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Report

Subject : Performance Monitoring – Review of the First Quarter
Report to : The Cabinet
Date : Wednesday 05 September 2007
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Leader of the Cabinet : Councillor Paul Sample

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) Review updates on areas of concern identified in the final quarter (January 2007 – March 2007)
- (ii) Note new areas of concern and improvement from the first quarter (April 2007 - June 2007)
- (iii) Agree revisions to the Council's approach to performance monitoring, given the announcement on local government review

2 Introduction and Background

- 2.1 This report analyses monitoring information from budgets, performance indicators, progress reports against the Corporate Plan, Risk Registers and miscellaneous reports for the first quarter period of the financial year. All detailed monitoring reports are available as background papers on request from the Democratic Services Unit.
- 2.2 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 Progress on Risks identified during the Final Quarter (January – March 2007)

3.1 Appendix 1 provides an update on progress from the final quarter of the year.

4 Current risks identified during the First Quarter (April - June 2007)

Financial

4.1 The ongoing risks are identified in Appendix 1.

4.2 A new known risk identified in the first quarter is that investment income has outperformed the budget. This is due to a combination of increased interest rates and having more to invest due to less expenditure in the capital programme.

4.3 Attached as Appendix 2 are month 3 budget monitoring statements. These are in the new portfolio structure approved by Full Council.

5 Improving Performance – April 2007 – June 2007

5.1 Cabinet will recall that the Full Council approved a revised portfolio structure on 25 June 2007. Following this revision the reporting arrangements on the performance management system have been reconfigured to support the eight portfolios.

5.2 At the start of the local government year 50% (55 of 111) of indicators are meeting / exceeding targets against a target of 60%. Over a third of the indicators demonstrated improvement on the same period last year. .

5.3 A number of corporate measures are worthy of special mention:

- Sickness levels are down further to 5.8 days (well within the upper quartile nationally)
- £1.8 m of new and recurring efficiencies were generated during 2006 / 2007

5.4 From a portfolio performance indicator perspective highlights and areas for improvement are:

5.4.1 Community Initiatives

67% (8 of 12) are meeting the targets

75% (6 of 8) are exceeding the targets

33% (4 of 12) are improving on previous year

100% (5 of 5) are meeting the upper quartile for districts

Of particular note are the improvements in taking action against domestic violence

5.4.2 Economic Development

50% (3 of 6) are meeting the targets

33% (1 of 3) are exceeding the targets

67% (4 of 6) are improving on the previous year

0% (0 of 2) are meeting the upper quartile for districts

Of particular note is the Council's approach to the Local Development Scheme with the launch this summer of the 'Our Place in the Future' consultation on our core strategy: Issues and Options.

5.4.3 Environment

58% (7 of 12) are meeting the targets

71% (5 of 7) are exceeding the targets
42% (7 of 12) are improving on the previous year
18% (2 of 11) are meeting the upper quartile for districts

Cabinet will be aware that elsewhere on the agenda is a report on the alternative week collection scheme which if introduced would result in an increase in recycling with a consequent increase in national performance indicator performance.

5.4.4 Finance

61% (8 of 13) are meeting the targets
100% (8 of 8) are exceeding the targets
69% (9 of 13) are improving on the previous year
25% (2 of 8) are meeting the upper quartile for districts

Of particular note are the indicators related to council tax collection.

5.4.5 Housing

50% (13 of 26) are meeting the targets
85% (11 of 13) are exceeding the targets
38% (10 of 26) are improving on the previous year
54% (7 of 13) are meeting the upper quartile for districts

Strong performance continues with indicators related to processing new benefit claims and letting council housing

5.4.6 Planning

58% (7 of 12) are meeting the targets
71% (5 of 7) are exceeding the targets
25% (3 of 12) are improving on the previous year
33% (2 of 6) are meeting the upper quartile for districts

Strong performance continues with determining minor planning applications, determining development control / application targets and registering applications.

5.4.7 Resources

32% (9 of 28) are meeting the targets
100% (9 of 9) are exceeding targets
28% (8 of 28) are improving on the previous year
50% (4 of 8) are meeting the upper quartile for districts

Of concern this quarter is the significant number of unfilled posts. 11% of posts are currently unfilled in particular in Community Initiatives, Democratic Services, Strategic Housing, Housing Management and Marketing, Economic Development and Tourism. This will need careful monitoring and management as it is likely to impact on the new priorities and successful transition.

5.4.8 Transport

0% are meeting the targets
0% are exceeding the targets
0% are improving on the previous year
0% are meeting the upper quartile for districts (note these are local performance indicators)

The transport portfolio has two indicators – car parking income compared to target and number of vehicles parked at Park and Ride sites.

6 Complaints

- 6.1 Appendix 3 provides a summary of complaints lodged during the first quarter.
- 6.2 The increase in the number of complaints is in line with the forecasts made when the new system was introduced. Customer feedback is now encouraged.
- 6.3 The temporary increase in Environmental complaints was due to a temporary supply problem with brown bags.

7 Revised approach to performance monitoring

- 7.1 A report to go to October's Cabinet will outline the proposed new priorities for the Council and the anticipated impact on both transition arrangements and maintaining business as usual if staffing resources reduce.
- 7.2 Officers are currently considering what existing activities could be given a lighter touch to enable resources to be freed up. One area that is considered suitable for such an approach is performance monitoring.
- 7.3 It is therefore proposed that in future our approach will be based on:
 - Significantly reducing the number of local performance indicators maintaining only those of real corporate value or those which Service Unit Heads themselves consider to be indispensable to service delivery.
 - Removing "voluntary" audit related performance / efficiency activity
 - Not undertaking any new performance related activity unless it relates to transition work or the new priorities (report to go to October's Cabinet)
 - Only providing "light touch" performance information in corporate documents.

8 Revised Risk Register:

- 8.1 Set out in Appendix 4 is the revised Corporate Risk Register, which reflects issues within this report and actions to be agreed.
- 8.2 The Register has also been amended to reflect risks no longer relevant and reflect any changes to the status of existing risks.

9 Recommendations:

Cabinet is asked to:

- (i) Note the updates on areas of concern and proposed remedial action
- (ii) Agree a revised approach to performance management in the light of the announcement on local government re-organisation.

10 Background Papers:

Performance Management information
Project plans
Corporate Plan
Portfolio Plans

11 Implications:

Financial: The report highlights areas of financial performance, which are out of line with the current approved budget. The Medium Term Financial Strategy and Budget setting reports will address any budget changes required.

Legal: None

Personnel:

Community Safety: Included as programme indicators

Environmental: Included as programme indicators

Human Rights:

Ward(s) Affected: All

Appendix 1

Progress on Risks identified during final quarter January – March 2007, including ongoing risks

Risk Category	Service / Nature of Risk / Opportunity	Explanation / Action taken
1 FINANCIAL	<ul style="list-style-type: none"> ○ Premium Payments ○ Customer Services transition ○ Development and Private Sector Services, Housing ○ Council Offices ○ Gas and Electric ○ Housing Needs Services ○ Housing Revenue Account ○ Centralised Offices (capital) 	<p>Reductions in this area have been assumed in the MTFs, but as yet no savings have materialised.</p> <p>Following the LGR decision, transition is likely to be amended (issue will be addressed in the October Cabinet report on new priorities). However, as costs have been upfront, savings will have to be made on existing budgets within customer services, or an overspend will occur.</p> <p>Void loss and rental non-payments in this area mean an overspend is again likely, although is hoped to be lower than in prior years.</p> <p>There is a potential overspend in this area due to costs of maintaining the offices</p> <p>This is still overspending and will be reviewed when the contract is reviewed</p> <p>This area continues to overspend due to high levels of spend on short term accommodation</p> <p>This underspend is being reviewed as part of the HRA business plan</p> <p>Work is ongoing</p>
2 REPUTATION	None	
3 CAPACITY	None	

SALISBURY DISTRICT COUNCIL

General Fund Month 3 2007/2008

2006/2007		2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Portfolio	Original Budget	Revised Budget Month 3	Profiled Budget	Actual Month 3	Variance
£		£	£	£	£	£
(2,511,659)	Total Finance	(1,829,700)	(2,163,320)	(522,026)	(634,259)	(112,233)
4,219,292	Total Resources	3,937,940	4,233,750	1,417,853	1,375,537	(42,316)
3,370,007	Total Community Initiatives	3,364,950	3,376,220	1,403,012	1,386,965	(16,047)
1,158,397	Total Housing	1,278,650	1,281,150	3,745,714	3,666,316	(79,398)
559,967	Total Economic Development & Tourism	575,690	560,640	179,786	192,583	12,797
1,780,319	Total Planning	1,725,890	1,706,000	407,771	381,928	(25,843)
4,484,795	Total Environment	4,825,870	4,830,850	1,000,554	941,636	(58,918)
(628,142)	Total Transport	(502,250)	(448,250)	107,761	134,000	26,239
12,432,976	Total General Fund	13,377,040	13,377,040	7,740,425	7,444,706	(295,719)
226,690	Contribution (from) / to General Fund Reserves	(100,190)	(100,190)	(25,050)	(25,050)	-
12,659,666	General Fund Net Expenditure	13,276,850	13,276,850	7,715,375	7,419,656	(295,719)
490,227	City Area Committee	515,540	515,540	139,185	145,531	6,346
43,580	Contribution (from) / to City Area Reserves	67,060	67,060	10,895	10,895	-
533,807	City Area PRECEPT (NET EXPENDITURE)	582,600	582,600	150,080	156,426	6,346
13,193,473	TOTAL NET EXPENDITURE	13,859,450	13,859,450	7,865,455	7,576,082	(289,373)

Finance Portfolio

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget	Profiled Budget	Actual Month 3	Variance
£			£	Month 3	£	£	£
		Finance Portfolio Services					
18,875	CCP	Cash Collection Services	580	580	219	1,244	1,025
452,963	CTX	Local Taxation & NNDR	413,830	377,870	118,168	96,645	(21,523)
11,629	FINSERVS	Financial Services	40,150	40,150	10,044	(12,750)	(22,794)
(1,033,391)	INT	Interest Received	(853,270)	(853,270)	(176,400)	(306,825)	(130,425)
54,357	LEGALSVS	Legal Services	10,870	(12,400)	(4,425)	2,909	7,334
(495,566)			(387,840)	(447,070)	(52,394)	(218,777)	(166,383)
		Depreciation					
(1,501,810)	ARD	Depreciation	(1,420,860)	(1,663,550)	(415,902)	(415,902)	-
(1,501,810)			(1,420,860)	(1,663,550)	(415,902)	(415,902)	-
		Central Contingency					
(514,283)	ZZZ	Contingency	(21,000)	(52,700)	(53,730)	420	54,150
(514,283)			(21,000)	(52,700)	(53,730)	420	54,150
(2,511,659)		Total Finance	(1,829,700)	(2,163,320)	(522,026)	(634,259)	(112,233)

Resources Portfolio

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget	Profiled Budget	Actual Month 3	Variance
£			£	Month 3	£	£	£
		Corporate Centre					
1,250,201	CORPDEM	Corporate & Democratic Core	1,266,260	1,266,260	349,056	351,672	2,616
219,710	CORPPRI	Corporate Public Relations & Initiatives	212,560	212,560	46,444	34,155	(12,289)
109,929	OTHERSER	Other Corporate Services	100,390	100,390	47,818	52,253	4,435
71,326	TRN	Corporate Training	107,290	107,290	26,883	28,358	1,475
1,651,166			1,686,500	1,686,500	470,201	466,438	(3,763)
		Budgets under Control of Full Council					
113,099	AREACOMM	Area Committees	122,730	122,730	25,125	12,732	(12,393)
163,392	ELE	Election Expenses & Registration	234,760	234,760	140,533	145,410	4,877
1,053,864	MEM	Members	1,046,660	1,046,660	261,582	243,825	(17,757)
3,746	SCR	Scrutiny Funding	16,210	16,210	4,059	60	(3,999)
931,854	UCO	Unapportionable Central Overheads	786,620	802,080	206,540	234,234	27,694
2,265,955			2,206,980	2,222,440	637,839	636,262	(1,577)
		Property					
(78,397)	CHU	Churchfields Estate & Depot	(122,180)	(122,180)	7,879	21,820	13,941
(227,793)	MISCPROP	Miscellaneous Properties	(203,700)	(193,400)	(42,294)	(15,816)	26,478
102,749	OFFICES	Council Offices	44,720	50,360	91,555	81,510	(10,045)
192,572	PRO	Property Management	147,850	171,580	42,867	33,062	(9,805)
(10,870)			(133,310)	(93,640)	100,007	120,576	20,569
		Resource Portfolio Services					
118,119	CUSTSERV	Customer Services	143,380	225,580	72,042	63,299	(8,743)
1,924	DSU	Democratic Services	14,710	20,700	987	(27,519)	(28,506)
196,885	ITS	ICT Services	29,910	179,210	138,535	150,279	11,744
(3,887)	PPTSERV	Personnel & Payroll Services	(10,230)	(7,040)	(1,758)	(33,797)	(32,039)
313,041			177,770	418,450	209,806	152,262	(57,544)
4,219,292		Total Resources	3,937,940	4,233,750	1,417,853	1,375,537	(42,316)

Resources Portfolio & Finance Portfolio
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GENERAL FUND

Revenue Monitoring Statement - Month 3 2007/2008

<u>NOTES:</u>	£
2007/2008 ORIGINAL ESTIMATE RESOURCES PORTFOLIO	1,896,260
2007/2008 ORIGINAL ESTIMATE CENTRAL CONTINGENCY	(21,000)
	1,875,260
 <u>Virements in Year</u>	
Months 1 -3	
(1) Move Added years re SCS to centre	15,460
(2) Customer Services amendment to establishment	46,240
(3) Apply Efficiency savings 07/08	460
(4) Depreciation for the year	(68,270)
(5) MEDT Efficiency savings - contingency	15,000
(6) Customer Services amendment to establishment - contingency	(46,240)
(7) Apply Efficiency savings 07/08 - contingency	(460)
 Revised Budget as at Month 3 :	1,837,450
 <u>Adjustments made in new portfolio structure</u>	
Move Land Charges from resources	224,200
Move old Swimming Pool (to Resources)	8,780
 Revised Total	2,070,430
 Split Resources Portfolio Budget	4,233,750
Split Finance (including contingency) Portfolio Budget	(2,163,320)

Community Initiatives Portfolio

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget Month 3	Profiled Budget	Actual Month 3	Variance
£			£	£	£	£	£
Community Development							
431,126	ART	Art Development	433,260	433,260	206,203	202,866	(3,337)
161,150	CDG	Community Development & District Grants	161,200	161,200	98,113	94,455	(3,658)
395,561	CIU	Community Initiatives	412,780	408,790	129,553	118,763	(10,790)
59,899	COMMPART	Community Initiatives Partnership Projects	68,540	75,670	30,525	11,271	(19,254)
23,016	LEISSERV	Leisure Services	17,570	17,570	9,388	10,783	1,395
150,211	SPT	Sports & Recreation Strategy	144,570	144,570	36,192	34,948	(1,244)
1,220,963			1,237,920	1,241,060	509,974	473,087	(36,887)
Community Open Spaces							
533,602	OPENSACE	Open Spaces and Other Services	470,070	457,480	145,361	149,833	4,472
272,541	PUBCON	Public Conveniences	288,300	287,590	77,631	80,403	2,772
806,143			758,370	745,070	222,992	230,235	7,243
Community Facilities							
224,207	CCH	City Hall	266,255	272,905	95,410	91,731	(3,679)
(257,121)	E6C	Crematorium	(287,360)	(287,340)	(20,871)	(27,971)	(7,100)
(31,647)	GUILD	Guildhall	(22,355)	(22,355)	26,170	30,747	4,577
1,407,464	LEISCENT	Leisure Centres	1,412,120	1,426,880	569,337	589,137	19,800
1,342,902			1,368,660	1,390,090	670,046	683,643	13,597
3,370,007		Total Community Initiatives	3,364,950	3,376,220	1,403,012	1,386,965	(16,047)

Housing Portfolio

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget Month 3	Profiled Budget	Actual Month 3	Variance
£			£	£	£	£	£
Housing Services							
367,280	DPS	Development & Private Sector Services	274,300	264,360	59,295	51,573	(7,722)
114,412	EMC	Emergency Centre	107,460	109,960	(13,731)	(76,307)	(62,576)
468,543	HNS	Housing Need Services	345,540	404,180	100,962	135,790	34,828
243,622	HOUSBEN	Housing Benefits	404,740	404,740	3,574,666	3,527,293	(47,373)
(35,459)	STH	Strategic Housing	146,610	97,910	24,522	27,966	3,444
1,158,397			1,278,650	1,281,150	3,745,714	3,666,316	(79,398)
1,158,397		Total Housing	1,278,650	1,281,150	3,745,714	3,666,316	(79,398)

Community Initiatives Portfolio & Housing Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 3 2007/2008

NOTES:

£

2007/2008 ORIGINAL ESTIMATE Community & Housing

4,406,540

Virements in Year

Months 1 -3

(1) Resplit SCS K5E	(1,290)
(2) Split SCS saving over appropriate codes	(16,980)
(3) Depreciation adjustment	31,990

Revised Budget as at Month 3 Community & Housing

4,420,260

Adjustments made in new portfolio structure

Move Markets and fairs (to Economic Development)	216,530
Move old Swimming Pool (to Resources)	(8,780)
Move Local Agenda 21	29,360

Revised Total

4,657,370

Split Community Portfolio Budget

3,376,220

Split Housing Portfolio Budget

1,281,150

Economic Development & Tourism Portfolio

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget Month 3	Profiled Budget	Actual Month 3	Variance
£			£	£	£	£	£
	Economic Development & Tourism						
257,279	ECONDEV	Economic Development	308,830	274,540	84,524	95,701	11,177
(203,939)	MARKFAIR	Markets and Fairs	(216,480)	(216,530)	(24,436)	(23,569)	867
194,403	TICS	Tourist Information Centres	186,490	179,470	60,134	63,245	3,111
312,224	TOURISM	Tourism	296,850	323,160	59,564	57,206	(2,358)
559,967			575,690	560,640	179,786	192,583	12,797
559,967		Total Economic Development & Tourism	575,690	560,640	179,786	192,583	12,797

Planning Portfolio

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget Month 3	Profiled Budget	Actual Month 3	Variance
£			£	£	£	£	£
	Planning						
120,474	BUI	Building Control	159,340	159,340	53,376	80,179	26,803
398,312	CTV	CCTV	328,200	358,310	80,667	86,297	5,630
695,702	DEVCONT	Development Control & Enforcement	758,320	758,320	180,215	163,553	(16,662)
768,009	FPL	Forward Planning	704,230	654,230	163,551	127,468	(36,083)
(202,179)	LAN	Land Charges	(224,200)	(224,200)	(70,038)	(75,568)	(5,530)
1,780,319			1,725,890	1,706,000	407,771	381,928	(25,843)
1,780,319		Total Planning	1,725,890	1,706,000	407,771	381,928	(25,843)

Planning Portfolio & Economic Development Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 3 2007/2008

<u>NOTES:</u>	£
2007/2008 ORIGINAL ESTIMATE	2,742,260
 <u>Virements in Year</u>	
Months 1 -3	
(1) MEDT efficiency savings	(15,000)
(2) Salisbury Vision Operating budget	(5,000)
(3) Depreciation adjustment	(19,890)
(4) Move Vision to General Fund (not a virement)	5,000
 Revised Budget as at Month 3	 <u><u>2,707,370</u></u>
 <u>Adjustments made in new portfolio structure</u>	
Move Markets and fairs (to Economic Development)	(216,530)
Move Land Charges from resources	(224,200)
 Revised Total	 <u><u>2,266,640</u></u>
 Split Economic Development Portfolio Budget	 560,640
Split Planning Portfolio Budget	1,706,000

Environment Portfolio

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget Month 3	Profiled Budget	Actual Month 3	Variance
£			£	£	£	£	£
	Environmental Health						
2,505,572	ENV1WASTE	Waste Collection	2,771,600	2,824,060	470,232	473,058	2,826
995,417	ENV2STREET	Street Cleaning	1,010,580	1,005,170	298,727	287,349	(11,378)
176,723	ENV3PUBLIC	Commercial & Public Health	170,950	170,950	40,830	161	(40,669)
90,645	ENV4PROTECT	Environmental Protection	88,740	88,740	8,988	13,850	4,862
216,921	ENV5PEST	Pest Control & Animal Welfare	239,050	246,950	59,610	58,506	(1,104)
41,378	ENV6LAND	Land Drainage	52,980	52,980	10,239	10,113	(126)
416,437	ENV7GENERAL	General Environmental Health	421,810	371,840	94,207	77,599	(16,608)
41,702	ENV8LICENSE	Licensing	70,160	70,160	17,721	21,000	3,279
4,484,795			4,825,870	4,830,850	1,000,554	941,636	(58,918)
4,484,795		Total Environment	4,825,870	4,830,850	1,000,554	941,636	(58,918)

Transport Portfolio

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget Month 3	Profiled Budget	Actual Month 3	Variance
£			£	£	£	£	£
	Transportation						
(1,883,099)	CARPARK	Car Parks	(1,841,200)	(1,786,920)	(214,270)	(193,805)	20,465
80,794	SHP	Shopmobility	77,850	77,570	21,692	20,418	(1,274)
1,174,163	TRA	Transportation	1,261,100	1,261,100	300,339	307,386	7,047
(628,142)			(502,250)	(448,250)	107,761	134,000	26,239
(628,142)		Total Transport	(502,250)	(448,250)	107,761	134,000	26,239

Environment Portfolio & Transportation Portfolio

GENERAL FUND

Revenue Monitoring Statement - Month 3 2007/2008

<u>NOTES:</u>	£
2007/2008 ORIGINAL ESTIMATE	4,352,980
<u>Virements in Year</u>	
Months 1 -3	
(1) Move Added Years r.e SCS to centre	(15,460)
(2) Resplit r.e SCS K5E	1,290
(3) Split SCS Required saving over appropriate code	16,980
(4) Depreciation for the year	56,170
Revised Budget as at Month 3	4,411,960
<u>Adjustments made in new portfolio structure</u>	
Move Local Agenda 21	(29,360)
Revised Total	4,382,600
Split Environment Portfolio Budget	4,830,850
Split Planning Portfolio Budget	(448,250)

Salisbury City

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget	Profiled Budget	Actual Month 3	Variance
£			£	Month 3	£	£	£
		Allotments					
3,472	G2A	Allotments General	6,300	6,300	1,632	2,740	1,108
39	G2B	Stratford-Sub-Castle	(340)	(340)	(102)	(35)	67
260	G2C	Westwood	130	130	42	192	150
(5)	G2D	Wiltshire Road	-	-	(21)	30	51
(641)	G2E	The Tunnel	(840)	(840)	(234)	75	309
(504)	G2F	Coldharbour Lane	(510)	(510)	(153)	45	198
(696)	G2G	New Butts	(630)	(630)	(195)	15	210
(429)	G2H	Warres Trust	(510)	(510)	(123)	15	138
(1,759)	G2J	London Road	(1,270)	(1,270)	(300)	88	388
(739)	G2K	Fisherton Farm	(2,560)	(2,560)	(657)	87	744
1,002	G2L	Cow Lane	430	430	63	45	(18)
0			-	-	(48)	3,296	3,344
		Cemeteries					
(1,628)	G1A	London Road Cemetery	8,670	8,670	2,166	(2,149)	(4,315)
7,365	G1B	Devizes Road Cemetery	11,060	11,060	3,156	1,611	(1,545)
5,737			19,730	19,730	5,322	(538)	(5,860)
		Miscellaneous					
142,340	G8A	Administration	136,480	136,480	34,110	34,110	-
6,797	G8B	Other Charges/Contract Costs	(1,820)	(1,820)	(447)	(5,734)	(5,287)
149,138			134,660	134,660	33,663	28,376	(5,287)
		Other Services					
71,119	GSF	Verge Gardens & Shrubberies	71,150	71,150	17,781	23,460	5,679
41,512	G6A	Children's Playgrounds	36,330	36,330	9,075	6,980	(2,095)
301	G6B	Monuments	4,710	4,710	1,170	30	(1,140)
4,419	G6C	Seats	8,780	8,780	2,172	2,427	255
18,321	G6D	Highways Grasscutting	25,340	25,340	6,306	2,323	(3,983)
8,049	G6E	Bus Shelters	9,750	9,750	2,460	4,500	2,040
21,141	G7A	City Tree Maintenance Programme	20,560	20,560	5,139	7,015	1,876
164,862			176,620	176,620	44,103	46,734	2,631
		Open Spaces					
16,949	G4B	Bourne Hill & Greencroft	17,240	17,240	4,284	7,123	2,839
17,257	G4C	Churchill Gardens	26,590	26,590	6,663	4,312	(2,351)
(0)	G4D	Bemerton Recreation Ground	-	-	(3)	2,500	2,503
16,415	G4E	Queen Elizabeth Gardens	16,910	16,910	4,239	4,119	(120)
2,322	G4F	Middle Street Open Space	2,910	2,910	741	624	(117)
1,000	G4G	Meyrick Close	1,000	1,000	270	270	-
5,290	G4H	St.Marks Open Space	5,450	5,450	1,341	1,305	(36)
3,550	G4J	Maltings Amenity Area	2,300	2,300	585	405	(180)
9,150	G5A	Carpet Bedding Displays	9,150	9,150	2,280	6,895	4,615
190	G5B	Annual Flower Show	310	310	99	-	(99)
10,970	G5C	Closed Churchyards	11,370	11,370	2,826	2,733	(93)
7,300	G5D	Bemerton Folly	6,880	6,880	1,731	1,428	(303)
8,675	G5E	Harnham Slope	8,590	8,590	2,133	2,152	19
99,068			108,700	108,700	27,189	33,867	6,678
		Recreation Grounds					
48,505	G3A	Victoria Park	47,680	47,680	11,919	11,309	(610)
5,778	G3B	Fisherton Recreation Ground	6,670	6,670	1,647	1,915	268
(1,849)	G3C	Old Sarum Rec Ground (Hudson's Field)	1,770	1,770	10,476	17,042	6,566
7,776	G3D	Bishopdown Sportsfield	8,020	8,020	2,022	1,718	(304)
10,606	G3E	Warre Acres	11,280	11,280	2,799	1,812	(967)
605	G4A	Westwood Sportsfield	410	410	93	(1)	(94)
71,422			75,830	75,830	28,956	33,796	4,840
490,227		Total Salisbury City	515,540	515,540	139,185	145,531	6,346

City Area

Revenue Monitoring Statement - Month 3 2007/2008

<u>NOTES:</u>	£
2007/2008 ORIGINAL ESTIMATE	515,540
<u>Virements in Year</u>	
Months 1 -3	
No movements in period	0
Revised Budget as at Month 3	<u><u>515,540</u></u>

Housing Revenue Account

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget Month 3	Profiled Budget	Actual Month 3	Variance
£			£	£	£	£	£
		HRA Expenditure					
183,750	HBD	Provision for Bad Debts	30,000	30,000	-	-	-
3,377,770	HCF	Capital Financing Costs	3,458,560	3,458,560	827,280	827,280	-
115,213	HRR	Rent Rebates	85,130	85,130	-	-	-
6,047,062	HSB	HRA Subsidy Payable	6,689,950	6,689,950	1,353,102	1,353,027	(75)
4,113,752	REPMAN	Repairs and Maintenance	4,547,520	4,548,490	1,610,063	1,078,250	(531,813)
2,594	RRT	Rent, Rates Taxes etc	2,550	2,550	636	755	119
749,877	SHELTACC	Supervision & Management Special	693,480	697,520	178,974	133,258	(45,716)
2,754,477	SUPERMAN	Supervision & Management	2,944,670	2,939,660	789,635	721,669	(67,966)
17,344,495			18,451,860	18,451,860	4,759,690	4,114,240	(645,450)
		Housing Income					
(302,234)	HII	Interest	(227,720)	(227,720)	(22,025)	(51,844)	(29,819)
(18,758,237)	RENTS	Rents	(19,389,460)	(19,389,460)	(4,653,892)	(4,661,462)	(7,570)
(19,060,471)			(19,617,180)	(19,617,180)	(4,675,917)	(4,713,306)	(37,389)
		Total Housing Revenue Account	(1,165,320)	(1,165,320)	83,773	(599,067)	(682,840)
(1,715,975)							

Housing Revenue Account

HRA

Revenue Monitoring Statement - Month 3 2007/2008

NOTES:

£

2007/2008 ORIGINAL ESTIMATE excluding Contingency	(1,202,060)
2007/2008 ORIGINAL ESTIMATE HRA CONTINGENCY	36,740
	(1,165,320)

Virements in Year

Months 1 -3

No movements in period	0
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Revised Budget as at Month 3	<u><u>(1,165,320)</u></u>
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Capital Programme

2006/2007			2007/2008	2007/2008	2007/2008	2007/2008	2007/2008
Actual Outturn	Code	Service	Original Budget	Revised Budget Month 3	Profiled Budget	Actual Month 3	Variance
£			£	£	£	£	£
	City - Capital						
25,470	Z5H	Victoria Park Tennis Courts**	-	-	-	-	-
51,000	Z5J	Play Area Refurbishments**	45,000	45,000	-	-	-
-	Z5K	Play Areas - Hudsons Field**	95,000	95,000	-	-	-
-	Z5W	City Area Capital Programme	100,000	100,000	-	-	-
76,470			240,000	240,000	-	-	-
	Community Portfolio - Capital						
-	Z1C	New Swimming Pool	-	61,680	15,420	-	(15,420)
20,713	Z2D	Mere meeting Room	-	-	-	-	-
-	Z7A	Crematorium Feasibility Study	25,000	25,000	6,240	-	(6,240)
20,713			25,000	86,680	21,660	-	(21,660)
	Environment Portfolio - Capital						
14,295	Z1S	Recycling Centres	-	34,760	8,685	-	(8,685)
(0)	Z3T	Downtown Flood Relief	-	12,000	3,000	-	(3,000)
26,455	Z4G	Flood Alleviation Schemes	14,000	29,430	7,365	-	(7,365)
50,845	Z5X	Waste Strategy	1,438,000	1,422,150	-	-	-
-	Z7B	Waste Strategy Internal Leasing	1,200,000	1,200,000	-	-	-
91,595			2,652,000	2,698,340	19,050	-	(19,050)
	Finance Portfolio - Capital						
18,290	Z3H	Corporate Financial Management Info System	89,000	81,710	20,445	-	(20,445)
125,000	Z3K	Capitalised Salaries	125,000	125,000	31,260	31,215	(45)
33,755	Z4T	Internal Leasing Fund Replacements	350,000	461,250	-	-	-
67,420	ZCAPFUND	Capacity Fund	120,000	142,580	35,607	38,866	3,259
93,291	ZINVEST	Invest to Save/Improve	5,000	10,580	2,220	4,597	2,377
337,756			689,000	821,120	89,532	74,678	(14,855)
	Housing Portfolio - Capital						
373,205	Z3M	Disabled Facilities Grants	335,000	340,150	85,035	131,934	46,899
466,525	Z4M	Affordable Housing (linked to Transitional Relief)	1,148,440	1,581,920	170,460	56,382	(114,078)
24,707	Z5G	Housing Needs Survey	-	21,440	5,355	-	(5,355)
70,736	Z5Y	Private Sector Renovation grants (Grant Funded)	511,000	590,260	110,055	19,304	(90,751)
-	Z6Z	Choice Based letting	50,000	50,000	12,510	-	(12,510)
935,172			2,044,440	2,583,770	383,415	207,620	(175,795)
	Housing Revenue Account - Capital						
286,498	Z3U	Disabled Adaptations	331,590	345,090	63,375	31,876	(31,499)
2,553,338	Z3V	Refurbishment & Modernisation of Council Housing	3,672,790	3,858,930	525,290	239,322	(285,968)
-	Z3W	Replacement of Housing Computer System	-	15,000	3,750	-	(3,750)
20,190	Z6M	Security at Sheltered Schemes	-	-	-	-	-
2,860,026			4,004,380	4,219,020	592,415	271,198	(321,217)
	Resources Portfolio - Capital						
317,275	Z1F	Repairs and Maintenance	425,000	502,150	33,285	72,908	39,623
20,531	Z5M	IT Disaster Recovery	-	6,320	1,575	-	(1,575)
129,849	ZCCS	Customer Services Capital Projects	121,000	127,500	31,860	31,295	(565)
1,363,877	ZCENTCONST	Centralised Offices Construction Phases Stage E	9,864,000	10,450,120	499,980	464,328	(35,652)
197,935	ZCENTOFF	Centralised Offices	-	-	-	-	-
240,099	ZITS	IT Capital Projects	365,000	339,950	85,095	100,386	15,291
2,269,566			10,775,000	11,426,040	651,795	668,917	17,122
	Transport Portfolio - Capital						
-	Z3Q	Residents' Parking Scheme	35,100	35,100	-	-	-
(35,000)	Z3S	Bee Hive Park & Ride	-	-	-	-	-
(35,000)			35,100	35,100	-	-	-
6,556,297		Total Capital Programme	20,464,920	22,110,070	1,757,867	1,222,413	(535,454)

Capital Programme

GENERAL FUND

Monitoring Statement - Month 3 2007/2008

NOTES:

£

2007/2008 ORIGINAL ESTIMATE

20,464,920

Virements in Year**Months 1 - 3**

(1) Capital Carry Forward from 2006/2007	630,150
(2) Capital programme adjustments Office Cent & Affordable housing	1,000,000
(3) Disabled Facilities Grant updated for increase in grant received	15,000

Revised Budget as at Month 3

22,110,070

Complaints

2007/2008		APRIL	MAY	JUNE					
Bureaucratic process		2	2	4					
Service failure		1	3	18					
Service failure against standards				1					
Officer Behaviour		3	3						
Information Failure			2	2					
General Feedback			1						
2nd Stage			1						
		6	12	25					
2007/08 1st quarter									
	ESU	F P & T	Revs & Bens	Dev Serv.	Hsg.Man	DSU	Leg & Prop	MEDT	
Bureaucratic process	2	2	1	1	1	0	1	0	
Service failure	16	1	0	0	2	2	1	0	
Service failure against standards	0	1	0	0	0	0	0	0	
Officer Behaviour	1	1	0	2	2	0	0	0	
Information Failure	0	0	0	1	2	0	0	1	
General Feedback	0	0	0	1	0	0	0	0	
2nd Stage	0	0	0	0	0	0	1	0	
	19	5	1	5	7	2	3	1	

Salisbury District Council Risk Register

Date last updated 5 September 2007

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	Review of MTFS in light of revised political priorities is needed.	3/3	5/9/07	
2	Failure to put in place resources to meet the council's objectives (capacity)	4	4	Political Reputational	Cabinet	Cabinet / MT	Treat	Staff vacancies running at high level and replacement recruitment is proving difficult because of LGR. Creation of Business As Usual Team to manage this problem	4/4	5/9/07	
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	Review of business plan in train	4/4	5/9/07	
4	Failure to meet targets projected from policies put in place to secure affordable housing	3	3	Reputational Political People	Cabinet	SHS	Tolerate	Renewed leadership from Affordable Housing Board	2/2	5/9/07	
5	Failure to meet targets for diverting household waste form landfill	4	5	Reputational Political	Cabinet	HES	Treat	Cabinet to consider strategy for increased recycling	4/5	5/9/07	
6	Failure to meet objectives of Salisbury Transport Plan	3	3	Reputational political people financial	Cabinet	HFPT	Treat	Need to review financial impact of final park and ride site on MTFS and political priorities	3/3	5/9/07	
7	Failure or delay of office project	5	5	Financial Reputational	Cabinet	MT	Treat	Council has opted to modify the original scheme. This will delay construction and offers some financial challenges.	5/5	5/9/07	
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	5/9/07	
9	Significant unintentional deterioration in levels of performance, effectiveness, quality or efficiency	4	4	Reputational Political People	Cabinet	MT	Treat	Staff shortages due to LGR may cause difficulty. Situation to be kept under review by Business As Usual Group.	4/4	5/9/07	
10	Failure to engage with partner and community in process of identifying investment priorities	4	3	Reputational Financial People	Cabinet	MT	Treat	SWSA re- focussed and providing more strategic leadership but all partnership working under threat from LGR	4/3	5/9/07	

11	Failure to meet external requirements on the quality, effectiveness and economy of council services	3	2	Reputational Political People	Cabinet	MT	Treat	See 2 and 9 in terms of the impact of LGR.	4/4	5/9/07	
12	Failure to improve the city centre leading to reduced business, employment, tourist and cultural activity	4	3	Financial Reputational Political	Cabinet	MT	Treat	Action taken to appoint project director and next steps reported to Cabinet.	3/3	5/9/07	
13	Local Government Reorganisation leading to cessation of corporate projects	4	4	Financial Political	Cabinet	MT	Treat	Review of political priorities and corporate plan needed to identify which projects can be completed.	5/5	5/9/07	

RESPONSE TO RISK

Once risks 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:

- o The risk level
- o The ease and cost of mitigation strategies, and
- o 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