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Michael Laing Chief Executive

13th November 2007

Dear Councillor,

I hereby give you Notice that a Meeting of the **POLICY AND STRATEGIC DEVELOPMENT COMMITTEE** will be held in the **COUNCIL CHAMBER, CIVIC CENTRE, CROOK** on **WEDNESDAY 21st NOVEMBER 2007** at **6.00 P.M.**

AGENDA

Page No.

1. Apologies for absence
2. Declarations Of Interest

Members are invited to declare any personal and/or prejudicial interest in matters appearing on the agenda and the nature of their interest.

Members should use either of the following declarations:

Personal Interest – to be used where a Member will be remaining and participating on the debate and any vote:

I have a personal interest in agenda item (...) regarding the report on (...) because I am (...)

Personal and Prejudicial Interest – to be used where a Member will be withdrawing from the room for that item:

I have a personal and prejudicial interest in agenda item (...) regarding the report on (...) because I am (...)

Officers are also invited to declare any interest in any matters appearing on the agenda.

NOTE: Members are requested to complete the enclosed declarations form and, after declaring interests verbally, to hand the form in to the Committee Administrator.

3. To consider the Minutes of the Meeting of the Committee held on 1 - 9

3rd October 2007, and the special Meeting held on 16th October 2007, as true records.

4. To receive an update report on the results of the Corporate Health Check based on the Key Outcome Indicators contained in the 2006/07 Corporate Plan. 10 - 23
5. To consider guidance on negotiating the new Local Area Agreement (LAA) for 2008. 24 - 29
6. To receive a report on Third Sector publications. 30 - 37
7. To consider the status of the Best Value Performance Indicators (BVPI's) at the half year stage of 2007/08. 38 - 46
8. To consider such other items of business which, by reason of special circumstances so specified, the Chairman of the meeting is of the opinion should be considered as a matter of urgency.

Yours faithfully



Chief Executive

Members of this Committee: Councillors Mrs Burn, Ferguson, Gale, Grogan, Hayton, Henry, Kay, Kingston, Mews, Mowbray, Murphy*, Miss Ord, Perkins, Mrs Pinkney, Mrs Seabury*, Stonehouse and Zair.

*ex-officio, non-voting capacity.

Chair: Councillor Stonehouse

Deputy Chair: Councillor Kay

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

DECLARATIONS OF INTEREST FORM

NAME AND DATE OF COMMITTEE	AGENDA ITEM NUMBER	NATURE OF INTEREST AND REASONS	PRINT NAME	SIGNATURE



POLICY AND STRATEGIC DEVELOPMENT COMMITTEE

21 NOVEMBER 2007

Report of the Strategic Director for Resource Management
CORPORATE HEALTH CHECK

purpose of the report

1. To provide an update report on the results of the Corporate Health Check (formerly the corporate Balanced Scorecard) based on the Key Outcome Indicators contained in the 2006-2007 Corporate Plan.

background

2. The 2006-2007 Corporate Plan was developed to allow the Council to more effectively focus resources on corporate priorities and to use clear and measurable outcomes as indicators of progress. Outcome indicators were developed into a Corporate Balanced Scorecard (now referred to as the Corporate Health Check) (Annex A) to manage progress against our agreed priorities at a strategic level.
3. The Corporate Plan has within it, 24 key outcomes and these are supported by 39 individual or grouped outcome indicators.
4. These outcome indicators have been used as the Critical Success Factors in the implementation of a corporate health check. To achieve this, each indicator has been allocated to one of the Council's objectives or to achieving Organisational Excellence, as in the Corporate Plan.
5. These indicators have then been allocated in a matrix to one of the six agreed perspectives:
 - Customer centred
 - Citizen focussed
 - Community led
 - Finance and resources
 - Developing and empowering
 - Management and organisation
6. Each of the outcome indicators within the Corporate Plan has associated with it a target for performance and it is these that have been used to measure the level of performance achieved against the outcome indicators.

7. By using the corporate scorecard and monitoring performance against it, effectively links performance management arrangements into the Council's corporate objectives.

data quality

8. Collating the actual performance data has proved difficult as data is not always available. Consistency as to which year's progress is being measured has not been possible as each target is measured differently; for instance, some data is collected annually, some every three years and targets using Census data every 10 years.
9. The Corporate Health Check has been scored using the latest data available for each particular target. These figures will be used as a benchmark for future scoring.
10. Members should note that greater attention needs to be given to ensure that all outcome targets in the next 2007-2008 Corporate Plan are SMART (ie Specific, Measurable, Achievable, Realistic and Timebound).

score card

11. The scores from the outcome targets within each of the six perspectives have been added together and averaged to give a percentage score, as follows:-

Customer centred	Citizen focused	Community led
89%	57%	33%
Finance and resources	Developing and empowering	Management and organisation
100%	50%	67%

12. The results reveal that the organisational, cross cutting, targets are performing better than those of our customer, citizen and community services. At a strategic level, this seems to indicate that we may need to give consideration to improving our citizen elements.
13. One way of achieving this could be to complete and implement the Corporate Engagement Strategy to encourage and develop community engagement.

progress report

14. The progress report at Annex B shows the progress made against the outcome targets within the 2006/07 Corporate Plan. Comments on the main issues for each of the six key perspectives are:
15. **Customer Centred:** Recycling targets not achieved. Options need to be drawn up to improve the recycling service in order to achieve the recycling target.
16. **Citizen Focussed:** 2006/07 data not available from third parties, however, baseline figures have been set to enable a trend analysis in future.
17. **Community Led:** The low score for the community led perspective is mainly due to the lack of a Community Engagement Strategy and the availability of data to measure the growth industry sectors. The Community Engagement Strategy has now been agreed and its implementation will help achieve greater engagement with the community. 2006/07 growth industry sector data not available from third parties.
18. **Finance and Resources:** 100% of targets achieved.
19. **Developing and Empowering:** Annual employee survey was not undertaken in 2006/07 and, as a result only 50% of targets achieved.
20. **Management and Organisation:** 100% of targets achieved.

conclusions

21. To overcome the main problem of collating accurate and timely data, all outcome targets set in the 2007-2008 Corporate Plan must be SMART.
22. Little data is currently collected at Super Output level (ie areas that are smaller than Wards). Output targets should be set to use available data.

RECOMMENDED

It is recommended that Members -

- i. note the results of the corporate health check detailing the performance against the Key Outcome Indicators contained in the 2006-07 Corporate Plan
- ii. agree that all future outcome targets be SMART.
- iii. agree that the Community Engagement Strategy be implemented to achieve greater community engagement.

Officer responsible for the report

Gary Ridley
Strategic Director of Resource Management
Ext 306

Author of the report

Judith Grayson
Organisation Improvement Manager
Ext 313

Corporate Balance Scorecard 2006-09

Annex A

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

Corporate Balance Scorecard 2006-09

Annex A

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

**CORPORATE PLAN 2006/2007
CORPORATE BALANCED SCORECARD**

Customer Centred Progress Report

Corporate Healthcheck	Ref	Key outcome	Outcome Target	Actual performance	Outcome Target Score
Environment	EN1	Improved recycling and composting rates	Recycling 26% by 2009 Composting 8.5% by 2009	16% BVPI82a(i) 11% BVPI82b(i)	61 129
Economy	EC2	Increase number of VAT registrations	Increase per 10,000 population to 30% by May 2007	2004 = 28.2% 2005 = 27.2%	90
		To halt the increase in VAT de-registration	By 10% by May 2007	2005 = 6.9% (105)	130
Health	H1	Reduced sickness absence in WVDC	Achievement of Authority wide target i.e. top quartile performance (8.2 days)	9.5 days Below average	0
Lifelong learning	L3	Number of employees with accredited qualifications	2% increase year on year of staff obtaining qualifications	2005/06 = 57 2006/07 = 78	102
	L4	Increased number of modern apprentices	3 modern apprentices sponsored	16	113

**CORPORATE PLAN 2006/2007
CORPORATE BALANCED SCORECARD**

Citizen Focussed Progress Report

Corporate Healthcheck	Ref	Key outcome	Outcome Target	Actual performance	Outcome Target Score
Population	P1	Balanced and increasing total population	Greater than or equal to 0.1% growth annually	2004 = 61,600 2005 = 62,100 Total + 500	100
	P2	Number of Community Groups established and engaging with the Council or participating in the Community Empowerment Network	Year on year improvement on 2006/07 baseline	Approx. 70	100
	P3	Increasing % of people satisfied with Wear Valley as a place to live	Year on year improvement on 2006/07 baseline	2005 = 48.21% 2006 = 52%	100
	P4	Reduce % of population living in super output areas identified as being in the top 10% for deprivation	1% year on year reduction	No data available	0
		Reduction in gap between best and worst SOAs in terms of NRF floor targets	% reduction every 5 years	Total score 38 out of possible 60	63

**CORPORATE PLAN 2006/2007
CORPORATE BALANCED SCORECARD**

Citizen Focussed Progress Report

Corporate Healthcheck	Ref	Key outcome	Outcome Target	Actual performance	Outcome Target Score
Environment	EN2	Implement regeneration programme targets at former coalfield settlements	Implementation of the Coundon ADF started	Submission to English Partners by Autumn	0
Economy	EC1	Increase in employment	Reduce the gap between worst performing neighbourhoods and WV employment rate Reduce to 20% by May 2008	Baseline 2005/06 28.1% <i>(No 2007 data available)</i>	0
	EC3	% increase in the number of people on IB moving into employment	Reduce IB claimant count to 3.5% by May 2007	2005 = 13% 2006 = 12.8%	29
Crime	C1	BVPI126, BVPI127a, BVPI127b BVPI128, BVPI174 BVPI175, BVPI225 Plus targets in Community Safety Strategy	As BVPP and CSS	4 BVPIs on target 3 BVPIs not on target	57
		Reduce number of offenders issued with ASBOs		2005/06 = 5 2006/07 = 5	0
	C2	Reduced % fear of crime in identified SOAs with highest level of fear of crime	2% year on year reduction to be reviewed annually	LAA stretch target Measured every 3 years (2008)	0

**CORPORATE PLAN 2006/2007
CORPORATE BALANCED SCORECARD**

Citizen Focussed Progress Report

Corporate Healthcheck	Ref	Key outcome	Outcome Target	Actual performance	Outcome Target Score
Health	H1	Reduced incidences of chronic disease, e.g. cardiovascular disease	1% reduction year on year – Data from PCT	113	100
		Reduction in people smoking	6% reduction by 2009 – Data from GP registers (LAA)	839	100
		Reduction in proportion of adults who are obese	7% reduction by 2009 – Data from GP register (LAA)	33	71
		A reduction in teenage pregnancy	Reduce number of pregnancies to 32 per 1000 of population by 2009	52	61
	H2	Increased income of those reliant on state benefits	Improve % of claimants making new claims based on Council campaigns	0.3%	100

**CORPORATE PLAN 2006/2007
CORPORATE BALANCED SCORECARD**

Citizen Focussed Progress Report

Corporate Healthcheck	Ref	Key outcome	Outcome Target	Actual performance	Outcome Target Score
Lifelong learning	L1	Increased number of people engaging with basic skills programmes	An additional 500 by March 2007. A further 500 by March 2008	1047	200
		Number of people successfully completing basic skills programme	An additional 100 to NVQ level 1 by March 2007 A further 100 to NVQ level 1 by March 2008	No data	0
	L2	Reduce number of working age people without qualifications	Overall reduction of 50 (approximately 0.7%) of people with no qualifications	39% <i>(2001 Census)</i>	0

**CORPORATE PLAN 2006/2007
CORPORATE BALANCED SCORECARD**

Community Led Progress Report

Corporate Healthcheck	Ref	Key outcome	Outcome Target	Actual Performance	Outcome Target Score
Population	P2	Increasing % of people who feel they can engage and influence decisions	Year on year improvement on 2006/07 baseline	Strategy delayed to October 07	0
Environment	EN1	An LDF which reflects the needs and aspirations of Wear Valley	Completion of LDF process timescale	On target	100
Economy	EC4	A more diverse profile of employment by industrial category with higher % growth in industry sectors and knowledge intensive businesses	% increase year on year growth industry sectors 9% by May 2007	No data	0

**CORPORATE PLAN 2006/2007
CORPORATE BALANCED SCORECARD**

Finance & Resources Progress Report

Corporate Healthcheck	Ref	Key outcome	Outcome Target	Actual Performance	Target Score
Organisational excellence	OD4	Improved Value for Money score	Level 2 by 2006 Level 3 by 2007	Level 2	100
		Deliver Gershon efficiency savings	2.5% or more annually	2.5	100

**CORPORATE PLAN 2006/2007
CORPORATE BALANCED SCORECARD**

Developing & Empowering Progress Report

Corporate Healthcheck	Ref	Key outcome	Outcome Target	Actual Performance	Target Score
Organisational excellence	OD1	An improved capacity of elected Members and officers to think and act strategically	25% of Members and officers engaged with training programmes to improve capacity year on year	14 Snr Officers/ 10 Members on leadership courses Plus in-house training	100
		Improved understanding of Council	60% of all employees stating that they understand the Council's objectives (from annual employee survey)	No data available – last survey 3 years ago	0

**CORPORATE PLAN 2006/2007
CORPORATE BALANCED SCORECARD**

Management & Organisation Progress Report

Corporate Healthcheck	Ref	Key outcome	Outcome Target	Actual Performance	Target Score
Organisational excellence	OD1	Improved organisational capacity to engage with communities and develop priorities and programmes that meet identified community needs.	50% of all direct services conducting user surveys annually	100	100
	OD2	Year on year improvement on CPA score achieved at self assessment	Positive reassessment by 2009	No reassessment	0
	OD3	Improved satisfaction scores from surveys conducted with all Council stakeholders	2% annually year on year improvement. To be reviewed annually.	2006 Triennial Survey = 52% 2005 Corp Sat. = 48%	102



POLICY AND STRATEGIC DEVELOPMENT COMMITTEE

21 NOVEMBER 2007

Report of the Strategic Director of Resource Management Negotiating New Local Area Agreements (LAA). Briefing Note

purpose

1. To inform Members of the guidance on negotiating the new Local Area Agreement (LAA) for 2008.

background

2. LAAs are three-year agreements between all the main public sector agencies working in an area and with Central Government. The agreement is based upon the evidence from the partners brought together through the 'Local Strategic Partnership' (LSP), which agrees a Sustainable Community Strategy (SCS). In a two-tier area, the County Council is responsible for the county wide SCS.
3. Following the dry run exercise to negotiate the new LAAs, the Communities and Local Government (CLG) announced guidance. The current framework of LAAs will be replaced from 2008. (See Annex C) The new LAAs will streamline and reduce the burden on local authorities and be included in the new Comprehensive Area Assessment (CAA) that replaces Comprehensive Performance Assessment (CPA).

introduction

4. The guidance reflects the lessons learned from the dry run exercise, which revealed four themes for successful LAA negotiations.
5. The first theme is to develop **the story of the place** – local areas need to build a Sustainable Community Strategy that sets out “the story of the place”. Where an area has come from, where it is at, and where it wants to be. All local strategic partnership partners, including the voluntary sector, should be included. The “story of the place” should be based on evidence. In two tier areas, the LAAs should reflect the Community Strategies of districts and counties.
6. The second theme is to **identify priorities**. Priorities should be based on the “story of the place”, ie:
 - o Focus on key topics or issues and the desired outcomes associated with these
 - o Develop a hierarchy of indicators:
 - i. First, where performance could be improved (but are also national priorities),
 - ii. Second, where performance could be improved (but are solely local priorities), and

- iii. Third, where indicators help with performance management and monitoring within the LAA
 - o Use a set of criteria to test the inclusion of indicators in the LAA
 - o Show how groups of outcomes and indicators connect and how this links to the overall picture of a sustainable community.
 - o Use the agreed local indicators to identify which national priorities fit with the local picture
7. The third theme is to **involve councillors**. Local councillors have not had a strong role in the LAA. Their role is fundamental to making the LAA a document that sets a vision, rather than a technical exercise for officers. Councillors should be involved in providing:
- o Knowledge of local areas
 - o Where there are neighbourhood arrangements, leadership in the community engagement that helps shape priorities
 - o A political dimension to setting priorities
 - o Leadership in LSPs and thematic partnerships
 - o Scrutiny of the partnership and its delivery
8. The fourth theme is the **relationship with the Government Office**. A good relationship with starts with an agreed process with everyone involved before starting negotiations, including roles and how to resolve conflict.
9. Government Offices will be asked to:
- o Push local areas to be ambitious
 - o Work, wherever possible, with the same data set as the local area
 - o Look at causation when thinking about priorities, so that underlying issues are tackled
 - o Look for opportunities to develop new themes to address complex, cross-cutting problems like climate change
 - o Think about whether issues cross boundaries and may benefit from a Multi-Area Agreement
10. The Central Government has three ambitions for the LAAs:
- (i) That LAAs deliver shared priorities that support both national policy and locally determined priorities.
 - (ii) Local partnerships identifying the means by which local priorities are tackled, and for being accountable to local communities.
 - (iii) Stakeholders at every tier contribute in a challenging, constructive and meaningful way to promote and embed effective local partnership arrangements, which facilitate constructive relationships between local and regional bodies and the local authority acts as local convenor of this process given its wider place shaping role.

streamlined indicator set

11. The new LAAs will include 'up to 35' targets drawn from the national set of 200 performance indicators.. The indicators cover the delivery of national outcomes by local government alone or in partnership.
12. Only those indicators selected for the LAA will have targets attached for which Government would expect a quantified and specific level of improvement.

13. The indicator list will replace existing Best Value Performance Indicators (BVPIs) and indicators used to monitor various area-based funding programmes.

funding issues

14. In the past LAAs have been divided into 4 thematic 'blocks' with associated funding streams. The 4 themes remain as a guide, but funding will no longer be restricted within the themes.

policy context

15. The LAAs are developing as a delivery mechanism by which Central Government can organise funding and support for all public sector agencies working within a geographic area.

16. The Government continues to focus on area based arrangements and the trend will continue as the Government begins to roll out Comprehensive Area Assessments, which will be coterminous with the areas covered by the LAA.

17. The LAA will cover funding and joint working arrangements, as well as performance towards agreed joint outcomes. The CAA will assess the performance of an area in delivering improved outcomes of which the LAA outcomes will be a key part.

proposal

18. As the new LAA is an emerging policy issue, Members will want to be aware of the guidance and to support the Council's leadership as it negotiates.

considerations

19. Although local government reorganisation is developing, the new LAA must be negotiated as it will set outcomes and funding streams that will shape the future of County Durham.

analysis

20. The new LAA is the latest development in the Government's drive to devolve power and it is important that Wear Valley contributes to this process to shape the outcomes that are best for its residents.

timescale

21. The timescale for the negotiations are attached in Annex C.

financial implications

22. There are no immediate financial implications associated with this report.

human resource implications

23. There are no human resource implications aside from Member and Officer time involved with the LAA.

crime and disorder implications

24. The Crime and Disorder implications are found within the LAA targets and the LAA spending streams. Therefore there are only indirect Crime and Disorder implications.

legal implications

25. There are no legal implications associated with this report.

summary

26. The key messages from the guidance are:

- 1) Local authorities and their partners need to take the lead in establishing a “story of the place” which underpins their identification of priorities.
- 2) Government offices are responsible for the dialogue that informs localities about central government views on priorities, and feeds back local views of priorities to inform the national picture.
- 3) Local authorities need to involve local councillors in the process of developing and delivering the LAA.

conclusions

27. The guidance is a plea for ambition, for councils to rise to the challenge of place-shaping and community leadership and embrace a new vision of self-determination

28. The guidance fully recognises the nature of partnership: that it is difficult, it takes time and it is all about relationships.

29. Local areas will need to address the remaining challenges.

- How neighbourhoods and the planning and prioritising that happens there, can integrate into the area-wide LAA and LSP.
- The role of the elected politician remains an open one.
- The issues of support, expertise, definition of roles and lack of power are addressed for councillors; involvement in partnerships and LAAs will remain problematic.
- How all councillors can be engaged in their LSP and LAA needs to be better developed. The roles of all local councillors are vital to agreeing the story of place, identifying and agreeing priorities, contributing to the evidence base, providing leadership, holding partners and the LAA to account and scrutinising outcomes.

RECOMMENDED

1. That Members note the information within the briefing note and agree to support the Leader and the Chief Executive in their roles regarding the negotiation of the new LAA in County Durham.

Officer responsible for the note
Gary Ridley
Strategic Director of Resource Management
Ext 227

Author of the note
Dr. Lawrence W. Serewicz
Policy and Partnership Manager
Ext 311

additional information

You can find further information in the document '*Developing the future arrangements for LAAs*, or the Frequently Asked Questions on the LAA part of the Communities and Local Government website.

Next Steps from the Central Government on negotiating the new LAAs

Sept/Oct 2007	<ul style="list-style-type: none"> • A narrative document setting out the vision and the ambition of the new performance framework
Sept/Oct 2007	<ul style="list-style-type: none"> • An Implementation Plan detailing when you can expect to see various publications in relation to the new performance framework
mid/late Oct 2007	<ul style="list-style-type: none"> • A list of the national indicator set 'headline definitions', as part of CSR07 announcements
mid/late Oct 2007	<ul style="list-style-type: none"> • Phase 2 of the Operational Guidance for LAAs & MAAs
Nov (Dependent on Royal Assent of the LGPIH Bill) 2007	<ul style="list-style-type: none"> • A consultation draft of the statutory guidance on Place Shaping
Autumn 2007	<ul style="list-style-type: none"> • The National Improvement & Efficiency Strategy Framework
Nov 2007	<ul style="list-style-type: none"> • A consultation document on the new CAA framework (published jointly by the inspectorates)
Nov 2007	<ul style="list-style-type: none"> • A consultation document on the technical definitions underpinning the national indicator set
Jan/Feb 2008	<ul style="list-style-type: none"> • Final Guidance on technical definitions underpinning the national indicator

POLICY AND STRATEGIC DEVELOPMENT COMMITTEE

21 NOVEMBER 2007

Report of the Chief Executive
THIRD SECTOR PUBLICATIONS

introduction

1. This report merges two reports about the community and voluntary sector. A proposed half day work shop is to be arranged to discuss the key headings in Annex A that gives ideas on we could work with the voluntary and community sector to meet the governments requirements.

Hearts and Minds: commissioning from the voluntary sector

background

2. The Audit Commission (AC) has published a research report looking at the complexities involved in commissioning from the voluntary sector. The report aims to bring quality research and reflection into an emotive debate.
3. The report states, from the government's perspective, significant progress has been made in building the capacity of the voluntary sector to deliver public services. This is confirmed by headline figures which show that Councils currently spend over £3 billion with voluntary organisations. The public sector has also become the voluntary sector's largest single source of income.
4. The report has been described as 'an exploratory study' and focuses on: social care for older people; children and young people's services and community transport. These are areas where the voluntary and community sector's involvement in service delivery is reasonably well developed.

findings

5. The report says government has been pushing an agenda to encourage a significant increase in commissioning from the voluntary sector. However Audit Commission research found that:
6. Many smaller voluntary organisations were unable or unwilling to compete for contracts.
7. Capacity-building programmes had not had a significant local impact.
8. There is little evidence (in part due to problems of data collection) that voluntary sector providers offered, at either a national or local level, improved performance or value for money compared to the public or private sectors.

barriers

9. The Audit Commission is keen to see the voluntary sector overcome these barriers by:
 - contributing to national training programmes for third sector commissioning;
 - continuing to assess councils' commissioning as part of the use of resources element of CPA;
 - for the future, how councils and their partners work with the voluntary sector, in the Commission's development of Comprehensive Area Assessment.
10. Apparently the reasons for government's enthusiasm for voluntary sector involvement in public service delivery can be summarised as:
 - helping to create a more diverse and competitive supply base which is more likely to meet the requirements of service users
 - a 'thriving' voluntary sector
 - contributing to 'community engagement'
 - the voluntary sector shares many of the government's aspirations for public service delivery

the sector in 2007

11. While there is no single, reliable source of national or local data that shows the nature or extent of voluntary organisations engagement in the delivery of public services, the report draws three broad conclusions ;
 - The voluntary sector is steadily expanding its delivery of public services
 - Voluntary organisations of all sizes are delivering public services; and
 - Voluntary sector organisations vary in their own views of aspirations for, and capacity to deliver public services
12. The interdependence between the public and voluntary sectors is growing. Over half of charities with a turnover of more than £100,000 deliver public services. Two-thirds of the largest charities derive four-fifths of their income from public service delivery. At least a quarter of the charities in every income band that deliver public services derive over four fifths of their income from this source.
13. The research showed, Councils found it difficult to assess accurately the relative costs or the wider social, economic and environmental effects of commissioning services from different providers. While the Audit Commission offers the view that council's need to 'enrich' their management information, it also acknowledged the fact that Councils and voluntary organisations do not have a common definition or means of measuring concepts like 'value for money', 'added value' or 'social impact'.

14. Local Compacts between the voluntary sector and local government, though wide spread – ‘ninety-nine per cent of local authority areas are now ‘Compact-Active’ also reveal a mixed picture.
15. The fieldwork carried out by the Audit Commission showed that many Compacts had not achieved their full potential because of a lack of resources; lack of incentive to comply, or a failure to ‘tailor the local Compact to local circumstances’.
16. Optimism about the potential for LAAs and thematic partnerships, such as children’s trusts, to improve relationships between local councils and the local voluntary sector need to be balanced against recent findings by the National Audit Office investigation into LAAs that ‘principles had yet to be put into practice’.
17. The report advises the public sector commissioners that they will need to apply an ‘intelligent’ approach ‘to making difficult judgements on the extent to which they can meet the specific needs of particular individuals and groups, within their budgets’.
18. The report focuses on services that are provided by Durham County Council for Wear Valley citizens.

The future of the third sector in social and economic regeneration final report

background

19. The third sector makes an enormous contribution to society, economy and environment. Third sector organisations also drive and energise many of the most important changes in our society.
20. The third sector review therefore sets out a framework for working in partnership with the sector over the next ten years, drawing on proposals made by thousands of people during the consultation process and a wider analysis of the opportunities and challenges facing the country.

findings

21. The third sector review identified four major areas of common interest between the sector and Government:
 - Enabling greater voice and campaigning
 - Strengthening communities
 - Transforming public services, and
 - Encouraging social enterprise.
22. The Government seeks to support a vibrant democracy and civic society, enabling people to better participate in solving local and national issues considers that the third sector plays a critical role in this process. Third sector organisations often help strengthen communities as well as delivering specific activities.
23. The report states that some people consider that the third sector’s direct contributions to society should be kept entirely separate from the State. However, the leaders of tens or thousands of third sector organisations have

- found that they can effectively meet their objectives and support their beneficiary groups by providing some services in partnership with the State.
24. The third sector review consultation highlighted the continued desire of many third sector organisations to deliver their objectives by helping design or deliver better public services.
 25. The third sector review has highlighted opportunities for further growth in social enterprise driven by developments such as the continued likely expansion of environmental and other ethical markets, the desire of commissioners to procure public services that meet wider social needs and new forms of social investment.
 26. The third sector review therefore signals the Government's continuation of a number of important policies and programmes. These include, for example, continuing to strengthen the implementation of the Compact, further funding for the youth volunteering charity v, investment in capacity building, and further support for organizations involved in the delivery of public services.
 27. This strategy also represents some important developments in the Government's approach. In addition to a series of specific measures, such as greater support for grant funding of small organisations, a new skills strategy and a new drive to improve research on the third sector, there are three cross cutting themes in how the Government wants to develop its partnership with the sector:
 28. Working with a fuller range of organisations and supporting a wider range of activities by the sector, particularly community action and campaigning;
 29. A greater emphasis on investing in the long term sustainability of the third sectors work; and
 30. A greater focus on local partnership working.
 31. The report states that too many partnerships and programmes have been short term. Future policies will put far greater emphasis on the sustainability of the third sectors work, including by shifting more resources to investing in the underlying strength of the sector and by ensuring that specific partnerships are for a sufficiently long period.
 32. Some of the most important measures in the third sector review are:
 - Building up the endowment of local foundations, to provide a long term income stream to small groups;
 - Promoting asset development, to give groups an independent basis for community action;
 - Enabling a growth in income generation by third sector organisations, particularly through social investment;
 - Investing in sector skills
 - Investing in the evidence base; and,
 - Ensuring that three year funding relationships between Government and the third sector become the norm.
 33. The report says that, over the next few years the focus needs to be more on local partnerships. 99 per cent of Local Authorities now have a local Compact in place or in development.
 34. As central Government devolves more decision making to the local level, it is

important that new measures focus on the local. Hence the reason why the White Paper set out new duties on Local Authorities to inform, consult and involve local citizens. The third sector review builds on that work.

35. Over the next few years the Government will seek to ensure greater incentives for good local partnerships.
36. The development of new programmes, such as the small grants and endowments programmes, are also focused on developing capacity at local level. Finally, the Government will focus capacity building work with the third sector and public agencies at the front line.

conclusion

37. Both reports are very similar in content and have been merged to highlight the need for Wear Valley to be working more with the community and voluntary sector.
38. This report combined with the recommended workshop aims to drive forward our involvement and work with the community sector.
39. Annex D details the five key headings which are to be discussed in the half day workshop.

human resource implications

40. There are no human resource implications associated with this report.

financial implications

41. There are no financial implications associated with this report.

legal implications

42. There are no legal implications associated with this report.

RECOMMENDATIONS

- i) That Members note the information within the briefing note.
- ii) That Members endorse Officers in implementing the conditions of the Compact to all Officers that work in the Community.
- iii) That Members agree to a half day workshop with local voluntary sector workers.

Officer responsible for the report
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Five key headings	Implications/recommendations for Wear Valley
<p>1. Enabling voice and campaigning:</p> <ul style="list-style-type: none"> • A new focus on enabling the third sector's role in campaigning and providing voice for many vulnerable groups, including investment in innovative consultation approaches, work to protect the right of organisations to campaign and mechanisms to ensure Ministers hear the views of third sector organisations on policy. 	<ul style="list-style-type: none"> • Review consultation and engagement strategy, does it cover consultation with third sector. Advice and guidance from LSP and 2D. Community Involvement Manager to involve citizens panel once it is established. Have regular consultation activities/forums with community groups discussing main areas of policy which needs to be taken forward. Develop Neighbourhood Management Arrangements.
<p>2. Strengthening communities:</p> <ul style="list-style-type: none"> • A new £50m local endowment match fund enabling local independent foundations to develop community endowments to provide sustainability in future grant making, building on the £80 million small grants programme for community action and voice announced in Budget 2007 • At least £10 million of new investment in community anchor organisations and community asset and enterprise development, building on the £30 million Community Assets Fund announced in the 2006 Pre-Budget Report 	<ul style="list-style-type: none"> • Encourage and support community groups in bidding for funding. How can we get more local people involved with community organisations? More public awareness of community groups what they do and how they achieve it. (This could be done in WV Matters). Start closer to home, by getting WV staff more involved and aware. Set out protocol for community's to run own their own assets (as stated in the Quirk Report). Need to start small, realistic and achievable. Must develop skills for existing staff to understand this whole area. • Neighbourhood Management Arrangements – devolving spending to the lowest level • Implication potential for fraud, those with a strong voice taking control, may miss the people it is intended to help. • Are there enough people with the financial skills to bid,

<ul style="list-style-type: none"> • £117m of new resources for youth volunteering, building on the work of v, alongside other volunteering programmes 	<p>control and develop these funds internal and external?</p> <ul style="list-style-type: none"> • Future target that youth are involved in future decisions. Work along side 2D youth worker to achieve this • May be a route to raise citizen expectations
<p>3. Encouraging social enterprise:</p> <ul style="list-style-type: none"> • Additional investment to raise awareness of the social enterprise business model, and support for government departments to investigate areas for social enterprise delivery - including getting social enterprise into the Key Stage 3 and 4 curriculum framework from 2008 	<ul style="list-style-type: none"> • Encourage and support community groups in applying for funding and establish more links with customers. • Will be County Durham Council led. • Spectrum take over by SLAM, can we do more of this? Need to provide more information to community groups. Focus on younger generation, getting them involved. Need to be investing in the next generation. May also help reduce crime, disorder, drink and drug related activities. Work with Youth worker based at 2D
<p>4. Transforming public services:</p> <ul style="list-style-type: none"> • Building capacity of third sector organisations to improve public services, through the Futurebuilders Fund, training for public sector Commissioners and work to build the evidence on opportunities for the third sector 	<ul style="list-style-type: none"> • This will depend on LGR. A possibility is that CAA is likely to look at this as part of the scoring/review mechanism as it is closely linked to the LAA. This will probably be at County level. • This is also linked to devolving budgets and responsibilities to the communities. Must investigate ways to develop skills required to take any of this forward. (Nottingham have done quite a bit of work around this and over the next three years £22 million is to be invested in improving their neighbourhoods)

5. Supporting a thriving, healthy third sector:

- Better mechanisms to drive best practice in funding the third sector, including in the expectation that when Government Departments and their agencies receive their 2008-11 budgets, they will pass on that three year funding to third sector organisations that they fund, as the norm
- A new programme to build the third sector evidence base, including £5m on a new national research centre
- A new third sector skills strategy
- Over £85 million of new investment for third sector infrastructure development through Capacitybuilders, with new programmes on voice and campaigning, social enterprise and a focus on reaching down to the smallest community groups
- Continued focus on the Compact as a means to build the relationship between the third sector and all levels of Government

- Liaise with 2D to work out how best we could do this. Need to co-opt community or partnership representatives onto relevant meetings and if necessary committees.
- Likely to be led by the new County Durham Council – do we want to invest time and money into an unknown quantity. NECE are working with the region's voluntary & community sector, and social enterprises to:
- Identify the development needs of the VCS/3rd Sector to maximise the opportunities presented by the procurement and efficiency agendas.
- Identify opportunities to address these needs.
- Identify learning points and good practice from current activity.
- Increase understanding of the shared agendas and potential mutual benefits for the VCS/3rd Sector and public sector.
- Develop the opportunities for engagement between the sectors.
- Whilst it is good that we are looking at this until we have the skills and a clearer vision of what is required we are leaving ourselves open to investing time and money on the wrong course of action.
- Promotion of Compact required so everyone is aware of their responsibilities.

Policy and Strategic Development Committee

21 November 2007

Report of the Strategic Director of Resource Management
Best Value Performance Indicators (BVPIs) – 6 Month Update

purpose of the report

1. To report on the status of the BVPIs at the half year stage of 2007/08. Due to the Audit Commission not yet releasing official quartile information, the comparison in this document is via extranet figures from the Audit Commission's website for all councils nationally. After consultation with Audit Commission, it was agreed that these figures could be used in an official capacity until the latest figures are released (expected release date, December).

performance for 2007/08 summary

2. Annex E tabulates the current performance of all BV indicators for 2007/08 after six months.
3. Annex F shows the high-level summary of the performance for the first six months in 2007/8 compared to performance since 2000/01. When compared against the previous year:-
 - 49% of indicators have improved compared to 48% the previous year;
 - 26% have declined in performance compared to 22% the previous year;
 - 19% remain unchanged compared to 23% the previous year;
 - 7% are performing at an optimum level compared to 7% in the previous year.
4. The initial six-month performance trend has been compared against the end of year targets and from this it is possible to predict if each BVPI will meet its individual target. From the information collected 53% of the indicators are predicted to meet their targets with the remaining 47% predicted to not achieve the target set .

high level findings

5. From the information collected, it is possible to predict which quartile each BVPI will attain. 39% of the indicators will attain top quartile status; 22% will be above median; 21% will perform in the below median quartile with the remaining 18% predicted to be in the bottom quartile.

6. A graphical representation of WVDC performance over time is presented in Annex G.
7. When analysing the quartile predictions it is possible to identify any quartile movement, 31% of indicators have improved one or more quartiles; 47% of the indicators quartile performance has remained static, the remaining 21% have decreased one or more quartiles.

performance by corporate objective

8. Population – BV212 is predicted to attain top quartile status; BV106 is predicted to rise a quartile into the above median category; BV064 is predicted to fall a quartile into the below median quartile.

Population – BVPI quartiles			
Top Quartile	Above Median	Below Median	Bottom
1	1	1	0

9. Economy – 5 indicators in total, 1 (BV016b) indicator continues not to be categorised into quartiles. From the remaining indicators 2 are predicted to attain top quartile performance and 2 are predicted to achieve above median scores

Economy – BVPI quartiles			
Top Quartile	Above Median	Below Median	Bottom
2	2	0	0

10. Environment – 34 indicators in total. 6 indicators are not categorised into quartiles. 27.59% (8) indicators are predicted to perform in the top quartile; 13.79% (4) will be above median; 31.03% (9) will be below median, the remaining 27.59% (8) are predicted to be in the bottom quartile.

Environment – BVPI quartiles			
Top Quartile	Above Median	Below Median	Bottom
8	4	9	8

11. Crime – 10 indicators in total, 60% (6) of the indicators are top quartile, 30% (3) are in the above median, and the remaining 10% (1) are in the below median quartile

Crime – BVPI quartiles			
Top Quartile	Above Median	Below Median	Bottom
6	3	1	0

12. Health and well-being – 13 indicators in total, 3 indicators do not get categorised into quartiles. 60% (6) of the indicators are in the top quartile, 10% (1) are above median, 10% (1) are below median, with the remaining 20% (2) in the bottom quartile.

Health and well-being – BVPI quartiles			
Top Quartile	Above Median	Below Median	Bottom
6	1	1	2

13. Organisational Excellence – from a total of 11 indicators 27%(3) are predicted to perform in the top quartile nationally, 27% (3) are predicted to be in the above median quartile, 27% (3) will be below median and the further 18% (2) will be in the bottom quartile.

Organisational Excellence – BVPI quartiles			
Top Quartile	Above Median	Below Median	Bottom
3	3	3	2

14. A graphical representation of the quartile performance sorted via corporate objective is presented in Annex H.

conclusion

15. The current BVPI status continues the trend of year-on-year increases in performance.

RECOMMENDED

It is recommended that:

- i. Members consider the performance information presented in this report.
- ii. the Corporate Development Unit continues to monitor the indicators on a quarterly basis and reports findings to the Chief Officers Management Team and Policy and Strategic Development Committee.

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Annex A - Best Value Performance Indicators (2007/ 2008 - 6 month update)

Top Quartile	Above Median	Below Median	Lowest Quartile
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PI No.	Corporate Priority	Polarity	Description	Performance						Improved since last year	Target	Target	On Target	Estimated Quartile		
				2003/04	2004/05	2005/06	2006/07 6 month Update	2006/07	2007/08 part year		2006/07	2007/08		2006/07	2006/07	2006/07
BV082a(i)	Environment	▲	Percentage of the total tonnage of household waste a risings which have been recycled	12.64	11.9	15.82	13.39	15.77	16.1	😊	15	25	✗	22.88	19.04	15.4
BV082a(ii)	Environment	▲	Total tonnage of household waste a risings which have been sent by the Authority for recycling	-	-	4505.31	1903.14 (3806.28)	4120.89	2240.91 (4481.82)	😊	4600	4900	✗	16877.08	10249.55	6933.97
BV082b(i)	Environment	▲	The Percentage of household waste sent by the Authority for composting or treatment by anaerobic digestion	0	0	7.36	9.32	10.62	6.81	😞	5.5	8	✗	15.52	10.09	5.48
BV082b(ii)	Environment	▲	The tonnage of household waste sent by the Authority for composting or treatment by anaerobic digestion	-	-	2097.67	1324.45 (2648.90)	2776.69	1121.03 (2242.06)	😞	2107.5	2111.71	✓	10741.86	6009	2665.42
BV082d(i)	Environment	▼	Percentage of household waste land filled	-	-	77.12	77.29	73.61	77.09	😊	76.62	76.12	✗			
BV082d(ii)	Environment	▼	Tonnage of household waste land filled	-	-	21976.94	10981.89 (21963.78)	19,240.21	10208.71 (20417.42)	😊	22959	22845	✓			
BV084a	Environment	▼	Number of kilograms of household waste collected per head	397.01	408.79	463.84	229.54 (459.08)	422.26	218.4 (436.8)	😊	420	400	✗	396	434.3	483.1
BV084b	Environment	▼	Percentage change from the previous financial year in the number of kilograms of household waste collected per head of population	-	-	13.46	-	-8.964	18.4** not representative until end of year	😞	-0.7	0	✗	2.64	0.56	-1.71
BV086	Environment	▼	Cost of waste collection per household	33.8	33.7	53.6	25.00 (50.00)	51.34	28.16 (56.32)	😞	36	50	✗	42.07	48.49	55.63
BV091a	Environment	▲	Percentage of population resident in the authority's area which are served by a kerbside collection of	100	100	100	100	100	100	😊	100	100	✓	100	98.6	94.7
BV091b	Environment	▲	Percentage of population resident in the authority's area which are served by a kerbside collection of at least two recyclables	-	-	100	100	100	100	😊	100	100	✓	99.7	98.2	92.4
BV199a	Environment	▼	The proportion of relevant land and highways having combined deposits of litter and detritus that fall below an acceptable level (%)	13	12	11	8	11	7 ** predicted above median	😊	11	10	✓	7	11.6	16.9

Annex A - Best Value Performance Indicators (2007/ 2008 - 6 month update)

PI No.	Corporate Priority	Polarity	Description	Performance						Improved since last year	Target	Target	On Target	Top Quartile	Median	Bottom
				2003/04	2004/05	2005/06	2006/07 6 month Update	2006/07	2007/08 part year		2006/07	2007/08		2006/07	2006/07	2006/07
BV199b	Environment	▼	The proportion of relevant land and highways from which unacceptable levels of graffiti are visible (%)	-	-	3	1	0.44	0		2	2	✓	1	2	5
BV199c	Environment	▼	The proportion of relevant land and highways from which unacceptable levels of fly-posting are visible (%)	-	-	5	0	0.11	0		4	4	✓	0	0	1
BV199d	Environment	▼	The year-on-year reduction in total number of incidents and increase in total number of enforcement actions taken to deal with fly-tipping	-	-	4	n/a	4	1		4	4	✓			
BV218a	Environment	▲	Abandoned vehicles- investigation	N/A	N/A	93	94	94	90		94	95	✗	98.54	92.54	82
BV218b	Environment	▲	Abandoned vehicles - removal	N/A	N/A	62	83	71	90		63	64	✓	97.9	90.3	75.76
BV063	Environment	▲	Energy Efficiency - the average SAP rating of local authority owned dwellings	60.1	62.5	63	64.2	64.6	64.6		64	65	✗	72	68	65
BV183b	Environment	▼	The average length of stay in hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need	0	0	0	0	2	0		0	0	✓	0	6	15
BV184a	Environment	▼	The proportion of LA homes which were non-decent at the beginning of the year	41.9	41.5	37	32.8	38.6	29.9		21	19	✗	13	26	41
BV184b	Environment	▲	The percentage change in proportion of non-decent LA homes in the year	0.23	6.4	12.7	10.8	21.4	0.6		19	21	✗	31.9	15.4	4.8
BV202	Environment	▼	The number of people sleeping rough on a single night within the area of the local authority	-	0	0	0	2	2		0	0	✗	0	2	4
BV109a	Environment	▲	Percentage of major applications determined within 8 weeks	62.9	64.71	60.71	66.67	82.2	66.7		60	62	✓	80.65	73.33	64.78
BV109b	Environment	▲	Percentage of minor applications determined within 8 weeks	78.3	56.65	72.42	86.42	81.25	85		74	76	✓	83.26	77.24	71.38

Annex A - Best Value Performance Indicators (2007/ 2008 - 6 month update)

PI No.	Corporate Priority	Polarity	Description	Performance						Improved since last year	Target	Target	On Target	Top Quartile	Median	Bottom
				2003/04	2004/05	2005/06	2006/07 6 month Update	2006/07	2007/08 part year		2006/07	2007/08		2006/07	2006/07	2006/07
BV109c	Environment	▲	Percentage of other applications determined within 8 weeks	90	72.74	88.35	88.19	90.2	92		88	90	✓	92.46	88.79	84.92
BV200a	Environment		Does the Council have a development plan (or alterations to it) that has been adopted in the last 5 years and the end date of which has not expired?	No	No	No	No	No	No		No	No	✓			
BV200b	Environment		If 200a is 'no', are there proposals on deposit for an alteration or replacement, with a published timetable for adopting those alterations or the replacement plan within three years?	No	No	No	No	No	No		Yes	Yes	✗			
BV204	Environment	▼	% of appeals allowed against the authorities decision to refuse planning applications	-	43	44.44	57.14	50	0		25	25	✓	25.6	31.4	37.7
BV205	Environment	▲	Quality of service checklist	-	83.3	88	88.9	88.9	88.9		100	100	✗	100	94.4	88.9
BV216a	Environment		Number of 'sites of potential concern' within the local authority area with regard to contaminated land	-	0	534	534	534	513		532	530	✓	365	740	1369
BV216b	Environment	▲	Percentage of number of sites with sufficient detailed information to decide if remediation of the land is necessary	-	0	0	0	0	0		0	0	✓	10	4	2
BV219b	Environment	▲	Percentage of conservations areas in the local authority ware with an up-to-date character appraisal	-	-	0	0	0	0		3	20	✗	42.86	20	5
BV217	Environment	▲	Percentage of pollution control improvements to existing installations completed on time	N/A	N/A	100	71	85	84		100	100	✗	100	100	93
BV166a	Environment	▲	Score against a checklist of enforcement best practice for environmental health	83.33	93.33	100	100	100	100		100	100	✓	100	100	90
BV001	Environment		Does the authority have a community strategy developed in collaboration with the LSP?	No	No	Yes	Yes	Yes	Yes		Yes	Yes	✓			