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Iain Phillips Chief Executive

12 September 2006

Dear Councillor,

I hereby give you Notice that a Meeting of the **COMMUNITY SERVICES COMMITTEE** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **WEDNESDAY, 20th SEPTEMBER 2006** at **6.00 P.M.**

AGENDA

	Page No.
1. Apologies for absence.	
2. To consider the Minutes of the last Meeting of the Committee held on 19 th July 2006 as a true record.	Copies previously circulated
3. To consider the appointment of Proper Officers in relation to infectious disease controls.	1 – 4
4. To consider proposals made by Durham County Council to carry out a Waste Composition Analysis across the county.	5 – 6
5. To consider a request from Tindale Allotment Association to create a community garden within the allotment site.	7 – 9
6. To consider work undertaken to complete a gap analysis of the key lines of enquiry relating to Culture and Waste Management.	10 – 72
7. To consider the proposed lines of internal communication within the Community Department.	73 – 77
8. To consider the Audit Commission findings in relation to Public Sports and Recreation Services.	78 – 83
9. To consider interim management arrangements in respect of the Service Contracts function. *	84 – 86
10. To consider proposed staffing arrangements to allow the authority to respond to current regulations in relation to the management of asbestos and legionella. *	87 – 99
11. To consider such other items of business which, by reason of special circumstances so specified, the Chair of the meeting is of the opinion should be considered as a matter of urgency.	

* It is likely that items 10 and 11 will be taken in the closed part of the meeting in accordance with paragraphs 1 and 3 of Part I of Schedule 12A of the Local Government Act 1972 as amended by the Local Government (Access to Information) (Variation) Order 2006.

Yours faithfully



Chief Executive

Members of this Committee: Councillors Dobinson, Ferguson, Gale, Grogan, Harrison, Hayton, Mrs Jones*, Kay, Kingston, Murphy*, Nevins, Perkins, Mrs. Pinkney, J. Shuttleworth, Stonehouse, Strongman and Zair.

*ex-officio, non-voting capacity.

Chair: Councillor Kingston

Deputy Chair: Councillor Nevins

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

COMMUNITY SERVICES COMMITTEE

20TH SEPTEMBER 2006



Report of the Strategic Director for Regeneration and Environment
APPOINTMENT OF PROPER OFFICER

purpose of the report

1. To seek Members' approval for individuals to act on behalf of the Council.

background

2. The Council has a duty to receive notification of infectious diseases under the Public Health (Control of Diseases) Act 1984, to carry out the appropriate investigations and, where necessary, to take appropriate action. In order to carry out these duties it is necessary for the Council to appoint a proper officer to advise the Council on health matters and to issue appropriate notices.
3. The Council has traditionally appointed to this position such person or persons as recommended by the appropriate Health Authority.
4. The Council is also required to appoint a proper officer to act in relation to infectious disease controls under the National Assistance Act 1948 and the National Assistance (Amendment) Act 1951.
5. Since the Council's Annual Meeting when the proper officer and deputies were appointed, there have been a number of changes at the Health Protection Agency (HPA).

proposal

6. The Health Protection Agency has notified the Council of the person they would recommend to be appointed to this role and a list of deputies to act in her absence. It is proposed that Members accept the nomination from the HPA.

financial implications

7. There are no financial implications as the nominated officers are employed by the HPA.

legal implications

8. The Council has a legal duty to appoint a proper officer to act on their behalf.

human resource implications

9. There are no human resource implications.

it implications

10. There are no IT implications.

crime and disorder implications

11. There are no crime and disorder implications.

timescale

12. The appointments would replace those appointed at the Council's Annual Meeting.

conclusion

13. The appointment of a proper officer and deputies will enable the Council to meet its legal duties.

- RECOMMENDED**
- (i) that the person list in Part A of Annex 1 be appointed as proper officer in relation to the legislation listed in Annex 2.
 - (ii) that the persons listed in part B of Annex 1 be appointed as deputies to act specifically for or in the absence of the proper officer in relation to the legislation listed in Annex 2.

Officer responsible for the report
Bob Hope
Strategic Director for Regeneration &
Environment
Ext. 264

Author of the report
Tom Carver
Head of Public Protection
Ext. 377

PART A

Dr. Roberta Marshall, Director, County Durham and Tees Valley Health Protection Agency.

PART B

Dr. Ian Holtby, Consultant in Communicable Disease Control
Dr. Deborah Wilson, Consultant in Communicable Disease Control
Dr. Michael Grandey, Consultant in Communicable Disease Control
Dr. Kirsty Foster, Consultant in Communicable Disease Control
Dr. Meng Khaw, Locum Consultant in Communicable Disease Control
Dr. Russell Gorton, Consultant Regional Epidemiologist

SCHEDULE OF PRINCIPAL ACTS

National Assistance Act 1948

National Assistance (Amendment) Act 1951

Public Health (Control of Diseases) Act 1984

COMMUNITY SERVICES COMMITTEE

20TH SEPTEMBER 2006



Report of the Strategic Director for the Community
WASTE COMPOSITION ANALYSIS

purpose of the report

1. To advise Members of a proposal by Durham County Council to carry out a Waste Composition Analysis for the county.

background

2. There is an identified need to carry out an analysis of the composition of household waste every few years to identify changes in the composition of that waste.

proposal

3. Durham County Council proposes to implement the Waste Composition Analysis throughout the county by asking its contractor, Resource Futures, to take samples and analyse the composition in spring, summer, autumn and winter periods over two years. In Wear Valley this will involve samples being taken from 50 properties immediately prior to their normal weekly refuse collection or fortnightly recycling collection.
4. Resource Futures will identify five property types and take samples from ten properties of each type. The vehicles collecting the samples will be clearly marked as carrying out Household Waste Analysis and the operatives involved will carry identity cards.

financial implications

5. There are no financial implications.

legal implications

6. There are no legal implications.

human resource implications

7. There are no human resource implications.

it implications

- 8. There are no IT implications.

crime and disorder implications

- 9. There are no crime and disorder implications.

timescale

- 10. Durham County Council propose to start the analysis in October 2006 and the last sample will be taken in August 2008.

conclusion

- 11. The analysis will be carried out both before and after the introduction of the twin bin refuse/recycling service within Wear Valley. It will therefore provide guidance on the success of the new service to this authority and may well also identify the potential for further recycling.

RECOMMENDED

- 1. Wear Valley District Council support this programme of analysis and that its officers offer the necessary guidance on properties and collection days.

Officer responsible for the report
Michael Laing
Director of Strategic Community
Ext. 281

Author of the report
Dave Richardson
Acting Head of Service Contracts
Ext. 453

COMMUNITY SERVICES COMMITTEE

20TH SEPTEMBER 2006



Report of the Strategic Director for the Community
TINDALE CRESCENT COMMUNITY GARDEN

purpose of the report

1. To seek approval to enter into an agreement with the Tindale Allotment Association in partnership with the Auckland Gate Centre to create a Community Garden within the allotment site.

background

2. Members will recall a committee report to seek approval for the self-management of allotment sites for two allotment associations, Foundry Fields and Victoria and Rosedale on 1st June 2005 and subsequent report on 25th January 2006, to formalise the legal agreement.
3. Self-management of allotments is a new way of managing allotments within Wear Valley. Community gardens are a further option in how allotments can be used. They are established at many allotment sites across the country, but this request is the first for Wear Valley.
4. In this case a Community/Co-operative Garden is defined as that which is run by the community as a non-profit making organisation which will provide fresh fruit and vegetables for its members.
5. We have been informed by the National Association of Allotment and Leisure Gardeners (NAALG) that a community garden/co-operative falls within the scope and definition of an allotment garden in the Smallholdings and Allotments Act 1908 Sections 27(5) and 27(6) - Provisions as to Letting of Allotments:

27(5) "If at any time an allotment cannot be let in accordance with the provisions of this Act and the rules made thereunder, the same may be let to any person whatever at the best annual rent which can be obtained for the

same, without any premium ..., and on such terms as may enable possession thereof to be resumed within a period not exceeding twelve months if it should at any time be required to be let under the provisions aforesaid"

27(6) "A council shall have the same power of letting one or more allotments to persons working on a co-operative system or (of letting or selling) to an association formed for the purposes of creating or promoting the creation of allotments as may be exercised as respects small holdings by a county council"

6. Like a lot of allotment sites, Tindale Crescent Allotments has, in the past, suffered a degree of dereliction. Where plots have been vacant for a long period of time, they have been the subject of fly tipping and have become overgrown.
7. The Auckland Gate Centre, a centre for adults with disabilities operated by Durham County Council, started out with one allotment garden at Tindale to provide training opportunities for people with a learning disability. The scheme which was successful was expanded in 2000 to five plots in total providing a range of gardening activities for up to 20 people. Funding ceased in 2002, which led the Auckland Gate Centre to consider working in partnership with the community. Initial partners included Wear Valley District Council, Durham County Council, Sure Start, Green Start, Groundwork West Durham and the Local Education Sector. The aim was to develop and maintain a well-organised thriving community garden and tots plot.
8. More recently British Trust Conservation Volunteers (BTCV) has been working along side the community and service users on a "Green Gym" project to improve individuals' health and the environment.
9. The partners aim to set up a Community Garden/Co-operative over the five allotment plots currently rented by the Auckland Gate Centre. Produce, which has been grown, will be sold to members of the co-operative and income used to further the aims of the co-operative, i.e., to buy more seeds and essential tools.
10. Consultation with the Council's Planning Officers has established no planning permission on change of use would be required. Planning permissions would only need to be sought if new structures were to be built on site.

proposal

11. It is proposed that Wear Valley District Council works with the partners by providing a small minimum amount of officer time to introduce the community garden to Tindale Allotments.

financial implications

12. There may be a small loss of rent revenue if the association and the co-operative request to set aside any of the allotment plots for a wildlife garden or sensory garden, etc., but no plans have been put forward so far for this.

legal implications

13. There are no further legal implications as the community garden/co-operative falls within the appropriate section of the Act listed above.

human resource implications

14. Officer time to attend the meetings.

it implications

15. There are no IT implications.

crime and disorder implications

16. There are no crime and disorder implications.

timescale

17. It is hoped to have the community garden set up in the Spring/early Summer of 2007.

conclusion

18. Auckland Gate Centre has been working with service users and partners for a number of years to provide physical and psychological benefits to users of the Auckland Gate Centre. They now wish to further their work within the Association to create Community Garden/Co-operative.

RECOMMENDED

that Members duly authorise officers to work with the Association and for creation of a Community Garden/Co-operative for the benefit of community.

Officer responsible for the report
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Ext. 281

Author of the report
Andrew Frankcom
Acting Head of Community & Cultural
Services
Ext. 221

COMMUNITY SERVICES COMMITTEE

20TH SEPTEMBER 2006



Report of the Strategic Director for the Community
KEY LINES OF ENQUIRY - CULTURE AND WASTE MANAGEMENT

purpose of the report

1. To update Committee on work done to complete a gap analysis of the Key Lines of Enquiry (KLOEs).

background

2. The Audit Commission, following a review of Local Authority performance inspection practices introduced the Key Lines of Enquiry (KLOE's) in 2004. The KLOE's set out detailed questions about performance.

3. The inspectors base their judgement on services on two key questions:

Judgement 1 - 'How good is the service?' with a score of excellent, good, fair or poor given.

Judgement 2 - 'What are the prospects for improvement?' with a score of excellent, promising, uncertain or poor given.

4. The KLOE's for the Strategic Communities department are:

- Culture and Leisure – named 'Culture'
- Environment KLOEs:
 - Planning
 - Natural Environment
 - Trading standards and Environmental Health
 - Transport
 - Waste Management

5. KLOE's contain a number of key questions regarding the service and descriptions of a service that provides above the minimum requirements and

one which describes a service providing only the minimum requirements for users.

6. The full KLOE sets are available on the Audit Commission website:
Culture and Leisure KLOE
<http://www.audit-commission.gov.uk/kloe/culturekloe.asp>

Environment KLOEs

<http://www.audit-commission.gov.uk/kloe/environmentkloe.asp>

proposal

7. Staff in the Strategic Communities Department have been working on a gap analysis of activity against the KLOE criteria.
8. This work will contribute to the development of a new service plan for the department by identifying areas for improvement. From this, action plans, detailing key milestones and targets will help the department to deliver its service objectives.
9. Annex 3 shows the gap analysis of the KLOE for Culture.
10. Annex 4 shows the gap analysis of the KLOE for Waste Management.

key findings - culture

11. Some of the key issues highlighted in Annex 3 are as follows:
12. Access, customer care and user focus
 - Need to better use knowledge about customers across all services
 - Not all services offer convenient access for users
 - Need to better publicise service standards
 - More consultation required with non-users
 - No policy covering approach to diversity
13. Diversity
 - Deliver training on up-to-date diversity issues
 - Need to develop a framework for reviewing service policies and procedures
14. Service outcomes - Healthier communities
 - Services are targeted at areas of particular need e.g. obesity/mental health
 - Services contribute to national targets for healthy living and health improvement – evidence of increased participation in activities
15. Service outcomes - Safer and stronger communities
 - CPAC project aimed at young people and now has extended its ways of working with young people to include those at risk of offending
 - Co-ordinated approach to services through partnerships
 - Funding and staff resources needed to ensure the sustainability of programmes
 - Staff are part of the Crime and Disorder Partnership and the Anti Social Behaviour Task Group
 - Intergenerational work with sports clubs to promote relationships between young and old
16. Service outcomes - Economic Vitality
 - Opportunities for young people and volunteers to become qualified through sports depends on access to funding
 - Service is meeting targets of improving educational and employment opportunities for school leavers

17. Value for Money
 - Greater analysis of cost benchmarking needed
 - Training for budget holders required
18. Track record
 - Service changes have had clear benefits for users but unable to evidence all
 - Some areas have no BVPIs, with targets set by providers of external funding
 - Need to create local Performance Indicators to monitor service and customer satisfaction
 - Need to develop learning networks e.g. peer reviews
 - Evidence of VFM with standards being maintained while resources have been reduced
 - Need for a clear focus on VFM to be evident in strategic decision-making and day to day management
19. Performance Management
 - Need for longer term plans
 - Consultation activities are not consistent
 - Need to improve communication to staff at all levels
 - Leadership has suffered due to staff turnover problems
 - Efficiency could be improved by re-investing surpluses
20. Capacity to improve
 - Better use is being made of ICT e.g. within leisure centres
 - Recognise need to move forward with the corporate restructure and deliver forward planning
 - Improvements needed to PDPs and training
 - Priorities are not mainstreamed in terms of CPAC work and the Health Agenda
 - Procurement decisions based on quality as well as cost considerations

key findings – waste management

21. Some of the key issues highlighted in Annex 4 are as follows:
22. Access, customer care and user focus (Generic)
 - Approach to customer care is inconsistent – training required for front line staff
 - Inconsistencies of frontline staff knowledge
 - Not all offices/depots are DDA compliant
 - Need to implement local performance indicators to improve monitoring of frontline services
 - Need to improve publicity of performance information and improve community engagement
 - Standards need to be clearer and better publicised
23. Access, customer care and user focus - Waste Collection
 - Excellent user access to information
 - Need to improve staff knowledge and customer focus in the recycling service

24. Access, customer care and user focus - Street Cleansing
 - Good range of options for users to report incidents
 - Need to improve complaints management
25. Access, customer care and user focus - Hazardous waste
 - Offer good range of services for waste disposal
 - Need to improve awareness of services within the community
26. Access, customer care and user focus - Waste disposal
 - Recycling banks are not accessible to all
27. Diversity (Generic)
 - Knowledge of service user profile is not consistently used
28. Diversity - Waste collection
 - Need to improve customer awareness of charging schemes
29. Diversity - Street Cleansing
 - Unable to demonstrate a fair and equitable service is being delivered
30. Service outcomes (Generic)
 - Evidence of strong partnership working delivering good outcomes for users
 - Effective at meeting local, regional and national objectives
 - High customer satisfaction
31. Service outcomes - Waste collection
 - Customer satisfaction is high
 - Need to further develop facilities for waste storage
32. Service outcomes - Street Cleansing
 - need to raise customer awareness of service
 - review of and publicity of standards required
 - need to implement new powers under the Clean Neighbourhood Act 2005
33. Service outcomes - Hazardous waste
 - Clear policies on disposal of hazardous waste
 - Need to improve publicity around dealing with hazardous waste
34. Service outcomes - Waste Hierarchy
 - Need to better promote furniture re-use schemes
 - Need to continue with recycling educational campaigns
35. Service outcomes - Waste Disposal
 - Need to review the effectiveness of the permit scheme

36. Value for money
 - Recycling system is not cost effective
 - Street cleaning costs compare favourably through benchmarking
 - Wheeled bin system is an example where capital spending decisions applied a long term focus and the project was delivered on time and within budget
 - Modern procurement methods are applied
 - Introduction of an alternate weekly collection scheme expected to provide VFM through lower costs and increased benefits for users
 - Need for systematic monitoring of Value for Money.

37. Track Record
 - Can evidence that changes to services have delivered service improvements
 - Improvements in BVPI performance
 - Resources are used effectively and outcomes represent Value for Money

38. Performance Management
 - Service has clear, challenging and robust aims for the future
 - No consultation with public on service plans
 - Proposals for meeting efficiency targets are SMART
 - Better communication needed to convey the effectiveness of leadership to staff
 - Need to systematically monitor costs and undertake benchmarking and arrange visits to beacon authorities to ensure continuous improvement
 - Risk management strategy is reviewed annually

39. Capacity to improve
 - Need to reduce the amount of agency staff and replace with experienced staff with knowledge of the local area
 - Need to recommence PDPs and learn from staff through surveys
 - More engagement required with young people
 - Need to establish customer consultation activities
 - Need to secure external funding to support services e.g. by recruiting a Recycling Officer

next steps

40. Annexes 3 and 4 are a first draft of the KLOE gap analysis. A senior management team has been established and part of its work will be to assess and develop the gap analysis. For example, the actions identified for excellence can be better defined once best practice has been identified against which the service can be compared. Timescales and resource implications can also become more focussed through this forum.

financial implications

41. The gap analysis will help the department focus on issues affecting Value for Money and highlight areas for improvement.

legal implications

42. The gap analysis will help the department focus on its legal duties and highlight areas for improvement.

human resource implications

43. The gap analysis will help the department focus on its personnel issues and highlight areas for improvement,

it implications

44. The gap analysis will help the department focus on its IT requirements and highlight areas for improvement.

crime and disorder implications

45. The gap analysis will help the department focus on crime and disorder issues and highlight areas for improvement.

timescale

46. An update on progress will be reported at the next meeting of Committee.
47. Once complete, the gap analysis will be reviewed on a quarterly basis.

conclusion

48. The department has started work on producing a gap analysis of the KLOEs for Culture and the Environment.
49. Once complete, the gap analysis will feed into the development of a new service plan. It will also contribute to the development of communication and performance frameworks for the department.

RECOMMENDED

1. Committee recognises the progress made towards producing a gap analysis of the KLOEs and the implications for service development.
2. Committee instructs the Strategic Director for the Community to continue to work with service managers to complete the gap analysis.

Officer responsible for the report
Michael Laing
Strategic Director for the Community
Ext. 281

Author of the report
Alex Smith
Service Development Officer
Ext. 461

KLOE - Culture- Access, Customer Care and User and/or Community Focus

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
2.1 Are the needs of citizens and users at the heart of the design and delivery of the service now and in the future?	U - Service improvements do not take place across all services. There is a definite need for improvement for services to use a reasonable range of information including the ethnicity, vulnerability and disability of users.	Improve services to be more user-focused. To consult more with non-users as well as service users.	Ongoing		Head Community & Cultural Services
2.2 Is the service accessible, responsive and based on a robust understanding of local need?	U - Not all services are in appropriate locations and opening times convenient for users, but services can be booked by remote means i.e. website	Need to publicise the means of accessing and booking services ie. by website, e:mail to improve the take up on this.	Ongoing		Webmaster
2.3 Are service standards clear and comprehensive and have users been involved in setting them where appropriate?	U- Service standards do exist in the form of a Customer Charter at the Leisure Complexes but this is not well publicised for other facilities such as the bowling greens in parks and for sports development activities, CPAC activities etc.	To publicise service standards for all cultural and leisure services, to ensure they are comprehensive, well known and clear to users and the public, including translation and interpretation where necessary.	Ongoing		Head Community & Cultural Services
2.4 Are there appropriate arrangements for consulting, engaging and communicating with users and non-users?	U- Users participate in consultation and barriers of age, language, physical access and other impairments are minimised. However there could be a wider range of mechanisms for involving both users and non-users. There are arrangements involving children, young people and older people but their views are not actively sought.	Need appropriate arrangements for consulting and engaging with non users ie. Focus Group, Questionnaire.	Ongoing		Head Community & Cultural Services

KLOE - Culture- Diversity

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.5 Does the delivery of the service embrace equality, diversity and human rights and ensure that all users, or potential users, have fair and equal access?</p>	<p>U - The service understands it's local community and makes use of census and other information but feels it is not consistent across all aspects of services.</p> <p>It is felt that marginalised groups are not confident that their voices are heard, in particular residents of the Dales area, where facilities are fewer. However, there are projects in place to react to this, such as the WOW project operating throughout the district including rural areas.</p> <p>All managers and staff have received diversity training to ensure that service delivery does not discriminate.</p> <p>There is a need to review service policies and practices and implement policies where necessary ie. Equalities and Human Rights</p>	<p>To have a consultation programme with users and non-users ie. marginalised groups such as rural residents, ethnic minorities, disabled etc.</p> <p>To advertise projects such as WOW and the Legacy Gyms more to include marginalised groups or give non-users the opportunity to use.</p> <p>Update diversity training to all staff.</p> <p>Regularly review service policies and procedures and compile a check list of criteria/considerations to check before applying decisions</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>		<p>Head Community & Cultural Services</p> <p>Staff responsible for projects</p> <p>Staff Training & Development Officer/Head Community & Cultural Services</p> <p>Head Community & Cultural Services</p>

KLOE - Culture- Service Outcomes

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.6 Is the organisation delivering what it promised to?</p>	<p>E The Arts Development programme is supported through a partnership agreement between Wear Valley District Council and the Arts Council of England. The partnership agreement identifies strategic priorities for the service, which are reviewed annually as part of the partnership agreement.</p> <p>The Arts Development programme is proactive in supporting partnerships with public and voluntary sector organisations. Key partnerships for the Arts Development function are shown below –</p> <ul style="list-style-type: none"> • Partnership with the Arts Council of England, North East, to support the Wear Valley District Council Arts Development programme and work addressing County Durham priorities through the County Durham Strategic Arts Officer Group • The Elements touring programme – partnership with Durham County Council and District authorities • The Highlights touring programme – partnership involving Durham County Council, Cumbria County Council and District authorities. • the North Pennines Storytelling Festival – partnership involving District authorities in the North Pennines Arts Working Group 	<p>Participation in self review as part of Arts at the Strategic Centre process. Wear Valley District Council has been asked to undergo an Arts at the Strategic Centre self review in 2006/7, through a process developed through IDeA and Arts Council. This review will inform service development.</p>	<p>2006/7</p>	<p>IdeA Arts at the Strategic Centre offers a toolkit showing examples of best practice for arts development – rather than advocating for a formal peer review.</p>	<p>Officer time required for IdeA Arts at the Strategic Centre review in 2006/7.</p>

	<p>The District Arts Development programme also engages with organisations including –</p> <ul style="list-style-type: none"> • Bishop Auckland Town Centre Forum – to promote and deliver events and projects • Durham County Council to support the exhibition and performing arts programme at Bishop Auckland Town Hall • Durham Dales NHS Primary Care Trust to deliver the Good For The Soul programme as part of their Healthy Living Centre programme • The Forge – Arts in Education Agency for Durham and Sunderland and local schools • Bishop Auckland College to promote out of school hours performing arts activity • Wear Valley and Teesdale COSIP (Co-ordination of Social Improvement Programmes) group • Voluntary groups and organisations e.g. Willington Youth Theatre Group, Glenholme Youth and Community Centre, The Weardale Society <p>Several activities supported through Arts Development funding focus on provision for children and young people and are informed by Every Child Matters priorities, particularly Enjoy and Achieve.</p>				
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KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.7 Is the service effective at meeting, local, regional and national objectives?</p> <p>- Healthier Communities</p> <p>Current position - excellent</p>	<p>E</p> <p>Health improvement services are targeted at areas of particular local significance i.e., cardiovascular disease, overweight/obesity, mental health.</p> <p>Exploiting external partnerships and funding has facilitated more health specific activity programmes resulting in expanded service delivery and service improvements. There is evidence of increased participation and of user choice</p> <p>Increased working with health professionals has provided service users with a high level of expertise to enable them to make informed choices about lifestyle changes and healthy living.</p> <p>The Council provides the following other services which contribute to national targets for healthy living and health improvement – i.e., Walking the Way to Health (externally funded project), Sports Club Development Officer (externally funded project), Community Physical Activity Co-ordinator Project (externally funded project), WOW Project (externally funded project). All of these projects are involved in increasing physical activity opportunities for communities. All projects can evidence increased participation in activities. These projects rely heavily upon external funding from Sport England and other funders.</p>	<p>To sustain current levels of delivery alongside primary health care providers, further revenue funding is required - the demise of some external funding will prove challenging not only to current service delivery but also to future service development.</p>	<p>Ongoing</p> <p>Ongoing Funding expires March 2008</p>	<p>National Quality Assurance Framework for Exercise Referral Systems (DoH, 2001)</p> <p>Effective partnerships by local government and the NHS have led to effectively addressing health inequalities and reflecting local needs.</p> <p>Investors in Volunteers</p> <p>TAES</p> <p>Countryside Agency - 'Walking the e Way to Health' Quality Mark The scheme has been awarded a 3 Heart Award</p>	<p>Sustained investment - i.e., replacement/ reallocation of existing resources needed to sustain current level of service</p> <p>Funding needed to continue programme. Officer time to manage the programme</p>

	<p>In partnership with Durham Dales PCT, Northern Echo ‘Chance to Live’ Campaign the section also aims to improve health inequalities in the area by providing a ‘special events ‘ programme which include Weardale Triathlon, Auckland Castle 10k Road Race and many smaller events in partnership with the School Sport Co-ordinator Programme and local clubs</p> <p>Services contribute directly to national health and social policies such as the NHS Plan (DoH, 2000), Choosing Health (DoH, 2004), and National Service Frameworks for Coronary Heart Disease, Diabetes and Older People and Mental Health and regionally to the County Durham Physical Activity Strategy (2005-2008) and the County Durham and Darlington Health Improvement Plan. North East Regional Physical Activity Plan (Sport England 2004) and the Council’s objective of improving health.</p>			<p>Club Mark</p> <p>FIA</p>	
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KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
	<p>The Arts Development programme supports the Good For The Soul programme. Good For The Soul works with adults at risk of or suffering from mild to moderate mental ill health in Wear Valley and Teesdale Districts. The project is one element of the Durham Dales NHS Primary Care Trusts Healthy Living Centre programme, funded through Big Lottery. Project development was informed by the foot and mouth outbreak and the risk of rural isolation. Good For The Soul includes a community based arts programme delivered in community venues. The programme is delivered primarily to targeted groups by professional artists and offers opportunities to develop new skills, gain confidence and enjoy positive social interaction. The programme is promoted through a dedicated web-site to encourage access. The project provides attributional value to PSA's/NSF's and other Floor targets:</p> <ul style="list-style-type: none"> • National Floor Target DH PSA/LNRS Floor Target – By 2010, reduce the inequality. Starting with Local Authorities, by 2010 to reduce by at least 10% the gap between the fifth of areas with the lowest life expectancy at birth and the population as a whole. Improve the outcomes of adults and children with mental health problems through year on year improvements in access to crisis and CAMHS services, and reduce the mortality rate from suicide and undetermined injury by at least 20% by 2010. 	<p>Good For The Soul has relied on significant external funding. The programme became active in November 2003 and will conclude in 2007/8, unless external funding can be secured. Failure to replace external funding will impact on Arts Development impact on health priorities.</p>	<p>Seek external funding to support Good For The Soul in 2007/8</p>	<p>Good For The Soul has been included in Northumbria University's overall evaluation of the Durham Dales NHS Healthy Living Centre programme. Good For The Soul has commissioned independent evaluation through funding provided by the Arts Council of England.</p>	<p>Officer time to seek external funding to sustain arts in health initiatives, such as Good For The Soul.</p>

	<ul style="list-style-type: none"> • NSF – Long Term Conditions (published late 04) Support and services that help people with long term conditions fulfil their own responsibilities as partners, parents and carers • NSF – Mental Health, Standard One, Promote mental health for all, working with individuals and communities, combat discrimination against individuals and groups with mental health problems, and promote their social inclusion. • Economy – National Floor Target, LNRS floor targets - Assist in a process of increasing the employment rates of disadvantaged areas and groups 				
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KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.7 Is the service effective at meeting, local, regional and national objectives?</p> <ul style="list-style-type: none"> - Safer and Stronger Communities <p>Current position - excellent</p>	<p>E The CPAC project aims to deliver diversionary activities aimed at young people at risk of offending or those who have offended. The project also now works in partnership with the Positive Futures Project, a Home Office programme which targets the top 50 young people in an area who have been referred by a number of agencies – police, connexions, youth offending. Those staff involved in the delivery of this work understand the role they play in the Council’s objectives relating to safer and stronger communities.</p> <p>Partnerships with referring agencies mean that there is a co-ordinated approach to services in the district. Work is also co-ordinated through the COSIP group (Co-ordination of social inclusion projects)</p> <p>The project works towards the Council’s vision on reducing anti – social behaviour . The project also contributes to these policies; North East Regional Action Plan for Physical Activity (Sport England 2004), Every Child Matters (DCMS 2003) and the five outcomes, Respect Action Plan (2006)</p>	<p>External funding or mainstreaming the posts involved in this delivery will ensure the sustainability of the programme. It is unlikely that a legacy can be left with local people and volunteers to deliver this kind of programme (i.e., working with such vulnerable and volatile young people)</p>	<p>Ongoing Funding expires March 2008</p>	<p>TAES</p>	<p>Funding needed to continue programme Officer time to manage programme</p>

	<p>Children and young people feel positive about safety and accessibility issues. This is evidenced by the increased participation rates in projects and also by the return visits from young people and children involved in the projects.</p> <p>The projects involved in this service work in partnership with a number of organisations and partnerships, this is evidenced by the number of opportunities and projects delivered. An example of this is the work of the Sports Club Development Officer which is in partnership with 2D the Volunteer Agency. This is a joint role which aims to increase the number of sports club and quality of sports clubs but also to assist in the identification and development of volunteers.</p> <p>As the ethnicity of the area is mainly white (English) there is not a big emphasis placed on direct event s for other ethnicities. However, work has been done involving other races to develop an understanding and awareness with young people of other cultures.</p> <p>Cultural Services sit on the Crime and Disorder Partnership and also the Anti Social Behaviour Task Group. Because of the work with Positive Futures, young people can be targeted through a referral mechanism from a number of agencies. Services/activities can then be targeted to meet the needs of the young person involved. This is</p>				
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	<p>done with other agencies such as YIP, YES, BIP.</p> <p>There is also ongoing intergenerational work with sports clubs to promote relationships between young and older people and also a way of identifying volunteers</p> <p>This section also acts as secretariat for the Wear Valley Safety Advisory Group which exists to advise community groups and organisations on the safe way to organise events i.e., road closures, insurance etc.</p> <p>The Arts Development programme supports a variety of community based projects which offer positive diversionary activity.</p> <p>Multi cultural events are supported e.g. Fusion Factory World Music Project, Jack Drum Ramayana and Finn and Feathers projects – and efforts made to</p> <p>The Arts Development programme is represented at Wear Valley and Teesdale COSIP meetings, and programmes holiday based activities through PAYP funding when available.</p>	<p>Work in conjunction with Wear Valley and Teesdale COSIP group to inform Arts Development programme activity in this area.</p>	<p>Ongoing</p>		<p>Officer time</p>
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KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.7 Is the service effective at meeting, local, regional and national objectives?</p> <p>- Economic Vitality</p>	<p>E Cultural Services fully understands its contribution and provides opportunities for contributing to WVDC's corporate objectives by making Wear Valley an attractive place to live and work. Its special events such as the 10k Road Race and the Great North Walk have been successful in bringing day visitors and spend into the area, as an employer WVDC on the Cultural Services side offers employment opportunities in leisure especially the entry route through the Modern Apprentice programme working with Bishop Auckland College on the football academy and the Modern Apprentices demonstrate efforts towards workforce development and have further expanded our work in this area to partner with education with NOF sports halls in Bishop Barrington and Wolsingham Schools. We have acted as the funding provider to provide grants for artists in Wear Valley and the Tourism Section has assisted with Wear Valley Food Festival, Antiques Roadshow and support to Harperley POW Camp. Further we have provided healthy walks programmes and published material to enhance access to the countryside through healthy walking.</p>	<p>Character appraisals are huge assets, however, this could be seen as a DCC responsibility.</p>	<p>Ongoing</p>		

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.7 Is the service effective at meeting, local, regional and national objectives?</p> <p>- Economic Vitality</p>	<p>E</p> <p>Service supports events and activities to promote image of District as a positive place to live and work – either directly (Proms in the Park event) or in partnership (Weardale Festival). Activities are staged at Auckland Castle, to promote the areas tourism product. The District operates no museums directly, however the Arts Development programme supports events and activities within libraries and museums from time to time, dependent on funding.</p> <p>Wear Valley District Council has employed people on fixed term contracts to deliver externally funded projects within the Arts Development programme.</p> <p>Wear Valley District Council’s Arts Development Service contracts a variety of services, including those provided by self employed artists resident in Wear Valley, which will have a limited impact on their self employment. However their business is not dependent on Arts Development programme support.</p>	<p>The Service should continue to signpost qualified support for creative industries to Arts Council of England.</p>	<p>Ongoing</p>	<p>Examples of good practice include Manchester, Leeds and Gateshead authorities.</p>	<p>To enable more sustained programming of events and activities which promote the District’s heritage and creative industries significant additional funding would be required.</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.7 Is the service effective at meeting, local, regional and national objectives?</p> <p>- Learning</p> <p>Current position - excellent</p>	<p>E</p> <p>As part of the CPAC project and the sports club development programme there are opportunities for young people and volunteers to become qualified in a number of areas. There are also opportunities for young people to be referred into further education and training using sport as a tool. This is mainly to assist young people who have been turned off by formal education, but find if they can learn through something they enjoy like sport learning is more enjoyable and easier for them.</p> <p>This work is done in partnership with Bishop Auckland College, Sportscoach UK, Durham Sport, Countryside Agency, Learning Skills Council and Running Sport.</p> <p>As part of the WOW! Project and the WOW! legacy programme there are opportunities for members of the community to become volunteers and receive training to assist in the supervision role required for the community fitness suites</p> <p>This meets local targets of improving education and employment opportunities for school leavers. It also contributes to Every Child Matters (DCMS 2003), North East Regional Plan for Sport and Physical Activity (Sport England 2004)</p>	<p>Developing this part of the project can only be sustained if funding is achieved to enable workers to identify those young people to refer and by working with the Sports Club Development Officer to identify club volunteers to access courses.</p>	<p>Ongoing</p>	<p>TAES</p>	<p>Funded through Sports Development Revenue Budget & external funders</p>

	<p>District supports a variety of accredited and non-accredited learning opportunities accessible to residents – e.g. Wear Valley District Council Arts Development programme is currently offering young people support in applying for Youth Arts Awards (accredited by Trinity College) linked to performing arts provision supported by Bishop Auckland College and has staged a youth drama summer school engaging 15 young people.</p> <p>Wear Valley District Council co-ordinated a District wide performing arts pilot programme for young people, involving all five secondary schools, Bishop Auckland College and outreach activity in 2005/6, supported through Neighbourhood Renewal Funding.</p> <p>From 2003/4 to 2005/6 the Arts Development programme managed significant youth arts projects (Vocoder Vision and Iridescent Adolescents) focusing on provision for young people outside of school hours supported through external funding. Wear Valley District Council managed fixed term Youth Arts Co-ordinator posts to engage with young people across the District. Their activities were normally delivered in partnership with statutory and voluntary sector agencies. Programmes primarily addressed NRF education floor targets.</p>				
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	<p>Other informal learning opportunities for young people have been supported through Lottery funding e.g. Youth Music projects.</p> <p>The District Arts Development programme works with Projects like Good For The Soul also offer adults opportunities to build their creative skills through workshop programmes led by professional artists.</p>				
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KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.7 Is the service effective at meeting, local, regional and national objectives?</p> <p>- Quality of Life for Local People</p>	<p>E</p> <p>The Cultural Services Section does contribute to more than basic improvements, however, in order to state that it is fully effective, improvements in the built environment in parks and open spaces do require more investment. Activities for young people cover a wide range from swimming development through to CPACs although leisure facilities lack the ability to be fully relevant to young people, i.e., not fit for purpose. Leisure facilities performance against CPA indicators unknown for Woodhouse Close Leisure Complex for users 60 years plus is in the top quartile of performance. There has been a considerable amount of work with other service providers in the educational, health and children care services but a review of our policy and strategy in this aspect would be necessary in order to achieve excellent.</p> <p>We do not have responsibility for the full scope of the service with regard to children and young people, such as libraries, museums, homework support. However, we are currently writing a Children's Play Strategy to be completed by March 2007. Quality of natural environment is excellent. With regard to open spaces, strategy work requires completing to move from U to E and to fully understand what local view are. Wear Valley currently has no quality awards for its open spaces such as Green Flag. Further, the Council has no responsibilities for the built heritage.</p>	<p>Complete Open Space and Play Strategies and invest in open spaces following the strategy and action plan.</p> <p>Reach a solution on the future of leisure provision in Bishop Auckland and Crook with relevant partners.</p> <p>Undertake a Sport and Recreation or Physical Activity Strategy and produce action plan.</p>			

	<p>The Service works with a variety of partners to contribute to the quality of life for many local people, particularly children and young people, through out of school provision. Provision is delivered on a project basis. Some aspects of provision, such as access to live performance through the Highlights and Elements touring schemes, are sustained through partnerships– however more are time limited and rely on external funding.</p>				
<p>2.8 What is user experience of, and satisfaction with, the quality of the service?</p>	<p>E Projects are monitored and evaluated through a variety of methods. Questionnaires, word of mouth and interviews are amongst methods utilised to gather information on user experience and satisfaction. Standardised questionnaires are not applied to different projects. Because of the nature of some of the services created and the user groups (e.g., CPAC activities with young people) it is not possible to conduct formal user surveys. Action research for Sport Action Zone activities to Durham University is about to be completed.</p>				

KLOE - Culture- Is the Service Delivering Value for Money

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
3.1 How do the organisation's costs compare to others, allowing for local context, performance and policy choices?					
3.1.1 How do the service costs compare with others ?	U - Wear Valley District Council do make cost comparisons to other providers and to the quality of services. Also use APSE benchmarking to compare costs.	The reasons for the differences between providers to be used consistently to review cost effectiveness.	Ongoing		
3.1.2 What external local factors affect costs and how do adjusted costs compare?	No criteria				
3.1.3 Are cost s commensurate with service delivery, performance and the outcomes achieved?	E- There is a positive relationship between costs, as costs are high, but so are the range, level and quality of services provided. Further analysis of benchmarking information in order to identify where costs can be reduced				
3.1.4 Do costs and resource allocation reflect policy decisions?	E - High spending is identified and addressed effectively through effective monthly budget monitoring.	To implement training to all budget holders.	Ongoing		

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
3.1.5 Is accurate information on costs and services collected and is this used to decide priorities and strategically manage resources?	E - We have a laid out budget process which provides information on revenues, capital and savings. This is adhered and applied to service priorities within the Service Plan. Projects are generally completed on time and within budget. Policy decisions do not consistently reflect resource availability such as the Re-hab scheme.				
3.2 How is value for money managed, including through partnership and procurement and taking a long-term view?					
3.2.1 Are modern procurement methods and partnerships applied that result in demonstrable value for money and delivering outcomes that meet the needs of users and/or the community?	U - The Procurement Strategy, which reflects good practice has recently been written.	Communicate and train all budget holders on procurement.	Dec 06		Management

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<u>3.2.2</u> Do value for money considerations focus on the costs and benefits to the customer?	U - We have recent examples of delivering improving value for money. A Vending Service contract has been offered out to tender, although it is not complete yet.	Service users need to recognise that services have been designed to best meet their needs within the financial constraints. This can be achieved by customer consultation and marketing.	March 07		Management
<u>3.2.3</u> Are management arrangements focused on value for money, and are they underpinned by robust mechanisms to drive and monitor progress, and review impact?	E - Financial procedures lead us to monitor cost effectiveness, such as the Gershon savings. We have processes for reviewing and improving value for money and use Performance Indicators also to do monitor, progress and review impact.				

KLOE - Culture- What is the Service Track Record in Delivering Improvement?

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>4.1 Can the service evidence a record of effectively implementing change that has led to improvements in service delivery?</p>	<p>E - Changes have been implemented from research conducted. An example is that Sport England conducted research into leisure facilities within Wear Valley and results concluded that fixed leisure facilities were less relevant to the population of Wear Valley due to rural isolation. This led to an improvement in service delivery with the implementation of the WOW project (mobile gym) as it is inclusive of the rural areas.</p> <p>The previous Best Value Review on Leisure Services showed improvements and we also acted upon results of the Best Value Review, such as reducing costs on leisure facilities over a period of three years.</p> <p>The changes made have had clear benefits for service users, such as the CPAC work and WOW project to include the hard to reach groups.</p>	<p>To document changes and improvements made against the Service Plans.</p>	<p>Ongoing</p>		<p>Head Community & Cultural Services</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>4.2 Can the service show that it has delivered significant improvements in outcomes and key performance indicators that would be experienced by users?</p>	<p>E - We can demonstrate sustained improvements in many areas over a period of time. There is evidence of this within the Business Plan. This specifies the corporate objectives and how the services contribute.</p> <p>Some improvements include:</p> <p>Employment of Inclusive Activator has made links with a number of disabled groups to comply with DDA.</p> <p>Arts staff have carried out extensive work with hard to reach groups, as well as SLAM project.</p> <p>Creation of 25 new Sports Clubs.</p> <p>Broader engagement with CPAC involvement, despite reduction in resources.</p> <p>Have evidence of a successful Events Programme with the Great North Walk, 10K Road Race, Proms in the Park and major coverage for WOW project.</p> <p>We do not have KPIs from Government, however there are some with the externally funded services provided. Evidence shows here that targets have consistently been achieved. For example, Exercise Referral/ Re-hab Scheme, Walking the Way to Health, Positive Futures programme, CPAC work and WOW project.</p>	<p>To create local Performance Indicators to monitor service and customer satisfaction.</p>	<p>Dec 06</p>		<p>Staff responsible for local performance indicators</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>4.3 What is the direction of travel of key performance indicators over the last three years of this and comparable services?</p>	<p>E - Targets have improved. See above for evidence. The service can demonstrate that changes delivered have resulted in improved performance that compares well with other service providers.</p>	<p>To conduct more Peer Reviews to compare with other service providers.</p>	<p>Ongoing</p>		<p>Management staff responsible for services. Leisure Complex Managers.</p>
<p>4.4 Does the capacity and track record demonstrate improving value for money over time?</p>	<p>E - We do have evidence of improving value for money over time. The budgets have been reduced year on year, but levels of service and standards have been maintained despite less resources and finance.</p> <p>There has been capital investment in certain areas, such as lockers for the fixed leisure centres. This has taken into account the long-term interest of service users as it has made facilities more accessible to users.</p> <p>There has been partnership working on long-term investment and interest for users within Wear Valley to build two school sports halls at Wolsingham Comprehensive School and Bishop Barrington School.</p>	<p>There is a need for a clear focus on value for money to be evident in strategic decision-making and day to day management and review and for this to be documented.</p>	<p>Ongoing</p>		<p>Head Community & Cultural Services</p>

KLOE - Culture - How Well Does the Service Manage Performance?

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
5.1 How good is the service's improvement planning?					
5.1.1 Does it have aims and priorities for the future that are clear, challenging and robust? Is the service aiming to improve the "right things- the things that matter most to users and communities - and to address service delivery?	E - The Service Plan sets out a clear aim for the service, although they make clear sustainable outcomes, these are only over the next 3 years, so are not long term (5-10 years). User consultation within the service has developed its aims of the challenges and opportunities to include the views and needs of users now and in the future.	Aims need to be set out for the longer term (for the next 5-10 years) Need to review and update key strategy documents such as the Sport and Recreation Strategy or Physical Activity Strategy.	Ongoing Ongoing		Head Community & Cultural Services Ongoing
5.1.2 Are aims and future plans co-ordinated, robust and deliverable?	The Pest and Swot Analysis identifies and indicates how the strengths and weaknesses in the service will be addressed. We have engaged with most service users, partners and stakeholders, however, this is not consistent throughout aims and plans. Targets, time scales and responsibilities are clear within the Service Plan.	To improve communication and involvement by all staff in Service Planning, and for this to filter down to the frontline staff within leisure centres by their line managers.	Ongoing		Head Community & Cultural Services and Line Managers

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
5.1.3 Does it have clear and robust proposals for meeting efficiency targets and improving value for money?	E - The service can demonstrate better value for money in its planning and delivery of service which can be seen in the Service Plan, reduced budget and improved services ie. CPAC work				
5.2 Are there arrangements and a culture in place to support continuous improvement?					
5.2.1 How effective is the leadership of the service?	U - Effective leadership has suffered a short -term problem because of staff turnover. Staff and managers have expressed frustration about the lack of leadership and that they are not enabled or empowered to perform to the best of their abilities. However, we do have a fair recruitment and selection policy and have a robust decision making process to tackle problems.	Staff require more information on vision and priorities for the service.	Ongoing		

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<u>5.2.2</u> Are effective performance management arrangements in place to drive and monitor progress, and review impact?	E - The organisation's staff are clear about their roles in performance management and have established plans and targets that are being met. It moves resources away from areas that are not priorities or where development is not needed.	Service plans need to be fully integrated. Plans must include tasks for the longer term and not just the short term, over 3 years. Long term planning to be fully developed.	Ongoing Ongoing		Head Community & Cultural Services
<u>5.2.3</u> Are effective performance management arrangements in place to drive and deliver improved value for money?	U - The service does not re-invest surpluses to improve areas of need. However, managers have identified and pursued opportunities to reduce costs whilst maintaining or improving quality of service.	To improve efficiency by re-investing surpluses to improve services.	Ongoing		Staff responsible for budgets/ investment
<u>5.2.4</u> Does the service learn from high performing and other providers, user feedback and its own experience?	U - Although there are promising prospects for improvements, they are not across all services. It does not consistently use knowledge about performance to solve problems and does not really learn from other organisations.	Need to engage in wider benchmarking opportunities and Peer Reviews to learn more from high performing and other providers, user feedback and others' experience.	Ongoing		Head Community & Cultural Services

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>6.2 Is there evidence of effective financial and human resource planning?</p>	<p>U - Training needs to be developed by Personal Development Plans and Appraisals and also through Service Plans. This is to show staff are valued and are enabled to develop their skills.</p> <p>Needs to be more staff consultation within financial and human resource planning.</p> <p>Asset management is satisfactory and is moving towards an improved corporate approach.</p> <p>The service does not monitor its performance in relation to key equalities and other relevant legislation. This is relied upon corporately.</p> <p>Priorities are yet to be mainstreamed in terms of CPAC work and Health Agenda.</p>	<p>To recommence the PDPs for staff development.</p> <p>To improve staff consultation.</p> <p>For the service to improve monitoring of equality and human rights issues in its policies, employment and service delivery.</p> <p>To mainstream priorities to include social inclusion, community safety and the needs of young people.</p>	<p>Sept 06</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>		<p>Head Community & Cultural Services</p>
<p>6.3 Is there a robust, modern procurement strategy to apply best practice to achieve improved value for money in priority areas, including working with partners?</p>	<p>E - We do not base procurement decisions solely on lowest cost options but on achieving greatest benefit to the public.</p> <p>Joint procurement with partners is actively pursued. We are partners with PCT and Technogym amongst others. We have a successful track record in attracting external funding.</p>				

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
6.4 Is the service / organisation investing, and attracting inward investment appropriately to deliver improvement?	E - We secure external funding opportunities to support the delivery of Government and/or local service related priorities and strive to improve value for money. Again this is shown in the successful track record of securing external funding ie. WOW project, CPAC work, Exercise Referral Scheme, Walking the Way to Health.	To continually improve service investment.	Ongoing		Head Community & Cultural Services

KLOE - Waste Management Generic - Access, Customer Care and User and/or Community Focus

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p><u>2.1</u> Are the needs of citizens and users at the heart of the design and delivery of the service now and in the future?</p>	<p>U - The approach to customer care is generally reasonable, however it is inconsistent, particularly with front line staff, such as Refuse Collectors and Street Cleaners.</p>	<p>All frontline and office based staff to be fully trained on customer care.</p> <p>For all staff to be made aware of the services and how they work.</p> <p>To show office based staff who deal with customer enquiries the depots, landfill site, problem areas for frontline services i.e. Fly tipping hot spots to be familiarised with the topography of the area to deal more efficiently with enquiries.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>March 2007</p>		<p>Staff Training and Development Officer District Service Manager</p> <p>District Services Manager</p>
<p><u>2.2</u> Is the service accessible, responsive and based on a robust understanding of local need?</p>	<p>U - There is inconsistency again with frontline staff being able to demonstrate a wide range of knowledge about the full range of enquiries they receive or how to access the necessary information.</p> <p>However services are easily accessible by a range of methods from telephone to internet, but these require more publication following consultation with service users, such the Customer Panel.</p> <p>Not all offices/depots are Disability Discrimination Act compliant. However, we do provide assisted collections on the refuse and recycling services for the elderly, infirm and disabled.</p>	<p>Tailor the above customer care training to the needs of this council and give frontline staff Awareness Training on how to access relevant information to help service users and have a knowledge of the enquiries they receive i.e. All frontline staff will be expected to know the contact number for the Civic Centre to inform service users. Also for NVQ s Level 1 or 2 to be completed on Customer Care according to their capabilities.</p> <p>To make all offices/depots DDA compliant.</p>	<p>Ongoing</p>		<p>District Services Manager/Staff Training and Development Officer</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.3 Are service standards clear and comprehensive and have users been involved in setting them where appropriate?</p>	<p>U - Standards are generally equal but schedules may differ to achieve that standard, there is a need for these standards to be monitored.</p> <p>The Street Cleaning standards are tailored to meet local need, which is shown in the good standard of the BVPI 199 ratings.</p>	<p>To agree local area agreements with customer panel etc to establish expectations of the residents and of the council.</p>	<p>Ongoing</p>		
<p>2.4 Are there appropriate arrangements for consulting, engaging and communicating with users and non-users?</p>	<p>E - The key standards are our Performance Indicators and customers are aware of these as they are publicised.</p> <p>BVPI 199 monitors the standards of cleanliness and customer satisfaction of street cleaning. There is also consultation with the Residents Survey which is carried out every three years.</p> <p>A wide range of services and information is offered via the internet and service requests can be submitted on line ranging from dog fouling complaints to ordering a bulky collection.</p>	<p>To implement local Performance Indicators to improve monitoring the frontline services i.e. Missed Bins to effectively monitor standards on the Refuse Collection.</p> <p>To make the public more aware of the effort that is put into frontline services by regularly publishing information on street cleaning and refuse and regularly updating the web site.</p> <p>Improve the attendance at community groups and parish council meetings to resolve problems and increase levels of customer satisfaction.</p>	<p>Oct 2006</p> <p>Ongoing</p> <p>Ongoing</p>		<p>All staff responsible for local Performance Indicators</p> <p>As above</p> <p>As above</p>

KLOE - Waste Management Generic - Diversity

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p><u>2.5</u> Does the delivery of the service embrace equality, diversity and human rights and ensure that all users, or potential users, have fair and equal access?</p>	<p>U - There is an awareness of the service user base but is not consistent in making use of this information to meet the needs of those that require its service.</p> <p>Services are planned and delivered in a non-discriminatory way and there is evidence of the needs of service users being met, such as assisted collections for the disabled, elderly and infirm.</p>	<p>Customer Care Training to include equality and diversity for frontline staff and office based staff</p>	<p>Ongoing</p>		<p>Staff Training and Development Officer</p>

KLOE - Waste Management Generic - Service Outcomes for Users and the Community

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.6 Is the organisation delivering what it promised to?</p>	<p>E - We have evidence of strong working across administrative boundaries that delivers good outcomes for users. Evidence of this is illustrated with the Refuse purchase, repair and maintenance to vehicles where we work with a neighbouring district.</p> <p>We have evidence to show we have worked with NEPO, a North East wide organisation, in particular with the purchase of the wheeled bins.</p> <p>We have worked with Teesdale and Derwentside district councils on the Recycling service with the Green Box Scheme.</p> <p>We have worked alongside a County Recycling group - Waste Smart.</p> <p>We attend a North East Recycling Group.</p> <p>We are part of a Fly Tipping Forum, which is made up of the districts of the County.</p> <p>We also attend a Waste Management benchmarking group and are part of the APSE benchmarking system on waste management.</p> <p>The CPA analysis of relevant BVPIs shows performance above minimum standards across most relevant indicators i.e. Recycling</p>	<p>Continual improvements on all services</p>	<p>Ongoing</p>		<p>All staff responsible for Waste Management services.</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<u>2.7</u> Is the service effective in meeting local, regional and national objectives?	E - The service is effective in meeting local, regional and national objectives. Evidence of national objectives are the Recycling figures and these show we are satisfying local demand.	To introduce Alternate Weekly Collection Scheme to increase customer satisfaction levels and reduce waste.	Dec 2007		District Services Manager
<u>2.8</u> What is user experience of, and satisfaction with, the quality of service?	E - Satisfaction with the services in general are high which is shown in the BVPI figures	Need drains for vehicle washers at refuse and street cleaning depots to improve environmental quality and reduce harmful chemicals.			Neighbourhood Management

KLOE - Waste Management Specific - Access, Customer Care and User and/or Community Focus

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<u>2.1</u> Are the needs of citizens and users at the heart of the design and delivery of the service now and in the future?	E - Separate pages on web site for various services such as bulky waste, recycling, garden waste etc Web site allows for on-line bookings for bulky waste and other queries.	Web site to be updated with response times for missed bins. Also to update the layout of the web site to include pictures, photographs and colours, not just text of information.	Dec 06		Web site Manager
<u>2.2</u> Is the service accessible, responsive and based on a robust understanding of local need? - Waste Collection	U - Assisted Collections and Bulky Waste collections are available but standards are not clearly published.	To write a policy on Assisted Collections and Bulky Waste Collections to clearly publicise standards.	Dec 06		Neighbourhood Management
<u>2.3</u> Are service standards clear and comprehensive and have users been involved in setting them where appropriate? - Waste Collection	U - Service standards need to be more clear on refuse collection. They are very well publicised for recycling facilities and are available to all and accept a wide range of materials. Recycling banks do supplement kerbside collection. We do not collect Trade Waste.	Write a policy on Refuse Collections, which set out clear standards. Install extra Recycling banks/ Bring Sites in the Dales area to ensure more even distribution in the district? Investigate the possibility of implementing a Trade Waste collection service.	Dec 06 ? Dec 06		Neighbourhood Management As Above

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p><u>2.4</u> Are there appropriate arrangements for consulting, engaging and communicating with users and non-users?</p> <p>- Waste Collection</p>	<p>E - excellent facilities available for communicating with users and non-users, via web site, Wear Valley Matters, literature distribution to all households, promotional events for recycling.</p> <p>Recycling service needs improvements to service delivery, staff do not have a good knowledge of the areas they are working and are not customer focused.</p> <p>Time consuming at the Recycling Contractors.</p>	<p>Dedicated staff to carry out promotional work similar to The Roaming Recycler Project in 2005.</p> <p>Need fully trained Full Time staff, not agency staff.</p> <p>Quicker turn around time at the Recycling Contractors by speaking to them.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>		<p>Environmental Project Officer</p> <p>Neighbourhood Management</p> <p>Neighbourhood Management</p>
<p><u>2.4</u> Are there appropriate arrangements for consulting, engaging and communicating with users and non-users?</p> <p>- Street Cleansing</p>	<p>E- Have wide range of methods of reporting cleansing incidents, i.e. telephone, in person, writing, website, e:mail etc</p> <p>Litter and dog bins are well distributed and a survey of this is currently being undertaken to improve it.</p> <p>Have extensive signs promoting actions to reduce litter and dog fouling and have visible enforcement present, via CSEO and Street Wardens.</p>	<p>More advertisement of methods of reporting.</p> <p>To complete survey of bins to show where there is a need for extra bins etc</p> <p>Job sheets to be responded to within 7 working days and what actions have been taken to resolve the complaints.</p>	<p>Ongoing</p> <p>Oct 06</p> <p>Ongoing</p>		<p>Neighbourhood Management</p> <p>As Above</p>
<p><u>2.4</u> Are there appropriate arrangements for consulting, engaging and communicating with users and non-users?</p> <p>- Hazardous Waste</p>	<p>E - We have means to appropriately dispose to electrical goods, clinical waste and tyres etc.</p> <p>We advise on the disposal of asbestos by referring to DCC.</p>	<p>Disposal of hazardous waste to be put on web site and advertised more for better understanding within the community.</p>	<p>Oct 06</p>		<p>Web site Manager/ Neighbourhood Management</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.4 Are there appropriate arrangements for consulting, engaging and communicating with users and non-users?</p> <p>- Waste Disposal</p>	<p>U - Banks are old and rusty but checked weekly for cleanliness and tidiness. They are not accessible to wheelchair users and may not be very accessible to residents without vehicle access.</p> <p>CA sites are owned and managed by DCC</p>	<p>Recycling banks to satisfy DDA requirements and made more accessible.</p> <p>N/A</p>	<p>Ongoing</p> <p>N/A</p>		<p>Environmental Project Officer</p>

KLOE - Waste Management Specific - Diversity

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.5 Does the delivery of the service embrace equality, diversity and human rights and ensure that all users, or potential users, have fair and equal access?</p> <p>- Waste Collection</p>	<p>U - There may be areas where the impact of charging for bulky waste and storage of bins has not been fully considered.</p> <p>The Furniture Re-use schemes are not promoted widely to reduce bulky waste being fly tipped in streets, for those who may be on low incomes to afford the bulky waste charges.</p>	<p>Review the refuse service to improve equality of delivery of services.</p> <p>CRM calls to be monitored as to whether these schemes are brought to the attention of the public, as they are free of charge.</p>	<p>Ongoing</p> <p>Ongoing</p>		<p>District Services Manager / Neighbourhood</p> <p>Environmental Project Manager</p>
<p>2.5 Does the delivery of the service embrace equality, diversity and human rights and ensure that all users, or potential users, have fair and equal access?</p> <p>- Street Cleansing</p>	<p>U - We are unable to demonstrate that the service provided is fair and equitable across the area.</p>	<p>To carry out assessment of the area and schedules used to establish a good service across the whole area.</p>	<p>Ongoing</p>		<p>Neighbourhood Management</p>

KLOE - Waste Management Specific - Service Outcomes for Users and the Community

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<u>2.6</u> Is the organisation delivering what it promised to?	E - The waste collection service is reliable, bins are emptied when they are meant to be. Generally there is no residual mess left, however there are some hot spot areas in the district that are not always clean and tidy. We also have over-reliance on agency labour, which affects the level of service.	To employ three driver/loaders on the Refuse Collection service to make less need for agency staff. Also the Twin Bin service will be introduced in August 2007 which will also make less need to use agency staff as all the work force will be working on the Refuse.	Nov 2006		District Services Manager/ Neighbourhood Management
<u>2.7</u> Is the service effective in meeting local, regional and national objectives?	E - We operate a reasonable standard of performance as can be seen in BV90a where there is 90.1% satisfaction with the refuse collection service. Contractors collect all trade waste, so there is no need for integration with the street cleaning services activities.	To continually improve recycling rates and reduce costs via the Twin Bin system.	Aug 2007		Neighbourhood Management
<u>2.8</u> What is user experience of, and satisfaction with, the quality of the service? - Waste Collection	Satisfaction with the Refuse service is high as can be seen in BV90a. The service enables people to dispose of waste effectively and efficiently. The Bulky Waste collection service has recently introduced a £5.00 charge to subsidise the cost of the service. There is a Waste Reception site in the East of the district and there are ongoing discussions with the WDA for a site in the West of the district to make the facilities more accessible to all and provide a more integrated service.	To set up a system of examination of plans proposed for development for facilities for waste storage. This would include scope within the plans for appropriate roads into developments, waste storage facilities at each property, access to the rear of properties and appropriate facilities for elderly residences, such as no steps. To do this we will liaise with the Re-generation department on planning issues.	March 2007		District Services Manager

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.8 What is user experience of, and satisfaction with, the quality of the service?</p> <p>- Street Cleansing</p>	<p>The BV199 shows a reasonable level of cleanliness via the inspections.</p> <p>Hot spot areas for street cleaning issues such as fly tipping have been identified and are being dealt with. Cameras have been installed, patrolling of areas, working in partnership with the Environment Agency and through promotional campaigns and an education programme.</p> <p>We have also been successful in reducing the number of abandoned vehicles over the past three years via working in partnership with the DVLA and the Police and also the Fire Service regarding arson and burnt out vehicles.</p> <p>We work in partnership with other organisations such as neighbouring local authorities to ensure that green spaces and land outside council control are managed properly.</p> <p>We work with Town Centre Management, the Environment Agency, Police, DVLA, vehicle contractors, Fire Service, Anti - Social Behaviour team, Street Wardens and Groundwork West Durham, local schools and others regarding Enforcement issues, such as littering, fly tipping, dog fouling and abandoned vehicles.</p>	<p>To improve levels of satisfaction by improving the standard and making residents more aware of litter issues via a range of methods including promotions, campaigns and publications.</p> <p>There are also proposed enforcement powers for the Street Wardens to show that action is being taken to prevent and discourage littering and fly tipping.</p> <p>There are also new powers under the Clean Neighbourhood Act 2005, i.e. enabling authorised Officers to issue FPNs for wider issues such as graffiti and fly posting - these are to be implemented.</p> <p>The Fixed Penalty charge to be increased to £75 from £50 to act as a further deterrent for committing environmental offences such as littering.</p> <p>Purchase of Graffiti Removal machine to improve the street cleansing service and the BV 199. (Resources are available for this)</p> <p>All staff within the authority (including other departments and front line staff) to be made aware of the need to report issues ranging from broken street lights to dumped rubbish in the back street.</p>	<p>Nov 2006</p> <p>Nov 2006</p> <p>March 07</p> <p>Dec 06</p> <p>Dec 06</p> <p>Dec 06</p>		<p>Street Warden Supervisors</p> <p>Street Warden Supervisors</p> <p>Street Warden Supervisors/ Neighbourhood Management</p> <p>Street Warden Supervisors/ Neighbourhood Management</p> <p>District Services Manager</p> <p>Neighbourhood Management</p>

	<p>We have also worked with The Princes Trust, DCC, Travelling Liaison Service and Parish Councils as well as other councils.</p> <p>Enforcement complaints regarding fly tipping are followed up usually within 24 hours, customer complaints are responded to quickly and customers are given feedback on actions taken to resolve the problem. Enforcement is properly resourced and we currently employ two Community Services Enforcement Officers.</p> <p>There are also proposals for FPNs to deal with wider issues such as graffiti and fly posting.</p> <p>More efforts are put into areas of deprivation, as there is a clear link between grime and crime.</p>	<p>This requires good communication within the council and for frontline staff to be given a memo about the telephone number to call to report any issues or incidents.</p>			
<p><u>2.8</u> What is user experience of, and satisfaction with, the quality of the service? - Hazardous Waste</p>	<p>E - Hazardous waste is dealt with appropriately, we have policies on disposing of refrigerators, TVs, florescent tubes, asbestos etc.</p> <p>We have publicised how to deal with different types of hazardous waste and the facilities available for disposing of it safely on the web site.</p>	<p>To use other methods of publicising how to deal with hazardous waste as well as the web site. This could be in the form of leaflets.</p>	<p>_Jan 2007</p>		<p>Neighbourhood Management/ Environmental Project Officer</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>2.8 What is user experience of, and satisfaction with, the quality of the service?</p> <p>- Waste Hierarchy</p>	<p>U - Not aware of any work taking place to develop the BPEO assessment.</p> <p>Levels of waste are increasing which is evident against national statistics.</p> <p>There are activities and services available to encourage waste to be re-used i.e. Furniture Re-use schemes, but these are not actively supported by the council.</p> <p>We do have evidence of successful education campaigns to encourage recycling etc. This is demonstrated by increased participation rates via the Roaming Recycler project.</p> <p>Composting facilities are available to all households.</p> <p>Action is taken to recycle paper and toners/cartridges but could be active in reducing/recycling more waste.</p>	<p>Find out about BPEO and work towards them.</p> <p>Alternative weekly collection scheme should reduce levels of waste going to landfill.</p> <p>Furniture Re-use schemes and other services need to be supported and promoted by council /CRM staff. To monitor this.</p> <p>Dedicated team to continue educational campaigns to maintain recycling targets.</p> <p>Could implement more garden waste bins or give residents home composters.</p> <p>Increase recycling to include cans and glass.</p>	<p>Ongoing</p> <p>Jan 08</p> <p>Ongoing</p> <p>Ongoing</p> <p>Dec 07</p> <p>Mar 07</p>		<p>District Services Manager</p> <p>Environmental Project Officer</p> <p>Environmental Project Officer</p> <p>Neighbourhood Management</p> <p>Costs not available. Environmental Project Officer</p>
<p>2.8 What is user experience of, and satisfaction with, the quality of the service?</p> <p>- Waste Disposal</p>	<p>The Twin Bin scheme will reduce waste going to landfill and will increase the waste being recycled. Although we have no control over the Civic Amenity sites we do work in partnership with DCC and have regular waste partnership meetings with them.</p>	<p>To advertise the Permit Scheme and consult with the WDA to consider the possibility of having permits available on site rather than having to apply for them.</p>	<p>Mar 07</p>		<p>District Services Manager</p>

KLOE - Waste Management - Is the Service Delivering Value for Money?

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
3.1 How do the organisation's costs compare to others, allowing for local context, performance and policy choices?					
3.1.1 How do the service costs compare with others?	U - Refuse and Recycling costs are high compared to the Audit Commission web site, however there are changes to be implemented in 2007 to help reduce these costs.	The current Recycling system is not cost effective, so with the implementation of a twin bin system or alternative weekly collection scheme, the costs of the recycling vehicles will be eliminated. There will also be less need for agency staff, which brings high costs.	Dec 2007		District Services Manager / Neighbourhood Management
3.1.2 What external local factors affect costs and how do adjusted costs compare?	U - Costs are high for Refuse Collection and Recycling as above, however street cleaning costs do compare favourably to other organisations providing similar levels of services.	As Above	Dec 2007		As Above
3.1.3 Are costs commensurate with service delivery, performance and the outcomes achieved?	E - We believe there is a positive relationship between costs and the range, level and quality of service provided - reflected in high quality service, as described above.				

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<u>3.1.4</u> Do costs and resource allocation reflect policy decisions?	E - Resources have been allocated in accordance with policy decisions and are used to target and deliver organisational priorities. Areas of higher spending are in line with service priorities, which are the refuse and recycling services.	The current Recycling system is not cost effective, so with the implementation of a twin bin system or alternative weekly collection scheme, the costs of the recycling vehicles will be eliminated. There will also be less need for agency staff, which brings high costs.	Dec 2007		As Above
<u>3.1.5</u> Is accurate information on costs and services collected and is this used to decide priorities and strategically manage resources?	E - Capital spending decisions are always taken with full information of their longer-term impact and mainly on time and within budget. For example the wheeled bin system was implemented in 2005 and completed on time and within budget. Policy decisions reflect resources available.				
<u>3.2</u> How is value for money managed, including through partnership and procurement and taking a long-term view?					

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p><u>3.2.1</u> Are modern procurement methods and partnerships applied that result in demonstrable value for money and delivering outcomes that meet the needs of users and/or the community?</p>	<p>E - Modern procurement methods are applied such as the Fuel Card system for the vehicles used on frontline services.</p> <p>Partnerships are also applied such as the partnership with NEPO, this results in demonstrable value for money. This is evidenced in the implementation of the wheeled bin system and will be used again in the next financial year with the allocation of Twin Bins, where NEPO will buy the stock and supplies on behalf of Wear Valley District Council.</p>				
<p><u>3.2.2</u> Do value for money considerations focus on the costs and benefits to the customer?</p>	<p>E - Value for money considerations focus on the benefits to service users, as can be seen with the proposals to implement a Twin Bin or Alternate Weekly Collection Scheme, which will replace the existing Green Box Scheme for recycling with another wheeled bin. This will reduce collection costs, make recycling easier for the customer and allow the customer to have increased capacity to recycle.</p>	<p>The Alternate Weekly Collection Scheme to be put into action for reduced costs and improved benefits to the customer.</p>	<p>Dec 2007</p>		<p>As Above</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p><u>3.2.3</u> Are management arrangements focused on value for money, and are they underpinned by robust mechanisms to drive and monitor progress and review impact?</p>	<p>E - An Internal Review took place to reduce costs on refuse/recycling collection and to increase recycling rates in line with Government targets. A result of the service review was the introduction of a £5.00 charge for bulky waste collections, which gives the customer greater incentive to take the bulky waste items to a Household Waste Recycling Centre themselves, thus reducing our costs.</p>	<p>To have regular reviews of services provided to monitor progress on value for money.</p>	<p>Ongoing</p>		<p>As Above</p>

KLOE - Waste Management - What is the Service Track Record in Delivering Improvement?

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>4.1 Can the service evidence a record of effectively implementing change that has led to improvements in service delivery?</p>	<p>E - The service can evidence a record of effectively implementing change that has definitely led to service delivery improvements. This is demonstrated in the introduction of a wheeled bin scheme to take over from a back door collection on black sacks.</p> <p>Other changes which have led to improved services are the Green Box Scheme and implementation of an Enforcement Officer to deal with environmental issues such as litter, fly tipping and dog fouling.</p>	<p>To implement a Twin Bin system to improve the Recycling service.</p> <p>To integrate the street cleansing and refuse services.</p> <p>The street cleansing vehicles to be fitted with bin lifts to collect missed bins on the refuse, to improve the integration of services.</p>	<p>Dec 2007</p> <p>Oct 2006</p> <p>Jan 2007</p>		District Services Manager
<p>4.2 Can the service show that it has delivered significant improvements in outcomes and key performance indicators that would be experienced by users?</p>	<p>E - There have been significant improvements on the following scores: BVPI 199 - Street Cleansing BV 82A - Total tonnage of household waste which have been recycled. BV82B - Percentage of household waste sent to be composted. BV84A - Number of kilograms of household waste collected per head. BV90A - Percentage of satisfaction with household waste collection</p>	<p>To continually improve the outcomes in key performance indicators.</p> <p>To create local performance indicators to monitor other services such as Fixed Penalties and reducing litter and dog fouling.</p>	<p>Ongoing</p> <p>Oct 2006</p>		<p>District Services Manager</p> <p>Staff responsible for local performance indicators</p>
<p>4.3 What is the direction of travel of key performance indicators over the last three years of this and comparable services?</p>	<p>E - The overall direction of travel of key performance indicators over the last three years is improving. See above</p>	<p>To improve the services / key performance indicators that compare less favourably, such as BV 86 (Cost of waste collection per household) This shows that the cost of collection has increased over the last three years.</p>	<p>Dec 2007</p>		District Services Manager

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
4.4 Does the capacity and track record demonstrate improving value for money over time?	E - We have made effective use of resources and outcomes represent good value for money, such as the benefits of the wheeled bin system and the proposals for the Twin Bin scheme next year, which will reduce refuse costs.				

KLOE - Waste Management - How Well Does the Service Manage Performance?

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
5.1 How good is the service's improvement planning?					
5.1.1 Does it have aims and priorities for the future that are clear, challenging and robust? Is the service aiming to improve the "right things- the things that matter most to users and communities - and to address service delivery?	<p>E - We have clear, challenging and robust aims for the future, which are demonstrated in the proposals for the Twin Bin combined refuse and recycling system. This has obvious benefits to the customer in that recycling rates will increase and costs will be reduced.</p> <p>There are also aims for the future to join together services with a common bond and focus on neighbourhoods, this will improve services such as the street cleaning as there will be more powers to enforce laws on littering, fly tipping, dog fouling, abandoned vehicles and other issues.</p>	<p>To keep improving performance under BV199 and increase levels of satisfaction with the service. BV199 relates to street cleansing services.</p>	<p>Ongoing</p>		<p>District Services Manager</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<u>5.1.3</u> Does it have clear and robust proposals for meeting efficiency targets and improving value for money?	E - There are clear and strong proposals for meeting efficiency and improving value for money. This can be seen in the proposed reduction of costs for refuse. These proposals are sustainable, measurable, achievable, realistic and timely. The introduction date for the new refuse Twin Bin scheme is August 2007.				
<u>5.2</u> Are there arrangements and a culture in place to support continuous improvement?					
<u>5.2.1</u> How effective is the leadership of the service?	E - We have an active, visible and effective management. There is strong supervision of front line services with good local knowledge and experience. There is fair access to services via a range of methods to all and there is no discrimination in the recruitment process or to service users. Management are representative of the gender, race and age of the broader community they serve.	The effective leadership may not be recognised by the work force, so action needs to be taken to convey this to the workforce.	Dec 2007		Neighbourhood Management

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p><u>5.2.2</u> Are effective performance management arrangements in place to drive and monitor progress, and review impact?</p>	<p>U - Managers, councillors and staff at all levels will be clear about their roles in performance management once the Re-structure is in place.</p> <p>We do have strategic targets and deadlines i.e. Twin Bin scheme.</p> <p>Capital resources are made available to develop services i.e. for purchase of additional bins, which will produce long term revenue savings.</p> <p>Regarding financial management, we have Volatile Budget Monitoring, which informs colleagues of variations in the budget.</p> <p>Plans are realistic about what is to be achieved in the short, medium and long term as can be demonstrated in the Twin Bin proposals. These plans are also designed to improve the environment of the area.</p> <p>We also have an annual review of the Risk Management strategy.</p>	<p>To monitor progress on effective performance management and review impact.</p> <p>Continual improvement of services via close monitoring of costs, benchmarking and visits to beacon authorities.</p>	Ongoing		All staff responsible for performance management
<p><u>5.2.3</u> Are effective performance management arrangements in place to drive and deliver improved value for money?</p>	<p>E - We have been successful in gaining funding from external agencies such as DEFRA which was utilised to purchase a Recycling vehicle in 2005. Any surpluses of funding have to be re-invested within the service and they are used to improve services in areas of need.</p>	<p>To regularly monitor costs and improve services by benchmarking and visits to beacon authorities.</p>	Ongoing		District Services Manager

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<u>5.2.4</u> Does the service learn from high performing and other providers, user feedback and its own experience?	U - We know refuse and recycling costs are high compared to other service providers, however action plans with time scales are in place in improve performance as is described above.	To learn from high performing councils by having regular beacon authority visits and effective benchmarking taking place.	Ongoing		District Services Manager / Neighbourhood Management

KLOE - Waste Management - Does the Service have the Capacity to Improve?

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>6.1 Does the service have access to the appropriate skills, tools and finances to deliver improvement?</p>	<p>E - We have people, skills and capability to deliver service priorities with strong supervisors of services with vast local knowledge and experience of the services.</p> <p>ICT is used effectively to deliver service delivery and this is illustrated in the ICT Strategy, which sets out the Council's approach to using information and communication technology to deliver customer focused service objectives and improvements.</p>	<p>There is a need to reduce the amount of agency staff recruitment, particularly within the Refuse and Recycling services and to have an experienced workforce with knowledge of the area and work. This will be achieved with the new proposals of the Twin Bin, with the loss of the Recycling service, the operators will be joined up with the Refuse collectors. Hence the less need for agency staff.</p>	<p>Dec 2007</p>		<p>Neighbourhood Management</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>6.2 Is there evidence of effective financial and human resource planning?</p>	<p>E - We operate within a strategic HR framework and have HR practices that support the needs of the service through development and training by addressing limitations on staff resources such as sickness absence. This is closely monitored within the services. Back to Work Interviews are carried out and so are Home Visits for the long term sick.</p> <p>We have maximised income and been successful in securing other forms of investment such as grants from DEFRA and WRAP. We also work with partnership authorities with this such as Derwentside and Teesdale authorities and other organisations such as Groundwork West Durham.</p> <p>The capacity is not fully utilised by ensuring that priorities are mainstreamed such as social inclusion and needs of the young people.</p>	<p>Needs of the service could be further improved through staff development by recommending Personal Development Plans for individuals to address their needs.</p> <p>Need to gain evidence that shows that staff believes they can develop their skills - so need to carry out staff surveys.</p> <p>To set up a Youth Council and have regular meetings with the young people. They could also shadow councillors and staff to encourage their interest of local Government and have their needs addressed.</p> <p>To set up customer consultation such as Focus Groups or customer questionnaires.</p>	<p>Dec 2007</p> <p>March 2007</p> <p>April 2007</p> <p>April 2007</p>		<p>All Managers</p> <p>Neighbourhood Management</p> <p>District Services Manager</p> <p>Neighbourhood Management</p>

KLOE reference	Current position (E=excellent; U=uncertain)	Actions required for excellence	Approx. timescale	Identified best practice	Resource Implications
<p>6.3 Is there a robust, modern procurement strategy to apply best practice to achieve improved value for money in priority areas, including working with partners?</p>	<p>E - We do not base procurement decisions on the lowest cost options but on greatest benefit to the customers, this is shown in the partnership with NEPO (North East Purchasing Organisation) and the purchase of the wheeled bins.</p> <p>The above example is evidence that we have also engaged effectively in strategic partnering, with evidence of improvements in services and facilities i.e. Wheeled bin scheme, wheeled bins are improved facilities to black sacks.</p>	<p>To fill the vacant post of Recycling Officer whose role it is to secure external funding to support services.</p>	<p>Dec 2007</p>		<p>District Services Manager</p>
<p>6.4 Is the service/organisation investing, and attracting inward investment appropriately to deliver improvement?</p>	<p>E - We secure and maximise internal/ external funding opportunities to support delivery of local services and improve value for money as is demonstrated above with the securing of grants from external funding.</p>	<p>To fill the vacant post of Recycling Officer whose role it is to secure external funding to support service priorities such as waste minimisation.</p>	<p>Dec 2007</p>		<p>District Services Manager</p>

COMMUNITY SERVICES COMMITTEE

20TH SEPTEMBER 2006



Report of the Strategic Director for the Community
INTERNAL COMMUNICATIONS IN THE COMMUNITY DEPARTMENT

purpose of the report

- 1 To seek approval of an internal communication system within the Department to complement corporate arrangements.

background

- 2 At a corporate level, the Council has placed a strong emphasis on communication with employees. Communication takes on an even higher importance during times of change such as restructuring and bringing services together. At a recent seminar for employees, facilitated by KSA Consultancy for the Department, strengthening internal communication was identified as being vital to the future success of the service.
- 3 Internal communication is a fundamental duty of managers at all levels. A successful internal communications system depends on
 - Managers spending time on making the system work and making it a priority
 - Senior managers monitoring and enforcing the system
 - Regular meetings that are minuted to provide evidence
 - Employees understanding their role
 - A two way feedback mechanism up and down the system
 - Items to be communicated coming from all levels
 - Agendas reflecting the priorities of the Council and Department as well as operational issues
 - Uniformity of application for employees who are office based, working in the community or out of depots
 - Standard agenda items such as performance

- 4 The proposal in this report complements corporate arrangements and fits in with the corporate performance management framework. The Department will continue to contribute to and draw on corporate arrangements.
- 5 Committee will also be aware of the importance of internal communication in CPA and service inspection. The Audit Commission expect to be able to identify a 'golden thread' between the Council's corporate plans, service plans and individual targets. An internal communication is one of the mechanisms to make these connections.

proposal

- 6 The proposed system is shown in Annex 5. In this section, I explain the role of each part of the system from the Departmental Management Team down. It is assumed that Committee is aware of the role of Scrutiny, Committees, Council and Corporate Management Team.
- 7 External partners/customers include
 - Customer groups, sport clubs, interest groups, the Customer Panel
 - Audit Commission regulators and Government
 - Funding bodies such as Sport England
 - Dale & Valley Homes
 - Cross authority working groups
 - Trade unions and professional bodies
 - Other local authorities and statutory bodies such as Primary Care Trusts
- 8 Any internal communication system needs to be structured. It is proposed that all employees are involved in a structured communications meeting at least monthly as a minimum standard. This includes employees based in depots working on frontline services. Minutes will be taken in a standard format, made available to participants and placed on the internal Lotus Notes software so that they are accessible to all employees. The exception to this may be those minutes that detail senior management discussions about personnel issues or commercially sensitive information.
- 9 Reports will be written in the corporate format and presented by the author. This will help with progression to Committee.
- 10 Agendas will be open for any employee to raise or progress matters relevant to the service. However, some items will be standard to all agendas often monthly. These include:-
 - Feedback from Corporate Management Team (CMT) and the communications groups within the service
 - Performance indicators and customer feedback
 - Service plans
 - Sickness
 - Health and safety
 - Financial value for money and budgetary performance
 - Action points from Committees and preparation of future agendas
 - Policy initiatives
 - CPA, service inspection and KLOEs
 - Service innovation reports
 - Equality and diversity matters
- 11 Employees will be encouraged to progress their views and ideas 'up' the system to Departmental Management Team (DMT). For example, a Leisure Centre Duty Officer with an idea to increase centre usage would first discuss that with their team and then prepare and present their idea to DMT and if required CMT and Committee.

- 12 Implementing this disciplined, standard approach will provide evidence for CPA and service inspection.
- 13 Departmental Management Team is made up of the Strategic Director, Assistant Directors and policy and administrative support. It will meet fortnightly. Its agendas will reflect those of CMT. It will analyse 'high level' performance information and manage the service planning process.
- 14 It will ensure that items for Committee have been fully considered, contain proper information and when needed have been considered by CMT. The DMT will act as the key point of contact for Councillors with 'special responsibility' such as the Committee Chairs. It will be advised by support service employees from, for example, Resource Management, who will attend regularly.
- 15 Senior Department Management Team will meet monthly. It will be made up of senior managers at the level below Assistant Directors. This is a Key Team. It is the group of managers who will implement policy, feedback on its impact and learn from these experiences. It will be the group with accountability for performance and employee management.
- 16 Service Management Teams are made up of those employees answerable to senior managers in a frontline supervisory capacity. Their primary role in the system is to ensure all frontline employees get regular, standardised communication meetings and that their views are feedback 'up' the system. This cannot be emphasised too strongly. Regular, comprehensive coverage of frontline employees is essential to an effective system.
- 17 Employee teams are those groups of people who work together to deliver services. The test of the system will be whether or not these employees have an understanding of the Council's aim and their contribution to achieving them.

human resource implications

- 18 There are significant human resource benefits to an effective internal communications system. Good communication leads to more effective working, higher employee satisfaction and stronger motivation. It also takes employee time and some managers may need communications skills training.

financial implications

- 19 There are managerial time costs involved in the process that are difficult to quantify. However, there are financial benefits in getting employees to concentrate on priorities and have managed performance.

legal implications

- 20 The proposed system will help the Council communicate its legal duties, especially for health and safety, to all levels of the service.

community safety implications

21 There are no community safety implications directly affected by this report.

equalities implications

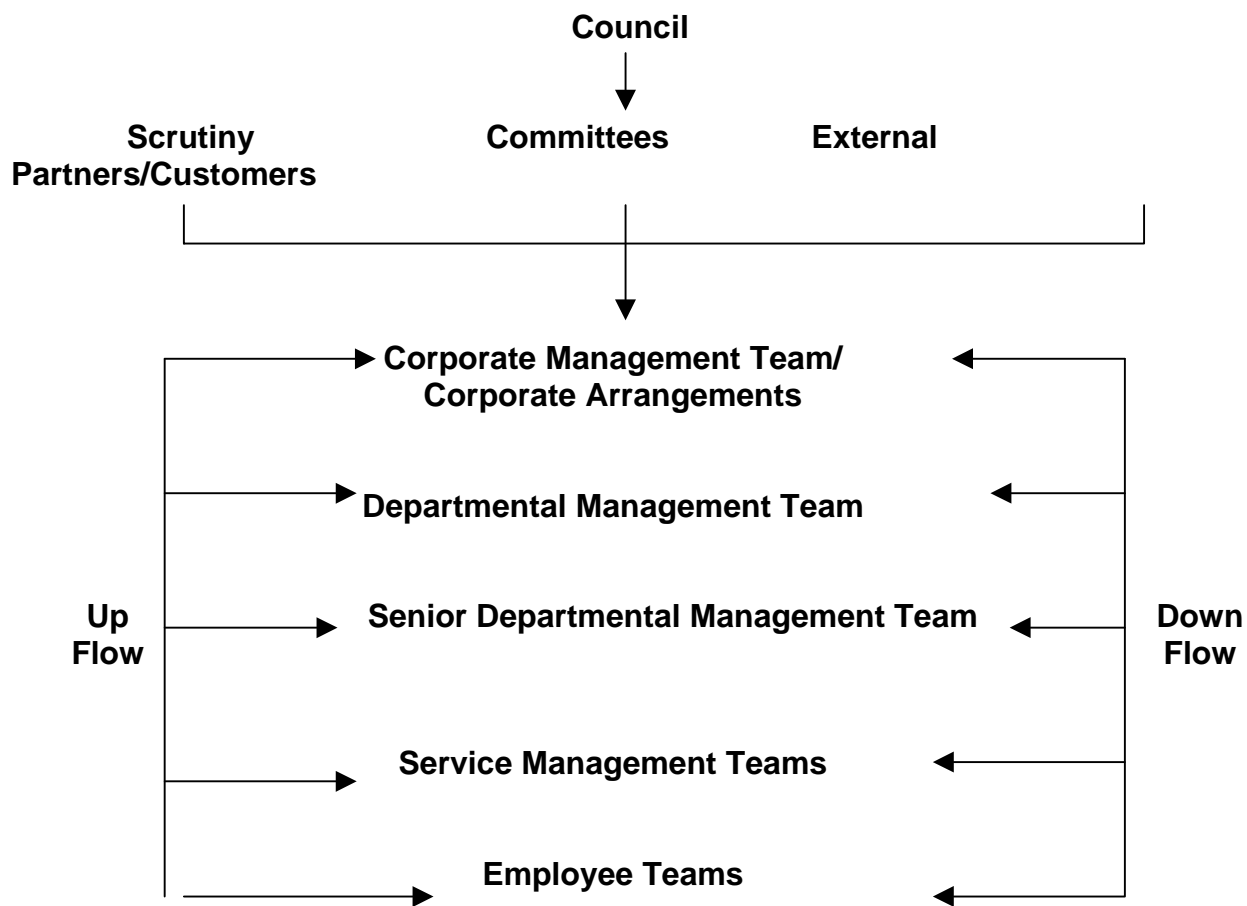
22 The proposed system will be used to communicate the Council's approach to equalities.

RECOMMENDED

1 Committee approves the proposed internal communication system outlined in this report and instructs the Strategic Director to implement it.

Officer responsible for the report
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COMMUNITY SERVICES COMMITTEE

20TH SEPTEMBER 2006



Report of the Strategic Director for the Community
AUDIT COMMISSION – PUBLIC SPORTS AND RECREATION SERVICES (JUNE 06)

purpose of the report

- 1 To report the Audit Commission's 'Public Sports and Recreation Services' to Committee and seek approval to hold an elected members seminar and staff seminar.

background

- 2 The Audit Commission carried out a survey of public sports and recreation services in 2005 and early 2006. They have published their findings in a local government national report. A summary is attached at Annex 6.
- 3 The report concludes that for these services to be fit for the future improvements need to be made in –
 - Assessing need;
 - Strategic planning;
 - Diversification of operational management;
 - Options appraisal; and
 - Performance management.
- 4 The report gives management models for planning and procuring services. It uses case studies to highlight good practice. Importantly it makes the connection between the contribution of sports and recreation to CPA scores.
- 5 The report sets out an embryonic inspection regime for sports and recreation services. Unlike some services e.g. benefits, sports and recreation services have had a light touch inspection regime. This is despite them being a discretionary service and consuming £650 million in revenue and £300 million capital nationally.

- 6 It is reasonable to expect any future CPA to use the report as a template against which services will be evaluated.

the position in wear valley

- 7 The main features of our current position are –
- We are a high spender on sports and recreation services;
 - Our facilities are ageing and require capital investment. This reflects the national position;
 - A number of plans and strategies have been produced on individual activities e.g. open spaces, pools, pitches etc. However we do not have a strategic plan based on a needs assessment and options appraisal;
 - We have been successful in partnership working through the Sports Action Zone and NRF. We are in the early states of examining alternative provision. However this activity is being done incrementally without a strategic context or guidance; and
 - Sports and recreation services have a high profile in the community and are valued by elected members.

elected member seminar

- 8 I would like to use the report to stimulate a discussion among elected members about what kind of sports and recreation services they would like to see in Wear Valley in the future. I believe that this would be best achieved in a members seminar that –
- Explains current levels of provision;
 - Looks at the findings of the report and its implications for Wear Valley; and
 - Asks the elected members to express their aspirations in broad strategic terms to help us develop a vision and priorities for the service.
- 9 Officers can do the first two elements. The second may be done better by an external facilitator.

presentation and communication: staff seminar

- 10 This is a vitally important area. We must avoid any suggestions that this report or any of the process will be used to close or reduce provision. To my mind the report is asking us to provide better not fewer services. Therefore I propose that we hold a seminar for staff that mirrors that for elected members with one addition. I would also ask staff to develop, with help, a performance monitoring regime and local indicators for the service based on KLOEs and the CPA cultural services block.

financial implication

11 Existing budgets can cover the cost of the seminars and KSA.

RECOMMENDED

1. Committee note the contents of the report and approves an elected member and staff seminar

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