

# Executive

## Performance and Risk Management Framework 2011/12 Third Quarter Performance Report

5 March 2012

### Report of the Director of Resources and Corporate Performance Manager

#### PURPOSE OF REPORT

This report covers the Council's performance for the period 01 October to 31 December 2011 as measured through the Performance Management Framework.

This report is public

#### Recommendations

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The Executive is recommended:

- (1) To note the many achievements referred to in paragraph 1.3.
- (2) To request that officers report in the third quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks.
- (3) To agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.
- (4) To identify any further performance or risk related matters for review or consideration in future reports.

#### Executive Summary

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##### Introduction

- 1.1 This is a report of the Council's performance in the third quarter of 2011/12 measured through the performance management framework. Central to this is the Corporate Scorecard, which is made up of the Council's priority performance targets. The Corporate Scorecard covers key areas of performance, these are: performance against the Council's 14 public pledges; financial performance, human resources performance and customer feedback.

The scorecard also provides a wider summary of performance covering the Corporate Plan, Priority Service Indicators, the Corporate Improvement and Value for Money Programme, the Corporate Equalities Plan, Brighter Futures

in Banbury (the Council's work programme to address disadvantage in Banbury) and Significant Partnerships. The appendices to this report provide a detailed overview of performance in each of these areas.

The Council continues to develop its integrated risk and performance management framework which means that performance and risk is monitored and reviewed as part of a single process. This report includes a review of all strategic, corporate and partnership risks.

To measure performance we use a 'traffic light' system where Green is 100% of the target met, Amber 90% and above, and Red below 90% and detailed performance indicators and commentary is presented in the appendices to this report.

- 1.2 It should be noted that although this is primarily a report of corporate performance the Council's performance management framework also includes monitoring at the directorate level against service plans and strategies. The majority of operational performance issues are dealt with at service and directorate level. However significant service successes and issues are reported upwards and where appropriate included in this report.

It is also important to note that during 2010/11 significant changes were made to the national performance management regime. As a result the statutory requirement to report on national indicators was withdrawn. The Council has fully reviewed its performance management framework and streamlined its reporting focusing on key areas of public priority, and the draft framework for 2011/12 was agreed by Executive at their meeting on 7 March 2011.

The Council remains committed to publically reporting its service and financial performance and continues to do so on a quarterly basis at Executive and by providing a monthly performance summary on the Cherwell District Council website.

For 2012/13 performance and priorities have been reviewed as part of the business and financial planning process. Performance pledges and strategic priorities have been updated and agreed at Council. These will form the basis of the 2012/13 performance management framework.

As such the 2012/13 Business Plan is attached as the final appendix (10) to this report. It brings together strategic priorities, performance pledges and budget information for the following year into a single document and is aimed at both internal and external audiences to clearly communicate the Council's priorities and the resources allocated to them.

## **Proposals**

- 1.3 We ask the Executive to note the significant progress made in delivering the Council's objectives. Particular highlights include:

### **Cherwell: A District of Opportunity**

- Actions are on-going to promote apprenticeships and other routes to work and education. 2 Job clubs were held in Bicester, 3 in Banbury and for the first time, 1 in Kidlington. 1128 job seekers have been helped in 2011/12 to date.

- 107 affordable homes have been delivered in the District to-date against year-end target of 100. Miller Road young person's scheme is due to complete in February 2012 and Cassington Road, Yarnton in March.
- Bicester Town Centre: completion of the development agreement has taken place and a signed licence has been received for advanced work to be undertaken in January.
- The number of households in temporary accommodation continues to improve although the number of people approaching for assistance is still increasing. Performance is being closely monitored.

### **A Cleaner Greener Cherwell**

- Good quarter performance (59% against target of 50%) however it is possible that the recycling rate may fall slightly short of 60% target at year end, in the range 58-59%.
- Plans to address customer satisfaction levels through the neighbourhood blitz programme, mechanical sweeper replacement and the Keep Britain tidy campaign "Love Where You Live" are being developed
- A Green apple award for the best environmental practice, was presented to Cherwell at the House of Common. It was awarded following the refurbishment of the depot producing significant reductions in CO2 emissions
- Eco Bicester: the engagement strategy has been approved and is being implemented. The Project Team (Community Liaison and Community Engagement roles) continue to ensure there are opportunities to participate in the programme working in partnership with the private

### **A Safe, Healthy and Thriving Cherwell**

- Recreation Activators launched a new initiative 'take over' part of which is to encourage inactive pupils in the school playground to participate in positive activities. This has proved a success with 156 participants and 728 attendances.
- (All) crime levels remain down against same period last year
- All Leisure Centre usage has continued to exceed target due in the main to a mild, snow free December.
- Works to Phase 1 of the SW Bicester multi sports village continues with hedge and tree planting during December and January.

### **An Accessible, Value for Money Council**

- An online citizen portal is being developed to allow charged services to be requested and paid for
- The average speed of answer for calls received by the Council during December was above target at 41 seconds. Q3 average speed to answer was on target at 1minute 10 seconds

- 1.4 The performance management framework allows Councillors to monitor the progress made in delivering our objectives and to take action when performance is not satisfactory, risks to performance are identified or new issues arise. There are a number of such items identified in this report and we recommend officers should report on the latest position, implications, and the action they are taking in the next quarterly performance report. These are:

#### **An Accessible, Value for Money Council**

- A review of complaints will be undertaken and included in the year end report to identify opportunities for organisational learning as a result of customer feedback.
  - Preventable contact: the number of face to face visits to the Council is off track with higher than expected numbers. This has an impact on costs and resource. Steps are being taken to improve telephone and online service take up and an update will be provided in the year end report.
- 1.5 As part of its improvement strategy the Council has an Improvement and Value for Money Programme which covers a series of developmental reviews and value for money assessments to help deliver the medium term financial strategy. To date all value for money reviews have been completed, savings identified and reports agreed by Executive. These savings have informed the budget preparations for 2012/13. This programme has now been replaced by the service transformation programme and a new template is attached at appendix 4 to cover this work.

#### **Conclusion**

- 1.6 In this report we show that at the third quarter the Council continues to make strong progress on delivering its ambitions to improve the services delivered to the public and against key projects and priorities. Risks have been reviewed and the report highlights a small number of areas which the Council needs to keep under review to ensure targets are met. This report also identifies emerging issues which will be reported on in the next quarter.
- 1.7 The report also present the Business Plan and Council priorities for 2012/13 which will form the basis of the performance management framework in the coming year.

### **Background Information**

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#### **2.1 Progress on issues raised in the last Executive performance review**

The Executive on 6 December 2011 requested progress reports on a number of issues identified in the second quarter performance report as areas where targets had not been met or where there were emerging issues. The position in relation to these is outlined below:

#### **Cherwell: A District of Opportunity**

- The Brighter Futures in Banbury Programme

This programme reported amber in the last quarter due to a significant number of personnel changes which meant that several the lead roles were vacant. This situation has now been resolved with all but one theme lead now in place. The new theme leads have been briefed and are in the process of setting out new project plans. A number of successful events have been held this quarter and the steering group has met to review progress and grant bids for new projects.

Going forward the priority will be to sustain momentum on the refreshed projects. The theme leads are meeting in February to plan the coming years activity.

### **A Safe, Healthy and Thriving District**

- Progress with the disabled facilities grants programme had slowed due to a decline in the rate of occupational therapy referrals. This arose from resource and staffing pressures in the social services and health sectors.

During the third quarter progress with the disabled facilities grants programme has improved following implementation of interim measures involving both Cherwell and Oxfordshire County Council. As a consequence, the referral of cases to the Council's Grants Team increased sufficiently in the last quarter (Oct-Dec) to lead us to expect that the budget of £860k can be fully allocated. We do however expect that £100k (although committed to approved mandatory grants) will not be spent by 31/3/12 and will therefore need to be carried forward into 2012-13 to cover commitments.

Factors underlying the decline in referral rates are continuing to be explored and regular, on-going liaison meetings with the county council have been scheduled.

In addition we have received notification from central government on 23/1/12 of an additional allocation of £38k for this year. Options for utilising the resulting budget are being explored.

### **A Cleaner, Greener District**

- Customer satisfaction with street cleansing has seen a drop. As measured through the annual survey satisfaction in 2011 was 64% in comparison with 72% in 2010 despite actual cleanliness standards remaining unchanged. However in a survey on customer satisfaction levels on the feedback cards from bulky household waste collections - levels are still good at around 80%.

Plans to address customer satisfaction levels through the neighbourhood blitz programme, the replacement of the mechanical sweeper fleet and through the Keep Britain tidy campaign 'Love where you live' are being developed.

## **2.2 Overview of Performance**

Paragraphs 2.3 – 2.13 provide a more detailed summary of the Councils performance against its comprehensive performance and risk framework. The detailed performance indicators and commentary against each of these are

contained within appendices one to eight.

### **2.3 Corporate Scorecard – Corporate Plan Pledges**

The Corporate Scorecard includes the 14 pledges which were included in the 2011/12 Council Tax Leaflet which was sent to every household in Cherwell. Of these 11 are Green, 2 Amber and one Red. These pledges directly reflect the Council's four strategic priorities and public priorities.

#### **Successes**

- Reducing CO2 emissions: the council remains on track to deliver a 5% reduction in emissions.
- The council has delivered savings of over £1 million pounds to balance the 12/13 budget whilst maintaining a council tax freeze.
- To date the council has delivered 107 new affordable homes against a target of 100. This includes shared ownership social rent and temporary accommodation units.

#### **Issues**

- Recycling rates: at quarter 3 these are predicted to be in the range of 58-59% at year end, slightly missing the target of 60%. A number of promotional activities have taken place and the target is being kept under review. The council remains committed to strong performance in this area and will retain the high performance target for 2012/13.
- Customer satisfaction: the results of the customer satisfaction survey were reported in quarter 2. General satisfaction is slightly off track and satisfaction with street cleansing below target. Both have been retained as priorities and are reflected in the council plan for 2012/13 activities to improve customer access and activities such as neighbourhood litter blitzes should help to address the issue.

### **2.4 Corporate Scorecard: Financial Performance**

There are two finance targets, relating to predicated variance against revenue and capital budgets. Both are Green. There are no issues of concern at this point. The budget for 2012/13 has been agreed with a council tax freeze.

### **2.5 Corporate Scorecard: Human Resources**

Three Human Resources indicators are monitored: staff turnover; days lost through sickness; and organisational resilience/staff satisfaction. Turnover and sickness are both green. Staff resilience and satisfaction is currently reporting as amber. This should be measured through a staff survey which hasn't yet been undertaken. However, a pilot survey has now taken place at the depot and a draft staff survey has been developed for implementation in the Spring.

### **2.6 Corporate Scorecard – Customer Feedback**

Three key measures are covered: speed of telephone response, customer satisfaction as measured through bi-annual mystery shopping and customer

complaints. Telephony and complaints performance are on track. The mystery shopping exercise has been postponed and is being re-considered in terms of costs.

## **2.7 Corporate Plan**

The corporate plan is made up of 39 priority performance targets under the Council's four strategic priorities. In this quarter good progress has been made in a number of areas:

### **Successes**

- In spite of the challenging economic situation there remain no cases of repeat homelessness this year, preventative work continues. Despite increased demand the number of households living in temporary accommodation remains low with 27 households this quarter in comparison to 32 last quarter.
- The time taken to process Housing Benefit/Council Tax Benefit new claims and change events is within target at 9.37 days against a target of 11. Performance has been strong throughout the last two quarters.
- Good progress has been made progressing the development of the Core Strategy (local plan), and consultation on developer contributions is due to commence shortly.
- Consultation on the regeneration of Bolton Road in Banbury has now been completed.

*Details in Appendix 2*

## **2.8 Priority Service Indicators**

In addition to the corporate plan the Council has identified a set of 42 priority service indicators that reflect core service provision. Full details are included in appendix 2 but highlights include:

### **Successes**

- Planning performance: processing of minor and other applications exceeds target for the third quarter, building on strong performance in the first and second quarter. Planning appeals performance has also improved this quarter and is now reporting green.
- The percentage of council tax and business rates (NNDR) collected is above target for the quarter.

### **Issues**

- Planning: major applications remains off track, performance has been reviewed by the senior management team and the Council remains committed to working with developers to ensure the quality of major applications is the focus rather than the speed.

*Details in Appendix 3*

## **2.9 Corporate Programmes**

The 'major programmes' template attached as appendix 4 replaces the Corporate Improvement and Value for Money Programme template that has previously been included as part of this report. This new template reflects the Council's ambitious improvement programme around place based regeneration and development and service transformation to deliver improvement and efficiency.

It should also be noted that the template covers both Cherwell and South Northamptonshire programmes, reflecting the shared nature of the agenda.

### **Successes**

- The transformation programme is on track with several projects well underway including the development of a shared IT service.

### **Issues**

- The eco-Bicester project is reporting amber the quarter as plans are awaited from the developer.

*Details in Appendix 4*

## **2.10 Corporate Equalities Plan**

The corporate equalities plan is a cross-council plan that aims to improve customer access, tackle inequality and disadvantage, build strong communities and improve community engagement. It also ensures that the Council is compliant with all equalities legislation.

During the last year there have been a number of changes to the legislation and the Council's plans and policies reflect this. As legislation changes Cherwell District Council equalities policies are reviewed. Third quarter performance is summarised below:

### **Successes**

- A successful 'knowing our communities' event was held covering the role of the military community in Cherwell. With excellent attendance from staff, partners and councillors the event aimed to help people understand the challenges military families face accessing services and build networks between service providers and local military groups and communities.

### **Issues**

- The Banbury Cohesion Group has seen reduced attendance. This is largely due to new events and opportunities that are emerging locally in particular the faith forum and the connecting communities outreach events. During the next quarter the role of the group will be reviewed.

*Details in Appendix 5*

## **2.11 Brighter Futures in Banbury**

The Brighter Futures in Banbury programme is a long term and strategic priority for the Council and the Cherwell Local Strategic Partnership. It is part of a wider county approach to break the cycle of deprivation and tackle disadvantage. In Banbury the programme aims to address six key themes:

1. Developing skills and supporting employment
2. Improving educational attainment and the aspirations of young people
3. Supporting families and early intervention
4. Improving housing and financial inclusion
5. Improving health and wellbeing
6. Supporting the development of safe and strong communities

### **Successes**

- A young peoples' expo event attracted 175 people to Banbury College in December for support with CV writing, training and recruitment opportunities.
- The Miller Road self build project is on track and has been nominated for a national innovation award.
- A varied range of health programmes are in place including smoking cessation, support for carers, benefits advice, cancer screening and support for BME communities.

### **Issues**

- The Brighter Futures in Banbury Programme is amber, this is due to on-going issues regarding the replacement of theme leads given recent personnel changes. Several roles have now been filled and one theme lead is outstanding.

*Details in Appendix 6*

## **2.12 Significant Partnerships**

The Council has identified 18 partnerships as significant due to the level of resources involved, and the impact on the local community. Many of the most significant and difficult issues we face, crime, the environment, economic development, can only be tackled if agencies work together. Of these partnerships 8 are county wide (including the County Local Strategic Partnership and its supporting thematic partnerships) the remaining partnerships are specific to the Cherwell district and directly support our strategic priorities.

### **Successes**

- The Cherwell Local Strategic Partnership has allocated a large proportion of its LAA funding on a number of projects which include advisory support to older people in the cold weather and support to develop a community land trust. The next board meeting is reviewing seven bids from various partners.

*Details in Appendix 7*

## 2.13 Strategic, Partnership and Corporate Risks

In order to effectively manage its performance and resources the Council needs to be aware of the risks it faces, the impact they may have on the delivery of strategic properties and to have arrangements in place to manage these.

23 strategic, corporate and partnership risks are identified on the register and they are reviewed on a monthly basis. The risk register is also subject to a fundamental review by the management team on an annual basis. Operational and service risks are reviewed at the directorate and service level and escalated to the strategic risk register where appropriate. The Accounts, Audit and Risk Committee also monitors the strategic, partnership and corporate risk registers.

### Status this quarter

- All current strategic, corporate and partnership risks and mitigation actions have been reviewed and updated on a monthly basis during the third quarter.
- Risks that have improved (i.e. the impact/likelihood has decreased) in rating this quarter include: the natural environment and ICT.
- No risks have worsened (i.e. the impact/likelihood has increased) this quarter.
- Two new risks have been added to the register this quarter around managing the development of a new ICT shared service and managing the period of transition whilst the new service is implemented.
- There are no additional issues arising with regards to any of our strategic, corporate or partnership risks. However, all risks continue to be reviewed in the light of changing policy, budgetary requirements and constraints. Where risks have worsened actions are in place to mitigate or control the impact and likelihood.
- At their meeting in January the Accounts, Audit and Risk Committee approved a draft risk strategy for 2012/13. Subject to final amendments this will be approved at their next meeting.
- The internal audit of risk management has been completed with a finding of low risk and improvement in the management of risk from 2010/11. The area for development identified is around improving operational risk review and it has been addressed through the new risk strategy.

*Details in Appendix 8*

## **Key Issues for Consideration/Reasons for Decision and Options**

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- 3.1 This report presents the Council's performance against its corporate scorecard for the third quarter of 2011/12. It includes an overview of successes, areas for improvement and emerging issues to be considered.

The following options have been identified. The approach in the recommendations is believed to be the best way forward

- Option One**
- (1) To note the many achievements referred to in paragraph 1.3.
  - (2) To request that officers report in the third quarter on the items identified in paragraph 1.4 where performance was below target or there are emerging issues or risks..
  - (3) To agree the responses identified to issues raised in the end of year performance report in paragraph 2.1 or to request additional action or information.
  - (4) To identify any further performance or risk related matters for review or consideration in future reports.

**Option Two** To identify any additional issues for further consideration or review.

## **Consultations**

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No specific consultation on this report is required. However, it should be noted that several indicators are based on public consultation or customer feedback.

## **Implications**

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**Financial:** Financial Effects – The resource required to operate the Performance Management Framework is contained within existing budgets. However the information presented may lead to decisions that have financial implications. These will be viewed in the context of the Medium Term Plan & Financial Strategy and the annual Service & Financial Planning process.

Efficiency Savings – There are none arising directly from this report.

Comments checked by Karen Curtin, Head of Finance, 0300 0030106

**Legal:** There are no legal issues arising from this report.

Comments checked by Kevin Lane, Monitoring Officer, 0300 0030107

**Risk Management:** The purpose of the Performance Management Framework is to enable the Council to deliver its strategic objectives. All managers are required to identify and manage the risks associated with achieving this. All risks are logged on the Risk Register and there is an update on managing risks recorded at least quarterly.

The author of this report is responsible for risk management.

**Data Quality:** Data for performance against all indicators has been collected and calculated using agreed methodologies and in accordance with Performance Indicator Definition Records (PIDRs) drawn up by accountable officers. The council's performance management software has been used to gather and report performance data in line with performance reporting procedures.

Comments checked by Ros Holloway, Performance and Risk Officer, 01295 221801

## **Wards Affected**

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All

## **Corporate Plan Themes**

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The Performance Management Framework covers all of the Council's Strategic Priorities

## **Executive Lead Member**

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Councillor Nigel Morris  
Portfolio Holder for Performance Management and Improvement

## Document Information

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Appendix No	Title
Appendix 1	Corporate Scorecard 2011/12
Appendix 2	Corporate Plan
Appendix 3	Priority Service Indicators
Appendix 4	Major Programmes
Appendix 5	Corporate Equalities Plan
Appendix 6	Brighter Futures in Banbury
Appendix 7	Significant Partnerships
Appendix 8	Strategic, Corporate and Partnership Risks
Appendix 9	Performance – at a glance summary
Appendix 10	Cherwell District Council Business Plan 2012/13
<b>Background Papers</b>	
<ul style="list-style-type: none"><li>• Risk Management Strategy 2012/13</li></ul>	
<b>Report Author</b>	Claire Taylor, Corporate Performance Manager
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Corporate Scorecard 2011/2012 : Quarter 3				Total GREEN	18	17
				AMBER	3	4
Corporate Pledges				RED	1	1
				NO DATA (N/A)	0	0
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter 2	Quarter 3	
<b>A District of Opportunity</b>						
Work with our partners to reduce the number of young people not in education, employment or training across the district	Strategic Planning & the Economy	Monthly	Initiatives are on-going to promote apprenticeships and other routes to work, skills and education. Job Clubs and Young Enterprise Event held during the quarter were well attended. Cherwell District Council successfully recruited 7 Apprentices who started in November on 1 year contracts.	G	G	
Deliver 100 affordable homes in the district	Regeneration & Housing (Housing)	Monthly	We have successfully delivered 107 homes to-date against the year-end target of 100. The year end projections range from worst case of 134 units and best case of 242 units with an estimate of 158 units. This unusually wide range is the result of a number of schemes due for completion in late March/early April. The first six social rent units were completed at Milton Road, Bloxham in October. The Miller Road, Banbury young person's scheme is on track for completion in February 2012 and the development at Cassington Road, Yarnton is on schedule and now in its final phase. The first four shared ownership units have been completed at South West Bicester and two further units of temporary accommodation have been secured at Merton Street, Banbury with the final eight units of the 33 provision expected by July 2012. The first tenant has moved into their home at Bryan House, Bicester and will monitor energy use for the benefit of residents of Bicester.	G	G	
Start building the new shops and cinema in Bicester Town Centre	Regeneration & Housing (Regeneration)	Monthly	Completion of the development agreement has taken place. A signed licence has been received for advanced work to be undertaken for Monday January 9th 2012. The project is now on-site.	G	G	
<b>A Cleaner, Greener Cherwell</b>						
Increase the household recycling rate to above 60%	Environmental Services	Monthly	Good quarter performance and seasonal targets met. However due to quarterly seasonal variations it is possible that the recycling rate may fall short of 60% target, in the range 58-59% at year end	A	A	
Maintain high levels of residents' satisfaction with street and environmental cleanliness	Environmental Services	Monthly	Customer satisfaction levels fell significantly in the annual customer satisfaction survey despite actual cleanliness standards remaining unchanged. However in a survey on customer satisfaction levels on the feedback cards from bulky household waste collections - levels are still good at around 80%. Plans to address customer satisfaction levels through the neighbourhood blitz programme, the replacement of the mechanical sweeper fleet and through the Keep Britain tidy campaign 'Love where you live' are being developed	R	R	
Reduce the Council's carbon footprint by installing solar panels on Council buildings and generating savings in our energy costs	Environmental Services	Monthly	Carbon emissions on track for a 5% reduction	G	G	
Work with partners to improve the energy efficiency of homes and enable more residents to achieve affordable energy bills	Environmental Services	Monthly	Plans are on track	G	G	
Deliver the Eco-Bicester demonstration projects	Strategic Planning & the Economy	Monthly	All projects are progressing or completed including Travel Behaviour Project	G	G	

Corporate Scorecard 2011/2012 : Quarter 3				Total GREEN	18	17
				AMBER	3	4
				RED	1	1
				NO DATA (N/A)	0	0
Corporate Pledges				Quarter 2	Quarter 3	
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter 2	Quarter 3	
<b>A Safe, Healthy and Thriving District</b>						
Continue to provide a wide range of recreational opportunities and activities for young people across the district.	Community Services (Leisure)	Monthly	Recreation Activators launched a new initiative 'take over' part of which is to encourage inactive pupils in the school playground to participate in positive activities. This has proved a success with 156 participants and 728 attendances in December	G	G	
Work with partners to maintain already low levels of crime in the district	Community Services (Community Safety)	Monthly	All crime still down on last year	G	G	
<b>An Accessible Value for Money Council</b>						
Secure savings of at least £1m to help meet the reduction in our government funding.	Finance & Procurement (Finance )	Monthly	Plans are in place and approved to deliver £1m savings	G	G	
Improve the information available to the public about our costs and performance, maintaining the publication of all items of expenditure over £500	Transformation (Performance)	Monthly	Monthly publication continues	G	G	
Maintain high levels of customer satisfaction with our services	Transformation (Performance)	Quarterly	Performance just off track 68% in comparison with 73% last year	A	A	
Improve access to our services by increasing online payment and appointment options	Finance & Procurement (I T )	Monthly	An online citizen portal to allow charged services to be requested and paid for is being developed	G	G	
<b>Corporate Scorecard</b>						
<b>Financial Performance</b>						
Percentage variance on revenue budget expenditure against profile (+2%/-5%)	Finance & Procurement (Finance )	Monthly	Projected to be on target at year end ( +2% / -5%)	G	G	
Percentage variance on capital budget expenditure against profile (+2%/-5%); Other projs	Finance & Procurement (Finance )	Monthly	Projected to be on target at year end. Slippage of capital projects into 12/13 to be detailed in Q3 report to the Executive.	G	G	
<b>Human Resources</b>						
Staff turnover (voluntary leavers)	Transformation (H R)	Quarterly	Number of voluntary leavers remains low - only 8 during the quarter.	G	G	
Number of days lost through sickness	Transformation (H R)	Quarterly	Well within target - 4.06 days for period 01 Apr 2011 to 31 Dec 2011. (57% short term sickness and 43% long term sickness).	G	G	
Organisational Resilience / Staff Satisfaction	Transformation (H R)	Quarterly	Options for staff satisfaction survey being developed and Depot survey completed as pilot.	A	A	
<b>Customer Services</b>						
Speed of response to telephone calls	Community Services (Customer Services)	Monthly	In December the answer time was 41 seconds - above target Q3 - Performance for October to December was just of target at 1 minute 10 second.	G	G	
Achieve above average performance in a nationally comparative telephone mystery shoppers survey	Community Services (Customer Services)	Monthly	Mystery shopping exercise postponed so that savings can be considered.	G	A	

Corporate Scorecard 2011/2012 : Quarter 3				Total GREEN	18	17
				AMBER	3	4
				RED	1	1
				NO DATA (N/A)	0	0
Corporate Pledges				Quarter 2	Quarter 3	
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter 2	Quarter 3	
Complaints	Community Services (Customer Services)	Monthly	In December 12 complaints and 3 Ombudsman complaints were received. 12 Stage 1; 3 Ombudsman. Complaints breakdown by service : Amenity Services x 2; Benefits x 1; Council Tax x 2; Development Control & Major Development X 2 Environmental Services X 1; Planning X 1; Urban & Rural X 3 Ombudsman breakdown by service: Urban & Rural X 3	G	G	

**Corporate Plan  
2011/2012 Action Plan : Quarter 3**

<b>Cherwell: A District of Opportunity</b>	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
<b>Work with partners to tackle disadvantage in the District</b>			
Support vulnerable residents through challenging economic times	<b>G</b>	<b>G</b>	The Banbury Citizens Advice Bureau has been awarded the Cherwell wide contract by Cherwell District Council following the recent commissioning exercise to provide strategically relevant advice, volunteer and car driving schemes. Transitional arrangements are now a priority for officers
Support local people into work by helping another 1000 local people at our Bicester and Banbury Jobs clubs	<b>G</b>	<b>G</b>	Target reached with 1,128 job seekers helped to date in 2011-12. In December, two job clubs were held in Bicester, three in Banbury (including a Young People's Special) and - for the first time - one in Kidlington's library. 243 people supported in December.
Deliver the Brighter Futures in Banbury programme	<b>A</b>	<b>A</b>	Ongoing multi agency activities in the targeted wards. All local government tiers councillors workshop held for activity and performance update and to provide future direction. Oxfordshire County Council's Early Intervention Hub opened at Woodgreen. Changes in theme lead and other personnel requiring review of structure and programme organisation.
<b>Balance economic development and housing growth</b>			
Promote local economic development through business advice and support, inward investment and the Local Enterprise Partnerships	<b>G</b>	<b>G</b>	In 2011/12 to-date, 54 Cherwell residents have received one-to-one advice on starting their own business through our Oxfordshire Business Enterprises (OBE) service. Loans are being awarded to viable small businesses turned down by banks through Fredericks Oxfordshire. This fund was established in 2011 with the help of Cherwell District Council's Economic Development Service and has already helped two businesses in Cherwell. In December, 5 further detailed business enquiries were dealt with in support of indigenous businesses growth or potential inward investment. Cherwell Business Awards, led by CDC with support and sponsorship from the private sector, is being organised to promote the District's successful businesses and encourage further success. Environment and Innovation Awards are also being organised with local partners.  Arrangements for the Banbury in Business (March 2012) Summit are again underway. A Banbury Town Centre Working Group was held to identify ways to improve the town centre economy, also to be explored in Bicester.

**Corporate Plan  
2011/2012 Action Plan : Quarter 3**

**Develop a robust and locally determined planning framework**

Develop a clear long term local development framework for the district	<b>A</b>	<b>A</b>	
Prepare an updated policy for developer contributions and deliver at least £1million funding for infrastructure improvements	<b>G</b>	<b>G</b>	The proposed submission Core Strategy, including a framework for infrastructure provision, is scheduled to be presented to the Executive in April. Consultation on a draft Planning Obligations Supplementary Planning Document (SPD) is expected to commence in March 2012. The SPD will then be reviewed taking into account the comments made and will be completed alongside the Core Strategy.
Protect and enhance the quality of the built environment	<b>G</b>	<b>G</b>	Progressing well and on track

**Work to improve the quality and vibrancy of our town centres and urban areas**

Make progress on the Canal Side Regeneration programme in Banbury	<b>G</b>	<b>G</b>	Work on the Supplementary Planning Document is continuing, and discussions are taking place with landowners regarding potential implementation proposals.
Prepare detailed planning guidance for the future redevelopment of the Bolton Road area in Banbury	<b>G</b>	<b>G</b>	Cherwell District Council has been out to public consultation on proposed masterplan and Supplementary Planning Document for Bolton Road. Consultation closed 2 December 2011. Analysis of the findings is ongoing and decisions to be made in light of the findings.

**A District of Opportunity : Performance Indicators**

	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Quarter 3 Actual	Quarter 3 Target	Quarter 3 Performance	Comment
Deliver 500 new homes including through planned major housing projects. (NI154 Net additional homes provided)	110.00	125.00	<b>R</b>	53.00	125.00	<b>R</b>	Very low completions (53) recorded in Q3 reflecting national housebuilding conditions. The total for 11/12 so far is now 195. The 2011 Annual Monitoring Report 2011 presented to the Executive in Dec 11 reported a low supply of deliverable housing sites. An updating report is scheduled to be reported to the Executive in February.
NI 156 Number of households living in temporary accommodation	32	33	<b>G</b>	27	33	<b>G</b>	Improved performance is due to the targeting of social housing nominations. The number of people approaching for assistance are still increasing, targets are to be closely monitored.
Housing advice: repeat homelessness cases	0	3	<b>G</b>	0	4	<b>G</b>	Effective homelessness prevention continues to keep the number of cases of repeat homelessness at 0.
NI181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	8.48	11	<b>G</b>	9.37	11	<b>G</b>	Performance continues ahead of target



**Corporate Plan  
2011/2012 Action Plan : Quarter 3**

**Support improvement of local health facilities, services and standards across the district**

Work to promote active and independent lifestyles amongst older people	<b>G</b>	<b>G</b>	Working with Age UK Oxon to develop new opportunities.
Support the local NHS to retain and develop health services at the Horton General Hospital	<b>A</b>	<b>G</b>	Community Partnership Network in transition to examine a range of new roles regarding communication and public engagement in North Oxfordshire across the whole health and social care sector. Horton General Hospital still a very important part of that along with new clinical commissioning arrangements and changes in social care. Still ongoing budgetary pressures at the Horton leading to ongoing service changes but based on established principles through the Better Healthcare Programme.
Continue to support new and improved health services in Bicester and the surrounding area	<b>G</b>	<b>G</b>	Shortlist of two potential bidders agreed to build a new hospital on the existing site. Invitations to tender expected to be issued early in 2012 and preferred bidder after that.

**A Safe, Healthy and Thriving Cherwell : National Indicators**

	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Quarter 3 Actual	Quarter 3 Target	Quarter 3 Performance	Comment
Leisure Centre usage - all centres (Spiceball, Bicester, Kidlington, Woodgreen, North Oxfordshire Academy, Cooper School)	109434	101162	<b>G</b>	82709	62056	<b>G</b>	All facilities up on 2010 position as December very mild with no snow. Spiceball Leisure Centre up by 3685 to 29,926; Bicester Leisure Centre up by 6394 to 27,152 and Kidlington & Gosford Leisure Centre up by 2362 to 14,983. this increase due in the main to an 1,868 increase in gym use, 1,110 dry side school use not previously calculated in 2010 and an increase in swimming lessons
% of nuisance cases dealt with within the prescribed timescale (maximum of 48 hours)	97.00	95.00	<b>G</b>	100.00	95.00	<b>G</b>	All service requests received during the period were responded to within the prescribed service standard timing of 48 hrs (41 individual jobs)
% of nuisance cases resolved within 8 weeks	98.00	95.00	<b>G</b>	100.00	95.00	<b>G</b>	All cases closed within the monitoring period were completed within the specified time scale of 8 weeks
Serious acquisitive crime (SAC) rate per 1,000 popn. (NI 016)	0.47	0.46	<b>A</b>	0.42	0.46	<b>G</b>	December has recorded 13 offences less than this time last year however, the overall number of incidents to date has only increased by 9.

**Corporate Plan : Quarter 3  
2011/2012 Action Plan**

<b>A Cleaner, Greener Cherwell</b>		Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment			
<b>Provide excellent waste collection and recycling services, working to reduce the amount of waste produced and to increase recycling across the district</b>							
Reduce the amount of waste sent to landfill		<b>A</b>	<b>A</b>	Landfill tonnages slightly up on the same period last year - but figures have some distortion since last December collections were badly affected by snow events. However by year end landfill tonnages are likely to be broadly similar to 2010/11			
Maintain the current high levels of customer satisfaction with our recycling and waste collection services		<b>G</b>	<b>G</b>	Customer satisfaction levels still good			
<b>Work to ensure our streets, town centres, open spaces and residential areas are clean, well maintained and safe</b>							
Increase the number of bring bank recycling sites in the district		<b>G</b>	<b>G</b>	New sites have been in use over the Christmas period			
Work with local communities to continue the programme of neighbourhood litter blitzes		<b>G</b>	<b>G</b>	Neighbourhood blitz event programme on track - next event 23rd- 27th January Hardwick & Neithrop			
<b>Work to reduce our impact on the natural environment, limit our use of natural resources and support others in the district to do the same</b>							
<b>All objectives within this Theme are Corporate Pledges</b>							
<b>Work with partners to support the development of Eco-Bicester, creating a centre of excellence in terms of green or sustainable living</b>							
Work with all parties to achieve an acceptable scheme on the initial 400 home development		<b>G</b>	<b>G</b>	The Project Team continues to work with all parties to to deliver the Phase 1 exemplar scheme			
Ensure there are opportunities for local people to participate in the Eco-Bicester programme		<b>G</b>	<b>G</b>	The Project Team (Community Liaison and Community Engagement roles) continue to ensure there are opportunities to participate in the programme working in partnership with the private sector			
<b>A Cleaner, Greener Cherwell : performance indicators</b>							
Quarterly	Quarter 2 Actual	Quarter 2 Target	Quarter 2 Performance	Quarter 3 Actual	Quarter 3 Target	Quarter 3 Performance	Comment
Residual household waste per household	6,031	5,900	<b>A</b>	5,875	5,900	<b>G</b>	Landfill numbers slightly above expectations - possibly some fall off in the number of households recycling all their food waste

Corporate Plan : Quarter 3 2011/2012 Action Plan			
An Accessible, Value for Money Cherwell	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
<b>Provide value for money and a financially sound organisation, minimising the impact of smaller council budgets on frontline and priority services</b>			
Ensure the Council's budget is matched to strategic priorities and services are able to demonstrate they provide value for money	G	G	This is part of the 12/13 Budget process
<b>Work with partners to reduce Council costs</b>			
Reduce senior management costs by implementing a single shared senior management team with South Northamptonshire Council	G	G	Completed October 2011
Explore opportunities to reduce costs by working with partners including South Northamptonshire Council (SNC), to develop alternative service delivery models or shared services.	G	G	Ongoing and will be built into the 2012/13 budget and monitored
<b>Demonstrate that we can be trusted to act properly for you by being transparent about our costs and performance</b>			
Consult with local residents in a cost effective manner to ensure the Council has a good understanding of local priorities	G	G	Consultation Programme 11/12 completed. Service based consultation is ongoing
<b>Work to ensure we provide good customer service through the delivery of high quality and accessible services</b>			
Maintain existing levels of satisfaction with information provided by the Council	G	G	Information is provided in a variety of formats. All communications material confirms with the Plain English Crystal Mark and takes into consideration a wide range of factors, including ethnicity, gender and geographic location.

Priority Service Indicators 2011/2012 : Quarter 3							
	Quarter 2 30/09/2011 Actual	Quarter 2 30/09/2011 Target	Quarter 2 30/09/2011 Performance	Quarter 3 31/12/2011 Actual	Quarter 3 31/12/2011 Target	Quarter 3 31/12/2011 Performance	Comment
<b>A District of Opportunity</b>							
NI 159 Supply of ready to develop housing sites	117.06 2010/11	100 2010/11	<b>G</b> 2010/11		100 2011/12		Annual Target : Data not due until March 2012.
NI 170 Previously developed land that has been vacant or derelict for more than 5 years	2.13 2010/11	0.04 2010/12	<b>R</b> 2010/11		30.0 2011/12		Annual Target : Data not due until March 2012.
NI 157a Processing of major applications within 13 weeks	0.00	60.00	<b>R</b>	0.00	60.00	<b>R</b>	Given the current difficult economic climate and the need to deliver growth the management approach has been to ensure sound planning outcomes (by allowing time to amend applications and negotiate planning obligations) rather than that concentrating on meeting the 13 week deadline. With low numbers of major applications, the percentage of applications processed becomes quite a volatile measure and this also makes it difficult to achieve. It should be noted that all of the applications this month involved the negotiation of Section 106 agreements and hence they all exceeded the 13 weeks target
NI 157b Processing of minor applications within 8 weeks	77.42	65.00	<b>G</b>	72.41	65.00	<b>G</b>	Excellent performance maintained
NI 157c Processing of other applications within 8 weeks	89.58	80.00	<b>G</b>	86.73	80.00	<b>G</b>	Excellent performance maintained
% Planning appeals allowed against refusal decision	33.33	30.00	<b>R</b>	0.00	30.00	<b>G</b>	The performance measure is volatile as it is based on low overall appeal numbers at present therefore each decision is impacting on the performance measure for appeals. There is no evidence of poor performance at present but this will continue to be carefully monitored. There were no appeal decisions in December.
% houses developed on previously developed land			<b>G</b>			<b>R</b>	A very low % recorded in Q3 (15%) compared to the target of 30%. This is due to the low level of completions generally in Q3 which in turn makes greenfield development at Yarnton, Bloxham and Bicester have a greater impact on the previously developed/greenfield %.
Contribute to the creation of 200 new jobs			<b>A</b>			<b>A</b>	During December, a technology business relocated to Yarnton with 50 staff with help from our Cherwell M40 Investment Partnership (CHIP) & Planning services. General monitoring showed 58 job gains and 28 losses in December 2011. Reflecting seasonal norms, the number of Job Seekers Allowance (JSA) claimants has fallen slightly over the last 3 months to 1.8% (1,617 in Nov 11), mirroring a similar fall in the 18-24 age group where 4.4% (450) of that age group are JSA claimants. Young people not in education, employment or training (NEET) remain a concern but activity is on-going to promote apprenticeships and other routes to work. The economic activity rate remains strong at 82.3% (73,900). Work leading north Oxon Young Enterprise continues.
Prepare design, planning and conservation guidance documents to protect and enhance the built environment			<b>G</b>			<b>G</b>	On track - Energy Efficiency Guide was published in November and Lime and Shop fronts almost complete

Priority Service Indicators 2011/2012 : Quarter 3							
	Quarter 2 30/09/2011 Actual	Quarter 2 30/09/2011 Target	Quarter 2 30/09/2011 Performance	Quarter 3 31/12/2011 Actual	Quarter 3 31/12/2011 Target	Quarter 3 31/12/2011 Performance	Comment
<b>A Cleaner Greener Cherwell</b>							
CO2 reduction from Local Authority operations (NI 185)	-4.54	0.00	<b>G</b>	-6.00	0.00	<b>G</b>	Overall 6% reduction on same period 2010/11 Buildings - 4.5% reduction; Fleet emissions - 3% reduction Business mileage - 2% reduction Leisure Centres - 8% reduction
NI 188 Planning to adapt to climate change (score)							Annual Target : Data not due until March 2012.
Inform all residents and businesses how to reduce carbon emissions			<b>G</b>			<b>G</b>	Information is available to all on website. Other initiatives to inform residents and businesses include:- distribution of energy efficiency and low carbon leaflets participation at events such as swap shops roadshows across the district
NI 194i Emissions of NOx							Annual Targets: Data not due until March 2012.
NI 194ii % reduction of Nox emissions							
NI 194iii Emissions of PM10							
NI 194iv % Reduction in PM10 emissions							
Reduce the number of fly tips by 5%			<b>A</b>			<b>A</b>	Fly tips at a low levels after several years of reduction - this year the number is slightly ahead of the same period last year - however the 5% reduction maybe still achieved
<b>A Safe, Healthy and Thriving Community</b>							
Number of risk based food premises inspections completed	153.00	166.00	<b>A</b>	151.00	100.00	<b>G</b>	Currently on target to finish year with completion of 100% of inspections in line with statutory target of 100%. This is partly due to the temporary member of staff the team have covering due to the loss of 1FTE EHO as part of VFM review. A reduction in H&S inspections is required as HSER LAC67-2 has been revised, however this may result in pressures on the team in mid-2012 as the requirement to investigate accident has increased.
% of residents when asked feel safe being home alone after dark	90%	91%	<b>G</b>	90%	91%	<b>G</b>	Performance is comparable with last year (within statistical tolerance)
% Residents when asked say they feel safe in town centres	95%	94%	<b>G</b>	95%	94%	<b>G</b>	Performance is comparable with last year (within statistical tolerance)
Delivery of Olympic Legacy actions and events leading to 2012 and beyond			<b>G</b>			<b>G</b>	Co-ordination of projects and torch relay with partners on target
Violence Against the Person incidents per 1,000 population	0.08	2.29	<b>G</b>	0.07	3.43	<b>G</b>	Year to date Cherwell has recorded 262 less offences and a decrease of 57 this month compared to this time last year.
NI 008 Increase participation in active recreation by 1%			<b>G</b>			<b>G</b>	Delivering the Sport England initiative 'Sportivate' to increase participation in active recreation.

Priority Service Indicators 2011/2012 : Quarter 3							
	Quarter 2 30/09/2011 Actual	Quarter 2 30/09/2011 Target	Quarter 2 30/09/2011 Performance	Quarter 3 31/12/2011 Actual	Quarter 3 31/12/2011 Target	Quarter 3 31/12/2011 Performance	Comment
<b>An Accessible Value for Money Council</b>							
BV009 % Council Tax collected	58.17	58.00	<b>G</b>	86.58	85.00	<b>G</b>	Still ahead of target for the year
BV010 % NNDR collected	59.68	58.00	<b>G</b>	87.68	85.00	<b>G</b>	Good quarter performance and another monthly record for NDR collected by end of December
BV078a Average time for new HB/CTB claims	18.99	17.00	<b>R</b>	17.85	17.00	<b>A</b>	Slight improvement due to less ATLAS records and typical reduction in new work ahead of Christmas
BV078b Average time to process change in circumstances	7.05	13.00	<b>G</b>	7.64	13.00	<b>G</b>	Processing continues ahead of target
BV079bi.05 % HB Recovered: Overpayment	69.00	78.00	<b>R</b>	72.81	78.00	<b>A</b>	Slightly below target but a good result in December
BV079bii.05 % HB Recovered: including outstanding	22.02	20.00	<b>G</b>	30.92	33.00	<b>A</b>	Slightly down on target but a good result for December
BV079biii.05 % HB O'Pay: Written Off	2.05	3.00	<b>G</b>	2.96	4.00	<b>G</b>	Still well below the amount allowed for write off - Good result
% Invoices paid within 30 days	98.97	98.30	<b>G</b>	98.03	98.30	<b>A</b>	On tack although management changes and an increase in new users to Agresso has resulted in small delays in getting invoices authorised in a timely manner. Issue is being addressed
Deliver a council tax increase in 2012/13 which is below inflation							Commences February 2012.
% Telephone calls abandoned compared to same period last year	15.60	20.64	<b>G</b>	4.00	10.00	<b>G</b>	In December 96% of calls were answered and the average time to answer was 41 seconds Q3 -October to December 91.1% of calls were answered and the average time to answer was 1 minute 10s
90% of complaints are resolved within Stage One			<b>G</b>			<b>G</b>	In December 12 complaints and 3 Ombudsman complaints were received (12 Stage 1 and 3 Ombudsman). Complaints breakdown by service : Amenity Services x 2                      Benefits x 1                      Council Tax x 2 Development Control & Major Development X 2                      Planning x1 Environmental Services X 1                      Urban & Rural X 3 Ombudsman breakdown by service: Urban & Rural X 3

Priority Service Indicators 2011/2012 : Quarter 3							
	Quarter 2 30/09/2011 Actual	Quarter 2 30/09/2011 Target	Quarter 2 30/09/2011 Performance	Quarter 3 31/12/2011 Actual	Quarter 3 31/12/2011 Target	Quarter 3 31/12/2011 Performance	Comment
<b>An Accessible Value for Money Council continued</b>							
95% of all complaints that are escalated to Stage Two are resolved			<b>G</b>			<b>G</b>	In December 12 complaints and 3 Ombudsman complaints were received (12 Stage 1 and 3 Ombudsman). Complaints breakdown by service : Amenity Services x 2                      Benefits x 1                      Council Tax x 2 Development Control & Major Development X 2                      Planning x1 Environmental Services X 1                      Urban & Rural X 3 Ombudsman breakdown by service: Urban & Rural X 3
Number of complaints escalated from Stage Three to the Ombudsman			<b>G</b>			<b>R</b>	In December no stage 3 received but 3 Ombudsman complaints. Year to Date 188 complaints received: 176 Stage 1    7 Stage 2    4 Stage 3    17 Ombudsman The majority of Ombudsman complaints relate to implementation of April Parking policy with decision pending on 4 cases. Reasons being could be that that not all stage 3 complaints are being recorded or Ombudsman complaints are being made challenging legal decisions where the complaints process would not be applicable
Produce a combined annual report of performance and finance in June 2011			<b>G</b>			<b>G</b>	Annual Report and Summary of Accounts produced and published.
Increase the readership of Cherwell Link			<b>G</b>			<b>G</b>	Wide readership is targeted through all publications, based on feedback from research.
Develop a preventable contact measure			<b>G</b>			<b>G</b>	Completed : reduce footfall in one stop shops by 50% developed
Preventable contact indicator: reduce footfall in one stop shops by 50%				16804	12730	<b>R</b>	Footfall has continued to fall during the quarter and appointments are now embedded. On line scanning for Housing Benefit was launched which resulted in a 78% increase in emails being received. From 1 January LinkPoints will cease to be an outlet for Dog bags which should result in a further reduction in footfall.
Average speed of answer (telephones)	1.56	2.53	<b>G</b>	0.41	1.10	<b>G</b>	In December the average speed to answer was above target at 41 seconds Q3 - October to December the average speed to answer was 1 minute 10 seconds
Car parking revenue			<b>G</b>	1,380,401	1,304,937	<b>G</b>	Above target at end of Quarter 3
% of buildings audited that are accessible	100.00	12.50	<b>G</b>	100.00	50.00	<b>G</b>	Building Control was commissioned to undertake identified Audits within 2011/12 and this is still on track.

## Major Programmes 2011/12 : Quarter 3

		Quarter 3 31/12/2011	COMMENT
<b>Place Programme</b>			
Eco Town Bicester	Cherwell District Council	A	Plan awaited from the developer
Bicester Town Centre	Cherwell District Council	G	Project management arrangements agreed, some ground works started. Ready to start on site 31 January 2012.
Banbury Brighter Futures	Cherwell District Council	A	Ongoing multi agency activities in the targeted wards. All local government tiers councillors workshop held for activity and performance update and to provide future direction. OCC's Early Intervention Hub opened at Woodgreen. Changes in theme lead and other personnel requiring review of structure and programme organisation. See Appendix 6 for detail
Moat Lane	South Northants Council	G	Stage one complete, and preparations in hand for the next stage. Project Manager and Clerk of Works appointed; stage plan to be developed in Q4
Silverstone	South Northants Council	G	Solicitor currently working on draft conditions and S106. Meeting scheduled with applicant in February 2012 to confirm approach is acceptable. Current aim is to issue decision by late February/early March 2012 although progress is dependent on cooperation of applicant, legal issues/problems being raised by the Towcester South applicant and third parties who are signatories to the S106
Sustainable Urban Extensions Brackley	South Northants Council	G	Conditions and S106 have been drafted and viability testing well underway. Current aim is to issue decision by end of April 2012 but progress dependent on cooperation of applicant and third parties who are signatories to the S106
Sustainable Urban Extensions Towcester	South Northants Council	A	Viability testing underway. Key issues still need to be resolved such as the masterplan, education provision, the relief road and viability testing.
<b>Transformation Programme</b>			
ICT Shared Services	Cherwell District Council and South Northants Council shared	G	The business case was agreed by Joint Arrangements Steering group this quarter and the democratic decision-making process is under way and on track. Consultation with staff on a proposed structure for the shared service took place throughout December and was positively received.
Service Transformation	Cherwell District Council and South Northants Council shared	G	Planning the overall vision and associated end benefits of this programme is under way along with developing a deliverable schedule of service reviews in tandem with ICT system harmonisation. Some resilience-based small restructures/shared service implementations are under way.

## Corporate Equalities Plan 2011/2012 : Quarter 3

	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
<b>Fair Access and Customer Satisfaction</b>			
To ensure Cherwell District Council and our Partners treat the public fairly regardless of their background or way of life	<b>G</b>	<b>G</b>	<p>This quarter has shown some excellent results with the completion of four community consultation events including the Asian Forum, Disability Forum, Voluntary Organisations Forum and the Faith Forum.</p> <p>There has been continued work alongside the Bicester Garrison and Bullingdon Prison in terms of how to ensure our services are accessed fairly and equally and Q4 will see a Knowing Your Community event for Cherwell staff and it's partners based around life in the military.</p> <p>Building Control Accessibility Audit continues to be track with no issues arising.</p> <p>Housing Services are on track with their Equality Action Plan and this quarter has seen the completion of a equality Scorecard to help understand how different groups are assisted on housing needs.</p>
To improve our services to the older generation within the Cherwell district	<b>G</b>	<b>G</b>	<p>Actions are on track, and the most notable delivery in the last quarter has been the launch of "Housing choices: for older people in Cherwell" which is a guide produced jointly by Cherwell District Council (CDC) and Age UK Oxfordshire to give information about the various housing options available. Demand for the publication has been high. Also, good progress has been on the Stanbridge Hall Extra Care development of 70 units and the London Road, Bicester Extra Care development of 20 units.</p> <p>The Disabled Facilities Grant policy has been agreed and is now being implemented. In addition, CDC has led on the production of an Oxfordshire Physical Disabilities Housing Strategy which identifies the resources and management issues necessary to ensure Cherwell priorities are delivered.</p>
To ensure all our services both internal and external are accessible to all Equality Groups at a high standard	<b>G</b>	<b>G</b>	<p>Customer Service Mystery shopping exercise postponed so that savings can be considered. Further update will be provided in Q4.</p> <p>Q3 has seen the continued focus on strengthening the relationship and agreeing processes for both the armed forces and Bullingdon Prison to improve services to these communities. Once processes are up and running we will start to focus on new areas of hard to reach communities.</p> <p>Building Control was commissioned to undertake identified Audits within 2011/12 and this is still on track.</p> <p>The Housing Equality Action Plan has seen excellent progress this year to date, including the production a diversity scorecard to help understand how different groups are assisted on some housing services.</p> <p>24 compliments were received from housing customers in the last quarter. For example, one new tenant at Cassington Road, Yarnton said on the support she received from housing service: "...you were always so supportive, and professional and caring... we love our new home so much."</p>
<b>Tackling Inequality and Deprivation</b>			
To break the cycle of deprivation within the district (Brighter Futures in Banbury Programme)	<b>A</b>	<b>A</b>	<p>Ongoing multi agency activities in the targeted wards. All local government tiers councillors workshop held for activity and performance update and to provide future direction. Oxfordshire County Council's Early Intervention Hub opened at Woodgreen. Changes in theme lead and other personnel requiring review of structure and programme organisation.</p>

## Corporate Equalities Plan 2011/2012 : Quarter 3

	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
<b>Building Strong and Cohesive Communities</b>			
Promote integration between communities and groups through the use of sport, leisure, cultural activities and opportunities for community involvement	G	A	<p><b>Sport/Leisure</b> - Recreation &amp; Sport activators - Continuing to work in areas of deprivation and hard to reach groups to support young people and integrate them into positive activities local to them. An Intergenerational partnership has been created between the Hill youth centre and the WRVS centre in Banbury to bring together young people and older people in integration projects. This partnership was launched in December 2011 and a time table of initiatives has been planned for 2012. Inclusion sports club hosted at Blessed George Napier School for young people 11-16yrs to help those young people who have learning and physical disabilities to integrate into sporting activities and clubs.</p> <p><b>Cohesion</b> - The Banbury Working Cohesion Group did not meet during Q3 and has not completed a Community Newsletter. During the last two quarters there has been evidence of decline in support and interest from the Cohesion Group which will result in a review of the working group during Q4.</p>
<b>Positive Engagement and Understanding</b>			
To continue to increase engagement and work with young people within the district	G	G	Working within the Banbury and Kidlington Hubs.
Increase Cherwell's knowledge and understanding of the wider community to ensure we fulfil all residents' needs within our services	G	G	Further progression has taken place with regards to services attending Bullingdon Prison as and when some enters or leaves the prison. Q4 will see the Cherwell's Customer Services attending open days at Bicester Garrison alongside Banbury CAB and futures talks regarding themed events such as supporting the elections team to increase the amount of military personnel access their vote by taking this service to them.
Raise internal awareness of diversity within our community	G	G	Bicester Garrison to talk to Cherwell Staff regarding military forces during Q4. Customer Services to attend training with Lexicon to further their understanding with regards to providing an excellent service for the deaf community.
<b>Demonstrating Our Commitment to Equality</b>			
Review and publicise all documentation in line with government framework	G	G	All Cherwell documents are correct and in line with the additional Equality Act 2010 Public Sector Duty.
Review achieving standard to research and develop improvement programme	G	G	During Q3 Scrutiny received an Area's of Improvement Action Plan resulting from the 'Achieving' Self Assessment. This document has been published and will be monitored via the Corporate Equality Steering Group.
Ensure staff and services promote and embed equality into their work	G	G	Continued success of the corporate Fair & Aware Training. Q3 has seen the completion of the Cultural Awareness Course. Training Dates start during Q4. No further update with regards to E-learning package.
All EIA's and Equality documents to be reviewed by the Corporate Equality and Diversity Steering Group	G	G	Learning & Development Manager to provide breakdown of training attendance to each Corporate Equality Meeting to enable to the group to task directorates with increasing placement fulfilment.

### Brighter Futures in Banbury Programme 2011/12 : Quarter 3

	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
<b>Employment Support &amp; Skills</b>			
Improve skill levels and educational attainment	<b>G</b>	<b>G</b>	The theme-leads for the Brighter Futures in Banbury programme have changed and new projects are being developed in association with partners in Cherwell and with the Oxfordshire Skills Board.
Improve employability, focusing particularly on young people	<b>G</b>	<b>G</b>	Young People's Expo event attracted 175 young people to Banbury College in December, helping with c.v. writing, training courses and other support including the Prince's Trust and Talking Space. Employers seeking to recruit included Paintbox, Wilkinsons, the Army and the Fire Service. Feedback from the youngsters was mixed but on the whole good. More employers & recruitment agencies would have been welcomed, especially as the feedback from all those with stands was very positive. Further events with Job Centre Plus and other partners are being developed.
<b>Early Years, Community Learning &amp; Young Peoples Attainment</b>			
Improve educational attainment through better skills in numeracy / maths and more effective family engagement	<b>A</b>	<b>A</b>	Awaiting update due to appointment of new Theme Lead. Objectives being redefined.
<b>Financial Inclusion &amp; Housing</b>			
Improve financial situations, addressing debt and financial exclusion	<b>G</b>	<b>G</b>	The Banbury Citizens Advice Bureau has been awarded the Cherwell wide contract by Cherwell District Council following the recent commissioning exercise to provide strategically relevant advice, volunteer and car driving schemes. Transitional arrangements are now a priority for officers.
Good quality mixed housing, affordable for all income levels, and set in a well-managed environment	<b>G</b>	<b>G</b>	Excellent progress has been made on the Miller Road young persons housing scheme in Banbury, which is scheduled for completion in February 2012. The scheme has been shortlisted by the Local Government Chronicle for the 2012 local government awards in the category of innovation.
Good access to amenities, including shops, health centres and leisure facilities	<b>G</b>	<b>G</b>	Cherwell District Council's Regeneration and Housing are represented on the ongoing Brighter Futures in Banbury meetings and can pick up any issues associated with access to amenities.

### Brighter Futures in Banbury Programme 2011/12 : Quarter 3

	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
<b>Health &amp; Wellbeing</b>			
Improve life expectancy with improved overall health and well-being	G	G	Several programmes in place to improve health & well being: NHS Health Checks; Smoking Cessation initiatives; alcohol initiatives; support for carers; benefits advice; NHS cancer screening services; support for BME communities.
Reducing the clear inequality gaps with low life expectancy	R	R	This is an overall, long term target of the programme. Trends in data will be monitored and reported at appropriate, timely intervals.
Reducing high rates of teenage pregnancy	A	A	Current data indicate that the numbers are lower, but there are still annual anomalies. Consecutive decreasing yearly rates would affirm a green status
<b>Safe &amp; Strong Communities</b>			
Build a safer and more connected community, where residents feel socially included	G	A	<p>The cohort of offenders being managed through the integrated offender management scheme continues to show a pleasing reduction in their offending. Many now wish to engage in positive activities and work with all agencies in the criminal justice system. Features of the scheme have been adopted to focus policing activity on those suspected of their continued involvement in crime.</p> <p>Both Brighter Futures in Banbury areas show a greater drop in crime compared to the Cherwell wide average reduction of - 5.9%. There has been a big drop in reported offences of criminal damage (vandalism) and minor assaults when compared to the same period last year</p> <p>The Q3 performance shows a pleasing drop in reported anti-social behaviour. The rate of reduction is largely in line with the trend across the district and reflects the fewer number of calls received when compared to the same period last year, when the heavy snow led to more calls about low level problems.</p>
<b>Family Support &amp; NEETS</b>			
Provide support to families and young people not in employment education or training	G	G	New Theme Lead is Banbury Hub Manager. Hub actions underway and full update will be provided Q4.
<b>Performance &amp; Community Engagement</b>			
Provide performance reports and Connecting Communities events	G	A	Good performance developing connecting communities events (community engagement). Performance management continues, however, given the amount of change to the programme targets and theme objectives are being reviewed.

Significant Partnerships 2011/2012 : Quarter 3			
	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
<b>Sub-Regional Partnerships</b>			
Oxfordshire Partnership Board	<b>G</b>	<b>G</b>	Little activity during the last quarter.
Children's Trust	<b>G</b>	<b>A</b>	Now the Children & Young People's Board are part of the new Health & Wellbeing structure.
Health and Well Being Partnership Board (H&WB)	<b>G</b>	<b>G</b>	New Oxfordshire Health & Well Being Board and partnership proposals under consideration. Specific District Council roles proposed under an Oxfordshire Health Improvement Board
Environment and Waste Partnership	<b>G</b>	<b>G</b>	On track - discussions on financial arrangements and updated waste strategy underway
Oxfordshire Safer Community Partnership	<b>G</b>	<b>G</b>	Work continuing developing Oxfordshire Business plan. A Thames Valley wide conference is due to take place in Bucks mid January, which should clarify LAs response to the proposal of Thames Valley Police Authority to coordinate transition to PCC.
Stronger Communities Alliance	<b>G</b>	<b>G</b>	The Banbury Citizen's Advice Board has been awarded the Cherwell wide contract by Cherwell District Council following the recent commissioning exercise to provide strategically relevant advice, volunteer and car driving schemes. Transitional arrangements are now a priority for officers
Local Enterprise Partnerships (Oxford City Region)	<b>G</b>	<b>G</b>	
Local Enterprise Partnerships (South Midlands)	<b>G</b>	<b>G</b>	

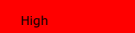






Significant Partnerships 2011/2012 : Quarter 3			
	Quarter 2 30/09/2011	Quarter 3 31/12/2011	Comment
<b>Cherwell-specific Partnerships</b>			
Cherwell Local Strategic Partnership	<b>G</b>	<b>G</b>	50% of Local Area Agreement Funding money has been allocated. Further bids to be received by the Local Strategic Partnership Board during February 2012
Cherwell Safer Community Partnership	<b>G</b>	<b>G</b>	Primary Care Trust (PCT) still unable to commit to partnership. North Oxon magistrates should be attending meetings from March 2012. New Local Policing Area (LPA) Commander in post and attended full Council with Chief Constable in December. Interesting topics for Chief were Civil Parking Enforcement and night time economy issues linking to violence.
Cherwell M40 Investment Partnership (CHIP)	<b>G</b>	<b>G</b>	Day-to-day working continues through the Council's CHIP service with businesses and the property, training & employment sectors. Actions included the following: On-going help to site owners, businesses and investors to enable further investment at Banbury's strategic investment site (Origin/Network 11). Firstline and Crompton Technology expected completion in April and July 2012 respectively. Assisted the improvement of older industrial premises in Bicester in liaison with a new owner. Joined 5 local businesses at the Engineering Show at NEC in November 2011 to promote further (supply chain) investment in Cherwell. Promoted the Begbroke Transfer event on 2 November 2011 to help all
Banbury Town Centre Partnership	<b>G</b>	<b>G</b>	
Bicester Vision	<b>G</b>	<b>G</b>	
Kidlington Village Centre Management Board	<b>G</b>	<b>G</b>	Attendance by Head of Service arranged for future Board meetings.
Homelessness Strategy Partnership	<b>G</b>	<b>G</b>	Membership and direction for this is to be reviewed within the context of the new housing strategy.
Cherwell RSL Partnership & Sanctuary Housing Group	<b>G</b>	<b>G</b>	Excellent progress has been made on the Miller Road, Banbury, young persons housing scheme, which is scheduled for completion in February 2012. The scheme has been shortlisted by the Local Government Chronicle for the 2012 local government awards in the category of innovation.
NW Bicester Strategic Delivery Board	<b>G</b>	<b>G</b>	The Eco Bicester Strategic Delivery Board continues to meet quarterly to progress the delivery of the Eco Bicester project. The next meeting of the Strategic Delivery Board is the 26th January 2012.
Banbury Brighter Futures	<b>G</b>	<b>A</b>	Ongoing multi agency activities in the targeted wards. All local government tiers councillors workshop held for activity and performance update and to provide future direction. Oxfordshire County Council's Early Intervention Hub opened at Woodgreen. Changes in theme lead and other personnel requiring review of structure and programme organisation

## Risk Register 2011/2012 : Quarter 3

Risk Heading	Owner	Description	Quarter 2 30 Sept 2011				Controls	Quarter 3 31 Dec 2011				Direction of Travel	Comments this quarter
			Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		
<b>Strategic Risks</b>													
RS01 Deprivation & Health Inequalities	Ian Davies	The risk in not breaking the cycle of deprivation and addressing inequalities across the District is that the life opportunities of residents in the greatest need will not be improved. As a result the reputation of the Council will suffer. The risk is particularly acute in areas such as the Neithrop, Ruscote and Grimsbury wards in Banbury where there is a high level of deprivation as measured by the Government's indices of multiple deprivation.	High Medium 12	A !	Medium 9	A	<ul style="list-style-type: none"> <li>RS.01a Long term approach to support (people/communities) as many issues can only be addressed so</li> <li>RS.01b Multi agency action with clear and common objectives</li> <li>RS.01c Additional funding from Government grants to supplement current resources</li> <li>RS.01d LSP focus on Brighter Futures in Banbury programme</li> <li>RS.01e Contingency fund made available in CDC budget</li> <li>RS.01f Programme co-ordination role in place</li> <li>RS.01g Quarterly performance management in place</li> </ul>	High Medium 12	A !	Medium 9	A	➔	Ongoing multi agency activities in the targeted wards. All local government tiers councillors workshop held for activity and performance update and to provide future direction. OCC's Early Intervention Hub opened at Woodgreen. Changes in theme lead and other personnel requiring review of structure and programme organisation
RS02 Bicester Eco Town	Calvin Bell	The risks are that national and local policy support and resources will be inadequate to support the development of the NW Bicester Eco-Town. As a result the Council may fail to fully exploit the Eco-Town as an opportunity to develop a centre of excellence in terms of sustainable living.	High 16	R	Medium 9	A	<ul style="list-style-type: none"> <li>RS.02a Planning policy development through Local Development Framework</li> <li>RS.02b Eco Bicester Town Project plan &amp; related partnerships with private/public sector partners</li> <li>RS.02c Dedicated Project Team</li> </ul>	High 16	R	Medium 9	A	➔	
RS03 Local Development Framework	Adrian Colwell	The risks are that the Local Development Framework is not prepared adequately, in time, or is found unsound at public examination. Such outcomes would result in further risks arising from speculative planning applications, undesirable major developments and / or expense for the Council in contesting planning appeals. An unsound plan would mean that the Council would have to repeat 2 to 3 years work at high cost.	High 16	R	High Medium 12	A !	<ul style="list-style-type: none"> <li>RS.03a Liaison with CLG regarding appropriate procedures</li> <li>RS.03b Take legal advice as necessary, to further inform our position</li> <li>RS.03c Ask our MP to raise questions to Govt. Ministers if clarity is required on Localism Bill</li> <li>RS.03d Engage in public consultation on new population figures that informs emerging Core Strategy</li> <li>RS.03e Work with LDF Advisory Panel in formulating revised policies &amp; Councillor involvement</li> </ul>	High 16	R	High Medium 12	A !	➔	
RS04 Economic & Social Changes	Adrian Colwell	The risk is that the Council does not identify and respond to general economic and social changes and as a result would not fulfil its role as a community leader and a provider of top quality services driven by a clear understanding of community and individual needs.	High 16	R	High Medium 12	A !	<ul style="list-style-type: none"> <li>RS.04a Service and financial planning process</li> <li>RS.04b Sustainable Community Strategy, Economic Development Strategy, related partnership activities</li> <li>RS.04c Service specific plans &amp; strategies</li> </ul>	High 16	R	High Medium 12	A !	➔	
RS05 Horton Hospital	Ian Davies	The risks to maintaining the Horton Hospital as a facility that meets community aspirations for local health provision are the deliverability and affordability of a revised consultant delivered service model for paediatrics and obstetrics. Failure of either will jeopardise current service provision and could result in a service reduction from the Horton.	High 16	R	High Medium 12	A !	<ul style="list-style-type: none"> <li>RS.05a Support to the PCT in challenging ORHT proposals</li> <li>RS.05b Providing evidence of deliverability of consultant delivered services elsewhere</li> <li>RS.05c Gaining consensus locally that this is important</li> <li>RS.05d Ensuring local Councillors are briefed &amp; engaged to play a community leadership role</li> <li>RS.05e Support local stakeholder group with ORHT/GP/OCC representation</li> </ul>	High 16	R	High Medium 12	A !	➔	Community Partnership Network in transition to examine a range of new roles regarding communication and public engagement in North Oxfordshire across the whole health and social care sector. Horton General Hospital still a very important part of that along with new clinical commissioning arrangements and changes in social care. Still ongoing budgetary pressures at the Horton leading to ongoing service changes but based on established principles through the Better Healthcare Programme
RS06 The Natural Environment	Ed Potter	The risk is that the Council does not take the necessary actions to meet its obligation, as set by National Government, to ensure its own operations and that of its District's residents and businesses reduce their carbon footprints.	High Medium 15	A !	Medium 9	A	<ul style="list-style-type: none"> <li>RS.06a Environmental Strategy for a changing climate</li> <li>RS.06b Clear responsibility for delivery plans for the Environmental Strategy</li> <li>RS.06c Relevant delivery groups</li> <li>RS.06d Cherwell Climate Change Partnership</li> </ul>	High Medium 15	A !	Medium 6	A	✔	The Use of Natural Resources group are delivering reductions in energy use and consequently reductions in Carbon emissions. The group has support from across the organisation and consequently the risk of achieving future environmental targets is diminishing

**Risk Register 2011/2012 : Quarter 3**

Risk Heading	Owner	Description	Quarter 2 30 Sept 2011				Controls	Quarter 3 31 Dec 2011				Direction of Travel	Comments this quarter
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<b>Strategic Risks</b>													
RS08 Financial Resources	Karen Curtin	The risk is that in an uncertain economic and financial climate the Council will not have the resources to deliver its corporate priorities. Poor economic conditions also tend to produce increased demand on services. As the Council's income from capital reduces our dependency on interest to support revenue expenditure must also reduce and capital assets will need to be rebuilt to fund future infrastructure investments. Failure to do either will result in budgetary shortfall, service reductions, above inflation increases to council tax and lack of capital to fund future community schemes.	High 16	R	Medium 9	A	<ul style="list-style-type: none"> <li>RS.08a Budget 2011/12</li> <li>RS.08b Medium financial strategy and sensitivity analysis</li> <li>RS.08c Workforce planning</li> <li>RS.08d Dashboard - budget monitoring</li> <li>RS.08e Public promise of £1m cost reduction</li> <li>RS.08f Shared Senior Mgt team with SNDC</li> <li>RS.08g Executive Planning Workshops</li> <li>RS.08h Building Block Templates</li> </ul>	High 16	R	Medium 9	A	➔	
RS09 Shared Management Services with South Northamptonshire District Council	Martin Henry / Anne-Marie Scott	The risk that the shared management arrangements fail to be effectively managed and implemented and will adversely impact upon the Council's financial position and ability to balance its budget with further cutting service budgets. Other potential adverse affects include:  <ul style="list-style-type: none"> <li>Loss of key staff and declining morale</li> <li>Loss of organisational reputation</li> <li>Legal challenge</li> <li>Decline in organisational performance</li> <li>Failure of ICT system to be effectively integrated for shared management</li> <li>Political Change</li> </ul> <p>There is a comprehensive list of risks established in the development of the shared management business case and these are detailed in Appendix 6 of the business case and contain details of risk, controls and mitigations.</p>	High 16	R	Medium 9	A	<ul style="list-style-type: none"> <li>RS09a Joint Arrangement Steering Group and terms of reference in line with S113 agreement</li> <li>RS09b Steering group supported with professional legal and HR advice</li> <li>RS09c Steering group includes senior elected members and managers from both organisations</li> <li>RS09d Steering Group will provide regular reports and keep risk under review.</li> <li>RS09e Professional recruitment consultants appointed</li> <li>RS09f Communications briefings in place</li> <li>RS09g Business case developed and agreed</li> <li>RS09h Joint ICT work programme in place</li> </ul>	High 16	R	Medium 9	A	➔	
RS10 Managing Policy & Legislative Change	Claire Taylor	The risk that the Council fails to implement the requirements of new legislation or policy change. In addition there is a risk that the council does not capitalise on new opportunities. Key areas of change are the impact of the localism bill, the big society agenda, peer assessment, changed models of service delivery, new financial requirements etc.  Failure to address policy change could result in the council not being legally compliant, failing to maximise new opportunities such as new funding streams or pathfinder projects, a negative impact on the council's reputation as a high performer and a community leader, possible damage to local partnerships.	High 16	R	Medium 6	A	<ul style="list-style-type: none"> <li>RS.10a CIP identifies areas of emerging policy &amp; allocates additional support via Improvement Team</li> <li>RS.10b CIP monitored through the PMF system monthly</li> <li>RS.10c CMT review policy &amp; legislative requirements on an ongoing basis</li> <li>RS.10d EMT consider policy changes at regular meetings</li> <li>RS.10e Emerging new policy requirements entered and monitored via Risk Register</li> </ul>	High 16	R	Medium 6	A	➔	Risk reviewed

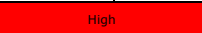


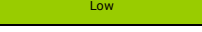



<b>Indicated by:-</b>	
	<b>Requires Active Management</b> High impact / High Probability: this risk requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
	<b>Contingency Plans Required</b> A robust contingency plan is required, together with early warning mechanisms to detect any deviation from the profile. Escalate upwards.
	<b>Monitoring Required</b> This risk may require some additional risk mitigation to reduce the likelihood (if it can be done cost effectively), but good housekeeping to ensure that the impact remains low should be adequate. Monitor to identify any change in the risk.
	<b>Review Periodically</b> This risk is unlikely to require further mitigating actions, but the status should be reviewed quarterly to ensure that conditions have not changed.
	<b>Risk rating stayed the same</b> Last quarter compared to this quarter
	<b>Risk rating improved</b> Performance increased (risk rating decreased) Last quarter compared to this quarter
	<b>Risk rating worsened</b> Performance declined (risk rating increased) Last quarter compared to this quarter

Risk Register 2011/2012 : Quarter 3

Risk Heading	Owner	Description	Quarter 2 30 Sept 2011				Controls	Quarter 3 31 Dec 2011				Direction of Travel	Comments this quarter
			Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		Gross Risk Rating	Gross RAG	Net Risk Rating	Net RAG		
<b>Corporate Risks</b>													
RC01 Health & Safety	Andy Preston	The risk is that a failure to comply with health and safety and welfare legislation and policies could lead to injuries and death, high sickness absence and claims and litigation against the Council.	High 20	R	High Medium 10	A !	<ul style="list-style-type: none"> <li>rc.01a Wide range of health and safety policies and procedures</li> <li>rc.01b Training is given to all relevant staff undertaking manual work</li> <li>rc.01c Relevant safe working practice notes are issued as part of standard induction procedures</li> </ul>	High 20	R	High Medium 10	A !	➡	
RC02 Capital Investments	Karen Curtin	The risk is to the Council's ability to fund its activities because of a reduction in investment income or income from other capital assets such as buildings.	High 16	R	High Medium 12	A !	<ul style="list-style-type: none"> <li>rc.02a Treasury management</li> <li>rc.02b Annual investment strategy complies to CIPFA code</li> <li>rc.02c Minimise empty properties</li> <li>rc.02d Budget 2011/12</li> <li>rc.02e Medium term financial strategy</li> <li>rc.02f Asset Management Strategy</li> <li>rc.02g Dashboard - budget monitoring</li> <li>rc.02h Annual Treasury Management Strategy</li> <li>rc.02i Counterparty Lists</li> </ul>	High 16	R	High Medium 12	A !	➡	
RC03 ICT Systems	Karen Curtin	1) ICT unable to provide Disaster Recovery Services as required by the Business Continuity Plan. 2) Loss of ICT systems that would have a significant negative impact on service delivery and cause exceptional costs to the Council.	High 20	R	High Medium 12	A !	<ul style="list-style-type: none"> <li>rc.03a 6 monthly testing of Disaster Recovery Plan</li> <li>rc.03b External quality assurance of architecture and implementation</li> <li>rc.03c Annual compliance with ISO 27001</li> <li>rc.03d construction of DR Site at Thorpe Lane Depot</li> <li>rc.03e All IT equipment relocated to new Server Room</li> <li>rc.03f Reinstallation of DR line</li> </ul>	High 20	R	Medium 8	A	⬇️	Disaster Recovery arrangements under regular monitoring A Disaster Recovery test will be scheduled for Q4 with the Business Continuity Plan officer.
RC04 Equalities Legislation	Claire Taylor	The risk is the Council may be open to litigation and loss of reputation if it is not compliant with equalities legislation.	High 20	R	High Medium 12	A !	<ul style="list-style-type: none"> <li>rc.04a Equalities scheme</li> <li>rc.04b Mandatory equalities training</li> <li>rc.04c Equalities performance monitored through PMF</li> <li>rc.04d Equalities Officer Support for EQIA</li> <li>rc.04e IDEA peer assessment planned for 2010</li> <li>rc.04e Equalities steering group and communications plan</li> <li>rc.04f Network of consultative panels for EQIA</li> </ul>	High 20	R	High Medium 12	A !	➡	Risk reviewed. Must ensure service plans and budgets for 2012/13 are considered. Work to be undertaken in the final quarter of 2011/12.
RC06 Civil Emergency	Andy Preston	The risk is that Civil Emergency arrangements are not adequate, leading to loss of property, personal injury or death, civil unrest and loss of confidence in local authority leadership.	High Medium 15	A !	High Medium 10	A !	<ul style="list-style-type: none"> <li>rc.06a As a Category 1 Responder the Council has a duty to prepare and maintain an Emergency Plan</li> <li>rc.06b Annual testing and exercise schedule</li> <li>rc.06c Training to relevant staff</li> </ul>	High Medium 15	A !	High Medium 10	A !	➡	
RC07 Managing Data & Information	Claire Taylor	The risk is that unreliable data sources are used to support decision and policy making putting the Council at risk of making poor decisions. Decisions are made on the basis of information about the population and the nature of the district. If data is out of date, incomplete or inaccurate, those decisions may turn out to be inappropriate and they could be challenged. Lack of effective information management means that the Council will not be able to effectively respond to FOI or EIR requests putting CDC at risk of a complaint to the Information Commissioner. Poor information will also mean that the Council is unable to deliver against the transparency agenda.	High 16	R	Medium 9	A	<ul style="list-style-type: none"> <li>rc.07a Single trusted data source for all decision makers</li> <li>rc.07b Use external trusted &amp; reliable data source as the basis for our own information.</li> <li>rc.07c Internal audit programme for performance indicators</li> <li>rc.07d Clear Data Quality policy</li> <li>rc.07e Guidance issued to managers</li> </ul>	High 16	R	Medium 9	A	➡	Risk reviewed 2011/12 audit completed. 1 issue found and addressed through staff training.
RC08 Corporate Fraud	Karen Curtin	As with other large organisations the size and nature of our services puts us at risk of fraud both from within and outside the Council. We have always taken this risk seriously and have many structures and control mechanisms in place to counter fraud. According to research, fraud in the workplace is likely to accelerate during the global economic downturn. This is because managers may falsify figures to make performance look better and debt-strapped employees are more likely to commit fraud.	High Medium 12	A !	Medium 9	A	<ul style="list-style-type: none"> <li>rc08.a Fraud Investigation Team to prevent, detect, investigate and sanction cases of fraud under the</li> <li>rc08.b Corporate and Benefit fraud awareness training to all staff</li> <li>rc08.c In-depth training, including Bribery Act to front line staff &amp; other staff as required</li> <li>rc08.d Participation in the National Fraud initiative &amp; Housing Benefits matching exercises</li> <li>rc08.e Application of Councils Policies (Anti-fraud &amp; Corruption, Sanctions, Bribery)</li> <li>rc08.f Networking/Benchmarking arrangements with other Councils &amp; DW&amp;P</li> </ul>	High Medium 12	A !	Medium 9	A	➡	

**Risk Register 2011/2012 : Quarter 3**

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RC09 Shared Information Services with South Northants Council	Karen Curtin	Restructure and increased service demand during transition may impact performance and service continuity at CDC	High 16	R	New Risk	<ul style="list-style-type: none"> <li>rc.09a Fully policed change control to ensure all resources focus on insource work &amp; BAU</li> <li>rc.09b No unnecessary change work taken on during the transition.</li> <li>rc.09c Recruitment of additional transition resources, specified in the business case</li> <li>rc.09d Strong project management to limit unforeseen events</li> </ul>	High 16	R	Medium 9	A	new risk		
RC10 Insource of ICT	Karen Curtin	Failure to manage the end of the existing outsourced IT contract and development of collaborative solutions with Cherwell effectively could lead to loss of key business systems and services.	High 16	R	New Risk	<ul style="list-style-type: none"> <li>rc.10a Audit of existing (and CDC) IT estate</li> <li>rc.10b Contract negotiations with Capita and other suppliers.</li> <li>rc.10c Clear roadmap of future provision of IT services after the end of current Capita contract</li> <li>rc.10d Independent review of future proposed architecture (complete)</li> <li>rc.10e Procure new solutions as required with legal, financial, procurement input into process</li> <li>rc.10f Costed Business Case for consideration by Members</li> <li>rc.10g Regular reviews within SNC by portfolio holders</li> <li>rc.10h Regular review of shared service proposals by Joint Arrangements Steering Group IT Subgroup</li> </ul>	High 16	R	Medium 9	A	new risk		

<b>Indicated by:-</b>	
	<b>Requires Active Management</b> High Impact / High Probability: this risk requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
	<b>Contingency Plans Required</b> A robust contingency plan is required, together with early warning mechanisms to detect any deviation from the profile. Escalate upwards.
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	<b>Review Periodically</b> This risk is unlikely to require further mitigating actions, but the status should be reviewed quarterly to ensure that conditions have not changed.
	<b>Risk rating stayed the same</b> Last quarter compared to this quarter
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<b>Partnership Risks</b>													
RP02 Local Strategic Partnership	Claire Taylor	The risk is the failure of the Local Strategic Partnership to deliver its objectives having a negative impact on service delivery to the public, the Council's reputation with other local agencies and this being reflected in national reputation. There is also a risk that with the reduced focus on partnership working, opportunities for increased efficiency and improved services are lost due to less effective networks and relationships	High Medium 12	A !	High Medium 12	A !	<ul style="list-style-type: none"> <li>RP.02a Partnership governance review implemented</li> <li>RP.02b Performance Management Framework</li> <li>RP.02c Develop Partnership Handbook</li> <li>RP.02d Management Group to support implementation of LSP decisions</li> <li>RP.02e Annual self assessment of performance</li> <li>RP.02f Ongoing review &amp; information exchange to capitalise on emerging issues &amp; opportunities</li> <li>RP02.1 Develop a Partnership Development Plan</li> </ul>	High Medium 12	A !	Medium 9	A		Risk reviewed and membership gaps being filled currently. Risk impact has increased due to additional LAA funding that is now available to the Board. The Board has agreed a protocol for allocating funds.
RP03 Cherwell Community Safety Partnership	Chris Rothwell	The risk is the failure of the Community Safety Partnership to work collaboratively to deliver safer communities and achieve reduction in crime and fear of crime	High Medium 12	A !	Medium 9	A	<ul style="list-style-type: none"> <li>RP.03a Bi-monthly monitoring of 4 Action Groups plans to deliver the priorities of the partnership</li> <li>RP.03b Quarterly reporting to Strategic Partnership meetings</li> <li>RP03c Monitored via Performance Management Framework</li> </ul>	High Medium 12	A !	Medium 9	A		Risk reviewed
RP04 Local Enterprise Partnerships (Oxford City & South East Midlands)	Adrian Colwell	The risk is the failure of the Local Enterprise Partnerships to establish themselves as effective bodies locally and in relations with National Government. The consequences may be reduced funding for the local area and failure to fully exploit economic growth, development and infrastructure provision opportunities. A related risk is the ability/inability of Cherwell District Council to influence the work of the Partnerships to the benefit of the District.	High Medium 12	A !	Medium 9	A	<ul style="list-style-type: none"> <li>RP.04a Partnership Work Programme/Forward Plan</li> <li>RP.04b Resource provision for Partnership work</li> </ul>	High Medium 12	A !	Medium 9	A		
RP05 Oxfordshire Waste Partnership - Financial Arrangements	Ed Potter	Financial arrangements exist to regulate funds flowing between the collection authorities in Oxfordshire and the disposal authority (Oxfordshire County Council). These are legally binding. However Oxfordshire County Council have indicated that they are not prepared to continue all these payments (landfill diversion payments) in the future. This could threaten the future of the Oxfordshire Waste Partnership	High 16	R	High Medium 12	A !	<ul style="list-style-type: none"> <li>RP05.a Work with other collection authority partners to achieve greater voting power</li> <li>RP05.b Full partnership participation to address moved by County Council to reduce payments</li> </ul>	High 16	R	Medium 9	A		Discussions regarding financial arrangements have commenced involving strategic directors & finance officers.
RP06 Health & Wellbeing Partnership	Ian Davies	The risk is that failure to effectively participate in and influence new county wide partnership arrangements will put CDC at risk of not meeting its Safe, Healthy and Thriving Strategic Objective. The potential role of County Councils as the public health authority under new legislation will require effective partnership arrangements to ensure Cherwell's priorities are reflected and issues around health inequalities are addressed	Medium 9	A	Medium 6	A	<ul style="list-style-type: none"> <li>RP06.a Strategic Director leadership role on health related issues</li> <li>RP06.b Participation in county-wide partnership discussions</li> <li>RP06.c support local stakeholder group to hold service commissioners and providers to account</li> <li>RP06.d Communicate the health sector changes to the wider population</li> </ul>	Medium 9	A	Medium 6	A		New Oxfordshire H&WB Board and partnership proposals under consideration. Specific District Council roles proposed under an Oxfordshire Health Improvement Board

Indicated by:-

<b>High</b>	<b>Requires Active Management</b> High impact / High Probability: this risk requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
<b>High Medium</b>	<b>Contingency Plans Required</b> A robust contingency plan is required, together with early warning mechanisms to detect any deviation from the profile. Escalate upwards.
<b>Medium</b>	<b>Monitoring Required</b> This risk may require some additional risk mitigation to reduce the likelihood (if it can be done cost effectively), but good housekeeping to ensure that the impact remains low should be adequate. Monitor to identify any change in the risk.
<b>Low</b>	<b>Review Periodically</b> This risk is unlikely to require further mitigating actions, but the status should be reviewed quarterly to ensure that conditions have not changed.
	<b>Risk rating stayed the same</b> Last quarter compared to this quarter
	<b>Risk rating improved</b> Performance increased (risk rating decreased) Last quarter compared to this quarter
	<b>Risk rating worsened</b> Performance declined (risk rating increased) Last quarter compared to this quarter

## PERFORMANCE BRIEFING : SUMMARY OF PERFORMANCE AT A GLANCE DECEMBER 2011

Performance Framework	Indicators	Indicators reporting this time	Reporting Frequency	Performance (Number) Red, Amber Green				Performance % Red, Amber Green				% Performance Green/Amber	RAG Performance Green/Amber	Comments
				Red	Amber	Green	No Data	Red	Amber	Green	No Data			
<b>Corporate Plan : Pledges</b>	<b>14</b>	<b>14</b>	Monthly	1	2	11	0	7%	14%	79%	0%	93%	A	Red relates to residents satisfaction with street and environmental cleanliness
<b>Corporate Plan (exc Pledges) Total</b>	<b>41</b>	<b>41</b>	Monthly	2	3	36	0	5%	7%	88%	0%	95%	A	
<i>District of Opportunity</i>	13	13		1	2	10	0	8%	15%	77%	0%	92%	A	Red relates to delivery of 500 new homes
<i>Safe Healthy &amp; Thriving Communities</i>	16	16		1	0	15	0	6%	0%	94%	0%	94%	A	Red relates to preparation of a new Community Development Strategy
<i>Cleaner, Greener Cherwell</i>	7	7		0	1	6	0	0%	14%	86%	0%	100%	G	
<i>Accessible, Value For Money Council</i>	5	5		0	0	5	0	0%	0%	100%	0%	100%	G	
<b>Customer, Finance and HR Measures</b>	<b>8</b>	<b>8</b>	Monthly	0	2	6	0	0%	25%	75%	0%	100%	G	
<b>Priority Service Indicators Total</b>	<b>42</b>	<b>34</b>	Monthly	4	6	24	0	12%	18%	71%	0%	88%	R	
<i>District of Opportunity</i>	9	7		2	1	4	0	29%	14%	57%	0%	71%	R	Red relates to major planning applications & % houses developed on previously developed land
<i>Safety Healthy &amp; Thriving Communities</i>	6	6		0	0	6	0	0%	0%	100%	0%	100%	G	
<i>Cleaner, Greener Cherwell</i>	8	3		0	1	2	0	0%	33%	67%	0%	100%	G	
<i>Accessible, Value For Money Council</i>	19	18		2	4	12	0	11%	22%	67%	0%	89%	R	Reds relate to customer complaints and one stop shops footfall
<b>Brighter Futures in Banbury</b>	<b>12</b>	<b>12</b>	Quarterly	1	4	7	0	8%	33%	58%	0%	92%	A	
<b>Corporate Equalities Plan</b>	<b>13</b>	<b>13</b>	Quarterly	0	2	11	0	0%	15%	85%	0%	100%	G	
<b>Significant Partnerships</b>	<b>18</b>	<b>18</b>	Quarterly	0	2	16	0	0%	11%	89%	0%	100%	G	
<b>Risks Total</b>	<b>21</b>	<b>23</b>	Monthly	No change Q2-Q3	increase Q2-Q3	decrease Q2-Q3	no review in P+ Q/23							
<i>Strategic</i>	9	9	Monthly	8	0	1	0							
<i>Corporate</i>	7	9	Monthly	6	0	1	2new							
<i>Partnership</i>	5	5	Monthly	3	0	2	0							