

Appendix 1 Proposed Corporate Scorecard 2010/11

The table below presents the content of the 2010/11 Corporate Performance Scorecard:

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Performance (RAG Status)
Working in Partnership				
Local Area Agreement	Corporate Strategy, Performance and Partnerships	Quarterly		
Cherwell Sustainable Community Strategy	Corporate Strategy, Performance and Partnerships	Quarterly		
Corporate Plan Pledges				
A district of opportunity				
Deliver 100 new homes for those in need of better housing	Housing Services	Monthly		
Contribute to the creation of 200 new jobs	Planning Policy and Economic Development	Monthly		
Help another 1,000 local people at our Bicester and Banbury job clubs	Planning Policy and Economic Development	Monthly		
Launch a new programme of work to tackle deprivation in Cherwell	Strategic Director for Environment and Community	Monthly		
Work with partners to make significant progress towards completion of the Bicester town centre development	Regeneration and Estates	Monthly		
Make significant progress on all the Bicester eco town demonstration projects	Development Control and Major Developments	Monthly		
A safe and healthy Cherwell				
Work with partners to deliver yet another reduction in crime and anti-social behaviour offences	Urban and Rural (Community Safety)	Monthly		
Attract an extra 100,000 visits to the new and refurbished leisure centres and the newly opened Woodgreen Open Air Pool following the council's investment	Recreation and Health	Monthly		
Continue to support new and improved health care services in Bicester and the surrounding area	Recreation and Health	Monthly		
Continue to support the provision of the best possible services at the Horton General Hospital	Strategic Director for Environment and Community	Monthly		
A cleaner, greener Cherwell				

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Performance (RAG Status)
Increase the household recycling rate to 55%	Environmental Services	Monthly		
Increase your satisfaction with street and environmental cleanliness from 67% to 69% by improving cleanliness and the removal of dog mess, abandoned vehicles and fly-tipping	Environmental Services	Monthly		
Deliver a further year of CO2 emissions reduction from the council's fleet of vehicles and corporate buildings	Environmental Services	Monthly		
An accessible, value for money Council				
Double the number of council services that can be booked, paid for or applied for online from 50 to 100	Customer Service & Information Systems	Monthly		
Reduce our costs by a further £800,000	Finance	Monthly		
Deliver a council tax increase in 2011/12 which is below inflation	Finance	Monthly		
Performance Indicators				
Performance against Priority Service Indicators	Corporate Strategy, Performance and Partnerships	Monthly		
Financial Performance				
Percentage variance on revenue budget expenditure against profile (+2% / -5%)	Finance	Monthly		
Percentage variance on capital budget expenditure against profile (+2% / -5%). Capital (a): Sports Centre Modernisation	Finance	Monthly		
Capital (b): Other Capital Projects	Finance	Monthly		
Secure £630,000 efficiency savings of which £200,000 is procurement savings	Finance	Monthly		
Human Resources				
Staff turnover (voluntary leavers)	Human Resources	Quarterly		
Number of days lost through sickness	Human Resources	Quarterly		
Workforce capacity (excluding temporary, casual and agency staff)	Human Resources	Quarterly		
Customer Feedback				
Ensure that at least 90% of our customers when asked are satisfied with our customer service when contacting the Council	Customer Service & Information Systems	Monthly		
Achieve top quartile performance in a	Customer Service &	Twice		

Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance to date	Quarter Performance (RAG Status)
nationally comparative mystery shoppers survey.	Information Systems	yearly		
Ensure that at least 79% of residents when asked say they feel safe at home and in the community	Urban and Rural (Community Safety)	Annual		
Ensure that 72% of our customers when asked feel well informed about the Council	Communications	Annual		

Collected for information only (no RAG score):

Other Surveys			
Measure Definition	Responsible Service	Reporting Frequency	Comment on Performance
Customer Satisfaction Survey (for information purposes only)	Corporate Strategy, Performance and Partnerships	Annual	Satisfaction survey completed. General trend of improvement. Overall satisfaction: 2006 = 60% 2007 = 65% 2008 = 67% 2009 = 67%

Appendix 2

List of strategic partnerships to be included in quarterly report

The list of partnerships below will be included in the Executive quarterly performance report:

Oxfordshire Wide Partnerships

Oxfordshire Partnership Board
Public Service Board
Spatial Planning and Infrastructure Partnership
Children's Trust
Health and Well Being Partnership
Environment and Waste
Safer Communities Partnership
Stronger Communities Alliance
Oxfordshire Economic Partnership

Cherwell Partnerships

Cherwell Local Strategic Partnership
Brighter Futures in Banbury Steering Group (Sub Group of the LSP)
Cherwell Safer Communities Partnership
Cherwell M40 Investment Partnership
Banbury Town Centre Partnership
Bicester Vision
Kidlington Village Centre Management Board
Homelessness Strategy Partnership
Cherwell Registered Social Landlords Partnership and Sanctuary Housing Group
North West Bicester Strategic Delivery Board

Appendix 3

List of Risks to be reported 2010/11 (strategic, partnership and corporate)

CORPORATE RISK REGISTER 2010/11

Strategic Risks

Risk	New / Existing	Net Risk Severity x Likelihood
A District of Opportunity		
1. Deprivation and Inequalities 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 and 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.	New	2 x 5 = 10 High Medium
2. Eco Town 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.	New	3 x 3 = 9 Medium
3. Local Development Framework 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.	Existing	5 x 3 = 15 High Medium
4. Economic and Social Changes 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.	Existing	3 x 4 = 12 High Medium
A Safe and Healthy Cherwell		
5. Horton Hospital 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	New	4 x 3 = 12 High Medium

Horton.		
A Cleaner Greener Cherwell		
6. The Natural Environment 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.	New	2 x 3 = 6 Low
An Accessible Value for Money Council		
7. Managing Change The risk is that the Council does not adequately manage the impact of major change programmes on organisational performance and individual morale.	New	3 x 3 = 9 Medium
8. Financial Resources 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.	Existing	3 x 3 = 9 Medium

Corporate Risks

Risk	New / Existing	Net Risk Severity x Likelihood
1. Health and Safety 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.	Existing	5 x 3 = 15 High Medium
2. Capital Investments 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.	Existing	4 x 3 = 12 High Medium
3. ICT Systems The risk is that the loss of ICT disaster recovery capability; a back-up and recovery failure leading to loss or corruption of data; and system failure because of ageing infrastructure, will have a significant negative impact on service delivery and cause exceptional costs to the Council.	Existing	4 x 3 = 12 High Medium
4. Equalities Legislation		

The risk is the Council may be open to litigation and loss of reputation if it is not compliant with equalities legislation.	Existing	3 x 3 = 9 Medium
5. Job evaluation The risk is the impact of a significant number of appeals arising from the Job Evaluation scheme on the resources of the Council and Human Resources in particular. Also there is a risk that Job Evaluation may encourage staff to pursue equal pay claims due to greater awareness.	Existing	3 x 3 = 9 Medium
6. Civil Emergencies 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.	Existing	5 x 1 = 5 Low
7. Data Quality 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.	Existing	2 x 2 = 4 Low

Partnership Risks

Risk	New / Existing	Net Risk Severity x Likelihood
1. Local Area Agreement The risk is the failure to deliver the Council's elements of the Local Area Agreement having a negative impact on service delivery to the public, the Council's reputation with other local authorities and this being reflected in national inspection regimes.	Existing	3 x 3 = 9 Medium
2. Local Strategic Partnership 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 inspection regimes.	New	3 x 3 = 9 Medium
3. Community Safety Partnership The risk is the failure of the Community Safety Partnership to deliver a continuous reduction in crime and the fear of crime	Existing	3 x 3 = 9 Low Medium
4. Spatial Planning and Infrastructure Partnership The risk is the failure of the Spatial Planning and Infrastructure Partnership to establish itself as an effective body locally and in relations with National Government. The consequences are reduced funding for the local area and failure to fully exploit development and infrastructure provision opportunities.	New	3 x 3 = 9 Low Medium

Risk Strategy 2010/11

1. Introduction

The purpose of this document is to outline an overall approach to risk management that addresses the risks facing the Council in achieving its objectives, and which will facilitate the effective recognition and management of such risks.

Risk management will be embedded within the daily operations of the Council, from strategy and policy formulation through to business planning and general management processes. It will also be applied where the Council works in partnership with other organisations, to ensure that partnership risks are identified and managed appropriately.

Through understanding risks, decision-makers will be better able to evaluate the impact of a particular decision or action on the achievement of the Council's objectives.

Risk management will not focus upon risk avoidance, but on the identification and management of an acceptable level of risk. It is the Council's aim to proactively identify, understand and manage the risks inherent in our services and associated with our plans, policies and strategies, so as to support responsible, informed risk taking and as a consequence, aim to improve value for money. The Council will not support reckless risk taking.

Risk management is increasingly recognised as being concerned with both the positive and negative aspects of risk; that is to say opportunities as well as threats.

This strategy therefore applies to risk from both perspectives.

2. Objectives of the Strategy

- To maintain a risk register that identifies and ranks all significant risks facing the Council, which will assist the Council achieve its objectives through pro-active risk management,
- To rank all risks in terms of likelihood of occurrence and potential impact upon the Council,
- To allocate clear roles, responsibilities and accountability for risk management,
- To facilitate compliance with best practice in corporate governance, which will support the Annual Governance Statement which will be issued with the annual statement of accounts,
- To raise awareness of the principles and benefits involved in the risk management process, and to obtain staff and Member commitment to the principles of risk management and control.

3. Assessment and Review

This will involve consideration of all potential risks facing the Council, with risks broken down into strategic risks which could impact on the achievement of the Council's objectives, corporate risks which could impact across more than one service, and service risks which could impact upon the ability of service units to deliver their services or to achieve their service objectives.

All risks will be clearly defined together with the controls that currently exist to manage them. Consideration of the adequacy of the present control system will avoid duplication of resources as several of the identified risks may already prove to be effectively controlled.

It is important that the internal systems and procedures in place are adequate to manage the identified risk. Where control weaknesses are identified, these should be noted so that action can be taken to remedy such weaknesses.

The risk register will be reviewed and updated at least on a quarterly basis.

The Internal Audit section will focus audit work on significant risks, as identified by management, and will audit the risk management process across the whole Council to provide assurance on its effectiveness.

The Council will seek to learn from other organisations where appropriate, and to keep up to date with best practice in risk management.

4. Risk Ranking

All risks will be rated for the likelihood that they may occur and their potential impact. This will allow for risks to be ranked and prioritised, as not all risks represent equal significance to the Council.

5. Action Plan

Once risks have been identified and ranked, the next step is to control and manage them. This will involve the consideration of cost-effective action, which will be judged against risk rankings. The proposed action to be taken will then be mapped against the specified risk together with an implementation date, and a named person will be designated as responsible for 'owning' the risk.

6. Risk Appetite

The Council will use risk management to add value. It will aim to achieve a balance between under-managing risks (i.e. being unaware of risks and therefore having little or no control over them), and over-managing them (i.e. an obsessive level of management and control which could stifle innovation and creativity).

Appropriately managed and controlled risk-taking and innovation will be encouraged where it is in furtherance of the Council's objectives.

7. Managing Risk & Opportunity Handbook

The Council has established and will regularly update the Managing Risk & Opportunity handbook which sets out its detailed approach to risk management, and the processes and procedures to be followed.

8. Benefits of Risk Management

- Awareness of significant risks with priority ranking assisting in the efficient control of the risks,
- Recognition of responsibility and accountability for risks and associated existing controls and any actions required to improve controls,

- An aid to strategic and business planning,
- Identification of new opportunities,
- Action plan for the effective management of significant risks,
- An aid in effective partnership working.

9. Accountability

There will be clear accountability for risks. This will be achieved through an annual public statement on risk management, an Annual Governance Statement signed by the Chief Executive and the Leader of the Council, and by making the Council's risks and risk management process open to regular Internal Audit and external inspection (e.g. by the Audit Commission as the Council's external auditors).

The Accounts, Audit and Risk Committee will be responsible for monitoring the Council's risk management arrangements, for undertaking an annual review of this Strategy to ensure it remains current and up to date and reflects current best practice in risk management, and for making recommendations to the Executive if it is considered that any improvements or amendments are required.

Members of the Executive will be briefed regularly to ensure they are aware of significant risks affecting their portfolios and any improvements in controls which are proposed.

A Risk Management Improvement Group and Risk Management Working Group will meet regularly to ensure that risk management processes are being applied consistently, to promote risk management throughout all departments and to ensure continuous improvement in risk and opportunity management.