

SUSTAINABLE COMMUNITIES SCRUTINY PANEL

Venue: **Town Hall, Moorgate Street, Rotherham.** **Date:** **Thursday, 14 July 2005**
Time: **9.30 a.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. Questions from members of the public and the press.
4. Declarations of Interest.

FOR INFORMATION

5. Mission/Vision
- Cabinet Member for Neighbourhoods
6. RBT Progress Update for Streetpride Phase 2 (Pages 1 - 5)
- report by Bev Pepperdine, Business Change Analyst, RBT

FOR DECISION

7. Introduction of Green and Residual Waste Alternate Weeks Collection Pilot (Pages 6 - 8)
- report by Head of Neighbourhood Services

FOR MONITORING

8. Performance Report 2004/05 (Pages 9 - 37)
- report by Performance Champion, Neighbourhoods
9. Safer Rotherham Partnership Anti-Social Behaviour Strategy (Pages 38 - 66)
- report by Head of Neighbourhood Services

10. Anti-Social Behaviour Service Improvements Update (Pages 67 - 73)
- report of Helen Nixon, Anti-Social Behaviour Manager
11. Indicative ALMO Inspection and the New 2010 Excellence Plan (Pages 74 - 94)
- report by Janet Greenwood, Service Improvement Manager, Neighbourhoods
12. Review of Decoration Allowance Policy and Procedure (Pages 95 - 100)
- report of Jill Jones, Neighbourhood Manager
13. Cemetery and Crematorium Soft Market Testing (Pages 101 - 105)
- report by Richard Gibson, Manager and Registrar
14. Waste Inspection Improvement Plan (Pages 106 - 133)
- report by Head of Neighbourhood Services
15. Forward Plan of Key Decisions (Pages 134 - 136)
- the Chairman to present
16. Cabinet Member for Neighbourhoods (Pages 137 - 149)
- Minutes of meetings held on 6th and 20th June, 2005

MINUTES - FOR INFORMATION

17. Sustainable Communities Scrutiny Panel (Pages 150 - 155)
- Minutes of meeting held on 16th June, 2005
18. Performance and Scrutiny Overview Committee (Pages 156 - 163)
- Minutes of meetings held on 27th May and 17th June, 2005
19. Asylum Seekers Working Party (Pages 164 - 166)
- Minutes of meeting held on 1st June, 2005

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Sustainable Communities Scrutiny Panel
2.	Date:	14th July 2005
3.	Title:	RBT Progress Up-date for Streetpride Phase 2
4.	Programme Area:	RBT Business Change Team

5. Summary

The report details the remit of Streetpride Phase 1 and progress with Streetpride Phase 2 – the second phase of the transfer of “front-office” functions into Rotherham Connect, including an up-date on the integration of Siebel to back office systems.

6. Recommendations

That the report be noted.

7. Proposals and Details

(a) Remit of Streetpride Connect Phase 1

The first phase saw 49 Streetpride processes introduced into Rotherham Connect. These 49 processes primarily cover a customer making a report and in general relate to functions with high call volumes;

Functions & Processes Covered –

Functions	Processes
Dog Warden	Lost Dogs; Stray Dogs
Street Cleansing	Graffiti; Drug Litter-Highway; Fly Tipping; Dog Fouling; Debris on Highway; Street Litter
Highways	Highway Problems; Poor Workmanship-Minor; Poor Workmanship-Traffic Calming; Poor Workmanship-Major
Street Furniture	Illuminated Signs/Bollards, Street Lighting, Zebra Crossings, Street Markings, Street Name Plates, Non-Illuminated Signs/Bollards, Public Amenities, Barriers & Fences, Traffic Lights, Traffic Light Pedestrian Crossings
Waste Management	Household Waste Complaint; Household Waste Missed Collection
Environment Wardens	Drug Litter-Commercial, Drug Litter-Private, Drug Litter-Residential

Generic processes and Smartscripts have been developed in Siebel to enable Contact Centre agents to handle customer interactions with a consistent approach and a standard customer service delivery to meet the objectives set out in the streetpride proposal of improved monitoring and management of information, consistent level of service, single view of the customer and tracked hand-off for processes.

(b) Up-date on Fly Tipping Scrutiny Review

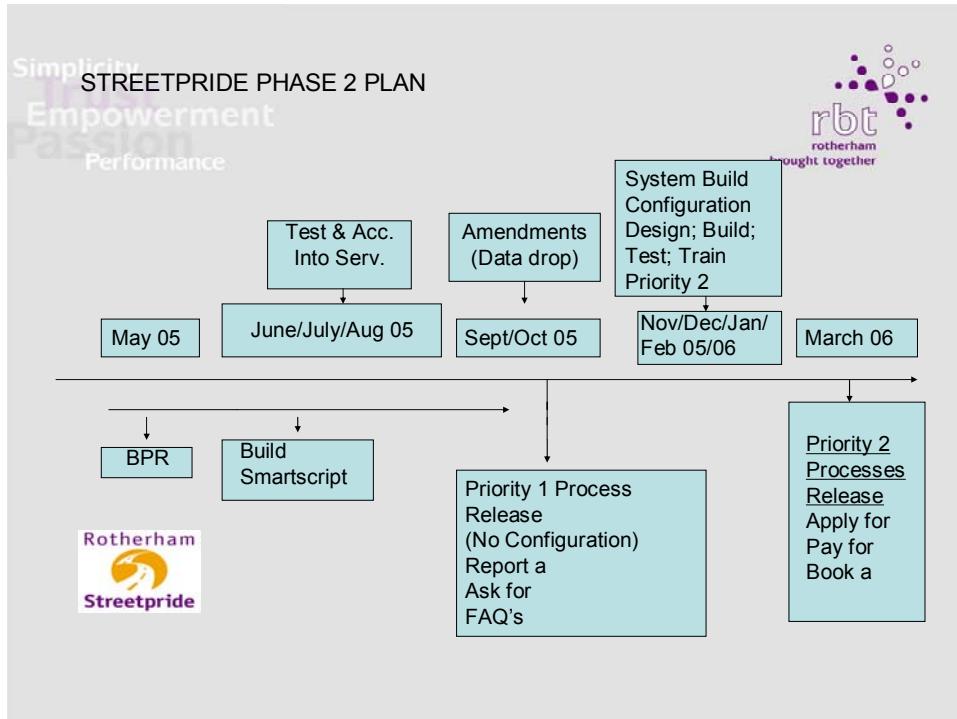
The Fly Tipping process has been amended in Rotherham Connect and includes for reports to be dealt with on all types of land

(c) Up-date on Streetpride Phase 2

The second phase will see a further 73 processes transferred into Streetpride connect and provide the customer with the same consistent approach and standard customer service delivery. Workshops have now commenced to re-engineer these processes and the project is on schedule to deliver the processes into Streetpride Connect to the agreed timetable.

It is planned to have a two staged approach to delivering these processes into Streetpride Connect. Initially, the remaining 'Report a' and all 'Ask for' processes will 'Go Live' in Streetpride Connect by October 2005 which does cover approximately 70% of the processes. The remaining processes included 'Pay for', "Book a" and

‘Apply for’ processes which are planned to ‘Go Live’ March 2006. The reason for the staged process is that stage 1 largely involves building data into the current system configuration but for stage 2 there is a requirement for new system configuration.



(d) Up-date on Integration Strategy

As required by recommendation 13.2.(c) of the Fly Tipping Scrutiny Review, RBT is currently investigating the feasibility of integrating the Siebel CRM system with Flare for the purpose of handover and update of service requests between the front office and the back office organisations. No “off-the-shelf” integration exists between these two systems, so options being considered are –

User Interface Manipulation (“screen-scraping”) and
Custom System Integration

Any requirement to provide an integration solution will be driven by a cost/value judgement made by the Business Transformation Team in discussion with the Service Area Manager. If required separate proposals can be provided to the Council if specific integration solutions are required.

To mitigate the high costs of such integration solutions, we are exploring the potential benefits that participation in the National CRM Project Adapters Club would bring. The next step is to present our findings, including a cost-benefit analysis, in order to make a decision on the way forward. This investigation will act as a “test case” for integration with other systems including Fly Capture.

(e) Up-date on E-forms

The scope of Streetpride Phase 2 is for the provision of telephony services only. The ODPM priority outcomes require the provision of e-forms as a solution for Streetpride type services. The current ODPM programme of projects whilst delivering a limited deployment of e-forms solutions within the Council, there is an e-form in place for Streetpride that meets the ODPM requirements. Further discussion over the requirements for Streetpride should be discussed with the ODPM programme team via Paul Edwards (RMBC ICT Client Officer)

8. Finance

To date the majority of funding for the investments in transformation activity and technical infrastructure for Rotherham Connect has been provided by RBT as part of the Service Improvement Plan including the deployment of the Streetpride Phase 1 services. Streetpride Phase 2 forms part of a separate proposal covered under a change request, which is funded by the RBT Change Pot. There has been limited cost to the Council in progressing these programmes to date.

9. Risks and Uncertainties

The scope of Streetpride 2 was determined by the council and extends to the telephony channel only. Delivery of the “front office” functions of Streetpride over multiple customer channels (face to face, sms, web form access) by Rotherham Connect will be considered as part of the Customer Service programme owned by Carol Mills, Executive Director Resources on behalf of the council, at a time and to a specification to be determined by the sponsor in conjunction with RBT. This is subject to the implementation of funding proposals for the overall programme yet to be agreed by Cabinet.

10. Policy and Performance Agenda Implications

The Streetpride Connect project has strong links to the Corporate Plan and cross cutting performance implications as follows:

Rotherham Alive – “Increase satisfaction with cleanliness of streets and condition of highways to 85% and 80% respectively”.

Rotherham Safe – “A place where neighbourhoods are safe, clean, green and well maintained.....”. “Increase the percentage of residents who are satisfied that their area is kept clear of vandalism, graffiti and rubbish”.

Rotherham Proud – “Increase the number of residents who are satisfied with overall services provided by the Council”.

Fairness – “Open and accessible services”

Regeneration; contribution towards several of the Regeneration Priorities including: “Improve and promote the image of Rotherham....” and “Provide sustainable neighbourhoods of qualityand a good environment”.

Safer Rotherham Implications; the state of the local environment is inter-related with anti-social behaviour, vandalism, fear of crime and crime.

11. Background Papers and Consultation

Significant consultations between RBT and Streetpride officers in both EDS and with Neighbourhood Services have taken place during the development of Streetpride Phase 2 proposals. Further details of the full scope of the RBT proposal has been provided to the Council under the Change Request process and has been duly signed off by the Head of Streetpride and RBT Senior Client, Carol Mills.

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ROOTHERHAM BOROUGH COUNCIL

1.	Meeting:	Sustainable Communities Scrutiny Panel
2.	Date:	14th July, 2005
3.	Title:	Introduction of Green and Residual Waste Alternate Week Collection Pilot
4.	Programme Area:	Neighbourhoods

5. Summary

The Council's Municipal Waste Management Strategy and Recycling Action Plan recognise the need to adopt the alternate week collection of residual waste to stem the growth in household waste. This report outlines to Members the introduction of the next phase of green waste kerbside collection to approximately 13,000 households adopting the alternate week collection system. It is considered this phase of the scheme be operated as a "pilot" to evaluate the full effects of the scheme. It is intended to deliver the bins to premises in early August 2005 with collections commencing in either late August /early September 2005.

6. Recommendations

- 1. Members approve the introduction an alternate week collection system for green waste and residual waste**
- 2. Members agree that in the first instance this be for a trial of approximately 13000 households, with an evaluation report produced within 6 months**

7. Proposals and Details

Over the last three years the Council's waste management focus has been to provide a range of service to drive up recycling performance, through better recycling opportunities through our Household Waste Recycling Centres and the provision of a kerbside collection service for dry recyclables. This has been highly successful in driving our recycling rate up from 4% to 21%. The introduction of green bins to approximately 13, 000 households in 2004 was extremely popular and contributed significantly towards this achievement. Unfortunately the provision of additional storage space at these premises has also resulted in a significant growth in the waste people produced. (2087 tonnes of waste 14% increase in waste from premises in the waste collection trial area.) For the last financial year household waste overall increased by 4.65%.

The recently approved Municipal Waste Management recognised this potential and recommended a phased introduction of alternate week collection for residual waste. This is required to curb the growth in waste arisings if the Council is to meet its longer term targets to meet reduce the amount of biodegradable waste sent to landfill to comply with the Landfill Allowance Trading Scheme.

The situation is not unique to Rotherham, as there are over 100 local authorities who now have comprehensive schemes or are piloting alternate week collection for residual waste. In relation to the sub region, Barnsley introduced the first phase of their scheme in April 2005, and further premises will be placed on the system in the next few weeks. Doncaster is in the process of rolling out the scheme to premises in their area in the autumn.

Our Waste Strategy consultation indicated that our residents want the Council to develop services that provide high recycling opportunities. Through the provision of the blue box (55 litres) and the green bin (240 litres) residents will have significantly increased capacity for managing their waste. Our initial trial area has shown that if we continue with the service in its current format, then waste arisings will continue to grow at levels that are not sustainable. The introduction of an alternate week collection for residual waste will require all residents to change their habits to maximise recycling / composting and thus place only genuine items of residual waste in the grey bin.

Prior to the introduction of the scheme we will undertake an intensive marketing campaign, providing a variety of leaflets in the build up to the launch date.

It is intended to have the scheme operational by late August/early September 2005.

8. Finance

The provision of green bins for the pilot will come from a batch of bins that were purchased last year. It is envisaged the delivery cost for the green bins to households will be in the region of £36,000. The collection of all bins will be through the existing fleet of vehicles that are currently used on the service, therefore these costs are included within the current contract price for the service.

A local site will have to be found to accept green waste if our current outlet cannot accept the extra tonnage generated as a consequence of introducing the pilot scheme to a further 12,000 premises. It is however expected that a gate fee lower than the current landfill cost of £34.26 per tonne could be negotiated, this being in the region of £ 20 per tonne. This could result in potential savings of £44,000 based on our initial trial.

9. Risks and Uncertainties

The introduction of an alternate week collection for the residual bin will require a significant amount of education to ensure people's attitudes change to use the storage facilities they have for maximising recycling opportunities and managing their residual waste in a correct and proper manner. If residents contaminate recycling bins with residual waste they will not be collected. This may lead to aggressive behaviour towards staff and there is the potential for fly tipping to increase.

If we do not look to adopting an approach to increase recycling opportunity and curbing waste growth through the alternate week collection of residual waste our waste arisings will continue to grow at a level that is not sustainable and this will have a significant impact on our long term strategy for managing waste, reducing our reliance on landfill and providing sustainable waste management facilities.

10. Policy and Performance Agenda Implications

The current trial area has identified that by continuing with a weekly collection service for residual waste, there will be a significant increase in waste arisings. This will have serious consequences for the Council due to the potential for future recycling rates not being achieved and landfill allowances may be exceeded with the result that the Council will face fines of £150 per tonne for exceeding our allowance allocation.

The Municipal Waste Management Strategy has been based upon household waste increasing by 1.27% per annum. If we continually exceed this level there will be a need to bring waste processing facilities on line earlier than planned, although this may not be possible before 2008 due to planning, licensing and plant build times.

11. Background Papers and Consultation

Municipal Waste Management Strategy 2005 – 2020
Recycling Action Plan 2004 - 2007
Landfill Allowance Trading Scheme 2005

Contact Name: **Bob Crosby**
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ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Delegated Powers: Cabinet Member for Neighbourhoods
2.	Date:	20 June 2005
3.	Title:	Performance Report, 2004/05 All Wards Affected
4.	Programme Area:	Neighbourhoods

5. Summary

The report details the Neighbourhoods Programme Area performance set against relevant performance indicators during 2004/05.

6. Recommendations

THAT CABINET MEMBER IS ASKED TO NOTE THE REPORT AND THE PROGRESS MADE.

7. Proposals and Details

This report provides evidence that our excellent performance results are being sustained and that our targets were SMART and stretching. Our ability to plan, resource and manage performance is improving year-on-year. At the end of the year, 83% of our indicators achieved their target.

A performance 'away day' was held at the start of the year to ensure that we understood the reasons for those indicators not meeting their stretching targets. This is essential in order to deliver year-on-year improvement in performance, set SMART targets for the service plan and ensure robust action plans are in place to achieve them. Despite a massive organisational development change and an increased burden of regulation within the Neighbourhoods Directorate, an encouraging 86% of our key performance indicators improved from last year.

When compared to the most recent All England figures, for the CPA Housing Block (7 KPIs), 4 indicators are currently within the top quartile, 3 have moved up a quartile place, 4 remain the same and 1 indicator has gone down a quartile place (BV 184 – Decent Homes). For the CPA Environment Block (8 KPIs), 3 indicators are currently within the top quartile, 3 have moved up a quartile place, 3 have remained the same and one has gone down a quartile place (BV 84 - Waste per Head). These results will have a positive impact on the Council's Comprehensive Performance Assessment rating, we have been able to sustain continuous improvement and have delivered our best ever performance levels! At the end of 2003/04, 77% of our indicators achieved their target and in 2002/03 just 50% achieved target.

8. Finance

There is an administration cost to producing the reports.

9. Risks and Uncertainties

We have been able to demonstrate continuous improvement in performance over the last three years. Our Performance Management Framework, which has been externally validated, has been the catalyst for our achievements. Within this context, the immediate risk is that 2010 Rotherham Limited takes over the responsibility for 13 critical performance indicators and must ensure they have the same focus and drive on performance, as it is within the Council.

This risk is being managed by implementing the Council's approved performance monitoring framework which was approved by the Environment Scrutiny Panel and Corporate Management Team in April 2005. These critical indicators will be managed by the '2010 Board' and will form the basis of monthly meetings between the Chief Executive of '2010' and the Executive Director of Neighbourhoods. Because of the risk associated with non-performance of '2010' and the knock-on effect this would have on the Council, financial penalties and incentives are attached.

By implementing a rigorous performance monitoring framework this ensures that we minimise the risk of non-performance and means that '2010' makes a positive contribution to the Council's CPA and LPSA indicators.

10. Policy and Performance Agenda Implications

These results will have a positive impact on the Council's Comprehensive Performance Assessment (CPA) in 2005. These latest performance results are encouraging as the 2005 CPA methodology places a greater importance on Performance Indicators than ever before. It is vital that performance continues to improve and that each indicator improves its quartile position.

11. Background Papers and Consultation

The report has been discussed with Programme Area Management Team and the contents shared with the Chief Executives Office for inclusion into the Best Value Performance Plan 2005/06.

Minute Number: 149 - Environment Scrutiny Panel, 21 April 2005

“2010 Rotherham Ltd Performance Reporting Arrangements to the Council, 2005/06”

Contact Name: John Mansergh, Performance Champion, Extension 2220,
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Neighbourhoods

**Quarter 4
(Year-End)
Performance Report
2004/05**

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Executive Summary

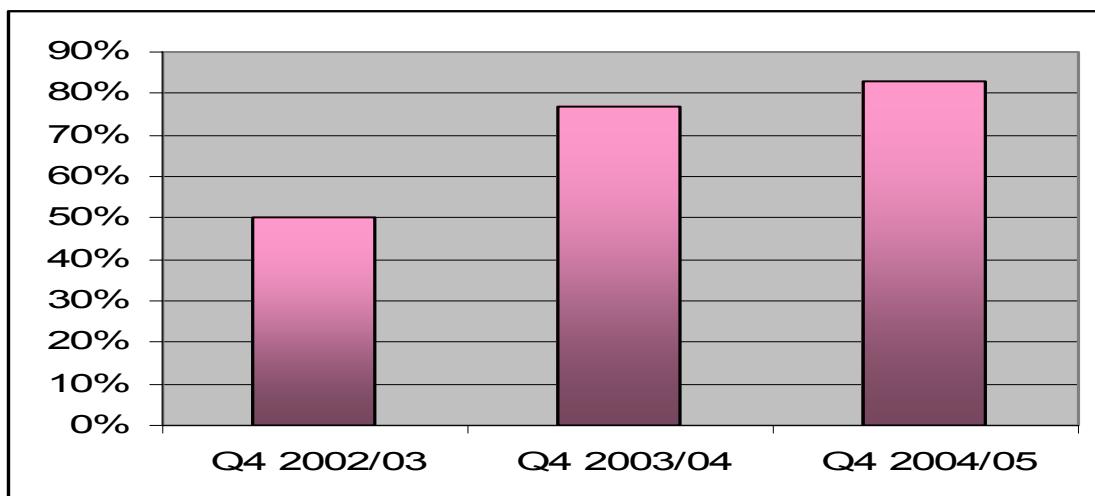
Overview

At the end of the year, 83% of our indicators achieved their target. A performance 'away day' was held at the start of the year to ensure that we understood the reasons for those indicators not meeting their stretching targets so that we do not make the same mistakes in 2005/06. This is essential in order to deliver year-on-year improvement in performance, set SMART targets for the service plan and ensure robust action plans are in place to achieve them.

Despite a massive organisational development change and an increased burden of regulation within the Neighbourhoods Directorate, an encouraging 86% of our key performance indicators improved from last year. When compared to the most recent All England figures, for the CPA Housing Block (7 KPIs), 4 indicators are currently within the top quartile, 3 have moved up a quartile place, 4 remain the same and 1 indicator has gone down a quartile place (BV 184 – Decent Homes). For the CPA Environment Block (8 KPIs), 3 indicators are currently within the top quartile, 3 have moved up a quartile place, 3 have remained the same and one has gone down a quartile place (BV 84 - Waste per Head).

Direction of Travel

These results will have a positive impact on the Council's Comprehensive Performance Assessment rating, we have been able to sustain continuous improvement and have delivered our best ever performance levels! At the end of 2003/04, 77% of our indicators achieved their target and in 2002/03 just 50% achieved target.



Significant Improvements

During the year we targeted our performance management activity around those indicators which have a direct impact on the CPA, the Council's LPSA and the priorities of our customers. This was agreed at the start of the year with Cabinet Member and Scrutiny who both ensured that we kept our focus throughout a period of unprecedented change within the Neighbourhoods Directorate. This collective effort has resulted in the delivery of 100% LPSA indicators on target for the year, compared to 50% in the previous year.

Once again, the use of 'performance clinics' and 'performance management' learning and development sessions has proved crucial to the delivery of these results. Particularly useful for some of our new managers, who took over responsibility for some key indicators towards the end of the third quarter, and who were accountable for the delivery of the stretching targets. We have implemented the Council's Quality Assurance Policy throughout the year to ensure that we deliver our part of the Council's aim to have no amended or reserved indicators in this year's audit. We are confident that we have learnt the corporate lessons from last year.

Key Developments

A new suite of key performance measures has been introduced in 2005/06, which takes into account new Best Value Performance Indicators, new local indicators and the deletion of indicators that are no longer relevant. The measures have been mapped against the new priority themes ensuring that Neighbourhoods' actions help to deliver the themes within the Community Strategy and Corporate Plan. We will be implementing 'performance plus' software during 2005/06 to improve the performance reporting process, which will give a clearer picture of how our performance impacts on the 'Golden Thread'.

2010 Rotherham Ltd took over the operational aspects of some key performance indicators from 19 May 2005. However, Best Value Performance Indicators still remain the responsibility of the Council so '2010' plays a big role in delivering an excellent Housing Block score within the CPA. In addition, the new CPA methodology places more emphasis now on performance indicators so it is vitally important that we carry out regular audit and data quality checks.

The external assessment, carried out in 2004/05 by Housemark, suggested that we have very good performance management arrangements in place and that we needed to ensure that this continued with the ALMO. Therefore, we have written into the 'management agreement' and 'delivery plan' a critical set of performance indicators that the Council will monitor '2010' on.

These will be managed by the '2010 Board' and will form the basis of monthly meetings between the Chief Executive of '2010' and the Executive Director of Neighbourhoods. Because of the risk associated with non-performance of '2010'

and the knock-on effect this would have on the Council, financial penalties and incentives are attached. This ensures that we minimise the risk of non-performance and means that '2010' makes a positive contribution to the Council's CPA and LPSA indicators.

Strategic Objective 1 – Delivering Housing Market Renewal to stimulate the local economy.

Supporting Corporate Priorities - 'A Place to Live',

BV 62 On target	The proportion of unfit private sector dwellings made fit or demolished as a result of action by the local authority				
	Comprehensive Performance Assessment Indicator				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	3.21%	4.3% (Higher is better)	6.42% 4.32%	0.82% (Q1) 2.72% (Q2) 3.63% (Q4)	4.83%
	All England – Top Quartile			Metropolitans – Upper Middle Quartile	

BV 64 On target	The number of private sector vacant dwellings that are returned into occupation or demolished during 2004/05 as a direct result of action by the local authority				
	Comprehensive Performance Assessment Indicator				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	92	35 (Higher is better)	N/A	5 (Q1) 23 (Q2) 30 (Q4)	35
	All England – N/A			Metropolitans – N/A	

HES 68 On target	Average relet times for local authority dwellings let in the financial year				
	Comprehensive Performance Assessment Indicator				
	Local Public Service Agreement Target				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	22.84	20 Days (Lower is better)	N/A	24.62 days (Q1) 18.45 days (Q2) 16.53 days (Q3)	16.33 days
	All England ALMOs – Top Quartile				

HES 69 On target	Percentage of rent lost through local authority dwellings becoming vacant				
	Local Public Service Agreement Target				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	1.58%	1.25% (Lower is better)	N/A	1.33% (Q1) 1.19% (Q2) 1.07% (Q3)	0.97%
	All England – N/A		Metropolitans – N/A		

HES 13 (a / b)	% of council stock which is void, split by:				
	a) Total number		b) Voids which fall under HES 68 criteria		
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
On target	a)1.55 b)0.60	a) 1.54% b) 0.5% (Lower is better)	N/A	a) 1.2% (Q1) 1.11% (Q2) 0.97% (Q3) b) 0.31 (Q1) 0.23% (Q2) 0.25% (Q3)	a) 1.09% b) 0.33%
All England – N/A			Metropolitans – N/A		

BV 62 - Unfit private dwellings made fit/demolished

- The year end target has been exceeded - this is mainly due to the Group Repair Scheme for Eastwood Renewal Area completing more dwellings than originally anticipated.
- Progress has been actively monitored for all projects on a monthly cycle to identify slippage and to initiate recovery action early.
- This indicator has been deleted by the ODPM for 2005/06 but has been retained as a performance measure within the Community Strategy. The Housing Market Renewal Pathfinder and delivery of our 'fit for purpose' Housing Strategy will make positive contributions to this indicator during the next few years.

BV 64 - Private vacant dwellings occupied/demolished

- The target has been met through a combination of initiatives covering demolition, private sector renovation and the encouragement of individual owners to bring property back into use.
- Progress has been actively monitored for all projects on a monthly cycle to ensure performance was maintained.
- The 'downward' trend reflects the amount of demolition activity in 2004/05 (which was less than 2003/04) rather than deterioration in performance. The targets for the next three years will be reviewed throughout the year following the outcome of the housing market renewal 'master planning' public consultation exercises.

HES 68 - Average void relet time

- The year-end target has been surpassed and we are near to achieving the 2005/06 target.
- Performance continued to improve during the year due to intense monitoring and management action. We compare well with the National ALMO Club where we are the second best performer.

4th Quarter Performance Monitoring Report – 2004/05
Neighbourhoods

- The impact of Choice Based Lettings, to be introduced in 2005/06, will be closely monitored to ensure that it does not have a negative impact on this indicator.

HES 69 - Rent loss through voids.

- Performance on this indicator has improved throughout the year due an effective and efficient empty property management. The ability to take quick and decisive action on low demand voids, through the use of delegated powers, and a streamlined procurement process has led to significant improvements with this indicator.
- Performance exceeded the year-end target. Sound asset management practices have led to a reduction in the amount of empty council stock through the alignment of regeneration activity with the pathfinder and attracting money from the ODPM to develop 'extra care housing schemes'.
- These performance levels place us as best performer within the Yorkshire and Humber Performance Club. This club includes Sheffield and Leeds ALMOs, Doncaster and Hull Councils, Shipley and Pennine (Calderdale) RSLs and several more housing organisations operating within the region.

Strategic Objective 2 – Developing a community focused, multi-agency approach to Neighbourhood Management

Supporting Corporate Priority - 'A Place to Live' & 'To be a progressive, responsive, accessible and quality service provider

BV66a Off target	Local authority rent collection and arrears: proportion on rent collection				
	Comprehensive Performance Assessment Indicator				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	97.72%	98.3% (Higher is better)	97.23% 98.19%	92.07% (Q1) 97.22% (Q2) 98.77% (Q3)	98.27%
All England – Top Quartile			Metropolitans – Top Quartile		

HES 66b Off target	Local authority rent collection and arrears: rent arrears of current tenants as a proportion of the authority's rent roll				
	Comprehensive Performance Assessment Indicator				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	1.75%	1.73% (Lower is better)	N/A	1.99% (Q1) 2.22% (Q2) 2.00% (Q3)	1.85%
All England – N/A			Metropolitans – N/A		

BV164 On target	Does the authority follow the Racial Equality's code of practice in rented housing and follow good practice standards for social landlords on tackling harassment included in the Code of Practice for Social Landlords: Tackling Racial Harassment?						
	Comprehensive Performance Assessment Indicator						
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual		
	Yes	Yes	Yes	Yes (Q1) Yes (Q2) Yes (Q3)	Yes		
	All England – Top Quartile			Metropolitans – Top Quartile			
HES 3 (a/b/c) On target	% of anti-social behaviour complaints: a) acknowledged within 2 days b) interviewed within 5 days c) that have suffered severe harassment interviewed same day						
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual		
	a) 97% b) 98% c) 100%	a)98% b)99% c)100% (Higher is better)	N/A	A 97% (Q1) A 100% (Q2) A 98% (Q3) B 99% (Q1) B 99% (Q2) B 98% (Q3) C 100% (Q1) C 100% (Q2) C 100% (Q3)	A 98% B 99% C 100%		
	All England – N/A			Metropolitans – N/A			
HES 5 Off target	% of new tenancies that last more than 12 months						
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual		
	97.5%	98% (Higher is better)	N/A	95.17% (Q1) 95.88% (Q2) 96.70% (Q3)	94.84%		
	All England – N/A			Metropolitans – N/A			
HES 11 On target	% cost of tenant rechargeable repairs which has been recouped						
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual		
	27.7%	30% (Higher is better)	N/A	31% (Q1) 45.36% (Q2) 43.47% (Q3)	49.62%		
	All England – N/A			Metropolitans – N/A			

BV66a - Rent collected

- Performance improved from last year but the target was marginally missed by 0.03%. The indicator moved into the All England top quartile during the year and we were visited by Leeds South Homes who were impressed by our rent recovery procedures and performance management arrangements for dealing with both good and poor performance.
- During the year an increase in direct debit usage and performance monitoring by the neighbourhood teams helped to improve performance from the previous year.
- This Indicator has been amended for 2005/06 to include garage rents as well as dwelling rent.

HES 66b - Rent arrears of current tenants

- The year-end target was missed by 0.12%.
- By increasing demand for the newly improved Direct Debit Cycle, we anticipate that performance will improve in 2005/06. This follows a recommendation by the Housing Inspectorate which has improved performance on rent collection in other areas of the country.

BV 164 - Following the Racial Equality's code of practice

- Performance levels achieved target and contributed to the Council achieving Level 1 of the Local Government Equality Standard.
- The appointment of an Equality and Diversity Officer, a Neighbourhoods Policy Statement, the development of a Black and Minority Ethnic Housing Strategy and new corporate Racial Incidents Policy helped us achieve this standard. A portfolio of evidence was gathered within the programme area to ensure that we make a positive impact on the Council achieving Level 2 of the Local Government Equality Standard this year.
- A programme of equality impact and needs requirements assessments are taking place on all policies and procedures so that we are fully complaint with the new code of practice, which will be issued by the Commission for Racial Equality during 2005/06.

HES 3 - % of anti-social complaints dealt within target.

- We achieved the year-end targets on all parts of this indicator following close monitoring towards the end of the year.
- This indicator has been deleted for 2005/06 and has been replaced by outcome focused performance measures. This will measure how our customers feel safe in their neighbourhood, whether they have confidence in us to tackle anti-social behaviour and how our prevention and enforcement

measures improve the quality of life within neighbourhoods. This will provide us with a more robust analysis of anti-social behaviour at the local level in which to inform strategy and service delivery.

HES 5 - % of new tenancies that last more than 12 months

- The year-end target was not achieved with a 5% tenancy failure rate. This compares well with neighbouring authorities and the development of neighbourhood management will improve this indicator.
- We are targeting resources to tackle the causes of tenancy failure, with key issues such as money and debt advice, new tenancy support, the Decent Homes programme (the Rotherham Standard incorporates Secure By Design standards in new doors and windows), and further community safety initiatives such as Safer Neighbourhoods Teams are at the heart of our service plan.

HES 11- % of recouped rechargeable repairs

- Performance levels were well ahead of target.
- The collection level for this year was £46,293 (£167,138 invoices raised) compared to 49,937 (£100,636 invoices raised) last year.
- The ability to take quick and decisive action, through streamlined recovery procedures, has contributed to a better outturn this year.

Strategic Objective 3 – Developing a long term approach to waste and recycling to minimise the need for waste disposal.

Supporting Corporate Priority - 'A Place to Live'

BV82a	Percentage of the total tonnage of household waste arisings which have been recycled				
	Comprehensive Performance Assessment Indicator				
	Local Public Service Agreement Target				
On target	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	10.7%	13.5% (Higher is better)	8.83% 16%	12% (Q1) 12.7% (Q2) 13.2% (Q3)	14.0%
	All England – Upper Middle Quartile			Metropolitans – Top Quartile	

BV82b	Percentage of the total tonnage of household waste arisings which have been composted				
	Comprehensive Performance Assessment Indicator				
	Local Public Service Agreement Target				
On target	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	4.2%	4.5% (Higher is better)	1.89% 6.01%	9.8% (Q1) 9.8% (Q2) 8.3% (Q3)	7.0%

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	All England – Top Quartile	Metropolitans – Top Quartile
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BV82c	Percentage of the total tonnage of household waste arising which has been used to recover heat, power and other energy sources				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	0%	0%	N/A 10.72%	0% (Q1) 0% (Q2)	0%
	All England – N/A			Metropolitans – N/A	

BV82d	Percentage of the total tonnage of household waste arisings which has been landfilled				
	Comprehensive Performance Assessment Indicator				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	85.1%	82% (Lower is better)	N/A 73.44%	78.2% (Q1) 77.5% (Q2) 78.5% (Q3)	79%
All England – Top Quartile			Metropolitans – N/A		

BV84	Number of kilograms of household waste collected per head				
	Comprehensive Performance Assessment Indicator				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	475	483 (Lower is better)	421 390	553 (Q1) 540 (Q2) 507 (Q3)	493
All England – Bottom Quartile			Metropolitans – Bottom Quartile		

BV86	Cost of waste collection per household				
	2003/04 Actual	2004/05 Target	Mets/All Eng Average 2003/04	Past Performance (Cumulative)	2004/05 Actual
	£40.21	£45.77 (Lower is better)	£32.48 £38.91	£46.06 (Q1) £45.99 (Q2) £45.94 (Q3)	£44.53
	All England – N/A			Metropolitans – N/A	

BV87	Cost of waste disposal per tonne for municipal waste				
	2003/04 Actual	2004/05 Target	Mets/All Eng Average 2003/04	Past Performance (Cumulative)	2004/05 Actual
	£29.48	£29.30 (Lower is better)	£36.24 £39.18	£25.99 (Q1) £26.54 (Q2) £28.09 (Q3)	£29.81
	All England – N/A			Metropolitans – N/A	

HES 88 On target	Number of collections missed per 100,000 collections of household waste				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	25	24 (Lower is better)	N/A		28 (Q1) 24 (Q2) 22 (Q3)
	All England – N/A			Metropolitans – N/A	

BV91 On target	Percentage of the population served by a kerbside collection of recyclables				
	Comprehensive Performance Assessment Indicator				
2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual	
	96.4%	96.4% (Higher is better)	96% 100%	96.4% (Q1) 96.4% (Q2) 96.4% (Q3)	96.4%
	All England – Upper Middle Quartile			Metropolitans – Top Quartile	

BV 82a Performance – % of waste recycled

- The year-end target has been achieved.
- Recycling performance at the Household Waste Recycling Centres and with the kerbside waste paper collection service remained good all year and comfortably outperformed our forecasts.
- The new type of blue bag trialled in Swinton, which was introduced by utilising customer feedback, was successful and will be rolled out across the rest of the borough this year. The restructure of the Waste Management Unit has increased resources towards increasing participation in our recycling schemes.

BV 82b Performance – % of waste composted

- The year-end target of 4.5% has been significantly surpassed.
- The kerbside green waste service piloted in 12,000 properties across the borough for the full year 2004/05 has proved to be a tremendously popular and well-supported service with almost 3,200 tonnes of compostable material collected. This total far exceeded our forecasts.
- Green waste figures from the Household Waste Recycling Centres for the year were some 20% higher than forecast. The Saturday Kerbside Garden Waste scheme proved a popular service and the green waste collected, at 450 tonnes, was well up on the 250 tonnes of the previous year. In the new financial year this will be rolled out to an additional 12,000 properties.

BV 82c Performance – % of waste used for heat and power

- There is currently no energy from waste incineration facilities in Rotherham. This may be considered following the outcome of public consultation on the Waste Minimisation Strategy.

BV 82d Performance – % of waste landfilled

- We have beaten the year-end target placing us within the All England top quartile.
- This indicator is inversely related to the performance indicators for recycling and composting and is therefore driven by movements in the recycling and composting indicators. The measures necessary to achieve the action plan targets for recycling and composting have ensured that the year-end target for this indicator has been achieved.
- The plans for increased recycling and composting in the next financial year will again drive down this indicator.

BV 84 Performance – Kg's of waste per head

- Performance is behind the quarterly control target for this indicator, but actions taken during the year significantly reduced the impact of our excellent recycling performance has on this indicator.
- The reason that this indicator is higher than target is mainly due to the higher than anticipated composting tonnage collected by the kerbside green waste service. The green waste bins, therefore, have not had the desired effect of significantly reducing refuse collection weights. This trend reinforces the argument for alternate week collection of residual waste when the kerbside green waste collection scheme is expanded, in an effort to achieve greater waste minimisation.
- Our efforts to promote waste minimisation through such educational initiatives as the home composting scheme and the re-use schemes will be specifically addressed in the new financial year by the addition of a Waste Minimisation section as part of the Waste Management Unit.

BV 86 Performance – Cost of waste collection per household

- The year-end target has been delivered.
- Higher recycling rates have increased costs which are based on actual tonnage of recyclables collected. When divided by the actual number of households in the Authority (which remain lower than the forecast figure), these collection costs result in a slightly higher than anticipated unit cost.

BV 87 Performance – Cost of waste disposal per tonne

- Performance has exceeded the target.
- Actual waste disposal costs for this year includes a “one-off” expenditure on developing a Waste Strategy, which was not allowed for in the original target calculation.

HES 88 Performance – Number of collections missed per 100,000

- Outturn performance has achieved year end target.
- Close monitoring of the collection crews on a daily basis and overall performance monitoring throughout the year has ensured that year end target has been achieved.
- Collective responsibility ensures collection crews complete all daily scheduled collections and the “Crew of the Year Award” has given crews ownership of performance. Improved fleet provision and reliability has also contributed to target achievement.

BV 91 Performance – % population served by a kerbside recyclable collection

- We have achieved our year-end target.
- We have now completed our survey of the various multi-occupancy areas in the borough looking at the various options (banks, blue boxes etc.) which may be feasible for recycling schemes in those areas.
- In the new financial year we will begin introducing recyclable collections to various multi-occupancy dwellings throughout the Authority and will also be looking into the feasibility of including rural properties in the various recycling schemes we offer.

Strategic Objective 4 – Establishing an ALMO that will ensure that Council Housing achieves the Decent Homes Standard and delivers a customer led ‘3-star – excellent’ housing management service.

Supporting Corporate Priority ‘A Place to live’, A place with active and involved communities’ and ‘To be a progressive, responsive, accessible and quality service provider’,

BV184 On target	a) The proportion of LA homes which were non-decent at 1 April, 2004 b) The percentage change in proportion of non-decent homes between 1 April 2004 and 1 April 2005				
	Comprehensive Performance Assessment Indicator				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	a) 47.07%	78%	40% 21%	-	N/A
	b) 18.78%	11.28% (Higher is better)	15.45% 23.8%	-	11.31%
	All England – Lower Middle Quartile		Metropolitans – Lower Middle Quartile		

HES D8 On target	Number of non-decent council houses				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	2223	2050 (Lower is better)	N/A	465 (Q1) 1128 (Q2) 1733 (Q3)	2334
	All England – N/A		Metropolitans - N/A		

BV 184 & HES D8 Performance – Change in non-decent homes

- Performance levels delivered against the year-end target.
- Works are now completed in Eastwood, Wath, Whiston, Aston, Longfellow Drive and East Herringthorpe and are well under way in West Melton, Richmond Park, Beeversleigh, Wath (Central) and Blackburn. Customer satisfaction levels with the quality of work already completed, remains exceptionally high.
- An investment plan is in place to ensure that, subject to a minimum 2 star rating from the housing inspectorate, all homes will be brought up to the decent homes standard by 2010. In addition to areas covered by the Housing Market Renewal Pathfinder, more decent homes investment will be going into Broom Valley and a section of Wickersley during 2005/06. The aim of this plan is to provide quality modern homes in sustainable neighbourhoods. The key to this is to meet customer demand and ensure that our investment contributes to regeneration and sustainability.

Strategic Objective 5 – Delivering a ‘3 star – excellent’ Repairs & Maintenance Service to support sustainability and regeneration of neighbourhoods.

Supporting Corporate Priority ‘To be a progressive, responsive, accessible and quality service provider’ and ‘A place to live’

		Energy Efficiency – the average SAP rating of local authority owned dwellings				
		Comprehensive Performance Assessment Indicator				
BV63	On target	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
		58	59 (Higher is better)	60.5 65	58 (Q1) 58 (Q2) 59 (Q3)	59
All England – Lower Middle Quartile				Metropolitans – Upper Middle Quartile		

		The percentage of urgent repairs completed within Government time limits					
		Comprehensive Performance Assessment Indicator					
HES 72	On target	Local Public Sector Agreement Target					
		2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual	
		93.55%	97% (Higher is better)	N/A	91.12% (Q1) 93.22% (Q2) 95.46% (Q3)	97.1%	
All England ALMOs – Lower Middle Quartile							

		The average time taken to complete non-urgent responsive repairs				
		Comprehensive Performance Assessment Indicator				
HES 73	On target	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
		14.85 Days	13 Days (Lower is better)	N/A	10.33 (Q1) 11.74 (Q2) 13 (Q3)	13 days
All England ALMOs – Upper Middle Quartile						

		Percentage of responsive (but not emergency) repairs during 2003/04, for which the authority both made and kept an appointment					
		Comprehensive Performance Assessment Indicator					
BV185	On target	Local Public Sector Agreement Target					
		2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual	
		65.3%	77% (Higher is better)	67.7 85.58	78.53% (Q1) 74.15% (Q2) 76.05% (Q3)	77.42%	
All England – Upper Middle Quartile				Metropolitans – Top Quartile			

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HES 6 On target	The average time taken to provide an adaptation after receipt of the Community Occupational Therapists assessment for: a) Public Sector dwellings b) Private Sector dwellings					
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual	
	a) 291 b) 183	a) 220 b) 140 (Lower is better)	N/A	a) 234 (Q1) 203 (Q2) 201 (Q3) b) 172 (Q1) 143 (Q2) 133 (Q3)	a) 202 b) 127	
	All England – N/A			Metropolitans - N/A		
HES 7 On target	% of Council properties which have been gas serviced this year					
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual	
	98.11%	100% (Higher is better)	N/A	43.14% (Q1) 66.39% (Q2) 89.83% (Q3)	100%	
	All England – N/A			Metropolitans - N/A		
HES 8 Off target	% of repairs completed on the first visit					
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual	
	75.83%	85% (Higher is better)	N/A	77.57% (Q1) 80.37% (Q2) 79% (Q3)	78%	
	All England – N/A			Metropolitans - N/A		
HES 9 Off target	Ratio of budget spent on Programmed Repairs					
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual	
	49%	55% (Higher is better)	N/A	44% (Q1) 47.81% (Q2) 52.2% (Q3)	45.34%	
	All England – N/A			Metropolitans - N/A		

HES 12 Off target	Performance of spend on Capital Programmes				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	100%	100% (Higher is better)	N/A	8% (Q1) 30.64% (Q2) 60.84% (Q3)	93%
	All England – N/A			Metropolitans - N/A	

BV 63 Performance – Energy Efficiency SAP rating

- Performance has achieved the target figure as a result of our commitment to the Decent Homes - Home Energy Saving Scheme and other insulation and related works to complement heating conversions. Some of this has been achieved by accessing funding from the utilities Energy Efficiency Commitment Programme and the British Gas Warmer Life Scheme.
- Additional funding has been secured for the next three years from major utilities companies to maximise the provision of new cavity wall insulation. However, the Standard Assessment Procedure (SAP) rating is affected by construction types and, as a result, is not expected to rise much further over the next few years. The impact of decent homes, when completed in 2010, should improve this indicator.

HES 72 Performance – % of urgent repairs completed within time-limits

HES 73 Performance – Average time taken to complete non-urgent repairs

- Performance on both of these indicators hit their year-end targets.
- The target was achieved following intense performance management activity involving monthly performance clinics to iron out inefficiencies and daily monitoring towards the end of the year. Regular 'tool box' sessions between operatives and depot managers ensured a focus on performance despite changes personnel during the last quarter of the year.

BV 185 Performance – Repairs by Appointment

- Performance achieved the year-end target due to intensive performance management activity during the year, right down to the impact individual performance has on this indicator. Performance clinics were held every month in the final two quarters to ensure the target was delivered.
- This indicator to be deleted for 2005/06 but remains as a local indicator and part of the Council's Local Public Sector Agreement targets for 2005/06.

HES 6 Performance – Time taken to process adaptations

- The year-end target has been achieved due to tighter monitoring controls with the contractors.
- A best value review of adaptations has commenced to ensure that we improve service quality, speed and value for money by utilising customer feedback of the service. One of the outcomes of the review will be to ensure equity between public and private sector.

HES 7 Performance – % of properties gas serviced

- Performance achieved the year-end target for the first time.
- We have sustained progress due to the impact of revised working arrangements, added to the ability to gain rapid access to properties which have previously prevented a 100% return.

HES 8 Performance – % of repairs completed on first visit

- This indicator did not achieve the year-end target, however an action plan is in place to improve this position next year. The plan considers deployment of labour related to performance and outputs, and also examines collection, recording and reporting of information to ensure accurate management information.
- Tool Box briefings concentrating on performance take place weekly, focussing the workforce themselves on this indicator.
- Continuous improvements on issues like repairs by appointment, increasing the number of vans with impressed stock and rolling out hand-held technology will improve this indicator next year.

HES 9 Performance – Budget Spend Ratio (60/40 Programmed/Responsive)

- Performance did not achieve the year-end target. Financial management action taken during the year have improved our financial position but had a negative impact on this indicator. An increase in building costs had a detrimental impact on this indicator.
- The use of the Prudential Code to support a programme for the replacement of central heating boilers effectively merged two programmes in the revenue and capital budget to address the pressure on the revenue budget and freed up capital resources to support other schemes. Whilst this has delivered better value for money, in the short term, this meant that we were not able to achieve our original target set at the start of the year because the boiler replacement programme is no longer included in this indicator.
- This indicator has been deleted for 2005/06 and has been replaced by a similar national measure. However, making comparisons between previous years will be difficult due to the difference in definitions.

HES 12 Performance – Spend on Capital Programme

- We did not achieve the year-end target.
- The capital programme was restructured during the year in preparation for the ALMO. In programme was also reviewed in light of new guidelines introduced by the Audit Commission on achieving value for money on capital works and procurement.
- This indicator has been deleted for 2005/06 as our focus is on achieving value for money rather than just budget spend.

Strategic Objective 6 – Providing effective enforcement and advice which deliver high standards and quality of life.

***Supporting Corporate Priority 'A place which cares', 'A Safe place',
'A Place to Live'***

BV 166 On target	The percentage of enforcement best practice score for (a) Environmental Health and (b) Trading Standards.				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	100%	100%	90% 100%	-	100%
	All England – Top Quartile		Metropolitans - Top Quartile		

HES 18 On target	The percentage of food inspections that should have been carried out that were carried out for High Risk Premises.				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	99.8%	91% (Higher is better)	N/A	85% (Q1) 95% (Q2) 96% (Q3)	95%
	All England – N/A		Metropolitans - N/A		

HES 19 On target	The percentage of consumer protection visits that should have been made that were carried out for High Risk Premises				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	77%	80% (Higher is better)	N/A	6.15% (Q1) 44.86% (Q2) 71.53% (Q3)	91.9%
	All England – N/A		Metropolitans - N/A		

HES 1 On target	% of visits to collect syringes and needles discarded in public places undertaken within 3 hours				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	100%	95% (Higher is better)	N/A	100% (Q1) 100% (Q2) 100% (Q3)	100%
	All England – N/A		Metropolitans - N/A		

HES 2 On target	Number of prosecutions for dog fouling per 10,000 population				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	4.24	4.5 (Higher is better)	N/A	1 (Q1) 2.44 (Q2) 3.66 (Q3)	5.33
	All England – N/A			Metropolitans - N/A	

HES 4 On target	Number of prosecutions for littering per 10,000 population				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	11.72	12.5 (Higher is better)	N/A	3.08 (Q1) 7.96 (Q2) 11.85 (Q3)	15.74
	All England – N/A			Metropolitans - N/A	

HES 16 On target	% compliance visits carried out in comparison with the industrial process emission control programme				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	100%	90% (Higher is better)	N/A	30.47% (Q1) 64.84% (Q2) 85.94% (Q3)	100%
	All England – N/A			Metropolitans - N/A	

HES 18 Performance – % of food inspections – high risk

- We have achieved the year-end target.
- Performance has been achieved due to targeted enforcement activity on high risk premises. An inspection programme was closely followed throughout the year to achieve the target.

HES 19 Performance – % of consumer protection visits – high risk

- Performance levels exceeded the year-end target.
- This was achieved by prioritising high risk work over other service commitments and the appointment of an additional employee.
- Continuing prioritisation of target area work should enable a 100% outturn for 2005/06.

HES 1 Performance – % of visits to collect syringes in target time

- The across Council performance of 100% exceeds the annual target of 95% of visits to collect drug litter in public places being made within 3 hours. 286 incidents were cleared this year compared to 299 in 2003/04.

HES 2 Performance – Prosecutions for dog fouling per 10,000 population**HES 4 Performance – Prosecutions for littering per 10,000 population**

- Performance achieved the year-end target on both enforcement measures.
- 134 fines were issued for dog fouling offences and 8 prosecutions were secured through the Magistrates Court. 386 fines were issued for littering offences and 4 prosecutions were secured through the Magistrates Court.
- These performance levels were delivered by the Environmental Warden Service by conducting active visible patrols in areas where customers had reported Environmental Crimes. Many littering fines which were issued, was a direct result from the Streetpride "Don't be a Tosser" campaign.

HES 16 Performance – Industrial process emission control programme

- The year-end target was achieved through 128 inspections being carried out during the year.

Strategic Objective 7 – Providing responsible, flexible services that recognise individual circumstances and enable people to thrive and participate within the community.

Supporting Corporate Priority 'A place which cares', 'A place to live' & 'A place for everyone'

HES 67	Proportion of homelessness applications on which the authority makes a decision and issues written notification to the applicant within 33 working days				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
On target	100%	100% (Higher is better)	N/A	100% (Q1) 100% (Q2) 100% (Q3)	100%
All England – N/A		Metropolitans - N/A			

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BV183 On target	The average length of stay in: a) bed and breakfast accommodation and; b) hostel accommodation of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need				
	Comprehensive Performance Assessment Indicator				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	a) 0.71 weeks	0.29 weeks (Lower is better)	0 1	0.36 (Q1) 0.29 (Q2) 0.29 (Q3)	0.26
	b) 0	0 (Lower is better)	0.8 1	0 (Q1) 0 (Q2) 0 (Q3)	0
	All England – Top Quartile			Metropolitans – Top Quartile	

BV 202 On target	Number of individuals sleeping rough				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	NEW	4 (Lower is better)	n/a	1 (Q1) 4 (Q2) 2 (Q3)	4
	All England – N/A		Metropolitans - N/A		

BV 203 On target	% Change in number of families in temporary accommodation				
	2003/04 Actual	2004/05 Target	Mets/All Eng Top 25% 2003/04	Past Performance (Cumulative)	2004/05 Actual
	NEW	-64% (Higher is better)	n/a	-74% (Q1) -79% (Q2) -72% (Q3)	-77.46%
	All England – N/A		Metropolitans - N/A		

HES 67 - Homeless applications – decides/notifies in 33 days

- We achieved the target set at the start of the year and remain one of the leading performers in the Yorkshire and Humberside Performance Club.
- Performance against target is being maintained due to the improved procedures in the decision making process. Improved monitoring systems help the Homeless Team to consistently achieve 100% performance.
- An internal target of reaching decisions within 20 days was set in January 2003, with the unit consistently achieving 100% of this target. This is well within the legislative requirement of 33 days. Consistent performance is maintained as a result of improvements in the investigating process of homeless cases and the continued commitment and focus of the team.

BV 183 - The average length of stay in B&B accommodation

- Performance achieved target for both parts of this indicator.
- Community Services now has over 30 dispersed furnished properties, plus 3 emergency units that can be accessed by door entry codes (available outside normal office hours) for use by homeless households as alternatives to bed and breakfast accommodation.
- The homelessness duty has now been discharged to **all** families who have spent time in bed and breakfast accommodation, including those placed in previous years. Just 1 family was placed into bed and breakfast accommodation during the year, for a single night. This level of performance comfortably outperforms our neighbouring and comparable authorities.

BV 202 - Number of individuals sleeping rough

- Community Services undertook a rough sleeper's count on the night of 15th March 2005, in conjunction with Shelter. One rough sleeper was found on the night who was then accommodated in emergency overnight accommodation.
- The current figure of 4 is based on knowledge and information from other agencies (for example, 'The Well Centre' – Alcohol Support Project) that are aware of a small number of rough sleepers using derelict buildings.
- Ongoing work continues to ensure that all rough sleepers have access to the available support from the local authority's Prevention and Support Unit and other relevant support agencies should they wish to use it.

BV 203- Number of families in temporary accommodation

- Performance surpassed the year-end target.
- The percentage change was significantly greater than target due to improved homelessness prevention procedures impacting on performance greater than anticipated. Our policy is now to offer secure tenancies rather than relying on temporary accommodation. This reflects our homelessness strategy aim of reducing the number of homeless people being placed into temporary accommodation.
- On a cautionary note, the number of families may rise as the number of units of emergency overnight accommodation increases and with the expansion of the women's refuge accommodation. This policy decision has been made in response to the Government's policy on minimising the use of bed and breakfast accommodation.

General Programme Area Performance

Customer Services

Supporting Corporate Priority 'A Quality Service'

Customer Satisfaction

We assess the quality of services through the 'eyes' of customers. Our approach to improving services places a great emphasis on customer satisfaction and 'outcomes'. We undertake hundreds of satisfaction surveys every year and the results below represent a summary of the key performance outcomes. More detail on performance against service standards, complaints, councillor surgeries will be available to members in the Annual Customer Services report in July.

1. Improving Void Turnaround Times

In 2002 it used to take us nearly 120 days to relet a council property. Our customers told us this was not good enough and that this was having a detrimental effect on the quality of life experienced within neighbourhoods. The current time is down to almost 16 days and customers are staying in our properties longer than ever before, making neighbourhoods more sustainable. Customer satisfaction with our properties has risen from 89% in April 2004 to nearly 98% at the end of the year. Satisfaction with the whole service has increased from 75.5% in March 2004 (lower middle quartile) to 79% (upper middle quartile). These results are set against a national decline in resident satisfaction with public services.

2. Improving Repairs and Maintenance

In 2002, the Audit Commission told us that we were not providing a customer focused service. We have completely modernised the service since then and we are now customer focused and are delivering high levels of performance and customer satisfaction. We have introduced Rotherham Connect and improved our receptions so that accessibility to the services is better, we are getting repairs done quicker, getting them right first time and doing works when it suits customers. We are experiencing satisfaction levels of 94% which makes us one of the best repairs services in the Country.

3. Improving Recycling Opportunities

Customers told us that they were not happy with the opportunities to recycle their household waste. Through the introduction of the "blue box" scheme for dry recyclables and other recycling choices, customers are now much happier. Over 96% of residents now have at least two different ways to recycle their waste and our customer satisfaction levels have increased from 82% (upper middle quartile) to 91% (top quartile).

ROTHERHAM BOROUGH COUNCIL

1.	Meeting:	Sustainable Communities Scrutiny Panel
2.	Date:	14th^h July 2005
3.	Title:	Safer Rotherham Partnership Anti-Social Behaviour Strategy
4.	Programme Area:	ALL

5. Summary

The aim of the Safer Rotherham Partnership Anti-Social Behaviour Strategy is to reduce the level of anti social behaviour incidents and at the same time increase the level of customer satisfaction in Rotherham. The report has been approved by the Safer Rotherham Partnership, Cabinet Members for Neighbourhoods and Community Cohesion, and the Cabinet.

6. Recommendations

- 1. Members note and comment on the Strategy.**

7. Proposals and Details

An Anti Social Behaviour Strategy was developed in March 2005 but a number of areas of that strategy were identified which required additional strengthening work. Consultants from NACRO were appointed to carry out this work. Consultation methodology included stakeholder interviews, focus group events, a workshop and a seminar. The revised strategy and action plan have been developed by NACRO in partnership with the Safer Rotherham Partnership and Neighbourhoods Service as a result of this consultation process.

8. Finance

The delivery of the strategy will require cross agency resources of the partner organisations of the SRP. Corporate commitment has been provided from existing resources of the contributing services, however issues to be developed in the strategy may require re-prioritisation of these resources, re-setting of business processes and the drawing down of supplementary funding eg Safer and Stronger Communities Funding, Neighbourhood Renewal, Pathfinder, Basic Command Unit and Objective 1 funding.

The Safer Rotherham Partnership will initially oversee the implementation of the strategy through its Task Groups then the feasibility of monitoring through the Safer Neighbourhood Teams will be examined.

9. Risks and Uncertainties

Failure to act upon the actions set out within the SRP Anti-Social Behaviour Strategy will reduce the chances for the residents of Rotherham developing safe and strong communities and raising quality of life.

10. Policy and Performance Agenda Implications

- The Anti-Social Behaviour Strategy takes into account, Section 17 of the Crime and Disorder Act 1998.
- The Strategy takes into account Rotherham Metropolitan Borough Council's Safe Priority
- Neighbourhood Management Agenda
- Neighbourhood Renewal Strategy 2004-2010
- National Policing Plan

11. Background Papers and Consultation

Rotherham Community Strategy
Community Safety Strategy 2005 – 2008
Corporate Housing Strategy
Sub Regional Plan
Defining and Measuring Anti-Social Behaviour
Respect and Responsibility – Taking a Stand Against Anti- Social Behaviour
National Policing Plan

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**The Safer *Rotherham*
PARTNERSHIP**

**Strategy to Reduce
Anti-Social Behaviour
in Rotherham**

FINAL DRAFT

22 June 2005

**Strategy to Reduce
Anti-Social Behaviour in Rotherham**

Safer Rotherham Partnership

June 2005

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1. Introduction

This document sets out the Safer Rotherham Partnership's strategy to tackle anti social behaviour (ASB).

The Strategy supports the Safe theme of the Community Strategy, the RMBC Corporate Plan, and the anti social behaviour priority within the Community Safety Strategy 2005-08. It also links with the RMBC Neighbourhoods Service Plan and the 2010 Delivery Plan, the RMBC Year Ahead statement, the Parenting Strategy, local and national Policing Plans. The findings of the Audit Commission Indicative Arms Length Management Organisation (ALMO) Inspection of RMBC in 2004 have been taken fully into account.

The ALMO Indicative Inspection, 2004 specified weaknesses in existing strategies and plans that needed to be addressed to improve services.

As a consequence, the specific concerns stated in the inspection have been incorporated in individual sections to this plan. Acknowledging these previous weaknesses demonstrates the commitment of the Safer Rotherham Partnership to address the comments and concerns of the Audit Commission.

This is therefore a robust strategy that will have a considerable impact in reducing the level of ASB incidents and at the same time increasing the level of customer satisfaction in Rotherham.

The overall aim for this strategy is to:

- deliver significant and sustained reductions in anti social behaviour and in the fear of anti social behaviour.**

The objectives for this strategy are to produce:

- A 25% reduction in the total number of individuals reporting anti social behaviour to the police, local authority and 2010 Rotherham Ltd. (the ALMO) over the three year period until 2008 compared to the anti social behaviour figure recorded for 2004/05**
- A 20% reduction in concern about being a victim of anti-social behaviour by 2008 compared to the baseline provided by the 2004 Reachout survey.**
- A 95% satisfaction rate with the manner in which anti social behaviour reports are received and action taken – to be measured by an annual anti social behaviour customer satisfaction survey.**

These objectives will be achieved through activity in seven strategic areas:

- Prevention
- Access to services
- Data analysis and collection
- Managing responses to ASB
- Rehabilitation
- Quality assurance
- Communication and consultation

The strategy has been developed from consultation undertaken by the Partnership and its member organisations and the external consultancy work commissioned by the Safer Rotherham Partnership. This included stakeholder interviews, a problem solving workshop, learning seminar, focus groups with members of the public and an examination of best practice.

The strategy includes:

- A summary overview of ASB across Rotherham
- A definition of ASB to be used by all agencies and a common framework for categorising and recording acts of ASB
- A review of current ASB reduction provision, management and reporting structures, identifying gaps and weakness and ways to address these
- An action plan (Appendix 2) containing SMART targets

This strategy builds on current successes and is presented as an improvement strategy to reduce ASB by empowering individuals and communities, improving the processes and routines to address the problem, enhancing access to services, targeting of resources more effectively, and thereby improving the effectiveness of ASB related provision.

2. Summary overview of anti-social behaviour in Rotherham

Despite apparent reductions in reports of ASB, a recent survey indicates that almost seven in ten residents of Rotherham are at least fairly concerned about crime. Conversely, only 27% reported that they were very concerned, a fall from 51% in 2002. However, ASB remains a major contributor to the fear of crime.

The Audit Commission inspection pointed out that there are inconsistencies in the current ASB incident reporting regime. This will be addressed and improvements in the way that incidents of ASB are reported may lead to an increase in the total number of reports recorded.

Reports of ASB may be received in many different ways by partner agencies, for example, in person, telephone, e-mail, reports to Councillors, reports at public meetings. Uniform categorisation and information gathering will ensure consistency

across agencies. The new Joint Intelligence and Information Unit will draw information together to give a more accurate picture of ASB problems. This will give greater confidence to customers that their concerns will be addressed effectively by all relevant partner agencies.

This increase in reporting should be regarded as a positive outcome associated with new ways of reporting incidents, despite the impact on the achievement of an overall reduction in all categories of incidents. This more accurate data will form a baseline against which future achievements will be accurately charted. At the same time, a more customer focused approach will be delivered.

A robust management information system will be introduced and “month on month” performance will be closely monitored to ensure that emerging trends of ASB are swiftly identified and resolved.

The levels of commitment and political will for partnership working in Rotherham are highly developed, and the extensive and thorough consultation undertaken in the compilation of this strategy has laid a firm foundation for informed action and positive and sustained reductions in ASB and the fear of ASB.

3. Defining Anti-Social Behaviour

The benchmark for developing a cross agency understanding of anti social behaviour is provided in the Crime and Disorder Act 1998, which defines anti social behaviour as:

‘Any behaviour that has caused, or is likely to cause, harassment, alarm or distress to another person who is not of the same household.’

All agencies engaged in tackling anti-social behaviour in Rotherham will adopt this definition.

This definition links ASB to the perception of the victim and clearly establishes the need of all agencies across the borough to configure and deliver their services in ways, which most effectively enhance the confidence and satisfaction of the residents of Rotherham.

In addition, the Safer Rotherham Partnership will ensure that all agencies engaged in tackling ASB will adopt the Home Office categorisation of anti-social acts as the standard for recording and monitoring ASB see appendix 1. This robust inter-agency definition fulfils a specific concern raised by the ALMO inspection.

4. A review of current provision and future delivery

This section of the strategy provides a review of current ASB reduction provision which focuses on the activity areas that the ALMO indicative inspection highlighted as being weak and which needed to be addressed.

Also, stakeholders and members of the public were consulted on the activities of the Partnership that required the most improvement to effectively tackle ASB related incidents.

These activities fall into seven strategic areas:

- Prevention
- Access to services
- Data analysis and collection
- Managing responses to ASB
- Rehabilitation
- Quality assurance
- Communication and consultation

The current structures for governance and delivery will be simplified by the formation of community based Safer Neighbourhood Teams, which will consider local problems identified by the Joint Information and Intelligence Unit in accordance with the Victim, Location, and Offender model. The commissioning of swift and appropriate joint responses must follow combined with the financial resources to stimulate action.

The Safer Neighbourhood Teams will be customer focused and will build community well being and public confidence in the performance of the partners by: -

- Providing communities and agencies with a clearly identified contact to resolve issues within their Neighbourhood;
- Eliminating duplication and providing flexibility and resilience by “pooling” core resources and improving joint procedures to address ASB;
- Coordinating, enhancing and targeting the provision of services ‘on the ground’;
- Ensuring that service providers are held to account by the local community;
- Enabling the development of a performance management approach to ASB.

Within this approach Local Authority Neighbourhood Wardens and enforcement staff will be integrated with community policing staff, including Community Constables, Police Community Support Officers, Special Constables and Volunteers, into co-located teams. This will enable local intelligence sharing and focussed tasking and deployment, alongside the Anti Social Behaviour Team and officers of 2010 Rotherham Ltd.

4.1 Prevention: eliminating the opportunity for anti social behaviour

4.1.1 Prevention: current provision

The Safer Rotherham Partnership has overseen the implementation of a number of innovative and effective initiatives to reduce crime and ASB and enhance public confidence. Enhanced CCTV surveillance, multi-agency working, crime reduction campaigns and target hardening have reduced burglary and car crime noticeably and have all contributed to a 24% reduction in the overall fear of crime.

However, there are still shortcomings in interventions and in diversionary facilities for young people in priority neighbourhoods most affected by ASB. The link between effective diversionary measures and tactics to reduce the level of calls relating to ASB incidents has not, as yet, been fully developed. In addition, an extensive analysis of the nature, concentration and distribution of these incidents needs to be undertaken.

The absence of a geographically referenced 'hot spot' map for ASB hampers the implementation of a targeted strategy to address this problem.

Also, differing working practices, remits and the structural alignment of local authority functions currently reduce the effectiveness of preventative activity. For example, the deployment of an officer to address 'off-road' motor vehicle use on public land is innovative and good practice, but the process of preventing the access of such vehicles has proved to be complex.

Thus the introduction of simple, but effective measures to address ASB is hindered, and from the customers perspective services do not appear to be joined up.

The introduction of Safer Neighbourhood Teams, better access to services and improved co-ordination of provision will address this issue. Activities will be more effectively co-ordinated resulting in:

- the "seamless" deployment of wardens, police community support officers, the police and neighbourhood champions to tackle ASB as requested by the community
- the development of enhanced provision for young people in priority neighbourhoods linked to known locations that generate most ASB related incidents.

Historically, detached youth work aimed at addressing ASB has been insufficient to meet the needs of the community. The dependence of detached youth work on external grant aid has resulted in insecure and time limited initiatives. This needs to be examined alongside the input of other services into the preventative agenda.

Additionally, community facilities could be used more widely for the benefit of young people, especially during evening and holiday periods. In specific locations, the issue of access and affordability of recreational provision should be examined as an ASB related prevention measure.

4.1.2 Prevention: key actions

- ***Developing Key Workers through training***
 - Neighbourhood Champions, Neighbourhood Officers and all partners will be trained in problem solving techniques, so that they become the 'eyes and ears' of neighbourhoods and work with local residents to identify problems and effective solutions. The problem solving approach would build upon the Home Office Toolkit, the governments "Working Together" initiative and the local good practice, for example the Rotherham Streetpride template for solving environmental problems.
 - The publication of policy and guidance manuals will ensure joint efforts to resolve these problems to common standards and to commonly agreed definitions for ASB related incidents.
 - The provision of joint training on problem solving techniques will be undertaken with elected members for designated wards along with community representatives as a further means to generate local engagement.
- ***Working with all residents***
 - Safer Neighbourhood Teams will ensure improved co-ordination and community confidence; and the strategy will respond to the challenges set out in the 2005 ODPM policy paper "Citizen Engagement and Public Services: Why neighbourhoods matter"
 - The strategy will ensure that irrespective of housing tenure, responses to ASB will be available to meet the needs of individual residents and the wider community.
 - Stringent performance targets will address concerns surrounding the time delay between reporting an incident, the response, and subsequent action to resolve the matter.
 - The responsibilities of tenants will be highlighted by the inclusion of ASB conditions in all 2010 Rotherham Ltd. Tenancy Agreements, with Injunctions, Demoted Tenancies and Possession Orders issued in cases of serious or persistent ASB.
 - Mediation Services will be extended and actively promoted through liaison with Neighbourhood Champions, enabling positive early interventions.
 - The Council will develop a Private Landlord Accreditation Scheme to encourage high standards of Tenancy Management.
 - All residents will be encouraged to collaborate with the Safer Neighbourhood Teams. As a consequence, the quality of life standards across all neighbourhoods will be enhanced. Standards will be defined and agreed for inclusion within "Neighbourhood Charters".

- The implementation of the strategy will take account of the diverse needs of all sections of Rotherham's communities and will identify and address their variable experiences of ASB.
- Access to services addressing ASB will be focussed fully on the customer and the need to ensure their ultimate satisfaction.
- All agencies working with vulnerable people in the community will be engaged in identifying people at specific risk of ASB.
- Safer Neighbourhood Teams will work closely with Area Assemblies to reduce ASB identified in local areas and will allow local residents to easily get help with problems of ASB, influence priorities and monitor responses – all concerns raised in the ALMO Inspection.
- The opportunity to involve Elected Members in the ASB process will also support this.
- Examine how the Safer Rotherham Partnership can effectively communicate the strategy and engage with people for whom English is not their first language.

▪ ***Creating a Safe Environment***

- The strategy recognises the link between the quality of the environment and the potential to attract ASB related behaviour to certain locations. The importance of the newly designated "enviro-crimes", such as fly tipping, is therefore recognised. Environmental improvements are incorporated below as preventative measures to address ASB.
- Safer Neighbourhood Teams will enhance the co-ordination and implementation of measures to address problems that occur in green spaces, at reservoirs, in the countryside, at allotments, woodland areas and recreational fields.
- The review of Warden provision in the RMBC 'Wardens, Rangers and Caretakers Scrutiny Review' (2005) also addresses issues of coordination, remit and land use and along with this strategy addresses the ALMO inspection concerns regarding the restriction of warden services to three specific areas.
- The Safer Rotherham Partnership will develop a co-ordinated programme to 'design out' crime and disorder at specific "hot spot" locations which will include the following:
 - Installation of alley gating to prevent access for burglars and other offenders
 - Enhancement of street lighting in priority areas
 - Intensification of street cleansing
 - Implementation of rapid vehicle recovery for abandoned cars
 - Prompt removal of graffiti
 - Installation of security measures to safeguard small businesses in deprived areas
 - The prevention of off road motor vehicle nuisance
 - The development of an off-road facility within the Borough
 - The use of Secure by Design standards in projects for neighbourhood renewal and "new build" as well as the procurement of products and services.

- The Safer Rotherham Partnership will work with young people to identify safe places for young people to congregate and pursue positive activities.
- The development of a Joint Information and Intelligence Unit will provide analysis of ASB incidents and give the Safer Neighbourhood Teams a greater understanding of areas that are 'safe' environments and conversely specific locations that generate crime, ASB and high levels of risk. 'Hot spot' locations will be identified and the appropriate deployment of the sort of measures listed above will impact on the problem. The implementations of these initiatives will be timely and effectively co-ordinated by the Safer Neighbourhood Teams.

▪ ***Working with Young People to collaboratively address the issue***
It is essential that children and young people have a voice and influence on matters that affect their lives, and that actions to reduce the fear of ASB address offending behaviour of all age groups. A strategy will be developed to give voice and influence to children and young people and will seek to:

- ensure that children and young people are aware of and actively engaged in the work being carried out to reduce ASB, are involved in the development of solutions to such conduct, and will be engaged in developing and implementing initiatives to build a better understanding between young people and adults.
- support initiatives to make available safe and attractive places for young people to meet and congregate without causing concern to other groups.
- promote opportunities to build positive citizenship through training and pathways to employment.
- deploy detached youth provision to emerging "hot spots" in response to intelligence and the strategy extended 'Across the Schoolyard Gates' linking preventative strategies with school management regimes that foster discipline adherence to School Codes of Conduct and the delivery of citizenship related topics within the curriculum.
- link with the Parenting Strategy, ensuring that support and guidance is provided to those whose parents are engaged, or at risk of becoming engaged in ASB.
- build on the current work within the local authority in preparing its looked after children for the world of work by doubling the number to whom it offers vocational training placements.

4.2 Access to services: creating a single point of contact

4.2.1 Call handling: current provision

The Police, Streetpride, Neighbourhood Services, 2010 Rotherham Ltd. and Registered Social Landlords currently receive notification of ASB incidents from a variety of sources.

Between April 2004 and March 2005, the South Yorkshire Police recorded 18,237 incidents of ASB in Rotherham, a decrease from the total of 19,218 reports received between April 2003 and March 2004.

Within these figures incidents related to alcohol related disorder, breaches of the peace and motorcycle nuisance increased, whilst incidents of nuisance and disputes between neighbours were reduced.

Rotherham's Housing Services took over 5,000 calls for ASB between April 2003 and March 2004, and for the year to March 2005 the figure was 3,436.

Within the period for 2003/04, the Environmental Services and Streetpride took over 9,000 reports in relation to environmental acts of ASB.

Research undertaken for the Rotherham Audit of Crime and Disorder and Drug Problems, Safer Rotherham Partnership, 2004 indicates reductions in incidences of graffiti and abandoned vehicles, but increases in fly tipping and the abandonment of drug paraphernalia.

The statistics do not present a complete and accurate picture of the level of ASB in Rotherham. Some incidents were previously recorded more than once by the different agencies and some incidents are not recorded at all.

This strategy will address these data gathering and analysis weaknesses recognised by the ALMO inspection. A data collection process that operates to common and consistent standards will replace insufficiently robust performance management systems that previously allowed incomplete and duplicate records to be captured.

The single point of reference for the call handling function is a key task in the "process improvements" required to satisfy partners and the community that ASB incidents are being recorded and jointly actioned by the responsible bodies.

4.2.2 Access to Services – key actions

- A more customer focused system will be established with the current call handling capability extended and enhanced, so calls to the Local Authority in relation to ASB come through a single point of contact via a dedicated telephone number.
- ASB incidents will be recorded and monitored in accordance with the Home Office Development and Practice Report "Defining and Measuring Anti-Social Behaviour" (August 2004) as outlined in Appendix 1. Customers will be regularly informed of the progress in resolving their problem. The level of satisfaction with the new process will be measured by independent research.
- The call handling facility will be integrated with the proposed Joint Information and Intelligence Unit and the Safer Neighbourhood Teams to ensure that the complaint is *received*, the nature of the incident is *analysed*, the *response* was promptly made, and then work jointly to assess the impact of the measure applied.

4.3 Data Analysis and Collection: common and consistent standards

4.3.1 Data analysis and collection: current provision

During the ALMO Indicative inspection the Audit Commission found that data used to record and analyse ASB was significantly flawed. Reports of ASB tend to remain with the agency to whom they are made, with little evidence of checking with other agencies to see if they form part of a pattern of incidents.

This means that data sharing and data analysis in relation to the identification of hot spots, victims (in particular repeat victims) and offenders (particularly repeat offenders) does not currently take place.

The consistent recording of incidents and persistent offenders is critical along with a management information system that can reliably match repeat incidents.

In addition, the proposed Joint Information and Intelligence Unit should develop a database of community facilities, schools, hospitals, licensed premises, and places of worship. These locations are often disproportionately represented in the overall figures for ASB incidents.

Consequently, common and consistent recording of incidents between agencies will eliminate duplicate and repeat incidents being reported within the performance management framework.

4.3.2 Data analysis and collection: key actions

- The Safer Rotherham Partnership will invest in a management information system within the proposed 'intelligence framework' to collate all incidents of ASB across the borough. The system will disaggregate the incidents into data sets that have specific characteristics and then have the capacity to geographically reference the data to locations in the community.
- The police, police community support officers and wardens will develop information on co-offending networks in the community.
- The Safer Rotherham Partnership will establish a Joint Information and Intelligence Unit to collate and analyse all ASB related data, to common and consistent recording standards. Specific attention will be paid to the address referencing for community-based facilities that may experience high levels of ASB.

Joint Information and Intelligence Unit

Analysis of all ASB related data will be undertaken by a Joint Information and Intelligence Unit, resourced through collaboration between current Police Intelligence and Local Authority staff.

This Unit will collate ASB related incidents made to the Police, Fire Service, Streetpride, Registered Social Landlords and 2010 Rotherham Ltd.

Reports via the Safer Neighbourhood Teams and from Community Groups, Neighbourhood Champions, Private Landlords, Wardens and Local Authority Staff will complement these other sources of intelligence.

These relational databases will be integrated, aggregated within comparable recording systems and be made available for manipulation and interrogation.

The strategy will allow information to be effectively analysed, mapped and converted into intelligence and translated into ‘action packs’ to deliver effective interventions.

The conversion of data to information and intelligence is critical to the creation of “real time” knowledge about the nature and extent of the ASB problem to be tackled.

This strategy overcomes the major weakness identified in the ALMO Inspection, notably relating to the absence of common databases or mapping capacity, no common categorisation of incidents or reports within a competent IT system.

The implementation of this element of the strategy underpins the deployment of operational resources and the targeting of individual and multiple measures aimed at addressing ASB.

4.4 Managing responses to Anti Social Behaviour: improving co-ordination through Safer Neighbourhood Teams

4.4.1 Managing responses to anti social behaviour: current provision

There are significant resources that are being deployed in Rotherham to reduce ASB, including: the Anti Social Behaviour Team, Neighbourhood and Police Officers, various sets of Wardens and Environmental Enforcement Officers. However, they operate in relative isolation, and often on limited information. This strategy will address this weakness.

There are many small units working on common problems, with limited appraisal and little performance monitoring, so that successes are difficult to achieve, identify and celebrate.

To address this weakness, the proposed structure for joint working will focus on the creation of Safer Neighbourhood Teams receiving crime and ASB related referrals for a designated area.

The integration of ‘intelligence’ and ‘joint problem solving’ capacity within a Safer Neighbourhood Team will enable the full range of measures to address crime and ASB to be considered and deployed.

Current responses to reports of ASB include:-

Mediation: A Mediation service is offered across all housing tenures via contracted impartial mediators and this service has proved consistently successful in resolving issues without legal recourse. However, it has been an underused service, with only 34 of the 90 available (and contracted) mediation meetings used during 2003/4. Awareness of the service has been low. The service therefore has yet to provide full value for money. The lack of explicit service guarantees for mediation provision was a difficulty highlighted in the Audit Commission review. The strategy will address this shortcoming.

Letters of Warning: Substantial numbers of letters of warning are sent to offenders, by a range of agencies. They are currently not systematically recorded, and the limited exchange of information between agencies results in some offenders receiving several letters for similar acts of disorder, with little or no deterrent effect.

Acceptable Behaviour Contracts (ABCs): ABCs secure voluntary agreements from perpetrators to cease ASB. 124 ABCs were agreed in 2003/04 across Rotherham, rising to 194 by February 2005, with an effective set of follow up interventions to ensure the contracts are understood and followed.

Injunctions, Possession Orders and Demoted Tenancies: These are useful options for the reduction of ASB, particularly in disputes between tenants of 2010 Rotherham Ltd., Registered Social Landlords and Private Landlords and do not require recourse to criminal law.

Dispersal Orders: These orders prohibit crowds from gathering in areas subjected to high levels of ASB, and have been used across the country. To date there have been no applications in Rotherham.

Anti-Social Behaviour Orders (ASBOs): Where ASBOs have been obtained they have significantly improved the quality of life of victims and witnesses. The use of Interim ASBOs, which are particularly effective in cases of intimidation and continued offending, needs to be further developed. However, the use of ASBOs may be less effective than preventative interventions to change offending behaviour. Consequently, the number of ASBOs awarded should not be seen as an indicator of success.

Crack house closures: There have been no formal applications for crack house closures though developing crack markets are disrupted very swiftly.

Prosecution for criminal acts: Offenders engaging in ASB tend to be prosecuted for isolated criminal acts, including drunkenness, threatening behaviour and minor assaults, with little use of ABC's to deter repeat offending.

There is a Victim and Witness Support Service, based on volunteer workers available to support witnesses through the process of applying for and securing an ASBO. In particular, pre-trial familiarisation sessions, transporting witnesses to court and supporting witnesses in the waiting areas of the court could be developed further.

4.4.2 Managing responses to anti social behaviour: key actions

The Safer Rotherham Partnership will:

- Enhance interagency approaches to ASB through the establishment of the Safer Neighbourhood Teams comprising officers of responsible bodies working together
- Reduce ASB by confronting offending behaviour quickly and firmly, developing an enforcement strategy taking full advantage of criminal and civil legislation
- Implement a stringent performance management framework that will concentrate on the ease of access, the promptness of response, the effectiveness of the measure(s) applied and the delivery of better customer satisfaction.
- Make efforts to increase the take up of Mediation provision, linking this service to other responses to ASB and reviewing the optional aspect of the referral process. Greater publicity and community awareness of this service will be made available.
- Develop and implement a system to ensure that the issuing of letters of warning by all agencies are recorded and monitored and available to all agencies.
- Identify opportunities to further extend the use of ABCs across the Borough and review the option of involving senior Elected Members in the allocation process for ABCs. The participation of Elected Members holding related portfolio responsibilities may ensure a greater level of transparency and involvement in community justice.
- Review opportunities where necessary for the increased use of Injunctions, Possession Orders and Demoted Tenancies.
- Continue to review the need to apply for dispersal orders as a response to tackling ASB.
- Ensure that ASBOs remain a key part of the strategy alongside preventative agenda and other enforcement measures
- Make the public aware of our actions to deal with ASB
- Take effective action to tackle class A drugs markets.
- Seek opportunities to increase the use of ABC's and ASBOs in conjunction with prosecutions for criminal acts
- Identify funding to augment the victim and witness support service to assist vulnerable witnesses and complainants through the court process.

- Reduce ASB through early interventions, including the issue of fixed penalty notices for precursor behaviours such as littering, urinating in public, shouting & swearing, fighting and drunken behaviour.

4.5 Rehabilitation

4.5.1 Rehabilitation: current provision

Individuals who are convicted of serious offences of disorder are likely to be referred to the Youth Offending Service or the National Offender Management Service (NOMS). They may then be required to undertake community services and reparation as part of their sentence. There are opportunities to develop an approach that will integrate "at risk" offenders into programmes that will develop positive citizenship and facilitate their entry into work.

Currently, both the Youth Offending Services and NOMS in Rotherham use creative measures to involve offenders in reparation to the community for example, involvement of young people in environmental projects under the Streetpride initiative, this approach could be enhanced and expanded. The Persistent and Prolific Offenders' Scheme will also identify offenders for such measures and co-ordinate appropriate programmes for them.

The strategy acknowledges the links to the key themes laid down by 'Every Child Matters' and The Children's Act 2004. Multi agency work with young people at risk of becoming involved in crime and disorder will commence before legal action, and continue in parallel with any sentencing requirements.

4.5.2 Rehabilitation – key actions

- Integrate individuals who have perpetrated ASB into the Community through the provision of rehabilitation and training services in partnership with the Learning Skills Council.
- Identify further opportunities to link rehabilitation with service to the community.

4.6 Quality Assurance and Consultation

4.6.1 Quality Assurance and Consultation: current provision

Ways of assessing the satisfaction levels in individual ASB cases are uneven and underdeveloped, although surveys conducted by the Anti-Social Behaviour Unit of witnesses and victims in cases that have resulted in ASBOs, indicate uniformly high levels of satisfaction.

Several surveys of more general perceptions of crime, disorder and the environment have been conducted and the key findings have informed the development of this strategy.

The strategy will acknowledge the value of feedback and service user consultation and apply this learning to continuous performance improvement. The strategy will strive to involve the community, including young people in the consultative and quality assurance process.

The identification of new approaches that out perform the current and traditional responses to ASB will be actively sought from community consultation and quality assurance programmes.

In addition, within the quality assurance framework the strategy will apply cost benefit analysis on ASB service initiatives to identify the relationship between investment and the value of any subsequent outcome.

A more systematic approach to assessing customer satisfaction will be applied and this will be monitored vigorously internally and via independent research and evaluation.

4.6.2 Quality assurance and Consultation – key actions

- Members of the public who have reported ASB will be surveyed to establish customer satisfaction levels with how these calls are received and resolved. Their feedback will be relayed to the Joint Information and Intelligence Unit to inform future actions and revisions to this strategy.
- This survey will be supplemented by analysis of research conducted with children and young people, work with focus groups whose members have recent and specific experiences of ASB, and by reference to more generic surveys on crime and disorder and the fear of each.
- Evaluation and research on 'what works to address anti social behaviour' will be undertaken to complement customer satisfaction studies to ensure learning and feedback is incorporated into a continuous programme of improvement.
- An investment and cost benefit framework will be developed that assesses the value and impact of ASB measures, services and partnership outcomes.

4.7 Communication

4.7.1 Communication: current provision

The Safer Rotherham Partnership has consistently published press releases highlighting achievements in addressing crime and ASB and has produced publications aimed at enhancing public relations, however there has not been sustained 'social marketing' designed to reduce ASB.

The Streetpride 'banner' campaign is a good example of linking ASB to a dedicated telephone number for fly tipping, litter etc.

The strategy will implement an innovative communications plan that will use the good practice associated with 'social marketing' aimed at raising awareness and reducing ASB.

In addition, the focus on customer satisfaction standards will ensure that service standards are widely promoted and that feedback on performance is reported to residents via a variety of media including the website of the Safer Rotherham Partnership and those of its partner agencies..

4.7.2 Communication – key actions

The Safer Rotherham Partnership will:

- Develop an 'internal' marketing programme to provide information to all staff engaged in tackling ASB through briefings, training, performance updates and other means.
- Develop an externally focussed social marketing strategy to stimulate change in actions, behaviour and beliefs to reduce the incidence of ASB
- Feedback to the community on actions taken to tackle ASB such as the number of ABCs secured and ASBOs granted.

5. Conclusion: balancing enforcement and engagement

This strategy seeks to ensure a balanced approach combining engagement with the community and preventative measures with vigorous enforcement to tackle ASB in Rotherham.

A research programme led by external consultants and involving stakeholder interviews, focus groups and performance improvement workshops, has informed the strategy.

Additionally, the weaknesses identified in the ALMO Indicative Inspection in 2004 have been appraised and the remedial actions and measures put in place have been included within this strategy to address ASB.

We will seek to ensure close collaboration between all agencies and to deliver a customer focused service with excellent access points for the public. Moreover, the cost value and investment outcomes will be assessed stringently to deliver a programme of constant improvement and innovation.

6. Delivery of the Strategy

6.1. Resources to deliver

The delivery of the strategy will require cross agency resources of the partner organisations of the SRP. Corporate commitment has been provided from existing resources of the contributing services. The action plan identifies resources required for the delivery of the strategy these may come from partner agency core budgets or external funding eg Safer and Stronger Communities Funding, Neighbourhood Renewal, Pathfinder, Basic Command Unit and Objective 1 funding.

6.2 Performance management

The action plan (Appendix 2) details the overall aim, objectives and actions for the ASB strategy. These programmes of work will be developed and delivered by the Safer Rotherham Partnership Anti Social Behaviour Task Group, which will confirm timescales for delivery, appoint lead officers, obtain resources through internal and external funds and monitor and review progress. The Anti Social Behaviour Task Group will ensure the delivery of the strategy is timely and effective with the momentum for change sustained.

This is an interim arrangement pending the introduction of Safer Neighbourhood Teams. Consideration will then be given to the delivery of the ASB Strategy through the action plan by the Joint Action Group as part of this new structure.

Performance management of the strategy will be carried out by the Safer Rotherham Partnership who will receive reports on a quarterly basis outlining progress on action, achievements and any emerging barriers to success. The Safer Rotherham Partnership will take any remedial action where necessary.

Defining and Measuring Anti-Social Behaviour; Home Office Development and Practice Report 2004

Misuse of Public Space	Disregard for Community/ Personal Well being	Acts Directed at People	Environmental Damage
<u>Drug/ substance misuse</u> <ul style="list-style-type: none"> • Taking drugs • Sniffing volatile substances • Discarding needles/drug paraphernalia • Crack Houses • Presence of dealers or users 	<u>Noise</u> <ul style="list-style-type: none"> • Noisy neighbours • Noisy cars/motorbikes • Loud music • Alarms (persistent ringing/malfunction) • Noise from pubs/clubs • Noise from business/industry 	<u>Intimidation/ harassment</u> <ul style="list-style-type: none"> • Groups of individuals making threats • Verbal abuse • Bullying • Following people • Pester people • Voyeurism • Sending nasty/ offensive letters • Obscene/nuisance phone calls • Menacing gestures 	<u>Criminal damage/ vandalism</u> <ul style="list-style-type: none"> • Graffiti • Damage to bus shelters • Damage to phone kiosks • Damage to street furniture • Damage to buildings • Damage to trees/ plants/ hedges
<u>Street drinking</u>	<u>Rowdy Behaviour</u> <ul style="list-style-type: none"> • Shouting & swearing • Fighting • Drunken behaviour • Hooliganism/loutish behaviour 		
<u>Begging</u>			
<u>Prostitution</u> <ul style="list-style-type: none"> • Soliciting • Cards in phone boxes 			
<u>Kerb crawling</u> <ul style="list-style-type: none"> • Loitering • Pester residents 	<u>Nuisance behaviour</u> <ul style="list-style-type: none"> • Urinating in public • Setting fires (not directed at specific persons or property) • Inappropriate use of fireworks • Throwing missiles • Climbing on buildings • Impeding access to communal areas • Games in restricted/ • Inappropriate areas • Misuse of air guns • Letting down tyres 	<u>Can be on the grounds of:</u> Race, sexual orientation, gender, religion, disability, age	
<u>Sexual acts</u> <ul style="list-style-type: none"> • Inappropriate sexual conduct • Indecent exposure 			
<u>Abandoned cars</u>			
<u>Vehicle-related problems</u> <ul style="list-style-type: none"> • Inconvenient/ • Illegal parking • Car repairs on the street/in gardens • Setting vehicles alight • Joyriding • Racing cars • Off-road motorcycling • cycling/ • skateboarding in pedestrian areas? 	<u>Hoax calls</u> <ul style="list-style-type: none"> • False calls to emergency services <u>Animal-related problems</u> <ul style="list-style-type: none"> • Uncontrolled animals 		

Appendix 2

Safer Rotherham Partnership – Anti-Social Behaviour Action Plan

This action plan details the overall aim, objectives and actions for the anti social behaviour (ASB) strategy. These programmes of work will be developed and delivered by the Safer Rotherham Partnership Anti-Social Behaviour Task Group, which will confirm timescales for delivery, appoint lead officers, obtain resources through internal and external funds and monitor and review progress.

- Aim**
The aim of the strategy and this plan is to deliver significant and sustained reductions in ASB and in the fear of ASB.
- Objectives**
The objectives of the strategy are set out in the table below.

Objectives	Date	Lead agency/officer
Objective 1 25% reduction in the total number of individuals reporting ASB to the police and local authority over the 3 year period until 2008 compared to the ASB figures recorded for 2004/05	March 2008	SRP
Objective 2 20% reduction in concern about being a victim of anti-social behaviour by June 2008 compared to the baseline provided by the Reachout survey of June 2004	June 2008	SRP
Objective 3 95% satisfaction with the manner in which ASB reports are received and action taken. (To be assessed by an annual ASB customer satisfaction survey)	Annually	SRP

3. Key actions

Each of the following key actions will contribute to the overall aim and objectives of the strategy.

	Action	Resources	Date	Lead Agency/ Officer
1	Safer Neighbourhood Teams will be introduced: <ul style="list-style-type: none"> in one constituency of the Borough across all three constituencies of the Borough 	Resources identified from SYP and RMBC	Oct 2005 April 2006	SNT Development Team
2	Publication of policy and guidance manuals for common standards and definitions for ASB incidents	Resources identified from SYP and RMBC	Oct 2005	SNT Development Team
3	Performance targets will be developed in relation to the time between reporting an incident, the response and subsequent action	Resources identified from SYP and RMBC	Oct 2005	SNT Development Team
4	The development of a Joint Information and Intelligence Unit.	Resources identified from SYP and RMBC	Oct 2005	SRP/SNT Development Team
5	A single point of contact through a dedicated telephone number will be introduced to deal with all notifications of anti social behaviour to the Local Authority	RMBC	April 2006	SNT Development Team

	Action	Resources	Date	Lead Agency/ Officer
6	ASB legislation, enforcement and problem solving training is provided in all 7 Safer Neighbourhood Teams (initially in the North of the Borough) and offered to all Safer Neighbourhood Team personnel.	Resources identified from SYP and RMBC and 2010 Rotherham Ltd	Oct 2006	SRP
7	Problem solving training is to be provided in all 7 Safer Neighbourhood Teams and offered to elected members and community representatives	Resources identified from SYP and RMBC and 2010 Rotherham Ltd	April 2006	
8	ASB conditions in all 2010 Rotherham Ltd. Tenancy Agreements, outlining that Injunctions, Demoted Tenancies and Possession Orders will be issued in cases of serious or persistent ASB	Contained within existing budget	Aug 2005	2010 Rotherham
9	The use of Mediation Services will be extended and actively promoted through liaison with Neighbourhood Champions, enabling positive early interventions. Target - 90 cases referred to mediation in 2005/06	Contained within existing mediation budget	April 2006	ASB Unit
10	The Council will develop a Private Landlord Accreditation Scheme to encourage high standards of Tenancy Management.	Contained within existing budgets	Dec 2005	RMBC Neighbourhoods Service

	Action	Resources	Date	Lead Agency/ Officer
11	An environmental crime strategy will be developed to incorporate environmental improvements to address ASB	Resources required identified within strategy	Oct 2005	RMBC Neighbourhoods Service
12	Amalgamation of the current Wardens Services into a single uniformed brand	RMBC	Oct 2005	RMBC
13	Development of a youth involvement strategy to ensure that children and young people are aware of and actively involved in work being carried out to reduce ASB	Resources required identified in strategy	April 2006	SRP/ RMBC Young Peoples Service
14	Double the number of looked after children who are offered vocational training placements.	RMBC and partner budgets	March 2008	Children and Young Peoples Service

	Action	Resources	Date	Lead Agency/ Officer
15	<p>Reduce ASB by confronting offending behaviour quickly and firmly taking full advantage of criminal and civil legislation including monitoring of the following:</p> <ul style="list-style-type: none"> • Identification of opportunities to further extend the use of ABCs across the Borough • Increased use of Injunctions, Possession Orders and Demoted Tenancies • The use of dispersal orders • The use of ASBOs alongside preventative and other enforcement measures • Effective action to tackle class A drugs markets • The use of ABCs and ASBOs in conjunction with prosecutions for criminal acts • The use of fixed penalty notices for precursor behaviours such as littering, urinating in public, shouting and swearing, fighting and drunken behaviour. 	No additional resources required for monitoring	4 monthly review	SRP
16	Develop and implement a system to ensure that the issuing of letters of warning by all agencies are recorded and monitored and available to all agencies.	Within existing budgets	Oct 2005	SNT
17	All cases specifically supervised by the Youth Offending Service will be subject to the Youth Offending Service KPI's. Interventions and responses will be determined by assessment of need and risk.	Met within existing budgets	Ongoing	Youth Offending Service

	Action	Resources	Date	Lead Agency/ Officer
18	All offenders subject to supervision by the National Probation Service will be supervised in accordance with the relevant national standards. Interventions and responses will be informed by assessment of need and risk using the nationally utilised OASys framework. Where appropriate this will be coordinated with the POPO strategy.	Met within existing budgets	Ongoing	Probation Service
19	Annual survey of customer satisfaction with service delivery.	Neighbourhoods Services	March 2006	ASB Unit
20	Evaluation and research on 'what works to address anti social behaviour' will be undertaken to complement customer satisfaction studies to ensure learning and feedback is incorporated into a continuous programme of improvement.	No additional resources required	June 2006	SRP
21	Develop an 'internal' communications programme to provide information to all staff engaged in tackling ASB through briefings, training, performance updates and other means	Safer Stronger Communities Fund	Oct 2005	SRP
22	To introduce 4 social marketing initiatives to stimulate change in actions, behaviour and beliefs to reduce the incidence of ASB	Safer Stronger Communities Fund	March 2006	SRP

	Action	Resources	Date	Lead Agency/ Officer
23	<p>Develop an externally focussed social marketing programme to feedback to the community on actions taken to tackle ASB such as the number of ABCs secured and ASBOs granted, including:</p> <ul style="list-style-type: none"> • Minimum of 1 press release per month • Implementation of procedure for publicising the issuing of ASBOs where appropriate 	Neighbourhoods Service budgets	Sept 2005	SRP
24	Widening of the use of community facilities for the benefit of young people, especially during evening and holiday periods.	RMBC		SRP
25	<p>Review current delivery of strategy by the ASB Task Group.</p> <p>Consider:</p> <ul style="list-style-type: none"> • Delivery by the Joint Action Group as part of the Safer Neighbourhood Teams structure. • Requirement for appointment of officer to oversee delivery 	Resources to be identified if Officer to be appointed	Oct 2005	SRP

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Sustainable Communities Scrutiny Panel
2.	Date:	14th July 2005
3.	Title:	Anti-Social Behaviour Service Improvements Update
4.	Programme Area:	Neighbourhoods

5. Summary

The report sets out the recommendations made by the Audit Commission following the Indicative Arms Length Management Inspection and the progress made to date

6. Recommendations

Scrutiny Panel to note both the actions delivered against the recommendations of the Audit Commission (Indicative ALMO Inspection) and the continuing improvements being made by partners in the delivery of services to address anti social behaviour in our Neighbourhoods.

7. Proposals and Details

Anti-social behaviour causes serious problems for tenants and residents alike and, therefore, threatens the cohesion of our communities. Neighbourhoods along with the Safer Rotherham Partnership must take on board and action the comments made by the Audit Commission in order to improve services for customers and to play its part in preventing and tackling anti-social behaviour.

Appendix 1 highlights the comments made by the Audit Commission and the comments and progress made to date

8. Finance

There are no direct financial implications arising from this report

9. Risks and Uncertainties

Failure to effectively tackle anti-social behaviour can contribute to a spiral of decline in neighbourhoods. This jeopardises the sustainability of our communities and has a negative effect on social and economic regeneration. The cost of managing such areas invariably rises as a result.

10. Policy and Performance Agenda Implications

Tackling anti-social behaviour and multi-agency working is vital in order for an impact to be made in our communities. The implementation of the Safer Rotherham Partnership Anti-Social Behaviour Strategy, new structures within 2010 Rotherham to deliver Neighbourhood Management and the development of partnership Safer Neighbourhood Teams, will contribute considerably to sustaining our communities. In addition changes are to be made in order to provide an excellent service to our customers

11. Background Papers and Consultation

- Audit Commission ALMO Inspection Report December 2004
- The Safer Rotherham Partnership Anti-Social Behaviour Strategy.
- Cabinet Report restructuring of Housing and Environmental Services
- Cabinet Report 2nd September 2004 Neighbourhood Development.
- Cabinet Member for Neighbourhoods Report , 4th July – Safer Neighbourhood Teams

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Anti-Social Behaviour Inspection Recommendations and Update

<u>Audit Commission Comment</u>	<u>Indicative Almo Inspection Para Ref No.</u>	<u>Updated Information</u>	<u>Comments</u>
Access arrangements in relation to anti-social behaviour are not fully customer focused	7		
Complainants have difficulty in accessing information on action planned or actions taken. The Council does not systematically reference complaints	60	<ul style="list-style-type: none"> Addressed by 2010 Rotherham new customer relations I.T. system (Anite) and process improvements The S.R.P. Anti-Social Behaviour Strategy sets out plans for better customer access to services. The formulation of an enhanced call handling system will be explored in order that calls to the LA in relation to anti-social behaviour will come through a single point of contact. This will be via a dedicated telephone number 	
No data analysis of who is accessing the service	61	<ul style="list-style-type: none"> 2010 Rotherham Anite system allows analysis Proposed Joint Information and Intelligence Unit (Observatory) for Safer Neighbourhood Teams will form linkages with Anite in order to Capture this Data 	
Mediation services not subject to clear and explicit service guarantees	63	<ul style="list-style-type: none"> Value for money exercise currently being carried out in partnership with 2010 Rotherham. Service level agreements with 2010 Rotherham being updated Customer satisfaction survey being carried out by Mediation Rotherham 	
No ASB customer satisfaction survey	64	<ul style="list-style-type: none"> Customer Satisfaction Survey for both 2010 Rotherham and the ASB Unit being produced Anite Estate Management System process will monitor response 	<ul style="list-style-type: none"> The Anti-Social Behaviour Unit carry out customer satisfaction surveys when a case is closed. The S.R.P. Anti-Social Behaviour Strategy enhances this and Objective 3 aims for a 95% customer satisfaction rate with the manner in which anti-social behaviour is dealt with
Anti-Social Behaviour Service not widely	173	<ul style="list-style-type: none"> Having identified ways to address this problem area 	<ul style="list-style-type: none"> Presentations currently taking place by RMBC Anti

<p>promoted.</p> <p>No Service Standards</p> <p>No Braille</p>		<p>(see comments) we can make rapid progress to improve on previous performance.</p> <ul style="list-style-type: none"> • Press Strategy has been set out to include press releases as part of the ALMO Excellence Plan • Service standards are in place • Mediation service information is available in Braille, tape and different languages when requested 	<p>Social Behaviour manager to all Parish Councils (29 to be completed by 31 March 2005)</p> <ul style="list-style-type: none"> • Training has been set out for Elected Members • This is an area we can address rapidly through our links with the Library Service e.g. via Talking Newspapers; and through our contacts with the voluntary sector e.g. 'Speak Up' could advise about reproducing advice for people with learning disabilities.
<p>No System to monitor response</p> <p>No Customer Satisfaction Monitoring of closed cases</p>	174	<ul style="list-style-type: none"> • See reference paras 60 and 64 above 	
<p>No extensive use of legal remedies such as Anti-Social Behaviour Orders.</p>	175	<ul style="list-style-type: none"> • 419 Acceptable Behaviour Contracts Served • 11 CRASBO's Served • 9 ASBO's Served • 3 School Acceptable Behaviour contracts • Use of introductory tenancies including Notice Pending Possessions (2010) • Letters of warning (2010) 	<ul style="list-style-type: none"> • Full range of remedies are used including intervention by working closely with other agencies such as SY Fire and Rescue Service, SY Police, Youth Offending and Education Welfare. This will be further developed by the introduction of Safer Neighbourhood Teams
<p>The Council's definition of anti-social behaviour is not robust. A substantial proportion of instances reported relate to breaches of tenancy.</p>	176	<ul style="list-style-type: none"> • Definitions categories clearly identified for Anti-Social Behaviour now set out in line with the Home Office Development and Practice Report 2004 	<ul style="list-style-type: none"> • Categories identified on Anite reporting system and monitored on a monthly basis
<p>There is no process in operation for allowing local residents a sustained input on prioritisation and monitoring of anti-social behaviour with the areas of the borough</p>	180	<ul style="list-style-type: none"> • Safer Neighbourhood Teams will ensure improved co-ordination • All residents will be encouraged to collaborate with the SNT's 	
<p>There is little evidence of well developed, joint working with other landlords</p>	180	<ul style="list-style-type: none"> • The S.R.P. Anti-Social Behaviour Strategy sets out an action to further develop the Private Landlord Accreditation Service 	<ul style="list-style-type: none"> • Anti-Social Behaviour Unit works with Registered Social Landlords and via service level agreements investigates and progresses interventions

			including ASBOs where required
Generally the council's service level agreements have little regard for Value for Money issues and customer needs			
Lack of Value for Money in relation to the Mediation Service	80 & 81	<ul style="list-style-type: none"> Value for money exercise is currently being undertaken as part of the Arms Length Management Organisation Excellence Plan 	<ul style="list-style-type: none"> Benchmarking with other local authorities who participate in Mediation Mediation services promoted with 2010 Rotherham to ensure increased take up of contracted arrangements
Lack of Value for Money in relation to anti-social behaviour	95	<ul style="list-style-type: none"> VFM model identified during development of SRP ASB Strategy. Currently procuring skills for assessment 	
No cost benefit analysis on anti-social behaviour service initiatives or police partnership working	96	<ul style="list-style-type: none"> See 95 above 	
No value for money assessment of comparing the Anti-Social Behaviour Unit and local offices on taking serious anti-social behaviour cases	97	<ul style="list-style-type: none"> See 95 above 	
Partnership working on tackling anti-social behaviour of young people on estates is not fully developed	98	<ul style="list-style-type: none"> Preventative work to be carried out in schools Introduction of ABC's in schools The S.R.P. Anti-Social Behaviour Strategy Action Plan recognises that children and young people must also be aware of the work being carried out to tackle anti-social behaviour 	<ul style="list-style-type: none"> Youth Liaison Officer based within the ASB Unit currently working with S Y Police and SY Fire and Rescue and youth Offending to develop work in schools This issue will also be addressed through the new Safer Neighbourhoods Teams
Duplication and no evidence of value for money assessment of effective and service delivery integration framework eg Neighbourhood wardens	102	<ul style="list-style-type: none"> Scrutiny Review carried out and to be reported in July Integrated service development involving Neighbourhood wardens, Environmental wardens and Green Space Rangers Regional model for VFM assessment being developed 	
The Council does not have a strategic approach to its anti-social behaviour and leasehold service	7		
No robust strategy, no consultation on Anti-Social Behaviour draft	167 / 168	<ul style="list-style-type: none"> Consultation events including 121 meetings and focus groups held by 	<ul style="list-style-type: none"> Strengthened Strategy Produced July 2005.

		<p>officers and consultants employed to strengthen the S.R.P. Strategy</p> <ul style="list-style-type: none"> • Specific concerns highlighted by the Audit Commission were highlighted 	
Under reporting or under recording	169	<ul style="list-style-type: none"> • Addressed by 2010 Rotherham new customer relations I.T. system (Anite) and process improvements • The S.R.P. Anti-Social Behaviour Strategy sets out plans for better customer access to services. • The formulation of an enhanced call handling system will be explored in order that calls to the LA in relation to anti-social behaviour will come through a single point of contact. This will be via a dedicated telephone number 	
Data inaccuracies and not recognising hotspots	170	<ul style="list-style-type: none"> • Development of Anite and the Safer Neighbourhood Team Observatory will enable the issue to be addressed 	
Warden Service success but only in 3 areas	171	<ul style="list-style-type: none"> • Expanded from Objective 1 project – 30 in post by 18th July 	<ul style="list-style-type: none"> • Requires further strategic analysis. To be undertaken as part of Scrutiny Review recommendation response • 2010 Rotherham Ltd. is currently exploring ways it can strengthen / contribute to the greater flexibility of the Warden Service
No diversity monitoring	172	<ul style="list-style-type: none"> • 2010 Rotherham Anite system allows analysis • Proposed Joint Information and Intelligence Unit (Observatory) for Safer Neighbourhood Teams will form linkages with Anite in order to Capture this Data 	
Anti-social behaviour definition is not robust	176	<ul style="list-style-type: none"> • The SRP Anti-Social Behaviour Strategy sets out the benchmarking identification which is provided by the Crime and Disorder Act 1998 	<ul style="list-style-type: none"> • Definition – “Any behaviour that has caused, or is likely to cause, harassment, alarm or distress to another person who is not of the same household.” • Categories – As per Home Office definition
Anti-social behaviour strategy not in place before policy and procedures	281	<ul style="list-style-type: none"> • Anti-Social Behaviour Policy and Procedure Produced in line with Government 	<ul style="list-style-type: none"> • Anti-Social Behaviour Act 2003 – Duty for all Social Landlords to produce their

		<p>requirements</p> <ul style="list-style-type: none"> • Review carried out in April to bring in line with the ALMO and will be reviewed again in 2008 	policies and procedures by 31 December 2004
No analysis of anti-social behaviour complaints No mapping No gap analysis of resources and policies No smart action plan	282	<ul style="list-style-type: none"> • Addressed by 2010 Rotherham new customer relations I.T. system (Anite) and process improvements • The SRP Anti-Social Behaviour Strategy identifies that consistent incident recording is critical along with a management information system that can match incidents. • The SRP will invest in a management information system within the proposed intelligence framework. 	<ul style="list-style-type: none"> • Formulation of a Observatory drawing on joint information and intelligence is currently in progress as key element in the operation of Safer Neighbourhood Teams in September/October 2005. • Systems are currently being explored by the Safer Neighbourhood Team Working Group
Targets have not been met for developing an Anti-Social Behaviour Strategy	9		
No Safer Rotherham Partnership explicit target for anti-social behaviour reduction	178	<ul style="list-style-type: none"> • The SRP Anti-Social Behaviour Strategy Action Plan identifies this as Objective 1 	<ul style="list-style-type: none"> • 25% reduction in the total number over a 3 year period until 2008 – compared to figures recorded for 2004/05
The Performance management system for anti-social behaviour is not robust	9		
No use of intelligence No mapping In complete/duplication of data caption No Rotherham Metropolitan Borough Council / South Yorkshire Police reporting and monitoring system	177	<ul style="list-style-type: none"> • Performance management framework drafted for implementation • The SRP will invest in a management information system within the proposed intelligence framework. • The SRP Anti-Social Behaviour Strategy highlights the differences and all incidents will be recorded and monitored in accordance with the Home Office Development and Practice Report. 	<ul style="list-style-type: none"> • The formulation of a call handling facility will be integrated with the proposed Joint Information and Intelligence Observatory and the Safer Neighbourhood Teams
No common database No accurate recording method No common categorisation No IT System Lack of focus on key targets	341	<ul style="list-style-type: none"> • Summary of audit commission findings addressed by comments above • The SRP will invest in a management information system within the proposed Observatory intelligence framework. 	

ROTHERHAM BOROUGH COUNCIL

1.	Meeting:	Sustainable Communities Scrutiny Panel
2.	Date:	14th July 2005
3.	Title:	Recommendations from the Indicative ALMO Inspection and the new 2010 Excellence Plan
4.	Programme Area:	Neighbourhoods

5. Summary

To report the recommendations for service improvement from the Indicative ALMO inspection and to discuss the ALMO Excellence Plan and its development into the 2010 Excellence Plan.

6. Recommendations

- SCRUTINY MEMBER IS ASKED TO NOTE THE RECOMMENDATIONS AND THE 2010 EXCELLENCE PLAN.**

7. Proposals and Details

The recommendations from the Indicative ALMO Inspection Report have been included in the ALMO Excellence Plan to drive forward and monitor the service improvement of housing management and repairs services into an ALMO structure with the objective of delivering an excellent customer service through Neighbourhood Management.

With the development of the ALMO (2010 Rotherham Ltd.), it has now become necessary to split the responsibilities to delivery the recommendations from the Audit Commissions Indicative ALMO inspection, between 2010 Rotherham Ltd and the retained housing functions in Neighbourhoods.

To ensure clarity the recommendations have been incorporated into the 2010 Excellence Plan, which forms the first seven objectives of the Neighbourhood Service Plan.

The seven objectives are as follows:

- Become a good (2 star) ALMO Housing Service in terms of cost, efficiency and service delivery by 2005 and achieve an excellent (3 star) service by 2006 to draw down funding to deliver decent homes.
- Achieve the Decent Homes Standard for all council properties by 2010 and ensure that all Council properties achieve Secured by Design standards by 2010 to reduce domestic burglary.
- Deliver the neighbourhood management agenda facilitated by customer focused, accessible one stop shop approach by 2006
- Provide an externally recognised value for money, high performance repairs and maintenance service by 2007
- Reducing void re-let times to become the best in class by 2007
- Through partnership arrangements and the development of neighbourhood partnership teams contribute to reducing by 25% the incidents of Anti-Social Behaviour by 2008
- Increase the number of active tenant and resident participants, which is representative of the make up of the borough by 100% by 2007

8. Finance

All issues related to finance to deliver the plan is covered in current budgets.

9. Risks and Uncertainties

Failure to keep to the milestones in the plan will hamper the development of '2010 Rotherham Limited' and the two star rating needed from the ALMO Inspection in November 2005, resulting in not receiving the £233 million to Deliver Decent Homes by 2010. These risks are being managed through weekly updates from the Lead Task Managers, at the Executive ALMO Board Meeting, which is chaired by the interim Chief Executive of the ALMO Jim McAusland and consists of the ALMO senior Management Team. The plan is presented at Programme Area Management Team meetings on a weekly basis and a weekly update is given to Councillor Ellis Cabinet Member for Neighbourhoods. Any risks are identified at an

early stage. However, there has been some slippage on key milestones over the past two months and it is important that we make a recovery over the next two months to put us back on track for the ALMO inspection.

The above risks are linked to:-

- The Programme Area Risk Register
- The CMT Risk Register
- The Service Risk Register

10. Policy and Performance Agenda Implications

The plan will help shape the ALMO structure, reorganise service, and deliver excellent customer service through Neighbourhood Management. It includes recommendations from the Repairs and Maintenance Inspection in February 2004, the Indicative ALMO Inspection report in December 2004 and areas of weakness identified in the Best Value Review of Housing Management in December 2003.

Gaps identified from working with the Audit Commissions Key Lines of Enquiry (KLOE) have also been added in to the current 2010 Excellence Plan. The priorities in the plan have been identified within the Neighbourhoods Service Business Plan which also link with the Corporate Plan and Strategic Partnerships and Public Service Agreements. The plan will also contribute to the Chief Executives Year a Head Statement.

The plan is used to monitor and record progress. It is regularly updated to reflect the milestones and measures achieved and ensure that there is a continual improvement in the delivery of customer service.

The plan is reported to a wider audience through Foundations and Open House Newsletters as well as internal and external presentations.

11. Background Papers and Consultation

- The Plan was discussed at PAMT on 27 May 2004 and approved
- It was passed at the ALMO Project Board meeting on 15 July 2004
- Cabinet for Housing and Environmental Services. Minute No. 37 of 30th July 2004.
- Reported to Environmental Scrutiny Panel. Minute No. 49 of 23rd September 2004.
- Reported to Environmental Scrutiny Panel. Minute No 97 of 13th January 2005
- Neighbourhoods Service Business Plan
- Corporate Plan
- New 2010 Excellence Plan accepted at Executive ALMO Board, June 2005
- Programme Area Management Team Friday 24th June 2005

Contact Name : Janet Greenwood, Service Improvement Manager, Neighbourhoods, extension 2206, janet.greenwood@rotherham.gov.uk



T U R N I N G H O U S E S I N T O H O M E S

2010 Excellence Plan

Strategic Become a good (2 star) ALMO Housing Service in terms of cost, efficiency and service delivery by 2005 and achieve an excellent (3 star) service
Objective 1 by 2006 to draw down funding to deliver decent homes
(2010 Rotherham – Chief Executive)

Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcomes
1.1	Deliver all actions within the ALMO Excellence Plan	Dec 06	Richard Walker	On Target	<ul style="list-style-type: none"> Monthly Performance Reports to ALMO Board commence (Apr 05) 	<ul style="list-style-type: none"> Weekly reports to management board commenced June 05
1.2	Develop and deliver innovative, unique services that achieve recognition	Dec 06	Mick Dobson	<ul style="list-style-type: none"> On Target On Target On Target On Target 	<ul style="list-style-type: none"> Review services against KLOES and VFM (Sept 05) Identify areas to achieve external recognition (Mar 06) Achieve an externally recognised awards for innovation ie. Beacon Status (Dec 06) Be identified as Best Practice in at least one housing service by the Audit Commission (Dec 06) 	Charter Mark Action Plan being delivered against.

2010 Excellence Plan

Strategic Objective 1 **Become a good (2 star) ALMO Housing Service in terms of cost, efficiency and service delivery by 2005 and achieve an excellent (3 star) service by 2006 to draw down funding to deliver decent homes**

(2010 Rotherham – Chief Executive)

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Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcomes
1.3	Carry out business process re-engineering on all service within 2010 Rotherham to demonstrate efficiencies in line with Gershon principles	Mar 06	Mick Dobson	Not on Target	<ul style="list-style-type: none"> Schedule developed to carry out BPR on all service approved by ALMO Board (May 05) Findings reported monthly to Board commence (May 05) KLOE assessment on all services completed (June 05) Value For Money assessment on all service completed (Sept 05) Service improvement plans developed for all services (Oct 05) All services demonstrate Value For Money (Mar 06) Achieve a minimum 2.5% efficiency gains (Mar 06) 	<ul style="list-style-type: none"> Programme identified for SLA with Service Improvement Team. Services approved by Executive management board – commenced June 05 KLOE's completed by July

2010 Excellence Plan

Strategic Objective 1 **Become a good (2 star) ALMO Housing Service in terms of cost, efficiency and service delivery by 2005 and achieve an excellent (3 star) service by 2006 to draw down funding to deliver decent homes**

(2010 Rotherham – Chief Executive)

Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcomes
1.4	Equalities and Diversity is embedded into Neighbourhood Management and all services are designed to promote community cohesion	Mar 06	Phil Rees	Complete	<ul style="list-style-type: none"> ○ Corporate Equalities Action Plan delivered against to achieve Level 2 (Mar 05) ○ Level 3 (Dec 06) ○ Monitoring arrangements for CRE Code of Practice is strengthened with data collected acted upon Action plan for July 05 developing representative workforce (Mar 05) ○ Service Standard for monitoring and dealing with racist incidents (Mar 05) 	<p>Not on Target</p> <p>The 2 policies have been impact assessed, In the process of reprioritising the list of policies and arranging training for staff. Earlier sessions were poorly attended, this has meant that we had to delay the process by a few months.</p> <p>On Target</p> <p>Deliver actions and target set within the Equalities and Diversity action plan (Mar 06)</p> <p>On Target</p> <p>All staff, members and tenant representatives are trained on Equality and Diversity issues and achieving the standard (Oct 05)</p> <p>On Target</p> <p>BV164 (compliance with code of practise)</p> <p>○ BV164 (compliance with code of practise)</p> <p>○ Achieved (Mar 06)</p> <p>Internally Audited.</p> <p>On target/New code of practice to take on board by 2006</p>

2010 Excellence Plan

Strategic Objective 1	Become a good (2 star) ALMO Housing Service in terms of cost, efficiency and service delivery by 2005 and achieve an excellent (3 star) service by 2006 to draw down funding to deliver decent homes (2010 Rotherham – Chief Executive)
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Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcomes
1.5	Achieve quality assurance accreditation for Charter Mark, Investors in People and ISO9001	Mar 06	Mick Dobson	Completed	<ul style="list-style-type: none"> Charter Mark Action Plan Implemented (Apr 05) Action Plan delivered against (Sept 05) Application submitted (Dec 05) Charter Mark accreditation achieved (Mar 06) Investors in People Action Plan implemented (Apr 05) Investors In People achieved (June 05) R&M achieves ISO9001 (Dec 05) 	Pre- Assessment in July.

2010 Excellence Plan

Strategic Objective 1 **Become a good (2 star) ALMO Housing Service in terms of cost, efficiency and service delivery by 2005 and achieve an excellent (3 star) service by 2006 to draw down funding to deliver decent homes**

(2010 Rotherham – Chief Executive)

Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcomes
1.6	Develop performance arrangements which include incentives and penalties to ensure we are in the best position to achieve 2 stars	Dec 05	Alison Palmer	On Target Complete	<ul style="list-style-type: none"> Agree Management Fee (May 05) 	<ul style="list-style-type: none"> Meetings continue to be held weekly with Jim McAusland, Tom Cray, Andrew Bedford and Price Waterhouse – Completion (July 05)

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Strategic Objective 2 Achieve the Decent Homes Standard for all council properties by 2010 and ensure that all Council properties achieve Secured by Design standards by 2010 to reduce domestic burglary
(2010 Rotherham – Chief Executive)

Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcome
2.1	Develop and deliver the 2010 standard for bringing properties up to and beyond the required decent homes standard	Mar 06	Mark Johnson	On Target On Target On Target	<ul style="list-style-type: none"> Develop and approve Decent Home Investment Plan (Sept 05) Rotherham Standard developed and implemented following consultation (Sept 05) Customer Satisfaction with the Decent Homes Service 90%, satisfaction with choice 80%. (Mar 06) 	Re Secured by Design, to reiterate my previous comments, we are incorporating Secured by Design features into our capital developments whenever possible. Homes will not however achieve Secured by Design standards as this can only realistically be achieved on new build developments.
2.2	Deliver targets and milestones within the 5 year Decent Homes Programme	Mar 10	Mark Johnson	On Target On Target On Target On Target	<ul style="list-style-type: none"> Targets set within the Decent Homes Programme are achieved each year (Mar 06 – 10) – BV184b HES 12 (Performance on Capital Spend) <ul style="list-style-type: none"> 100% (Mar 06) All homes brought to Decency level (Dec 10) – BV184a All homes achieve Secured by Design standards (Dec 10) 	7

2010 Excellence Plan

Strategic Objective 2	Achieve the Decent Homes Standard for all council properties by 2010 and ensure that all Council properties achieve Secured by Design standards by 2010 to reduce domestic burglary
(2010 Rotherham – Chief Executive)	

Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcome
2.3	Renegotiate partnership arrangements for the delivery of the decent home programme	Mar 06	Mark Johnson	On Target On Target On Target	<ul style="list-style-type: none"> Establish a PMF (July 05) Choose and appoint contractors for Decent Homes 2006 - 2010 (Nov 05) Partnership arrangements established based on Egan and Gershon principles and demonstrating value for money (Mar 06) 	Gershon savings were identified in April/May and will be implemented throughout the year.
2.4	Review the process for managing the decent homes programme to ensure it delivers value for money	July 05	Mark Johnson	On Target On Target On Target	<ul style="list-style-type: none"> Identify potential savings within Decent Homes programme both cashable and non-cashable (May 05) Report on the level of savings to ALMO board (Oct 05) Redirect Efficiency gains identified into Decent Homes programme based on tenants priorities (July 05) 	Gershon savings were identified in April/May and will be implemented throughout the year.
2.5	Develop and Deliver the 7 year Annual Maintenance Plan	June 05	Mark Johnson	Off Target Off Target	<ul style="list-style-type: none"> Draft Plan circulated to PAMT (May 05) Plan signed off by ALMO Board (June 05) 	A draft plan has been produced, however a more realistic plan cannot be completed and presented until it is decided how much RMBC are to spend on this from the HRA in this year and future years. Work is underway with PWC to establish this figure.

Strategic Objective 3		Deliver the neighbourhood management agenda facilitated by customer focused, accessible one stop shop approach by 2006 (2010 Rotherham – Chief Executive)				
Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcome
3.1	Work in Partnership with the council to review and scope the delivery of the Neighbourhood Management agenda	Dec 05	3 Area Co-ordinators	On Target On Target On Target	<ul style="list-style-type: none"> BVR Completed (Aug 05) Improvement Plan implemented (Sept 05) Establish a NM PMF and KPI Suite (Dec 05) 	A Neighbourhood Management Co-ordinator group made up of senior managers from key partner organisations has been organised. Regular meetings are being held. Report on Neighbourhood Management has gone to CMT.
3.2	Establish local service delivery partnerships through a modernised area assembly framework	Sept 05	3 Area Co-ordinators	On Target On Target	<ul style="list-style-type: none"> Roll out modernised area assembly model (June 05) Establish local service delivery partnership (Sept 05) 	Area Assembly Report to go to CMT June 05 Area Assembly report received w/c 27/6/05, not yet agreed through CMT therefore date will slip for roll out. Safer Neighbourhood Team are currently being developed in Wentworth Constituency to form an integral part of LSDP

Strategic Objective 3		Deliver the neighbourhood management agenda facilitated by customer focused, accessible one stop shop approach by 2006 (2010 Rotherham – Chief Executive)				

Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcome
3.3	Contribute to the establishment of 'Customer Service Centres' across the borough through partnerships arrangements based on customer requirements	Mar 08	Richard Walker	On Target	<ul style="list-style-type: none"> Deliver against targets and milestones set in the Access and Accommodation Strategy (Mar 06) Ensure ALMO branding is clear at all Customer Service Centres (Mar 06) 	<p>Currently reviewing opening hours as part of access strategy</p> <p>Regular meetings being held with regards to the Customer Contact centre strategy – ALMO has stipulated it requires separate branding etc.</p>

Strategic Objective 4		Provide an externally recognised value for money, high performing repairs and maintenance service by 2007. (2010 Rotherham – Chief Executive)				
Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcome
4.1	Achieve best in class performance indicator targets for repairs timescales by 2007	Mar 07	Richard Walker	Off Target On Target	<ul style="list-style-type: none"> • Evening and Weekend Appointment system in place for all non-urgent repairs (Jun 05) • Carry out BPR and review on all repairs service (Sept 05) <ul style="list-style-type: none"> • HES 72 (urgent repairs) 97% (Mar 05), 98% (Mar 06), 99% (Mar 07) • HES 73 (non-urgent repairs) 13 days (Mar 05), 12 days (Mar 06), 10 days (Mar 07) • BV185 (repairs by appointment) 77% (Mar 05), 80% (Mar 06), 83% (Mar 07) • 97% Customer Satisfaction level (Mar 07) 	Report on appointments pilot going to Executive Mgt Board on 4 th July 05 Going to Cabinet on 27 th July. 05 Targets Achieved, awaiting final audited figures. Available 20/06/05
4.2	Implement latest technology for on-site operations to reduce inefficiencies and deliver faster services for our customers	Mar 06	Paul Ruston	On Target On Target On Target On Target	<ul style="list-style-type: none"> • Pilot hand-held technology (Sept 05) relates also to 5.4. • Roll out and implement new technologies (Dec 05) • Achieve efficiency identified in the Annual Efficiency Statement (Mar 06) • 85% Repairs Completed in First Visit (Mar 06) 	Report to go to ALMO Board w/c 25 July 05.

2010 Excellence Plan

Strategic Objective 4					Provide an externally recognised value for money, high performing repairs and maintenance service by 2007. (2010 Rotherham – Chief Executive)

Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcome
4.3	Carry out market testing for all repairs and maintenance services and identify a value for money procurement option which meets the needs and objectives of the ALMO and its customers	Sept 05	Mick Butler	Complete	<ul style="list-style-type: none"> • Implement recommendations from ALMO Board to market test repairs and maintenance (May 05) • Repairs and Maintenance demonstrates Value for Money and service achieves 2 star standard (Nov 05) 	On Target

2010 Excellence Plan

Strategic Objective 5 Reducing void relet times to become best in class by 2007

(2010 Rotherham – Chief Executive)						
Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcome
5.1	Continue Business Process Re-engineering with further benchmarking to streamline remaining inefficiencies	Sept 05	Richard Walker	On Target On Target On Target	<ul style="list-style-type: none"> BPR, Review and carry out VFM assessment against current procedure (Sept 05) Ensure Choice Based Lettings has a positive impact on delivering BV212 (Void re-let times) BV212 achieves 13 days (Mar 07) 	CBL now commenced, close monitoring being undertaken to ensure positive impact upon performance.
5.2	Develop mechanisms, along with our stakeholders, which will ensure that properties are let to a high standard on every occasion	Mar 06	3 Area Co-ordinators	On Target On Target On Target	<ul style="list-style-type: none"> All properties meet the HOUSEPROUD standard (June 05) Refusal rates reduced by 50% (Mar 06) 100% rating against the standard achieved on Customer Led 'Customer Inspection Service' (Dec 05) Satisfaction with new tenants 90% (Mar 06) 	<p>Customer Inspection service results awaited from Strategic Services as per below.</p> <p>Baseline of refusal rates obtained, current figures to be analysed. CBL should improve this.</p> <p>Commission customer inspection service from Strategic Services – expect results on 8/7/05</p> <p>New tenant satisfaction is 92.5% as at 27/6/05</p>

2010 Excellence Plan

Strategic Objective 5		Reducing void relet times to become best in class by 2007					(2010 Rotherham – Chief Executive)	
Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone		Completed Outcome	
5.3	Successfully implement choice based lettings	July 05	Angela Smith	Complete On Target On Target On Target	<ul style="list-style-type: none"> Roll out and implement Choice Based Lettings Scheme (July 05) Improve Satisfaction with choice by 20% (Mar 06) Refusal rates is less than 1 per property (Mar 06) 90% of Council tenancies last more than 3 years (Mar 07) 		Public launch 22 nd June	
	Implement latest technology to on-site operations to reduce inefficiencies and deliver faster services for our customers	Mar 06	Paul Ruston	Off Target On Target On Target	<ul style="list-style-type: none"> Pilot hand-held technology (May 05) also refer to 4.2. Roll out and implement new technologies (Dec 05) Achieve efficiency identified in the Annual Efficiency Statement (Mar 06) 		Refer to 4.2	

2010 Excellence Plan

Strategic Objective 6 Through partnership arrangements and the development of neighbourhood partnership teams contribute to reducing by 25% the incidents of Anti Social Behaviour by 2008. (Neighbourhood Service – Bob Crosby)					
Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone
6.1	Develop further the strategic review of Anti-Social behaviour in the Borough to strengthen the objectives and targets to deliver a difference in our Neighbourhoods	Sept 05	Mark Ford	On Target	<ul style="list-style-type: none"> Undertake review of the SRP ASB Reduction Strategy and to report to SRP on recommendations to strengthen the current adopted strategy (June 05) Ensure fit for purpose ASB reduction strategy in place by SRP and Council (July 05)
6.2	Deliver against the targets set out in the Safer Rotherham Partnership ASB Strategy	Mar 08	Mark Ford	On Target On Target On Target On Target On Target	<ul style="list-style-type: none"> Establish Action Plan to deliver objectives (June 05) Establish a PIMF at SRP level for delivering targets (June 05) Ensure ALMO contributes positively to the deliver of the targets through the monitoring and delivery of neighbourhood standards (April 06) Establish ASB Reduction Target (April 06) Targets and Milestones are delivered (Mar 08)

2010 Excellence Plan

Strategic Objective 6 Through partnership arrangements and the development of neighbourhood partnership teams contribute to reducing by 25% the incidents of Anti Social Behaviour by 2008. (Neighbourhood Service – Bob Crosby)						
Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcome
6.3	Establish multi-agency Neighbourhood Partnership Teams to ensure delivery in a systematic and planned manner to tackle local problems	Mar 06	Mark Ford	On Target	<ul style="list-style-type: none"> • Consult with customers to establish their requirements (June 05) • Develop 7 Neighbourhood Partnership Teams (Sept 05) • Establish Community based facilities based VFM principles (Sept 05) • Establish PMF including marketing campaign and communication strategy (Sept 05) • Annual impact reports produced for stakeholders and community (Dec 05) 	Consultation programme in place and being delivered July 05.

2010 Excellence Plan

Strategic Objective 6 Through partnership arrangements and the development of neighbourhood partnership teams contribute to reducing by 25% the incidents of Anti Social Behaviour by 2008. (Neighbourhood Service – Bob Crosby)					
Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone
6.4	Co-ordinate and ensure value for money mediation services across the partnership	Mar 06	Helen Nixon	Complete	<p>Establish baseline of use of mediation services (May 05)</p> <p>• Establish baseline of use of mediation services as of last year. Mediation Rotherham are aiming for 6 cases per month realistically. Press releases have been done and monthly meetings are now taking place with Mediation Rotherham to go through referrals and where they are coming from i.e. 2010 Rotherham, private sector, Police etc.</p> <ul style="list-style-type: none"> • Value for Money exercise has been identified • Benchmarking is currently being undertaken with other LA's who use mediation in order to undertake a review • Further publicity has taken place in order to encourage referrals. • Regular monthly meetings take place with MERO to monitor service.

2010 Excellence Plan

Strategic Objective 6 Through partnership arrangements and the development of neighbourhood partnership teams contribute to reducing by 25% the incidents of Anti Social Behaviour by 2008. (Neighbourhood Service – Bob Crosby)					
Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone
6.5	Using information collected on anti-social behaviour incidence, and working with key partners, contribute to the development of systems to tackle 'hot-spot' areas and re-occurring incidents.	Mar 06	Mark Ford	On Target	<ul style="list-style-type: none"> Establish IT systems and administration to monitor and manage ASB notifications (May 05) Utilise customer satisfaction information at all levels to inform service improvement (May 05) Research best practice (June 05) Map out hot-spots using GIS (Aug 05) Work with partners to identify prevention and enforcement resources (Aug 05) Set targets to reduce the number of hot spots (Sept 05) Identify impacts in each hot spot area and inform all stakeholders (Mar 06)

Strategic Objective 7 Increase the number of active tenant and resident participants, which is representative of the make-up of the borough by 100% by 2007
(Neighbourhood Development – Andrew Balchin)

Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcome
7.1	Deliver the targets set out in the Community Empowerment Strategy action plan	Mar 06	Steve Holmes	On Target On Target On Target	<ul style="list-style-type: none"> Develop PMF to ensure targets are achieved within the Strategy (August 05) Develop KPI's to monitor the number of tenant and resident participants (August 05) Achieve 66% satisfaction with level of opportunity for decision making (Mar 06) 	PMF under development. Baseline assessment underway to measure number of tenant and resident participants
7.2	Develop mechanisms to increase the participation of hard to reach groups such as the elderly, young and BME groups	Sept 05	Steve Holmes	On Target On Target	<ul style="list-style-type: none"> Develop reference groups for elderly, young and BME Groups (July 05) Develop KPI's to measure quality of participation (October 05) 	Reference group for BME groups established. Links made with Voice and Influence (young people) and Lesbian and Gay Group. KPI's on community involvement being tested through Reachout.
7.3	Work with other Programme Areas to encourage young people to engage in decision making and make a positive contribution to the community and environment	Mar 07	Martin Hughes	On Target On Target On Target	<ul style="list-style-type: none"> Agree with the Rotherham Youth Cabinet their potential involvement in community planning for young people (September 05) Ensure Neighbourhoods are represented on the Voice and Influence Working Group – (July 05) Agree a programme of work within schools and with the Young People's Service to introduce community planning as part of the "citizenship" agenda - (March 06) 	Attending the Voice and Influence Working Group. Next meeting July 05

2010 Excellence Plan

Strategic Objective 7 Increase the number of active tenant and resident participants, which is representative of the make-up of the borough by 100% by 2007
 (Neighbourhood Development – Andrew Balchin)

Action No.	Action	Target date	Task Manager	Task Status	Measure/ Milestone	Completed Outcome
7.4	Develop a local level Performance Management Framework for tenant and resident participation	Dec 05	Dave Roddis	On Target On Target	<ul style="list-style-type: none"> Consult with residents to establish their key indicators (Sept 05) Identify PMF with clear lines of reporting, accountability and challenge (Dec 05) 	<ul style="list-style-type: none"> Status Survey and Vision Management Survey currently under development to consult with residents. Roll out end July

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Sustainable Communities Scrutiny Panel
2.	Date:	14th July 2005
3.	Title:	REVIEW OF DECORATION ALLOWANCE POLICY AND PROCEDURE
4.	Programme Area:	2010 Rotherham Ltd - Neighbourhoods

5. Summary

The Audit Commission identified weaknesses in the previous Decoration Allowance Policy for empty properties.

A new policy was introduced in January 2005 to address the concerns and contribute to the delivery of an improved repairs and maintenance service.

Cabinet Member approved the introduction of The Decoration Allowance Policy & Procedure.

A review and update by Scrutiny is now required.

6. Recommendations

Approval is given for the new Decoration Policy & Procedure to continue to be operated and monitored by Neighbourhood Managers.

7. Proposals and Details

The Audit Commission identified a need to revise The Decoration Allowance Policy & Procedure to ensure that allowances are allocated both equitably and that performance and satisfaction are evaluated.

A revised policy & procedure has been used since January 2005 to address these concerns and is now to be reviewed after 6 months of operation.

The Decoration Allowance Policy is a vital part of the commitment to deliver a quality service and complements the “Houseproud” Empty Property Guarantee. The policy contributes to the creation of sustainable neighbourhoods by providing a home and service that Customers feel they have a stake in and offers a choice for The Customer of either the issue of vouchers, a cheque payment or a credit on the rent account.

Over time, an amount of £25.00 for each habitable room has been offered where decoration has been affected by repairs, and this has also been used as a guide by Officers using an allowance where decoration has been disturbed by improvement programmes.

There is no guidance on the duty that The Local Authority has under The Landlord and Tenant Act 1985 to replace ‘like with like’ and compensate for decorations damaged during repair work.

The new procedure provides the Customer with a choice. Previously only Focus vouchers were offered and Customers complained that Focus DIY Stores were inaccessible from where they lived.

The main improvements of the revised procedures which have considered best practice of The Institute of Housing, and benchmarking with House Mark are as follows;

- ◆ Ensures that an equitable service is offered by defining a decoration standard for voids and offers guidance in what circumstances an allowance can be paid.
- ◆ Expand the allowance to include non-habitable rooms such as hall and stairways.
- ◆ Recognise that some rooms are more expensive to decorate than others and set a sliding scale of allowance to match this.
- ◆ Explains the obligations of The Landlord and Tenant Act 1985.
- ◆ Improve accessibility of the scheme by expanding the choice of payment methods to include cheques and a credit on the rent account.
- ◆ Introduces a decoration allowance contract with The Customer which clarifies the responsibility of The Customer and improves the audit of the service.
- ◆ Includes a decoration allowance leaflet to improve The Customer’s awareness of The Service.
- ◆ Allows for future improvement of The Service by introducing a Customer satisfaction survey, which will help to identify Customer needs and aspirations.

8. Finance

The decoration allowance budget for 2005/06 is £50,000.

In the first 6 months £28,000 has been spent.

Budget split was based on the proportion of voids from 2004/05 per Area Assembly Area, and Neighbourhood Managers are accountable for the budget for their area.

If the rate of expenditure continues there would be an overspend and therefore needs to be monitored and managed to avoid this situation by Neighbourhood Managers.

9. Risks and Uncertainties

The improvements in the service may increase the percentage of new tenancies receiving an allowance leading to an overspend. This risk will be limited by the reduction in stock and positive impact of The Decent Homes Programme. Evaluation of the service will also result greater accountability and give better information on which to base future affordable improvements in the service.

The increased methods of payment will mean that fewer vouchers will be issued and consequently less discount will be received. This will be offset against a higher level of customer satisfaction.

The introduction of the contract and regular evaluation will reduce the risk of fraud and improve performance management.

Guidance on the duties under The Landlord & Tenant Act 1985 will ensure compliance and avoid litigation and damage to the Council's reputation.

10. Policy and Performance Agenda Implications

The policy supports the priority to provide sustainable neighbourhoods of quality, choice and aspiration by complementing the "Houseproud", Empty Property Service Standard Guarantee. It will deliver a flexible service, which is equitable and responds to need. The policy delivers on the recommendations of The Audit Commission and supports the Neighbourhoods strategy to deliver a three star repairs and maintenance service.

The policy will strengthen the process for letting empty properties and improve satisfaction with the landlord service. This will help improve performance on LSPA 10, HES 68 and BV74. It also helps create sustainable tenancies and will support performance on HES5 by helping to reduce the number of tenancies which may fail in the first twelve months.

11. Background Papers and Consultation

Attached is a copy of The Decoration Allowance Policy & Procedure.

Contact Name : Jill Jones, Neighbourhood Manager, Jill.Jones@Rotherham.Gov.Uk

1st July 2005

Business Report For The Management Board of 2010 Rotherham Ltd

REVIEW OF DECORATION ALLOWANCE POLICY AND PROCEDURE

1. Summary

The Audit Commission identified weaknesses in the previous Decoration Allowance Policy for empty properties.

A new policy was introduced in January 2005 to address the concerns and contribute to the delivery of an improved repairs and maintenance service.

Cabinet Member approved the introduction of The Decoration Allowance Policy & Procedure.

A review and update by Scrutiny is now required.

2. Recommendations

Approval is given for the new Decoration Policy & Procedure to continue to be operated and monitored by Neighbourhood Managers.

3. Matter for Consideration

The Audit Commission identified a need to revise The Decoration Allowance Policy & Procedure to ensure that allowances are allocated both equitably and that performance and satisfaction are evaluated.

A revised policy & procedure has been used since January 2005 to address these concerns and is now to be reviewed after 6 months of operation.

The Decoration Allowance Policy is a vital part of the commitment to deliver a quality service and compliments the "Houseproud" Empty Property Guarantee. The policy contributes to the creation of sustainable neighbourhoods by providing a home and service that Customers feel they have a stake in and offers a choice for The Customer of either the issue of vouchers, a cheque payment or a credit on the rent account.

Over time, an amount of £25.00 for each habitable room has been offered where decoration has been affected by repairs, and this has also been used as a guide by Officers using an allowance where decoration has been disturbed by improvement programmes.

There is no guidance on the duty that The Local Authority has under The Landlord and Tenant Act 1985 to replace 'like with like' and compensate for decorations damaged during repair work.

The new procedure provides the Customer with a choice. Previously only Focus vouchers were offered and Customers complained that Focus DIY Stores were inaccessible from where they lived.

The main improvements of the revised procedures which have considered best practice of The Institute of Housing, and benchmarking with House Mark are as follows;

- ◆ Ensures that an equitable service is offered by defining a decoration standard for voids and offers guidance in what circumstances an allowance can be paid.
- ◆ Expand the allowance to include non-habitable rooms such as hall and stairways.
- ◆ Recognise that some rooms are more expensive to decorate than others and set a sliding scale of allowance to match this.
- ◆ Explains the obligations of The Landlord and Tenant Act 1985.
- ◆ Improve accessibility of the scheme by expanding the choice of payment methods to include cheques and a credit on the rent account.
- ◆ Introduces a decoration allowance contract with The Customer which clarifies the responsibility of The Customer and improves the audit of the service.
- ◆ Includes a decoration allowance leaflet to improve The Customer's awareness of The Service.
- ◆ Allows for future improvement of The Service by introducing a Customer satisfaction survey, which will help to identify Customer needs and aspirations.

4. Consultation Implications

There still remains a preference from tenants to receive decoration vouchers in preference to cheque payment or rent account credits.

Tenants are pleased to be offered some form of remuneration towards decoration in their new home, although a comment from the Customer Inspection Team has suggested a desire to carry out decoration prior to re-letting, although there are major financial implications to considering this option and will not be considered at this time.

5. Financial Implications

The decoration allowance budget for 2005/06 is £50,000.

In the first 6 months £28,000 has been spent.

Budget split was based on the proportion of voids from 2004/05 per Area Assembly Area, and Neighbourhood Managers are accountable for the budget for their area.

If the rate of expenditure continues there would be an overspend and therefore needs to be monitored and managed to avoid this situation by Neighbourhood Managers.

6. Legal Implications

Guidance on the duties under The Landlord and tenant Act 1985 will ensure compliance and avoid litigation and damage to The Council's reputation.

7. Personnel Implications

There are no personnel implications associated with the review of The Decoration Allowance Policy and Procedure.

8. Environmental Implications

There are no environmental implications.

9. Equalities Implications

Customers are now offered a choice which addresses the complaints received regarding the inaccessibility of Focus DIY Stores.

10. Links with other Plans

Houseproud guarantee

Sustainability Agenda

Strengthening of the process for letting empty properties and achieved performance levels. Improve Customer choice and satisfaction.

11. Accountable Officers

Richard Walker / Jill Jones

12. Supporting Documentation

Decoration Allowance Policy & Procedure Guide.

ROTHERHAM BOROUGH COUNCIL

1.	Meeting:	Scrutiny Panel for Sustainable Communities
2.	Date:	14th July 2005
3.	Title:	Cemetery & Crematorium Partnership Project Soft Market Testing
4.	Programme Area:	Neighbourhoods

5. Summary

Following a report to the Cabinet Member in December 2004, a soft market testing exercise has been initiated to assess the potential for a partnership arrangement in the Council's Cemeteries & Crematorium service. This report outlines the findings of the soft market testing exercise to date and provides an opportunity for the Cabinet Member to consider the way forward in progressing the Cemeteries & Crematorium Service Improvement Plan.

6 Recommendations

That Members note approval for officers to progress the project to the next key stages.

- 1) To place an Expressions of Interest notice in the Official Journal of the European Union.
- 2) To carry out the subsequent short-listing of responding organisations to a maximum of four organisations, who are suitable to invite to negotiate with the Council on a partnership for Bereavement Services.

7. Proposals and Details

7.1 Requirement for investment. The Service Improvement Plan for the Cemeteries & Crematorium Service identified a number of essential improvements requiring substantial capital investment

- upgrading crematorium plant,
- new cemeteries and extensions to cemeteries
- the cemetery memorial safety programme

The likely cost of these improvements is between £1.5 M and £2 M. Further necessary improvements to bring our infrastructure, administrative offices, visitor facilities and car parking up to modern day standards will require a further £500K to £1 M capital investment to fund.

7.2 Methods of borrowing There are three mechanisms available to the Council to provide the investment for the improvements. (i) The Council's Capital Programme, (ii) Unsupported Borrowing or (iii) Funding through Partnership. These are explored below

7.2.1 Capital Programme. The Council's capital programme is heavily subscribed, and projects from the cemeteries and crematorium have historically not been seen as a high priority when judged against other priorities of the Council. The main reason for this is that Cemeteries & Crematoria is not a statutory function for local authorities. The capital programme is currently being reviewed in the light of changes in the Corporate priorities. Funding for anything other than essential improvements makes a successful bid for funding a project to deliver all the above improvements unlikely.

7.2.2 Unsupported borrowing. An alternative method providing capital could be to utilise unsupported borrowing. Borrowing is available to support projects where revenue can pay back the loan over a period based on the life of the asset. This would require staged borrowing with some of the asset lives such as cremation plant and equipment, improvement to roads walls and infrastructure being limited to 15 years. Some such as new cemeteries and new build accommodation would have a longer asset life, say 30 years. Other investment to negate risks, such as the memorial safety programme would be difficult to borrow money against as there is no asset to assess here.

7.2.3 Partnership. A Partnership would provide capital to invest in the Cemetery & Crematorium service without the Council diverting its capital resources from other areas which may have a more urgent priority. As a private sector partner would be looking to spread the cost of investment over the longer term period of a contract (they have indicated 30 – 50 years) their ability to service debt is spread across a longer period. They also have the security of a constant income stream. The companies interested have considerable expertise in operating in this field. They believe that there is considerable potential to involve the private sector to introduce funding and investment whilst the local authority can enable and provide safeguards. Rotherham's risk in this area would be taken over by the partner for the period of the contract, this is a substantial feature when taking into consideration issues such as Environmental Protection Legislation, Health and Safety in Cemeteries, provision of

burial space and the government's review on law and practice relating to burial and cemetery management. This is subject to it being value for money to transfer the risk.

Analysis of these three methods of borrowing is provided below.

	Capital Programme	Unsupported Borrowing	Partner
Suitability	Low likelihood as the priorities of the Council are not aligned to bereavement services. Capital programme heavily subscribed.	Potentially for part of the Service, as there are opportunities for additional income generation arising from capital investment	Able to stipulate in a contract which are the key areas requiring investment Driver to invest in and focus on bereavement service sector as a business and to bring in experience gained from elsewhere
Risks	All risks retained by the Council	All risks retained by the council	Majority of risks transferred, would need to determine which risks can best be managed by the Council
	Capital Programme	Unsupported Borrowing	Partner
Re payments	Would reduce the Council's capital availability for other priority schemes	Capital payments require servicing over the life of the assets, which in the case of crematorium plant would be 10 – 15 years Other investment over a longer period The cost of servicing debt would have to be netted off the income stream	Could spread the cost of investment over the length of the contract Possibility of an up front capital sum at the beginning of the contract
Ability to deliver	Would require further investment in staff resources to deliver the required	Would require further investment in staff resources to deliver the required	Economies of scale Use of private sector expertise

	outcomes	outcomes	
Negative aspects	<p>All risks retained by the Council</p> <p>Displacement of other Capital expenditure</p>	<p>All risks retained by the Council</p> <p>Additional revenue resources may be required in order to service debt</p>	<p>Potential for annual affordability gap on the scheme unless private sector can deliver additional annual income to pay for the investment required</p> <p>Direct Council control of the service is lost</p>
Positive aspects	<p>Council continues to retain all control of the service and all income from the Crematorium</p>	<p>Council continues to retain all control of the service and all income from the Crematorium</p>	<p>Up front capital investment to meet all key areas, and significant risk transfer to the private sector</p> <p>Income guarantee or profit share arrangement with the Partner</p> <p>Assets returned to the Council at the end of the contract</p>

7.3 Responses. Responses to the Soft Market Testing have been received from four companies, who may be described as major players in the market. Although there has been a limited response this is to be expected in such a specialised area of work. Three of the companies already have experience of Public Private Partnership arrangements with other local authorities, one other is a potential bidder for a partnership with Stoke on Trent City Council.

Details of the companies who have responded and their submissions and an analysis of their track record with other partner arrangements are provided at Appendix 1. It is considered that there would be sufficient interest to support a procurement exercise in partnership arrangements

8. Finance

Costs of unsupported borrowing based on £3m of investment would be 5% Per annum plus the principal cost of the loan. To service this debt over 15 years would require £350, 000 in the first year reducing to £210,000 in year 15. Over 30 years this would require £250,000 in year 1 reducing to £105,000 in the final year. Based on £2M of investment over 15 years would require £233,000 reducing to £140,000 in the final year. Over 30 years £166,000 in the first year reducing to £70,000 in the final year.

9. Risks and Uncertainties

The bereavement services sector is a relatively new area to partnership procurement arrangements, as this is a highly specialised area of work the tender documentation will require careful drafting. A consultant for legal aspects of the contract would need to be engaged. PricewaterhouseCoopers would be used as finance consultants in line with the Council's Financial Framework Agreement.

10. Policy and Performance Agenda Implications

The proposals link to the corporate priorities: 5) to provide a place which cares and 9) being a progressive responsible, accessible, quality service provider. This is outlined in item 3 of the Programme Area Performance Plan "raising performance, standards and quality" through reviewing the provision of bereavement services.

11. Background Papers and Consultation

Consultation with Strategic Resources Team, Corporate Finance, Institute of Cemetery & Crematorium Management, Private Sector Industry leaders through Soft Market Testing

Contact Name : *Richard Gibson, Manager & Registrar, ext 3103,*
Richard.gibson@Rotherham.gov.uk

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

1.	Meeting:	Scrutiny Panel Members for Sustainable Communities
2.	Date:	14th July 2005
3.	Title:	Waste Inspection Improvement Plan
4.	Programme Area:	Neighbourhoods

5. Summary

The Waste Inspection Service Improvement Plan outlines the actions that are on-going or are targeted for completion by 2008 to deliver the recommendations of the Waste Inspection 2004 and to drive service improvement through weaknesses identified within the body of this report. Consideration has also been given to the report of Stockton on Tees (rated a 3 star service) in finalising this action plan. It is the intention to deliver these improvements to ensure we meet the requirements to provide the citizens of Rotherham with a three star rated waste service. This was reported to the Cabinet Member for Neighbourhoods on 20th June 2005.

6. Recommendations

MEMBERS ARE RECOMMENDED TO

- 1. NOTE THE KEY OBJECTIVES WITHIN THE WASTE SERVICE IMPROVEMENT PLAN.**
- 2. NOTE THE ACTIONS TO BE DELIVERED UNDER EACH KEY OBJECTIVE.**
- 3. RECEIVE QUARTERLY REPORTS ON THE PROGRESS TO ACHIEVING TARGET DATES AGAINST ALL ACTIONS.**

7. Proposals and Details

The waste block of services within Rotherham was subject to Audit Commission inspection in July 2004. Although the Council received a positive response to the inspection, "2 star service, promising prospects for improvement", there were a number of recommendations made by the inspectors and service improvement issues were identified within the main body of the report. In order to recognise best practice, service improvement issues in a three star Council (Stockton on Tees) were also identified as improvement actions. These were all incorporated into the Waste Service Improvement Plan attached as appendices to this report.

8. Finance

The improvement plan covers target dates over the next three years. Some of the actions will be contained within the budgets of each service, whilst in some cases further bids may be required through the Medium Term Financial Plan to deliver improvements. In relation to education, external funding has been secured to deliver the "Take Home Action on Waste" scheme and we are working with social enterprise to maximise further funding opportunities to enhance recycling and re-use opportunities. The delivery of a procurement strategy for the long term strategic approach to waste will in the longer term lead to a significant increase in the costs of managing waste in a sustainable manner.

9. Risks and Uncertainties

The delivery of the Waste Service Improvement Plan is cross cutting across the Council and will require support being given to teams responsible for delivering the actions to complete all the key objectives. In some cases changes to service delivery may cause capacity issues within teams thus putting pressure on target dates within the plan. There are key issues contained within the plan such as equality and diversity, training and environment policy issues that will need to be embedded within all teams to deliver on the cross cutting corporate agenda.

10. Policy and Performance Agenda Implications

This Service Improvement Plan has been designed to deliver service improvements across the Council and through front line services to meet the needs of the community. Any failure in delivering this plan will not meet our aspirations to provide a "three star, excellent service" for waste block services through any future inspection.

11. Background Papers and Consultation

Waste Management Inspection Report, Rotherham, October 2004
Care For Your Area Inspection Report, Stockton on Tees, October 2003
Waste Management Inspection Service Improvement Plan 2005-2008

Contact Name: Adrian Gabriel, Waste Strategy Manager, Tel. Ext. 3108
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**Waste Management
Service Improvement Plan
2005 – 2008**

WASTE MANAGEMENT SERVICE IMPROVEMENT PLAN

The improvement plan is designed to achieve step change improvements that are **specific, measurable, achievable, and realistic** and **timed to coincide with the government and corporate agenda**. They are outcome based and while having a lead officer are **service owned** to achieve maximum delivery.

The plan will shape the Waste Management service from 2005 to 2020 and will aim to deliver our customers value for money services that are in line with the best. It will do this by acting on the recommendations of the Waste Management Inspection in July 2004. The published Audit Commission Key Lines of Enquiries (KLOE's) and Core Data Sets have been invaluable in providing clear standards to aim for if we are to achieve Excellence. Customers will be at the heart of our decision making, so that the service meets their needs and expectations.

The improvements within this plan include other priorities and plans identified within the Neighbourhoods and Streetpride Service Plans which link with the Community Strategy, Corporate Plan, Strategic Partnerships and Public Service Agreements.

Each key outcome is broken down into a range of tasks, with a task manager identified to deliver the changes.

The plan is used as a monitoring tool to record progress and is regularly updated and amended as service provision evolves and improves. Some action points have been amalgamated and others discarded or introduced over time to reflect these changes.

Key Objectives:

- Providing a customer focused, accessible and responsive waste management service
- Delivering a long-term approach to waste and recycling demonstrating value for money and minimising the need for waste disposal
- Increase percentage of waste which is recycled/composted to 33% by 2010
- Provide an integrated and innovative approach to the delivery of waste management and neighbourhood cleanliness issues which will contribute to the achievement of beacon status by 2006.
- Achieve top quartile performance for all waste related performance indicators and achieve targets against our service standards by 2008
- Reduce the amount of waste generated and envirocrime through education, awareness raising and community involvement
- Develop the Waste Management Service and Workforce to ensure that it is in the best position to deliver a three star excellent service by 2008

Key Objective 1 Providing a customer focused, accessible and responsive waste management service					
Outcome Measure: Top Quartile performance on customer satisfaction with all Waste Management areas by 2007/08					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone
1.1	Provide 24/7 Service Request Facility for customers (AC Recommendation)	March 06	Streetpride supported by Service Partners, Rotherham Connect	<ul style="list-style-type: none"> Establish a 24 hr hot line telephone answer machine service (July 04) Develop Internet site to accept service requests (March 06) 	<ul style="list-style-type: none"> Established July 2004
1.2	Develop Web based customer information about the waste management service	March 06	Bob Morrison Supported by Dale Otter	<ul style="list-style-type: none"> Research websites (July 2005) Implement Website based around Recycling Reg (March 2006) Create interactive education website on waste for children (March 2006) 	
1.3	Develop clear, customer focused service standards across the waste management service	July 05	Dave Roddis Supported by Waste Unit Team Neighbourhood Standards Streetpride	<ul style="list-style-type: none"> Review and revise existing service standards (July 05) Roll out new customer charter of standards across the service (Aug 05) Send out copy of all standards to all Rotherham Residents (Sept 05) 	<ul style="list-style-type: none"> •

Key Objective 1							
Outcome Measure: Top Quartile performance on customer satisfaction with all Waste Management areas by 2007/08							
Action No.	Action	Target date	Task Manager	Task Status (R, A, G.)	Measure/ Milestone	Resources	Completed Task Outcome
1.4	Adopt Quality Standards and Common Branding at Recycling Bring Sites (AC Recommendation)	March 06	Dale Otter Supported by Recycling Team	<ul style="list-style-type: none"> • Publish service standards at sites where feasible (On-going) • Rationalise the number of sites across Rotherham taking account of the further expansion of kerbside recycling (On-going) • Implement additional signage and clear common branding at all bring sites (March 2006) • Identify potential sponsorship for the adoption of recycling sites by community groups (On-going) 	<ul style="list-style-type: none"> • 30 sites have contact information (May 05) • 58 sites (May 2005) • 4 sites sponsored (May 05) 		

Key Objective 1 Providing a customer focused, accessible and responsive waste management service					
Outcome Measure: Top Quartile performance on customer satisfaction with all Waste Management areas by 2007/08					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G.)	Measure/ Milestone
1.5	Implement Learning from Customers principles including all levels of customer feedback ensuring discernable user benefits	Sept 05	Dave Roddis Supported by Waste Unit Colin Knight	<ul style="list-style-type: none"> Learning from Customers Action Plan developed for Waste Management Service (June 05) Establish mechanisms for learning from 'hard to reach' groups (Sept 05) Sample 100 calls per month to Rotherham Connect and target improvement in low satisfaction areas (Sept 05) 	
1.6	Improve rate of abandoned calls made through Rotherham Connect (AC Recommendation)	Oct 06	Colin Knight	<ul style="list-style-type: none"> Target for abandoned calls in SLA is 15% to 10% by April 2006 Review target after Streetpride 2 processes embedded (Oct 06) 	<ul style="list-style-type: none"> 8% rate at May 05

Key Objective		Providing a customer focused, accessible and responsive waste management service					
Outcome Measure: <i>Top Quartile performance on customer satisfaction with all Waste Management areas by 2007/08</i>							
Action No.	Action	Target date	Task Manager	Task Status (R, A, G)	Measure/ Milestone	Resources	Completed Task Outcome
1.7	Provide excellent levels of customer care which achieves the Charter Mark Standard	March 06	Dave Roddis Supported by Neighbour hood Services	<ul style="list-style-type: none"> • • • • • 	<ul style="list-style-type: none"> • Charter Mark Action Plan established following gap analysis (May 05) • Action plan delivered against (Sept 05) • Application submitted (Dec 05) • Charter Mark accreditation achieved (Mar 06) 	<ul style="list-style-type: none"> • Presented to PAMT (May 05) • 	
1.8	Impact assessments carried out on all policies and procedures	March 09	Mahmood Hussain	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • All policies and procedures are screened for relevance for race, gender and disability discrimination (Dec 04). • Policies prioritised under the Race Equality Scheme for Year 1, Year 2 and Year 3 (Feb 05). • 3 year impact and need requirement assessments completed and action plans completed <ul style="list-style-type: none"> - Year 1 Programme (March 06) - Year 2 Programme (March 07) - Year 3 Programme (March 08) • Outcomes communicated to customers and members, with adjustments to policies and procedures (March 09) 	<ul style="list-style-type: none"> ▪ Screening of Policies and Procedures undertaken (Dec04) ▪ Policies prioritised (Feb 05) • 	

Key Objective 1 Providing a customer focused, accessible and responsive waste management service							
Outcome Measure: Top Quartile performance on customer satisfaction with all Waste Management areas by 2007/08							
Action No.	Action	Target date	Task Manager	Task Status (R, A, G.)	Measure/ Milestone	Resources	Completed Task Outcome
1.9	Routinely collect information including diversity, about customers and analyse to improve customer information, identify and address barriers to access and improve overall satisfaction and to highlight differential response rates to service provisions	March 06	Andrew Balchin supported by Neighbourhood Services Streetpride	On Target	<ul style="list-style-type: none"> ▪ Framework implemented to capture customer profile (July 05) ▪ Framework implemented for reporting the monitoring of service usage to Cabinet (Dec 05) • All surveys monitor ethnicity (March 06) • Rotherham Connect to undertake Diversity Survey on calls received into Streetpride Connect Call Centre (March 06) 		-

Key Objective 2 Delivering a long-term approach to waste and recycling demonstrating value for money and minimising the need for waste disposal							
Action No.	Action	Target date	Task Manager	Task Status (R, A, G)	Measure/ Milestone	Resources	Completed Task Outcome
2.1	Develop a Municipal Waste Strategy that contains clear actions for waste reduction, diversion of waste from landfill and an Action Plan based on an understanding of waste growth (AC Recommendation)	July 05	Adrian Gabriel		<ul style="list-style-type: none"> • Develop draft strategy (June 2004) • Consultation on draft strategy (Nov 04) • Cabinet Member for Waste Strategy approval (Feb 05) • Strategy has clear actions for Waste Reduction (Feb 05) • Submit to Govt. Office for approval(July 2005) 		<ul style="list-style-type: none"> ▪ Draft Strategy to Members (June 2004) ▪ Consultation complete (Nov 04) ▪ Strategy approved (Feb 05) ▪ To adopt NRWF toolkit
2.2	Investigate the cost of Waste Management with the aim to create a service in line with the “Best Performing” Councils (AC Recommendation)	March 08	Adrian Gabriel Supported by John Bell David Hill		<ul style="list-style-type: none"> • Undertake “Benchmark Study of Comparator Councils (March 05) • Report on comparison to Base Budget Review process (April 05) • Submit data to APSE Performance Networks (Annual Submission) • Identify “partner” authorities and undertake robust benchmarking exercise (March 06) • Action good practice (On-going) • Achieve top quartile for BV86, BV87 (March 08) 		<ul style="list-style-type: none"> • Enviro Report (March 05) • Final report to Base Review (April 05)

Key Objective 2 Delivering a long-term approach to waste and recycling demonstrating value for money and minimising the need for waste disposal					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G)	Measure/ Milestone
				Completed Task Outcome	
2.3	Develop options and action plan for future procurement of value for money waste services linked to the Medium Term Financial Plan and which identify the long term investment implications for the service	Dec 05	Adrian Gabriel Supported by the Waste Unit Team Partners and Consultancy	<ul style="list-style-type: none"> Identify services to be included in procurement strategy (July 05) Optimise opportunities for external funding (Nov 05-Ongoing) Develop Procurement Action Plan (Nov 05) Report options to Corporate Management Team (Nov 05) Report options to Cabinet Member and Scrutiny (Dec 05) 	<ul style="list-style-type: none"> •
2.4	Develop a sustained programme of enforcement	Dec 05	Mark Parry	<ul style="list-style-type: none"> Enviro-crime Enforcement Policy approved (July 05) Consultation with stakeholders (May 05) Training programme completed to increase number of staff who can be trained to carry out enforcement tasks (Dec 05) 	<ul style="list-style-type: none"> •

Key Objective 2 Delivering a long-term approach to waste and recycling demonstrating value for money and minimising the need for waste disposal					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G)	Measure/ Milestone
					Completed Task Outcome
2.5	Widen the scope of environmental crime enforcement across the Council and partnership agencies	Dec 05	Mark Parry	<ul style="list-style-type: none"> • Review findings of Warden Service Scrutiny Review Group (July 05) • Ensure link to the Crime and Disorder Reduction Strategy (July 05) • Establish service development task group (August 05) • Identify full legislative framework and potential resources (July 05) • Produce Enviro-crime Enforcement Team (July 05) • Confirm core Enviro-crime Enforcement Team (Sept 05) • Ensure up-skilling of identified enforcement teams (Dec 05) 	<ul style="list-style-type: none"> • Review findings of Warden Service Scrutiny Review Group (July 05)
2.6	Establish Waste Not Trust as an effective organisation to provide a cohesive direction to potential waste based projects which broaden the range of recycling services provided	July 05	Bob Crosby Supported by Adrian Gabriel Trust Partners	<ul style="list-style-type: none"> • 'Waste Not Trust' to be established (July 05) • Investigate opportunities to develop services that add value to sustainable waste management. E.g. kitchen waste, plastic's recycling (On going) • Develop community sector opportunities for recycling schemes(On going) 	<ul style="list-style-type: none"> • Kitchen waste proposal (May05) • Blue Box (Sept 04)

Key Objective 2 Delivering a long-term approach to waste and recycling demonstrating value for money and minimising the need for waste disposal					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G)	Measure/ Milestone
					Resources Completed Task Outcome
2.7	Formulate and implement a strategy for promoting re-use activities with related targets for landfill diversion (AC recommendation)	April 06	Adrian Gabriel Supported by Waste Unit Team		<ul style="list-style-type: none"> • Develop Strategy for promoting re-use activities through the Waste Not Trust (Feb 06) • Establish baseline of re-use activities through the Trust (Dec 05) • Waste not Trust co-ordinate re-use scheme delivery through community enterprise (April 06) • Develop strategy for promoting re-use activities through HWRC's (Mar 06)
2.8	Implement a Waste Minimisation Strategy to reduce the amount of household waste produced in the borough.	March 07	Adrian Gabriel Supported by Dev & Partnership Officer Waste Minimisation Team		<ul style="list-style-type: none"> • Establish Waste Minimisation Team (Dec 05) • Develop waste prevention programme based on the toolkit published by the National Resource and Waste Forum (March 06) • Conduct review of waste streams and impacts upon waste arising's (March 06) • Consider gaps and prioritise options (March 06) • Plan waste prevention programme (March 06)

Key Objective 2 Delivering a long-term approach to waste and recycling demonstrating value for money and minimising the need for waste disposal					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone
				Completed Task Outcome	
					<ul style="list-style-type: none"> Establish local performance indicators to measure success (March 06) Determine future funding of team through MTFP (March 06) Implement waste prevention programme (April 06) Benchmark how others are measuring successes of waste minimisation programmes (Sept 06) Measure impacts of waste minimisation programme across waste streams (March 07)
2.9	Implement a Council Waste Reduction Strategy and raise awareness with staff to reduce, re-use and recycle the amount of waste generated by the council (AC Recommendations)	June 06	Bob Crosby	Asset Management	<ul style="list-style-type: none"> Consult Managers and Staff on current position (Dec 05) Establish baseline position (Jan 06) Develop strategy, action plan and targets to minimise waste in line with the Council's Environment Policy (March 06) Develop staff awareness programme to develop a culture of waste minimisation (June 06)

Key Objective 2 Delivering a long-term approach to waste and recycling demonstrating value for money and minimising the need for waste disposal					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/ Milestone
2.10	Work towards setting challenging targets with partners to achieve BMW diversion from landfill	Aug 08	Adrian Gabriel Supported by Policy and Partnership Officer.	<ul style="list-style-type: none"> Report Strategy to CMT and Cabinet (Apr 06) Implement Strategy (May 06) 	<ul style="list-style-type: none"> Identify waste stream reduction targets (Dec 05) Include partners in development of procurement strategy in line with the Municipal Waste Management Strategy (Dec 05) Meet partners to agree diversion targets / costs for service provision (Mar 06) Meet BMW diversion targets in line with LATTS allowances in the short term/medium term (Aug 08)

Key Objective 3		Increase percentage of waste which is recycled to 33% by 2010					
Action no.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/Milestone	Resources	Completed Task Outcome
3.1	All borough has access to appropriate facilities / services to undertake dry recycling	March 07	Adrian Gabriel Supported by Waste Unit Team		<ul style="list-style-type: none"> Evaluate options for providing rural communities and isolated properties with recycling facilities (Sept 05) Develop strategy and project plan to provide facilities and services to cover all the borough (Dec 05) Implement recycling opportunities to rural properties and multi occupancy dwellings throughout the Borough (March 07) 		<ul style="list-style-type: none"> Participation of XX% (May 05) •
3.2	Implement technology to monitor and systematically target areas to increase the participation in kerbside recycling	March 06	Yvette Plimbley Supported by Waste Unit Team		<ul style="list-style-type: none"> Identify suitable mechanisms to enable monitoring to be carried out (July 05) Implement scanning system (Sept 05) Monitor data (On-going) Develop strategy to target areas based on participation results (Dec 05) Increased performance on BV82a (On-going) • 		

Key Objective 3		Increase percentage of waste which is recycled to 33% by 2010					
Action no.	Action	Target date	Task Manager	Task Status (R, A, G.)	Measure/Milestone	Resources	Completed Task Outcome
3.3	Increase the percentage of waste that is composted	March 07	Adrian Gabriel Supported by Waste Unit Team		<ul style="list-style-type: none"> Report to Members (July 2005) Identify programme to roll out kerbside green waste collection in conjunction with alternate week collection (March 2006) Continue “roll out” programme of alternate week collection to further premises within the Borough (March 2007) Increased performance on BV82b (On-going) 		-
3.4	Increase the percentage of waste recycled, composted and re-used at HWRC's	Aug 08	Adrian Gabriel Supported by Waste Unit Team		<ul style="list-style-type: none"> Continue to broaden range of materials segregated for recycling, composting and re-use (On-going) Improve site infrastructure (On-going) 		-

Key Objective 4 Provide an integrated and innovative approach to the delivery of waste management and estate cleanliness issues which will contribute to the achievement of beacon status by 2006.						
Action No.	Key: Red - Not on Target, Amber - On Target, Green - Complete	Action	Target date	Task Manager	Task Status (R, A, G)	Measure/ Milestone
4.1	Develop a co-ordinated approach to grass-cutting and litter collection	March 06	Andy Shaw		<ul style="list-style-type: none"> Include litter collection during grass cutting in a new grounds maintenance contract (March 05) Identify weaknesses and develop service improvement plan (March 06) 	<ul style="list-style-type: none"> Contract Spec. Item (March 06)
4.2	Improve cleanliness standards in areas with poor ratings	March 06	Andy Shaw		<ul style="list-style-type: none"> Implement, across the borough 'Eyes and Ears' Policy and Procedures (June 05) Target service improvements at locations with unacceptable cleanliness in line with BV199 survey (March 06) Launch "Don't be a Tosser" and linked campaigns to publicity of Fixed Penalty Notices (April 05) Increase satisfaction with cleanliness from 38% (2003), to 58% in 2004, to 63% in 2005 through Reachout surveys (Dec 05) Increase BV199 cleanliness rating from 19% unsatisfactory in 03/04 to 9% in 04/05 to 8% in 05/06 (March 06) 	<ul style="list-style-type: none"> ENCAMS campaign (April 05) 38% - 2003 58% - 2004 19% - 03/04 9% - 04/05

Key Objective 4 Provide an integrated and innovative approach to the delivery of waste management and estate cleanliness issues which will contribute to the achievement of beacon status by 2006.					
4.4	Provide one-council approach to attending community meetings dealing with all waste and street cleansing matters providing the public with a source of information and discussion	March 06	Bob Crosby and Andy Shaw		<ul style="list-style-type: none"> • Attendance at every Area Assembly from one member of the waste and street cleansing team (Mar 06)
4.5	Achieve Beacon Status for the Waste Management Service	Sept 06	Adrian Gabriel		<ul style="list-style-type: none"> • Assess criteria (July 2005) • Submit bid to become Beacon Council for Waste Management (Sept 06)
4.6	Improve the standard of the local environment to be a top quartile authority for local environment indicators	Mar 07	Tom Knight		<ul style="list-style-type: none"> • Produce baseline appraisal (March 06) • Develop option appraisal (Sept 06) • Implement targeted improvements (Mar 07)
4.7	Develop with local communities a scheme to operate around national awareness campaigns	Mar 07	Mark Ford and Andy Shaw		<ul style="list-style-type: none"> • Consult with local communities on the roll out programme (Sept 05) • Identify scheme requirements (Dec 05) • Roll out programme (Sept 05) • Increase Streetpride Champions from 80 to 200 (March 07)

Key Objective 5 Achieve Top Quartile Performance for all Waste Related Indicators and Improve Performance against Service Standards by March 2008							
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/Milestone	Resources	Completed Task Outcome
5.1	Set challenging targets to reflect the outcomes and impacts achieved by the service, linking this to KPI's in line with reaching top quartile performance, by March 2008 (AC Recommendation)	Mar 08	Adrian Gabriel Supported by PI Managers	<ul style="list-style-type: none"> Identify top quartile performance across "All England" authorities (Sept 05 - Annually) Develop 3 year action plan to achieve targets (Mar 08) All workforce understand targets and plans through individual PDR's (On-going) 			
5.2	Evaluate software systems to improve the efficiency and effectiveness of scheduling street cleansing services	Sept 06	Andy Shaw supported by Vince Kealey	<ul style="list-style-type: none"> Evaluate current systems (March 05) Identify gaps and requirements (Oct 05) Deliver fit for purpose system (Sept 06) 		<ul style="list-style-type: none"> RBT Assessment (March 05) 	
5.3	Address sickness levels through robust monitoring and reporting	Mar 06	Bob Crosby / Tom Knight Supported by Neighbourhood Services	<ul style="list-style-type: none"> Utilise new corporate technology to produce robust sickness monitoring information for action and reporting purposes (June 05) Evaluate options for minimising the reliance of casual employment (Sept 05) Reduce sickness level for Neighbourhoods from 16.5 days (Mar 04) to 11 days (March 06) 			

Key Objective 5 Achieve Top Quartile Performance for all Waste Related Indicators and Improve Performance against Service Standards by March 2008							
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/Milestone	Resources	Completed Task Outcome
5.4	Set targets to reduce the incidence of fly tipping and graffiti in the Borough(AC Recommendation)	June 06	Tom Knight Supported by Streetpride	Streetpride	<ul style="list-style-type: none"> • Reduce sickness level for EDS to 10 days (March 06) • Set challenging targets which reflect the outcomes and impacts achieved by the service for next three years and develop action plans (June 05) • Communicate performance on all standards to all customers across the borough through the Best Value Performance Plan (June 06-annually) 		
5.5	Develop service specific Performance Management Framework	Sept 05	Dave Roddis		<ul style="list-style-type: none"> • Key Performance Standards and measures identified in conjunction with customers (July 05) • Performance Management arrangements in place (Aug 05) • Continuous improvement in service delivery (On-going) 		
5.6	Develop monitoring systems to measure effectiveness of	Dec 05	Andy Shaw		<ul style="list-style-type: none"> • Zero Tolerance Procedure on Fly • Posting Produced and Implemented (April 05) 		<ul style="list-style-type: none"> • Procedure agreed (April 05)

Key Objective 5 Achieve Top Quartile Performance for all Waste Related Indicators and Improve Performance against Service Standards by March 2008					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/Milestone
					Resources Completed Task Outcome
5.7	All abandoned vehicles are removed within 24 hours of notice expiry	Mar 06	Bob Stock	<ul style="list-style-type: none"> • Transfer Delegated Powers for Fly Posting from Planning to Neighbourhood Services (Sept 05) 	<ul style="list-style-type: none"> ▪ Complete (Dec 04) • Implemented (Jan 05) <ul style="list-style-type: none"> • XXX vehicles • XXX vehicles • XXX Vehicles

Key Objective 6	Reduce the amount of waste generated and envirocrime through education, awareness raising and community involvement	Outcome Measure: Reduce the amount of waste generated to be in line with top quartile All England performance by 2008					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G)	Measure/Milestone	Resources	Completed Task Outcome
6.1	Develop a sustained programme of education on waste and associated issues with businesses	March 06	Adrian Gabriel Supported by Waste Min Team	<ul style="list-style-type: none"> • Develop information leaflet for commercial waste customers (Mar 06) • Send information pack to businesses on commercial waste database (Mar 06) • Develop and publish waste minimisation information for business on the website (Dec 05) 	<ul style="list-style-type: none"> • Develop information leaflet for commercial waste customers (Mar 06) • Send information pack to businesses on commercial waste database (Mar 06) • Develop and publish waste minimisation information for business on the website (Dec 05) 		<ul style="list-style-type: none"> • CRED bid approved (March 05)
6.2	Develop Education Programme role to provide an integrated approach to waste issues and to develop and roll out a community education programme	Aug 07	Adrian Gabriel Supported by Waste Unit Team Streetpride	<ul style="list-style-type: none"> • Obtain agreement in principle to secure funding for "Take Home Action on Waste" project (March 05) • Development of Project to include recruitment of Education Officer and work programme (April 05 – August 05) • Implement schools action programme to 15/20 schools (Sept 05 – July 06) • Review first phase programme (July 06 – September 06) • Implement phase 2 education programme to primary schools across the Borough (Sept 06- July 07) • Dissemination Report on the "Take 	<ul style="list-style-type: none"> • Obtain agreement in principle to secure funding for "Take Home Action on Waste" project (March 05) • Development of Project to include recruitment of Education Officer and work programme (April 05 – August 05) • Implement schools action programme to 15/20 schools (Sept 05 – July 06) • Review first phase programme (July 06 – September 06) • Implement phase 2 education programme to primary schools across the Borough (Sept 06- July 07) • Dissemination Report on the "Take 		

Key Objective 6	Reduce the amount of waste generated and envirocrime through education, awareness raising and community involvement	Outcome Measure: Reduce the amount of waste generated to be in line with top quartile All England performance by 2008			
Action No.	Action	Target date	Task Manager	Task Status (R, A, G)	Measure/Milestone
Resources	Completed Task Outcome				
					<p>Home Action on Waste" project (July07 – August 07)</p> <ul style="list-style-type: none"> • Develop bid to MTFP to secure mainstream funding for Education Officer (August 06) • Neighbourhood Standards Education Programme developed (June 07) • Engage with partners and other council services to identify and develop education/enforcement packs on waste/enviro-crime (Mar 06) • Develop links in council, school and community journals on waste issues (Mar 06) • Develop local partnership agreements with local businesses to minimise litter in the vicinity of shops (Mar 07)

Key Objective 6	Reduce the amount of waste generated and envirocrime through education, awareness raising and community involvement	Outcome Measure: Reduce the amount of waste generated to be in line with top quartile All England performance by 2008					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G)	Measure/Milestone	Resources	Completed Task Outcome
6.3	Establish an Environmental Awards Scheme to identify areas of good practice across the Borough and individual contributions in environmental issues	June 06	Bob Crosby Supported by Waste Unit Team	(R, A, G)	<ul style="list-style-type: none"> Research current award schemes(Sept 05) Identify Gaps and develop Award Categories (Nov 05) Develop award criteria (Jan 06) Obtain sponsorship of award scheme from Partners (April 06) Launch Awards in Environment Week (June 06) 	-	<ul style="list-style-type: none"> Strategic Group Meeting (April 05) Agreed by Ch. Exec's. (April 05)
6.4	Provide the lead on sub-regional groups with Neighbouring Councils where practicable	Dec 05	Bob Crosby		<ul style="list-style-type: none"> Establish Working Groups with Neighbouring Councils on sub regional waste perspective (April 05) Agreed Doncaster MBC provide the lead for the sub regional strategic waste group (April 05) Strategic Sub Regional Waste Group report to Leader/Chief Executive meeting on a Quarterly basis. (On-going) 	-	

Key Objective 6	Reduce the amount of waste generated and envirocrime through education, awareness raising and community involvement				
Outcome Measure: Reduce the amount of waste generated to be in line with top quartile All England performance by 2008					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G)	Measure/Milestone
6.5	Establish an Education Centre on Sustainable Waste Management for the Community	Aug 08	A. Gabriel Supported by Waste Unit Team		<ul style="list-style-type: none"> • Identify opportunity for developing Education Centre and present findings to Members (Sept 05) • Undertake financial assessment maximising opportunity through partnership working / procurement planning (Aug 07) • Develop Education Centre (Aug 08)

Key Objective 7	Develop the Waste Management Service and Workforce to ensure that it is in the best position to deliver three star excellent service by 2008				
Outcome measure: Employee Opinion Survey satisfaction results improved across all performance measures by 10% per year.					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/Milestone
7.1	Implement a Learning and Development Programme to capture the development needs of the organisation and the workforce.	Sept 05	Bob Crosby Supported by Kath Amies	<ul style="list-style-type: none"> • Learning and Development Calendars position on staff notice boards and evidence in team minutes (April 05) • Skills audit and learning style questionnaires completed by all staff and submitted to the L&D Champion. (June 05) • Learning and Development Passports used by all staff (June 05) • Team Training Plan evaluated against accessibility and equality criteria (June 05) 	<p>Resources</p> <ul style="list-style-type: none"> • Issued (April 05)
7.2	Ensure effective communications across all levels of the workforce on a regular basis	Aug 05	Bob Crosby / Tom Knight Supported by Kath Amies	<ul style="list-style-type: none"> • Waste Management feature in programme Area Away Days (On-going) • Formal and informal staff suggestions used to improve service (Sept 05 & On-going) • Draft Programme Area Communications Strategy developed (Feb 05) • Communications Strategy agreed by PAMT (July 05) 	<p>Completed Task Outcome</p> <ul style="list-style-type: none"> • Draft produced (Feb 05)

Key Objective 7		Develop the Waste Management Service and Workforce to ensure that it is in the best position to deliver three star excellent service by 2008			
Outcome measure: Employee Opinion Survey satisfaction results improved across all performance measures by 10% per year.					
Action No.	Action	Target date	Task Manager	Task Status (R, A, G,)	Measure/Milestone
7.3	Ensure all staff are aware, have ownership and know their contribution to performance targets and service plans, aims and objectives by embedding Personal Development Reviews	Jan 06	Bob Crosby / Tom Knight Supported by Kath Amies	<ul style="list-style-type: none"> • All managers trained on new PDR process (April 05) • All staff received PDR information prior to review (April 05) • Programme of PDRs completed (June 05 then bi-annual) • PDRs quality assurance audits completed and poor performance resolved (July 05) • 6 month review completed, targets evaluated and new training requirements submitted to Learning and Development Champion (Jan 06) 	<p>Resources</p> <p>Completed Task Outcome</p>

**KEY DECISIONS TO BE MADE BY THE CABINET MEMBER, EXECUTIVE DIRECTOR AND HEADS OF SERVICE
FOR NEIGHBOURHOODS**

Executive Director: Tom Cray

Representations to: The Executive Director for Neighbourhoods, Rotherham Borough Council, Neighbourhood Services, Norfolk House, Walker Place, Rotherham S65 1HX.

KEY DECISIONS BETWEEN 1 JUNE AND 30 SEPTEMBER 2005					
Matter subject of key decision	Proposed date of key decision	Proposed consultees	Method of consultation	Steps for making and date by which representations must be received	Documents to be considered by decision-maker and date expected to be available*
June 2005					
Neighbourhoods Service Plan	16 th June	Scrutiny	Scrutiny	June 2005	Report and DVD
Bereavement Services – Soft Market Testing	6 th June and 16 th June	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	June 2005	Report
Area Assembly Models	6 th June and 16 th June	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	June 2005	Report
Repairs and Maintenance Strategy	20 th June	Cabinet Member	Delegated Powers	June 2005	Strategy
Decent Homes Investment Plan	20 th June	Cabinet Member	Delegated Powers	June 2005	Report

Income Collection and Finance Strategy	6 th and June 16	June 16 th	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	June 2005	Strategy
Waste Management Service Improvement Plan	20 th June		Cabinet Member	Delegated Powers	June 2005	Report
July 2005						
Aids and Adaptation Review	4 th July and 14 th July	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	July 2005	Report	
Repairs by Appointment – Out of hours	4 th July and 14 th July	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	July 2005	Report	
Older Persons Strategy	4 th July and 14 th July	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	July 2005	Report and Strategy	
August 2005						
Anti-Social Behaviour Strategy	1 st August	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	August 2005	Report and Strategy	
Local Service Delivery Partnerships	15 th August	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	August 2005	Report	
Mediation VFM Model	15 th August	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	August 2005	Report	

Strategic and Enabling BVR	29 th August	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	August 2005	Report
September 2005					
Neighbourhood Management	5 th September and 22 nd September	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	September 2005	Report
Neighbourhood Teams	5 th September and 22 nd September	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	September 2005	Report
Neighbourhood Charters	5 th September and 22 nd September	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	September 2005	Report
September 2005					
Warden Service	5 th September and 22 nd September	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	September 2005	Report
One-Stop Shop(Adaptations)	5 th September and 22 nd September	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	September 2005	Report
HMR Plans	5 th September and 22 nd September	Cabinet Member, Scrutiny	Delegated Powers, Scrutiny	September 2005	Report

CABINET MEMBER FOR NEIGHBOURHOODS
Monday, 6th June, 2005

Present:- Councillor Ellis (in the Chair); Councillors N. Hamilton and P. A. Russell (Sustainable Communities Scrutiny Panel).

The tenant, his supporter and Councillor Pickering were in attendance for Minute No. 18.

Apologies for absence were received from Councillors Davies, Kaye and Hall.

8. REPRESENTATIVES ON OUTSIDE BODIES, PANELS, SUB-GROUPS ETC.

Resolved:- (1) That attendance of the Council on other Bodies be as follows:-

Orgreave Opencast Development and Land Reclamation Liaison Meeting	Councillor F. Wright
Recycling Group Senior	Councillors Ellis and
Hamilton	Sub – Councillor N.
each	1 representative from
	Programme Area
Regional Environment Protection Advisory Committee	Councillor N. Hamilton
Rotherham Pub and Club Watch	Councillor Senior (Chair of Licensing Board)
Rotherham Rent Bond Guarantee Scheme	Councillor F. Wright
RUSH House	Councillor F. Wright
Safety Kleen Liaison Committee	Councillor Davies
Social Concerns Committee from Churches together in Rotherham	1 representative Sustainable Communities Scrutiny Panel
South Yorkshire Environment Group Hamilton	Councillor N.
South Yorkshire Housing Association	Councillor Kaye

South Yorkshire Housing Renewal Pathfinder	Councillor	Ellis
South Yorkshire Strategic Housing Partnership	Councillor	Ellis
South Yorkshire Trading Standards and Executive Committee	Councillors	Ellis Davies
South Yorkshire Trading Standards from Sub-Group	2	representatives Sustainable Communities Scrutiny Panel
Yorkshire and Humberside National from Society for Clean Air Communities	2	representatives Sustainable Scrutiny Panel Councillor Wyatt
Yorkshire and Humberside Pollution Hamilton and and Advisory Council representatives	Councillors	N. Senior plus 2
Communities	from	Sustainable Scrutiny Panel
Women's Refuge	1 representative from Sustainable Communities Scrutiny Panel	

(2) That the issue of representation on the Decent Homes Partnership be determined by 2010 Rotherham Ltd.

9. **THE HAMPTON REPORT: REDUCING ADMINISTRATIVE BURDENS: EFFECTIVE INSPECTION AND ENFORCEMENT**

The Head of Neighbourhood Services submitted a report highlighting the implications of the review carried out by Philip Hampton.

The Hampton Review was established to consider ways of reducing the administrative costs that regulations imposed on businesses. Administrative cost was viewed as an overhead to business and described as costs incurred in gathering information and checking compliance. Local authority regulation by Environmental Health, Trading Standards and Licensing Services, all of which were provided by the Neighbourhood Standards Unit in Rotherham, were included in the scope of the review in addition to regulation by 62 national regulators

including the Environment Agency, Health and Safety Executive and Food Standards Agency. Planning and Building Control Services were excluded.

In anticipation of the Review's findings, the Programme Area had already refocused its enforcement activity in a number of ways but acknowledged that more work was required. Accordingly, the draft Service Plan for 2005/08 proposed to:-

- Research the effect of regulatory services on local businesses
- Work with businesses to help reduce the burden
- Review and co-ordinate enforcement programmes
- Review regulatory services across the Council to ensure effective, consistent and value for money service delivery
- Develop online applications and payments
- Significantly develop business advice provision
- Develop stronger relationships with central regulatory agencies.

It was noted that the report was to be submitted to the Corporate Management Team.

Resolved:- (1) That the recommendations made by the H.M. Treasury report "Reducing Administrative Burdens: Effective Inspection and Enforcement" be noted.

(2) That the actions proposed within the draft Service Plan for 2005/08 to develop regulatory services within the Council be endorsed.

10.

IMPLEMENTATION OF THE LICENSING ACT 2003

The Head of Neighbourhood Services submitted an update report on the progress of the implementation of the Licensing Act 2003.

The 6 month transitional period for existing liquor and entertainment licence holders to convert their licences to new premises and personal licence under the Licensing Act 2003 was now into its 3rd month with less than 3 months to go before the end of the conversion period, 6th August, 2005.

The Licensing Section was anticipating approximately 500 applications for personal licences and 500 for premises licences. At the present time 114 applications had been received for the former and 52 for the latter.

Those who did not convert their licences before August would lose their 'grandfather rights' inherent in their existing licences and would need to apply for the new grant of a licence which was more complicated and expensive. For those that did nothing, many would lose the right to trade lawfully after the 2nd appointed date, provisionally set for November, 2005.

The low submission of applications to date would not only have an impact

on the licensing trade in Rotherham and their potential to trade lawfully, but would have a great impact on the Licensing Section and its capacity to deal with a rush of applications. A number of activities were taking place to further promote the Act:-

- Licensing officers working closely with their partners, particularly South Yorkshire Police and LicenceWatch, to actively encourage the application process. (LicenceWatch, funded through the Rotherham Chamber, had a dedicated officer to promote the initiative and was proactively contacting all licencees in Rotherham who would be affected by the Act.)
- Work with the Council's Press Office in releasing regular updates and promotion of the Act.
- 4 Licensing Act 'surgeries' to be held which would give information, advice and guidance to 120 people affected by the Act.
- Attendance at events organised by the National Federation of Retail Newsagents who represented off-licences.
- 'Leaflet drop' as part of Licensing officers' day-to-day duties.

It was noted that the report was to be submitted to the Corporate Management Team.

Resolved:- (1) That the action being taken to encourage timely licence applications be noted.

(2) That the contingency plans for any late rush of applications before the 6th August deadline be supported.

11. 2004/05 SICKNESS ABSENCE

Resolved:- That the matter be deferred until 20th June, 2005.

THE CHAIR AUTHORISED CONSIDERATION OF THE FOLLOWING ITEMS TO ENABLE THE APPROPRIATE ARRANGEMENTS TO BE MADE.

12. LEASING OF PROPERTIES TO REGISTERED SOCIAL LANDLORDS

The Head of Neighbourhood Services submitted a report on the leasing of properties to registered social landlords.

Historically, units of miscellaneous accommodation dispersed throughout the Borough had been leased to a number of registered social landlords and specialist service providers as a way of developing schemes to meet specialist housing requirements i.e. homeless young people, ex-offenders, women's refuge. The leasing arrangements with the registered social landlords had enabled them to draw down monies from the Housing Corporation via Social Housing Grant to facilitate the stock being made 'fit for purpose'. The leasing arrangements had been based on a very low nominal rent which had enabled the registered social landlords to keep to

a minimum the management fee with the management agents engaged by them to operate the specialist housing schemes.

Following the 2003 change in Council Policy relating to the disposal of land or buildings by sale or lease, registered social landlords were required to pay a nominal rent equivalent to that of a market rent. This in turn had been passed onto the management agents to pay in addition to the management fee for the maintenance and housing management provided by the registered social landlords. This meant that the managing agent was paying rent to the Council as well as to the registered social landlords. This was threatening the sustainability of the projects due to the management agents experiencing financial problems.

Discussion with management agents had identified that leasing arrangements could be made directly between the Council and themselves with a number of benefits.

Resolved:- (1) That Council properties formerly leased to registered social landlords for specialist housing provision for vulnerable homeless people, be negotiated and leased directly with management agents.

- (2) That a nominal rent equivalent to a market rent be charged.
- (3) That properties within the lease arrangements be made 'fit for purpose' under the Decent Homes Programme.
- (4) That reports to properties be undertaken by 2010 Rotherham Ltd.
- (5) That Service Level Agreements with management agents be agreed.
- (6) That a letter be sent to all registered social landlords giving them notice of the above.

13. POLICY FOR MANAGEMENT OF CEMETERY MEMORIALS - REVISION

The Manager and Registrar, Crematorium, submitted a review of Policy for the management of memorials concerning communications prior to taking action on dangerous memorials.

In future, wherever possible, memorial owners would be written to by recorded delivery prior to taking action on a memorial and after notification by public notices placed at the cemetery concerned. The communication procedure during a memorial safety audit would in future be as follows:-

1. Pre-audit awareness publicity.
2. Notification in cemetery by placing notices at the start of audit.
3. Warning stickers placed on gravestones which were found to be dangerous.

4. Where possible write to owners of graves providing advice and information on what to do when a memorial was found to be unsafe. This information would also outline the Council's position and the course of action if no work was carried out to make the memorial safe.
5. Following completion of the audit, by notice placed in the cemetery concerned 6 weeks in advance of taking further action.
6. Notification by recorded delivery mail to owners of graves less than 30 years old who have not responded to the previous notification stating the intended actions.

Resolved:- (1) That the revision of the Policy for the management of cemetery memorials to include an additional stage of communication prior to taking action on a dangerous memorial be noted.

(2) That the 3 local Members of Parliament be informed of the revision.

14. HOUSING ACT 2004

The Head of Neighbourhood Services submitted a report on the impact of the introduction of the Housing Act 2004 on the enforcement of standards in private sector housing.

The 2004 Act was in 7 parts. The report submitted included the impact of Parts 1 (Housing conditions), 2 (Licensing of Houses in Multiple Occupation), 3 (Selective Licensing), 4 (Control provisions for Houses in Multiple Occupation or those Selectively Licensed) and 7 (Enforcement powers). The Act was a major overhaul of the older Housing Acts which empowered Local Authorities to improve the housing conditions of private tenants including those in multiple occupation.

The new health and safety based risk assessment system introduced by the Act would be implemented by existing staff who would need training. The licensing of Houses in Multiple Occupation represented a growth area. Accordingly there was a bid in the medium term financial plan to accommodate new officers who would help to discharge the Council's responsibilities.

Resolved:- (1) That the new powers in the Housing Act 2004 be noted with a further report on the implications thereof to the 25th July Cabinet Member meeting.

(2) That a report be submitted in September, 2005, on the Regulatory Reform Order.

(3) That the Cabinet be asked to recommend to Council the delegation of powers in respect of the Housing Act 2004, Parts 1, 2, 3, 4 and 7, and any Orders, Regulations, Statutory Instruments or Statutory Codes of Practice made thereunder and any future modifications, enlargements or amendments thereof, to the Head of Neighbourhood Services and his

successor from time to time. The said powers conferred include those specified via the Council's Delegation of Powers.

15. HIGH HEDGES

The Head of Neighbourhood Services submitted proposals for the delegation of powers in respect of high hedges as described in Part 8 of the Anti-Social Behaviour Act 2003.

Part 8 of the Anti-Social Behaviour Act 2003 giving unitary authorities powers to deal with complaints about high hedges would come into operation in England on 1st June, 2005.

From that date, provided they had tried and exhausted all other avenues for resolving their hedge dispute, people would be able to take their complaint to their local authority. The role of the authority was not to mediate or negotiate between the complainant and the hedge owner but to adjudicate on whether the hedge was adversely affecting the complainant's reasonable enjoyment of their property. In doing so, the Authority must take account of all relevant factors and must strike a balance between the competing interests of the complainant and hedge owner as well as the interests of the wider community.

The Office of the Deputy Prime Minister had produced a document "Hedge height and light loss" which provided guidance on calculating an "action hedge height" at which a reduction of the height was recommended. If the local authority considered the circumstances justified it, they would issue a formal notice to the hedge owner which would set out what they must do to the hedge to remedy the problem and when by. Failure to carry out the works required by the authority was an offence which, on prosecution, could lead to a fine of up to £1,000. The authority also had the power to carry out the required works in default of the hedge owner and recover their costs.

The Act allowed for a charge to be imposed for providing the service. The Regulatory Impact Assessment suggested what it might cost a Council to deal with a complaint, in the region of £200 to £400. It was recognised that there was likely to be a considerable amount of officer time taken up with the investigation and administration of high hedges. However, fees that were too high could well deter those less well off from pursuing a legitimate claim. It was proposed that a fee of £300 be charged for each investigation, with a reduced fee of £150 for Rothercard holders.

Resolved:- (1) That the Cabinet be asked to recommend to Council the delegation of powers in respect of Part 8 of the Anti-Social Behaviour Act 2003 and any Orders, Regulations, Statutory Instruments or Statutory Codes of Practice made thereunder and any future modifications, enlargements or amendments thereof, to the Head of Neighbourhood Services and his successor from time to time. The said powers conferred include those specified via the Council's Delegation of Powers.

(2) That the recommended standard and reduced charges, as set out in the report, including the criterion for the reduced charge, be approved.

(3) That a review of the pricing structure take place in 12 months.

16. HOUSING INCOME POLICY

The Housing Income Manager submitted the above Policy which had been drafted by Neighbourhoods in conjunction with 2010 Rotherham Ltd. It set out the Council's strategic objectives and approach to income collection, arrears prevention, management and eviction action. It was designed to ensure that income was maximised whilst at the same time keeping arrears to a minimum.

The document was designed to ensure that tenants received a consistent and unambiguous approach to income collection. To achieve this, the Policy linked into the Council's Anti-Poverty Strategy in key service areas such as Housing Benefit and Money Advice as well as the principals laid out in corporate debt policy.

Resolved:- That, subject to the support of the Sustainable Communities Scrutiny Panel, the Cabinet be asked to approve the Housing Income Policy.

17. CONFERENCE

Resolved:- That the Cabinet Member (or substitute) and one Member from the Licensing Committee be authorised to attend the Licensing Conference to be held in Birmingham on 10th-12th June, 2005.

18. EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in those paragraphs, indicated below, of Part I of Schedule 12A to the Local Government Act 1972.

19. DISPOSAL OF PROPERTY - THRYBERGH

The Head of Housing Services submitted a report detailing the condition of a property together with the estimated costs for rectification.

A structural survey of the property had been carried out following submission of a Section 11 Landlord and Tenant Act (Disrepair Claim) on behalf of the tenants which had revealed works to the approximate value of £33,000 to be required. The survey's findings had included underpinning, removal of existing floors, possible excavation and filling and the removal and replacement of almost all fixtures, fittings, heating

and electrical systems. Decent Homes Standards would need to be met which would probably add to the cost quoted.

The last inspection of the property was carried out in June, 1991, by the South Yorkshire Mining Advisory Service. The adjacent property had been underpinned in 1995 following the identification of 'fill material' to the rear.

The Head of Service had considered the survey report and did not consider the estimated costs of rectification represented value for money.

Legal advice considered there were 2 options for possession. Following service of the relevant Notice of Seeking Possession on the tenant, the Council could consider making an application to the County Court for an Order for Possession under either Grounds 10 or 10A of Schedule 2 of the 1985 Housing Act. The Council have to prove that "suitable alternative accommodation" was available to the tenants and their family at the date of the Court hearing.

The tenant of the property indicated that he did not agree with the decision and insisted that the Council carry out rectification works and wished to continue living in the property. He disputed some of the costs and stated that he had requested copies of various reports that he had not received.

Resolved:- (1) That the matter be deferred to enable the tenant to be furnished with the information requested.

(2) That a special meeting be convened to discuss this item.

(Exempt under Paragraphs 3, 8 and 9 of the Act – accommodation provided by the Council/proposed purchasing costs of property/negotiation of terms)

20.

PAYMENTS AGAINST ROCC TRANSACTIONS

The Procurement Client Co-ordinator submitted a report outlining the current situation and corrective action required to address under performance on BVPI18 (payment of undisputed invoices within 30 days) against ROCC transactions.

Resolved:- That the Neighbourhoods Management support the RBT Procurement Service's P2P Team in their efforts to improve performance against BVPI18 for ROCC transactions via various staff controls outlined in the report submitted.

(Exempt under Paragraph 9 of the Act – commercially sensitive information)

CABINET MEMBER FOR NEIGHBOURHOODS
Monday, 20th June, 2005

Present:- Councillor Ellis (in the Chair); Councillors Davies, Kaye, N. Hamilton and P. A. Russell (Sustainable Communities Scrutiny Panel).

An apology for absence was received from Councillor Hall.

21. 2004/05 SICKNESS ABSENCE

The Human Resources Manager submitted a report on the Programme Area's sickness absence results for 2004/05.

The Programme Area's absence rate at the year end was 16.13 days per full-time equivalent (11.88 days per full-time equivalent for the Council overall). In analysing the data, focus has been given to the long term absences which accounted for 18% of staff taking 8,934 days off (41% of the total days absence).

The BVPI12 sickness target for 2005/06 was 10.5 days. An action plan for improvement had been produced which included raising staff awareness of the impact of their absence and Audit Managers to identify if return to work interviews were being carried out.

The following points were clarified:-

- 20 days of absence was classed as long term absence
- In future the number of counselling sessions and return to work interviews would be recorded
- In cases of stress, much earlier contact would be made with the employee and counselling services offered.

Resolved:- (1) That the action plan to reduce sickness absence levels for 2005/06 be approved.

(2) That a report be submitted on a quarterly basis.

22. INTRODUCTION OF GREEN AND RESIDUAL WASTE ALTERNATE WEEK COLLECTION PILOT

The Head of Neighbourhoods Services submitted a report proposing the introduction of the next phase of green waste kerbside collection to approximately 13,000 households adopting the alternate week collection system.

It was considered this phase of the scheme be operated as a "pilot" to evaluate the full effects of the scheme. It was intended to deliver the bins to premises in early August, 2005, with collections commencing in either late August/early September, 2005.

The introduction of green bins to approximately 13,000 households in 2004 had proved to be extremely popular but unfortunately had resulted in a significant growth in the waste people produced (14%). The recently approved Municipal Waste Management recognised this potential and recommended a phased introduction of alternate week collection for residual waste. This was required to curb the growth in waste arisings if the Council was to meet its longer term targets to meet reduce the amount of biodegradable waste sent to landfill to comply with the Landfill Allowance Trading Scheme.

The provision of green bins for the pilot would come from a batch of bins that were purchased last year. It was envisaged that the delivery cost would be in the region of £36,000. The collection of all bins would be through the existing fleet of vehicles that were currently used on the service.

The introduction of an alternate week collection for the residual bin would require a significant amount of education to ensure people's attitudes change to use the storage facilities they have for maximising recycling opportunities and managing their residual waste in a correct and proper manner.

The following points were clarified:-

- Marketing consultants would be employed experienced in the running of publicity campaigns for other authorities that had introduced alternate week collections
- The public had to be educated in how to manage their waste correctly
- During the winter period, the green waste collection would be on a monthly basis. Consideration would be given to the possible use of the spare capacity to support the recycling agenda

Resolved:- (1) That an All Members seminar be held on the subject on 5th July, 2005.

(2) That a detailed report be submitted to the Sustainable Communities Scrutiny Panel for comment.

(3) That, subject to comments by the Sustainable Communities Scrutiny Panel, the introduction of an alternative week collection system for green waste and residual waste be approved.

(4) That in the first instance, the collection system be for a trial of approximately 13,000 households with an evaluation report produced within 6 months.

23. EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That, under Section 100A(4) of the Local Government Act

1972, the press and public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 8 and 9 of Part 1 of Schedule 12A to the Local Government Act 1972 (Proposed purchasing costs for the provision of services/negotiation of terms).

24. CEMETERY AND CREMATORIUM PARTNERSHIP PROJECT SOFT MARKET TESTING

Pursuant to Minute No. 137(4) of December, 2004, the Head of Neighbourhoods submitted a report outlining the findings of the soft market testing exercise to date.

The report set out the 2 mechanisms available to the Council to provide the investment for the improvements required by the Service. These were through the Council's Capital Programme including using Unsupported Borrowing or funding through partnership.

Responses to the soft market testing had been received from 4 companies, 3 of which already had experience of public private partnership arrangements with other local authorities.

Resolved:- (1) That an Expression of Interest Notice be placed in the Official Journal of the European Union.

(2) That the subsequent shortlisting of responding organisations to a maximum of 4 organisations, who are suitable to invite to negotiate with the Council on a partnership for Bereavement Services, be carried out.

(3) That a further report be submitted in September, 2005.

THE CHAIR AUTHORISED CONSIDERATION OF THE FOLLOWING ITEM

25. NEIGHBOURHOODS PROGRAMME AREA

Discussion took place on the new portfolio for the Cabinet Member and the areas that it now included, the reporting arrangements for which were as follows:-

2010 Rotherham Ltd. and	Quarterly reports to Cabinet Member Scrutiny
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Area Assembly Development	Area Chairs meeting to continue
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Housing Market Renewal Pathfinder Development as	Joint meetings with Cabinet Member for Economic Regeneration and required
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Safer Neighbourhoods
2010

Partnership with South Yorkshire Police,
Rotherham Ltd, Streetpride and
Neighbourhoods

Resolved:- (1) That, with the permission of the Chairman, the Sustainable Communities Scrutiny Panel receive a presentation from the Safer Neighbourhoods Teams with an invitation extended to all Members of the Council.

(2) That the Forward Plan be submitted on a quarterly basis.

SUSTAINABLE COMMUNITIES SCRUTINY PANEL
Thursday, 16th June, 2005

Present:- Councillor Hall (in the Chair); Councillors Atkin, Binnie, Hodgkiss, McNeely, Nightingale, P. A. Russell, Vines and Walker.

Apologies for absence were received from Councillors Burke, Ellis and F. Wright.

1. QUESTIONS FROM MEMBERS OF THE PUBLIC AND THE PRESS.

There were no members of the public present at the meeting.

2. DECLARATIONS OF INTEREST.

No declarations of interest were made.

3. TERMS OF REFERENCE

The Scrutiny Adviser gave a presentation on the role of the Scrutiny Panel and its terms of reference.

The work of the Sustainable Communities Scrutiny Panel included:-

- The Borough-wide Housing Strategy
- Accountability of the ALMO and other housing providers
- Environmental issues and Waste Management (including waste reduction/recycling, pollution control, control of litter and fly tipping, dog fouling)
- Trading Standards and Food Standards
- Neighbourhood Development and the management of Neighbourhood Services
- Development of Sustainable Communities
- Anti-Social Behaviour and Community Safety
- Strategic Partnerships linked to the above agendas e.g. SRP, LSP etc.

Resolved:- That the terms of reference for the Sustainable Communities Scrutiny Panel be noted.

4. CO-OPTED MEMBERS

Consideration was given to a report by the Scrutiny Adviser regarding representation of external organisations on the Scrutiny Panel for the 2005/06 Municipal Year.

It was noted that the Tenant Involvement Unit was to organise a ballot for the tenant representatives. Dennis Alderson had completed his 2 year term and his re-election or replacement was awaited. Similarly, Danny Willoughby had completed his 1 year term.

Resolved:- (1) That representatives be sought from the National Society for Clean Air, South Yorkshire Police, Rotherham Health Priority Trust, Rotherham Chamber and 2 tenant representatives.

(2) That the organisations set out in (1) above be asked to forward their nominations for the 2005/06 Municipal Year.

(3) That all new co-optees be provided with an information pack and be invited to attend Panel meetings from 14th July, 2005.

5. REPRESENTATION ON OUTSIDE BODIES/PANELS/WORKING PARTIES

Resolved:- That the Cabinet Member for Neighbourhoods be advised of the following nominations to attend bodies/panels:-

Health, Welfare and Safety Panel	Councillor Hall Substitute Councillor Nightingale
Members Consultation Advisory Group	Councillor Atkin
Member Training Panel	Councillor Hodgkiss
Recycling Group	Councillor Atkin
Social Concerns Committee Churches Together in Rotherham	Councillor Jackson
South Yorkshire Trading Standards Sub-Group	Councillors Burke and Hodgkiss
Yorkshire and Humberside National Society for Clean Air	Councillors Atkin and Hodgkiss
Yorkshire and Humberside Pollution And Advisory Council	Councillors Hall and McNeely
Women's Refuge	Councillor P. A. Russell
Decent Homes Partnership Nightingale	Councillors Hall and

6. SCRUTINY PROGRAMME OF WORK 2005/06

The Scrutiny Advisor reported that each of the Council's Scrutiny Panels was required to develop a forward programme of work for the new Municipal Year. The programme should be realistic in terms of the scope and number of issues to be considered and relevant in terms of adding value to the work of the Council or in responding to the community.

Discussion took place on possible issues for review which included:-

- Community Policing
- Waste Minimisation
- Development of Area Assemblies – jointly with Democratic Renewal Scrutiny Panel
- Disabled Adaptations – jointly with Adult Services and Health Scrutiny Panel.

Themed meetings could include:-

- Fly Tipping and Environmental Crime
- Trading Standards
- Asylum Seekers
- ALMO and Decent Homes.

The Executive Director of Neighbourhoods commented that a report was to be considered by the Corporate Management Team on 20th June regarding a piece of work with South Yorkshire Police and community policing. It was also noted that Neighbourhoods had commissioned consultants to review the Adaptations process.

He further referred to 5 papers produced by the Government under the heading of Sustainable Communities. Summary documents had been submitted to the Council but it was now thought timely to submit them to the Scrutiny Panel to inform the work programme.

Resolved:- (1) That The Scrutiny Advisor compile a list of possible scrutiny reviews for 2005/06 and subject them to the scrutiny checklist for suitability.

(2) That the 5 summary documents referred to above be submitted to the July meeting of this Scrutiny Panel.

7. HOUSING INCOME POLICY

The Head of Housing Services and Housing Income Manager, Rotherham 2010 Ltd., presented a joint report on the Income Policy which set out the Council's strategic objectives and approach to income collection, arrears prevention, management and eviction action. The Policy was designed to ensure that income was maximised whilst at the same time keeping arrears to a minimum.

The report had been prepared prior to 2010 Rotherham Ltd. being set up. The Policy gave a detailed summary of the aims and objectives of 2010 on behalf of the Council for the delivery of its income service. The main principles were income maximisation for the Housing Revenue Account and provision of a customer focused service to meet the needs of individuals or groups. It strongly emphasised service provision,

particularly for those tenants that were deemed vulnerable. It recognised that this client group would be most at risk of falling into debt and would adopt a sensitive approach that would involve support agencies wherever possible. The Policy would ensure that all debtors were given clear and detailed information about their account so that any arrears could be kept to a minimum.

2010 recognised that early contact with the tenant was essential to establish a relationship which would start at the commencement of the tenancy when staff would note any special circumstances, carry out income checks, explain how the rent charge was formed, what was eligible for Housing Benefit and clarify the payment options. The way 2010 would communicate with tenants and debtors was crucial to arrears prevention particularly when addressing diversity issues and how to correspond with hard to reach groups. All letters and correspondence would be written in simple language and customers would be encouraged to access the Income Service through a designated Income Champion in their neighbourhoods who would offer advice to customers on a wide variety of income related issues.

The Housing Income Champion would play a crucial role in service delivery and as such 2010 was committed to training and developing the staff to ensure they delivered not only the operational and policy objectives of 2010 and the Council, but high quality services for customers.

Discussion ensued on the Policy. The following points were raised/highlighted:-

- 2010's performance for the first quarter were on target
- The training staff were received was comprehensive and of high quality
- 2010 would review current opening hours of District Offices, in consultation with local Members and customers, to ensure they were open when required.
- Income Champions were specialist officers in each Area Office.

Resolved:- That the Housing Income Policy be supported for adoption by the Council.

8. ASYLUM SEEKERS TEAM VISIT

The Scrutiny Adviser reported that a visit to the Asylum Seekers Team had taken place on 9th May, 2005, attended by Councillors Hall, McNeely and Nightingale and Dennis Alderson.

The visitors had met the Asylum Seekers Team and discussed with the Team Leader the myths surrounding asylum seekers and information on the dispersal process. A property at Rawmarsh used to accommodate asylum seekers had also been visited.

Resolved:- (1) That the report be noted.

(2) That a themed meeting on asylum seekers be arranged jointly with the Democratic Renewal Scrutiny Panel.

9. NEIGHBOURHOODS SERVICE PLAN 2005/08

The Head of Neighbourhood Development Services submitted the Service Plan, together with the accompanying DVD, which detailed the actions that would take place over the next 3 years to help the Programme get closer to achieving its mission of 'building sustainable neighbourhoods'.

The Plan contained 16 strategic objectives that would translate the vision into reality. By 2008 the Programme Area would have improved the quality of life for every resident and would have reduced the inequalities that continued to exist in some parts and some communities in Rotherham.

It was an integral part of the performance management arrangements. It provided a stronger link between national and regional policy drivers and the priorities of the Council and the community.

Discussion on the document ensued. The following points were raised/highlighted:-

- It was believed that performance could be maintained during the transition period to 2010
- Liaison arrangements and reporting mechanisms for performance had been put into place with 2010
- The Plan set out the planning for the next 2/3 years. A lot of the issues that faced the communities in Rotherham would not be alleviated by short term visions but by long term planning
- Improvements were to be made to the way operatives worked with customers to identify how satisfied they were with the work that had been carried out
- It was acknowledged that the waiting period for adaptations was too long. As part of the review being undertaken consideration would have to be given to the budget and priority of adaptations
- Anti-Social Behaviour Orders were part of a 'tool box' of measures available to the Council to deal with anti-social behaviour.

Resolved:- (1) That the Neighbourhoods Service Plan 2005-08 and accompanying DVD be noted.

(2) That a copy of the DVD and Service Plan be supplied to all Members of the Council

10. CABINET MEMBER FOR NEIGHBOURHOODS

The Panel noted the decisions made under delegated powers by the Cabinet Member for Neighbourhoods held on 25th April and 9th May, 2005.

11. ENVIRONMENT SCRUTINY PANEL

The minutes of the meeting held on 19th May, 2005, were noted.

12. PERFORMANCE AND SCRUTINY OVERVIEW COMMITTEE

The minutes of the Performance and Scrutiny Overview Committee held on 15th April, 2005, were noted.

13. EXCLUSION OF THE PRESS AND PUBLIC

Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 8 and 9 of the Act of Schedule 12A of the Local Government act 1972 (supply of goods/services and negotiation of terms).

14. THE 2005/06 HRA BUDGET AND ALMO MANAGEMENT FEE

The Finance and Accountancy Manager submitted a report which set out details of the development of the Housing Revenue Account budget and the agreement of the Rotherham 2010 Ltd. interim management fee for the 2005/06 financial year since February, 2005, when Council rent levels for 2005/06 were agreed.

Following 2010 becoming operational on 19th May, the report also outlined the process by which it was proposed to agree the final management fee which would be produced by 31st July, 2005.

It was noted that the interim management fee reflected the stock numbers. The fee had the same disciplines as the Council had to go through and the Council would be looking for 2010 to deliver efficiency savings (Gershon).

Resolved:- (1) That the report be noted.

(2) That in future no extra reports will be considered unless they had been supplied with the agenda.

PERFORMANCE AND SCRUTINY OVERVIEW COMMITTEE
27th May, 2005

Present:- Councillor Stonebridge (in the Chair); The Mayor (Councillor Jack); Councillors Barron, Clarke, Doyle, Hall, G. A. Russell, R. S. Russell and Sangster.

Apologies for absence were received from Councillors P. A. Russell and Whelbourn.

The Chairman welcomed The Mayor (Councillor Jack) and Councillor Barron as new members of the Committee.

1. DECLARATIONS OF INTEREST

There were no declarations of interest made at this meeting.

2. BASE BUDGET REVIEW

The Head of Corporate Finance presented the submitted report updating Members on the Base Budget Review.

He explained the background to the Base Budget Review and clarified the evolving process. Completion was anticipated by the end of October, 2005 to inform the 2006/07 budgetary process.

It was noted that a report had been prepared on the first of the reviews carried out relating to Environmental Services which would be considered by Corporate Management Team initially and then by elected Members.

A question and answer session ensued and the following issues were raised:-

- scrutiny involvement in the base budget review process
- timescale for consideration of review reports
- savings forecast for unfilled posts
- clarification of the scrutiny role and at which stage of the review process

Resolved:- (1) that the information and the approach to the review process be noted.

(2) That this Committee considers there is the need for a scrutiny role in the process, perhaps in a sounding board capacity, after the Chief Executive/Chief Officer Clinic stage of the process but before conclusion of the review.

3. FORMAT OF THE SCRUTINY ANNUAL REPORT

Cath Saltis, Head of Scrutiny, presented the submitted report seeking views on the format for the Annual Report which described the activities and achievements over the past year. All the information had been collected and it was proposed that the content be more outcome focused.

Suggestions were made including the siting of the civic badge on the front cover and utilising the front cover to advertise reviews undertaken.

Resolved:- That Cath Saltis proceed as now discussed and submit a draft copy to the June or July, 2005 meeting.

4. SCRUTINY PANEL DRAFT TERMS OF REFERENCE

The Committee considered a report outlining draft terms of reference for the respective scrutiny panels following the interactive workshop on scrutiny structures in the light of the revised executive arrangements.

Textual amendments were agreed.

Resolved:- That the draft terms of reference, as now discussed, be approved subject to the views of the respective scrutiny panels.

5. REPRESENTATIVES ON OUTSIDE BODIES

Cath Saltis, Head of Scrutiny, indicated that a report was being prepared in relating to the above particularly with regard to indemnity insurance issues of, and support for, Members on outside groups.

Specific reference was also made to the need to appoint to the BT Strategic Partnership Board.

Resolved:- That consideration of these matters be deferred pending submission of the awaited report referred to.

6. ATTENDANCE AT SCRUTINY PANELS

The Chairman indicated he had written to all Cabinet Members asking them to indicate how they expected to work with scrutiny and that responses were awaited.

Resolved:- That the Chairman's actions in writing to Cabinet Members be endorsed and Cabinet Members be called to appropriate scrutiny panels as soon as possible.

7. MINUTES

Resolved:- That the minutes of the meetings held on 22nd and 29th April, 2005 be approved as a correct record for signature by the Chairman.

8. WORK IN PROGRESS

Councillor Stonebridge reported on the following issues :-

- (a) there was need to finish off the LSP review
- (b) the 'policy toolkit' would be an agenda item for the next meeting
- (c) work needed to progress on the Member to Member protocol and Scrutiny/Cabinet protocol.

9. CALL-IN

There were no formal call in requests.

(The Chairman authorised consideration of the following items to enable arrangements to be made)

10. FUTURE MEETINGS

It was reported that future meetings would commence at 9.30 a.m. on scheduled Fridays, the next meeting being on Friday, 17th June, 2005.

The Chairman indicated he would not be available to chair the meetings scheduled for the 1st and 15th July, 2005.

Resolved:- That consideration of the chairmanship of the above meetings be considered at the next meeting.

11. CENTRE FOR PUBLIC SCRUTINY - ANNUAL CONFERENCE - LONDON - 23RD JUNE, 2005

Resolved:- That any members wishing to attend the above conference notify Cath Saltis as a matter of urgency.

PERFORMANCE AND SCRUTINY OVERVIEW COMMITTEE
17th June, 2005

Present:- Councillor Stonebridge (in the Chair); Councillors Barron, Hall, G. A. Russell, P. A. Russell, Sangster and Whelbourn.

Apologies for absence were received from The Mayor (Councillor Jack), Clarke, Doyle and R. S. Russell.

12. DECLARATIONS OF INTEREST

There were no declarations of interest made at this meeting.

13. CORPORATE PERFORMANCE PLAN 2005

Lee Adams, Assistant Chief Executive, introduced and, along with Tim Littlewood, Principal Officer, Performance Management, presented the submitted report relating to the above.

The report indicated a statutory obligation to produce an annual Performance Plan in accordance with the ODPM Circular 02/2004 Guidance on Best Value Performance Plans and be published as per the statutory deadline of 30th June, 2005. The publication would initially be on the Council's website and would be followed by hard copies and CD's in the week commencing 11th July, 2005.

It was noted that this year's production costs were considerably less than last year.

Discussion and a question and answer session ensued and the following issues were covered:-

- a summary of key points
- need for a simplified version to aid public understanding
- cognisance of the third stage of the Policy Review
- need for clarity on the website and inter-relationship between plans indicating:-
 - priorities
 - how to get there
 - outcomes from the citizen perspective
- IT system

Resolved:- That the information be noted and any comments be forwarded to Tim Littlewood or Lorna Kelly.

14. POLICY REVIEW : THIRD STAGE

Lee Adams, Assistant Chief Executive, introduced and presented briefly the submitted report relating to the above.

The report set out the findings and recommendations of the third stage of the Policy Review which had examined a number of key strategic Council policies and strategies for alignment with the Community Strategy and Corporate Plan against other criteria that was key to successful policy and strategy development.

The report also set out a policy refresh timetable of key policies that contributed to the delivery of the Council's Vision within the new Community Strategy and Corporate Plan.

Also submitted was the draft Guide to Policy and Strategy Development in Rotherham MBC.

The report had been considered by Corporate Management Team and subsequently Cabinet on 8th June, 2005.

Discussion and a question and answer session ensued and the following issues were covered:-

- need for a shared understanding of policy, strategy and operational policy
- training development needs of members and officers
- role of scrutiny
- need for graphic links of overarching policies (mission critical)
- need for an Executive/Scrutiny/Officer meeting to consider the way forward

Resolved:- (1) That the information be noted.

(2) That this Committee stresses the need for Members and officers to have a clear framework for the development of policy and strategy and that urgent discussions should take place between the Executive and Scrutiny on how to take this matter forward.

(3) That the purpose of the above meeting should be to clarify shared understanding regarding policy and strategy requirements for the organisation. The meeting should also consider the training and development needs of both Members and officers regarding future development and review work.

(4) That the above meeting should take place before undertaking the

fourth stage of the policy review.

15. SCRUTINY REVIEW ' ROLE OF THE COUNCILLOR AS CORPORATE PARENT'

Caroline Webb, Senior Scrutiny Adviser, introduced and Councillor G. A. Russell presented the submitted report relating to the above.

The report set out the findings and recommendations of the review group. The review looked at how 'Corporate Parenting' was undertaken in Rotherham and in other authorities, taking into account the views of Cabinet Members, Officers, Looked After Children and Young People (LACYP) and foster carers.

The review identified a number of areas for improvement including:-

- Developing training and guidance for all Members on the corporate parenting role
- Developing an overarching 'corporate parenting' policy
- Regular meetings be set up with LACYP and care leavers (at least twice yearly) to ensure that they have an opportunity to meet with relevant Members
- Establishing dedicated scrutiny arrangements for LACYP

The report was endorsed by the Social and Community Support Scrutiny Panel at its meeting on 6th May, 2005. The report was submitted to Corporate Management Team on 16th May, 2005 for comments on the cost/benefits of the recommendations.

The report was supported fully and the comments presented to the Children and Young People's Services Scrutiny Panel on 3rd June, 2005.

The full document and Corporate Management Team comments were submitted.

Discussion and a question and answer session ensued and the following issues were covered:-

- costing implications of the recommendations
- sponsorship arrangements
- training requirements for Members
- funding arrangements for celebration events

- looking at all vulnerable children as part of the new Cabinet portfolios

Resolved:- (1) That the review and its finding and recommendations be endorsed as far as this Committee is concerned.

(2) That training/refreshers should be provided for all Members of the Council with specific training for the involved panels such as Children and Young People's Services Scrutiny Panel, Adoption and Fostering. Such training to involve young people and be provided in house.

(3) That Cabinet be advised that the necessary funding should be made available for the celebration events.

(4) That everyone involved in the review be thanked for their time and hard work.

16. CHAIRMANSHIP

The Chairman confirmed he would not be available to chair the meetings scheduled for 1st and 15th July, 2005.

Resolved:- (1) That the Mayor be requested to chair the above two meetings.

(2) That, should the Mayor not be available, Councillors G. A. Russell and Hall chair the meetings on 1st and 15th July, 2005 respectively.

17. MINUTES

Resolved:- That the minutes of the meeting held on 27th May, 2005 be approved as a correct record for signature by the Chairman.

18. WORK IN PROGRESS

Members of the Committee reported on the following issues:-

(a) Councillor Whelbourn reported consideration of the work programme for the year and referred to:

- Democratic engagement through Area Assemblies
- Working with Quality Parish Councils
- Citizenship

(b) Councillor Hall referred to a joint scrutiny review of Area Assemblies with the Democratic Renewal Scrutiny Panel and that topics were awaited from Members for the Work Programme.

(c) Councillor G. A. Russell reported:-

- consideration of the terms of reference, corporate parenting report
- co-opted membership
- the Cabinet Member and Senior Executive Director, Children and Young People's Services were to attend the next meeting
- a programme was being structured around the five themes in respect of 'Every Child Matters'

(d) Councillor Stonebridge reported:-

- Year Ahead discussions with Cath Saltis
- draft Scrutiny Plan would be submitted to the next meeting of this Committee
- the Chief Executive's Year Ahead Statement could be a theme for a future meeting
- the Forward Plan of key decisions was to become a standard agenda item on the first meeting of this Committee in every month
- efforts would be made to focus some of this Committee's meetings around the themes
- a meeting of this Committee was to be held on Wednesday, 21st December, 2005 at 9.30 a.m. The subsequent meeting schedule for Friday, 6th January, 2006 was to be cancelled.

19. CALL-IN

There were no formal call in requests.

**THE ASYLUM SEEKERS WORKING PARTY
1ST JUNE, 2005**

Present:- Councillor Terry Sharman (in the Chair); Councillors Ellis and S. Wright

Apologies for Absence were received from Councillor Glyn Robinson.

B27 MINUTES OF THE MEETING HELD ON 30TH MARCH, 2005

Agreed:- That the minutes of the meeting held on 30th March, 2005, be approved as a correct record.

B28 WELCOME CENTRE

Consideration was given to a report of the Acting Head of Inclusion Support Services, which outlined the Welcome Centre Review to be undertaken by Andrey Rosowsky from Sheffield University.

The scope of the review, the aims and objectives, the target group and the costs were summarised for those present and relevant questions were answered. In addition, the current numbers of students attending the Welcome Centre and their origin were outlined.

It was suggested that the draft report be shared with the Project Working Group on 30th June, 2005 and presented to the next meeting of Asylum Seekers Working Party on 27th July, 2005.

Agreed:- (1) That the report be received.

(2) That the draft report on the Welcome Centre Review be submitted to the July meeting of this Working Party.

(THE CHAIRMAN LEFT THE MEETING HALF WAY THROUGH THE FOLLOWING ITEM AND COUNCILLOR ELLIS ASSUMED THE CHAIR AT THAT POINT.)

B29 POST-2005 CONTRACT

Consideration was given to a report presented by Andrew Crowley, Team Leader, which outlined the plans for the continuation of the N.A.S.S. Contract and the presentation of a Statement of Requirements by N.A.S.S., which outlined the requirements of a new contract, to the Managers of the Local Authority Consortia.

The Statement of Requirements, which included:-

- The Provision of Accommodation and Related Services for Service Users.
- Transport Services.

- Customer Support Services.
- Reporting and Record Keeping Services.
- Contract Management Services.

had been discussed, comments made and was still the subject of further negotiations with N.A.S.S.

The Chairman welcomed Kirsty Bass, Regional Manager – N.A.S.S., to the meeting who answered, where applicable together with the Andrew Crowley, questions raised by Members of the Working Group relative to the report.

Comments made by Members of the Working Party relating to the following would be fed back as part of the further discussions:-

- Destination.
- Transport.
- Three mile radius.
- Vacancy Rate.
- Flexibility.
- Rent Split with the Private Sector.

It was also noted that the Asylum Team needed to ensure continuity of its current contract with the private sector landlords. The last increase in rent was 6% in October, 2003. After consulting with a number of agencies a suggested rent increase of 3% for bedsits and 5% for all others would seem appropriate to ensure a mixed housing portfolio. This will help bring the rents in line with the levels used by the Rent Officer.

Agreed:- (1) That the report be received.

(2) That the 3% rent increase for bedsits and 5% for rest of the private rented properties used by the Asylum Team be approved.

B30	STRATEGY FOR ASYLUM SEEKERS AND REFUGEES IN ROTHERHAM
	Consideration was given to a report presented by Andrew Crowley, Team Leader, which outlined the development of a draft strategy for asylum seekers and refugees in Rotherham.

The Chairman welcomed David Brown from the Refuge Council who was involved in the development of this strategy.

The strategy differed from that of other Local Authorities' strategies in that it incorporated the needs of asylum seekers and refugees into one strategy. The focus on producing a strategy for integration of refugees inevitably overlooked the needs of asylum seekers and integration should begin as soon as someone arrived in the Borough.

The intention was that the aims of the strategy would be used as a basis

for a simple consultation with asylum seekers and refugees during Refugee Week with a more formal consultation process being undertaken during August and September.

The Action Plan arising from the Strategy would link and echo the Corporate Plan, Vision and Themes of the borough with realistic and achievable aims to meet the needs of the target group.

Agreed:- That the report be received and the strategy and action plan be welcomed.

B31 TRANSFER OF THE INTERIM SCHEME TO N.A.S.S.

Consideration was given to a report presented by Andrew Crowley, Team Leader, which informed Members of the intention by N.A.S.S. to end the interim arrangements in Rotherham.

The numbers of people who were currently supported on the scheme have declined from a maximum of forty-six to just six households that were now being supported under these arrangements and they would be transferred automatically.

Agreed:- That the report be received.

B32 DATE OF NEXT MEETING

Agreed:- That a further meeting be held on Wednesday, 27th July, 2005 commencing at 9.30 a.m.