

Portfolio Plans

Community and Housing Overview and Scrutiny Panel (10th January 2007)

Members of the Panel made the following recommendations to Cabinet during their consideration of the Portfolio Plan:-

Section 1 - Context

Community Plan Aspiration

Recommended to Cabinet:

- (1) That the wording under paragraph 1.4.2 Community Plan Aspirations. "Encourage communities to promote Rural exception Housing reserved for local people", be strengthened and revised to read as follows, "**Communities should promote Rural Exception Housing reserved for local people**".
- (2) That a watching brief should be maintained in relation to other partners' assets (the closure of the school in Redlynch was quoted as an example) and consideration given as to how these sites could then be used to help with the delivery of affordable homes and housing for key workers.
- (3) in light of the fact that partnership working is key, that the possibility of SDC working directly with its partners via the Portfolio Holder, rather than relying on the South Wiltshire Strategic Alliance be considered.

Section 3 – Looking Forward

Maintaining our Housing Stock

Members noted the reorganisation of Strategic Housing and Housing Management Units to reflect HRA functions. The Head of Strategic Housing informed Members that this was an opportune time to undertake this reorganisation, particularly since it had not been done for a number of years.

Members queried if the outcome of this reorganisation would be reported back to the C&H panel in due course. The Head of Strategic Housing replied that it would be and would include information following consultation with Council staff. However, no further detail on this proposal was available at this time.

Members noted that a number of very useful ideas had emerged during the time of the Stock Option Project and Shadow Board. Members hoped that some of these ideas would not be lost as a result of the decision not to proceed with Housing Stock Transfer and felt that it would be useful to have a debriefing as soon as possible to ensure that some of these ideas could be implemented where possible.

Recommended to Cabinet:

That the members of the Stock Option Project Board be provided with appropriate briefings as soon as possible following the outcome of the Housing Stock Transfer Ballot.

Performance Monitoring

Recommended to Cabinet:

That the total number of affordable homes delivered from planning applications should specify a target figure for each year, rather than generically stating 428 homes over three years.

Members commented that the reduction of crime was the responsibility of the Police. The Head of Strategic Housing replied that this was a partnership target.

Recommended to Cabinet:

That the performance indicator to reduce the level of crime by 12.5% by 2007/08 should be amended to read as follows, "**In partnership with the Police** to reduce the level of crime by 12.5% by 2007/08".

Resources Overview and Scrutiny Panel (15th January 2007)

Members of the Panel made the following recommendations to Cabinet during their consideration of the Portfolio Plan:-

Integrated Improvement Programme: Organisational Themes

Recommended to Cabinet:

That the wording under the paragraph entitled, *Improving the Performance of the Council* be reworded to read as follows, "Our key challenge is to maintain council tax within the **lowest** quartile nationally, whilst achieving performance levels for our services in the top quartile nationally".

Section 1 – Context

Strategic Objectives for the portfolio

Recommended to Cabinet:

That the wording under Bullet point 8 be amended to read as follows, "To reflect the Council's core values, aims and objectives through the Council's corporate identity and external, internal and media communications, ensuring there is fair access **and equal opportunities** for all to appropriate, up-to-date information, relevant to people's needs.

Members went on to comment that the number of interviews involving applicants from Black and Ethnic Minority (BME) Groups did not appear to result in a commensurate level of appointments. The Joint Consultative Forum had also commented on this fact on a number of occasions. The Policy Director informed the Panel that following the publication of the Recruitment and Retention Scrutiny Review, an action plan had been produced and work on this was being considered by the Diversity Working Group.

Recommended to Cabinet

That the Recruitment and Retention working group and the subsequent actions that follow from its investigations be included in the Resources Portfolio Plan to enable the Resources Overview and Scrutiny Panel to monitor progress.

Environment and Transport Overview and Scrutiny Panel (8 January 2007)

Members of the Panel made the following recommendations to Cabinet during their consideration of the Portfolio Plan:-

A number of queries were raised with Officers and the Cabinet Member present, Councillor Brown, regarding actions contained within the Portfolio Plan, particularly in relation to funding associated with the Petersfinger Park and Ride site in section 3.3 of the report and in relation to figures associated with recycling within the report. Some Members felt that figures regarding recycling as contained within section 2.1 of the report and section 4.1 of the report were not clearly comparable and that more clarity on this would be useful.

The Chairman asked that Members requiring detailed answers to specific questions on the report should direct them to the appropriate Officers outside of the meeting.

Resolved – that the Environment and Transport Portfolio Plan be recommended to Cabinet and Full Council for adoption.

Extract Minute from the City Area Community Meeting held on 23 January 2007

254. City Area Revised Budget 2006/2007 and Original Budget 2007/2008, and City Area Capital Programme 2006/07 to 2011/2012, including proposed fees and charges for 2007/08:

The Committee considered the previously circulated report of the Head of Financial Services. Some Members argued that services should not be transferred to the City Area, given that, in the rural areas they were not being transferred to the Parishes in this coming year. The Chairman noted that the City Area needed to retain reserve funds in order to carry out important works, such as maintaining the city's parks to a high standard, but that transferral of services would render this objective financially impracticable. In view of these considerations, the Chairman proposed to approve the Committee's revised revenue budget for 2006/2007 and original budget for 2007/2008, apart from the sum of £48,000, which represents the costs of transferred services. The Chairman further proposed that the Committee request the Cabinet to reconsider its intention to transfer services to the City Area Committee.

In response to this motion, it was noted that the plan to transfer services to the Parishes had been postponed due the fact that many Parishes had already set their precepts and were financially unprepared for the transfer. Services would be transferred to the Parishes in 2008, however, and this had already placed strain on the Council's Medium Term Financial Strategy.

Recommended to the Council:

- (1) that the Committee's revised revenue budget for 2006/2007 and original budget for 2007/2008 be approved apart from the sum of £48,000, being the sum for the proposed transfer of district services, which the Committee asks Cabinet to reconsider (see resolution 4 below);
- (2) that the Committee's capital programme for 2006/2007 to 2011/2012 be approved;
- (3) that the District Council's City Area Committee special expenses levy be set at £38.85 (at Band D Council Tax level) for 2007/08 for determination as the amount of the special expenses incurred within the City, in accordance with Section 35 (2) (d) of the Local Government Finance Act 1992;
- (4) Should the Cabinet insist on proceeding with the transfer of services, the City Area Committee will indicate at its next meeting which services they wish to transfer to the City Area from the District (and vice versa) from 2007/2008, subject to separate reports on specific service areas.

Resolved: that fees and charges be increased by an average of 5% for 2007/2008 as set out in the officer's previously circulated report.

Salisbury District Council

PORTFOLIO PLANS – 2007/08 – 2009/10

1. Introduction

1.1. Portfolio Plans form a critical part of our annual corporate planning process. They link our long-term vision for the district, and the annual resources and capacity needed to achieve strategic objectives. They move us towards our ambition to become nationally recognised for:

- The excellent quality of our services
- Engaging the community
- Working in effective partnership

1.2. The plans are shaped by our Vision:

Our shared vision for Salisbury and South Wiltshire

A place where a rich heritage, vibrant cultural life and magnificent environment

- is supported by a thriving economy
- where lively, caring, diverse and safe communities provide equal opportunities for all
- where strong public agencies and voluntary bodies co-operate in delivering practical support for those in need

1.3. The plans show how each of the four portfolios contribute to:

- The council's Integrated Improvement Programme
- The South Wiltshire Strategic Alliance's Community Strategy and Community Plans

2. Integrated Improvement Programme

The council's Integrated Improvement Programme consists of seven political priorities and four organisational themes. Each presents its own challenges over the next three years.

Political priorities	Key Challenges 2007-2010
Creating more affordable housing	There is a serious and increasing shortage of affordable homes in Salisbury and South Wiltshire. Using planning powers we will secure between 25% and 40% of new homes as affordable on all new large housing developments. We plan to secure a further 560 affordable homes between 2007 and 2010. The key challenge will be to ensure that homes are delivered and available to those in greatest need.
Maintaining council housing to a high standard	Salisbury District Council owns over 5000 homes and the council is committed to providing tenants the best possible service within the available resources. Following a decision by tenants to keep the council as its landlord, the council will need to review both its housing capital programme to meet as

	far as it is able the decent homes standard and review its services to tenants so that expenditure matches income retained from rents. This will inevitably mean a reduction in current standards and tenants will be involved in helping the council prioritise the changes.
Reducing household waste and improving recycling	Our key challenge is encouraging householders and businesses to Reduce waste, Reuse items that would otherwise be thrown away and Recycle. We will underpin this encouragement with a series of measures to help householders and businesses with the 3 R's. Central to this will be the introduction of wheeled bins; one for recycling and one for residual waste, each will be collected on an alternative week basis. This combined with a range of other measures will contribute to our target of diverting 30% of household waste for recycling or composting by 2010.
Making the district safer and reducing the fear of crime	Issues around anti-social behaviour and the fear of crime continue to be of great concern to a lot of our residents. We will therefore be supporting the introduction of Neighbourhood Police teams within the district and linking this with other local community development initiatives. We will continue to explore effective ways of working with local communities to tackle anti-social behaviour.
Reducing traffic congestion and improving public transport	The pressure of modern traffic demands on our mediaeval city has been an ongoing concern for many years. Working with our partners we are implementing several schemes to improve traffic flow, reduce congestion, improve information and encourage more people to walk or cycle. The council will need to review its current car parking and transportation strategies in response to the emerging Salisbury Vision. The council will continue to work in partnership to improve access to local services particularly in the rural parts of the district.
Improving services for our customers	Customers, quite understandably have increasing expectations of public services. We want to be able to offer helpful, efficient, cost effective services, at times to suit customers. We aim to achieve this through dealing with 80% of enquiries at first point of contact, opening our purpose built customer contact centre within our new centralised offices and offering an increasing range of services via our website – www.salisbury.gov.uk .
Creating Better Places to Live	The council is working to help local communities maintain and improve the places where they work and live, and give local people greater choice and influence over the services the council is responsible for. Over the next few years developing and implementing a clear long term vision for the city centre will be central to achieving the economic success of Salisbury. The council will seek to secure a strong local development framework and achieve a cost effective development control service which produces high quality decisions within Government targets.

Organisational themes	Key Challenges 2007-2010
Meeting the financial challenge	Funding services local people need is an ongoing challenge. We continually review the way we do things so that they are as cost effective as possible. Our challenge is to effectively

	manage the pressure from rising costs of fuel, insurance, salaries and pensions, whilst also planning for new services introduced by the government that the council is required to deliver.
Improving the performance of the council	Our key challenge is to maintain council tax within the lowest quartile nationally, whilst achieving performance levels for our services in the top quartile nationally.
Partnership working and community engagement	The council will continue to work with local partners to help make south Wiltshire a better place to live. The key challenges will be contributing and benefiting from the Wiltshire Local Area Agreement; strengthening the county wide waste management partnership; delivering the actions of the six community plans agreed in 2005 and the district community strategy working through the South Wiltshire Strategic Alliance.
Building the capacity of the organisation	We want to maximise our capacity, whether through people, information, resources or our reputation. We have made much progress in recent years but we want to continue to introduce practices and initiatives that maximise every aspect of capacity.

3. Partnerships

The council is committed to partnership working. Attached at Appendix 1 is a table of the key partnerships that the council is involved in. The table indicates how the partnerships relate to the political priorities and service units within each portfolio. Cross-cutting partnerships are also included.

3.1. South Wiltshire Strategic Alliance (SWSA) Community Strategy

3.1.1. We work with a Strategic Alliance of 19 partners from the statutory and voluntary sectors e.g. Wiltshire County Council and the Council for Voluntary Services. The SWSA co-ordinates its services to the public of South Wiltshire to give “joined up” services of high quality, effectively and efficiently. It concentrates on those areas where partnership working adds value.

3.1.2. The Alliance partnership has identified four joint priorities for 2005-2009. These are:

- Crime and antisocial behaviour.
- Affordable housing.
- Access to services.
- Employers leading by example.

Details are set out in the SWSA's Community Strategy accessed on www.southwilts.com/site/south-wiltshire-strategic-alliance

3.1.3. The SWSA consults through a process known as community planning. There are 6 Community Planning areas:

- Salisbury City
- Mere and surrounding area
- Nadder Valley (Tisbury and surrounding area)
- Southern
- Stonehenge (Amesbury and surrounding area)

- Four Rivers (Wilton and surrounding area)

3.1.4. Each area has its own plan agreed in 2005 setting out each community's aspirations for public service. The plans are monitored and reviewed at the SWSA and through the council's area committees. Details can be accessed on www.southwilts.com/site/south-wiltshire-strategic-alliance

4. Portfolio Plans – Background

The council is organised around a Cabinet system. The Cabinet has 10 councillors: the Leader; the Deputy; and 4 Portfolio Holders and Deputies. Portfolio Holders take democratic responsibility and are publicly accountable for a range of services. The Portfolios are organised as follows:

- Community and Housing
(Portfolio Holder Cllr John Cole-Morgan, Deputy Cllr Jeremy Nettle)
- Environment and Transport
(Portfolio Holder Cllr Dennis Brown, Deputy Cllr Sara Willan)
- Planning and Economic Development
(Portfolio Holder Cllr Penny Brown, Deputy Cllr Patrick Paisey)
- Resources
(Portfolio Holder Cllr Don Culver, Deputy Cllr John Rodell)

4.1. The purpose of the plans is to demonstrate how each portfolio contributes to the vision and our Integrated Improvement Programme. The plans review our progress over the past 12 months (2006/07) and project forward our intentions for the next 3 years (2007/08 – 2009/10).

4.2. Service priorities. The categories used throughout the portfolio plans are as follows:

Category 1

This service is a key part of our priorities, and we would be willing to invest to improve it.

Category 2

This service is an important part of our priorities, we would want to maintain standards, but we are willing to garner efficiency savings.

Category 3

This service is necessary and of importance to our priorities, but we would like to explore all options for reducing costs or securing its delivery by other means.

Category 1 Services

- Customer Contact Centre
- Community Safety *
- Development Control and Enforcement ***
- Forward Planning (including the new Local Development Framework) ***
- Future development of Salisbury city centre
- Housing Enabling **
- Partnership (Community Development)
- Recycling *
- Transport
- Waste Collection **

Category 2 Services

- Accountancy and Audit **
- Building Control **
- Car Parking
- Community Grants
- Corporate Management *
- Democracy (Elections) ***
- Democracy (Member Support)
- Democracy (Area and Scrutiny support) *
- Economic Development and Tourism
- Environmental Health (Enforcement / Licensing) **
- Housing / Council Tax Benefits ***
- Housing Management **
- IT Services *
- Legal Services *
- Marketing / PR / Corporate Communications
- Partnership (Social Exclusion) *
- Procurement *
- Recruitment and Retention *
- Services to Elderly and Vulnerable *
- Street Scene *
- Training (Staff)

Category 3 Services

- Arts and SWAG grants
- CCTV
- Council Tax and NNDR collection ***
- Environmental Health (Protection) ***
- Exchequer Services **
- Property Management *
- Payroll
- Sports Centres
- Sustainability (Community) *
- Training (Members)

Asterisks indicate the level of statutory obligation attached to the service:

*** = substantial element

** = some element

* = minor elements

- = no element

5. Conclusion

The portfolio plans meet the aim of linking the long-term vision for the district to the council's internal processes designed to deliver continuous improvement and value for money. They are sufficiently detailed to reassure councillors, officers and interested stakeholders that we have a robust Integrated Improvement Programme which will deliver the council's priorities in line with our core values.

Our Core Values

- Excellent service.
 - A thriving local economy.
 - Fairness and equal opportunity for all.
 - Communicating, especially listening and responding.
 - Being open and honest, continually trying to improve and learn.
 - Meeting local needs especially those of disadvantaged groups and individuals.
 - Working together with other public, private and voluntary sector organisations to develop a better, more sustainable district.
- Achieving practical results and giving excellent value for money through well-motivated employees who enjoy working for a progressive employer.

Salisbury District Council's Key Partnerships**Cross-cutting partnerships**

Partnerships	Council representative / lead	Lead Officers
Children's' Services Trust Board. Statutory.		Pam Fox
LAA Project Board		Pam Fox / Robin Townsend
Local Safeguarding Children Board		Andrew Reynolds
South Wiltshire Strategic Alliance	Cllrs Britton, Green, Tomlinson, & Clegg	Pam Fox / Robin Townsend / Ariane Crampton
Wiltshire Strategic Board	Cllr Britton	Pam Fox

Portfolio – Community & Housing

Political Priorities	Partnerships supporting the Political Priorities	Council representative / lead	Lead Officers
Creating more affordable housing	Registered Social Landlord Preferred Partnership		Andrew Reynolds
	Rural Housing Enabler Partnership		Andrew Reynolds
	SHOOTS (Single Homeless, Opportunities, Options, Training and Support)	Cllr Cole-Morgan	Andrew Reynolds
	Supporting People Partnership	Cllr Hewitt	Andrew Reynolds
Making the district safer and reducing the fear of crime	Safer Wiltshire		Pam Fox
	Neighbourhood Police / Partnership Teams		Robin Townsend
	South Wiltshire Community Safety Partnership	Reports via SWSA	Pam Fox / Robin Townsend

Service Unit	Partnerships supporting major Service Unit Objectives	Council representative / lead	Lead Officers
Community Initiatives	Bemerton Heath Neighbourhood Partnership Bemerton Heath Interagency Partnership		Amber Skyring Edward Callaghan
	COMPACT Board	Cllr Cole Morgan	Amber Skyring
	Durrington Swimming Pool Managing Body		Robin Townsend
	Healthier Wiltshire		Pam Fox / Robin Townsend
	Local Connexions Forum		Pam Fox
	Salisbury & District Voluntary Sector Forum		Amber Skyring
	South Wiltshire Action Against Poverty		Amber Skyring
	South Wiltshire Diversity partnership		Amber Skyring
	South Wiltshire Funding Advice Service		Amber Skyring
	South Wiltshire Training Partnership		Amber Skyring
	Sunshine Healthy Living Partnership		Amber Skyring
	Theatre works		Edwina Lee (NWDC) on behalf of 4 District Councils.
	Tisbury & District Sports Centre Managing Body		Robin Townsend
	Wiltshire Alternative Youth Sports Partnership		Louise Cary
	Wiltshire Social Inclusion Partnership		Robin Townsend
	Wiltshire & Swindon Activity & Sports Partnership		Louise Cary
	Wiltshire & Swindon Arts Alliance		Rachel Efemey
	Wiltshire & Swindon Connexions Advisory Group		Pam Fox
	Wiltshire Forum of Community Area Partnerships (formerly Wiltshire Market Towns Partnership)		Amber Skyring
	Wiltshire Youth Arts Partnership		Rachel Efemey
Strategic Housing	Strategic Group for Older People's issues		Andrew Reynolds
	Urgent Care Steering Group		Andrew Reynolds
	Wiltshire & Swindon Affordable Warmth partnership		Andrew Reynolds

Portfolio – Environment & Transport

Political Priorities	Partnerships supporting the Political Priorities	Council representative / lead	Lead Officers
Reducing household waste and improving recycling	Wiltshire Waste Partnership	Cllr Dennis Brown	Debbie Dixon / Nick Darbyshire / Bob Chequer
Reducing traffic congestion and improving public transport	Joint Transportation Committee		Pam Fox / Eric Teagle
	Wiltshire & Swindon Delivering Accessibility and Transport Partnership (DART). Replacement of Wiltshire Rural Transport Partnership from Jan.'07		Geoff Hobbs

Portfolio – Planning & Economic Development

Political Priorities	Partnerships supporting the Political Priorities	Council representative / lead	Lead Officers
Creating better places to live	Local Development Framework		John Meeker
	Salisbury Vision Steering Group	Cllr Richard Britton	Pam Fox / Graham Gould

Service Unit	Partnerships supporting major Service Unit Objectives	Council representative / lead	Lead Officers
Marketing, Economic Development & Tourism	City Centre Management	Cllrs Penny Brown and Sheila Warrander	Graham Gould
	5 Economic Partners	Cllr Richard Britton	Pam Fox
	Learning & Skills Council Board		
	Rural Executive (currently being established)	Claire Mawson (Officer) Cllr Penny Brown	Graham Gould

	Salisbury & Stonehenge Tourism Partnership	Cllr Penny Brown	Graham Gould
	South Wiltshire Economic Partnership (SWEP)	Claire Mawson (Officer) Cllrs: Penny Brown Ian McLennan Bobbie Chettleburgh	Graham Gould
	Wiltshire & Swindon Destination Management Partnership	Graham Gould	Graham Gould
	Wiltshire & Swindon Economic Partnership (Soon to be Wiltshire Strategic Economic Partnership)	Cllr Penny Brown Claire Mawson (Officer)	Graham Gould
	Wiltshire & Swindon Rural Regeneration Partnership	Claire Mawson (Officer)	Claire Mawson
Forward Planning & Transportation	Area of Outstanding Natural Beauty	Cllr Jeremy Hooper	John Meeker
	Local Transport Plan Forum		Geoff Hobbs

Portfolio – Resources

Political Priorities	Partnerships supporting the Political Priorities	Council representative / lead	Lead Officers
Improving services for our customers	Customer First	Cllr Westmoreland	Debbie Dixon / Helen Frances / Les Wright / Clare Kavanagh
	Wiltshire Improvement Partnership		Debbie Dixon / Robin Townsend

Salisbury District Council Risk Register

Date last updated 16/01/07

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	5	4	Financial, reputational, political	Cabinet	Cabinet / MT	Treat	MTFS and budget to be agreed 31/01/07	2 / 2	16-Jan-07	
2	Failure to put in place resources to meet the Council's objectives (capacity)	4	4	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.	3 / 3	16-Jan-07	
3	Failure to secure adequate investment to maintain the Council's housing stock to the quality level desired by tenants	5	5	Financial, reputational, people	Cabinet	HM	Treat	Rejection of stock transfer requires renewed business plan to reflect capital and revenue investment constraints.	4 / 4	16-Jan-07	
4	Failure to meet targets projected from policies put in place to secure affordable housing	3	3	Reputational political people	Cabinet	SHS	Tolerate	Failure to secure any affordable homes in Quarter 1. Should be offset during remainder of year.	2 / 2	16-Jan-07	
5	Failure to meet targets for diverting household waste from landfill	4	5	Reputational, political	Cabinet	HES	Treat	Strategy agreed to increase % of household waste diverted from landfill.	2 / 2	16-Jan-07	
6	Failure to meet objectives of Salisbury Transport Plan	3	2	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.	3 / 2	16-Jan-07	
7	Failure of Office Project / Customer Contact Centre	4	4	Financial, reputational	Cabinet	MT	Treat	Project out to tender.	3 / 2	16-Jan-07	
8	Deterioration in community safety	3	2	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.	2 / 1	16-Jan-07	
9	Significant unintentional deterioration in levels of performance, effectiveness, quality or efficiency	4	2	Reputational, political, people	Cabinet	MT	Treat	Little to cause concern at present	2 / 2	16-Jan-07	
10	Failure to engage with partner and community in process of identifying investment priorities	4	2	Reputational, financial, people	Cabinet	MT	Treat	SWSA reviewing its remit.	2 / 1	16-Jan-07	

11	Failure to meet external requirements on the quality, effectiveness and economy of Council services	3	2	Reputational, political, people	Cabinet	MT	Treat	Arrangements in train to identify suitable external accreditation arrangements and to meet the challenge posed by CPA.	2 / 1	16-Jan-07	
12	Failure to improve the City Centre leading to reduced business, employment, tourist and cultural activity	4	3	Financial, reputational, political	Cabinet	MT	Treat	Options appraisal carried out and to be reported to Cabinet Q4	3 / 3	16-Jan-07	

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	
5	Critical	5	Almost certain
4	Major	4	Highly likely
3	Significant	3	Likely
2	Moderate	2	Possible
1	Minor	1	Rare

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.