Agenda Item 7

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Report

Subject   **:** Corporate and Transition Plan 2008-09

Report to   **:** The Cabinet

Date   **:** Wednesday 18 June 2008

Author   **:** Frank Dick, Interim Head of Programme Office

Cabinet Member for Finance: Councillor Roberts

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1.   Background

1.1   Following the election last year, the new administration began to identify a number of priorities and projects that officers have been taking forward over the past few months. These priorities have been further developed and were approved by Cabinet at the end of last year.

1.2   At the same time, the Council has been working with district and county colleagues in preparing for the new unitary authority. These two areas of activity – delivering the fifteen corporate priorities and contributing to the local government reorganisation – provide the main focus for the organisation over the next ten months. The Corporate & Transition Plan 2008 -09 sets out key actions and deliverables in relation to the fifteen corporate priorities and identifies broad mechanisms and actions for managing the period up to April 2009.

2.   Detail

2.1   Each priority within the Plan is organised in six sections:

- *Outcomes 2009 and beyond* these describe what will be different for residents, communities and South Wiltshire, as a result of the actions identified to deliver that priority. They express both our immediate ambitions and our longer term aspirations for South Wiltshire and its residents

- *Why do we need to do this* provides a brief explanation of why these are priorities

- *Achievements in 2007/08* sets out key achievements relevant to the priority, which have been delivered during the year
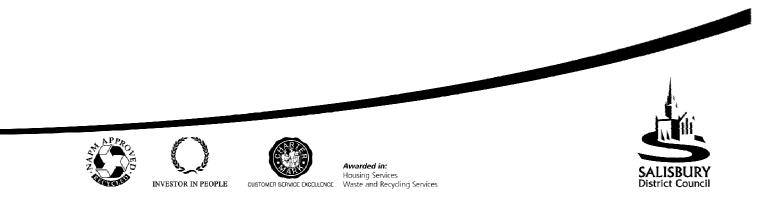
INVESTOR IN PEOPLE   CUSTOMER SERVICE EXCELLENCE   Waste and Recycling Services

Awarded in:
Housing Services
Waste and Recycling Services

SALISBURY
District Council

- *Key actions planned for 2008/09* identifies key actions to be monitored over the next ten months

- *LAA commitments* identifies the high level commitments that the Council has agreed to support, as part of the Wiltshire Local Area Agreement

- *Success Measures* sets out measures to assess whether the key actions have been delivered

2.2   The Plan also sets out the mechanisms and arrangements for managing the transition period, including the Programme Office and its responsibilities, and the communication and managing change programme. The latter is being developed and will be regularly reviewed by CMT and SMT.

2.3   In terms of other elements of the corporate planning framework, the council will no longer produce full portfolio plans, though heads of service will be expected to set out how key service actions identified in the Corporate Plan will be delivered. This will ensure staff have a clear understanding of their contribution to delivering the corporate priorities.

2.4   Overall monitoring of the Plan will take place at Cabinet, CMT and SMT. The corporate risk register (attached to this report) will be regularly updated by the Programme Office, for consideration by CMT/SMT and the Audit Committee.

3.   Recommendations: Cabinet is asked to consider and agree the Corporate & Transition Plan 2008-09.

4.   Implications:
Financial   : None in respect of this report, any future changes in priorities need to be built into the integrated corporate and financial planning process.
Legal   : Under the Local Government Act 1999 the Council must produce a BVPP for each financial year in accordance with issued orders and guidance. The BVPP must be audited for statutory compliance.
Human Rights   : None in this report
Personnel   : None in this report
Community Safety : Included as a corporate priority
Environmental   : Included as a corporate priority
ICT   : None in this report
Equality and Diversity : Included as a corporate priority
Council's Core Values : All
Wards Affected   : All

Salisbury District Council

Corporate & Transition Plan 2008-09

Foreword by the Leader and Chief Executive

Salisbury and south Wiltshire has a long and distinguished history. It has played and continues to play an important part in the region's economic, social and cultural development.

It is that history that makes the place what it is today: a great place, offering a high quality of life for residents; major opportunities for businesses and those who work in the area; world-renowned historical and cultural sites for visitors; and a rich and varied range of facilities for all.

We are proud of that history and the part Salisbury District Council has played in shaping it. The council has a strong track record of achievement, demonstrated through the high levels of public satisfaction with a large number of our services. This reflects the many years of hard work by councillors and staff, which has created and sustained the conditions that ensure success in meeting the needs and expectations of those who live, work in and visit South Wiltshire.

After March 2009, Salisbury District Council will no longer exist. It is merging with the other four districts and Wiltshire County Council, to form a new, single council for the Wiltshire area. This change in the way services are provided does not change our absolute commitment to the people of south Wiltshire. Over the next few months, we will ensure our residents continue to receive the quality of services to which they are entitled.

We continue to be ambitious for the area and its residents, both in the immediate future and in the longer term. Our immediate priorities and the related actions to deliver them are set out in this Corporate & Transition Plan. The Plan also describes our longer term aspirations for south Wiltshire. These reflect the broad vision for the area we have agreed with our partners in the South Wiltshire Strategic Alliance, to ensure that south Wiltshire continues to be:

A place where a rich heritage, vibrant cultural life and magnificent environment is supported by: a thriving economy; lively, diverse and safe communities providing equal opportunities for all; strong public agencies and voluntary bodies co-operating in the delivery of practical support for those in need.

The council has also adopted a set of core values, including to:

- promote fairness and equal opportunity for all
- communicate, especially listening and responding
- be open and honest
- meet local needs
- achieve practical results and give excellent value for money

We are working with all our partners to ensure that the ambitions summarised in this vision continue to drive our actions now, and in the longer term will influence the work of Wiltshire Council.

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The remaining months will present many challenges for Councillors and staff. We do not underestimate these, but we will continue to focus on our primary responsibility to meet the needs and expectations of our residents and the communities they live in. They are entitled to nothing less.

Paul Sample
Leader

Manjeet Gill
Interim Chief Executive

Our Approach

The Corporate Priorities set out how, over the remaining period of the Council, we will contribute to achieving this vision on behalf of our residents. It identifies a number of priorities that reflect the Council's policy commitments, national policy requirements and the views of residents, gleaned through extensive consultation, including the Local Development Framework and the Community Plan. These fifteen priorities, grouped within four strategic themes, are central to meeting residents' expectations.

The outcomes set out within each priority describe what will be different for residents, communities and South Wiltshire, as a result of the actions identified to deliver that priority. They express both our immediate ambitions and our longer term aspirations for South Wiltshire and its residents. Our aim is to deliver immediate benefits and at the same time put in place the foundations that will ensure delivery of the longer term outcomes.

These priorities also form the basis for our work and discussions on the creation of the new unitary council. We want to ensure that the plans and resources put in place by the new Wiltshire Council take full account of the needs and concerns of South Wiltshire and its residents. The County Council has started work on a medium term financial strategy for the new organisation, which will be critical in determining priorities and allocating resources. We have started work with the Cabinet to ensure we maximise our influence in this key area.

The fifteen priorities will be reviewed and updated regularly by Corporate Management Team, Strategic Management Team and Cabinet.

The Transition to the New Council This is a major challenge for all Members, managers and staff, which will become more acute as vesting day gets nearer. The Council must continue to function effectively on behalf of residents and at the same time play a full part in creating the new unitary council. This requires clear political direction from Members, strong leadership from managers, professionalism from all staff and a collective commitment to working as one team.

The organisational objectives over this period are to:

- ensure that residents experience no loss of either quality or volume of service
- maintain business continuity
- work with Wiltshire County Council and the other district councils in the creation of the new unitary council
- ensure that all staff achieve the best possible career outcomes from the merger

To help manage this period of change and support these objectives, we have set up a programme office, responsible for programme management in relation to:

- the corporate plan
- the administration's key projects
- business continuity

- performance and risk management
- communications
- change management

Effective internal and external communication is vital during this period. Building on the work already underway, we are developing a communications plan for the next ten months that will address internal and external communications up to vesting day.

To enable managers and staff to successfully deliver business as usual requirements and the transitional change, a comprehensive development and support framework needs to be in place.

The Training, Development and Support Strategy sets out the core priorities for the development and support of managers and staff. The full strategy will include both structured development programmes and internal support events such as Team Leader Away Days and links to Corporate Communications. The programme also includes workshops around continuation of the transition support for all staff started in 2007/08.

Appraisal and career development support will also be available. Existing appraisal processes are being revised so that they are user friendly. New career development plans will be designed and developed, with the goal of all plans in place by autumn '08.

PRIORITY OUTCOMES

LAA Theme	Salisbury District Council Priority	Cabinet Lead	Officer Lead
Tackling climate change & promoting a high quality natural environment	1. Minimise waste	James Robertson	Matti Raudsepp
	2. High quality public realm	Paul Clegg	Eric Teagle
	3. Sustainable development and conservation of built and natural environment	Paul Clegg	Eric Teagle
	4. Tackle climate change & improve air quality in urban areas	James Robertson	Matti Raudsepp
A positive & sustainable environment for economic growth	5. Economic Development	Peter Edge	Eric Teagle
Improving affordable housing	6. High quality, value for money, social housing services	Ian Tomes	Derek Streek
	7. Affordable and sustainable housing	Ian Tomes	Andrew Reynolds
	8. Accessible transport for all	Helena McKeown	Eric Teagle
Lives not services	9. Reducing inequalities in health and improving wellbeing	Brian Dalton	Robin Townsend
	10. Equality of opportunity	Tony Thorpe	Robin Townsend
	11. Accessible cultural and leisure opportunities	Brian Dalton	Robin Townsend
Support communities that are safe and feel safe	12. Safer communities	Brian Dalton	Robin Townsend
Building resilient communities	13. Empowered communities engaging in resolving problems and influencing decisions	Paul Clegg	Robin Townsend
	14. The parishing of Salisbury	Paul Clegg	Robin Townsend

SDC Priority

Managing Resources	15. Value for money and use of resources	Tony Thorpe	Alan Osbourne

Priority 1: Minimise Waste

Outcomes – 2009 and Beyond
▪ improved recycling rates, in line with national targets
▪ reduction in the amount of waste going to landfill
▪ reduction in the cost of waste collection

Why do we need to do this?

Putting waste in landfill is expensive and is damaging to the environment, contributing to greenhouse gases and climate change. At the same time, opportunities for using landfill are becoming scarce, as existing sites fill up. With increasing public recognition of the adverse impacts of traditional waste disposal, there is a growing need to reduce waste and increase the amount recycled.

This combination of factors has led to the Government developing a National Waste Strategy, with targets for the percentage of household waste that the councils recycle. Punitive landfill taxes will be levied on authorities that underperform in this area.

Achievements in 2007/08
▪ the phased introduction of new waste/recycling collection arrangements underway
▪ black boxes for kerbside recycling were introduced, resulting in more than 30% of all household waste being recycled in January 2008

Key actions planned for 2008/09
▪ chargeable kerbside green waste service to be introduced April 2008.
▪ wheeled bins for refuse to be introduced from April 2008 onwards.
▪ fortnightly wheeled bin collection of plastic bottles and cardboard to be introduced in October 2008.

LAA Commitments
▪ improve the reduction, re-use and recycling of household waste through increased participation by the community, including hard-to-reach groups

Success measures
Local
▪ achieve a household recycling rate of 33% by January 2009
▪ introduce wheeled bins to all suitable households in the district for both residual waste and plastics/cardboard kerbside collections by November 2008
▪ secure 4,000 customers for the kerbside garden waste collection service by October 2008

National
• residual household waste per household (NI 191/LAA)
• household waste recycled and composted (NI192)
• municipal waste landfilled (NI 193)

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Priority 2 : High Quality Public Realm

Outcomes – 2009 and Beyond
- a clear framework and priorities for the public realm
- the renaissance of the Market Place and the creation of a high quality multi-purpose public space in the centre of the city
- increased visitor numbers to Wilton town centre

Why do we need to do this?

A high quality public environment helps create a welcoming, pleasant, and vibrant place. Public spaces that are well designed and managed create a sense of identity and help bring communities together. Salisbury's green spaces and waterways help contribute to and improve residents' health and quality of life.

The public realm strategy will help us ensure that public spaces are attractive, safe and clean. It will provide a framework which will ensure that the city's public areas are improved and enhanced, leading to higher levels of civic pride and confidence in the city. The revitalised Market Place will have a significant positive impact on the local economy and it will act as catalyst for further investment and development.

The enhancement of Wilton town centre will create a more pleasant environment for local residents and encourage improvements to its economic vitality and viability.

Achievements in 2007/08
- supported Wiltshire County Council in the enhancement of Amesbury town centre
- completion of the Old George Mall repaving scheme

Actions planned for 2008/09
- launch of a design competition for the renaissance of the Market Place.
- design and implementation of improvements to Wilton Market Place.
- implementation of Salisbury city centre pedestrian signing scheme.
- erection of approximately 12 new bus shelters in Salisbury.

Success measures
Local
- high resident satisfaction levels with the new Market Place and increased public sector investment
- adoption of a public realm strategy for the city
- high resident satisfaction levels with the new Wilton Market Place and increased private sector investment
- increased walking and cycling and use of public transport.

Priority 3: Sustainable Development and Conservation of Built and Natural Environment

Outcomes – 2009 and Beyond
- sustainable patterns of development delivered through the planning regime
- reduced impact of development on the built and natural environment
- natural resources preserved
- conservation and enhancement of the historic built environment

Why do we need to do this?

South Wiltshire is a diverse mix of towns, villages and countryside. It is home to 70 conservation areas and over 3,000 listed buildings, with large areas covered by local statutory designations.

At the same time, it continues to face significant pressure for development and new housing, and the challenge ahead is to ensure that future development is managed in a way that can meet the needs of current and future generations. We want to protect and enhance the local environment and quality of life to ensure a sustainable future for everyone.

Achievements in 2007/08
- approximately 2600 planning, listed building and tree applications were dealt with
- eighteen conservation area appraisals were drafted
- completed the 'Our Place in the Future' consultation on the Local Development Framework Core Strategy Issues and Options report
- the Core Strategy Preferred Options report published for public consultation

Actions planned for 2008/09
- completion of the Core Strategy Preferred Options consultation, assessment of responses and writing of submission draft, then achieving approval of document by Cabinet and Full Council and submission to the Secretary of State for Communities and Local Government.
- ongoing programme of conservation area appraisals.

LAA Commitments
- Increase use of sustainable energy measures in new developments and deliver through planning control decisions

Success measures
Local
- achieve quality design, landscaping and environment outcomes through continued determination of planning and other applications
- adoption of the LDF Core Strategy
- continue to review the district's conservation areas
- achieve a reasonable degree of public consensus on proposals for planning in South Wiltshire

Priority 4: Economic development

Outcomes – 2009 and Beyond
- improvement in Salisbury's position and reputation as a business, tourism and retail destination
- increased business confidence in Salisbury
- increased investment in south Wiltshire and Salisbury

Why do we need to do this?

The government's Review of Sub-national Economic Development and Regeneration (SNR) proposes a much stronger role for councils in Economic Development. Councils will need to work together at a sub-regional level to tackle economic issues that cross boundaries. The SNR also includes a new duty to produce economic assessments.

We need to respond to current challenges that are and will continue to impact on the economic prosperity of the district, these include:
- Lack of employment land restricting investment, growth and expansion
- House prices higher than the regional and national averages
- Lower wage rates than the regional and national averages
- Aging population
- Difficulties in recruiting across a wide range of jobs and skills
- Increasing investment in and competition from neighbouring towns and cities

These and other issues besides are continually raised by our business partners who want to work with the local and regional authorities to implement the Vision and secure the future of Salisbury as a thriving economic centre.

Salisbury has been identified in the Regional Spatial Strategy as a Strategically Significant Town or City within the south west and must continue to fulfil this function.

Achievements in 2007/08
- production of the Employment Land Review (evidence base for employment policies within the LDF)
- development of the Salisbury Vision
- annual Economic Assessment and Quarterly Economic Indicators
- support for the South Wiltshire Economic Partnership

Actions planned for 2008/09
- implement existing Salisbury Vision projects specifically the Maltings and Central Car Park, Churchfields and the Market Place and develop additional work programmes
- continue to work with WSEP (Wiltshire Strategic Economic Partnership) on development and implementation of a new ED Strategy for Wiltshire
- support development of Salisbury Research Triangle
- support rural regeneration activity on a district and county level

- support actions identified by the Five Economic Partners as strategic priorities for Wiltshire that are not covered by other activity mentioned e.g. affordable housing, transportation, education and skills

LAA Commitments

- participate as working group partners in research to understand how key settlements can evolve as thriving and vibrant economic centres
- contribute to the development of a workspace strategy for Wiltshire

Success measures
- continued business engagement through SWEP
- development/regeneration in key areas of Salisbury covered by the Salisbury Vision
- investment from existing and external business
- adequate new employment sites allocated

Priority 5: Tackle Climate Change & Improve Air Quality in Urban Areas

Outcomes – 2009 and Beyond
- reduction in CO2 levels across the county
- improved local biodiversity
- improved air quality where it exceeds levels likely to be prejudicial to health and wellbeing.

Why do we need to do this?

The Environment Act 1995 Part IV places a duty on local authorities to monitor air quality within their administrative areas and where it is identified that levels exceed those permitted by air quality regulations, an Air Quality Management Area (AQMA) must be declared and an Air Quality Action Plan (AQAP) developed.

Having declared the new AQMA, the council needs to revisit its 2003 AQAP, in order to examine those measures that have been a success and update it with new measures to ensure the annual mean objective for nitrogen dioxide is achieved by 31 December 2010.

Achievements in 2007/08
- amalgamation of the existing AQMAs to cover the whole city centre
- designation of discrete AQMAs on London Road (A30) and Wilton Road (A36).

Actions planned for 2008/09
- scoping of measures likely to have a positive impact on air quality.
- carry out screening of options (cost/benefit analysis).
- submission of draft AQAP to DEFRA.
- public consultation.
- final submission to DEFRA.
- implementation (ongoing beyond 08/09).

LAA Commitments
- increase up take of energy efficiency and renewable energy measures
- reduce carbon emissions form public sector business through efficiency measures, new technology and improved management practices
- increase awareness of climate change adaptation, leading to action by individuals, communities and businesses
- conserve and enhance Wiltshire's biodiversity

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Success measures

Local

- development and implementation of an Air Quality Action Plan that delivers compliance with the annual mean objective for nitrogen dioxide
- increased public participation through consultation in improving air quality within Salisbury
- a climate change strategy in place for Wiltshire
- increased use of energy efficiency and renewable energy by domestic and business users, across the Wiltshire area

National

- per capita CO2 emissions in the area (NI 186)
- adapting to climate change (NI 188)
- improved local biodiversity (NI 197)

Priority 6: High Quality, Value for Money, Social Housing Services

Outcomes – 2009 and Beyond
- Decent Homes Standard met
- increased housing choice for those accessing services through the Council
- landlord services that are 'best-in-class'
- increased tenant satisfaction with landlord services

Why do we need to do this?

Good quality housing services make an important contribution to the quality of life of residents who live in public sector housing. The Council has a strong record of delivering for these residents and is committed to ensuring this continues in the future.

At the same time, the Government has set minimum standards to be achieved and maintained for public sector housing by 2010, in the 'Meet the Decent Homes Standard'. In addition, we are required to ensure the long term investment requirements for the housing stock are properly planned, through a thirty year Housing Revenue Account Business Plan.

Achievements in 2007/08
- staff restructure to improve services and reduce costs
- an increase in income via garage rents
- continued investment in the housing stock, towards meeting the Decent Homes Standard
- improved performance in a number of areas

Actions planned for 2008/09
- undertake a review of tenant participation, leading to a new tenant participation strategy and Compact
- introduce a handyperson service to undertake minor improvements to tenants homes
- introduce improved cleaning arrangements in communal areas of council owned blocks of flats
- further investment in the housing stock towards meeting the Decent homes standard
- produce a fit for purpose thirty-year Housing Revenue Account business plan

Success measures

Local

Indicator	2008/09 Target	2009/10 Target	2010/11 Target	2011/12 Target
Proportion of rent collected	99%	99%	99%	99%
Percentage of tenants more than 7 weeks in arrears	4.5%	4.4%	4.3%	4.2%
Rent arrears as a percentage of gross debit	2.0%	2.0%	2.0%	2.0%
Satisfaction of tenants with the overall service	85%	86%	87%	88%
Proportion of planned maintenance to responsive maintenance	60%	60%	60%	60%
The proportion of expenditure on emergency and urgent repairs compared to non-urgent repairs	20%	20%	20%	20%
Tenants satisfaction with repairs service	100%	100%	100%	100%
Average time to relet	28day	27days	26days	25days
Percentage of repairs completed on time	91%	92%	93%	94%

National
- Percentage of decent council homes (NI 158) - 2008/09 target 98%
- Local authority tenants satisfaction with landlord services (NI 160) - 2008/09 target 85%

Priority 7: Affordable and Sustainable Housing

Outcomes – 2009 and Beyond
- improved delivery of new homes to meet the economic and housing needs of the district's strategically significant centres and rural hinterland
- increased supply of affordable homes in South Wiltshire and Wiltshire

Why do we need to do this?

The recent Local Housing Needs and Housing Market Assessment and Rural Housing Need surveys highlighted the need for more affordable and sustainable housing.

We are committed to this outcome through the Sustainable Community Strategy for Wiltshire and it is also one of the ambitions outlined in Wiltshire's Local Area Agreement.

Achievements in 2007/08
- 100 new affordable homes built and occupied.
- 60 new affordable homes started on site
- 190 people prevented from becoming homeless
- Continued reduction in the use of temporary accommodation for homeless households
- 44 people helped with a disabled facility grant so that they could continue living in their own home
- 55 households provided £158,412 of financial assistance towards improving the fabric of private sector homes

Actions planned for 2008/09
- evaluate the benefits of establishing a Local Authority delivery vehicle
- development of a sustainable homes project on the former Engine Shed site, Salisbury
- enable completion of 100 new homes for rent and shared ownership by March 2009.
- secure development opportunities for a further 200 new affordable homes to be delivered after 1 April 2009.
- continue reduction in the use of temporary accommodation.
- undertake a Rough Sleepers Count.
- introduce Choice Based Lettings.
- provide a further 70 disabled facilities grants to help people continue living in their homes
- provide a further 56 home owner provided with financial assistance to improve the fabric of their home

LAA Commitments
- enable a significant and lasting increase in the number of affordable homes to meet the housing needs of the county's strategically significant centres, including Salisbury
- reduce the number of people facing homelessness

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- ensure through good design that we create more lasting, environmentally friendly homes that support independent living

Success measures

Local

- 130 additional new homes for rent and shared ownership by March 2009.
- That new affordable homes are more energy efficient and have lower running costs achieving Code Level 3 for Sustainable Homes
- continued reduction in the use of temporary accommodation, target by March 2009 is to have 80 units.
- Provision of 70 Disabled Facility Grants
- Provision of 56 grants towards home improvements

National

- tackling fuel poverty (NI 187) Promoting home energy advice to the residents of South Wiltshire
- achieving the target of only 80 households living in temporary accommodation (NI 156)
- delivering 130 new affordable homes (NI 155)

Priority 8: Accessible Transport for All

Outcomes – 2009 and Beyond
▪ reduced car use
▪ increased access to more sustainable modes of transport such as walking, cycling and public transport

Why do we need to do this?

The Salisbury Transport Plan Annual Progress Report 2006/07 showed a general increase in traffic, and the council receives significant numbers of requests for walking and cycling improvements from parish councils and other stakeholders. Schemes already in operation, such as the concessionary bus travel passes, have also seen increasing demand.

Achievements in 2007/08
▪ Continued operation of park and ride service
▪ Introduction of pre-payment cards for park and ride
▪ Introduction of specialist park and ride supervisors, improving customer service
▪ Improved cost-effectiveness of park and ride bus service
▪ Introduction of national concessionary travel scheme

Actions planned for 2008/09
▪ deliver a fifth park and ride site for Salisbury
▪ construction of Petersfinger park and ride site, leading to commencement of service in 2009/2010
▪ begin revising the Salisbury Transport Plan
▪ begin revising Salisbury's Parking Strategy
▪ Initiate the transportation measures contained in the Salisbury Vision
▪ agree transportation measures to improve air quality in Salisbury city centre
▪ continue the roll-out of the national concessionary travel scheme

Success measures
Local
▪ improve highway safety and comfort for visitors and residents in Salisbury city centre
▪ contribute to the regeneration of Salisbury city centre through appropriate transportation measures
▪ further improve access to public transport

National
▪ average journey time per mile during the morning peak (NI 167)
▪ access to services and facilities by public transport, walking and cycling (NI 175)

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Priority 9: Safer Communities

Outcomes – 2009 and Beyond
- improved support to victims of domestic violence
- reduced crime
- reduced fear of crime and anti-social behaviour

Why do we need to do this?

Extensive data is available from People's Voice, Tomorrow's Voice and other public surveys, indicating that anti-social behaviour, criminal damage and alcohol related disorders, violent crime and vehicle crime are a high concern. There is a need to manage public perception associated with the fear of crime and expectations against a backdrop of relatively low crime figures.

The South Wiltshire Community Strategy identifies Community Safety as one of its three strategic priorities.

Achievements in 2007/08
- secured funding for a range of community safety projects and delivered schools' project to raise awareness about the issues surrounding domestic violence
- held 'weeks of action' with partners to increase reassurance and feelings of safety
- secured the contract for Careconnect to provide a county-wide single point of contact for victims of domestic violence
- provided lifelines to support victims to remain living safely in their own home

Actions planned for 2008/09
- establish Designated Public Places Orders in Durrington and other areas where considered appropriate
- develop a hate crime reporting process
- develop the Domestic Violence Sanctuary Scheme
- provide consistent and regular information and public reassurance and communication
- develop the 24-hour domestic violence helpline through Careconnect

LAA Commitments
- reduce alcohol related crime and harm through prevention, intervention, enforcement, resettlement and rehabilitation
- improve street scene and reduce crime and anti-social behaviour by working with communities on community events, street clean-ups and safety messages
- reduce re-offending by joining up services

Success measures
- 1.5% reduction in the perception in anti-social behaviour

Priority 10: Reducing Inequalities in Health and Improving Wellbeing

Outcomes – 2009 and Beyond
- improved healthy living for the residents of South Wiltshire
- wider residents' choice in relation to available services and facilities
- improved understanding of health needs amongst those in most deprived areas

Why do we need to do this?

The Social Inclusion Review carried out in 2007, highlighted that the district overall is not particularly health-deprived but there are pockets of deprivation. According to the Indices of Multiple Deprivation 2004 measures of health, Salisbury St Martin Central is the most deprived area. Nine out of the ten most deprived local areas are within the city. We also know that over 600 people in Salisbury district claim health-related benefits.

Achievements in 2007/08
- extended the Wisecard policy to include residents on low income or disability benefits, free of charge
- secured funding for the Community Sports Coach (Inclusion)
- established Fit Club in Tisbury through partnership funding
- supported Youth Action Wiltshire football programme
- organised activities for targeted young people
- improved the "kick-about" areas at the Friary and Bemerton Heath housing estates
- supported 27 people to remain living in their own home, through the Telecare service

Actions planned for 2008/09
- undertake activities identified in the Play Strategy Action Plan
- develop the role of Community Sports Coach (Inclusion)
- expand Alternative Sports Programme with the Wiltshire Alternative Youth Sports (WAYS) partnership
- secure funding to continue falls prevention programme
- expand Telecare services
- review grants to ensure the most vulnerable have access to assistance to reduce fuel poverty.

Success measures
- increased opportunities for people to be physically active, to help prevent obesity
- extend the range of health improvement initiatives through the Healthier Wiltshire Partnership, to secure healthier and stronger communities
- facilitate more opportunities for older people to be physically active both in the community and in their homes
- increase the number of arts activities that empower disabled people
- enhance access for people with physical or learning impairments
- increase the levels of adult participation in sport to 26.1%
- increase opportunities for people to be physically active to help prevent obesity and increase the awareness of the value of a healthy diet

Priority 11: Equality of Opportunity

Outcomes – 2009 and Beyond
- improved understanding of the needs of all south Wiltshire's communities
- services that respond to the needs of all residents and communities
- all communities consulted and involved in democratic and service processes

Why do we need to do this?

South Wiltshire is committed to ensuring everyone has fair and equal access to all its services. Through regular engagement with service providers, diverse service users will have an opportunity to influence the design of services, so that they are delivered in a way that is sensitive to their particular needs. The Council will remove any barriers (both physical and social) to accessing our services so that everyone can look forward to a positive customer experience. Our overall aim is to treat people as individuals and have understanding and respect for their needs.

Achievements in 2007/08
- corporate Equality and Diversity Board set up
- a programme of Equality Impact Assessments (EQIA) has been agreed and a EQIA training programme developed
- development of a corporate structure for overseeing the development of information and monitoring systems and a corporate mechanism for assessing development of service level objectives/targets
- policies and procedures for recruitment and selection have been developed to promote equality
- personnel information/monitoring systems have been reviewed and are being updated
- equality awareness-raising sessions have been delivered to some members and officers
- completed a comprehensive baseline audit to determine work that needs to be undertaken to meet level 2 of the equality standard

Actions planned for 2008/09
- produce a Corporate Equalities Scheme
- provide appropriate training and ensure that EQIAs and action plans are completed for key service areas
- establish a common approach to consultation and monitoring and engage stakeholder groups in key areas of the Council's activity
- implement regular monitoring of employment and service delivery against the six equality strands
- establish a standard approach within the council to the reporting of racial incidents
- run more briefing / training sessions for members, officers and partners, where relevant

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Success measures

- achieve level 2 of the Equality Standard
- raise awareness of the council's commitment to Equality and Diversity
- encourage the reporting of all forms of discrimination and hate crime and resolve complaints and incidents properly
- establish a cohesive framework with partners to represent the 6 equality strands which will seek to influence policy and strategy and deliver service appropriate to the needs across the county.

Corporate Plan draft v2 Cabinet June 08

Priority 12: Accessible Cultural and Leisure Opportunities

Outcomes – 2009 and Beyond
- increased participation in cultural and leisure activities
- increased resident satisfaction with cultural and leisure facilities

Why do we need to do this?

Creating a vibrant environment for local people and visitors is a major part of delivering the vision for South Wiltshire. We want the area to offer an exciting range of leisure and cultural opportunities that contribute to a high quality of life for residents.

Achievements in 2007/08
- secured funding for Community Sports Coach (Inclusion)
- completed management plans for some of the key parks and open spaces in the district
- provided creative opportunities for young people aged 13 to 21 outside formal education through the Wiltshire Youth Arts Partnership
- re-instated £50,000 to fund major arts organisations
- secured funding to refurbish the council's three sports centres
- refurbished and provided new fitness equipment at Five Rivers leisure centre
- secured funding to refurbish meetings rooms at Salisbury's City Hall
- supported the establishment of the Wiltshire and Swindon Art Alliance and delivered the first year of the business plan

Actions planned for 2008/09
- establish a Community Sports Network in south Wiltshire
- implement a refurbishment programme at the council's three leisure centres
- implement a refurbishment programme at the City Hall/
- work with external partners to establish a Sports 'Hub Club' in Salisbury.
- complete the actions in the Play Strategy
- apply for a Heritage Lottery Grant to enhance Victoria Park
- secure funding from the Arts Council to develop a Public Art Service
- complete the Wiltshire and Swindon Arts Alliance (WASAA) Social and Economic Impact Study and audience development research

Success measures
- deliver the outcomes from the management plans for parks, play areas and allotments already established.
- improve the quality of service provided through sports and leisure centres.
- enhance the opportunities for organisations to provide the cultural profile of the district, through funding major arts organisations to deliver a range of accessible arts activities

Corporate Plan draft v2 Cabinet June 08

Priority 13: Empowered Communities

Outcomes – 2009 and Beyond
▪   Increased participation by all communities

Why do we need to do this?

Working in partnership with local interest groups and organisations across the district and the wider county is an important way of ensuring that local people are engaged and represented in decision-making.

Local authorities have also been encouraged to empower local people through several pieces of government legislation and guidance.

Achievements in 2007/08
▪   established an Equality and Diversity Board that includes members of the South Wiltshire Diversity Partnership.
▪   published the Social Inclusion Review for the Salisbury District Area
▪   supported the development of parish plans, with five adopted and a further 13 being developed.
▪   developed the Bemerton Ward Plan, in partnership with the Bemerton Heath Inter Agency Group
▪   secured funding to develop a Community Centre and youth facility in Bemerton.

LAA Commitments
▪   engage all communities and ensure they can contribute to delivery of solutions
▪   enhance the democratic framework to offer a wider range of opportunities for people to influence decision making in their areas and communities
▪   build a vibrant, strong and influential third sector

Actions planned for 2008/09
▪   provide a community and youth facility in Bemerton
▪   achieve Fairtrade City status for Salisbury in partnership with the new Fairtrade City steering group
▪   development of Parish Plans
▪   work with Wiltshire County Council to build the capacity of town and parish councils
▪   support Wiltshire County Council to develop the role of front line councillors and other community leaders
▪   finalise parks management plans for Salisbury's key open spaces.
▪   undertake a review of tenant participation, taking into account best practice, to shape a new strategy
▪   finalise plans for Damascus House

Success measures

Local

- encourage community development and participation in community and housing issues
- support voluntary sector organisations which focus on community development and social inclusion
- work in partnership with other agencies supporting young people and to promote positive images of young people
- work in partnership with other agencies supporting older people and to promote positive images of older people
- work in partnership to develop sustainable communities
- maintain and strengthen tenant participation and protect tenants' rights

Priority 14: Parishing of Salisbury

Outcomes – 2009 and Beyond
- residents have opportunities to contribute to the running of the city
- Salisbury residents have an influential voice in the South Wiltshire and Wiltshire area
- services under the responsibility of the City Council delivered efficiently
- a city council that is best in class

Why do we need to do this?

Salisbury is the only un-parished area in Wiltshire. With the creation of a single unitary council for Wiltshire, this would leave a large number of people under-represented and lacking influence in the running of the city. The creation of the new parish will provide residents with the opportunity to shape their community and neighbourhood.

Achievements in 2007/08
- review in relation to creation of a parish council completed
- stage 1 consultation completed and published, with 86% of those responding saying they supported the creation of a city council
- formal approval given to proceed to stage 2 of public consultation

Actions planned for 2008/09
- approve the future use of the Guildhall
- complete all public consultation
- finalise proposals and agree with Wiltshire County Council's Implementation Executive and to the Electoral Commission
- put infrastructure in place e.g. accommodation, IT, policies and procedures
- complete all staffing requirements and transfer staff
- new City Council for Salisbury established on 1 April 2009
- elections to new City Council to be held in May 2009

Success measures
- City Council in place and operational on the 1 April 2009

Priority outcome 15: Value for Money and Use of Resources

Outcomes – 2009 and Beyond
- financial, people, property and information potential of the council used effectively in supporting delivery of the Corporate & Transition Plan
- sustainable value for money resources to assist the unitary and parish councils in the future.

Why do we need to do this?
Local government has finite resources and by using them in the best possible way we can enhance the outcomes to the community.

Achievements from 2007/08
- council tax in lowest quartile nationally
- customer satisfaction in upper quartile
- financial outturn in line with budget
- resources focused on priorities (see budget summary)
- use of Resources score of 3 (consistently performing above minimum standards)

Goals for 2008/09
- maintain use of resources score
- assist in the development of a sustainable asset management strategy county wide
- maintain good governance arrangements through to vesting day
- assist in the review of all service areas identifying best practice and potential for efficiencies
- meet or exceed government efficiency targets with an emphasis on cashable savings.
- maintain the resilience of our IT systems and network to the current standards

Actions planned for 2008/09
- review all planned capital expenditure in the light of reorganisation.
- maintain levels of reserves and balances in line with the council's budget strategy until vesting day
- deliver the measures outlined in the staff support strategy
- assist in a detailed IT migration plan
- set an efficiency plan for 2008/9
- plan our contribution to the LAA efficiency target
- review all services for potential early merger
- assist in the development of a sustainable Medium Term Financial Strategy (MTFS) for the new unitary authority and the parish of Salisbury

Success measures
Local
- sickness rates managed effectively
- budget variations managed effectively
- capital programme delivered
- efficiency targets met
- managing risks to within the agreed risk appetite of the Council overall

Salisbury District Council Risk Registers - Updated June 2008

Cabinet

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
1.	Failure to meet financial challenge	5/4	Financial Reputational Political	Cabinet	Cabinet / MT	Treat	Revised Medium Term Financial Strategy agreed	3/3	03/06/08	
2.	Failure to put in place resources to meet the council's objectives (capacity)	4/4	Political Reputational	Cabinet	Cabinet / MT	Treat	Systems designed to track level of vacancies and impact on the organisation.	4/4	03/06/08	
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	Head of Hsg Mgmt	Treat	A draft business plan has now been prepared which shows adequate investment to reach the Decent Homes Target by 2010 but an investment gap in the medium term. A national review of HRA finances is currently being undertaken and we are participating in a campaign to end negative subsidy	3/3	03/06/08	
4.	Failure to meet targets projected from policies put in place to secure affordable housing	3/3	Reputational Political People	Cabinet	Head of SHS	Tolerate	Renewed leadership from Affordable Housing Board	2/2	03/06/08	
5.	Failure to meet targets for diverting household waste form landfill	4/5	Reputational Political Financial	Cabinet	Head of ES	Treat	Roll out of new waste collection system to boost recycling underway. Waste management targets will in future be attributable to the new unitary authority, and so Salisbury's individual performance will be less critical than the overall county performance in terms of financial penalties	3/4	04/06/08	
6.	Failure to meet objectives of Salisbury Transport	3/3	Reputational Political People	Cabinet	Head of FPT	Treat	Need to review financial impact of final park and ride site on MTFS and political priorities	3/3	03/06/08	

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
	Plan		Financial							
7.	Failure or delay of office project	5/5	Financial Reputational	Cabinet	CMT	Treat	Implementation Executive has recommended that the project is continued.	2/2	03/06/08	
8.	Deterioration in community safety	3/2	Reputational Political People	Cabinet	Head of COI	Tolerate	Policies in place to improve community perception of safety.	2/1	03/06/08	
9.	Significant unintentional deterioration in levels of performance, effectiveness, quality or efficiency	4/4	Reputational Political People	Cabinet	CMT	Treat	Systems designed to track level of vacancies and impact on the organisation. Performance reported on a quarterly basis to ensure any drop can be addressed.	4/3	03/06/08	
10.	Failure to engage with partner and community in process of identifying investment priorities	4/3	Reputational Financial People	Cabinet	CMT	Treat	SWSA re- focussed and providing more strategic leadership.	4/3	03/06/08	
11.	Failure to meet external requirements on the quality, effectiveness and economy of council services	3/2	Reputational Political People	Cabinet	CMT	Treat	Systems designed to track level of vacancies and impact on the organisation. Performance reported on a quarterly basis to ensure any drop can be addressed.	2/2	03/06/08	
12.	Failure to improve the city centre leading to reduced business, employment, tourist and cultural activity	4/3	Financial Reputational Political	Cabinet	Vision Director	Treat	Report agreed by Cabinet on way forward. Report to Implementation Executive meeting in June to gain agreement.	3/3	03/06/08	
13.	Local Government Reorganisation leading to cessation of corporate projects	4/4	Financial Political	Cabinet	CMT	Treat	Political priorities reviewed to focus on projects which can and should be delivered.	2/2	03/06/08	

Corporate Management Team

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
14.	Loss of experienced staff and key skills during the transition period has a negative impact on service delivery.	4/5	Operational Capability	CMT	CMT	Treat	Staff support strategy in place SUHs updating operational risk registers including consideration of capacity. Proactive engagement in county-wide terms and conditions Ensure career development/secondment opportunities are encouraged. Robust secondment policy in place and managed at CMT. Use capacity planning forms to monitor and address capacity issues as and when required.	3/5	03/06/08	
15.	Senior managers and employees become de-motivated and disengaged as a result of LGR. They remain with the council but productivity falls and they do not deliver service or corporate requirements.	3/3	Operational Capability	CMT	CMT	Treat	HR protocols in place and implemented. Change management training given to CMT and being rolled out to team leaders. Staff support strategy in place Performance monitoring in place to identify any drop in service performance. Staff training plan and appraisal programme being developed.	3/2	03/06/08	
16.	Leadership from SDC manager and /or the single council for Wiltshire arrangements is poor and lacking in direction. Workstreams and services do not engage appropriately. The transition process is, therefore, not seamless and local services suffer.	4/4	Operational Capability	CMT	CMT	Treat	Good communication routes put in place to deliver key messages. Make sure managers are giving positive messages. Active engagement with WCC on transition process at all levels.	3/3	03/06/08	
17.	Competing pressures of political priorities, LGR transition and current service levels results in sub-optimal performance in one or more areas.	3/3	Operational Capability	CMT	CMT	Treat	Priority projects list agreed with Cabinet and regular updates on capacity given on monthly basis. Monitoring of key projects in place	2/2	03/06/08	
18.	Loss of staff or deterioration of service in other Wiltshire councils	3/3	Operational Capability	CMT	CMT	Treat if necessary	Active engagement with WCC and other district councils on transition process at all levels to ensure service levels are	2/2	03/06/08	

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
	results in pressure to move to a virtual team before April 2009, which results in a reduction of service to South Wiltshire.						maintained if early amalgamation occurs			
19.	Loss of server room at Bourne Hill resulting in interruption to a wide range of services until IT service is restored.	5/3	Operational Capability	CMT	Head IT	Treat	Monitored regularly via CCTV link and remote systems plus daily visits by staff. Active engagement with WCC to ensure service continues after vesting day. Creation and maintenance of business continuity site at depot where critical systems can be restored.	4/3	03/06/08	
20.	Confusion over responsibilities and inadequate planning results in service failures in the period after vesting day.	4/3	Operational Capability	CMT	CMT	Treat	Active engagement with WCC on transition process at all levels to ensure service continues and ensure agreed service levels are in place prior to vesting day.	3/2	03/06/08	
21.	Poor IT service availability as a result of changes to IT infrastructure, amalgamation of different ICT systems etc resulting in reduced service levels post vesting day.	5/5	Operational Capability	CMT	Hd of IT	Treat	Engagement with relevant 1CFW workgroups to ensure risks and concerns from SDC point of view adequately represented. Consideration of SLA arrangement to protect service levels at SDC in run up to vesting day.	3/4	03/06/08	
22.	Failure to deliver BMP on time results in inadequate management processes for the new authority.	5/4	Operational Capability	CMT	Hd of IT	Treat	Active engagement with WCC on transition process at all levels to ensure service continues after vesting day.	4/3	03/06/08	
23.	Implementation of the Wiltshire Council communications service in August 2008 will result in a reduced service available in the districts, whilst at the same time demands from existing projects will remain high.	4/3	Operational Capability	CMT	Comms Manager	Treat	HR protocols in place. Priority projects list agreed with Cabinet and regular updates on capacity given on monthly basis. Consideration of Service Level agreement to protect service levels at SDC in run up to vesting day.	3/2	03/06/08	
24.	Any delay in delivering the LDF Core Strategy will result in the council not being able to bring forward housing sites and the	4/3	Operational Capability	CMT	Head of FPT	Treat	LDF consultation currently underway.	3/3	03/06/08	

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
	consequential impact on delivering new and affordable housing and on meeting the targets in the LAA.									
25.	Inability of Salisbury representatives to influence and shape the future arrangements for services in Wiltshire Council results in inappropriate arrangements and structures for service delivery.	3/3	Operational Capability	CMT	CMT	Treat	Active engagement with WCC on shaping the future and ensuring appropriate arrangements are put in place for post vesting day.	3/3	03/06/08	
26.	Capacity of other service units, notably Customer Services, to provide adequate support during the waste and recycling service changes.	4/4	Operational Capability	CMT	Hd of ES	Treat	CSU and ESU working closely to ensure operational capability. Efforts being made with assistance of Customer Insight Manager to ensure information exchange on service changes is prompt and focused to customer needs.	3/2	04/06/08	
27.	Termination of Bourne Hill contract resulting in significant financial loss.	5/5	Financial	CMT	Hd of Legal Services	Treat	Variation agreement by 23.07.08. Project team monitor delivery of critical activities in interim	2/2	03/06/08	
28.	Failure to meet statutory targets results in a loss of financial benefits (e.g. Housing and Planning Delivery grant)	3/2	Financial	CMT	Hd of Financial Services	Tolerate	Capacity planning process and performance monitoring in place to identify and address any issues as they arise.	3/2	03/06/08	
29.	Relocation of functions under Wiltshire Council results in loss of jobs in the Salisbury area.	3/2	Impact on People	CMT	Hd of POD/ Hd of FPT	Treat	Staff training programme in place Ensure career development/ secondment opportunities are encouraged. Robust secondment policy in place and managed at CMT. Regular meetings with economic partners	2/2	03/06/08	
30.	A clear vision and values are not developed and implemented for the new council so Wiltshire Council does not meet the	2/3	Impact on People	CMT	CMT	Treat	Manage and assist member involvement in communication. Active engagement with WCC on shaping the future and ensuring the needs of the people are addressed.	2/2	03/06/08	

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
	needs and aspirations of the people of Wiltshire.						Attendance by CMT members at Strategic Managers seminars to influence decisions.			
31.	Unitary Area Governance Arrangements potentially not reaching their full potential with lack of public and member engagement.	3/2	Impact on People	CMT	CMT	Treat	Active engagement with WCC on shaping the future and ensuring the needs of the people are addressed. Communication strategy in place.	2/2	03/06/08	
32.	Delays in Boundary Committee review of electoral divisions would result in the Area Boards being based on existing electoral areas which do not necessarily reflect community identities.	3/2	Impact on People	CMT	Hd of DSU	Treat	Active engagement with WCC on shaping the future and ensuring the needs of the people are addressed.	2/2	03/06/08	
33.	Governance arrangements for Salisbury are not in place by 1.4.09 resulting in lack of local democratic representation.	4/3	Impact on People Reputational Political	CMT	Hd of COI	Treat	Follow statutory process in line with programme timeline. Project team monitor implementation.	3/2	03/06/08	
34.	Multiple sources of communication and the complexity of the transition results in a lack of understanding about the unitary council and public dissatisfaction.	3/3	Impact on People	CMT	Comms Manager	Treat	Engage with WCC to ensure communication is appropriate and targeted. Regular communication updates given to members to manage expectations. Communication strategy in place.	2/2	03/06/08	
35.	Confusion amongst the public over where and how to contact the council for services from vesting day.	3/4	Reputational	CMT	Comms Manager/ Hd of Revenues And Benefits	Treat	Engage with WCC to ensure communication for south Wiltshire residents is appropriate. Regular communication updates given to members to manage expectations. Communication strategy in place. Ensure procedure is put in place to manage contact post vesting day	3/2	03/06/08	
36.	A too hasty focus on structures in the Community & Governance workstream rather than on desired outcomes results in a risk of not engaging	4/3	Reputational	CMT	Hd of DSU	Treat	Active engagement with WCC on shaping the future and ensuring appropriate arrangements are put in place for post vesting day.	3/2	03/06/08	

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
	communities and partners and undermining the effectiveness of Wiltshire Council's arrangements for community governance.									
37.	The prospect of LGR reduces the urgency to manage risks resulting in unnecessary risk –taking and adverse consequences.	3/2	Reputational	CMT	CMT	Treat	Risk monitoring undertaken at CMT and SMT with regular reports to Cabinet and the Audit Committee. SUHs updating operational risk registers on a regular basis.	2/1	03/06/08	
38.	Changes to the waste and recycling service will result in reputational damage to the council if not effectively managed and communicated.	4/4	Reputational	CMT	Hd of Env Svs	Treat	CSU, ESU and communications working closely to ensure operational capability. Further proactive PR campaign planned for summer 08.	2/2	04/06/08	
39.	Inability to allocate alternative employment land in/near Salisbury which would stop the redevelopment of Churchfields.	5/4	Environmental/ Sustainability	CMT	Vision Director/ Hd of FPT	Treat	LDF core strategy being prepared to ameliorate	4/3		
40.	Decision by Implementation Executive to 'pocket' capital receipts from Malting and central car park development rather than utilising it for Vision public realm projects.	5/3	Environmental/ Sustainability	CMT	Vision Director	Treat	Ensure that IE are aware of and fully understand the objectives of the Vision and seek commitment from IE to principle of ring-fencing Vision funding (May meeting deferred to June 2008)	5/3		
41.	Lack of commitment from the Implementation Executive to the Salisbury Vision.	5/3	Political	CMT	Vision Director	Treat	WCC committed to the Vision. Work with the transition team to incorporate Salisbury Vision in to mainstream economic development and regeneration work programme. Report to IE on awareness and seeking endorsement (June 2008)	3/2		
42.	SDC decisions focus on 'quick wins' rather than longer term vision and sustainable policy development and delivery.	3/3	Political	CMT	CMT	Treat	List of priority projects agreed with Cabinet and reported on regularly. Corporate plan 08/9 links current projects to new unitary authority to take forward the ambitions of South Wiltshire.	2/1		

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
43.	Some councillors who are actively seeking to be unitary councillors may disengage from the District.	2/2	Political	CMT	CMT	Tolerate	Monitor	2/2		

RESPONSE TO RISK

Once risks have been assessed 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.
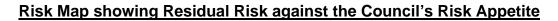**Transfer**
The council may decide to pass the risk on to another party. For example, contractual terms may be agreed to ensure that the risk is not borne by the council or insurance may be appropriate for protection against financial loss.
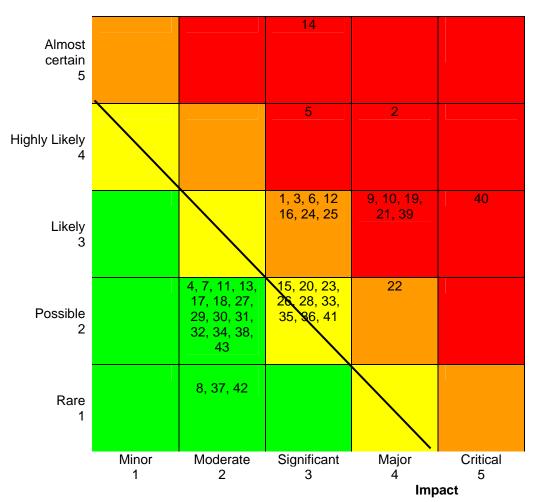**Terminate**
The risk may be such that the council could decide to end the activity or to modify it in such a way as to end the risk
Treat
The council may take actions or employ strategies to reduce the risk to the council

Risk Map showing Residual Risk against the Council's Risk Appetite

Likelihood

	Minor 1	Moderate 2	Significant 3	Major 4	Critical 5
Almost certain 5			14		
Highly Likely 4			5	2	
Likely 3			1, 3, 6, 12 16, 24, 25	9, 10, 19, 21, 39	40
Possible 2		4, 7, 11, 13, 17, 18, 27, 29, 30, 31, 32, 34, 38, 43	15, 20, 23, 26, 28, 33, 35, 36, 41	22	
Rare 1		8, 37, 42			

Impact