

# Report

**Subject** : Performance Monitoring - review of the fourth quarter and annual review

**Report to** : Cabinet

**Date** : Wednesday 18 June 2008

**Author** : Frank Dick

**Leader of the Cabinet** : Councillor Paul Sample

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## 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 third quarter (October – December 2007);
- (ii) Note new areas of concern and improvement from the final (fourth) quarter (January – March 2008)
- (iii) Receive an annual review of performance for the year;
- (iv) Invite Scrutiny to consider any issues of particular concern

### 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 final quarter period of the last financial year and reflects on the year as a whole. 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 Risk Registers.

### 3. Progress on Risks identified during the Third Quarter (October – December 2007):

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



Awarded in:  
Housing Services  
Waste and Recycling Services



#### 4. Current risks identified during the Final Quarter (January – March 2008):

- 4.1 Financial - there is a separate report elsewhere on this agenda that deals with all variances in the council's budget to outturn and provides commentary on the material variances.
- 4.2 The major risks and opportunities arising is from the 2008/09 budget are a potential overspend if there is a continued high demand for temporary accommodation for the Housing Needs Service. Additional budget provision has been made, however this will require close monitoring during the year. The other key areas are within the transportation portfolio where car park income has underachieved in 2007/08. To mitigate, despite price increases, no overall adjustments have been made to income targets in 2008/09. Concessionary Fares continues to be a financial risk, dependant upon the uptake of the new national scheme in 2008/09.

Opportunities include income received from interest which is higher than originally estimated, non-recurring staff savings and a better than expected performance recovering benefits payments. The delay to the new waste and recycling scheme has meant a saving in this financial year.

#### 5. Improving Performance – April 2007 – March 2008:

- 5.1 At the conclusion of the local government year it is appropriate to highlight the major successes and areas of concern.
- 5.2 It is becoming increasingly difficult to reach upper quartile for national best value performance indicators (BVPI), with the majority of councils being found to be improving well and with the most common Comprehensive Performance Assessment (CPA) rating being good / 3-star (as at Salisbury).
- 5.3 The Cabinet has developed a set of political priorities for the life of the administration. This work will provide a vital focus for our approach to performance management during the coming year.
- 5.4 Last year (2006/07), around half our indicators demonstrated improvement on the previous year, 49.1% (85 of 173) with a further 13.9% (24) maintaining their previous performance. Clearly a culture of continuous improvement is a vital component of a successful council and despite the challenges we currently face, the council is committed to maintaining standards during the coming year.
- 5.5 A number of corporate measures are worthy of special mention:
  - 5.5.a Sickness levels are down further and remain in the upper quartile nationally.
  - 5.5.b Land charges has reduced its turnaround time from 22 days to under 5 days.
  - 5.5.c Service enquiry resolution has been increased due to benefit assessors being available at first point of contact.
- 5.6 Previous quarter's reports have outlined concern at the council's equalities work. This is now subject to an ongoing programme of works to allow the council to achieve level 2 of the equality standard during 2008/09.
- 5.7 From a portfolio perspective highlights and areas for improvement are as follows:

##### 5.7.a **Community**

PIs 2a, 2b, 126a, 127a, 127b, 128, 174, 175, 225

4 out of 9 performance indicators meeting or exceeding targets

3 met upper quartile (Districts) targets

3 met upper quartile (All England) targets

##### 5.7.a.1 Areas of concern:

Equalities targets currently being worked towards. Work underway with the Community Safety Partnership to reduce the violent crime figure. However, recent changes to the way crime is recorded may account for the increase in figures.

##### 5.7.a.2 Areas for note:

Domestic Violence performance is ahead of target and exceeded upper

quartile for England.

**5.7.b Housing**

PIs 63, 64, 66c, 66d, 67, 78a, 78b, 183a\*, 183b, 202, 203\*, 211a, 211b, 212, 213, 214\*, 504b

(\*deleted from national BVPI set but maintained locally)

7 out of 17 performance indicators meeting or exceeding targets

4 met upper quartile (districts) targets

4 met upper quartile (All England) targets

**5.7.b.1 Areas for concern**

Whilst re-let time is still below the target set, it has improved by 5 days on the previous year and is nearly achieving target. The time taken to notify applicants of homelessness applications has also improved.

**5.7.b.2 Areas for note**

New claims and change of circumstance processes both exceed government targets.

**5.7.c Planning**

PIs 108a, 109c, 179, 204, 205, 452, 453, 454, 457, 458

8 out of 10 meeting or exceeding targets

4 met upper quartile (district) targets

4 met upper quartile (All England) targets

**5.7.c.1 Areas for concern**

More major applications have been received and although the local targets have not been met there is no backlog of applications to be registered.

**5.7.c.2 Areas for note**

Both local and national targets for major planning applications and other planning applications have been exceeded. Land charges turnaround has reduced dramatically from 22 days to under 5 days.

**5.7.d Economic Development**

PIs 200b, 219a\*, 219b, 219c\*, 545, 546, 569, 570, 572

(\*deleted from national BVPI set but maintained locally)

3 out of 9 meeting or exceeding targets

**5.7.d.1 Areas for concern**

An increase in the number of character appraisals in conservation areas has been recorded although still not meeting targets set. Issues with template for e-newsletter have meant no further publicity has been undertaken until publication date is known.

**5.7.d.2 Areas for note**

TIC footfall has been maintained and is exceeding targets. LDS milestones being met.

**5.7.e Resources**

PIs 11a, 11b, 11c, 12, 14, 15, 16a, 404, 409, 422, 424, 436, 518, 562a, 563, 564, 568

10 out of 17 meeting or exceeding targets

2 met upper quartile (district) targets

2 met upper quartile (All England) targets

**5.7.e.1 Areas for concern**

Average number of employees with disability has increased but is still at a low level. The average number of invoices per supplier has decreased over the last quarter but is higher than the target set.

**5.7.e.2 Areas for note**

Performance relating to the number of top 5% earners with a disability has increased this year, early retirements has been maintained at a low level

whilst sickness absence has again decreased and is better than national and local targets. Performance has also dramatically increased and exceeded targets on the number of women in top 5% earners and now exceeds the upper quartile district figure. Service enquiry resolution has been increased due to benefit assessors being available at first point of contact.

**5.7.f Finance**

PIs 8, 9, 66b, 79a, 79bi, 79bii, 79biii, 448\*, 601b  
(\*deleted from national BVPI set but maintained locally)  
5 out of 9 meeting or exceeding targets.  
4 met upper quartile (district) targets  
4 met upper quartile (All England) targets

**5.7.f.1 Areas for concern**

Whilst still below target the amount of overpayments recovered has increased over the last year.

**5.7.f.2 Areas for note**

Council tax collection above government target and has increased on last year's figures.

**5.7.g Environment**

PIs 82ai, 82aaii, 82bii, 84a, 84b, 91a, 91b, 166a, 199a, 199c, 199d  
8 out of 11 meeting or exceeding targets  
3 met upper quartile (district) targets  
3 met upper quartile (All England) targets

**5.7.g.1 Areas for concern**

The later introduction of new waste and recycling service has impacted on some performance figures but it is expected that a marked improvement should be seen during 2008/9.

**5.7.g.2 Areas for note**

Coverage of kerbside recycling for 1 or 2 recyclables is continues to meet targets and the recycling rate has increased over the last year.

**5.7.h Transport**

PI 502

**5.7.h.1 Areas for concern**

The computer system for the park and ride has been upgraded and historical data has been moved. The supplier has been requested to unlock the data but at present this indicator cannot be accurately reported.

**5.8 During the year the new political priorities were agreed as follows:**

- Minimise waste
- Affordable and sustainable housing
- High quality, value for money, social housing services
- Improving air quality in urban areas
- Accessible transport for all
- Equality of opportunity
- High quality public realm
- Empowered communities engaging in resolving problems and influencing decisions
- Sustainable development and conservation of built and natural environment
- Safer communities
- Accessible cultural and leisure opportunities
- Reducing inequalities in health and improving wellbeing
- Minimising climate change and impact of climate change
- Value for money and use of resources
- The parishing of Salisbury

**6. Public satisfaction**

Cabinet will recall that all councils are required to undertake public satisfaction surveys every three years. These are undertaken in accordance with strict government definitions in order that appropriate comparisons can be made and the last survey was undertaken with the initial un-weighted results

reported to Cabinet in January 2007.

6.1 The Audit Commission have now published the data for all councils including quartile comparisons. These final results are excellent news for Salisbury District Council as we are in the top ten councils in the country based on satisfaction with the council.

6.2 Our final result of 67% is well ahead of both the upper quartile for all English councils at 58% and the upper quarter for English districts at 60%. Given this result, we are unsurprisingly ranked best in Wiltshire and our CIPFA nearest neighbour group.

6.3 As well as seeking the public's views of the council overall, the survey also examines satisfaction with individual services. The table below summarises the results for Salisbury District Council:

Satisfaction theme	Results	Relationship to upper quartile for districts
Satisfaction with cleanliness	81% **	Well above upper quartile of 74%
Satisfaction with household waste collection	85% *	Just short of upper quartile of 86%
Satisfaction with recycling	Median	
Satisfaction with sports and leisure	Between bottom quartile and median	
Satisfaction with museums and galleries	55% *	Ahead of upper quartile of 50%
Satisfaction with theatres and concert halls	61% *	Ahead of upper quartile of 52%
Satisfaction with parks and open spaces	78% *	Within the upper quartile also at 78%

**Note:**

- all those marked \* represent best in Wiltshire
- those marked \*\* represent in top ten councils in the country

6.4 In addition to the general satisfaction survey, specific surveys are undertaken with council housing tenants, benefit claimants and users of the planning service. Comparisons with other councils will not be available until later in the year when a detailed report will be prepared for Cabinet.

6.5 Headline figures from council housing tenants indicate that:

- o 8 in 10 (82%) say they are satisfied with the overall service provided
- o 8 in 10 (81%) say they feel the rent they pay is good value for money
- o 9 in 10 (87%) say they are happy with their accommodation
- o 8 in 10 (82%) say the number of rooms in their home is about right
- o 8 in 10 (78%) say the general condition of the property is good
- o 8 in 10 (84%) say they are satisfied with their neighbourhood as a place to live
- o 8 in 10 (77%) say getting hold of the right person was easy
- o 9 in 10 (87%) found the staff helpful
- o 9 in 10 (85%) say staff are able to deal with their problem
- o 7 in 10 (72%) were satisfied with the outcome

6.6 It is interesting to note that more responders regarded the staff dealing with their contact as being helpful than were satisfied with the outcome of their contact. This may be regarded as a positive indicator of the quality of the staff's customer service skills.

## 7. Revised Risk Register

7.1 Set out in Appendix 2 is the revised Corporate Risk Register, which reflects issues within this report and actions to be agreed.

7.2 The Register has also been amended to reflect risks no longer relevant and reflect any changes to the status of existing risks.

## **8. Recommendations**

Cabinet is asked to:

- 8.1 Note the updates on areas of concern and proposed remedial action
- 8.2 Note the positive public satisfaction results
- 8.3 Invite Scrutiny to consider any particular issues

## **9. Background Papers**

Performance Management information  
Project plans  
Corporate Plan  
Portfolio Plans  
Revenue & Capital Outturn 2007/2008

## **10. Implications**

**Financial:** The report highlights areas of financial performance which are out of line with the approved budget. The Revenue and Capital Outturn report 2007/2008 deals with variances in the council's budget and provides commentary on material variances. Action has been taken on these areas as part of the budget setting as noted and all budgets will continue to be reviewed during the year as reported in future performance monitoring reports.

**Legal:** Nil

**POD:** Contained in the report

**Community Safety:** Included as programme indicators

**Environmental:** Included as programme indicators

**Human Rights:**

**Climate Change:**

**Ward(s) Affected:** All

## Progress on Risks Identified During Third Quarter October – December 2007

Risk Category	Service / Nature of Risk / Opportunity	Explanation	Action taken
1a FINANCIAL RISK	<ul style="list-style-type: none"> <li>Concessionary Fares</li> </ul>	A national challenge to the scheme by the bus operators could lead to large increase in the expenditure on the scheme.	A revised estimate has been included at month 9.
	<ul style="list-style-type: none"> <li>Premium Payments</li> </ul>	Reductions in this area were assumed in the original MTFS, but as yet, no savings have materialised.	The saving has been removed in budget setting 2008/09.
	<ul style="list-style-type: none"> <li>Housing Needs Services</li> </ul>	This area continues to overspend due to high levels of spend on short term accommodation.	The budget has been increased in budget setting 2008/09.
	<ul style="list-style-type: none"> <li>Car Parks</li> </ul>	The income is behind budget at this stage.	Prices have been adjusted in car park charge setting without the overall income targets being altered.
1b FINANCIAL OPPORTUNITIES	<ul style="list-style-type: none"> <li>Investment Income</li> </ul>	This will outperform budget due to combination of increased interest rates and having more to invest than planned.	A revised estimate has been included at month 9.
	<ul style="list-style-type: none"> <li>Environmental Health</li> </ul>	This area is under spending, mainly due to changes in new waste collection scheme being introduced later than was originally anticipated.	To be reviewed in 2008/09 with the introduction of the new recycling scheme.
	<ul style="list-style-type: none"> <li>Housing Benefit</li> </ul>	Income from benefit recoveries is currently overachieving budget.	This will be reviewed at closedown and during 2008/09.
	<ul style="list-style-type: none"> <li>Housing Revenue Account</li> </ul>	This area continues to under spend on repairs, supervision and management.	This is being reviewed as part of the HRA business plan.
2 REPUTATION	None		
3 CAPACITY	None		

## 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 from 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 Plan	3/3	Reputational Political People Financial	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	
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	



No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
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 demotivated 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 results in pressure to move to a virtual team before April 2009, which results in a reduction of service to South Wiltshire.	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 maintained if early amalgamation occurs	2/2	03/06/08	

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
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 consequential impact on delivering new and affordable housing and on meeting the targets in the LAA.	4/3	Operational Capability	CMT	Head of FPT	Treat	LDF consultation currently underway.	3/3	03/06/08	
25.	Inability of Salisbury representatives to influence and shape the future arrangements for services in Wiltshire	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	

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
	Council results in inappropriate arrangements and structures for service delivery.									
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 needs and aspirations of the people of Wiltshire.	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. Attendance by CMT members at Strategic Managers seminars to influence decisions.	2/2	03/06/08	
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	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	

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
	community identities.									
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 communities and partners and undermining the effectiveness of Wiltshire Council's arrangements for community governance.	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	
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	5/4	Environmental/ Sustainability	CMT	Vision Director/ Hd of	Treat	LDF core strategy being prepared to ameliorate	4/3		

No	Type of Risk	Impact/ Likelihood	Category	Risk Source	Owner	Response	Action	Residual Status	Updated	Acceptable Level Y/N
	which would stop the redevelopment of Churchfields.				FPT					
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		
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**

