2007		2006/2007		2006/2007		Variance		Notes
Actual Outturn		Code	Service	Original Estimate	Revised Estimate Month 3	Revised Estimate Month 6	Profiled Budget	Actual Month 6		£	£	£	£	
£				£	£	£	£	£	£	£	£	£	£	
			Allotments											
5,885		G2A	Allotments General	4,430	4,230	4,430	2,304	10,159					7,855	
(465)		G2B	Stratford-Sub-Castle	(430)	(430)	(430)	(264)	394					658	
39		G2C	Westwood	70	70	70	24	244					220	
65		G2D	Willshire Road	70	70	70	18	128					110	
88		G2E	The Tunnel	(820)	(820)	(820)	(468)	279					747	
(399)		G2F	Coldharbour Lane	(490)	(490)	(490)	(246)	237					483	
(231)		G2G	New Butts	(360)	(360)	(360)	(150)	162					312	
(492)		G2H	Warres Trust	(500)	(500)	(500)	(246)	323					569	
(500)		G2J	London Road	(780)	(780)	(780)	(360)	(207)					153	
(2,782)		G2K	Fisherton Farm	(860)	(860)	(860)	(420)	47					467	
(1,209)		G2L	Cow Lane	(330)	(330)	(330)	(234)	231					465	
-				-	(200)	-	(42)	11,997					12,039	
			Cemeteries											
(838)		G1A	London Road Cemetery	3,760	(1,640)	(1,640)	(828)	3,089					3,917	
4,037		G1B	Devizes Road Cemetery	7,230	10,680	10,680	5,592	3,944					(1,648)	
3,199				10,990	9,040	9,040	4,764	7,033					2,269	
			Miscellaneous											
77,020		G8A	Administration	152,020	152,020	152,020	76,020	65,520					(10,500)	
4,963		G8B	Other Charges/Contract Costs	17,260	11,000	10,800	5,382	(2,986)					(8,368)	
81,983				169,280	163,020	162,820	81,402	62,534					(18,868)	
			Other Services											
70,777		G5F	Verge Gardens & Shrubberies	74,840	71,000	71,000	35,502	46,052					10,550	
22,257		G6A	Children's Playgrounds	32,200	35,900	35,900	17,910	13,671					(4,239)	
2,244		G6B	Monuments	5,410	5,410	5,410	2,700	60					(2,640)	
6,246		G6C	Seats	9,230	8,780	8,780	4,344	2,204					(2,140)	
23,204		G6D	Highways Grasscutting	24,340	24,340	24,340	12,132	3,587					(8,545)	
6,614		G6E	Bus Shelters	9,750	9,750	9,750	4,920	2,373					(2,547)	
22,302		G7A	City Tree Maintenance Programme	20,560	20,560	20,560	10,278	8,395					(1,883)	
153,645				176,330	175,740	175,740	87,786	76,342					(11,444)	
			Open Spaces											
17,623		G4B	Bourne Hill & Greencroft	17,460	17,240	17,240	8,568	7,211					(1,357)	
19,809		G4C	Churchill Gardens	27,620	26,390	26,390	13,206	9,177					(4,029)	
0		G4D	Bemerton Recreation Ground	-	1,800	1,800	894	4,953					4,059	
17,609		G4E	Queen Elizabeth Gardens	12,320	16,790	16,790	8,418	8,184					(234)	
2,501		G4F	Middle Street Open Space	2,840	2,910	2,910	1,482	1,248					(234)	
1,441		G4G	Meyrick Close	1,020	1,000	1,000	540	540					-	
5,200		G4H	St.Marks Open Space	5,590	5,450	5,450	2,682	2,610					(72)	
1,373		G4J	Mallings Amenity Area	2,060	2,300	2,300	1,170	810					(360)	
5,604		G5A	Carpet Bedding Displays	5,610	9,000	9,000	4,440	7,390					2,950	
306		G5B	Annual Flower Show	310	310	310	198	-					(198)	
7,714		G5C	Closed Churchyards	13,720	11,370	11,370	5,652	5,466					(186)	
1,959		G5D	Bemerton Folly	5,260	6,380	6,380	3,222	4,456					1,234	
17,080		G5E	Harnham Slope	6,840	8,090	8,090	4,026	4,651					625	
98,219				100,650	109,030	109,030	54,498	56,696					2,198	
			Recreation Grounds											
34,238		G3A	Victoria Park	43,970	48,590	48,590	24,168	21,557					(2,611)	
8,792		G3B	Fisherton Recreation Ground	9,100	7,130	7,130	3,534	2,098					(1,437)	
(6,073)		G3C	Old Sarum Rec Ground (Hudson's Field)	8,660	8,600	8,600	24,384	22,295					(2,089)	
3,335		G3D	Bishopdown Sportsfield	5,040	7,790	7,790	3,874	4,068					194	
14,650		G3E	Warre Acres	14,040	11,040	11,040	5,568	4,315					(1,253)	
1,825		G4A	Westwood Sportsfield	2,030	270	270	126	254					128	
56,767				82,800	83,420	83,420	61,654	54,587					(7,068)	
393,813			Total Salisbury City	540,050	540,050	540,050	290,062	269,188					(20,874)	

City Area

Revenue Monitoring Statement - Month 6 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><u>540,050</u></u>
Months 4-6	
No movements in period	0
Revised Budget as at Month 6	<u><u>540,050</u></u>

Housing Revenue Account Portfolio

Appendix C

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	2006/2007	Variance	Notes
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Revised Estimate Month 6	Profiled Budget	Actual Month 6		
£			£	£	£	£	£	£	
	HRA Expenditure								
(82,112)	HBD	Provision for Bad Debts	30,000	30,000	30,000	-	-	-	
3,308,356	HCF	Capital Financing Costs	3,364,660	3,364,660	3,364,660	1,615,080	1,615,080	-	
462,253	HRR	Rent Rebates	114,660	114,660	114,660	-	-	-	
5,530,791	HSB	HRA Subsidy Payable	6,396,250	6,048,500	6,048,500	3,063,795	3,063,009	(786)	(2)
4,267,686	REPMAIN	Repairs and Maintenance	4,389,830	4,274,230	4,274,230	2,538,868	1,945,464	(593,404)	(5),(7)
2,580	RRT	Rent, Rates Taxes etc	2,550	2,550	2,550	1,272	1,285	13	
535,498	SHELTACC	Supervision & Management Special	488,090	668,090	668,090	351,138	215,422	(135,716)	(3),(4),(6),(7)
2,627,747	SUPERMAN	Supervision & Management	2,939,670	3,043,020	3,043,020	1,466,938	1,378,410	(88,528)	(1),(7)
16,652,798			17,725,710	17,545,710	17,545,710	9,037,091	8,218,670	(818,421)	
	Housing Income								
(232,984)	HII	Interest	(170,420)	(170,420)	(170,420)	(15,400)	(46,671)	(31,271)	
(18,314,834)	RENTS	Rents	(18,663,590)	(18,663,590)	(18,663,590)	(9,331,784)	(9,373,468)	(41,684)	
(18,547,818)			(18,834,010)	(18,834,010)	(18,834,010)	(9,347,184)	(9,420,139)	(72,955)	
	Total Housing Revenue Account		(1,108,300)	(1,288,300)	(1,288,300)	(310,093)	(1,201,469)	(891,376)	

HRA Stock Transfer Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	2006/2007	Variance	Notes
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Revised Estimate Month 6	Profiled Budget	Actual Month 6		
£			£	£	£	£	£	£	
0	Housing Stock Transfer Work								
0	STOCKTRANS	Housing Stock Transfer Work	300,000	480,000	480,000	171,820	132,738	(39,082)	(7)
0			300,000	480,000	480,000	171,820	132,738	(39,082)	
	Total HRA Stock Transfer		300,000	480,000	480,000	171,820	132,738	(39,082)	

Housing Revenue Account Balance

Balance Brought Forward	(5,567,012)	(5,567,012)	(5,567,012)
Contribution (to)/from Revenue Account	(1,108,300)	(1,288,300)	(1,288,300)
Balance Carried forward	(6,675,312)	(6,855,312)	(6,855,312)

Housing Revenue Account

HRA

Revenue Monitoring Statement - Month 6 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>
Months 4-6	
	0
Revised Budget as at Month 6	<u><u>(1,412,220)</u></u>

2006/2007 ORIGINAL ESTIMATE HRA CONTINGENCY **10,620**

Virements in Year

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 **123,920**

Months 4-6

0

Revised Budget as at Month 6 **123,920**

Revised Budget as at Month 6 for HRA and contingency **(1,288,300)**

2006/2007 ORIGINAL ESTIMATE HRA Stock Transfer	<u><u>300,000</u></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>
Months 4-6	
	0
Revised Budget as at Month 6	<u><u>480,000</u></u>

Capital Programme Portfolio

2005/2006			2006/2007	2006/2007	2006/2007	2006/2007	2006/2007	Variance	
Actual Outturn	Code	Service	Original Estimate	Revised Estimate Month 3	Revised Estimate Month 6	Profiled Budget	Actual Month 6	£	Notes
£			£	£	£	£	£	£	
Community & Housing - Capital									
15,194	Z1C	New Swimming Pool	-	61,680	61,680	-	-	-	(1)
-	Z1D	Salisbury Arts Centre Grant	-	-	-	-	-	-	(1)
66,287	Z2D	Mere meeting Room	-	20,710	20,710	20,710	20,713	3	(4)
31,942	Z3L	Home Repairs Grants	70,000	-	-	-	-	-	(1),(5)
315,599	Z3M	Disabled Facilities Grants	315,000	363,360	363,360	181,650	170,240	(11,410)	
9,290	Z3N	Renovation Grants	-	-	-	-	-	-	(1)
-	Z3P	Various Housing Association Grants	-	-	-	-	-	-	
-	Z4C	Athletics Track -Low level Floodlights**	-	36,500	36,500	18,240	-	(18,240)	(1),(3)
-	Z4D	Gainsborough Close - Kickabout**	20,000	20,000	20,000	10,020	-	(10,020)	(1)
865,002	Z4M	Affordable Housing	1,000,000	1,548,440	1,548,440	32,000	27,521	(4,479)	
13,852	Z5G	Housing Needs Survey	48,000	46,150	46,150	23,040	9,047	(13,994)	
-	Z5Y	Affordable Housing (Housing Corporation)	661,000	661,000	661,000	22,000	20,827	(1,173)	
1,317,165			2,114,000	2,757,840	2,757,840	307,660	248,348	(59,312)	
City - Capital									
-	Z2H	Replacement Pavillions	-	-	-	-	-	-	
-	Z4R	Ashley Road - vehicle barrier	-	-	-	-	-	-	
-	Z4S	Refurbish Queen Elizabeth Toilets	-	-	-	-	-	-	
-	Z5H	Victoria Park Tennis Courts**	20,000	20,000	20,000	-	-	-	
-	Z5J	Play Area Refurbishments**	35,000	35,000	35,000	-	-	-	
-	Z5K	Play Areas - Hudsons Field**	95,000	95,000	95,000	-	-	-	
-	Z5W	City Area Capital Programme	90,000	90,000	90,000	-	-	-	
-			240,000	240,000	240,000	-	-	-	
Environment & Transport - Capital									
5,398	Z1S	Recycling Centres	-	-	-	(34,850)	(34,760)	90	
7,630	Z1T	Land Drainage Works	-	-	-	-	-	-	
-	Z1X	Refurbish Queen Elizabeth Toilets	-	-	-	-	-	-	
-	Z2E	Avon Valley Country Park	-	-	-	-	-	-	
-	Z3Q	Residents' Parking Scheme	-	35,100	35,100	-	-	-	(1)
-	Z3R	Transportation Strategy Implementation	-	-	-	-	-	-	
2,513	Z3S	Bee Hive Park & Ride	-	-	-	-	-	-	
-	Z3T	Downton Flood Relief	-	-	-	-	-	-	
-	Z4F	Portway Pavillion**	-	-	-	-	-	-	
6,060	Z4G	Flood Alleviation Schemes	25,000	41,880	41,880	20,940	3,168	(17,772)	(1)
-	Z4K	Fuel Tank Upgrade at Depot	-	-	-	-	-	-	
-	Z5X	Waste Strategy	35,000	35,000	35,000	17,520	4,770	(12,750)	
21,601			60,000	111,980	111,980	3,610	(26,822)	(30,432)	
Housing Revenue Account - Capital									
-	Z2B	Home Energy Efficiency	-	-	-	-	-	-	
379,520	Z3U	Disabled Adaptations	275,000	356,590	356,590	91,590	63,448	(28,142)	(1)
3,130,592	Z3V	Refurbishment & Modernisation of Council Housing	2,954,200	3,379,650	3,379,650	837,600	560,907	(276,693)	(1)
-	Z3W	Replacement of Housing Computer System	15,000	15,000	15,000	7,500	-	(7,500)	
165,953	Z5V	Vehicle Replacement Fund HRA	-	-	-	-	-	-	
-	Z6M	Security at Sheltered Schemes	-	-	-	-	12,335	12,335	
3,676,065			3,244,200	3,751,240	3,751,240	936,690	636,690	(300,000)	
Planning & Econ Dev - Capital									
-	Z1Q	CCTV System	-	-	-	-	-	-	
-	Z4E	Tetra Radio Equipment	-	-	-	-	-	-	
-			-	-	-	-	-	-	
Resources - Capital									
363,686	Z1A	Implementing Electronic Government	-	-	-	-	-	-	
1,290	Z1E	Admin Licences Property	-	-	-	-	-	-	
444,002	Z1F	Repairs and Maintenance	525,000	525,000	525,000	78,000	69,161	(8,839)	
-	Z1G	Bourne Hill Disabled Access	-	-	-	-	-	-	
-	Z1L	Amesbury Centre Redevelopment	-	-	-	-	-	-	
-	Z1N	ISB Planning Portal	-	-	-	-	-	-	
82,138	Z3H	Corporate Financial Management Info System	50,000	50,000	50,000	25,020	8,100	(16,920)	
125,000	Z3K	Capitalised Salaries	125,000	125,000	125,000	62,520	62,500	(20)	
452,676	Z4T	Purchase Vehicles	-	-	-	-	12,889	12,889	
63,155	Z5M	IT Disaster Recovery	55,000	26,850	26,850	13,380	7,561	(5,819)	(1)
141,913	Z5P	E - Government Priority Outcomes	-	-	-	-	-	-	
-	ZCAPFUND	Capacity Fund	125,000	125,000	125,000	56,800	26,597	(30,203)	
154,418	ZCCS	Customer Services Capital Projects	185,000	206,350	206,350	103,140	65,205	(37,935)	(1)
308,011	ZCENTCONST	Centralised Offices Construction Phases Stage E	1,400,000	1,641,990	1,641,990	499,980	452,175	(47,805)	(1),(2)
1,228,484	ZCENTOFF	Centralised Offices	249,000	82,570	82,570	41,280	142,595	101,315	(1)
174,319	ZINVEST	Invest to Save/Improve	100,000	53,870	53,870	26,070	40,188	14,118	(1)
290,778	ZITS	IT Capital Projects	295,000	285,050	285,050	142,740	92,746	(49,994)	(1)
3,829,869			3,109,000	3,121,680	3,121,680	1,048,930	979,717	(69,213)	
8,844,701		Total Capital Programme	8,767,200	9,982,740	9,982,740	2,296,890	1,837,932	(458,958)	

Capital Programme

GENERAL FUND

Monitoring Statement - Month 6 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	 <u><u>9,982,740</u></u>
 Months 4-6	
(5) Remove budget no longer required	(70,000)
(6) Affordable Housing adjustment	(130,260)
 Revised Budget as at Month 6	 <u><u>9,782,480</u></u>

Salisbury District Council Risk Register

Date Last Updated: 03/11/06

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 to be reviewed at Nov Cabinet.	M/L	03-Nov-06	
2	Failure to put in place resources to meet the Council's objectives (capacity)	H	H	Political, reputational	Cabinet	Cabinet / MT	Treat	Although measures in place to support capacity, the Integrated Improvement Programme is reaching the peak of workload and the council will need to be alive to the risk of unforeseen demands causing a problem with delivery of major projects.	M/M	03-Nov-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	03-Nov-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	03-Nov-06	
5	Failure to meet targets for diverting household waste from landfill	H	H	Reputational, political	Cabinet	HES	Treat	Strategy agreed to increase % of household waste diverted from landfill.	M/L	03-Nov-06	
6	Failure to meet objectives of Salisbury Transport Plan	M	L	Reputational, political, people & Financial	Cabinet	HFPT	Treat	Predicted shortfall in income has decreased from Quarter 1, officers preparing strategy for future management of car parking.	M/M	03-Nov-06	
7	Failure of Office Project / Customer Contact Centre	M	M	Financial, reputational	Cabinet	MT	Treat	Project out to tender.	M/L	03-Nov-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	03-Nov-06	

Appendix D

9	Significant unintentional deterioration in levels of performance, effectiveness, quality or efficiency	H	L	Reputational, political, people	Cabinet	MT	Treat	Some improvement from Quarter 1.	M/L	03-Nov-06	
10	Failure to engage with partner and community in process of identifying investment priorities	H	L	Reputational, financial, people	Cabinet	MT	Treat	SWSA reviewing its remit.	L/L	03-Nov-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	03-Nov-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	Options appraisal subject of consultation in Quarter 2. Report on results to Cabinet in Quarter 3.	M/M	03-Nov-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	Likelihood	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.