

WILTSHIRE COUNCIL RISK ACTION PLAN

Risk Ref: CR001	Risk: Delivery of a successful Waste management and landfill strategy				Date of Action Plan Update: January 2011										
Current Risk Rating: (High, Med, Low) I = 4 L = 4 Current Score = 16 High		Target Risk Rating: (High, Med, Low) I = 4 L = 2 Target Score = 8 Medium		Progress on Risk Action Plan: RAG = Amber											
Comment on Current Status of Risk (for use in risk management update reports)															
<p>Waste Strategy approved 2006. Significant action has been taken to improve waste reduction and recycling, and increase waste diversion from landfill. Waste reduction has been assisted by the economic slowdown, plus national and local action. LAA targets for waste reduction (NI 191) are being reached. However, economic recovery or changes to collection services (planned for 2011) could lead to renewed waste growth (see risk CR027). Recycling / composting has been increased to pass the 40% target for 2010/11 (NI 192). Significant additional investment will be needed to achieve the 50% target for 2020/21. Waste and recycling collection changes proposed for 2011 (subject to council decision following consultation) are forecast to increase recycling significantly (see risk CR027). One contract for the further diversion of waste from landfill has been commenced (Hills /Lakeside), securing enough capacity to avoid Landfill Allowances Trading Scheme (LATS) fines to about 2014 and reduce the landfill tax bill. A second contract (Hills / Entsorga MBT project) is under negotiation and close to completion (Jan 2011). Planning permission has been granted for construction of the Mechanical Biological Treatment (MBT) plant at Westbury. Environmental permits have been issued. If this contract is signed, the Council would have sufficient diversion capacity to about 2019, on current forecasts. Therefore, the second contract would reduce the likelihood of this risk. The council would also meet the Corporate Plan 2010-14 target for reducing waste to landfill (25% by 2014 : NI 193). The MBT procurement process is being overseen by senior officers. Advice is being taken from consultants on key legal, financial and technical aspects. The proposed changes to waste and recycling collections (see above) will provide further scope to reduce landfill.</p> <p>Whilst the above measures will reduce pressures on the Council, it is certain that the costs of waste management will still increase significantly (see Scope of Risk). The following additional control measures are in place:</p> <ul style="list-style-type: none"> (1) consideration for control of waste management as part of Medium Term Financial Plan and budget planning cycles; (2) the Waste Service is currently reviewing longer term issues and will formally review the council's waste management strategy during 2011; (3) action by Head of Waste Management, working with the Head of Waste Collection, to increase recycling and other diversion performance within budget allocations (see above for performance). Also wood waste has been diverted from landfill to energy from waste production since December 2008; (4) monitoring of the LATS for availability and cost of allowances. <p>The target risk rating is dependent upon funding being made available to support the mitigation measures. In March 2010 the required funding was forecast to increase the council's budget for waste management, as follows:</p> <table border="1" data-bbox="98 1278 974 1345"> <tr> <td>2010/11</td> <td>2011/12</td> <td>2012/13</td> <td>2013/14</td> <td>2014/15</td> </tr> <tr> <td>£21.4 m</td> <td>£21.7 m</td> <td>£24.3 m</td> <td>£27.1 m</td> <td>£27.7 m</td> </tr> </table> <p>These forecasts will need to be regularly updated, to reflect such variables as contract price inflation and RPI, Landfill Tax and LATS, waste tonnage, progress with recycling, the effects of harmonisation of waste and recycling collections (2011) and progress with other diversion contracts. The two major step increases in cost shown in the forecast are related primarily to the net effects of the proposed MBT project, and are therefore dependent upon this. in</p>						2010/11	2011/12	2012/13	2013/14	2014/15	£21.4 m	£21.7 m	£24.3 m	£27.1 m	£27.7 m
2010/11	2011/12	2012/13	2013/14	2014/15											
£21.4 m	£21.7 m	£24.3 m	£27.1 m	£27.7 m											

addition, major budget increases will be required to fund the changes to waste and recycling collections agreed by Cabinet in October 2010. The timing of the changes and the necessary funding is currently under discussion (Jan 2011). It is apparent that costs will rise by more than £1 million. If these costs are not covered in the Council's MTFP and successive annual budgets, the target likelihood rating of the risk will need to be increased to a 4 as these costs will be incurred.

Action Plan

Risk Owner	Mark Boden	Key Officer/s	Tracy Carter / Andy Conn
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Scope / Background to Risk

(Insert information about the risk that explains it further including any history, cause of risk and potential impact and likelihood evaluation information)

Cause: The EU Landfill Directive requires a major change in waste management, with much more emphasis on waste reduction, re-use and recycling, or production of energy from waste, and much less disposal to landfill. The UK government has created two powerful financial incentives to reduce landfill. (1) The Landfill Allowances Trading Scheme has a reducing landfill allowance for each waste disposal authority to 2020. This applies to biodegradable waste (about 68% of Municipal Solid Waste). Fines for exceeding the allowance have been set at £150 per tonne of biodegradable waste, although trading, banking and borrowing can be used as short term measures in most years. (2) Landfill Tax has risen significantly and is set to rise from the 2010/11 rate of £48 per tonne, by £8 increments to £80 per tonne in 2014/15. There is also increasing public support for recycling and waste minimisation.

Impact: Diversion from landfill by means of recycling and energy from waste projects is relatively expensive in the short term. Benefits realisation assessments of Energy for Waste (EfW) projects and the current proposal to harmonise waste and recycling collections show initial outlay leading to major cost avoidance in a few years time. Markets and prices for recyclables are unpredictable. These factors combine to create a risk of failure to manage the overall costs of waste management. The major identified additional risks for the service and budget are: (1) from 2006/07 – payment of increased landfill tax per tonne (certain) and purchase of LATs allowances (possible), subject to waste reduction and landfill diversion achieved; (2) from 2009/10 – payment for diversion contracts. (Hills / Lakeside EfW commenced June 2009). (3) from 2016 - a new payment regime for waste management services, including a large recycling operation, following the conclusion of the current contract; (4) Risk of further penalties associated with the LATS scheme in certain "scheme" years, as a pro rata share of any EU penalty charged to the UK; (5) The LATS and Landfill Tax schemes or the definition of council waste management responsibilities may be changed by government, affecting the Council's financial assessments; (6) Possible additional government measures to further restrict use of landfill. The previous government consulted on possible measures, including landfill bans, during Spring 2010. An additional area of risk, currently more limited, is the increased scope of Landfill Tax. In Autumn 2009, the government announced that the low rate of landfill tax (LFT)(£2.50 per tonne) would be extended to (inter alia) all material used as landfill cover (previously exempt). The Council now pays LFT on this tonnage. (7) the government review of waste policy during 2011 may result in pressure to revert to weekly waste collections, increasing both collection and disposal costs, the latter due to increased waste disposal to landfill and payment of LFT.

Controls in place to manage risk

1. Waste minimisation programme - joint venture Recycle for Wiltshire work with Wiltshire Wildlife Trust and subsidised sale of food waste digesters to Wiltshire residents

2. Actions to increase recycling and composting -

The heads of waste management and waste collection are working to increase opportunities for recycling and composting, within budget allocations (see above for performance)

The council consulted on proposed changes to harmonise waste and recycling collections during June-August 2010 and Cabinet agreed to proceed in October 2010. The timetable and funding is under discussion (Jan 2011). Significant additional diversion of waste to recycling and composting is forecast to result.

A new recycling centre is under construction at Marlborough and is due to open in early 2011.

A project is underway to increase access to kerbside recycling services by residents of flats in North and West Wiltshire (completed elsewhere).

3. Actions to divert additional waste from landfill, to energy from waste production -

The Lakeside contract commenced June 2009 (50,000 Tonnes Per Annum)

The Westbury MBT contract is approaching completion of negotiations (see above)

Household wood waste delivered to recycling centres (about 7500 Tonnes Per Annum) is being sent to energy from waste production under the existing waste management contract.

4. Consideration for control of waste management as part of Medium Term Financial Plan and budget planning cycles

5. Monitoring of the Landfill Allowances Trading Scheme (LATS) for availability and cost of allowances and reporting accurate date on waste tonnages to the national (statutory) Waste Data Flow system

Actions to take to improve the management of this risk OR Contingency Arrangements	Responsibility for action	Date for completion	Progress / Status Report for Improvement Actions
1. The waste service is currently reviewing longer term issues and will formally review the council's waste management strategy during 2011, to update forecasts, targets and priorities from 2011 onwards. Strategic Environmental Assessment / Sustainability Appraisal of the revised strategy will be required. This will require consultancy support, the cost of which may exceed the current budget allocation. Cabinet approval of the revised strategy will be required.	1. Andy Conn	1. 31/12/2011	Action 1 - the waste service carried out vision / blueprint work during the Summer and Autumn of 2010. Work on the strategy review is programmed for 2011. Staff capacity is expected to be limited, due to the demands of the planned harmonisation of waste and recycling collection services.
2. The waste service will also be preparing for the continued operation of contracted out services as the FOCSA west Wiltshire collection contract (2014) and the Hills waste disposal and recycling contract (2016) expire. Options for future service delivery and costs will be investigated. Again, significant consultancy support may be required. A Cabinet decision on preferred options will be required.	2. Tracy Carter	2. Various from 2011 onwards	Action 2 - to follow the early stages of Action 1
3. Use of project management techniques within the waste service, to	3. John Geary	3. Ongoing	Action 3 has commenced and is being applied to work required to implement the proposed

<p>improve operation of service improvement projects</p> <p>4. Improve collection and management of waste data in the newly formed waste service</p>	<p>4. Andy Conn and Martin Litherland</p>	<p>4. 31/03/11</p>	<p>collection service changes.</p> <p>Actions 4 and 5 have commenced. A relatively long time scale will be needed, due to the time required for finalisation of the waste collection service staff structure, resolution of pay and terms / conditions harmonisation issues (departmental and 4 area services) and recruitment to vacancies in the waste management service</p>
<p>5. Increase co-ordination of staff resources across the newly formed waste service to help deliver the Recycle for Wiltshire joint venture, encouraging residents to minimise and recycle more waste</p>	<p>5. Andy conn and Martin Litherland</p>	<p>5. 31/03/11</p>	<p>Actions 4 and 5 have commenced. A relatively long time scale will be needed, due to the time required for finalisation of the waste collection service staff structure, resolution of pay and terms / conditions harmonisation issues (corporate and 4 area services) and recruitment to vacancies in the waste management service</p>

WILTSHIRE COUNCIL RISK ACTION PLAN

Risk Ref: CR003	Risk: Managing the volatile nature of care placement requirements within the resources available	Date of Action Plan Update: January 2011
Current Risk Rating: I = 4 L = 3 Current Score = 12 High	Target Risk Rating: I = 3 L = 3 Target Score = 9 Medium	Progress on Risk Action Plan: RAG = Amber
Comment on Current Status of Risk (for use in risk management update reports)		
<p>Children:</p> <p>The restructure of Children and Families Services into dedicated service specific teams that occurred from April to June 2010 is already showing significant improvements in service development and service delivery. As reported in previous Risk Action Plans, the number of children and young people looked after continues to rise (as at 20th January 2011 there were 377 children looked after by Wiltshire DCE) this therefore results in an increase in placement demand.</p> <p>Children and Families Services have now implemented a weekly placement panel chaired by the Head of Children and Families Services in order to implement a gate keeping process.</p> <p>The rise in numbers of children becoming looked after can be attributed mainly to the number of children currently in care proceedings and those young people 16 + presenting as homeless and in need (Southwark Judgement) . In response to the increase in service demand for homeless young people, Children and Families Services has in conjunction with Housing partners developed and implemented a joint protocol giving clear guidance to both social care and housing staff on how to respond to vulnerable young people who are presenting as homeless. Children and Families Services are also working collaboratively with Youth Offending Team partners to develop a Host Family Scheme with a mediation element to reunify homeless young people with their parents/family members wherever possible, therefore reducing the number of young people coming into the care system post 16 and remaining there unnecessarily.</p> <p>Wiltshire continues to have a high number of its' looked after population aged between 15 and 18 - Almost one third of the whole LAC population fall within this age range. In response to this, Children and Families Services have begun a programme of developing a wide range of placement options aimed at meeting the accommodation needs of young people 16+. I can report that Children and Families Services have increased the number of Supportive Lodgings placements and increased the number of Host Family carers.</p> <p>Towpath House opened as a 16+ semi-independent unit in December 2010. This resource has allowed for the move on from residential care provision for three young people to date as well as providing stepping stones provision for other young people leaving Independent Foster Agency (IFA) placements.</p> <p>During 2011, Children and Families Services intend to broaden its services to Families whose children are assessed as being at risk of harm. Resource Centres based in Salisbury, Devizes and Trowbridge have been identified and all Centres have been granted planning permission. The resource centres will provide venues to facilitate court ordered parenting capacity assessments and court ordered contact.</p> <p>The resource centres, will provide case holders and other professionals with a venue to facilitate direct work with children and their families. Trowbridge</p>		

Resource Centre has been specifically designed to provide a number of services for disabled children and young people including facilities to teach independent living skills.

A Fostering Team Service Manager has been appointed and will commence her duties in April 2011. This is a significant appointment in that this will assist greatly in meeting the Children and Families Service objective to improve the number and range of in-house placements, thus reducing the need for more expensive out of authority placements with independent providers.

The Adoption team reports improvements in the timeliness of children placed for permanence. There has been a rise in the number of children placed under Special guardian orders.

The contract with Quarriers is closely monitored; the reduction in service provision from 12 beds to 10 beds has not affected Children and Families Services ability to meet service demand.

In addition, at the last Audit Committee meeting Members requested more information regarding The Commissioning Strategy developed within Risk Ref. CR003: 'Managing the Volatile Nature of Care Placement Requirements within the Resources Available'.

The Commissioning Strategy for Placements 2010-2013 identifies the key priorities for Wiltshire Council in securing sustainable cost effective local placement provision for the most vulnerable children and young people. The strategy is aligned to local and national priorities that will deliver better outcomes, maximize opportunity and ensure that resource investment is efficiently and effectively targeted to meet current and future need.

The Commissioning Strategy outlines priorities for the Children and Families directorate to develop a sustainable range and mix of safe, quality placement options for children and young people in care. In-house provision is supported by specifically commissioned independent provider services that offer value for money placement options. It is through developing both in-house provision and developing contract arrangements with key providers Wiltshire can ensure that there is a full and diverse range of placements available that are both cost effective and able to meet individual need.

Action Plan

Risk Owner	Carolyn Godfrey, James Cawley	Key Officer/s	Sharon Davies, Lin Hitchman
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Scope / Background to Risk

(Insert information about the risk that explains it further including any history, cause of risk and potential impact and likelihood evaluation information)

Cause: Market pressures and the rising number of complex cases significantly affect the Council's ability to influence or control the continuing increase in costs of services for children, disabled people and older people. Major changes in policy & practice instituted by the NHS are also relevant, as are demographic and economic pressures.

Impact: Financial impact is significant. Increasing placement costs are a barrier to investment in preventative work.

Controls in place to manage risk

1. Out of Authority monitoring System in place, to provide accurate data re number of children placed and cost of placements, monthly supervision with Team Managers where all OOA placements are discussed to prevent placement drift

2. Commissioning Strategy 2010/2011 in place, with monthly meetings chaired by Service Director for Commissioning to ensure compliance with agreed actions
3. Attendance at Major Contract Task Group meetings bi-monthly to monitor Quarriers contract compliance.

Actions to take to improve the management of this risk OR Contingency Arrangements	Responsibility for action	Date for completion	Progress / Status Report for Improvement Actions
1. Placement panel implemented during January 2011 will scrutinise current placements for children placed in out of authority placements to ensure wherever possible children can be returned to live in in-house provision.	1. Lin Hitchman	1. Ongoing, outcomes will be measured on a quarterly basis	Monitoring system to be implemented and outcomes reported to commissioning Group throughout 2011.
2. Increase in in-house foster placements and targeting of return of young people from expensive OOA placements	2. Lin Hitchman	2. Progress monitored month on month	Recruitment campaign to be undertaken 2011/2012
3. Increase in range of post 16 provision in accordance with Commissioning Strategy 2010 and sufficiency duty	3. Lin Hitchman	3. 2011/2012	Development of Supportive Lodgings/Host Family resources, establishment of Service level Agreements with voluntary and private providers

WILTSHIRE COUNCIL RISK ACTION PLAN

Risk Ref: CR003	Risk: Managing the volatile nature of care placement requirements within the resources available	Date of Action Plan Update: January 2011
Current Risk Rating: I = 4 L = 3 Current Score = 12 High	Target Risk Rating: I = 3 L = 3 Target Score = 9 Medium	Progress on Risk Action Plan: RAG = Amber
Comment on Current Status of Risk (for use in risk management update reports)		
<p>Older People, Older People with Mental Health Problems and Customers with Physical Impairment</p> <p>Framework agreements with identified weekly costs were offered to care homes providing nursing in Wiltshire and within a 10 mile radius. The market has rejected this option. DCS are currently undertaking an Opportunity Assessment to determine the most appropriate means to secure nursing provision against savings requirements.</p> <p>DCS have purchased short term support to benchmark older people residential care in Wiltshire both in terms of existing provision in the County and care provision in surrounding local authority areas. This work will help us understand the condition of the market and how to commission and procure residential services.</p>		
Action Plan		
Risk Owner	James Cawley	Key Officer/s Nicola Gregson
Scope / Background to Risk (Insert information about the risk that explains it further including any history, cause of risk and potential impact and likelihood evaluation information)		
<p>Cause: Market pressures and the rising number of complex cases significantly affect the Council's ability to influence or control the continuing increase in costs of services for children, disabled people and older people. Major changes in policy & practice instituted by the NHS are also relevant, as are demographic and economic pressures.</p> <p>Impact: Financial impact is significant. Increasing placement costs are a barrier to investment in preventative work.</p>		
Controls in place to manage risk		
<ol style="list-style-type: none"> 1. Regular monitoring of all placement activity is in place 2. All placements are approved at a senior level following individual negotiations with providers 		

Actions to take to improve the management of this risk OR Contingency Arrangements	Responsibility for action	Date for completion	Progress / Status Report for Improvement Actions
<ol style="list-style-type: none"> 1. Alternatives to care home placements are being proactively commissioned. 2. procurement exercise is being undertaken to secure nursing bed provision at an appropriate cost. 	<ol style="list-style-type: none"> 1. Nicola Gregson 2. Nicola Gregson 	<ol style="list-style-type: none"> 1. March 2011 2. June 2010 	<ol style="list-style-type: none"> 1. Project plan in place and working group meeting weekly to review progress against targets 2. Work is progressing against plan

WILTSHIRE COUNCIL RISK ACTION PLAN

Risk Ref: CR004	Risk: Delivery of 350 unit housing PFI scheme	Date of Action Plan Update: January 2011	
Current Risk Rating: (High, Med, Low) I = 4 L = 3 Current Score = 12 High		Target Risk Rating: (High, Med, Low) I = 4 L = 2 Target Score = 8 Medium	
		Progress on Risk Action Plan: RAG = Amber	
Comment on Current Status of Risk (for use in risk management update reports)			
<p>As previously reported, due to issues concerning affordability and planning, Cabinet agreed that the Housing PFI scheme would be reduced from the provision of 400 homes to around 350. These will be delivered in a phased approach, with approximately 242 homes being provided in phase 1.</p> <p>Following the Government's Spending Review, Department for Communities and Local Government (CLG) / Homes and Communities Agency (HCA) confirmed on 22 November 2010 continuing funding support for the project, subject to rigorous demonstration of value for money (VfM). A VfM assessment process is currently underway and decisions on whether or not individual projects will be proceeding were due to be made in December. This has been delayed and there is no available timescale from HCA / CLG as to when the ministerial announcements will be made. Therefore, we are unable to update the anticipated date for financial close.</p> <p>We have written to local MPs expressing our concern in respect of the delay and the Leader is writing to the Minister in the same vein.</p>			
Action Plan			
Risk Owner	Mark Boden	Key Officer/s	Graham Hogg / Mike Swabey / Chris Trowell
Scope / Background to Risk			
(Insert information about the risk that explains it further including any history, cause of risk and potential impact and likelihood evaluation information)			
Cause: Scheme unaffordable. Unable to demonstrate value for money. Unable to secure sufficient sites with planning permission. Persimmon withdraws sites. Lack of resources. Lack of budgetary control. Loss of political/HCA support. Delays.			
Impact: Loss of £83m PFI credits. £2.0m abortive set up costs. Failure to meet first year corporate plan objective. 350 households left in unsuitable accommodation. Reputational damage.			
Controls in place to manage risk			
<ol style="list-style-type: none"> 1. Affordability gap resolved by reduction in scheme to around 350 units (Cabinet 24/11/09). 2. Planning permission granted for 242 units. Timing issue on remaining units resolved by phased approach (Cabinet 24/11/09). 3. 2010/11 budget position resolved - 2011/12 budget requested. 			

4. Cabinet agreement to enter into contract (22/6/10).			
Actions to take to improve the management of this risk OR Contingency Arrangements	Responsibility for action	Date for completion	Progress / Status Report for Improvement Actions
1. Project Agreement (PFI contract) to be updated and submitted to HCA, with derogations and supporting papers, by 11/6/10. Value for money and affordability information to be updated and re-submitted to HCA by 11/6/10.	Chris Trowell	20/8/10	All information with HCA for consideration/approval.
2. Land issues on Council sites arising from Contractor due diligence to be resolved.	Stephen Moorhouse / Mark Hunnybun / Chris Trowell	31/1/11	Issues in respect of Council provided sites largely resolved.
3. Manor School site to be sold to Sarsen.	Graham Garrett / Tim Slater	31/1/11	Documentation almost agreed. Sale and purchase to be completed as soon as possible.
4. Submit Final Business Case.	Chris Trowell	31/1/11	Draft FBC to be submitted as soon as possible. This cannot be fully completed until derogations and VfM signed off by HCA/CLG.
5. Submit requested information for CLG value for money review.	Chris Trowell	9/12/10	All requested information submitted on 9/12/10. Decisions were due to be made by CLG in December, but this has slipped.

WILTSHIRE COUNCIL RISK ACTION PLAN

Risk Ref: CR027	Risk: Delivery of a transformed Waste Collection Service	Date of Action Plan Update: January 2011
Current Risk Rating: I = 4 L = 3 Current Score = 12 High	Target Risk Rating: I = 1 L = 3 Target Score = 3 Low	Progress on Risk Action Plan: RAG = Amber
Comment on Current Status of Risk (for use in risk management update reports)		
<p>Resolution of role remodelling issues is key to the future of the service. (1.) The waste directorate's management team will work closely with the Pay Harmonisation Team (see risk CR023) to minimise risks of the pay harmonisation process creating poor industrial relations in this service or disrupting waste collections. A project has commenced to remodel the waste collection service. Information is being shared and verified with the pay harmonisation team and HR. (2.) The Management Team has also recognised the ongoing work on transformation of collection services and the need for timely and effective consultation on service options. Consultation was carried out during Summer 2010, resulting in over 10,000 responses, with 72% in support of the council's proposed changes. In October 2010, cabinet decided to proceed with the proposed changes during 2011. Council agreed funding for these changes in February 2011 and the programme to deliver the new services by March 2012 has now commenced.</p>		
Action Plan		
Risk Owner	Mark Boden	Key Officer/s Tracy Carter / Martin Litherland
Scope / Background to Risk (Insert information about the risk that explains it further including any history, cause of risk and potential impact and likelihood evaluation information)		
<p>Cause: 1) Failure to implement harmonisation of pay and conditions exposing the Council to possible legal challenge. 2) Failure to transform the four current waste collection systems into a single, consistent service covering the whole council area. 3) The government review of waste policy during 2011 may result in pressure to revert to weekly waste collections, increasing both collection and disposal costs, the latter due to increased waste disposal to landfill and payment of LFT. 4) Lack of space in existing network of depots to accommodate vehicles and staff for new services.</p> <p>Impact: 1) Could seriously damage and undermine the pay harmonisation process across the council as a whole and failure to achieve a negotiated collective agreement with the unions could lead to poor industrial relations in the longer term and disruption of a key service used by every resident; 2) Public complaints about inequality and discrimination due to different collection systems remaining in place, possible multiple ombudsman cases, criticism and low assessment by central government and to some boycotting of recycling by residents, leading to failure to hit landfill diversion targets, and to budget pressures.</p>		

- 3) Increases in both collection and disposal costs, the latter due to increased waste disposal to landfill and payment of LFT.
- 4) May not be possible to deliver services if staff and vehicles cannot be accommodated.

Controls in place to manage risk

- 1. The council consulted on proposed changes to harmonise waste and recycling collections during June-August 2010. Cabinet agreed to the proposal in October 2010. Significant additional diversion of waste to recycling and composting is forecast to result.
- 2. Project teams have been established to progress various workstreams.
- 3. Regular meetings take place with union representatives and staff representatives have been consulted on JEQs for new roles within the waste collection service.

Actions to take to improve the management of this risk OR Contingency Arrangements	Responsibility for action	Date for completion	Progress / Status Report for Improvement Actions
1. Use of project management techniques within the waste service, to improve operation of service improvement projects	1. John Geary	1. Ongoing	These actions have all commenced and are regularly reviewed. Project teams are meeting as frequently as necessary to progress the work on both role remodelling and waste collection service projects.
2. Alternatives to using Wiltshire Council depots for delivery of new services are being explored	2. Martin Litherland	2. October 2010	These actions have all commenced and are regularly reviewed. Project teams are meeting as frequently as necessary to progress the work on both role remodelling and waste collection service projects.
3. Communications strategy is being developed to ensure that all staff are kept informed of proposed changes.	3. Martin Litherland	3. October 2010	These actions have all commenced and are regularly reviewed. Project teams are meeting as frequently as necessary to progress the work on both role remodelling and waste collection service projects.

WILTSHIRE COUNCIL RISK ACTION PLAN

Risk Ref: CR028	Risk: Availability of resilient and appropriate software and hardware to deliver Benefits service	Date of Action Plan Update: February 2011
Current Risk Rating: I = 4 L = 3 Current Score = 12 High	Target Risk Rating: I = 2 L = 2 Target Score = 4 Low	Progress on Risk Action Plan: RAG = Amber
Comment on Current Status of Risk (for use in risk management update reports)		
<p>The maintenance of four existing systems is administratively costly however, expert staff based in the hubs are capable of maintaining the software and daily and overnight procedures. However, hardware maintenance with so many servers and interfaces will continue to present risks, however a great deal of work has been undertaken to update existing equipment and the management of servers.</p> <p>Risk status remains high as the implications of system failure are huge. These include inability to collect income for the Council, the possibility of abusing the strict code of practice regarding the collection of direct debit payments, but more seriously the inability to pay customers rent through the housing benefit system.</p> <p>The project to replace four systems, each with its own set of interfaces to SAP and the cash receipting systems is now underway. In addition the structure of the team is changing to meet the demand of the project and to better cope with changes to software and hardware. Implementation of one system by this team will reduce the number of servers used but also provide greater resilience in terms of retaining existing servers should there be the need to invoke disaster recovery.</p>		
Action Plan		
Risk Owner	Carlton Brand	Key Officer/s Ian P Brown
Scope / Background to Risk (Insert information about the risk that explains it further including any history, cause of risk and potential impact and likelihood evaluation information)		
<p>Cause: Failure of infrastructure. Non compatibility for shared data across disparate systems. Failure to merge processes and move application towards a single benefit platform. Maintenance contract inappropriate or not delivered.</p> <p>Impact: Non-payment of benefits to customers</p>		
Controls in place to manage risk		
<ol style="list-style-type: none"> 1. The team has been restructured to create a combined team of specialists with whom knowledge can be shared regarding systems maintenance and support. The team are training each other and reviewing strengths and weaknesses of the three / six systems currently in use. 2. Project underway to replace current systems with one. The procurement stage is complete, contracts have been signed with the successful supplier and 		

a project plan implemented to go live with one system in December 2011.

3. Systems currently in place are very much the market leaders. Each product is still fully supported by the suppliers and support of the products is high whilst the tendering process is in place.

Actions to take to improve the management of this risk OR Contingency Arrangements	Responsibility for action	Date for completion	Progress / Status Report for Improvement Actions
1. Positive relations maintained with all suppliers	1. Ian P Brown	1. ongoing	Each product is currently well supported and continues to be on the basis Wiltshire Council currently uses five separate software solutions to deliver its service. Every supplier is reputable and relationships with each firm remain positive on a number of levels. It is important that those relationships are maintained during the implementation of a single IT solution.
2. Revenues Systems team in place, to cross train and support staff to both maintain current systems and implement the new systems	2. Sally Kimber	2. ongoing	The appointment of Northgate (currently used in North Wilts) was a surprise however the cost savings, which are significant far out weigh any short comings in the system as a whole. This web enabled solution ensures that a number of staff around the county can already access the system operated in the north which will be used as the template for the single solution.
3. Independent project manager appointed to manage the implementation of a single revenues and benefits solution for Wiltshire.	3. Dermot Tulley	3. 1 st April 2012	The appointment of an independent project manager has ensured that proper procedures are followed in accordance with Prince II methodology. In terms of budget, the allocated sum is certainly sufficiently large, Northgate undercutting all other suppliers by a significant percentage. It is hoped that there will be sufficient capacity within the budget for some capitalisation of what would have been revenue costs. In addition there are sufficient funds to ensure any hidden or unexpected costs in terms of interface with third parties should be covered.

WILTSHIRE COUNCIL RISK ACTION PLAN

Risk Ref: CR032	Risk: Local Development Framework (LDF) Process	Date of Action Plan Update: March 2011
Current Risk Rating: I = 4 L = 3 Current Score = 12 High	Target Risk Rating: I = 3 L = 2 Target Score = 6 Medium	Progress on Risk Action Plan: RAG = Amber
Comment on Current Status of Risk (for use in risk management update reports)		
Full Council approved the changes to the South Wiltshire Core Strategy on 22 February 2011 for submission to the Inspector. Meetings have been arranged to inform communities about the localism bill to help provide clarity in the development planning system as we move forward with the core strategy. A clear timetable has been prepared which will be shared with communities at these meetings.		
Action Plan		
Risk Owner	Alistair Cunningham	Key Officer/s Georgina Clampitt-Dix / Jess Gale
Scope / Background to Risk (Insert information about the risk that explains it further including any history, cause of risk and potential impact and likelihood evaluation information)		
Cause: Corporate and political support for process. Increasing challenge from local communities. Changes to legislation and national planning policy. Pressures from development industry. Lack of resources (skills and capacity).		
Impact: Reputational. Financial costs (challenge by developers/ other parties). Statutory duties. Sustainability (not maximising appropriate development opportunities to support local communities and the economy of Wiltshire). Diminishing housing and employment land supply (risk of speculative housing proposals/ability to respond to economic investment opportunities). Lack of certainty for local communities and investors in Wiltshire.		
Controls in place to manage risk		
<ol style="list-style-type: none"> 1. The Local Development Framework Board meets to oversee LDF development, this involves Directors from across the authority and is chaired by the relevant Cabinet Member. 2. Revised timetable has been published on the Council's website with flexible milestones. 3. Core Strategy Manager appointed to support team leaders in delivering priority DPD, Wiltshire Core Strategy. 4. Regular briefings to Cabinet Members responsible. 5. Continued liaison with legal to ensure appropriate response to changes to planning policy and statutory process is followed. 		

Actions to take to improve the management of this risk OR Contingency Arrangements	Responsibility for action	Date for completion	Progress / Status Report for Improvement Actions
<ol style="list-style-type: none"> 1. Keep up to date with Government changes (announcements; white papers etc) to the planning system. Consider implications of Localism and Decentralisation when published. 2. Reprioritise Development Plan Documents (DPDs) in preparation. 3. Merge South Wiltshire Core Strategy into Wiltshire Core Strategy process. 	<ol style="list-style-type: none"> 1. Georgina Clampitt-Dix 2. Georgina Clampitt-Dix 3. Georgina Clampitt-Dix 	<ol style="list-style-type: none"> 1. On-going 2. On-going 3. On-going 	