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Iain Phillips Chief Executive

14th November 2006

Dear Councillor,

I hereby give you Notice that a Meeting of the **POLICY AND STRATEGIC DEVELOPMENT COMMITTEE** will be held in **the COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **WEDNESDAY, 22nd NOVEMBER 2006** at **6.00PM**.

AGENDA

	Page No.
1. Apologies for Absence.	
2. To consider the Minutes of the last Meeting of the Committee held on 4 th October 2006 as a true record.	Copies previously circulated
3. To consider a progress report on the status of the low performing Best Value Performance Indicators (BVPI's).	1 - 8
4. To consider the six month performance update for the Best Value Performance Indicators 2006/07.	9 - 18
5. To consider a proposed Corporate Balanced Scorecard based on the approved outcome indicators in the 2006/09 Council Plan.	19 - 23
6. To consider a draft protocol for Data Quality Management.	24 - 31
7. To consider a progress report on the Data Quality Action Plan.	32 - 37
8. To consider a series of proposals to deliver the Councils commitment to the LGA Reputation Campaign and through that improve corporate image and positively influence any future CPA outcomes.	38 - 45
9. To consider an update on savings achieved to date in Wear Valley District Council through the joint procurement pilot.	46 - 48

Yours faithfully



Chief Executive

Members of this Committee : Councillors Mrs. Brown, Ferguson, Foote Wood, Gale, Grogan, Hayton, Mrs Jones*, Kay, Kingston, Laurie, Mews, Murphy*, Nevins, Perkins, Stonehouse, Townsend and Zair.

*ex-officio, non-voting capacity.

Chair : Councillor Stonehouse

Deputy Chair : Councillor Kay

TO: All other Members of the Council for information.
Management Team.



**POLICY & STRATEGIC DEVELOPMENT
COMMITTEE**

22ND NOVEMBER 2006

Report of the Chief Executive
LOW PERFORMING BVPI UPDATE – QUARTER 2

purpose of the report

1. To report on the status of the low performing Best Value Performance Indicators (BVPI's).

background

2. At the end of the 2005/06 year a list of best value performance indicators that were performing poorly were identified. These indicators are to be monitored on a quarterly basis and this report presents BVPI data for the 2nd Quarter (July-September).
3. Annex A tabulates the 2nd Quarter BVPI data in relation to our targets and previous performance. Quartile figures are from 2004/05 as top quartile figures from 2005/06 have not yet been released.
4. Trends in performance are presented graphically in Annex B.

high level findings

5. Overall 57% of our Low Performing BVPI's have improved this quarter in comparison to 2005/06, 14% have remained constant and 29% have declined in performance.
6. If the improvement trend for the first six months continued at the uniform rate, only 24% of indicators would have improved enough to move into a higher quartile by the end of 2006/07. 76% of indicators would remain in the same quartile.
7. Using the performance trend over the first two quarters to forecast estimated out turns at the end of 2006/07, only 33% of indicators would reach or exceed their target set out in the Best Value Performance Plan.

conclusion

- 8. During quarter two there has been some improvement on the performance of our low scoring BVPI's. However, in some cases the performance trend is not sufficient to ensure we meet our targets or increase our quartile performance by the end of 2006/07.

RECOMMENDED

- i. That Members note the content of this report.
- ii. That Corporate Development continues to monitor these indicators on a quarterly basis and reports finding to the Chief Officers Management Team and Policy and Strategic Development Committee.

Officer responsible for the report	Author of the report
John Docherty	Cheryl Duggan
Chief Officer,Corporate Development	Performance Improvement Manager
Ext 306	Ext 313

**POLICY AND STRATEGIC DEVELOPMENT
COMMITTEE**

22ND NOVEMBER 2006

Report of the Chief Executive
6 MONTHLY BEST VALUE PERFORMANCE INDICATOR UPDATE

purpose of the report

1. To present the 6-month performance progress update for the Best Value Performance Indicators 2006/07. These figures have been projected for the full year where possible.

indicator performance

2. The performance information is presented in Annex C and shows the current performance all indicators for 2006/07 and previous performance of the Council's BVPIs over the last five years.
3. Annex D, shows the high level summary of performance for the first 6 months 2006/07 and indicate a declined rate of improvement from previous years with:
 - 41% of indicators have improved from the previous year compared with 58% the year before;
 - 24% have declined in performance compared to 14% the previous year,
 - 23% remain unchanged compared to 14% the previous year;
 - 12% are performing at an optimum performance level in comparison to 14% the previous year.
4. The predicted quartile analysis can be found at Annex E and also represent in top quartile performance and only a slight increase in above median performance.
5. In addition, the initial 6-month performance trend has been compared against the targeted end of year performance to identify if we are on track. This information indicates that 59% of indicators will meet their target and 41% will not meet the target.

RECOMMENDED

That Members consider the performance information presented in this report.

Officer responsible for the report
Iain Phillips
Chief Executive

Author of the report
Cheryl Duggan
Performance Improvement
Manager
Ext.313

**POLICY AND STRATEGIC DEVELOPMENT
COMMITTEE**

22ND NOVEMBER 2006

Report of the Chief Executive
A CORPORATE BALANCED SCORECARD

purpose of the report

1. To submit for approval a proposed Corporate Balanced Scorecard based on the approved outcome indicators in the 2006 - 09 Council Plan.

background

2. The most recent Annual Audit and Inspection Letter identified that the Council needed to “concentrate on developing outcome and user-focussed performance management processes; in particular, develop user focussed outcome measures for its objectives to enable it to define clearly what it is trying to achieve on its priorities; this would help the Council to direct its resources appropriately, to assess its progress against its aims and to further embed performance management.”
3. The need to introduce a corporate Balanced Scorecard was also identified in Value for Money element of our most recent Use of Resources assessment. In it (p.10 2nd bullet point) the audit Commission stated “The Council should.....introduce and embed the Balanced Scorecard with its emphasis on value for money.”
4. In addition, work on developing a balanced scorecard aimed at embedding performance management more effectively across the Council has not been progressed in the recent past due to resource constraints.
5. This has resulted in effective performance management arrangements developing inconsistently at varying levels within the organisation.
6. However, the most recent version of the Council Plan has now been developed to allow the Council to more effectively focus resources on our corporate priorities and to use clear and measurable outcomes as indicators of progress. This paper proposes that these outcome indicators should be developed into a corporate Balanced Scorecard that can then be used to manage progress against our agreed priorities at a strategic level.

proposal

7. The 2006-09 Council Plan has within it, 24 Key Outcomes and these are supported by 39 individual or grouped Outcome Indicators.
8. It is proposed that these outcome indicators should be used as the Critical Success Factors in the implementation of a Corporate Balanced Scorecard. To achieve this, it is proposed that each indicator would be allocated to one of the Council's objectives or to achieving Organisational Excellence, as in the Council Plan.
9. These would then be allocated in a matrix to one of the six agreed perspectives for our approach to a Balanced Scorecard which are:
 - Customer centred;
 - Citizen focussed;
 - Community led;
 - Finance and resources;
 - Developing and empowering, and;
 - Management and organisation.
10. However, given that some of the indicators covered in the Organisational Excellence section of the plan will be drivers for the achievement of some or all of our objectives; it is proposed that these should be addressed as cross-cutting factors. A copy of a proposed Corporate Scorecard is attached as Annex F to this report.
11. Each of the outcome indicators within the Council Plan has, associated with it a target for performance and it is these that will be used to measure the level of performance achieved against the outcome indicators.
12. Using this approach it is proposed that the Scorecard and performance against it would be reported to COMT and Committee twice yearly, thus allowing us to monitor and manage performance against the overall Council Plan.

conclusion

13. The Annual Audit and Inspection letter has identified that the Council needs to develop mechanisms to allow it to focus more effectively on the progress that it is making against its corporate objectives.
14. By using a corporate Balanced Scorecard and monitoring it twice yearly, it is proposed that the Council could more effectively link its performance management arrangements into its corporate objectives.

RECOMMENDED

- i. That Members approve the use of a Corporate Balanced scorecard to monitor and manage the Key Outcome Indicators contained in the 2006-09 Council Plan.

Officer responsible for the report

Iain Phillips
Chief Executive

Author of the report

Cheryl Duggan
Performance Improvement Manager
Ext 313

Corporate Balance Scorecard 2006-09

Annex A

	Population	Environment	Economy	Crime	Health	Lifelong Learning
Customer centred		<p>Improved recycling and composting rates</p> <p>The number of homes meeting the DHS</p>	<p>Increase Number of VAT registrations</p> <p>To halt the increase in VAT de-registrations</p>		<p>Reduced sickness absence in Wear Valley District Council</p>	<p>Number of employees with accredited qualifications.</p> <p>Number of modern apprenticeships supported.</p>
Citizen focused	<p>Increasing Population</p> <p>Number of Community groups established and engaging with the Council or participating in the Community Empowerment Network</p> <p>Increasing percentage of people who feel satisfied with Wear Valley as a place to live</p> <p>Reduce % of the population living in SOA's identified as being in the top 10% for deprivation.</p> <p>Reduction in gap between the best and worst SOAs in terms of NRF Floor Targets</p>	<p>Implemented regeneration programmes targeted at former coalfield settlements</p> <p>Improved SAP rating and reduction of families in fuel poverty.</p>	<p>Increase in employment</p> <p>Percentage increase in the number of people on IB moving into employment.</p>	<p>BV126, BV127a, BV127b, BV128, BV174, BV175, BV225.</p> <p>Reduce number of offenders issued with ASBO's.</p> <p>Reduced percentage fear of crime in identified SOA's with the highest level of fear of crime.</p>	<p>Reduced incidences of chronic disease e.g. cardiovascular disease.</p> <p>Reduction in people smoking.</p> <p>Reduction in proportion of adults who are obese.</p> <p>A reduction in teenage pregnancy.</p> <p>More people accessing exercise.</p> <p>Increased income of those reliant on state benefits.</p>	<p>Increased number of people engaging with basic skills programmes.</p> <p>Number of people successfully completing basic skills programmes.</p> <p>Number of working age people with qualifications in key SOA's</p>

Corporate Balance Scorecard 2006-09

Annex A

	Population	Environment	Economy	Crime	Health	Lifelong Learning
Community led	Increasing % of people who feel they can engage and influence decisions	An LDF which reflects the needs and aspirations of Wear Valley	A more diverse profile of employment by industrial category with higher percentage growth in industry sectors and knowledge intensive businesses			
Finance and resources	Improved Value for Money Score Deliver Gershon efficiency Savings					
Developing and empowering	Improved capacity of elected members and officers to think and act strategically. Improved understanding of Council priorities and objectives by all stakeholders.					
Management and organisation	Improved organisational capacity to engage with communities and develop priorities and programmes that meet identified community need. Year on year improving CPA score achieved at self-assessment. Improved satisfaction scores from surveys conducted with all Council stakeholders.					

**POLICY AND STRATEGIC DEVELOPMENT
COMMITTEE**

22ND NOVEMBER 2006

Report of the Chief Executive
DRAFT DATA QUALITY PROTOCOL

purpose of the report

1. To submit for approval a draft protocol for Data Quality Management.

background

2. In July 2006, the Audit Commission introduced a Key Line of Enquiry (KLOE) covering the quality of all data that is used for decision making in Local Authorities. They will use this to assess the Council's capacity and commitment to this area of activity.
3. The AC intends that the outcome from the Data Quality KLOE will feed into our overall Value for Money scores.

data quality kloee

4. The KLOE covers four main areas of activity, these are:
 - Governance and Leadership
 - Policies
 - Systems and processes, and
 - People and skills
5. In July 2006, the Council for the first time completed a retrospective self-assessment for the 2005/06 financial year. As at the time of this report we are still awaiting confirmation from the Audit Commission as to what score we will receive. However, given the limitations of our data quality management processes at that time, it is anticipated that we will receive a score of 1 = below minimum requirements – inadequate performance.
6. In August 2006 Chief Officer's Management Team tasked a cross-departmental Data Quality Working Group to develop systems and procedures to secure a score of three or more for the existing data quality KLOE by 2008.

7. The Data Quality Working Group consists of the following:
- Service Development Officer – Strategic Community;
 - Head of Development and Building Control – Environment and Regeneration;
 - Network Support Officer – Resources;
 - Performance and Training Manager - Dale & Valley Homes;
 - Performance Improvement Manager –Corporate Development.

action plan

8. At the same meeting the Management team agreed to the implementation of an action plan to improve our data quality management arrangement and secure a score of two by 2008.
9. One of these actions included the introduction of a data quality protocol by the Data Quality Working Group. This is attached in Annex A and describes the Council's approach to Data Quality Management in line with the key lines of enquiry.
10. The Data Quality Working Group is currently developing an overarching data quality strategy supported by policies and procedures that will drive the implementation of a framework for ensuring that the Council can achieve a score of 2 by 2008 and further reports will be submitted as these are developed.

conclusion

11. A draft protocol for data quality management to address the data quality key lines of enquiry has been developed. The draft protocol is the first stage of the action plan that has been designed to enable the Council to achieve a score of 3 for Data Quality Management by 2009.

RECOMMENDED

- i. It is recommended that members approve the proposed draft protocol for data quality

Officer responsible for the report

Iain Phillips,
Chief Executive

Author of the report

Cheryl Duggan
Performance Improvement Manager
Ext 313

WEAR VALLEY DISTRICT COUNCIL

PROTOCOL FOR DATA QUALITY MANAGEMENT

ISSUE NUMBER

APPROVING COMMITTEE

DATE APPROVED

RESPONSIBLE FOR POLICY

Data Quality Working Group

INTRODUCED

REVIEW DATE

August 2007

RESPONSIBLE FOR REVIEW

Data Quality Working Group

PURPOSE OF THE DOCUMENT

This document has been produced to formally outline Wear Valley District Council's approach to develop it's capacity to achieve a score of level 3 or better against the Audit Commission's Key Lines of Enquiry (KLOE) for Data Quality.

The document sets out the Authority's strategic approach to addressing the criteria within the KLOE. This will establish a higher level of capacity and commitment within the authority, ensuring that information used in management decision-making is relevant, timely and accurate.

The authority has responded positively to previously identified issues through external audits, and can evidence some aspects of the criteria within the KLOE. By putting in place more formal arrangements, supported by policies, procedures, resources and systems, the authority will be better able to ensure the quality of its data.

KEY DEFINITIONS

- DATA QUALITY MANAGEMENT

Data quality management is about proactively managing the quality of submitted data through ensuring that effective quality assurance systems supported by member and staff capacity and capability are put in place. The focus is on quality assurance as opposed to quality control.

OUR COMMITMENT TO DATA QUALITY

The council relies on the quality of the information it uses in a variety of ways:

- As a basis for effective decision making by Elected Members and Managers;
- for monitoring, reporting and assessing its performance;
- to ensure inter and cross departmental working relationships are effective;
- to ensure effective communications with external partners, agencies and government departments;
- to deliver reliable services to its customers that ensure excellent customer service;
- to provide value for money through saving time, money and resources on

validating information.

The Council will address each of these issues through its approach to ensuring data quality.

Risk Management

The Council will manage risk to ensure the quality of the data it uses and produces. Risk management raises issues around:

- Data protection – our procedures will make sure information is secure
- Records management – our procedures will make sure the information we record and store is correct
- Data quality failures – if information is found to be incorrect, we will respond positively by having contingency plans to help us manage while problems are being rectified

Freedom of Information

The Council is aware of and follows its responsibilities under Freedom of Information legislation. Achieving data quality is crucial to ensure that the information the Council provides is correct and this protocol outlines what systems and procedures the Council will implement to achieve this.

Performance Management Framework

Achieving Data quality is an objective that is fundamental to, and is part of, the Council's Performance Management Framework. The framework highlights how the Council's objectives throughout the authority are linked and our approach to data quality will be formally integrated at all levels, within Personal Development Plans at the Individual level level, through service plans and up to the Council Plan.

DATA QUALITY – OUR APPROACH

This document has been structured around the key criteria in the Audit Commission's KLOE for Data Quality, which is divided into five sections:

- **Governance and Leadership**
 - Has the body put in place arrangements at a senior level to secure the quality of data used to manage and report on performance?
- **Policies**
 - Has the organisation defined its expectations and requirements in relation to data quality?
- **Systems and processes**
 - Are there effective systems and processes in place to secure the quality of data?

- **People and skills**

- Does the organisation have the resources in place to secure data quality?

- **Data use**

- Are there effective arrangements and controls in place for the use of data by the organisation?

Governance and Leadership

The council is committed to securing the quality of its data throughout all levels of the organisation. This commitment will be personified by top management, through their attitude, behaviours and communications, as they lead on ensuring data quality. To meet the criteria, the authority will:

- nominate a council member and a committee to take overall strategic responsibility for Corporate Data Quality
- nominate a member of the Chief Officer's Management Team (COMT) to also lead on Corporate Data Quality
- effectively use communication channels to promote the corporate commitment to data quality and the roles and responsibilities all staff have in delivering this aim
- communicate findings following activities to review and develop staff awareness, e.g. surveys, training and performance updates
- develop a formal accountability structure for data quality
- incorporate accountability into the corporate performance appraisal system for those who are accountable for data quality
- develop a formal reporting structure framework, which will enable governing members to monitor quality and challenge the integrity of data, e.g. the accuracy of data supporting key performance indicators
- ensure that reporting procedures allow robust scrutiny of data e.g. data is subject to approval before it is reported
- develop a data quality strategy, which covers all departments and functions, and has clear objectives that link into other corporate documents e.g. council plan and departmental business plans
- produce a delivery plan, with clear actions, responsibilities and timescales to support improvement
- embed data quality into corporate risk management arrangements in order to regularly assess the risks associated with unreliable and inaccurate information

- utilise learning, including examples of good practice, benchmarking and internal or external reviews of data quality to identify weaknesses
- develop procedures to implement and collect of evidence of recovery actions taken to rectify identified weaknesses

Policies

In order to effectively implement the authority's data quality strategy and objectives, a formal policy and related operational procedures will be put in place. To address the criteria, the council will:

- develop and implement throughout the authority a data quality policy and supporting procedures. These procedures will cover data collection, recording, analysis and reporting. Staff will be fully involved in this process. The policy will be approved by senior management through the authority's formal reporting structure
- design a policy which supports the data quality objectives contained within the data quality strategy
- ensure that the policy meets all relevant national standards and requirements, as well as defining local practices and monitoring arrangements
- review the policy and supporting procedures on an annual basis, with flexibility to allow updates when needed
- proactively inform staff of policy updates
- ensure that the policy covers the data quality requirements in relation to partnership working, where appropriate
- ensure all staff have access to the policy, procedures and guidance, supported by information systems where possible. The authority will ensure that staff with responsibility for data quality are aware of these documents and will receive appropriate training
- develop and adopt mechanisms, which monitor and report compliance with the policy and procedures
- assign a data quality champion within each department, who will lead on rectifying non-compliance and provide evidence of investigations and actions taken to address instances of this.

Systems and processes

To address the criteria, the council will:

- develop and maintain systems that operate on a 'right first time' principle and produce data that is accurate, valid, reliable, timely, relevant and complete

- integrate systems into the wider business planning and management processes of the authority, and support staff in their day-to-day work
- provide adequate support including user guides and help desk services for all staff using the systems
- undertake regular reviews to ensure that outputs are timely, accurate, clear and in a format convenient to users
- consult with staff when developing or implementing information systems
- be proactive in strengthening system controls e.g. develop built-in controls to minimise human error or manipulation and prevent erroneous data entry, missing data and unauthorised data changes
- review system controls annually to ensure they are working effectively and report findings to top management
- ensure procedure notes / manuals for its business critical systems are reviewed and updated annually
- ensure security arrangements are in place for all information systems and are monitored regularly
- implement a business continuity plan to provide protection for records and data which are vital to the continued effective functioning of the organisation
- regularly test information systems to ensure that processes are secure and report findings to top management
- undertake detailed scenario planning for its information systems and make changes to address any weaknesses identified
- develop and implement a framework for identifying and complying with all relevant legal, compliance and confidentiality standards
- develop a protocol for sharing data internally
- develop a protocol, contract or service level agreement for how the authority uses all third party data

People and skills

To address the criteria, the council will:

- undertake a broad assessment of skills across the workforce
- clearly define and document roles and responsibilities in relation to data quality, and incorporate these into job descriptions
- ensure roles and responsibilities are applied consistently throughout the organisation

- set targets and standards for staff and carry out assessments against these
- develop an internal network of data quality champions to drive improvement throughout the organisation
- assess how well staff understand their roles and responsibilities
- ensure training for data quality is resourced and evaluated and delivered to staff to ensure the effective collection, recording, analysis and reporting of data
- develop a formal programme of training on data quality requirements, tailored to the varying needs of relevant staff, linked to corporate arrangements to evaluate and adapt training provision
- ensure the training programme addresses weaknesses identified through internal or external reviews
- regular update training for staff to ensure the latest changes in procedures and guidance are disseminated and acted upon
- use evaluation to inform training and development
- establish systems to identify future developments that may impact on staff skills and proactively manage these

Data use

To address the criteria, the council will:

- feed back reported data to those who generate it to reinforce understanding of the way it is used
- use data for reporting to top management as well as for the day-to-day management of the authority's business
- develop and implement comprehensive controls to support accurate reporting of data, e.g. validation, consistency and accuracy checks on key data
- undertake and retain reconciliation checks where reporting necessitates offloading data from an operational system for further analysis
- ensure data returns are supported by a clear and complete audit trail
- apply definitions correctly for all data recorded by all information systems, which are subject to external reporting requirements
- investigate and report data exceptions to management

**POLICY AND STRATEGIC DEVELOPMENT
COMMITTEE**

22ND NOVEMBER 2006

Report of the Chief Executive

DATA QUALITY ACTION PLAN PROGRESS REPORT

purpose of the report

1. To present a progress report on the Data Quality Action Plan.

background

2. In July 2006 the Audit Commission introduced a Key Line of Enquiry (KLOE) covering the quality of all data that is used for decision making in Local Authorities. This is used to assess the Council's capacity and commitment to this area of activity.
3. The KLOE is a set of questions that are designed to establish the level of capacity and commitment in an organisation for ensuring that information used in management decision making is relevant, timely and accurate.
4. The outcome from the Data Quality KLOE will feed into our overall CPA scores. There are twelve sections that will be used in the assessment and these are:

Use of Resources	8 sections
Data Quality	1 section
Aims and objectives	1 section
Performance Management	1 section
Communicating with stakeholders	1 section

Data Quality – KLOE

5. The draft KLOE covers four main areas of activity, these are:
 - Governance and Leadership
 - Policies
 - Systems and processes, and
 - People and skills

6. Governance and Leadership asks the question “Has the Council put in place arrangements at a senior level to secure the quality of data used to manage and report on performance?” It is seeking to identify how well responsibility for data quality is defined in the Council. It seeks evidence that:
 - There is a top level commitment to data quality, and
 - The Council acts on this commitment to secure the quality of its data.

7. The Policies section of the KLOE asks the question “Has the Council defined its expectations and requirements in relation to data quality?” It is seeking to identify if a policy for data quality is in place, supported by a current set of operational procedures and guidance. It seeks evidence that:
 - Formal policies for data quality are in place;
 - Policies are applied in practice; and
 - Operational procedures and guidance meet user’s needs.

8. The Systems and Processes section of the KLOE asks the question “Are there effective systems and processes in place to secure the quality of data?” It is seeking to identify if there are appropriate systems in place for the collection, recording, analysis and reporting of data, and that employees are supported in their use of these systems. It seeks evidence that:
 - Systems are able to produce data that is fit for purpose

9. The People and Skills section of the KLOE asks the question “Does the Council have the resources to secure data quality?” It is seeking to ensure that the Council has communicated clearly the responsibilities of staff for achieving data quality. It seeks evidence that:
 - Specific skills and responsibilities in relation to data quality have been identified; and
 - Staff understand their role in achieving data quality and are putting the theory into practice.

action plan progress

10. In July 2006 Management Team approved the implementation of a data quality action plan to improve the Councils corporate arrangements for data quality, and address the four main areas of activity covered by the KLOE to achieve a score of 3, “consistently above minimum requirements - performing well” by 2008.
11. Attached at Annex A is a report representing the progress the Council has made towards delivering the agreed Data Quality Action Plan.
12. The Council has made significant progress on the Data Quality Action Plan with 9 out of 11 (82%) of key actions either completed or on target. For areas where slippage has been identified, remedial actions have been undertaken to progress these and get them back on track.

RECOMMENDED

- i. It is recommended that Members note the content of the report.

Officer responsible for the report





Iain Phillips
Chief Executive

Author of the report

Cheryl Duggan
Performance Improvement Manager
Ext 313





**DATA QUALITY MANAGEMENT
ACTION PLAN**

ANNEX A

Action	Who	Due to be Complete By	On target	Comments
1. Nominate a member and a Committee to take lead responsibility for Corporate Data Quality.	Leader of the Council	Late June 06		The Deputy Leader of the Council has been nominated by the Leader of the Council to be responsible for corporate data quality.
2. Nominate a member of COMT to take lead responsibility for Corporate Data Quality.	COMT	Late June 06		COMT nominated the Chief Officer, Corporate Development.
3. Nominate a Manager in each Department to take lead responsibility for Departmental Data Quality	Strategic Directors	Late June 06		COMT have nominated a cross-departmental working group. This consists of: <ul style="list-style-type: none"> • Performance Improvement Manager • Service Development Officer • Head of Development and Building Control • Network Support Officer • Performance and Training Manager (Strategic Community)
4. Establish a cross-	COMT	Late June 06		A cross departmental group has been established consisting of




**DATA QUALITY MANAGEMENT
ACTION PLAN**

ANNEX A

Action	Who	Due to be Complete By	On target	Comments
departmental group to develop a Data Quality strategy, policy and procedures				all lead officers responsible for data quality within each department/unit.
5. Develop and publish brief, initial guidelines outlining the Council's approach to Data Quality management.	Data Quality Working Group (DQWG)	Late July 06		Data Quality Protocol Drafted to be approved through COMT 24 th October 2006.
6. Develop and publish a set of Data Quality objectives for WVDC	DQWG	Late July 06		The Data Quality Protocol sets out the Councils objectives based on the KLOE. However, the data quality management group has recognised the need to articulate this further and are in the process of developing a data quality strategy.
7. Ensure that formal statements demonstrating the Council's approach to Data Quality are published in key documents such as the Council Plan and Service Plans	COMT	March 07		The Councils approach to Data quality presented in Council Plan/BVPP and will be included in service plans.
8. Ensure that Data Quality is	Strategic Director of Resources	Late July 06		This was discussed at the last Business Continuity

**DATA QUALITY MANAGEMENT
ACTION PLAN**

ANNEX A

Action	Who	Due to be Complete By	On target	Comments
covered as a theme in the Council's Corporate Risk Management Plan				Management meeting. it will be discussed again at the next meeting, Wednesday the 18 th October
9. Develop an initial short-term awareness raising training programme for staff engaged in data collection, collation and presentation.	DQWG	Mid September 06		Training programme to be agreed at next Data Quality Working Group Meeting 16 th October 2006.
10. Draft for approval a structured project plan (using PROMPT methodology) for the development and implementation of a programme to develop	DQWG/COMT	Early December 06		To be commenced in October 2006.
11. Resource and deliver programme to develop and embed Data Quality management across all Council Departments.	DQWG/COMT	Early December 2007		On Target to be delivered by December 2007.

**POLICY AND STRATEGIC DEVELOPMENT
COMMITTEE**

22nd NOVEMBER 2006

Report of the Chief Executive

LOCAL GOVERNMENT REPUTATION CAMPAIGN

purpose of the report

1. To submit for discussion and approval a series of proposals to deliver the Councils commitment to the LGA Reputation Campaign and through that improve corporate image and positively influence any future CPA outcomes.

introduction

2. The Local Government Association (LGA) launched the Reputation Campaign in July 2005 with the aim of developing a joint approach to improving the reputation of Local Government across the country.
3. The campaign has identified a number of key areas that Councils should work on to improve their image and these include a comprehensive strengthening of the Council's brand and how it is presented to the public across all of the Council's Services. The 12 key areas recommended by MORI are as follows:

cleaner, safer, greener

- Adopt a highly visible, strongly branded council cleaning operation.
- Ensure no gaps or overlap in council cleaning and maintenance contracts.
- Set up one phone number for the public to report local environmental problems.
- Deal with 'grot spots'.
- Remove abandoned vehicles within 24 hours.
- Win a Green Flag award for at least one park.
- Educate and enforce to protect the environment.

communications

- Manage the media effectively to promote and defend the council.
- Provide an A-Z guide to council services.
- Publish a regular council magazine or newspaper to inform residents.
- Ensure the council brand is consistently linked to services.
- Communicate well with staff so they become advocates for the council.

4. Wear Valley District Council signed up to the campaign in June 2006. The LGA recommends all initiatives are implemented within 12 months.
5. This paper lays out a series of recommended actions in and time table for delivering against the council's commitment to the campaign.

background

reputation campaign

6. Research commissioned by the LGA and conducted by MORI clearly identified that whilst public satisfaction with individual services delivered by local government was high, the public's satisfaction with Councils as a whole was low.
7. MORI held a series of focus groups across England and Wales in a range of authorities including several 'excellent' performers. They showed that despite improved council services, public perceptions of local government generally remain where they were decades ago. Most people see their council as remote, low profile, bureaucratic and inefficient.
8. Furthermore, MORI research revealed that, at the moment: just 1% of people would talk highly of their council unprompted and yet 4% of people in employment work for local government. Only 5% know a great deal about what their council does.

council performance

9. For the past five years the Council has been on a journey of continuous improvement and an emphasis on failing best value performance indicators (BVPIs) and service improvements, has resulted in demonstrable performance improvement. The Council's improvements, however, have not been recognized by residents and the 2004 triennial survey. WVDC delivered the lowest Customer Satisfaction score (48%) for a District Council in the North East.
10. The Council's poor score is at odds with the levels of satisfaction that are recorded with individual services and this is an effect that has occurred nationally. Customers say that they are happy with individual Council services but that they are unhappy with the Council. Very often, it is because they are unaware of what the Council provides.
11. Planned revisions to local government inspection regimes and a shift in emphasis in the recently published White Paper indicates that inspection judgements will increasingly be informed by public satisfaction, and residents' perceptions will become ever-more important.

proposals

12. As described in the bullet points (point 3), the council needs to undertake 12 key actions that have been identified as being key to improving its image.

the Council needs to adopt a highly visible, strongly branded council cleaning operation.

13. WVDC spend £850,000 a year cleaning the area. The Council need to reassure residents their money is spent wisely and they are getting value for money. In order to achieve this, the Council need to:
14. Visibility - Ensure the street cleansing teams are working in busy commuter areas such as Crook and Bishop Auckland early in the morning (7.30-9.00am) and late afternoon (3.00- 6.00pm) when people are travelling to and from work.
15. Standalone Signs - Passers-by need to know that the Council is working to keep their streets clean. When cleaning is in progress, standalone signs stating "Wear Valley District Council is cleaning this area" should be erected in the surrounding area.
16. Clean Vehicles & Uniforms – All council vehicles should undergo a regular cleaning routine. Cleaning vehicles regularly will provide an image of cleanliness and will set standards for staff to also ensure their uniforms are kept clean and in good condition.

deal with 'grot spots'

17. Encourage residents to report Grot spots – Residents should be encouraged to report grot spots (fly-tips, abandoned vehicles and graffiti). To actively encourage residents, WVDC need to consider a public 'free' hotline telephone number. This must connect to a fast service standard to be effective, and there should be a single contact number for all problems.
18. A Reward Scheme - The Council should consider a reward scheme to encourage residents to come forward with 'grot spots'. The reward scheme could be a resident chosen at random on a monthly basis – winning £10 cash.
19. Free Telephone Number - The Council could promote the free telephone number on council vehicles and promote the reward scheme on the website and Wear Valley Matters.
20. Celebrate Success - WVDC need to promote their successes by proving to residents they have dealt with grot spots; taking 'before' and 'after' pictures and publishing the results in Wear Valley Matters.
21. Postcards – Immediately after clearing a 'grot spot' the street cleansing team should deliver a 'postcard' style leaflet to nearby houses stating "Wear Valley District Council has removed a grot spot from your area".
22. Grot Spots database -_The Council should record all exact 'grot spot' areas. This will highlight hot-spots where additional enforcement can help tackle the problem.

educate and enforce to protect the environment

23. WVDC has already published articles in Wear Valley Matters regarding littering and related fines. However, the Council needs to reinforce the message and publish 'name and shame' articles in Wear Valley Matters to ensure the public know the Council will issue fines, if caught.
24. Stickers should be put on all the Councils wall-mounted cigarette ashtrays and litter bins, to reinforce the message.

ensure no gaps or overlap in council cleaning and maintenance contracts

25. Contractors - WVDC contractors such as 'Sones' do not conform to the council's corporate branding guidelines i.e. vehicles or uniforms seldom display a Wear Valley Crest. As a result, residents do not know that the WVDC is providing the service.
26. Branding Agreements - The council needs to retain responsibility for the branding of contractors vehicles and uniforms. Prior to signing new contracts with contractors, the Council should enforce the council's brand is clearly displayed on all contractor vehicles and uniforms.

remove abandoned vehicles and fly-tipping within 24 hours

27. Advertising - The Council already offers a variety of ways for residents to report fly-tipping, for example web-based, telephone, email. However, the Council does not promote such methods regularly. Free advertisement in Wear Valley Matters would be advantageous.
28. Postcards – Immediately after clearing a 'abandoned vehicle' the environment team should deliver a 'postcard' style leaflet to nearby houses stating "Wear Valley District Council has removed an abandoned vehicle from your area".
29. Periodic Campaigns - The Council should reconsider running periodic campaigns to encourage owners to surrender unwanted vehicles, preferably at no or modest cost. It will be more cost-effective to prevent vehicles becoming abandoned.

win a green flag award for at least one park

30. Visual Audit -The Council should conduct a visual audit on their recreational parks and decide; is the park a welcoming place? Is it clean and well maintained? Does it do the Council credit?
31. Involve The Public - WVDC needs to involve the public; get the views of people who don't use the park, as well as those who do. Find out the key problems which the Council needs to address to make people use the park.

32. Signage -_When the Council gains a Green Flag, the public need to be made aware about the work WVDC did to earn it. The Council needs to have smart, informative signs that clearly demonstrate the council logo and ensure that these are kept free from graffiti.

ensure the council brand is consistently linked to services

33. Visual Audit Results_- A visual audit of all council buildings and vehicles was carried out by the Marketing and Communication Manager in June 2006. The results prove that WVDC does not have a clear and consistent brand and emphasize the importance of creating a strong brand. Examples of current and possible branding are shown at Annex J (as separate item) to this report.
34. Creating a Strong Brand_- This_will start to get the Council the credit they deserve. Residents will begin to learn that the park they use, the bins and recycling banks, the schools, the leisure centre, are all provided and maintained by WVDC.

manage the media effectively to promote and defend the council

35. Staffing -The Council has already recognised the need to manage the media effectively, by recruiting a Media Promotions Officer. The new media officer will seek to develop one positive story a week that impacts on real people in the community and 'sell' the story to regional and specialist publications and broadcast media as well as local papers. This approach will rely very heavily on Elected Members, Senior Managers and their departmental staff being 'media savvy and providing the necessary information on a timely and ongoing basis.
36. Media Relations -The Communications Team and the council leadership will need a regular and open dialogue with media. There should be no such thing as 'reactive' media relations. It will be the task of the Media Officer to build the relationships and the senior member or officer to offer the stories and explanations to encourage positive reporting.

provide an a-z guide to council services

37. The Council currently produces a two page A-Z of Services in the Spring Edition of Wear Valley Matters. According to MORI, the A-Z guide to Council Services needs to provide information for a range of access points (phone, email post etc) and other local strategy partners such as police and health services as well as council services. In addition, it should be of sufficient quality to encourage householders to retain it near to their telephone thus ensuring a positive branding link with the Council in every household in the District.
38. In order to promote all council services as well as our partners, WVDC need to create a larger and better quality booklet which residents will keep 'handy' throughout the year.

step up internal communications so staff become advocates for the council

39. Following a session of focus groups with staff, the Council needs to improve communication within the Council. Communication should be two-way. Internal communication involves listening too! Newsletters are effective - but are no substitute for team meetings.

implementing and managing the campaign

40. It can be seen that the campaign will need to be implemented on a number of different levels but at the same time it is primarily a corporate activity of considerable importance to the Council.
41. On that basis departmental engagement and a clear understanding of the corporate priorities by everyone engaged in the campaign will be essential if it is to succeed.
42. It is therefore proposed that a 'Reputation Task Group' is set up that is chaired by the Marketing and Communications Manager and sponsored by the Chief Officer, Corporate Development. The Task group would develop an action plan based on the existing PROMPT methodology and would be tasked with reporting on a regular basis to both COMT and the P&SD Committee.
43. It is also proposed that a leading Elected Member is nominated as champion for the delivery of the Council's commitment to the campaign.
44. As part of the development of the campaign, the LGA has produced a three-level measurement framework that can be used as an assessment guide for measuring the progress of the campaign and this is shown at Annex I (as separate item) to this report.

Financial implications

45. If all of these proposals are undertaken then the financial implications will need to be considered. An estimated total cost is shown in the table below and a capital growth bid has been submitted for consideration as part of the 2007-08 budget setting process.

Per Annum	Annual Cost (£000)	Annual Expected Life (£000) x
Re-branding Council vehicles	£7200	(Expected to last 5-7 years)
'Cleaning in operation' signs	£1000	(Expected to last 5-7 years)
Postcard style leaflets for environmental issues (e.g. abandoned vehicles, graffiti, litter)	£600	Yearly
Free telephone number for Environmental issues	£40	Yearly
Reward scheme for residents reporting environmental issues	£120	Yearly
Branded stickers for bins, wheelie bins and wall mounted cigarette ashtrays.	£5000	(Expected to last 2 years)
New corporate signs for recreational parks and crematoriums.	£10,000	(Expected to last 2 years)
Re branding Council buildings and road signs inc. front desk etc	£100,000 (3k per road sign)	(Expected to last 8-12 years)
A-Z of Council Services	£12,000	Yearly
Net Cost	£135,960	Annual: £12,760

managing the financial implications

46. MORI recommends the 12 core actions are implemented within 1 year. However, the Council might wish to consider the option of implementing the 12 core actions, over 2 years.

47. It may be possible to consider using some element of S106 monies to contribute to the upgrading of leisure related signage, although the detailed legal implications of each agreement will need to be examined.

human resource implications

48. Appropriate members of staff with the skills and time will need to join a 'Corporate Reputation' team. The Reputation Team will play a vital role in implementing the actions listed in this report.

conclusion

49. The Council has put significant resource and effort into improving its overall performance but these improvements, have not been recognized by residents.
50. Research conducted by MORI on behalf of the LGA has shown that if the 12 recommended core actions are delivered well they will have a positive impact on the Councils reputation, irrespective of the Councils performance.
51. Having already signed up to the campaign, the WVDC need to start demonstrating their commitment to the campaign by implementing the proposals highlighted in this report.

RECOMMENDED

- i. It is recommended that P&SD Committee consider this report and the resource implications associated with delivering the Council's commitment to the LGA Reputation Campaign.
- ii. It is recommended that if budgetary approval for the implementation of the campaign is gained then P&SD Committee endorse the establishment of a Reputation Task Group to implement and manage the campaign.

Officer responsible for the report

Iain Phillips
Chief Executive
Ext 304

Author of the report

Joanna Defty
Marketing & Communications Manager
Ext 360

**POLICY AND STRATEGIC DEVELOPMENT
COMMITTEE**

22nd NOVEMBER 2006

Report of the Chief Executive.

PROCUREMENT PILOT PREDICTED EFFICIENCY SAVINGS

purpose of the report

1. To submit for consideration an update on savings achieved to date in Wear Valley District Council through the joint procurement pilot.

background

2. The Corporate Procurement Pilot across Wear Valley and Teesdale District Councils was introduced in October 2005, to be delivered over an 18 month period.
3. The procurement Project Initiation Document defined a list of 9 main objectives to be achieved. One of these objectives was to deliver efficiency savings and value for money through improved procurement processes.
4. Policy and Strategic Development Committee will be aware that procurement and the need to evidence efficiency savings has become one of the major themes of recent government agendas. This has been illustrated in the following:
 - Comprehensive Performance Assessment
 - The Gershon Review on public sector efficiencies
 - The National Procurement Strategy.

efficiency savings

5. A table at Annex K shows a list of projects in Wear Valley District Council which has been developed as part of the pilot programme and estimated savings arising from the projects.
6. Total estimated savings that have been identified is £85,137. This is made up of £72,077 cashable and £13,059 non-cashable. A detailed list is contained in Annex K of this report.

future work programme

7. In addition to the work that has been carried out a number of projects have been identified as part of the future work programme for the project officer - procurement. These projects have been identified using volume value and it is believed that they are additional areas where savings can be achieved. The list of projects includes:
- Purchasing Cards
 - Protective Clothing
 - Queen Street Stores Outsource
 - Printing / Desk Top Publishing
 - Cleaning Materials

RECOMMENDED

- i) It is recommended that the Policy and Strategic Development Committee note the content of this report.

Officer responsible for the report

Iain Phillips
Chief Executive
Ext 304

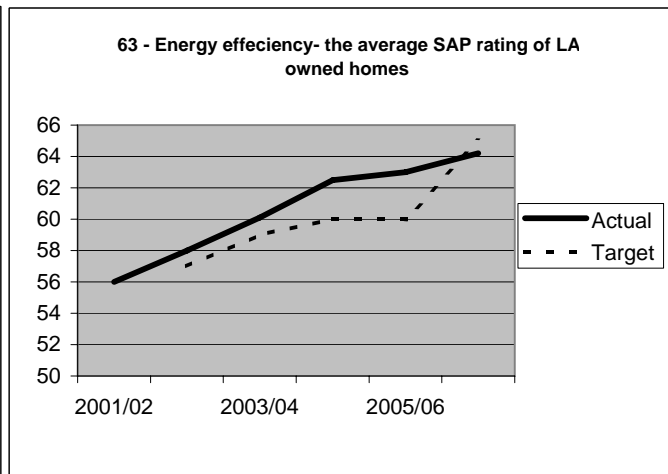
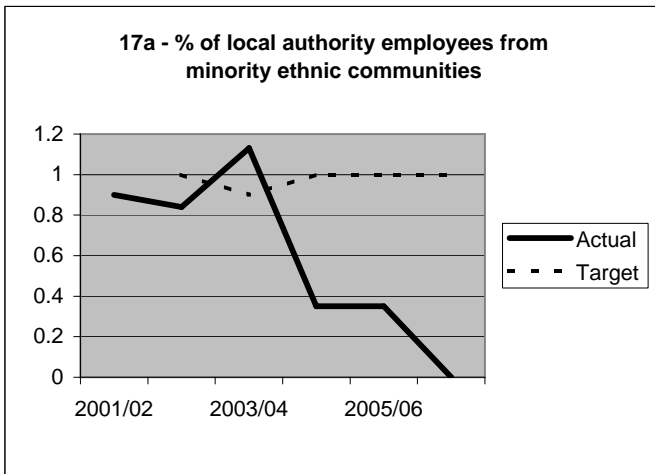
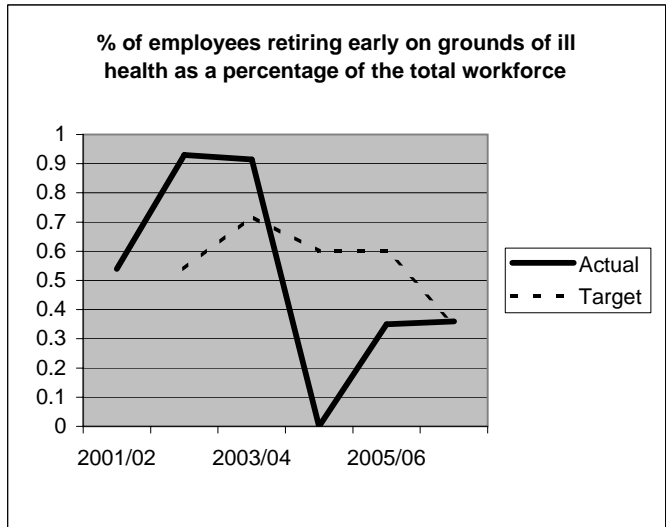
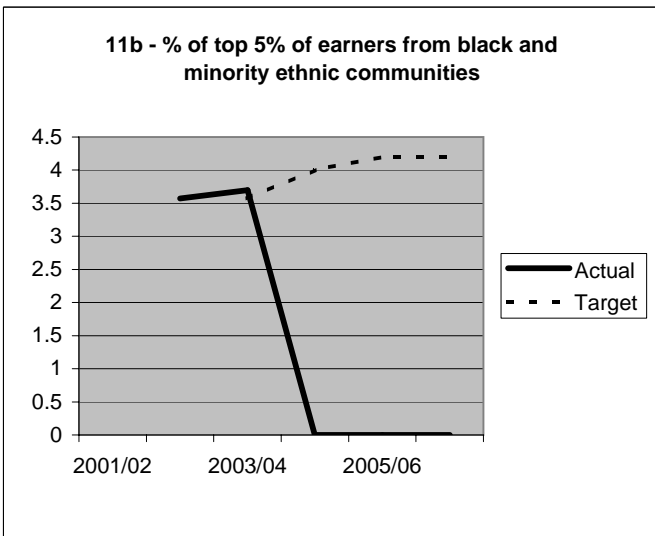
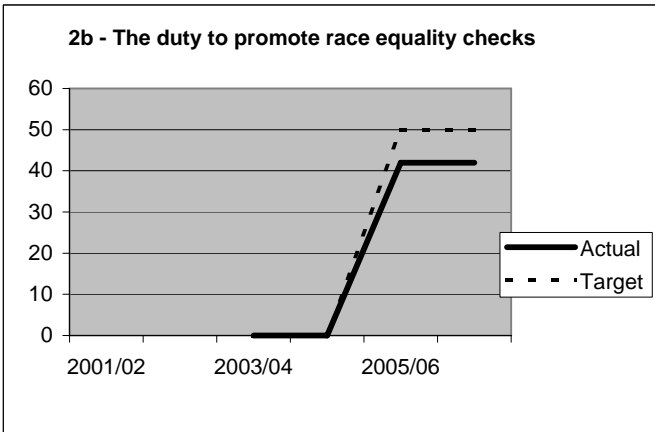
Author of the report

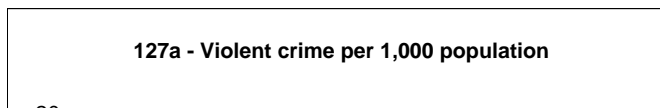
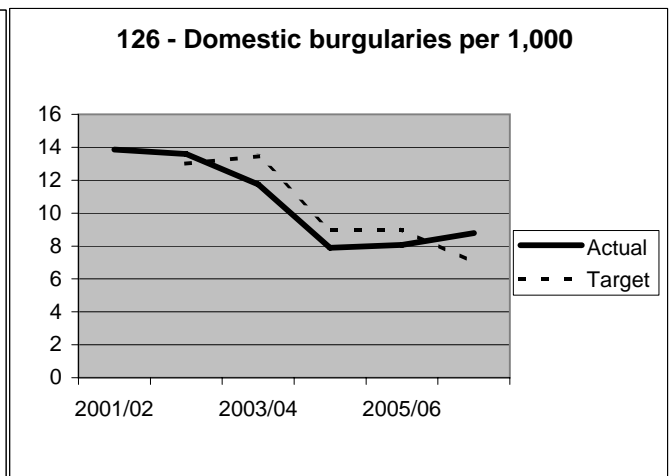
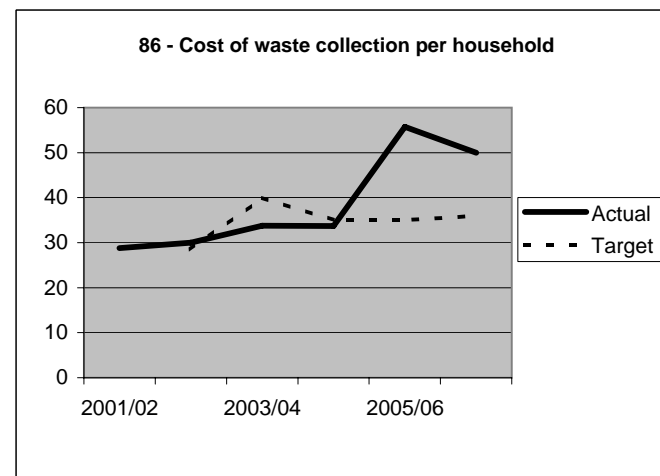
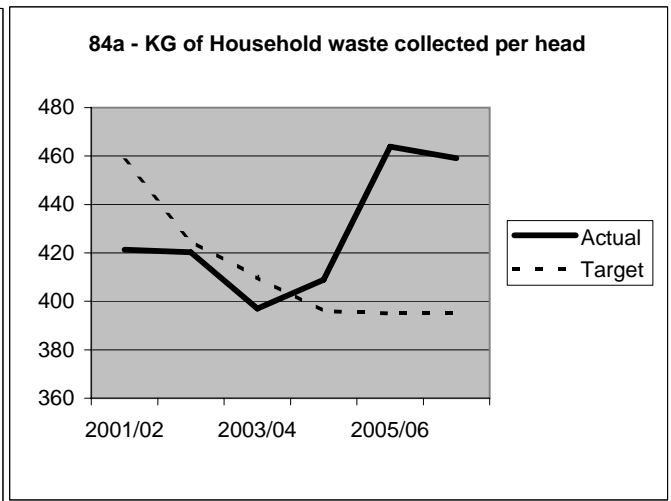
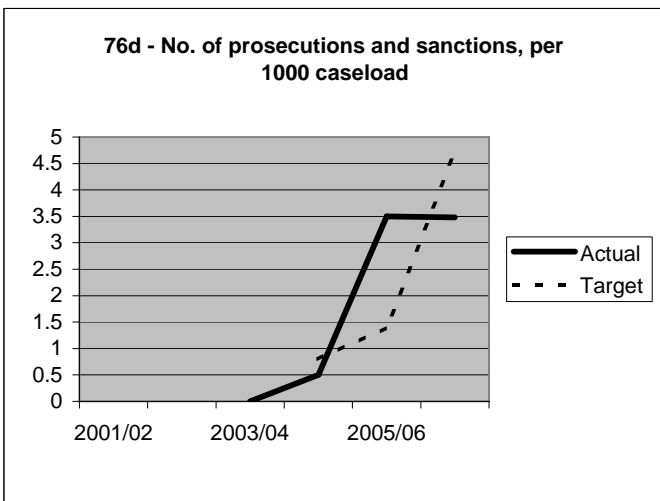
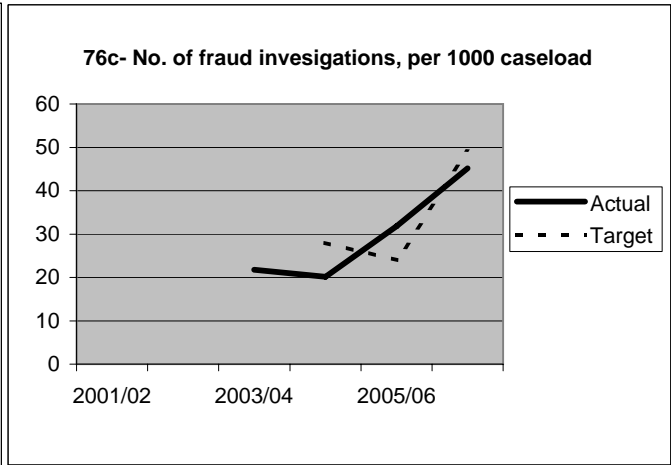
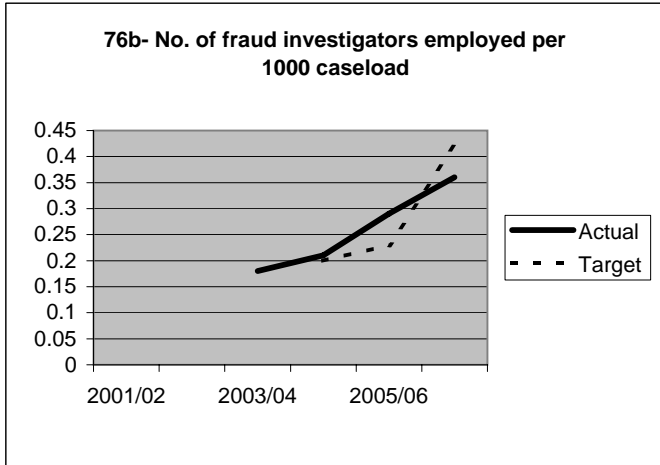
Julie Warnett
Project Officer – Procurement
Ext. 204

Procurement Project Savings Summary

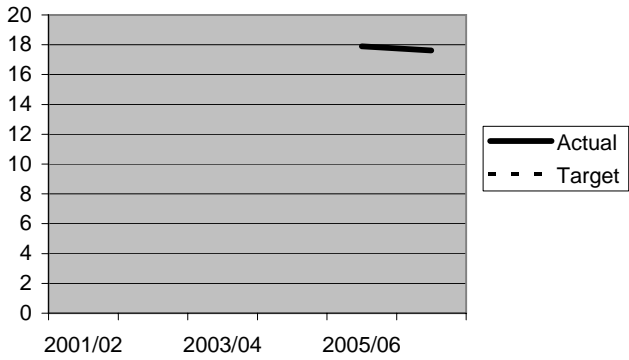
Annex A

Number	Project Title / Description	Revenue Savings	Process Savings	Total Savings	Comments
1	Volume / Value	£1,200		£1,200	Spend Analysis now carried out in-house on Powerplay software, no longer incurring external consultancy cost.
2	Fuel Cards	£2,295	£1,818	£4,113	Savings from reduced invoice costs and cost of stored fuel that is no longer required. It is estimated that there are additional unquantifiable savings (not included in this report) from evaporation, leakage and unrecorded usage.
3	Cleaning Voids Contract	£37,500		£37,500	Spend analysis identified these contracts as to where meaningful savings could be made. Procurement support given to contract development and negotiation.
4	Scaffolding Contract	£5,000		£5,000	
5	Agency Staff Contract	£4,000		£4,000	
6	Contract to bring consultation capability in-house	£19,700		£19,700	Successful tender for modern survey software has allowed all survey activity to be carried out in-house, resulted in external support savings.
7	Stationery / Desktop Ordering	£2,383	£2,500	£4,883	Procurement lead has resulted in electronic ordering and significantly reduced process costs.
8	Vending Machine Project		£8,741	£8,741	Renegotiated contract for council vending machines has resulted in reduced staff time, improved choice for customers, improved reliability of vending machines and a net saving in process costs.
Total Savings		£72,077	£13,059	£85,137	

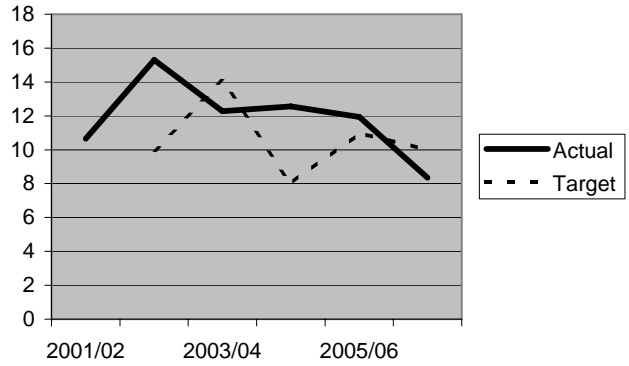




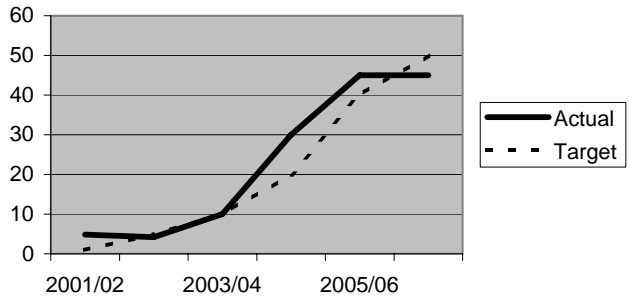
127a - Violent crime per 1,000 population



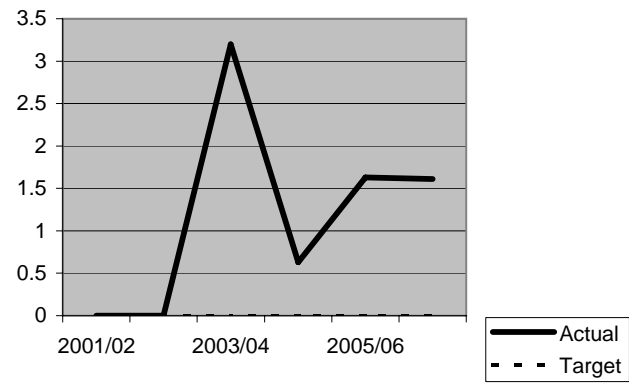
128 - vehicle crimes per 1,000 population



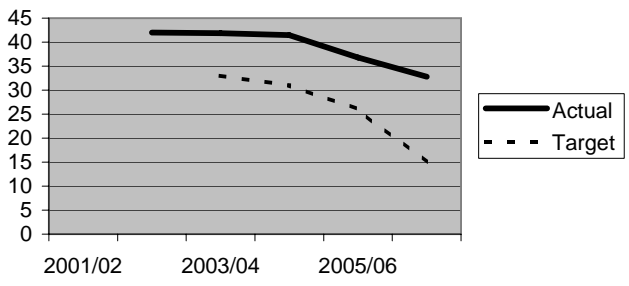
156 - % of LA building open to the public in which all public areas are suitable for and accessible to disabled people



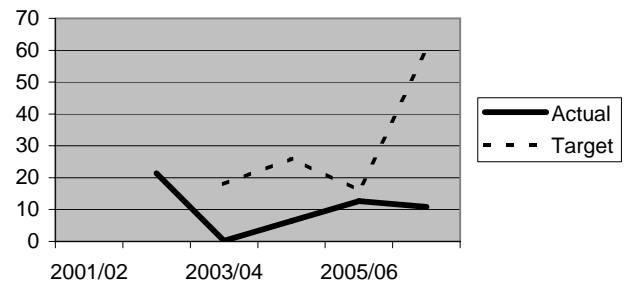
174 - No. of racial incidents per 1,000 population



184a - Proportion of LA homes which were non decent at the beginning of the year



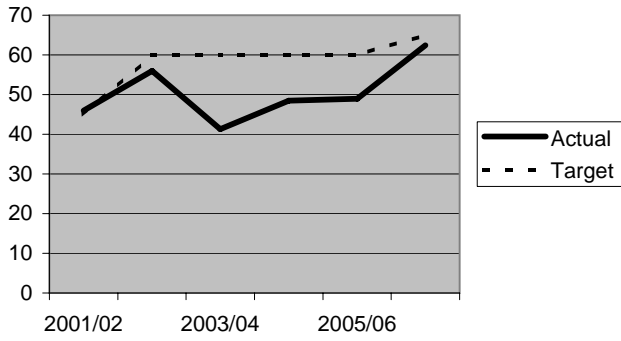
184b - % change in proportion of non decent LA homes in the year



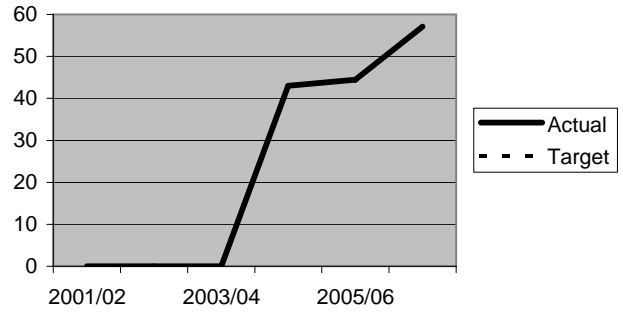
106 - % of new homes built on previously developed land

204 - % of appeals allowed against the authority's decision to refuse planning permission

106 - % of new homes built on previously developed land



204 - % of appeals allowed against the authority's decision to refuse planning permission



Annex E - Year on Year Quartile Performance

