Report

Subject	**:** Statement on Internal Control
Report to	**:** Audit Committee
Date	**:** Wednesday 13 June 2007
Author	**:** David Crook, Acting Chief Executive

1   Background:

1.1   The Council is required by the Accounts & Audit Regulations 2006 to undertake an annual assessment of the effectiveness of its system of internal control and report this to those charged with governance. The Statement and the action plan to address identified weaknesses will be published with the Statement of Accounts of the council. Approval to the Statement will be given by Full Council on 25th June prior to signature by the Acting Chief Executive and Chairman of the Council.

2   Assessment of Internal Control during 2006/07:

2.1   The assessment of the council's risk management and internal control arrangements have been informed by the following processes:

- Assessment of risk maturity and risk management action plan carried out by the Risk Management Group and reported to Audit Committee in April.
- Review of the action plan resulting from the 2005/6 Statement on Internal Control and recommendations of actions to carry forward to the 2006/7 action plan. This was reported to Audit Committee in April
- Managers' Assurance Statements reviewed by the Management Team. A summary of the statements and a commentary on the scores are attached as Appendices.
- Internal Audit Annual Report, reported to this Audit Committee.
- Assessment of the effectiveness of Internal Audit, reported to this Committee.
- Reports from the Audit Commission, principally the Annual Audit & Inspection Letter reported to Audit Committee in April.

3   Conclusions:

3.1   On the basis of the review three areas have been identified for inclusion in the action plan for the 2006/7 Statement on Internal Control.

- Business Continuity plan
- Property Management
- IT security policy and corporate standards

4   Recommendation

4.1   The Audit Committee is asked to approve the Statement on Internal Control for 2006/7 together with the action plan.

   Implications:

   ▪ **Financial**   **:**
   ▪ **Legal**   **:**
   ▪ **Human Rights**   **:** None
   ▪ **Personnel**   **:** None
   ▪ **Community Safety**   **:** None
   ▪ **Environmental Impact :** None
   ▪ **Council's Core Values :** Excellent service, open learning council and a willing partner.

STATEMENT ON THE SYSTEM OF INTERNAL CONTROL

SCOPE OF RESPONSIBILITY

Salisbury District Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. Salisbury District Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, Salisbury District Council is also responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

The system of internal control is designed to manage risk to a reasonable level rather than eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The system of internal control has been in place at Salisbury District Council for the year ended 31 March 2007 and up to the date of approval of the annual report and accounts.

THE INTERNAL CONTROL ENVIRONMENT

Organisational

The Council has adopted a Constitution with Cabinet and Leader.

The Cabinet has organised itself into four Portfolios:

- Resources
- Environment and Transport
- Planning Economic Development and Tourism
- Community and Housing

The Cabinet carries out all of the local authority's functions which are not the responsibility of any other part of the local authority, whether by law or under this Constitution.

An Audit Committee has been established with responsibility for overseeing corporate governance, internal control, risk management, external audit and internal audit. The Committee has appointed two independent members to contribute expertise in these matters to the Committee.

The Council has conducted a review of its corporate governance arrangements and has published a local code of corporate governance. Annual reviews of the code will enable the council to ensure that its arrangements are current and relevant. Governance arrangements for the council's partnerships have also been reviewed in 2006/7.

The Council has adopted a scheme of delegation to Officers and Committees.

The Council has an Overview and Scrutiny Co-ordinating Committee and four Scrutiny Panels that mirror the portfolios.

The Council has its own Standards Committee which, among its functions:

- Promotes and maintains high standards of conduct by councillors and co-opted members, including overseeing the code of conduct
- Overviews the Council's whistleblowing policy

The Council's Monitoring Officer advises relevant managers of new legislation and compliance with the Council's own corporate framework.

Responsibility for Compliance with operational policies rests with the relevant Service Unit Head.

The Council has a nominated responsible Financial Officer in compliance with s151 of the Local Government Act 1972. The principal responsibilities of this officer include:

- How financial management is determined
- Financial reporting and monitoring arrangements
- Compliance with Accounts and Audit Regulations 2006
- Compliance with financial codes of practice

Operational

The Corporate Plan establishes the Council's principal objectives.

Performance against the plan is supported by a performance management system.

The Council has a Risk Management Strategy and a risk register has been created to contain the strategic risks to the Council. A risk management group has been formed to meet regularly to support the implementation of risk management into operational areas. Further work is planned to ensure that operational risks are identified and managed.

Management Team and Service Unit Heads are responsible for economical, effective and efficient use of resources as required by the duty of best value with the goal of providing value for money services.

All services that have been subject to Best Value Reviews have service continual improvement plans that have been approved by Cabinet.

The Council has a performance management framework that regularly reports on key targets and indicators to Cabinet including:

- The role of performance management system
- Training of relevant staff
- Continual development of the project management framework

The Council has developed Member and Officer Codes of Conduct to support the Council in its duties and obligations and a system of staff appraisal and competencies.

The Council has other policies and plans that support the general operation of governance across the Authority namely:
- Asset management plan and capital strategy
- Medium term financial plan
- Fraud policy
- Training plan

REVIEW OF EFFECTIVENESS

Salisbury District Council has responsibility for conducting, at least annually, a review of the effectiveness of the system of internal control. The review of the effectiveness of internal control is informed by the work of the internal auditors and the executive managers within the Council who have responsibility for the development and maintenance of the internal control environment, and also by comments made by the external auditors and other review agencies and inspectorates.

In 2006/7 the Council undertook a review of the effectiveness of the systems of internal control. The review included:

- The annual report of the Chief Internal Auditor
- Continual monitoring by the s151 Officer and Monitoring Officer of reports prepared for Cabinet and Council.
- Assurance statements by the senior managers of the council covering their areas of responsibilities.
- The annual audit and inspection letter from the Audit Commission.
- Review of risk management arrangements by the Risk Management Group.
- Review by Management Team of the results.

A new requirement from the 2006 Amendment to the Accounts and Audit Regulations is that there should be a review of the effectiveness of Internal Audit as part of the annual review of the effectives of internal control. The Audit Committee has considered a self-assessment of Internal Audit and other evidence to reach a conclusion on the effectiveness of Internal Audit.

The Audit Committee and Council have reviewed the Statement and action plan prior to signature. The Audit Committee will review the process of compiling the Statement and monitor the assurance framework and action plan.

Findings of the Review

Internal audit operate to a risk based audit plan that is approved annually. An annual report is made to the Audit Committee that details the level of assurance that has been given for each audit area in the year and an overall opinion. The report also identifies those internal control issues, which in the opinion of the Chief Internal Auditor should be included in the Statement of Internal Control. The Audit Commission has assessed through its Use of Resources judgement that Internal Audit operates to the standards required by the Code of Practice for Internal Audit in Local Government. The Council is therefore justified in relying upon the opinion of Internal Audit. The Audit Committee were satisfied that the system of Internal Audit was effective and that plans are in place for improvement and development.

The Audit Commission published its Comprehensive Performance Assessment of the Salisbury District Council in May 2004. The Council was rated as 'good'. The CPA included an assessment of financial standing, systems of internal financial control, standards of financial conduct, financial statements and legality of significant financial transactions. During 2006/2007 the Audit Commission made an assessment of the Use of Resources. The overall assessment on Use of Resources was that the council was performing well and consistently above minimum requirements in all aspects (3 out of 4).

The Annual Audit & Inspection Letter from the Audit Commission was reported to the Audit Committee. The audit letter reports on audit and inspection work at Salisbury, including the accounts, financial aspects of corporate governance, performance management and inspections. The Commission commented that the council has a good record of sound financial management and has good governance arrangements in place.

SIGNIFICANT INTERNAL CONTROL ISSUES

Internal Control Issue	Proposed Action
IT security policy & corporate standards The council is in the process of introducing an ICT security policy and corporate standards or guidelines by which application systems should be managed. These are required to support the council's progress towards ISO17799 compliance as set out in the council's ICT Strategy.	Responsible officer: Head of IT Services Target date for completion: 30 September 2007 Policy already available in advanced draft, but delayed by need to now incorporate new PCI (payment card industry) security procedures to ensure Council remains compliant with same. Then needs to go through full Policy Implementation Procedure.
Business continuity An ICT disaster recovery plan is in place and has been tested and a business continuity plan has been prepared. There is a need for the plan to be tested and training provided to key staff over the course of the year.	An action plan addressing training and testing of the plan is in place. Responsible officers: All Service Unit Heads Target date for completion: October 2007
Management of Property Lack of up to date authoritative property records Lack of effective systems of key dates	Work has started and is continuing. Critical properties such as those supporting the office project have already been registered. Target date for completion: October 2007 Procedure set up and commenced 1 February 2007. Target date for completion: ongoing process. Responsible officer: Head of Legal & Property Services

David Crook (Acting Chief Executive)

Cllr Mrs Chettleburgh (Chairman of the Council)

		Commentary	Action Plans
Are all business risks properly managed 2007?			
Community Initiatives		Business Risks are managed on a 1/4 basis or more regularly dependent on the level of the risk and action plans are developed to minimise the risk. However it is not always possible to ensure that remedial action taken addresses the risk (particularly where this is of a financial nature) within the required financial timeframe. An example would cost savings at Tisbury Sports Centre for 2006/07. Decisions regarding the future management arrangements of the council's leisure facilities have still to be made.	
Customer Services			
Democratic Services		No concerns.	
Development Services			
Environmental Services		Our main project for the unit this year has been the alernate week collection project which has it's own risk register. We do take risks seriously within the unit, using the council's risk management processes as appropriate.	
Financial Services			
Forward Planning & Transportation			
Housing Management		There are financial risks if reductions in expenditure are not achievedto match the financial forecast of the HRA.	Stock Transfer Project Board to complete new HRA Business Plan by September 2007
ICT Services		Risks associated with each project and area of operations are monitored on a bi-weekly basis at Service Unit Management team meetings. There are however some areas of concern around risks that are outside our immediate control. Examples include: Corporate Business continuity Server room / decant where ICT services flagged up major concerns but were not in a position to control the final outcome.	Continuing close liaison with other service units.
Legal & Property Services		Internal audits identify risks. Audits have provided limited and substantive assurances in areas other than Property Management. Action plans are agreed with internal audit.	1.Implement action plans agreed with Internal Audit. 2. Follow up review of business continuity by Internal Audit.
MED&T		Services and projects are examined for risk and where it is thought appropriate a risk assessment will be underatken.	
People and Organisational		This is undertaken as part of the POD project and task management plan.	
Revenues & Benefits		All services are audited both internally and externally, of the 4 core services provided, 3 have received a full assurance from internal audits and 1 a substantial assurance. The minor risks from these audits are managed.	
Strategic Housing Services		Capacity to deliver significant projects including: Regeneration of Chatham Close Introducing Choice Based Lettings Delivering the SHOOTS project Delivering the Assistive Technology project Affordable housing programme	Manage and monitor through: PIDs Unit delivery and risk plans
Are all resources effectively utilised 2007?			
Community Initiatives		All resources (people, finance and assets), within the Unit are deployed in the achievement of council business objectives. The use of resources is kept under review and managers are encouraged to take action to address any instances of ineffective, inefficient and uneconomic use. Examples inlcude Invest to Save submissions relating to the Guildhall and Five Rivers.	
Customer Services			

Democratic Services	Some concerns. 1) Implications of Efficiency review (Gershon): There is a financial risk if the Council does not get its strategy right, especially in meeting the Gershon efficiency targets. 2) Mobile Phones: At present there is no effective control over mobile phone use. Considered last year to be of low significance for SIC. 3) Electronic Invoicing: A distinct risk that the council will not reap the full benefit of this if we don't fully streamline the manual side to the processing.	1) Implications of Efficiency review (Gershon): Additional safeguards are in place with the Improving the Performance and Financing of the Council Board taking a proactive role in monitoring the council's progress - bi-monthly reports on the MTFS savings and quarterly exception reports on all other efficiencies with a view to considering any remedial action at mid-year should it appear that savings will be substantially missed. 2) Mobile Phones: The Corporate Mobile Phone Policy has been approved by Management Team, printed and ready for communication, however it has been halted awaiting a Health & Safety Committee resolution about the use of mobile phones whilst driving. 3) Electronic Invoicing is now fully implemented. Financial Services have maximised the opportunities created by process re-engineering - effectively re-deploying a member of staf previously tied to this task to a vacant post. It is hoped now that Environmental Services are co-located at the depot they should be able to reduce the number of people involved in the invoicing process. A vigorous approach through the BPF
Development Services		
Environmental Services	Generally yes. Restructuring within the unit aims to further develop our efficiency.	
Financial Services		
Forward Planning & Transportation		
Housing Management	Resources will need to be redeployed to meet the financial forecast for the HRA	Stock Transfer Project Board to complete new HRA Business Plan by September 2007
ICT Services	We believe we are using existing resources effectively. However, due to the scarcity of skilled staff and finance, we are not able to meet the aspirations of the council for ICT-enabled service transformation at the rate that many people would wish to see.	Annual prioritisation of projects will continue to be carried out by the e-Governance Board.
Legal & Property Services	1. Gantt of gantts used to measure resourcing of corporate working. 2. Framework agreements in place for both the Legal and the Property teams to resource peaks in workload. 3. Monthly monitoring of LPS budget. 4. Asset Management Plan updated annually.	See commentary.
MED&T	Resources, particularly staff and budgets are closely monitored and adjusted accordingly.	
People and Organisational Development	There is a slight concern relating to the recruitment of suitably qualified individuals but this is outside of the scope of this statement.	
Revenues & Benefits	resources are untilised and managed in accordance with council policies- this includes 3 month moratorium on replacing staff, managing sickness, reviewing all vacant posts, making efficiency savings.	
Strategic Housing Services	No concerns	Monitor through Balanced Scorecard and Unit Delivery plan.
Are all services aligned with corporate objectives 2007?		
Community Initiatives	Services are planned and managed in accordance with the council's corporate priorities. Areas for further work include Determining the long term use of the Guidhall once the Magistrates depart still needs to be made. A Guildhall SUb-Vision Board has been established to oversee this project and a PID has been developed. However, Financial implications are not currently included in the MTFS. The Crematorium and changes to legislation regarding Mercury ommissions will require substantial investment in 2012. Business Plan and investment package is required and the Council has approved the appointment of a consultant to undertake this work. (financial implications are not currently inlcuded in MTFS)	
Customer Services		
Democratic Services		
Development Services		
Environmental Services	Yes.	
Financial Services		

Forward Planning & Transportation		
Housing Management	Following the rejection by tenants of stock transfer in November 2006 services will need to be realigned with the financial forecast for the Housing Revenue Account.	Stock Transfer Project Board to complete new HRA Business Plan by September 2007
ICT Services	Projects are prioritised and monitored by the e-Governance Board, with Policy Director, senior officer and Cabinet-level member involvement. This ensures that major ICT projects are aligned with corporate priorties and objectives. The Board also acts to ensure that projects are undertaken within the resources available.	
Legal & Property Services	1. Gantt of gantts used to measure resourcing of corporate working. 2. Framework agreements in place for both the Legal and the Property teams to provide additional resources when needed. 3. Asset Management Plan is updated annually.	See above.
MED&T	Yes. Services are monitored and reviewed to ensure that they are aligned with the council's priorities and/or core values.	
People and Organisational Development	All SDC priorities and associated projects are tracked within POD and appropriate resources allocated. A HR Strategy and Workforce Plan is in place and PIs are monitored.	
Revenues & Benefits	all services are aligned- the unit business plan details the targets, actions and performance results. The business plan is aligned to the corporate core principles and values.	
Strategic Housing Services	Monitor activity through: Balanced Scorecard Unit Delivery and Risk Plan.	As above
Are your key controls effective 2007?		
Community Initiatives	Key controls over systems and processes are in place to ensure that all Council assetts are safeguarded. An area of concern relates to the lack of 10 year conditional surveys for some of the council's major assetts and the timeframe associated with resolving R&M issues	
Customer Services		
Democratic Services	No concerns.	
Development Services		
Environmental Services	Yes.	
Financial Services		
Forward Planning & Transportation		
Housing Management	Procedure manuals need to be updated	procedure manuals to be updated.
ICT Services		
Legal & Property Services	Internal audits test the key controls in all service areas. Audits have provided limited and substantive assurances in areas other than Property Management. Action plans are agreed with Internal Audit.	1. Implement action plans arising out of audits. 2. Follow up review of Property Management by Internal Audit.
MED&T	Controls are regularly reviewed to ensure wherever possible that they are effective. It should be noted that no controls can be 100% effective.	
People and Organisational Development	Policies and procedures are constantly monitored, reviewed and updated according to need.	
Revenues & Benefits	system are audited , all processes and systems have manuals, these are updated regularly.	
Strategic Housing Services	Two areas of concern: Managing and minimising rent arrears for leased propoerties; Developing and introducing a menu based support charge for sheltered housing tenants.	Monthly arrears monitoring and prompt recovery procedures. County-wide project group now taking forward proposals for a county-wide policy linked to Supporting People.
Do all decisions taken have due regard for legality, probity and compliance 2007?		

Community Initiatives	Decisions taken and services provided do have due regard for:
	
	  - The council's business objectives;
	  - Legality;
	  - Best value and service improvement;
	  - Council policies and strategies.	

Customer Services		
Democratic Services	The Code of Conduct ar being Potentially damaging for the reputation of the Council is no longer of concern. This is now incorporated in both the induction training for new elected members and the Members Training and Development Programme for existing members. It is also included in the Standards Committee Work Programme and as such subject to formal monitoring.	
Development Services		
Environmental Services	Yes.	
Financial Services		
Forward Planning & Transportation		

Housing Management		
ICT Services		
Legal & Property Services	1. Monitoring Officer Deputies and other legal staff between them attend all meetings of Council committees other than meetings of scrutiny panels. 2. Head of Legal & Property attends meetings of EMT and has an open invitation to attend meetings of MT. 3. Monitoring Officer receives copies of all committee agendas and minutes and is invariably consulted on reports to Cabinet. Also receives copies of MT agendas and minutes. 4. Monitoring Officer submits annual report on Member complaints to the Standards Committee.	1. Continuation of the activities referred to in the commentary. 2. Participate in induction for new Members following elections. 3. Provide training for all Members on the Revised Code of Conduct follwing its introduction.
MED&T	Every effort is made to ensure that decisions taken have due regard for legality, probity and compliance.	
People and Organisational Development	Business objectives are listed against HR activities, legal and equality concerns are built into our policy and procedure review process. Policies are also reviewed on the basis of whether or not they continue to deliver best value and service improvement.	
Revenues & Benefits	All decisions are made with due regard to regulations and council policy- the internal and external audits for the unit confirm this.	
Strategic Housing Services	No concerns	Monitor through Balanced Scorecard and Unit Delivery Plan

Performance Matrix Report

Are all business risks properly managed 2007?
Actual vs. SDC Target
This Year to Date (Last Value)
2006/Q4

Location	Are all business risks properly managed 2007?			
	Actual	SDC Target	Variance	Index Range
Aspirational Standards - Policy Director Group 1	3.000	2.000	(1.000)	Below Target
Aspirational Standards - Policy Director Group 2	1.000	2.000	1.000	Areas to Note
Community Initiatives	3.000	2.000	(1.000)	Below Target
Customer Services	2.000	2.000	0.000	On Target
Democratic Services	1.000	2.000	1.000	Areas to Note
Development Services	2.000	2.000	0.000	On Target
Environmental Services	1.000	2.000	1.000	Areas to Note
Financial Services	2.000	2.000	0.000	On Target
Forward Planning & Transportation	2.000	2.000	0.000	On Target
Housing Management	2.000	2.000	0.000	On Target
ICT Services	2.000	2.000	0.000	On Target
Legal & Property Services	3.000	2.000	(1.000)	Below Target
MED&T	2.000	2.000	0.000	On Target
People and Organisational Development	1.000	2.000	1.000	Areas to Note
Revenues & Benefits	2.000	2.000	0.000	On Target
Strategic Housing Services	2.000	2.000	0.000	On Target

Performance Matrix Report

Are all resources effectively utilised 2007?
Actual vs. SDC Target
This Year to Date (Last Value)
2006/Q4

Location	Are all resources effectively utilised 2007?			
	Actual	SDC Target	Variance	Index Range
Aspirational Standards - Policy Director Group 1	2.000	2.000	0.000	On Target
Aspirational Standards - Policy Director Group 2	1.000	2.000	1.000	Areas to Note
Community Initiatives	3.000	2.000	(1.000)	Below Target
Customer Services	2.000	2.000	0.000	On Target
Democratic Services	3.000	2.000	(1.000)	Below Target
Development Services	2.000	2.000	0.000	On Target
Environmental Services	1.000	2.000	1.000	Areas to Note
Financial Services	2.000	2.000	0.000	On Target
Forward Planning & Transportation	2.000	2.000	0.000	On Target
Housing Management	2.000	2.000	0.000	On Target
ICT Services	2.000	2.000	0.000	On Target
Legal & Property Services	2.000	2.000	0.000	On Target
MED&T	2.000	2.000	0.000	On Target
People and Organisational Development	1.000	2.000	1.000	Areas to Note
Revenues & Benefits	2.000	2.000	0.000	On Target
Strategic Housing Services	1.000	2.000	1.000	Areas to Note

Performance Matrix Report

Are all services aligned with corporate objectives 2007?
Actual vs. SDC Target
This Year to Date (Last Value)
2006/Q4

Location	Are all services aligned with corporate objectives 2007?			
	Actual	SDC Target	Variance	Index Range
Aspirational Standards - Policy Director Group 1	2.000	2.000	0.000	On Target
Aspirational Standards - Policy Director Group 2	1.000	2.000	1.000	Areas to Note
Community Initiatives	3.000	2.000	(1.000)	Below Target
Customer Services	1.000	2.000	1.000	Areas to Note
Democratic Services	1.000	2.000	1.000	Areas to Note
Development Services	1.000	2.000	1.000	Areas to Note
Environmental Services	1.000	2.000	1.000	Areas to Note
Financial Services	2.000	2.000	0.000	On Target
Forward Planning & Transportation	1.000	2.000	1.000	Areas to Note
Housing Management	2.000	2.000	0.000	On Target
ICT Services	1.000	2.000	1.000	Areas to Note
Legal & Property Services	2.000	2.000	0.000	On Target
MED&T	1.000	2.000	1.000	Areas to Note
People and Organisational Development	1.000	2.000	1.000	Areas to Note
Revenues & Benefits	1.000	2.000	1.000	Areas to Note
Strategic Housing Services	1.000	2.000	1.000	Areas to Note

Performance Matrix Report

Are your key controls effective 2007?
Actual vs. SDC Target
This Year to Date (Last Value)
2006/Q4

Location	Are your key controls effective 2007?			
	Actual	SDC Target	Variance	Index Range
Aspirational Standards - Policy Director Group 1	2.000	2.000	0.000	On Target
Aspirational Standards - Policy Director Group 2	1.000	2.000	1.000	Areas to Note
Community Initiatives	3.000	2.000	(1.000)	Below Target
Customer Services	2.000	2.000	0.000	On Target
Democratic Services	1.000	2.000	1.000	Areas to Note
Development Services	2.000	2.000	0.000	On Target
Environmental Services	2.000	2.000	0.000	On Target
Financial Services	2.000	2.000	0.000	On Target
Forward Planning & Transportation	2.000	2.000	0.000	On Target
Housing Management	2.000	2.000	0.000	On Target
ICT Services	1.000	2.000	1.000	Areas to Note
Legal & Property Services	4.000	2.000	(2.000)	Area of Concern
MED&T	2.000	2.000	0.000	On Target
People and Organisational Development	1.000	2.000	1.000	Areas to Note
Revenues & Benefits	1.000	2.000	1.000	Areas to Note
Strategic Housing Services	2.000	2.000	0.000	On Target

Performance Matrix Report

Do all decisions taken have due regard for legality, probity and compliance 2007?
Actual vs. SDC Target
This Year to Date (Last Value)
2006/Q4

Location	Do all decisions taken have due regard for legality, probity and compliance 2007?			
	Actual	SDC Target	Variance	Index Range
Aspirational Standards - Policy Director Group 1	1.000	2.000	1.000	Areas to Note
Aspirational Standards - Policy Director Group 2	1.000	2.000	1.000	Areas to Note
Community Initiatives	2.000	2.000	0.000	On Target
Customer Services	2.000	2.000	0.000	On Target
Democratic Services	1.000	2.000	1.000	Areas to Note
Development Services	2.000	2.000	0.000	On Target
Environmental Services	1.000	2.000	1.000	Areas to Note
Financial Services	2.000	2.000	0.000	On Target
Forward Planning & Transportation	2.000	2.000	0.000	On Target
Housing Management	1.000	2.000	1.000	Areas to Note
ICT Services	1.000	2.000	1.000	Areas to Note
Legal & Property Services	2.000	2.000	0.000	On Target
MED&T	1.000	2.000	1.000	Areas to Note
People and Organisational Development	1.000	2.000	1.000	Areas to Note
Revenues & Benefits	1.000	2.000	1.000	Areas to Note
Strategic Housing Services	1.000	2.000	1.000	Areas to Note

ASSURANCE STATEMENT ON CORPORATE PROJECTS
(responses as at 1430 1.6.07)

#		Portfolio		Alignment with corporate objectives	Business risk management	Effectiveness of key controls	Effective use of resources	Legality, probity & compliance
1	LSVT - To Ballot	C&H	Derek	1	3	1	2	1
2	LSVT - Post Ballot (if positive)	C&H	Derek					
3	Neighbourhood Agenda	C&H	Robin	3	1	1	2	1
4	Local Area Agreement	C&H	Pam	1	1	1	1	2
5	Leisure Trust	C&H	Robin	3	3	3	3	2
6	Future Use of Guildhall	C&H	Robin	1	4	2	3	1
7	Parish, Ward and Market Town Plans	C&H	Robin	2	1	2	1	1
8	Park & Ride	T&E	Eric	2	4	2	2	1
9	Changes to Waste Collections	T&E	Matti	5	2	1	4	4
10	LDF	P&ED	Eric	1	1	1	2	1
11	CCTV review	P&ED	Eric	3	4	3	2	1
12	Salisbury Vision	P&ED	Pam		1	1	3	2
13	Office Project (inc decant)	Res	Debbie	1	3	2	1	1
14	CRM	Res	Helen	3	2	1	2	1
15	Customers Services Integration	Res	Helen					
16	Shared Services Agenda	Res	Debbie	2	2		2	1
17	E-gov (excluding CRM & Agresso)	Res	Les	1	1	2	2	1
18	Agresso/eprocurement	Res	Alan/Stewart	2	2	1	1	1
19	BVPI surveys/Consultation Strategy	Res	Stewart	1	1	1	1	1
20	Efficiency statement/VFM/Use of Resources Audit	Res	Alan	1	3	1	2	1
21	Capacity Building (inc. ODPM grant)	Res	Stewart/Anne	1	1	1	1	1
22	Implement outcome of Facilties Management Review	Res	Stewart/John					
23	Implementation of MTFS 2006 (eg premium payments/temp staff/city & parish expe	Res	Alan	1	3	1	1	1
24	Corporate change management strategy	Res	Pam					
25	BST		Helen / Matti	4	2	2	4	1
26	Innovative Ways of Working Project	Res	Anne	1	1	1	1	1
27	HR Policy Review and Implementation	Res	Anne	1	1	1	1	1
28	Communication improvements (excl Intranet)	Res	Graham	1	1	2	1	1
29	Implementation - Review Sheltered Housing	C&H	Andrew	1	2	2	1	2
30	Local Housing Need and Market Assessment	C&H	Andrew	1	1	1	1	1

Key

1 - No concerns (above target

2 - Minor concerns (target)

3 - Some concerns (amber)

4 - Substantial concerns (light red)

5 - Major concerns (red)