

SALISBURY DISTRICT COUNCIL
RESOURCES PORTFOLIO PLAN - 2005/06

I. INTRODUCTION AND CONTEXT

I.1. Overview

The Council obtained the rating of “Good” in its Comprehensive Performance Appraisal (CPA) conducted by external examiners. It wishes to move to the next (and highest) score of “Excellent” when its CPA is re-assessed in 2007. There are a number of challenges facing the Council over the next few years which will need to be overcome if we are to make progress. Some of these are internal and arise from the CPA process, and some are external.

I.1.1. CPA Process

The CPA assessment recognised that we have strong ambitions identified by our political priorities. However, the CPA report drew attention to the need to finance these ambitions and provide human and IT capacity to meet our goals. We intend to meet these twin challenges through a review of our Medium Term Financial Strategy and a review of Capacity.

I.1.2. Other Challenges

- E Government
Government expects us to have established electronic access to all our services by December 2005. This is in itself a key challenge, made more critical by its importance to our Customer Contact Centre.
- Partnership
Although we benefit from strong partnership working, particularly with the South Wiltshire Strategic Alliance, rising Government expectations in areas such as the Gershon Review, Crime and Disorder and Waste Management are likely to increase the level of cooperation between public bodies.
- Community Planning
The Council has completed a review of its Community Plans. New Area Community Plans will be approved by March 2005. These need to be reflected in our own corporate planning process and by those of our partners in the Strategic Alliance.
- Grant Funding
Government funding is increasingly provided through grant mechanisms linked to specific targets eg Local Transport Plan, Planning Delivery Grant, Waste Management and Benefits Administration. We need to ensure that we meet the targets set to improve service and maximise our income.
- Potential Reorganisation of Local Government
The Government has no current plans to introduce changes to the structure of Local Government. However, the Government are aware that there are increasing signs of interest in unitary local government being introduced more

widely and reference is made to this in “The Future of Local Government: Developing a 10 Year Vision”.

- Impact of Governments’ Efficiency Review (Gershon)

As a result of the Gershon Review the Government has set a target for efficiency gains in local government of 2.5% per annum for the next three years. For Salisbury District Council this will equate to approximately £300k in 2005/06. Of this £150k of efficiency gains will need to be “cashable” (i.e. resources actually able to be redirected rather than securing improved efficiency through heightened productivity).

For us, achieving efficiency gains is already part of our everyday work as we try to improve and deliver more community value in the context of ever constrained resources.

- 1.1.3. Whatever the challenges which face us, and from wherever they come, we will deal with them in a manner consistent with our Core Values and our ambition to be a nationally recognised high performing Council with a strong emphasis on partnership working and engaging the community.

1.2 Introduction to the Portfolio

The Resources Portfolio is largely responsible for providing financial, legal, best value, performance management, procurement, property, personnel, ICT, democratic and marketing and communication services to other parts of the Council. In addition the portfolio is also responsible for a “front line” services in the form of collection of revenues and Customer Services programme and external corporate communications.

The foregoing services are required to operate within a framework of legislation and professional guidance but must also be highly responsive to their internal customers needs.

The vision for the portfolio is:

“to support and deliver excellent service across the Council through the most effective use of all resources, be they people, money, land, assets or information.”

1.3 Strategic Objectives for the Portfolio

- To maximise the value (both financially and to the community) of the assets owned by the Council.
- To support services in the delivery of their business objectives whilst ensuring that the Council operates within the law, corporate guidance and good practice.
- To deliver Customer Services.
- To maximise the contribution of the staff to the Council’s aims and priorities.
- To support Councillors in their role as community leaders.
- To lead the review and improvement of services through Best Value, Procurement and Performance Management.
- To champion e-Government as a means of improving customer services and community access, improving performance and reducing costs.
- To reflect the Council's core values, aims and objectives through excellent external, internal and media communication, ensuring there is fair access for all to appropriate, up-to-date information, relevant to peoples' needs.
- To provide the lead and direction on corporate communications.
- To act as guardians of the council's corporate identity.

1.4 Statement of Portfolio

The Cabinet has recognised that not all services are equally as important as each other. This would indicate that it is appropriate to develop different strategies and approaches for different groupings of services. The Cabinet has identified that services can be placed into the following four categories:

- Essential.
- Very Important.
- Important.
- Desirable.

The criteria used to determine which services fall into which categories is as follows:

- The degree to which the service is either statutory or discretionary.
- The degree to which the service contributes to the political priorities of the Council.
- The extent of the community benefiting from the services.
- The impact if the service was withdrawn.

The following grouping of services for this Portfolio is therefore proposed as follows:

Essential

- Democracy.
- Finance.
- Marketing, PR and Communication.
- Customer Services.
- Council Tax & NNDR collection.

Very Important

- Personnel and Training.
- Corporate Management.
- Information Technology.
- Land Charges.

Important

- Procurement and Performance Management (including Best Value).
- Property Management.
- Democratic Services.
- Legal Services.

Desirable

- UNISON.

1.5 Supporting Community Outcomes

The Resources Portfolio has a role in meeting the priorities of the communities we serve, although this is predominantly through providing support services to front line services. These priorities have been developed and agreed after extensive consultation by the Local Strategic Partnerships for Wiltshire and for Salisbury and South Wiltshire.

The priorities for the Wiltshire Strategic Board as set out in the document '*A County Fit for Our Children*' are as follows. Examples of how this Portfolio contributes to these priorities are outlined below:

- I.5.1. Healthier Wiltshire
 - Raising awareness through Citizen articles on: Wisecard, Community Falls Scheme (Spring 2004), fitness activities at the Five Rivers Leisure Centre, health food and walking as exercise (Summer 2004).
- I.5.2. Street Scene
 - Raising awareness through Citizen articles on Salisbury in Bloom (Spring and Summer 2004).
- I.5.3. Adult learning
 - Individual training and development plans for staff.
 - Working in partnership with South Wiltshire and Kennet Learning Partnership.
 - Implemented NVQs in waste management (into which basic skills were tied) at Salisbury Commercial Services.

The priorities for the South Wiltshire Strategic Alliance are as follows. Examples of how this Portfolio contributes to these priorities are outlined below:

- I.5.4. Affordable Housing
 - Making provision out of the council's landholdings.
 - Supporting the development of planning guidance for more affordable housing.
 - Securing provision of affordable housing through planning agreements.
 - Raising awareness through Citizen article on new schemes to provide affordable housing in South Wiltshire (Autumn 2004).
- I.5.5. Access to Services
 - Supporting the development of shared service centres for local communities.
 - Developing disabled access improvements.
 - Review of service provision in rural areas to improve access.
 - New Citizen launched as a magazine providing more information on council services.
 - Raising awareness through Citizen articles on: Wisecard, activities for children at the Five Rivers Leisure Centre and how to access services through the council's website (Spring 2004), services provided at the Salisbury Tourist Information Centre (Summer 2004) and district council staff using British Sign Language (Autumn 2004).
 - The development of the South Wiltshire Community Web.
- I.5.6. Crime and Anti-Social Behaviour
 - Raising awareness through Citizen articles on: Local businesses fighting crime and community safety, Anti-Social Behaviour Orders and Acceptable Behaviour Contracts (Summer 2004); anti-social behaviour reduction officer (Autumn 2004).
- I.5.7. Employers leading by example

Sharing best practice with alliance partners in terms of working towards becoming exemplary organisations in relation to:

- Basic Skills – We will continue to seek to identify employees with basic skills needs and offer training in order to provide a role model for other organisations (public and private).

- A Healthier Workforce – The council has launched a Stress Management Policy and developed an associated action plan in order to combat stress (and resulting sickness absence), obesity, lack of exercise and smoking.
- Green Employers:
 - Waste minimisation.
 - Energy efficiency.
 - Renewable energy.
 - Use of Fairtrade.
 - Green travel.

1.6 Supporting Individual Community Plans

Plans for the six community areas in the district have been developed and approved by March 2005. This portfolio has contributed to meeting or supporting the priorities of local areas in the following ways:

1.6.1 City

- [See Affordable Housing].
- Citizen article on transport in the City.
- Continued roll out of South Wiltshire Community Web to support community groups in the City.
- Continued link between SWAG scheme and community priorities.

1.6.2 Mere and surrounding area

- [See Affordable Housing].
- Supporting the development of Mere Information Point.
- Introduction of Pension Service appointments available through Mere Information Office.
- Citizen article on the Mere Community Planner.
- Continued roll out of South Wiltshire Community Web to support community groups in the area.
- Continued link between SWAG scheme and community priorities.

1.6.3 Nadder Valley (Tisbury and surrounding area)

- [See Affordable Housing].
- Provision of Public Access Terminal for electronic access to SDC.
- Continued roll out of South Wiltshire Community Web to support community groups in the area.
- Continued link between SWAG scheme and community priorities.

1.6.4 Southern Area.

- [See Nadder].
- Continued roll out of South Wiltshire Community Web to support community groups in the area.
- Continued link between SWAG scheme and community priorities.

1.6.5 Stonehenge (Amesbury and surrounding area)

- [See Nadder].
- Relocation of Amesbury Information Office adjacent to Library has increased customer numbers.
- Citizen articles on the proposed English Heritage development at Stonehenge and specifically on the planning application process included in the Spring and Autumn 2004 editions.

- Continued roll out of South Wiltshire Community Web to support community groups in the area.
- Continued link between SWAG scheme and community priorities.

1.6.6 Four Rivers (Wilton and surrounding area)

- [See Nadder].
- Continued roll out of South Wiltshire Community Web to support community groups in the area.
- Continued link between SWAG scheme and community priorities.

The council's PR Officer is a member of the SWSA press officers group and plays an active role in promoting the work of the Alliance. We are committed to providing at least 25% of the space in each edition of the Citizen to the SWSA and its activities. A double page spread in the Summer 2004 edition provided information on the new Community Plans. This was followed up by a half page article in the Autumn 2004 edition.

2. REVIEW OF PORTFOLIO

2.1 Review against Priorities of Council

The Council has identified six political priorities. This portfolio has a significant contribution to make to:

Improving Customer Services

Actions agreed in 2004/05 Portfolio Plan	Progress Report
<ul style="list-style-type: none"> • Transfer customer service staff in Amesbury from Redworth House to the Amesbury Public Library. 	Completed. Now located in portacabin adjacent to Library, awaiting WCC accommodation.
<ul style="list-style-type: none"> • Implement a review of cash handling facilities at public offices. 	Completed. Cash Office at Pennyfarthing House closed and new electronic and phone payment system in place.
<ul style="list-style-type: none"> • Complete the first phase reviews of customer service processes. 	Completed first phase of customer service processes. Complaints management and internal directories to be complete by March 2005.
<ul style="list-style-type: none"> • Implement a Customer Relationship Management system and associated telephony upgrades. 	On target for completion by March 2005.
<ul style="list-style-type: none"> • Appoint customer services staff to new posts. 	Completed.
<ul style="list-style-type: none"> • Develop training programme for customer services staff and those supporting front line staff. 	Completed.
<ul style="list-style-type: none"> • Set out proposals for a district-wide strategy for public service access points. 	On target for completion by December 2004.
<ul style="list-style-type: none"> • Agree in principle funding arrangements for the construction of new offices. 	To be considered by Cabinet in December 2004 and finalised when the council's Capital Programme is set in February 2005.
<ul style="list-style-type: none"> • Seek agreement from all interested parties on detailed plans for the new offices and submit plans for planning permission. 	Detailed plan proposals are being worked up for consultation and agreement with a view to submitting a planning application during April 2005.

Actions agreed in 2004/05 Portfolio Plan	Progress Report
<ul style="list-style-type: none"> Set out for consultation with our staff revised Green Travel Plan proposals that result from office centralisation proposals. 	Proposals are being worked up for consultation with a view to seeking approval to a Green Travel Plan as part of the planning process.
<ul style="list-style-type: none"> Commence review of document handling, control, storage, retrieval and disposal. 	Subsumed within Information Management Project. Post handling project scheduled to be completed by April 2005.
<ul style="list-style-type: none"> Review internal information management needs to support customer services staff, e-government initiatives, statutory requirements (DPA 98/FoIA) and improve internal efficiency. 	Information Management Project Group set up. Freedom of Information Act report to Cabinet in November 2004.
<ul style="list-style-type: none"> Develop an Internet Marketing Plan. 	Currently behind schedule. To be implemented following implementation of E-forms project.
<ul style="list-style-type: none"> Rationalise and integrate council sponsored internet sites into corporate programme. 	SWEP site has been integrated. Other sites to be reviewed by March 2005.
<ul style="list-style-type: none"> Complete integration of Land and Property Gazetteer. 	Core datasets in process of being cleansed. Datasets expected to be integrated with NLPG hub by January 2005. LLPG expected to go live by March 2005.
<ul style="list-style-type: none"> Implement a corporate electronic forms system to e-enable service applications. 	Will be introduced via CRM project. On course for delivery by 31 st March 2005.
<ul style="list-style-type: none"> Establish and publish authentication/identification and security protocols. 	Will be introduced by 'Government Gateway Project'. On course for delivery by 31 st March 2005.
<ul style="list-style-type: none"> Publish generic e-mail addresses. 	Completed.
<ul style="list-style-type: none"> Implement a corporate e-mail alert system for internal and regular external users of web based services. 	Internal pilot completed. External system on course for introduction by 31 st March 2005.
<ul style="list-style-type: none"> Introduce an ongoing customer feedback scheme. 	Defer to New Year.
<ul style="list-style-type: none"> Review our approach to social inclusion/diversity. 	To be considered by Cabinet in May 2005.

Meeting the Financial Challenge

Actions agreed in 2004/05 Portfolio Plan	Progress Report
<ul style="list-style-type: none"> Undertake Corporate Efficiency Review. 	Incorporated into second phase of BPR reviews. To be considered at December 2004 Cabinet.
<ul style="list-style-type: none"> Implement Invest to Save/Invest to Improve Protocol. 	Completed.
<ul style="list-style-type: none"> Develop and implement phase two of the Financial Management System. 	Under development and scheduled to be introduced in 2005.
<ul style="list-style-type: none"> Recruit an external funding advisor. 	Post currently advertised.
<ul style="list-style-type: none"> Adopt a policy to strengthen key controls and audit/monitor operation of financial systems. 	Completed.
<ul style="list-style-type: none"> Implement CIPFA/SOLACE Corporate Governance arrangements. 	Completed.

Actions agreed in 2004/05 Portfolio Plan	Progress Report
<ul style="list-style-type: none"> Produce integrated performance and financial monitoring reports on a quarterly basis. 	Completed.
<ul style="list-style-type: none"> Adopt treasury management arrangements in line with CIPFA code. 	On target for completion by March 2005.
<ul style="list-style-type: none"> Introduce prudential indicators. 	To be introduced in 2005.
<ul style="list-style-type: none"> Embed risk management processes. 	Ongoing.
<ul style="list-style-type: none"> Introduce outcome based targets into voluntary sector agreements. 	Performance Targets and outcomes are included within formal agreements
<ul style="list-style-type: none"> Produce updated Capital Strategy and Asset Management Plan. 	Completed.
<ul style="list-style-type: none"> Evaluate outcome of public consultation on the budget. 	Completed.
<ul style="list-style-type: none"> Embed procurement strategy and practices. 	Procurement Manager to be recruited and strategy updated in the light of Gershon Review.
<ul style="list-style-type: none"> Introduce system to monitor efficiency savings. 	To be developed in the light of Governments' efficiency review INLOGOV pilot.
<ul style="list-style-type: none"> Extend arrangements for monitoring reallocation of budgets to support political priorities to other types of resources. 	The Medium Term Financial Strategy identifies low priority services to be frozen so that resources can be released for political priorities.
<ul style="list-style-type: none"> Enhance the role and impact of scrutiny in the budget process. 	To be discussed at Management Team.

Improving the Performance of the Council

Actions agreed in 2004/05 Portfolio Plan	Progress Report
<ul style="list-style-type: none"> Produce a quarterly monitoring report for Cabinet, Scrutiny Panels and Management Team. 	Completed.
<ul style="list-style-type: none"> Approve an "Invest to Improve Performance" initiative with a capital allocation and policy criteria for assessing proposals under the scheme. 	Completed.
<ul style="list-style-type: none"> Increase performance so that 50% of our top 20 performance indicators meet national top 25% by April 2005. 	Awaiting national results.
<ul style="list-style-type: none"> Review targets for existing published indicators to fully reflect political/organisational priorities and core values. 	Completed.
<ul style="list-style-type: none"> Develop further local indicators to fully reflect political/organisational priorities and core values. 	Deferred pending appointment of new Performance Manager.
<ul style="list-style-type: none"> Review the corporate Best Value Review programme in the light of the published CPA report and review of Scrutiny function. 	Completed.

Building the Capacity of the Organisation

Actions agreed in 2004/05 Portfolio Plan	Progress Report
<ul style="list-style-type: none"> Employee Communication – We will seek to improve communication with our employees by analysing the results of the Staff Survey undertaken in 2003/04 and involving them in drawing up an action plan to tackle the problems 	Completed.

Actions agreed in 2004/05 Portfolio Plan	Progress Report
identified.	
<ul style="list-style-type: none"> Complaints – We will further improve our complaints procedure by systematically analysing the underlying trends generating complaints and revising our services accordingly. 	On course for completion by 31 st March 2005.
<ul style="list-style-type: none"> Business Process Re-engineering – External consultants will carry out a rigorous examination of the processes the council uses to provide its services, with the objective of minimising duplication, inefficiency or waste. 	Completed. Phase 2 being considered by Cabinet in December 2004.
<ul style="list-style-type: none"> Scrutiny Panels – We will review the Scrutiny function and implement new procedures and practices to further improve this vital function. 	Completed.
<ul style="list-style-type: none"> Temporary Staff – We will seek to make further savings by using a pool of council employees to fill temporary vacancies, as an alternative to the employment of agency staff. 	On course for completion by 31 st March 2005.
<ul style="list-style-type: none"> Customer Contact Centre – We will implement phase one of the Contact Centre which, in addition to providing a better service to the public, will also generate considerable efficiency savings. 	Completed. Model for monitoring efficiency savings being developed.
<ul style="list-style-type: none"> Sickness Absence – We will seek to build on the progress made in 2003/04 by reducing the average number of days per employee lost to sickness to our long-term target of eight days. We will also seek a better understanding of stress in the workplace and reduce this as a factor in sickness absence. 	Managing Sickness Absence Policy and Stress Management Policy introduced and managers trained.
<ul style="list-style-type: none"> Personnel Policies – New or revised policies will be implemented. 	Completed.

The Portfolio also makes a contribution to the following political priorities:

Improving our Housing Stock

Under the Local Government Act 2003, pooling arrangements for Housing Capital receipts came into operation on 1st April 2004. This will over a three year period reduce the capital receipt kept by the council from the current 75% to 25% in year 3. This will have a significant impact on the capital programme and associated cash flow issues.

Delivering More Affordable Housing

The Portfolio works with front line services to secure more affordable housing on new housing developments through:

- Supporting the development of planning guidance.
- Supporting the development of a new partnership with the private sector.
- Securing planning agreements.

Improving Community Safety

The Portfolio works with front line services to improve community safety through:

- Supporting the Community Safety Partnership.
- Taking court action against anti-social behaviour.
- Supporting the introduction of the new licensing regime.

Integrated Transport Strategy

The Portfolio leads on the Office project, which will have an impact on local transport and car parking. Work is underway to deliver acceptable outcomes having regard to the Integrated Transport Strategy.

2.2 Review of the Portfolio Plan and Performance Targets

From the 2004/05 Corporate Plan onwards the council has sought to more closely align the published Best Value Performance Indicators with three-year ambition targets. The following is a summary of the criteria used:

- For priorities identified within the Integrated Change Programme and services categorised as “essential”, the ambition targets will be set at or above the top quartile performance.
- For our core values and services categorised as “very important”, the ambition targets will be set at or above the median performance.
- For this Portfolio the first three indicators are essential whilst the final is very important.

Last year the Portfolio Plan identified a number of projects and for the current financial year. An update on progress is reported quarterly to the Cabinet in the Performance Monitoring report and made available to Scrutiny panels.

Performance Indicator	Current Performance	Target for 2005/06	Target for top 25%	Actions needed for achievement
% Undisputed invoices paid within 30 days.	95%	97%	96%	Head of Financial Services has commissioned BPR of purchasing and invoicing with the aim of reaching the revised target.
Average number of working days lost due to sickness absence.	6.81	8	8	2 nd Qtr performance shows improvement. However, with increased staff numbers (5 Rivers) and the “healthier” summer months it remains vital that the Head of Personnel and Training Services continues to support managers in reducing levels of sickness.
% Council tax collected.	98.2%	98%	98%	In upper quartile
% Land searches carried out within 10 working days.	58.02%	100%	100%	Head of Legal & Property Services has commissioned BPR of Land searches and will be presenting to Management Team / Cabinet a revised structure for the Unit in Dec 2004.

2.3 Improvement Targets

The Governments' Efficiency Review identifies opportunities for efficiency gains in:

- joint provision of corporate services.
- construction procurement
- increasing productive time
- savings through customers using more efficient channels of delivery

Our approach to meeting the requirements of this review will be incorporated in a revised Procurement Strategy and Best Value Programme for 2005/06. Early potential 'Gershon' efficiencies are shown in paragraph 5.6.1.

Improvement can also be achieved through external assessment and validation. A proposed programme is set out below:

External Accreditation/Validation Programme

Service	Award	Year
The South Wilts Citizen.	Council magazine of the year LGA.	2005
Marketing and Communications jointly with an appropriate SU (theme TBA).	LGA campaign award - PR on a shoestring.	2005/06
IT Services (Corporate Information Manager to confirm feasibility of attainment – BS7799 (ISO 17799) Information Security Standard).	Introduce policies and procedures to comply with best practice in Information security (e.g. BS7799).	2005
Personnel and Training Services.	Employer Training Award 2003 (Learning and Skills Council) – Investors in People Award for Innovative Excellence.	2004

2.4 Summary of Completed Best Value and Scrutiny Reviews

During 2004/05 the Resources Overview and Scrutiny Panel focused on the Office Centralisation project through the following reviews:

- Impact on services.
- Impact on staff and councillors.
- Impact on the council's financial position.

Terms of reference have been agreed and interviews are underway.

3. RELEVANT FACTORS AFFECTING PORTFOLIO PLANNING FOR 2005/2006

3.1 Changing Legislation

- Disposals of Public Land and Property [Design Competitions] Bill: key issue – holding design competitions in respect of the disposal of council assets.
- [Regulations further to] Employment Relations Act: key issue – informing and consulting with employees on management decisions affecting their future.

- European Parliamentary and Local Elections [Pilots] Act: key issue – piloting modern voting methods.
- Local Land Charges [Fees] Bill: key issue – deregulation of land search fees.
- Pensions Bill: key issue – updating TUPE.
- Tobacco Smoking [Public Places and Workplaces] Bill: key issue – regulation of smoking.
- Equalities Bill: extension of protection against discrimination on the grounds of religion.
- Disability and Discrimination Bill: extension of the definition of disability to include those with progressive diseases.
- Corporate Manslaughter Bill: imposition of criminal liability on grossly negligent employers.

3.2. National/Regional Factors

- E-Government.
- Community engagement.
- Rapidly changing technologies.
- Impact of Gershon review.
- Achieving quality standards for services.
- Changes to grant distribution.
- Market forces relating to employment of particular skills groups.
- Shared public service delivery priorities.
- Performance management, including Comprehensive Performance Assessment.
- General election.
- Re-evaluation of NNDR and council tax.
- Devolution of some Standards Board functions to Monitoring Officer.

3.3. Local Factors

- Limited financial resources.
- Expectations of ICT support – 24/7.
- Low unemployment in Salisbury and resulting competition for employees at all levels.
- Relatively high cost of housing against relatively low salaries compared to South East (increases difficulty of attracting candidates into area).
- Ageing population and impact on pension contributions and ability to recruit younger people.
- Geographical area and resulting pressure to resource outreach projects and support large number of parish councils.
- Growing need for, and expectation of, high quality, accurate and up-to-date internal communications.
- Increasing importance of Customer Services function and need for strong links to, and close working relationship with, other council service units and functions such as corporate communications and IT services.
- Staff, management and member training and development.
- Staff resistance to change.
- Middle managers' aversion to risk.
- Capacity issues.
- Effective management of staff performance and engagement with sickness absence issues.
- Cultural issues relating to change management.
- Failure to view 'support' services as business partners.
- Changing expectations of modern workforce point to need to review employment package which meets the worklife balance aspirations in a changing marketplace.

- County Council Election.

3.4. Growth or Changes to Customer Base

- Decrease in total searches by 6% and in postal searches by 17%.
- Five Rivers Leisure Complex taken in house resulting in increased customers for support services.
- Continuing increase in number of job applications
- Continuing legislative changes requiring on-going amendment to policies and procedures
- Increase in number of employment tribunal applications arising from increasing tendency across society to resort to the use of law.
- Increased demands on training and development function arising from implementation of customer services arrangements.
- Increasing pressure on scarce skill resources arising from Government initiatives to meet targets in planning area has given rise to need to concentrate PPT resources on this area.
- Reviewing telecoms requirements in the light of changes to customer service and office requirements.
- Increase in demand for services as a result of e-Government.
- Increase in technology and infrastructure items requiring support.

3.5. Best Value Review Programme 2005/06

A Best Value Review Programme will be developed for Cabinet consideration in March 2005.

3.6. Scrutiny Review Programme 2005/06

The Scrutiny Panel will be invited to submit their Scrutiny Review Programme for 2005/06 in April/May 2005.

3.7 Workforce Planning Matters

- Continuing impact of creation of customer services unit – flexible working arrangements, working practices, use of technology, payment arrangements, restructuring etc.
- Consideration of impact of Office Centralisation.
- Consideration of impact of potential stock transfer, leisure trust.
- Change management processes and re-structures are resulting in increased need to redeploy staff (with parallel impact upon training and development needs)
- The effects of proposals in relation to regionalisation and 'Gershon' will need to be identified, implemented and managed.
- Financial restraints and the need to find savings will inevitably impact on staff.
- Impact of e-government initiatives
- Consideration of ways to modernise the Council's pay arrangements (performance, markets plus premium and overtime arrangements)
- Developing strategies to aid the implementation of different working arrangements such as home-working and hot-desking.
- Training and development for staff on the new Scrutiny framework.
- Development and training in scrutiny, licensing, best value, performance and procurement.

3.8. Major Procurement

Procurement Project	Timetable
Office Construction decision.	2 nd Qtr
IT	1 st and 2 nd Qtrs

3.9. Marketing of Services

The following external marketing activity is planned by the Resources portfolio in the coming year:

Service Unit	Marketing Activity	Target Date – Qtr
Marketing and Communications (MEDT).	<ul style="list-style-type: none"> • Citizen magazine. • Individual service unit activities and projects as requested. • Major corporate initiatives as appropriate; specifically: • Value for money campaign. • Office centralisation. • Park and Ride. 	Ongoing Ongoing Ongoing 1 st and 4 th Qtr Ongoing 1 st Qtr
Personnel, Payroll and Training Unit.	<ul style="list-style-type: none"> • Participation in careers fairs. • Use of the internet in order to maximise recruitment opportunities. 	3 rd Qtr 1 st Qtr
Democratic Services (including Procurement and Performance Mgmt).	<ul style="list-style-type: none"> • Publication and distribution of a Councillor's Guide in Spring 2005. • Publication of an Annual Report focusing on the work of Scrutiny. • Citizen article on Scrutiny. • Promotion of South Wiltshire Community Web in partnership with Cravenplan Computers Ltd. • Publication of new County Boundaries and awareness raising for elections. 	1 st Qtr 2 nd Qtr 3 rd Qtr 3 rd Qtr 1 st Qtr
Customer Service Unit.	<ul style="list-style-type: none"> • Proposed Service Level Agreement. • Promotion of new service delivery arrangements. • Promotion of new telephone contact centre. 	1 st Qtr 3 rd Qtr 3 rd Qtr

3.10. Consultation Requirements

The following major external consultation will be undertaken during the year:

Service Unit	Consultation	Target Date - Qtr
Democratic Services Unit (including Procurement & Performance Mgmt).	<ul style="list-style-type: none"> • People's Voice – in support the Council's Corporate Planning process. • Consultations in connection with Scrutiny and Best Value Reviews. 	
Financial Services Unit.	<ul style="list-style-type: none"> • Budget Consultation. 	3 rd Qtr

Service Unit	Consultation	Target Date - Qtr
Customer Service Unit.	<ul style="list-style-type: none"> Rural service delivery. Customer Feedback survey. Complaints feedback survey. 	1 st Qtr 2 nd Qtr 2 nd Qtr

3.11. Summary of Key Issues

- New national and local requirements.
- Reducing financial resources.
- Continuing to build capacity of the organisation.

4. RISK ASSESSMENT

Set out in Appendix I is a full assessment of strategic risks against the corporate criteria used for Risk Assessment. The list covers areas of corporate risk, which may impact upon all Portfolios and risks specific to this Portfolio. The development of corporate risks has been developed following a review of services by both Councillors on the Cabinet and by senior officers in the Council. A response to the risks identified has been prepared and included by the responsible Officers.

5. RESOURCES

5.1 Fees and Charges

As part of its Medium Term Financial Strategy, the Council has agreed the principle of increasing its fees and charges to the upper quartile of charges levied by comparable authorities, in return for keeping Council Tax amongst the lowest in the country. Fees will therefore rise by 5% per annum until this target is reached, unless already at the require level or where commercial damage might result. The effect on this portfolio is set out below.

Service	Percentage Increase/(Reduction)
Land searches – at a current cost of £150 these fees are already in the upper quartile. It is therefore proposed not to increase these further this year.	Maintain current fee level.

5.2 Unavoidable Costs

Each year the Council is faced with a series of unavoidable costs that impact upon the budget over and above the annual inflationary increases. Some of these can be considered as unavoidable corporate costs and others that are unavoidable service cost increases.

The Council's strategy will be as follows:

- As far as possible to build unavoidable corporate costs into the medium term financial strategy.
- Give highest priority for funding unavoidable service costs for essential services.
- Give serious consideration for funding unavoidable service costs for very important services.
- Unlikely to fund significant unavoidable service costs for important services.
- Give lowest priority for unavoidable service costs for desirable services.

In addition to this the Council has undertaken a base/budget review of services and agreed to consider any implications arising from the review using the above criteria.

A summary of unavoidable costs are outlined below:

Service Unit/Corporate	Unavoidable Costs		
	Revenue Recurring £'000	Revenue Non Recurring £'000	Capital £'000
Corporate			
Pay and Non Pay inflation.	400		
Superannuation Increase.	150		
Inflation on External Contracts.	100		
Uncontainable costs e.g. Inflation, Fuel, Insurance & Energy etc.	100		
Very Important Services*			
IT Development Fund.	100		350k maximum**
ODPM Priority Outcomes Fund (additional to IEG)			210
Totals	850		560

*The newly formed e-Govt/ICT Strategy Board will be considering a detailed project plan for 2005/06 in January 2005. This will highlight all projects and associated budgets. It will also address the implications of the cessation in Dec 2005 of the IEG funding. SDC is a partner in the County-wide Customer First Board. As projects are developed Cabinet approval for proceeding and the associated budgets will be sought during the year.

**A review of options to maintain our IT systems in the event of a disaster is being undertaken and will be the subject of a report to Cabinet in March 2005. The figure used at this stage represents the maximum.

5.3 Potential Efficiencies – 2005/06

In order to meet the expected budget requirement each Portfolio is requested to identify potential efficiencies within their area:

Savings	Unit	£'000
Interest – higher base rate.	Corporate	100
Improved treasury management practices.	Corporate	50
Total		150

5.4 Budget Investment for the Medium Term Financial Strategy

Theme	New Investment 2005/06 Onwards		
	Revenue Recurring £'000	Revenue Non Recurring £'000	Capital £'000
Improving Customer Services			
Customer Information Officer	<25		
Office Centralisation*			
Totals	25		

* The revised Capital Programme, including the office Centralisation project will be considered by Cabinet in February.

The investments in priorities identified above can be made next year or phased over several years to support the overall policy objectives of the Medium Term Financial Strategy.

5.5 Service Reductions

5.5.1 As part of its Medium Term Financial Strategy, the Council has decided to

examine the impact of imposing a freeze on its two sets of lower priority services i.e. “Important” and “Desirable” in order to fund its ambitions for improvements to services considered to be political priorities.

- 5.5.2 The “freeze” would last for 5 years unless managers can make proposals to absorb the accumulated impact before the 5 year deadline, in which case funding would resume. It is assumed that the impact of a freeze equates to a cut in service of 3% per annum, and the annual impact on services covered by this portfolio are approximately £26,000 each year.

5.6 Proposals

- 5.6.1 The proposals to deal with a potential freeze and their impact on services is set out below:

Service and Ranking	Proposal	Impact
Legal & Property Services – Important.	Restructure unit saving £17.5k*	Loss of flexibility to cover peaks.
Democratic Services (including Best Value, Procurement & Performance Management) – Important.	Efficiency savings – Print Unit - £18k*	None.

*These savings will contribute towards the Gershon efficiency saving.

6. PORTFOLIO ACTION PLAN 2005/06

Actions and tasks relating to this portfolio have been prioritised according to their importance and ease of implementation. The categories are as follows:

- Target – important in achieving one or more of the 11 priority themes or relating to risk management and relatively straightforward to achieve
- Pursue – important in achieving one or more of the 11 priority themes or relating to risk management but relatively difficult to achieve
- Permit – lower importance and relatively straightforward to achieve
- Defer – lower importance and relatively difficult to achieve

It is expected that for those actions identified as a target, they will be completed in accordance with agreed timescales.

Actions categorised within the Pursue Category will present the Council with the greatest challenge insofar as they are important, but may require additional resources not readily available or rely on many people and other organisations to achieve. It has therefore been considered that a further sub-categorisation is identified highlighting the priorities of the Council. These are:

- Essential – the Council’s collective resources will be targeted to complete the actions.
- Very Important – the Council will make every effort to achieve the actions although some delays may be experienced.
- Important – timescales on these actions may not be achieved.
- Desirable – these actions will only be achieved if opportunities present themselves, however they may need to be reconsidered in future years.

High priority actions are identified each quarter and added to a rolling list of key tasks held on the Council’s performance monitoring system. Any actions arising from future plans will be considered

and categorised in the same way.

The high priority actions for this portfolio for 2005/06 have been determined from priority tasks approved by the Council from the following existing strategies and plans:

- Asset Management Plan.
- Best Value Review of Corporate and Support Services.
- Capital Strategy.
- Communications Strategy.
- Consultation Strategy.
- Data Protection Policy.
- Difficult Customers Policy.
- Fraud Strategy.
- Freedom of Information Policy.
- Human Resources Strategy.
- ICT Strategy.
- Implementing Electronic Government (I.E.G.) Statement.
- Information Security Plan.
- Integrating Customer Service Programme.
- Medium Term Financial Strategy.
- Procurement Strategy.
- Risk Management Strategy.
- Social Inclusion Policy.
- Whistleblowing Policy.

In addition to existing strategies and plans, actions have been identified resulting from major projects within the Integrated Change Programme themes. These are as follows:

6.1 Office Centralisation

During the next 12 months we will:

- Seek the determination of the application for planning permission.
- Seek agreement to the construction of the new offices.
- Agree arrangements for the disposal of surplus assets.
- Agree contractual arrangements for construction of the new offices.
- Seek agreement from all interested parties on a detailed design for the new offices.
- Agree arrangements for the decanting of staff during construction.
- Start works on site.

6.2 Improving Customer Services

During the next 12 months we will:

- Introduce Customer Service Strategy.
- Review business processes to support Customer Service for two additional service areas.
- Appoint Customer Information Officer.
- Implement new telephone contact centre.
- Three new services each in Amesbury and Mere (to be agreed with local residents).
- Community Areas – SMART plans for provision of services in community areas.
- Review of post-handling.
- Implement revised complaints process.
- Base implement CRM with at least 40 processes mapped onto system.

- Develop an “Access to Services” action plan with SWSA partners.

6.3 E-Government implementation

During the next 12 months we will:

- Complete implementation of CRM system.
- Complete back office integration project.
- Complete implementation of CMS.
- Implement E-forms project.
- Complete implementation of Wilts partnership joint A-Z project.
- Complete on-line client authentication project.
- Complete any other work as required by ODPM Priority Outcomes Listing.
- Raise awareness of E-Government within authority and resultant project prioritisation/resourcing via ICT Strategy Group.

6.4 Improving the Performance of the Council

During the next 12 months we will:

- Further embed performance management into the culture.
- Further develop the Performance Management system.
- Focus on measuring what matters – including indicators reflecting political priorities.
- Interlink the role of scrutiny and project management with performance management.
- Seek external evaluation of our approach through the IDeA.
- Develop internal peer support with Service Unit Heads assisting other units to turnaround performance.
- Revise the Procurement Strategy to reflect the Gershon Review.
- Increase performance so that 75% of our top 20 performance indicators meet national top 25%.
- Implement a revised programme of Business Process Re-engineering Reviews by March 2006.
- Review pilot of performance related pay.
- Develop mechanisms for measuring efficiency gains in light of INLOGOV pilot.
- Explore opportunities to work with Regional Centres of Procurement Excellence.

6.5 Meeting the Financial Challenge

During the next 12 months we will:

- Detailed review of services to identify within each unit which budget headings might be classified as a low priority, benefit from business process reengineering or be suitable for outsourcing or joint procurement.
- To review the Medium Term Financial Strategy to ensure it remains adequate to fund the Council's political priorities.
- Implement Phase 2 of the Aggresso System.
- Secure external funding via the appointment of an External Funding Advisor.
- Establish an Audit Committee to oversee Corporate Governance.
- Introduce prudential indicators.

6.6 Building Organisational Capacity

During the next 12 months we will:

- Continue to reduce sickness absence levels across the council.
- Identify and provide the means to bridge skills gaps that exist within the current workforce or arise as a result of changing needs.
- Filter work in order to ensure that projects/tasks that contribute to the priorities of the council are identified and prioritised appropriately.
- Put monitoring and reviewing tools in place in order to ensure that initiatives that arise as a result of the Capacity Building project are embedded across the organisation.
- Implement mobile/home working initiatives over the next 3 years to enable occupancy targets for the new offices to be met.
- Implement further Councillor Training Strategy.
- Undertake bi-annual Staff Survey.

6.7 Corporate Communications

During the next 12 months we will:

- Implement a 'Value for Money' campaign.
- Develop media interactive resource pages on the website.
- Carry out a survey of media requirements.
- Work with the e-government officer and the IT Services unit on the design and development of a new Intranet.
- Monitor media coverage and report regularly.
- Endeavour to increase advertising revenue for the Citizen to enable four editions to be produced.

6.8 Supporting Individual Community Plans

City

Support the WCC/SDC "One Stop Shop" which has been established in Salisbury library.

Stonehenge (Amesbury and Surrounding Area)

Provide improved supermarket in Amesbury. The local plan has allocated the Redworth House site for a larger supermarket. Terms have been agreed with the current operator which will enable the new supermarket to be opened by end 2005.

5 Rivers (Wilton and Surrounding Area)

No issues raised for this Portfolio.

Nadder Valley (Tisbury and Surrounding Area)

No issues raised for this Portfolio.

Mere and Surrounding Area

Consider extending the WCC/SDC "One Stop Shop" facilities such as Mere Information Point (MIP) into other rural communities.

Southern Area

Community Plan still to be agreed.

6.9 Monitoring Arrangements

A quarterly report covering revenue and capital budgets, performance indicator progress and actions against key tasks within the Portfolio are reported to the Cabinet and made available to scrutiny panel.

Salisbury District Council Resources Risk Register

Date Last Updated: 19.11.04

Title of Risk	Impact	Probab.	Category	Risk Source	Owner	Risk Action	Action	Residual Status	Updated
Disaster Recovery/Emergency Support	High	Low	Financial/ Reputational	EMT	Dev Svcs	Treat	Continue training for LAIO's and regularly review plan	OK	19.11.04
Lack of Business Continuity Plans	?	?	Capacity	EMT/ Cabinet	?	Treat	Report to Cabinet	Concerned	19.11.04
Pensions review	High	High	Financial	EMT/ Cabinet	Fin Serv	Tolerate	Monitor situation	Concerned	19.11.04
Implications of efficiency review (Gershon)	High	High	Financial	EMT	DSU	Treat	Review Procurement Strategy and report to Cabinet	Concerned	19.11.04
Office Project	High	Medium	Financial	EMT/ Cabinet	MT	Treat	Specific risk register to be developed by JC	Concerned	19.11.04
Recruitment and Retention pressures	High	High	Financial	EMT	PP&T	Treat	Monitor and review benefits etc.	OK	19.11.04
Lottery win - staff exit	High	Low	Financial	EMT	EMT	Tolerate			19.11.04
Up front costs associated with longer term changes	High	High	Financial	EMT	Fin Serv	Treat	Ensure all reports outline business case for change with payback information	OK	19.11.04
Insurance premiums above inflation	Low	High	Financial	Cabinet	Fin Serv	Treat	Reflect in Medium Term Financial Strategy		19.11.04
Interest Rate reductions	Medium	Medium	Financial	EMT	Fin Serv	Tolerate	Monitor situation	OK	19.11.04
Lost rental at Guildhall	High	High	Financial	EMT	L&PS / CI	Treat	Develop alternative uses and income streams	OK	19.11.04
Increased court action associated with FOI, Data Protection, DDA, Employee Relations	Medium	Medium	Financial/ Reputational	EMT	L&PS/ PP&T / ITS / Fin Serv	Treat	Implement training/awareness etc and ensure new offices meet DDA. Make provision within reserves to meet costs	OK	19.11.04
Compliance culture (Risk averse)	Medium	Medium	Financial	EMT	?	?	?	?	19.11.04
Lack of IT Capacity to deliver E-Government	High	Medium	Financial/ Reputational	EMT	ITS	Treat	Develop new approach/structure	Concerned	19.11.04
High sickness absence	High	High	Capacity	EMT / Cabinet	PP&T / EMT	Treat	Implement proposals from PP&T	Concerned	19.11.04
Poor industrial relations	Medium	Low	Capacity	Cabinet	PP&T	Tolerate	Continue pro-active working with TUs	OK	19.11.04
Negative impact of re-evaluation of NNDR/council tax bands	Low	Low	Reputational	EMT	Revs & Bens	Treat	Action communication plan during proceeding 9 months	OK	19.11.04
Failure to maximise re-deployment through Customer Services opportunity pool	High	Low	Financial	EMT	EMT / Cust Svcs	Treat	Head of Customer Services to review opportunity pool and arrange mechanism to track savings with Head of Financial Services	Concerned	19.11.04
Failure to maximise savings through business process re-engineering	High	Low	Capacity / Financial	EMT	EMT / Cust Svcs	Treat	?	Concerned	19.11.04
Resistance to change	Medium	Medium	Capacity	EMT	MT	Treat	Implement staff survey action plan and build knowledge/awareness of change management	OK	19.11.04

Changes in government grant formula	Medium	High	Financial	Cabinet	Fin Serv	Treat	Reflect in Medium Term Financial Strategy	Concerned	19.11.04
Unrest amongst older people re council tax levels	Medium	Medium	Political	Cabinet	MED&T	Treat	Implement VFM campaign	OK	19.11.04
Public perception of office project	High	Medium	Political	Cabinet	MED&T	Treat	Implement PR campaign to raise awareness amongst public of benefits of project	OK	19.11.04
Organisational corruption/fraud	High	Low	Reputational	Cabinet	L&PS / Fin Serv	Tolerate	Proactive PR in damage limitation	OK	19.11.04
Consistent bad press	Medium	Low	Reputational	Cabinet	MED&T	Tolerate	Maintain press relations	OK	19.11.04
Standards/Ethics	High	Low	Reputational	Cabinet	L&PS	Treat	Members: Part of induction, monitoring by Monitoring Officer/Standards Committee. Officers: Introduction of Code of Conduct, awareness sessions on Code, part of induction, monitoring by Monitoring Officer/Standards Committee	OK	19.11.04

Salisbury District Council Corporate Risk Register

Date Last Updated: October 2004

Title of Risk	Impact	Probab.	Category	Risk Source	Owner	Risk Action	Action	Residual Status	Updated
Sickness Absence	Medium	High	Capacity	Cabinet	PP&T	Treat	Monitor effect of policy and take consequent action	OK	01.10.04
Industrial Relations	Medium	Medium	Capacity	Cabinet	PP&T	Tolerate	None	OK	01.10.04
Resistance to Change	High	Medium	Capacity	Cabinet	MT	Treat	Implement actions arising from staff survey	OK	01.10.04
Poor "management"	Medium	Low	Capacity	Cabinet	MT	Tolerate	None	OK	01.10.04
Skills shortage	Medium	Low	Capacity	Cabinet	PP&T	Tolerate	None	OK	01.10.04
I.T. Failure	High	Low	Capacity	Cabinet	ITS	Treat	IT Strategy Group to report options to Cabinet	Concerned	01.10.04
Lack of Business Continuity Plans	High	Medium	Capacity	EMT	MT	Treat	Report to Cabinet on issues and options	Concerned	01.10.04
M.O.D. transfer/removal	Medium	Low	Economic	Cabinet	MED&T	Tolerate	None	OK	01.10.04
Major employers exit	Medium	Low	Economic	Cabinet	MED&T	Tolerate	None	OK	01.10.04
Economic downturn	Medium	Low	Economic	Cabinet	MED&T	Tolerate	None	OK	01.10.04
Agricultural disaster (Foot & Mouth/B.S.E.)	Medium	Low	Environment	Cabinet	MED&T	Tolerate	None	OK	01.10.04
Terrorism/major disaster	Medium	Low	Environment	Cabinet	Sthorne	Tolerate	Emergency Major Incident Plan adopted and to be updated. Ongoing periodic training by LAIOs	OK	01.10.04
Flooding	Medium	Medium	Environment	Cabinet	EHS	Treat	Cabinet has approved report from working group	OK	01.10.04
No transport provider	Medium	Low	Environment	Cabinet	FP&T	Tolerate	None	OK	01.10.04
Crime Increase	Medium	Low	Environment	Cabinet	CI	Tolerate	None	OK	01.10.04
Cessation of public services	High	Low	Environment	Cabinet	MT		None		01.10.04
Increase in pension contributions	High	High	Financial	Cabinet	Fin Serv	Tolerate	Latest actuarial report indicates need for significant increase in contributions	Concerned	01.10.04
Changes in Government General Formula Grant	Medium	High	Financial	Cabinet	Fin Serv	Tolerate	Reflect in Medium Term Financial Strategy	Concerned	01.10.04
Outcome of stock option	High	Medium	Financial	Cabinet	HM	Tolerate	Appraisal to be completed by Spring 2005	OK	01.10.04
Failure of Leisure Trust	Medium	Low	Financial	Cabinet	CI/Fin Serv	Tolerate	Decision on transfer delayed fo 18 months	OK	01.10.04
Raising capital for major projects e.g. office project	High	Low	Financial	Cabinet	Fin Serv/MT	Tolerate	Prepare specific funding reports for major projects	OK	01.10.04
Cost of concessionary fares	Low	Medium	Financial	Cabinet	FP&T	Tolerate	Review as part of budget monitoring	OK	01.10.04
Stonehenge Project - Legal Challenge	High	Medium	Financial	Cabinet	DS/L&PS	Treat	Make provision in Reserves to meet any costs	OK	01.10.04
Legal challenge – local development framework	Low	High	Financial	Cabinet	FP&T	Tolerate	Make provision in Reserves to meet any costs	OK	01.10.04
Insurance premiums above inflation	Low	High	Financial	Cabinet	Fin Serv	Tolerate	Reflected in MTFS	OK	01.10.04
Industrial Tribunals	Medium	High	Financial	Cabinet	Fin Serv	Tolerate	Make provision in Reserves to meet any costs	OK	01.10.04

				Cabinet	Fin Serv	Treat	Ensure new office proposals meet DDA requirements	OK	01.10.04
Disability Discrimination Act implications	High	High	Financial						
Unrest amongst pensioners about paying Council Tax	Medium	Medium	Political	Cabinet	MED&T	Treat	PR activity to put any rise in Council Tax in perspective	OK	01.10.04
Public perception of Office Project	High	Medium	Political	Cabinet	MED&T	Treat	Marketing and PR campaign to assist public in better understanding the need for project	OK	01.10.04
Organisational corruption/fraud	High	Low	Reputation	Cabinet	ST/DM	Tolerate	Proactive PR in damage limitation	OK	01.10.04
Irresponsible spending	High	Low	Reputation	Cabinet	Fin Serv	Tolerate	Proactive PR in damage limitation	OK	01.10.04
Staff Tribunals – “Bullying”	High	Medium	Reputation	Cabinet	PP&T	Treat	Develop PR strategy for each caes	OK	01.10.04
Consistent bad press	Medium	Low	Reputation	Cabinet	MED&T	Tolerate	Maintain Press Relations	OK	01.10.04
Street cleaning	Low	Medium	Reputation	Cabinet	EHS	Tolerate	Proactive PR in damage limitation	OK	01.10.04
Housing Stock transfer	High	Low	Reputation	Cabinet	HM	Treat	Develop PR strategy for project	OK	01.10.04
Office Project	High	Low	Reputation	Cabinet	L&PS	Transfer	Develop PR strategy for project	OK	01.10.04
Standards/Ethics	High	Low	Reputation	Cabinet	L&PS	Treat	Members: Part of induction, monitoring by Monitoring Officer/Standards Committee	OK	01.10.04
							Officers: Introduction of Code of Conduct, awareness sessions on Code, part of induction, monitoring by SUHs	OK	01.10.04
Disaster / Emergency support	High	Low	Reputation	Portfolio Plan	S Thorne	Tolerate	Emergency Major and Local Incident Plan adopted. Ongoing periodic training by LAIOs	OK	01.10.04