

CABINET MEMBER FOR HOUSING AND ENVIRONMENTAL SERVICES

**Venue: Town Hall, Moorgate
Street, Rotherham.**

Date: Friday, 6 August 2004

Time: 12.00 p.m.

A G E N D A

1. To determine if the following matters are to be considered under the categories suggested in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Tackling Racial Harassment (Pages 1 - 7)
- to note the positive action taken
4. Petition - Anti-Social Behaviour (Pages 8 - 10)
- to support the development of an involved residents group in partnership with Housing Services and other stakeholders
5. Restructuring of the Programme Area (Pages 11 - 17)
- report to follow

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1. **Meeting** CABINET MEMBER FOR HOUSING & ENVIRONMENTAL SERVICES
2. **Date of Meeting** 6 August 2004
3. **Title** TACKLING RACIAL HARASSMENT
4. **Originating Officer** Andrew Leigh, Housing Operations Manager, Ext 4340
5. **Issue**
To report to Cabinet Member on the racial incidents that have been reported via this Programme Area.
6. **Summary**
Best Value Performance Indicator (BVPI 164) measures how the service follows the Commission for Racial Equality's Code of Practice in Rented Housing and the Code of Practice for Social Landlords: Tackling Racial Harassment. The code recommends that Housing Authorities should report to their committee structures on the number of racist incidents reported on a six-month basis. In addition, there is a corporate Community Safety indicator to report the number of racist incidents recorded by the authority per 100,000 population (BVPI 174).
7. **Clearance/Consultation**
Housing Services is a member of the Multi Agency Approach to Racial Incidents (MAARI) since 1996 and all racist incidents are reported through this central reporting agency.
8. **Timing**
The government guidelines contained within the code of practice for tackling racist harassment recommends that reports should be presented to Cabinet on a six monthly basis.
9. **Background**
The Service has received 16 reports of a racist incident during 2003-2004 compared with 18 during 2002-2003.
10. **Argument**
Six monthly reporting will identify developing trends and allow the Service to respond proactively. The reports will also show the Service is improving and developing in this regard.
11. **Risks and Uncertainties**
Failure to monitor racist incidents, and to take appropriate immediate and longer-term action may lead to serious civil disorder, and the victimisation of members of BME communities in Rotherham.
12. **Finance**
None

13. Sustainability

Racial harassment is anti-social behaviour and therefore threatens the cohesion of communities. The Service, along with partners, must play a part in tackling and preventing such behaviour.

14. Wards Affected

All

15. References

Best Value Performance Indicators 174 and 164.
DETR Code of Practice for Social Landlords: Tackling Racial Harassment
CRE Code of Practice in Rented Housing
Race Relations (Amendment Act) 2000
Rotherham Borough's Strategy to Reduce Crime and Disorder

16. Presentation

Tackling Racism: A report on the number of racial incidents received by Housing Services

17. Recommendations

THAT THE CABINET MEMBER NOTES THE POSITIVE ACTION TAKEN.

Appendix 1 Tackling Racial Harassment – a report on the number of racist incidents received by Housing Services between 01/04/03 and 31/3/04

1.0 Background

1.1 All incidents with racist connotations which are reported via Housing Services (the service), are passed to MAARI (Rotherham Multi-Agency Approach to Racial Incidents). The group consists of the Race Equality Council, South Yorkshire Police, Rotherham MBC, Rotherham Primary Care Trust amongst others.

1.2 MAARI has an important role in Rotherham's Strategy to Reduce Crime and Disorder, by promoting diversity and increasing confidence within ethnic minority communities. The strategy has specific targets which include taking positive action on all reported racist incidents, and developing and monitoring reporting structures within each partner agency by 2004.

1.3 The service has responded to the Stephen Lawrence Inquiry and the MacPherson Report by:

- Adopting the MacPherson definition of a racist incident, which is: *"a racist incident is any incident which is perceived to be racist by the victim or by any other person"*.
- Contributing to and implementing a Corporate racist incident procedure which is compliant with the recommendations of the MacPherson Report.

2.0 What is MAARI?

2.1 MAARI is a confidential central reporting agency, which is responsible for identifying and monitoring racial tension and trends within Rotherham. The group provides practical advice and support to all partners in combating racial harassment.

2.2 The Service has been a member of MAARI since 1996. All cases are reported to the Anti-Social Behaviour Unit by the district offices. Cases are then referred to MAARI and follow-up action is agreed by the partners. The Anti-Social Behaviour Unit monitors the action taken and reports corporately.

2.3 MAARI monitors quality and consistency within the process. The MAARI partners monitor cases, which are closed after six months if there has been no additional problems. Cases are only closed with the agreement of the MAARI partners. Victims will be offered similar levels of support and perpetrators are dealt with in a consistent way.

2.4 The MAARI approach is in line with the multi-agency approach recommended by the MacPherson Report. The Housing and Building Works racial incident reporting forms and procedures have been revised to comply with the report's recommendations.

3.0 First Contact Point

3.1 Housing offices are one of a number of first contact points agreed by MAARI for anyone wishing to report an incident of racial harassment. The service encourages reporting by deploying multi-lingual posters, leaflets and - where racial incidents occur - seeking support for victims and taking action against perpetrators.

4.0 Incidents Received

4.1 There have been 16 recorded incidents of a racist nature during the year compared to 18 last year. This is a smaller number compared to that reported to MAARI from the Police and other partners, which totalled 283 incidents in total. This represents a slight reduction from 298 in 2002/03. The incidents reported to Housing Services range from verbal abuse to threats of violence. Table 1 shows the type of incidents received during the reporting period 2003/2004.

Table 1

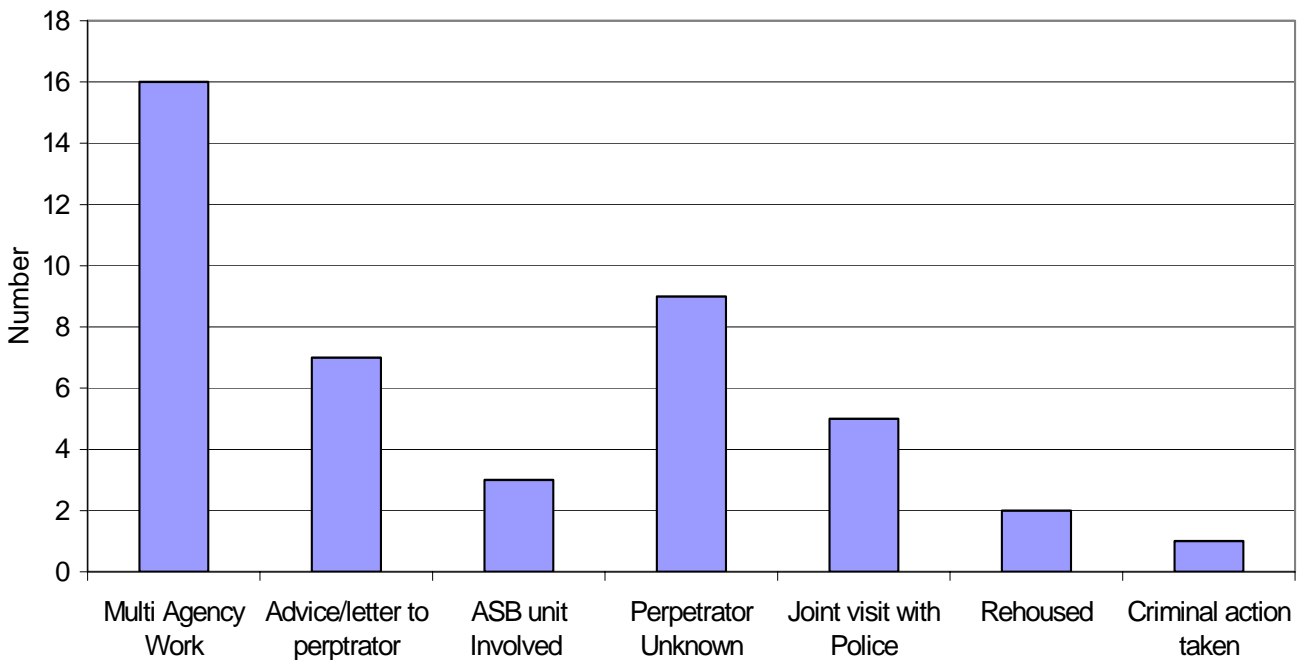
Area Office	Assault	Criminal Damage	Intimidation	Arson	Verbal Abuse	Total 2003/4	Total 2002/3
Maltby	0	0	0	0	0	0	0
Dinnington	0	0	0	0	0	0	0
Wath	0	0	0	0	0	0	1
Swinton	0	0	0	0	0	0	1
Rawmarsh	0	0	2	0	0	2	4
Kimberworth Park	0	1	0	0	0	1	3
Munsbrough	0	0	0	0	0	0	5
East Herringthorpe	0	0	0	0	1	1	0
Town Centre	0	0	1	0	11	12	3
Aston	0	0	0	0	0	0	1
Out of Area	0	0	0	0	0	0	0
Total	0	1	3	0	12	16	18

4.2 Out of the 16 incidents received, there were 4 White-British and 1 Indian, 3 Iraqi Kurdish, 2 Asian, 1 Gujrati, 1 black African, 2 Pakistani and 2 unknown victims. Of these 5 resided in council tenancies. There are 3 Asian, 4 white British perpetrators and the rest of the perpetrators are unknown. Of the seven known perpetrators 5 resided in council tenancies, the other nine incidents where the perpetrator was not identified involved criminal damage 1 verbal abuse 7 intimidation 1. Eleven of the incidents occurred at home, 2 in the street, 2 in a shop and one in a petrol station.

5.0 Outcomes/Actions

5.1 The bar chart below refers to how the cases have been dealt with during this reporting period. All cases are brought to the attention of the police if the victim gives their consent. The majority of cases are resolved without taking legal action. Refer to Table 2.

Table 2 - Actions Taken to resolve incidents



5.2 The majority of the incidents were resolved through advice from Housing Services and cautions from the Police. The Anti-social Behaviour Unit became involved in three cases. In all instances affecting council tenants a joint visit was made with the Police. Tenants are warned that they risk losing their home and the Police advise them of the possibility of criminal action should their behaviour be proved or continue. Acceptable Behaviour Contracts were issued on two occasions. In this reporting period joint visits were the most effective way of dealing with the incidents where the perpetrators were known.

5.3 The type of actions taken in response to racial incidents include:

5.3.1 Criminal damage

Racist Graffiti removed within the hour by a caretaker.

5.3.2 Intimidation

Multi-agency working with the Police and Education Service resulted in the granting of an ASBO on a racist youth and publicity of the actions taken in The Rotherham Advertiser.

Reports of racial abuse to a shopkeeper resulted in a uniform presence from the Police and Neighbourhood Warden Service and the use of cameras to identify the culprits. The problems ceased.

5.3.3 Verbal abuse

On two occasions conciliation has been used and has been successful in making the parties aware of cultural differences. Two Acceptable Behaviour Contracts have been issued on children and the consequences of further incidents fully explained in warning letters sent to parents. MAARI were also informed so that cultural awareness sessions could be held at the local school. There were also two victims who did not want any further action to be taken for fear of repercussions but still wished it to be recorded with MAARI.

6.0 Trends

6.1 There appear to be no significant trends developing within estates at this time but need to continually review and develop systems and procedures to avoid complacency. The racial incident procedure will be reviewed on an annual basis as part of the BVPI 164 Action Plan.

6.2 The continued low level of reporting from 2002/03 may reflect a lack of awareness or confidence in the service by BME groups. In 2004/05 this will mean taking action to improve consultation with the BME community and a review of the existing quality assurance process which is currently monitored through MAARI.

6.3 Although reporting is still low there is some evidence of different communities willing to come forward and report their experiences of racism in 2003/04.

7.0 Actions taken to improve the service

7.1 Housing Services, with partners, has taken further steps within the first quarter to improve services. These include:

- A Service Level Guarantee has been provided to victims advising them of the minimum standards of help they would receive. This has been translated into the ethnic minority community languages of Arabic, Chinese and Urdu.
- In April 2003 an Anti Social Behaviour Manager was appointed which has resulted in the Anti Social Behaviour Unit changing its role. The unit now works across tenure dealing with the more serious cases of anti social behaviour across the Borough in line with the recommendations outlined in the Environmental Scrutiny Panel Report on Housing Related Anti Social Behaviour produced in April 2003. A Police Officer was seconded to the unit and a Youth Liaison worker was appointed. Both appointments have helped improve multi-agency working.
- A Mediation service was introduced in July 2003 to deal with low level anti social behaviour.
- Introductory tenancies have also been introduced to protect tenants and the community from the problems of anti social behaviour.
- Multi Agency "Safer Estates" forums have been introduced across the Borough to address low level anti social behaviour.
- MAARI Task Group has recruited, and is currently training, 15 volunteers to work with the victims of racial incidents.

- A “Safer Homes” scheme to improve security in tenancies where there has been a burglary or harassment, including racial harassment, was introduced in 2003/04.
- An Asylum Seekers Consultation Group has been formed to act as a forum to improve services to Asylum seekers.
- Further training has been provided to the Neighbourhood Housing on Tackling Racial Incidents and a programme of equality and diversity training was commenced in 2003/04. This has included awareness raising sessions around the Muslim faith at a local Mosque.
- A BME Housing Conference was planned for 2003/04 and held on 24 May 2004. The purpose of the day was to engage the BME Community in developing a BME Housing Strategy. The event included workshops on tackling Racial Harassment and has provided invaluable information to improve and market the service.

8.0 Summary of the annual report and actions required in 2004/05

8.1 There appear to be no significant trends developing within estates but the Service needs to continually review and develop systems and procedures to avoid complacency. The racial incident procedure will be reviewed on an annual basis as part of the BVPI 164 Action Plan.

8.2 There is evidence of different communities willing to come forward and report their experiences of racism, but reporting remains low, highlighting that there may be a barrier to accessing the service. Key to improving this will be implementing the strategy to engage the BME community in the community and improve the accessibility of the service.

8.3 Close working with partners in MAARI will continue to be a key to improving the service. In particular, improved quality assurance monitoring through MAARI to assess satisfaction and confidence in the service.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1. **Meeting** CABINET MEMBER FOR HOUSING & ENVIRONMENTAL SERVICES

2. **Date of Meeting** 6 August 2004

3. **Title** PETITION REGARDING ANTI-SOCIAL BEHAVIOUR ON
SIMMONITE ROAD, KIMBERWORTH PARK

4. **Originating Officer** Wayne Henshaw
Area Services Officer, Tel Ext. 6926

5. **Issue**

To consider reports of Anti-Social Behaviour in the Simmonite Road area and suggestions that it is directly affecting residents rights to the use and enjoyment their homes and community.

6. **Summary**

Simmonite Road is situated within the Kimberworth Park housing estate. The homes comprise of 2 and 3 bedroomed houses with some 1 and 2 bedroomed flats. The majority of homes are family occupied and the children living in the area are reported as causing a nuisance to local residents.

7. **Clearance/Consultation**

The Area Service Officer has liaised with Elected Members for Ward 21 and met with all signatories to the petition in an informal meeting jointly held with the Police.

8. **Timing**

The petition requires a completed reply as per Council procedures.

9. **Background**

Simmonite Road is a busy environment with young families occupying the majority of homes. Some homes have been purchased through the Right to Buy scheme. The area is lacking in facilities for play or sport.

In the past 12 months complaints about Anti-Social Behaviour have been minimal and any received have predominantly been related to children playing football near to properties and vehicles. The local community Police Constables regularly patrol the area in conjunction with Housing Services.

The received petition points to various examples of nuisance caused by children and youths congregating in the area. Housing Services has sent out letters to the parents of any child reported to be a nuisance but generally names and addresses are not reported.

In partnership with the local Police ABC's (Acceptable Behaviour Contracts) are being issued to a large number of youths in the Kimberworth Park area but are reliant on information from residents as to who the perpetrators are.

There is also intelligence relating to drug activity in the surrounding area, which is being monitored by the Police with assistance from Housing Services.

In addition to the lack of playing facilities, there is a big issue with parking as Simmonite Road is very narrow in places and families with cars compete for car parking spaces.

10. Argument

Working in partnership with local residents and the Police to bring about ideas and solutions is consistent with the Council's Priority of creating a place with active and involved communities. Creating a Streetpride project for regular clean-ups to the footpath and roadside would be consistent with the Council's priority of creating a place to live that is clean. The future adoption of Neighbourhood Wardens carrying out regular patrols could be consistent with the Council's priority of creating a place to live that is safe and sustainable. Furthermore, regular meetings and consultation with Simmonite Road residents would comply with the Council's priority of being a responsive, flexible, accessible, and customer focused quality service provider that recognises individual circumstances.

11. Risks and Uncertainties

The cost of providing play facilities and initiatives such as Neighbourhood Wardens could prove to be a large obstacle. Land has been identified for Neighbourhood Management projects such as parking space and 5-a-side football, but costs could be tens of thousands of pounds. In addition to cost, another obstacle could be planning permission for any project development.

12. Finance

Currently in the Kimberworth Park area there is money available through OBJECTIVE 1 and the FAIR SHARE INITIATIVE which could be options for meeting some costs of Neighbourhood Management projects and estate improvements.

13. Sustainability

The area is sustainable at present with a 3 -year demand through the waiting list for Housing in the area. Improving facilities for children and parking would positively influence future sustainability and improve residents use and enjoyment of their homes and communities. The residents are more informed as to the current position having met with stakeholders and may well move forward with a constituted group that can sustain itself.

14. Wards Affected

Ward 21

15. References

None.

16. Presentation

Working with residents in the formation of a constituted group that works in partnership with stakeholders would be a positive move forward that could lead to improved communication about issues. The meeting that took place on Tuesday, 20 July was very positive and feelings were that the residents can play a big part in the future of Simmonite Road.

17. Recommendations

THAT CABINET MEMBER SUPPORTS THE DEVELOPMENT OF AN INVOLVED RESIDENTS GROUP THAT WORKS IN PARTNERSHIP WITH HOUSING

SERVICES AND OTHER STAKEHOLDERS TO INITIATE NEIGHBOURHOOD MANAGEMENT PROJECTS.

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS
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1. **Meeting** CABINET MEMBER FOR HOUSING AND ENVIRONMENTAL SERVICES
2. **Date of Meeting** FRIDAY 6 AUGUST 2004
3. **Title** RESTRUCTURING OF THE PROGRAMME AREA
4. **Originating Officer** TOM CRAY, EXECUTIVE DIRECTOR

5. **Issue**

To agree new structural arrangements for the Programme Area

6. **Summary**

Consultation has been taking place in relation to proposed structures for the Programme Area since May this year, and has now been concluded.

The proposed structural arrangements represent a radical reconfiguration recognising the significant progress made to improve quality of services and to address the challenges facing the Council in the medium term.

The structures will:

- Enable a smooth transition to an Arms Length Management Organisation (ALMO) for housing management services
- Support the development of borough wide neighbourhood management arrangements
- Provide the council with an improved infrastructure to deliver Neighbourhood Renewal Strategy (NRS)
- Strengthen the community planning arrangement
- Support the community leadership role of ward members
- Mainstream area assembly activities
- Strengthen our approach to regulation and develop neighbourhood standards
- Deliver long term waste strategy

A re-naming of the Programme Area is required to reflect this new role and consultation within the council suggests the new Programme Area should be renamed '*Neighbourhoods*'

7. **Clearance/Consultation**

The proposals contained within this report have been subject to extensive consultation over a three-month period that has included:

- Presentation to Tenants Steering Group
- Discussion at Corporate Management Team
- An *all member* seminar
- Discussion with Cabinet Member for Housing and Environmental Services
- Discussion with Cabinet Member for Community Planning and Social Inclusion
- Discussion/consultation with staff
- Discussion/consultation with trade unions
- Discussion with Chief Executive and Assistant Chief Executive
- Discussions with the Government Office for Yorkshire and Humberside

Changes have been made to more than 30 posts as a result of comments received through this consultation.

Support has been provided by accountancy staff from Resources Programme Area and from Human Resources staff employed by RBT to evaluate the financial cost of these proposals.

Individual jobs within the structure have been compared with other jobs as part of a job evaluation exercise.

8. Timing

Following a period of extensive consultation it is imperative that recruitment to the new establishment takes place as a matter of urgency to ensure that the council is able to deliver commitments made in its corporate and service plans.

9. Background

The Programme Area has introduced a phenomenal amount of change since the Corporate Performance Assessment (CPA) in 2002. Changes have been an integral part of improvements across the whole of the Council and are a clear priority within the Corporate Plan.

The Council has used the findings from previous inspections and learning from others as the basis for driving improvements, prioritising activity and targeting resources. It has also systematically challenged previous thinking and approaches, involving a wide range of stakeholders in the changes.

The culture change that has taken place is striking and the core business is beginning to look very healthy. External assessment of the service through inspection, external validation, stakeholder feedback and customer results provide evidence of the real success of the service and improvement in standards that are reflected in key performance indicators.

Since August last year the Council has made a number of decisions that have had structural implications and have influenced the thinking behind the proposals, the most significant being:

- The decision to set up an ALMO to deliver housing management and repairs services and attract additional investment to improve homes and neighbourhoods
- Restructuring of the Chief Executives service and the transfer of responsibilities to support area assemblies, neighbourhood management and the implementation of the Council's contribution to the Neighbourhood Renewal Strategy with effect from April 2004.

The key drivers of change are therefore:

- Address the corporate weaknesses identified as part of the CPA in 2002
- Transfer of services to an ALMO
- Create additional capacity to implement the Council's contribution to the NRS
- Development of Neighbourhood Management approaches across the borough
- Develop the role of area assemblies
- Support the community leadership role of ward members
- Establish local delivery arrangements through partnership

In addressing these issues the structures have also been designed to deliver some practical benefits:

- Bring in additional resources, knowledge and skills to deliver
- Remove organisational barriers
- Bring together people into teams with a common purpose
- Take on board learning
- Address some grading anomalies
- Tidy up job descriptions

The contribution of the programme area towards the Council's vision for Rotherham has also become much clearer and a new mission has evolved reflecting the strengths of the service:

'Building Sustainable Neighbourhoods'

A place to live, where people have choice, quality and aspiration.

The Programme Area invests more capital and revenue resources in neighbourhoods than any other public service provider and has been refocusing its activities towards the centre of the neighbourhood renewal agenda. Our resources provide a basis on which the Council can ensure that:

- People can see that someone is in charge and can get things done in every neighbourhood
- Neighbourhood plans, investment and services are all designed to ensure that no-one is disadvantaged by where they live
- Services are delivered in a way that contributes to the sustainability of communities

The new organisational form recognises the need to deliver these three outcomes and a number of commitments contained within the corporate document The Year Ahead.

Main features of the proposals

Copies of the new structures are provided in Appendix 1. The main features of the proposals are summarised below

- Creation of a Neighbourhoods Programme Area
- Stronger management structure to deliver our objectives
- Taking out a number of unnecessary layers leading to flatter structures
- Formalise the separation of the strategic and enabling functions of the housing service from delivery functions
- Creation of three interdependent service areas
- A realignment of activities to support the Council's approach to delivering the neighbourhood renewal strategy
- Neighbourhood management service developed through the ALMO from April 2005

- Consolidation of regulatory activities under a single management structure
- Integration of area assembly activities within other delivery arrangements
- Creation of almost two hundred new posts

A brief description of some of the key challenges facing each service area is summarised below.

Neighbourhood Management

It is anticipated that this part of the organisation will transfer to the ALMO in April 2005 and the structures have been designed with a smooth transfer in mind so as not to disrupt service delivery. All posts identified in this part of the structure will be transferred to the ALMO under Transfer of Undertakings and Protection of Employment (TUPE) regulations. The post of Head of Neighbourhood Management is temporary in nature and will cease to exist in April 2005 when the ALMO should have it's own Chief Executive in place.

Structures reflect tenant priorities expressed during consultation exercises relating to stock option appraisal and the best value review of housing management. As a consequence the essence of a large number of posts will change substantially to reflect the need to work differently in the future. Tenants have said that they wish to see an emphasis on neighbourhoods not just homes in the future and more co-ordination of services at a local level. The 'Going Local' neighbourhood management pilot has provided some valuable lessons about how we can introduce this change in emphasis.

The neighbourhood management service will initially concentrate on delivering housing management services and decent homes in new ways recognising the preferences expressed by residents. A programme of training and support will help develop better problem solving and influencing skills to help move towards a completely new way of working firmly based on neighbourhood management principles.

The number of staff has been adjusted to take account of the reduction in stock numbers due to a sharp increase in the number of properties disposed of through Right To Buy, decommissioning and demolition. New management areas have been created to reflect changes in area assembly boundaries introduced by the Council earlier this year. Staffing resources have been moved out of the office *into the field* to deliver tenant priorities. Some business process re-engineering is still taking place to reduce any unnecessary administrative work and reductions in office based staff to the numbers contained within the structures will be handled carefully.

Property Services will manage a multi million pound construction business ensuring the delivery of excellent quality repairs, maintenance and improvement works to housing within Rotherham. A major challenge will be taking service improvements forward to the *cutting edge* of innovation as well as examining new organisational forms to obtain better value for money, effective procurement and delivery.

The creation of a *Business Support* unit will enable the centralisation of some functions to improve the efficiency of the housing management service and also ensure that there is an infrastructure in place to enable the ALMO to operate as a independent arms length management organisation. These services are currently provided by staff from other Programme Areas and RBT partnership. A corporate group has been set up which will review these arrangements and some elements of this structure will change as a result of this work. The Business Support Manager will perform a crucial role which includes

helping to review all existing contractual arrangements and Service Level Agreements and advising the shadow ALMO board on value for money issues.

Neighbourhood Development

This service area will perform the strategic regulatory and enabling roles of the housing authority and ensure that the ALMO delivers its promises to the Council and its tenants. We have looked at how this is performed by other Councils and we have not underestimated the importance of the role and the resources required to perform the role effectively. It will define the standards for the ALMO and retained housing services, monitoring performance and releasing funding for work carried out.

The *Head of Neighbourhood Development* will have direct responsibility for delivering the strategic housing role and will report performance through the Council's scrutiny arrangements. The planned review of neighbourhood management arrangements will be another key task for the Head of Service. The first phase of this work will result in agreement with our partners to a set of principles that can be used to design new models of delivery across the borough.

The *Community Involvement Manager* will face several challenges in the next twelve months including the need to ensure that Tenant Participation arrangements put in place by the ALMO (and other housing providers) link into the councils overall engagement structures and ensure that the recognition criteria is agreed so that the voice of tenants can be heard in wider community planning exercises.

Community planning processes themselves need to be more dynamic and provide a better understanding of the needs of communities to allow resources and activities to be directed to deliver Rotherham's Neighbourhood Renewal Strategy. This will be helped by strengthening our engagement with hard to reach groups, improving their access and involvement in the design, delivery and monitoring of services.

As part of the strategic housing role the Council will continue to have overall responsibility for housing strategy and a range of housing policies. These need to be performed within a different context recognising the transfer of functions to the ALMO and the fact that the Programme Area has assumed responsibility for implementing the Neighbourhood Renewal Strategy. Similarly a key function will be to design the overall housing capital programme and ensure that the ALMO's decent homes programme is linked to holistic regeneration programmes and contributes significantly to Rotherham's overall vision and LPSA targets. The emphasis of individual jobs have changed dramatically to recognise this changed context.

The co-ordination and delivery of *Housing Market Renewal* activities will also take place from within this service area. The structures bring together new posts funded from housing market renewal funding and existing housing regeneration staff under a single manager. The principles driving housing market renewal activities will be applied to all housing regeneration programmes.

The *Strategic Services* unit effectively represents the existing Performance and Quality unit with some grading changes to ensure the posts are graded comparably with similar posts in other service areas. The *Service Improvement* unit permanently establishes the Transformation Team which has played a vital part in support the success of the service.

Neighbourhood Services

The creation of this service area will involve the refocusing of a wide range of services to ensure that they make a stronger, planned contribution to the sustainability of communities.

A strengthening of the *Waste Management* service will improve our strategic capacity and enable the service to build on the success of the last two years in achieving recycling targets. It will also help to improve the council's leadership in relation to environmental sustainability .

The creation of a *Neighbourhood Standards* unit will bring together a range of regulatory and enforcement activities and help the Council develop consistent and effective regulatory services. These activities will benefit from a common management approach and will increasingly focus on promoting good practice, self-help and voluntary action. Additional resources are being directed into anti social behaviour to reflect the views consistently received from citizens that place issues around crime and disorder, nuisance and quality of life at the top of their agenda.

Community Services will bring together a range of services provided to vulnerable and disadvantaged people and work is ongoing to strengthen linkages with social services and health particularly around those areas related to independent living and adaptations. There is a need to develop the enabling role in the future so that gaps in provision are identified and new services developed with partner agencies.

10. Argument

A reorganisation at this time is essential to ensure the Council maintains the rapid progress it has made in raising the quality of services, is able to optimise the benefits of additional funding attracted by the ALMO and is geared up to deliver the Neighbourhood Renewal Strategy and corporate commitments.

The proposals are complementary and consistent with the recent restructuring of the Chief Executives service.

11. Risks and Uncertainties

It is essential that the new structures are operational as soon as possible or we risk losing the confidence and morale of staff, fail to establish the ALMO on time and fail to deliver corporate commitments. These will all affect the reputation of the authority with citizens and stakeholders and our CPA rating.

The delivery of services through an ALMO will bring substantial benefits for the Council particularly in term of additional resources to deliver decent homes and improvements to neighbourhoods. The new structures also provide sufficient resources to monitor delivery by the ALMO and perform the strategic housing role effectively within a new context.

The delivery of neighbourhood management is an innovative approach to service delivery. It is an organisational model that is dependent upon the commitment and co-operation of our partners to operate effectively.

12. Finance

These proposals will generate savings in region of £105, 528 that can be reinvested and used to mainstream funding of services piloted through neighbourhood renewal fund.

Savings identified as part of the best value review of housing management have taken account and reinvested resources into high priority areas identified as part of the review.

13. Sustainability

The structures are fundamentally designed to ensure that services are designed and delivered to help reduce inequalities to create more sustainable communities.

14. Wards Affected

All

15. References

CPA assessments

Inspection reports

The Year Ahead

Report to Cabinet Member for Housing and Environmental Services Restructuring of Housing Services – Landlord Function. Minute no. 163 of 8 December 2003

Report to Cabinet Member on Going Local Pilot. Minute no. 52 of 28 July 2003, Minute no. 144 of 10th November, 2003 and Minute no. 8 of 28 June 2004.

Report to Cabinet on Area Assemblies Development. Minute no. B264 of 9th April, 2003.

Report to Cabinet on Restructuring of the Chief Executives Office. Minute no. B154 of 15th October, 2003

16. Presentation

The creation of a new Neighbourhoods Programme Area represents an exciting development for the Council and will see a stronger involvement of residents in the planning, design and delivery of services.

17. Recommendations

- I. Receive and agree the proposals.
- II. Refer the report to the Cabinet to agree the renaming of the Housing and Environmental Services Programme Area to **Neighbourhoods** Programme Area.