

# Regeneration, Community and Culture Overview and Scrutiny Committee – Supplementary agenda

**A meeting of the Regeneration, Community and Culture Overview and Scrutiny Committee will be held on:**

**Date:** 6 July 2010

**Time:** 5.00pm

**Venue:** Meeting Room 2 - Level 3, Gun Wharf, Dock Road, Chatham ME4 4TR

## Items

- 5 Community Safety Partnership Plan Review (pre-decision scrutiny) (Pages 1 - 54)**
- This report requests the committee to review the annual refresh of the plan.
- 6 Gateway 3 Contract Award: Household Waste Recycling Centres (pre-decision scrutiny) (Pages 55 - 72)**
- This report sets out the recommendations for the award of the contract for the management and operation of the Household Waste Recycling Centres.
- Please note that there is an exempt appendix to this report.
- 8 The future of the Strood Environmental Enhancement Scheme (pre-decision scrutiny) (Pages 73 - 74)**
- An addendum report is attached.

**10 Exclusion of press and public (exempt appendix to agenda item 6)**

This is an exempt appendix to agenda item 6 (Gateway 3 Contract Award: Household Waste Recycling Centres) which identifies the tenderers for the contracts and provides details of the procurement and evaluation processes. It is considered the need to keep this information exempt outweighs the public interest in disclosing the information.

Therefore, should Members wish to discuss the exempt appendix, the committee is recommended to exclude the press and public as it contains commercially sensitive information under paragraphs 3 and 5 of Part 1 of Schedule 12A of the Local Government Act 1972.

**Definitions:**

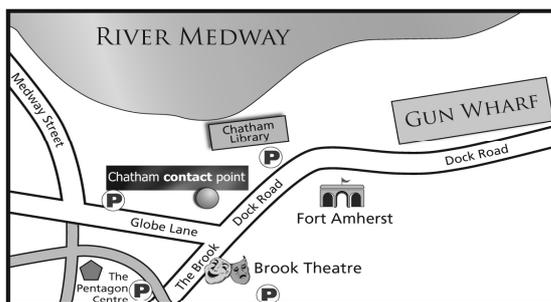
Paragraph 3: Information relating to the financial or business affairs of any particular person (including the authority holding that information).

Paragraph 5: Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

**For further information please contact Caroline Salisbury on Telephone: 01634 332013 or Email: [democratic.services@medway.gov.uk](mailto:democratic.services@medway.gov.uk)**

**Date: 1 July 2010**

**Please note that parking is available at Gun Wharf from 5pm**



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## **REGENERATION, COMMUNITY & CULTURE OVERVIEW AND SCRUTINY COMMITTEE**

**6 JULY 2010**

### **ANNUAL REVIEW OF COMMUNITY SAFETY PARTNERSHIP PLAN 2009-2012**

Report from: Robin Cooper, Director of Regeneration, Community and Culture

Author: Neil Howlett, Community Safety Partnership Manager

#### **Summary**

This report seeks Members' comments on the Community Safety Partnership Plan 2009-2012.

#### **1. Budget and Policy Framework**

- 1.1 The Community Safety Partnership Plan is listed as a policy framework document in the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended) and was approved by Council on 16 April 2009. Any amendment of the plan is a matter for Council.
- 1.2 Reasons for urgency: the Committee is asked to accept this as an urgent item to enable its views to be forwarded to Cabinet on 20 July 2010.

#### **2. Background**

- 2.1 The Police and Justice Act 2006 made it a statutory requirement to produce an annual rolling three year plan, that is underpinned by an annual Strategic Assessment which is reviewed yearly. The plan's overarching aim is to reduce crime and disorder and combat substance misuse.
- 2.2A Strategic Assessment (SA) presents and interprets the summary findings of an intelligence analysis and identifies priority areas of concern. Both National and local indicators are used to measure success.

### **3. Advice and analysis**

- 3.1 The Medway Community Safety Plan for 2009-2012 sets out the aims and objectives for the partnership. The plan is an annual rolling three year plan that allows the partnership to develop short, medium and long-term priorities that are relevant and reflect crime and disorder in the area.
- 3.2 The third Strategic Assessment was undertaken in November 2009. It identified that the Community Safety Partnership priorities needed to be more focused. The strategic assessment, coupled with the public consultation, has confirmed the following six priorities:
  - Priority one: Tackling Substance Misuse
  - Priority two: Tackling ASB, including criminal damage,
  - Priority three: Reducing Repeat Violent Crime,
  - Priority four: Improving Local Street Scene,
  - Priority five: Reducing your worry of crime and disorder
  - Priority six: Improving your confidence in Medway Community Safety Partnership.
- 3.3 The Community Safety Partnership determined that priorities five and six are inextricably related and as such should be merged and this has been reflected in the updated plan.
- 3.4 Each priority within the plan now includes a section that provides a performance update on the various issues pertaining to that priority as stated in the Strategic Assessment 2009.
- 3.5 Actions within the priorities have been refreshed to take account of the information and recommendations identified in the Strategic Assessment 2009 and commitments relative to the Community Safety Partnership contained in the Sustainable Communities Strategy 2010-2026. The Framework Plan 2010-2011 (Appendix 4) summaries the actions, identifies measures of success and details baseline data.
- 3.6 The Community Safety Partnership has implemented a number of initiatives, operations and campaigns during 2009. These and progress on existing actions are detailed in priority order in the 'Performance Highlights 2009' section of the plan.
- 3.7 The outcome of the Diversity Impact Assessment screening (attached) recommends that a full DIA is carried out.

#### **4. Risk Management**

- 4.1 There are reputational, environmental and legal risks to the council for not pro-actively pursuing a reduction in crime and disorder level. However, the plan represents an organisational response from key partners in Medway to reduce crime and anti-social behaviour. The performance of the partnership has been good and there are limited risks associated with this.

#### **5. Consultation**

- 5.1 As part of the strategic assessment, the Community Safety Partnership are required to carry out public consultation on the identified priorities. The Partnership carried out a consultation exercise across Medway between 21 November and 4 December 2008. Further consultation with key stakeholders for each of the 22 Wards took place in November 2009.

#### **6. Financial and legal implications**

- 6.1 Funding for Community Safety comes from a variety of sources including Government grants, partners' core funding and funding for specific projects. Some of the funding is likely to be reduced and we will need to react to announcements from Central Government as they are made.
- 6.2 There is a legislative framework to work within to reduce crime and disorder, as outlined earlier in the report.

#### **7. The way forward**

- 7.1 Members are asked for any comments prior to the report's formal submission to Cabinet on 20 July 2010.

#### **Lead officer contact**

Neil Howlett, Community Safety Partnership Manager.

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#### **Background papers**

Home Office: Delivering Safer Communities: A guide to effective partnership working.

Home Office: Developing a Strategic Assessment

Medway's Sustainable Communities Strategy 2010-2026

Local Area Agreement Update (April 2010)

Medway Partnership Strategic Assessment (November 2009)

Medway Community Safety Partnership Plan 2009-2012



# Medway Community Safety Partnership Plan 2009-2012

Refreshed May 2010



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**“Working together in partnership to build stronger communities and ensure Medway is a safe place to live, work and visit”.**

The next 20 years are truly exciting times for the residents of Medway and for those who choose Medway as a place to live, work and visit. With an expanding water front development and progressive plan to change the heart of the shopping centre, Medway is the place to be. Significant opportunities exist for growth with hotel and leisure facilities being developed that will appeal to those choosing Medway as a place to live. New high-speed links to London will cut journey times significantly improving opportunities for commuting and to choose Medway as a place to visit for all it has to offer.

With over 250,000 residents and a growth in people visiting Medway it is important that statutory, voluntary and commercial partners work together to improve Medway as a place. This year's partnership plan has focussed on 6 key priorities to make Medway an even safer, cleaner and greener place to be.

Through speaking with our public and looking at the changing times it is important that we focus this years plans on reducing the fear of crime and improving the confidence that the public have in the effectiveness of both the police and council to tackle issues such as drugs and alcohol, violence, antisocial behaviour and criminal damage and continue to make improvements to the cleanliness of our streets.

It is through this strength of partnership working with community confidence at the heart of everything we do that the Medway Community Safety Partnership continues to deliver an improving street scene through clean up campaigns, reducing levels of violent crime during the nighttime and reducing anti-social behaviour through early intervention and providing things to do. Working together in partnership has taken a further step forward with partners now working together in a combined Community Safety Unit with a focus on reducing criminal damage, anti-social behaviour and improving the street scene of Medway.

Medway Community Safety Partnership have a number of developing projects which will further improve the safety and quality of life for the people of Medway and those who live, work and visit. I am confident that we will deliver these projects and will deliver on the priorities that have been chosen.

**Steve Corbishley**

Chair of the Medway CSP and Police Area Commander for Medway.



In conjunction with our partners, Medway Council is working to make Medway a safe and pleasant place to live, work and socialise. This Community Safety Partnership Plan outlines what we are doing to help to achieve these goals.

The Partnership regularly consults with key stakeholders and residents from each of the 22 wards in Medway, to discuss issues that have resulted in the 5 priorities within the plan. These priorities aim to address substance misuse, anti-social behaviour, reduce violent crime, enhance the local street scene and improving the perceptions of crime.

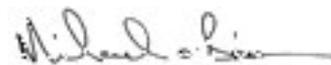
We continue to actively listen to the issues facing our residents through the current Partners and Communities Together (PACT) and other neighbourhood and community groups. We believe that the strength and commitment of the individual partners and this positive engagement through PACTs leads to an improvement in the quality of life for all residents.

We have expanded the installation of CCTV, where considered appropriate, to address anti-social behaviour throughout the authority. Our graffiti removal teams continue to improve the quality of our environment and our community officers work in association with all our partners, to tackle anti-social behaviour, reduce criminal damage and crime.

I fully support all our partners in the ongoing campaign to improve the safety and quality of life for the people of Medway and those who live, work and visit here. Together we can achieve these projects and deliver the priorities that have been highlighted by the community.

Councillor Mike O'Brien

**Cabinet Member of Community Safety and Enforcement and Vice-Chair of the Community Safety Partnership**



The Medway Community Safety Plan for 2009-2012 sets out the aims and objectives for the partnership. The plan explains the structure and system for conducting business and the contribution and commitment of our partners. Our plan is forward looking with a focus on community and tackling the issues that matter most to our residents, businesses and visitors, to continue to make Medway a safer and cleaner place to live, work and visit.

We have incorporated national and local targets along with locally identified issues that will form the focus of partnership business. We consider this plan to be a living document that gives the partnership the flexibility to react to changing problems within the community and utilise the combined skills, resources and expertise available to improve the quality and safety of Medway.

The Partnership Plan has defined five priorities for the next three years. These priorities are reviewed and refreshed on an annual basis. The priorities identified will each contribute to the safety of people living, working or visiting Medway. The six priorities for 2009-2012 are: Tackling Substance Misuse, Tackling ASB, including criminal damage, Reducing Repeat Business of Violent Crime, Improving Local Street Scene, Reducing your worry of crime and disorder and Improving your confidence in Medway Community Safety Partnership.

The partnership also looked to obtain input from partners and also from residents of Medway as to what they thought the issues were during a consultation event, conducted with key stakeholders from each of Medway's Twenty two Wards to give an opportunity for the public to tell us what concerns them most about feeling safe in Medway. This information has been used along with analytical data to confirm the five priorities that the partner agencies within Medway Community Safety Partnership have committed to deliver on.

These priorities will be delivered by partners including Medway Council, Kent Police, Kent Police Authority, Kent Fire and Rescue Service, Kent Probation, Her Majesty's Prison Service (HMPS), NHS Medway, and the Public Health Team, together with the voluntary and private sector. The Community Safety Partnership Office has been developed in the true spirit of partnership working co located on one site working to deliver the priorities as outlined.

Actions within the priorities have been refreshed to take account of the information and recommendations identified in the Strategic Assessment 2009 and commitments relative to the Community Safety Partnership contained in the Sustainable Community Strategy 2010-2026. The Framework Plan 2010-2011 (Appendix 4) summaries the actions, identifies measures of success and details baseline data. Operational management of the Partnership is coordinated by a Performance Delivery Group. That group will report on progress of the actions in the plan to the Strategic Executive Group of the Partnership on a quarterly basis.

### Medway Sustainable Community Strategy 2010-26

The Community Safety Partnership Plan operates within the context of the Sustainable Community Strategy which sets the overall long term vision for Medway. The vision contains six ambitions for the future economic, social and environmental well being of Medway. The CSP Plan contributes to all of these ambitions since a safe community is more likely to have successful communities, a healthy population and a prosperous economy. It contributes more specifically to the priorities of reducing the incidence and fear of crime and anti social behaviour, improving the safety of children and ensuring community cohesion.

### Funding

Funding for Community Safety comes from:

- Police budget for neighbourhood policing
- Council's direct funding for 26 Community Officers
- Funding for specific projects
- Area based grant
- Medway Drug and Alcohol Action Team (DAAT)
- Other partners have budgets for community safety
- Bids for external funding.

The majority of money is represented by core funding from partner organisations. Medway Council provides an allocation from the Area Base Grant to support the Partnership. In 2010-2011 the amount was £293,491. Additionally Medway Council has received £136,000 for specific projects from the Home Office.

The resources currently available for Community Safety are:

#### Police -

6 Sergeants

29 PC's

4 PCSO Supervisors

60 PCSO's

#### Medway Council -

1 Team Leader

3 Senior SCO's

22 SCO's

A Neighbourhood Task Team & other staff make up the Community Safety Unit, however they sit outside of Neighbourhood Policing.

It is clear that nationally there is significant pressure to reduce public expenditure whilst maintaining quality of service delivery. The Partnership is reviewing future funding for Community Safety by coordinating resources to maximise efficiencies and ensure Value for Money.

## The Place

Medway is a unique mix of urban and rural. Medway has seen gradual economic recovery and diversification over the last 20 years after the collapse of heavy industries. This is set to continue with the Thames Gateway - a national priority area for regeneration and growth.

The majority of the population (85 per cent) lives in the urban areas, which are centred on the five towns of Chatham, Rochester, Strood, Gillingham and Rainham. Medway is surrounded by a rural area on the Hoo Peninsula and Cuxton and Halling.

Medway is not a deprived area, but at ward level we have some of the most affluent and some of the most deprived areas in the country. In particular, low income and employment levels drive deprivation.

## The People

Some 253,500 people live in 104,000 households in Medway; 51 per cent are female and 49 per cent are male. The population is expected to increase to over 280,000 by 2030. Some 7.8 per cent of the population come from ethnic minority communities. The area has a young population relative to England. There is also expected to be a 45 per cent growth in the over 60s by 2028.

There has recently been an increase in new arrivals from accession states. A significant number of students in Medway are from overseas, reflecting a changing ethnic mix in the local population. This, together with the arrival of migrant workers from the EU accession countries, means that Medway's ethnic diversity is changing rapidly. This brings challenges of integration and the need to overcome communication difficulties to promote trust and understanding to build a strong community.

## The Economy

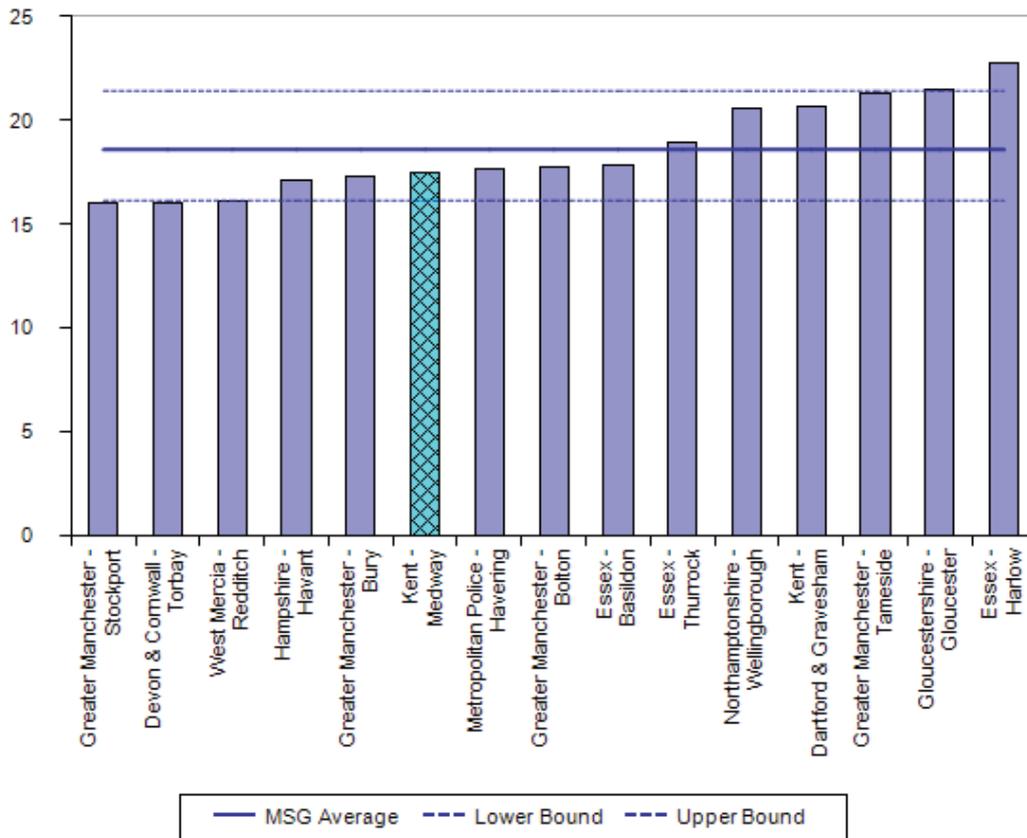
Employment patterns in Medway have changed dramatically over the past 20 years, with service sectors now accounting for nearly 75 per cent of employment. Our regeneration activity is targeted to deliver 26,000 new jobs by 2026 in sectors such as construction and cultural and creative industries. Tourism is a thriving economic sector, set for further growth. Medway is in close proximity to London (30 miles) and as such nearly 26 per cent of our working population commute to the capital.

## Crime

Medway Crime Overview -

The following chart shows Medway compared with 14 other CSPs around the country, which have been deemed as being similar to Medway in respect of population, employment, economics, education and crime.

iQuanta Barchart MSG - Crimes per 1000 Residents  
 Kent - Medway CDRP  
 All Crime  
 01 Nov 2009 - 31 Jan 2010



MSG= most similar group  
 (Source Kent Police BIU MSP March 2010)

Medway has made some vast improvements with reducing crime and disorder over the last year, with around 1500 less victims compared with 2007/08. Burglary has seen a reduction of over 24% and Vehicle Crime has had a reduction of just over 17% when compared with 2007/08.

Reductions have also been experienced in Violent Crime and Criminal Damage both by 7% and, but we want to reduce this more.

Medway has moved down the ranks from 4th to 6th when we are compared with other similar Partnerships around England, as shown in the chart above, but this shows that as fast as we are improving, other Partnerships are working effectively to reduce their crime too.

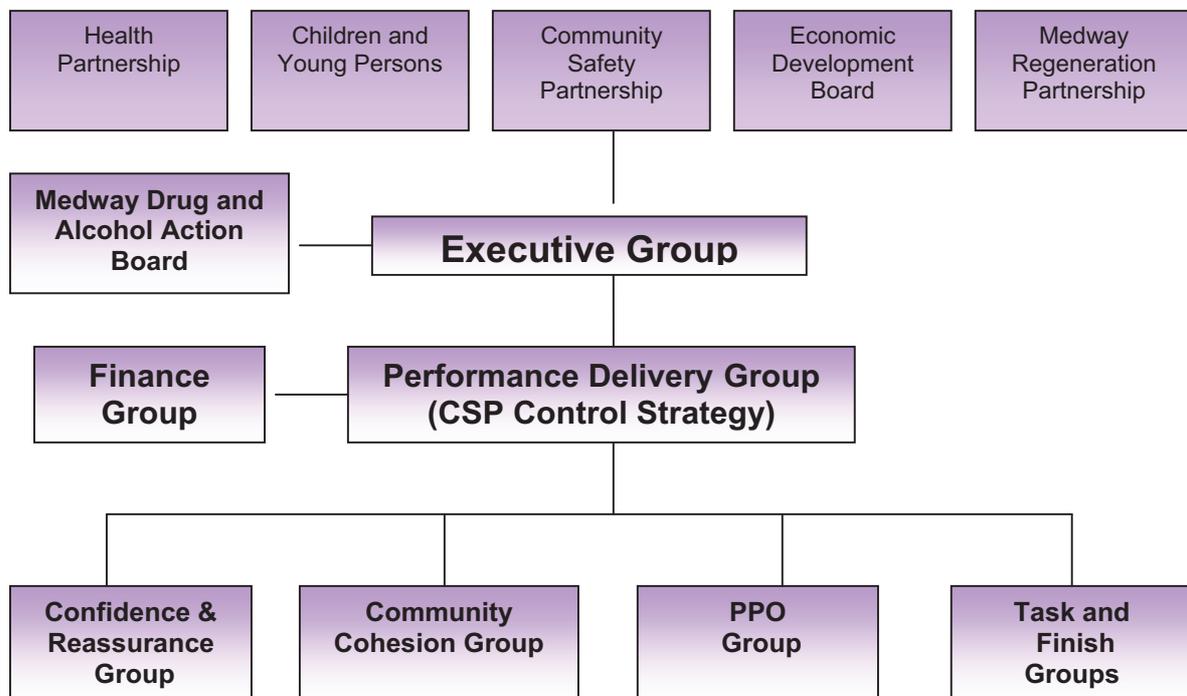
The Medway Community Safety Partnership was formed in 1998 in response to the requirements of the Crime and Disorder Act 1998. The act places a duty on local authorities, the police, Police Authority, Fire Authorities and the PCT to form a partnership to tackle problems of crime and disorder in their local area.

The Community Safety Partnership is one of five thematic groups of the Local Strategic Partnership (appendix 2) and as such works towards delivering the vision: City of Medway: Rich Heritage, Great Future.

The structure consists of an overarching Strategic Executive Group that steers and directs the Performance Delivery Group (PDG). There are also sub groups that sit under the PDG to assist with delivering the priorities laid out in this plan (see appendix 1).

The Chair of the Medway Community Safety Partnership is determined on an annual basis. This role is presently held by the area commander for Kent Police and the role of vice chair presently held by the Council Cabinet member with portfolio responsibility for community safety.

The strategic leadership of the Community Safety Partnership demands clear accountability and performance management through effective processes to improve local community safety.



Key national drivers to combat crime and disorder include:

- The Crime and Disorder Act 1998;
- The Police and Justice Act 2006;
- Public Service Agreement;
- National Indicators, Local Area Agreement (see appendix 2).

### The Crime and Disorder Act

Section 17 of the Crime and Disorder Act 1998 requires local authorities and the police to exercise all their functions with regards to the effect on, and the need to prevent, crime and disorder in their areas. This was underpinned by the statutory duty placed on responsible authorities to produce a three-year strategy.

### The Police and Justice Act

The Police and Justice Act 2006 repealed the duty of a Crime and Disorder Reduction Partnership (CDRP) to produce three yearly audits and strategies. Replacing this, Schedule 9 of the Police and Justice Act introduced regulations for the formulation and implementation of annual rolling three-year strategies to reduce crime and disorder and combat substance misuse, whereby a strategic assessment will be done annually and reviewed every six months.

### Public Service Agreement (PSA)

PSAs set out for the public and practitioners the government's priorities and how the government will measure success. The two key PSAs for 2008/11 for crime reduction and community safety are:

- **PSA 23: Make Communities Safer**

This PSA is broken down into four priority actions, each reflecting the direction of the crime strategy:

- Reduce the most serious violence.
- Continue to make progress on serious acquisitive crime.
- Tackle the crime, disorder and anti-social behaviour issues.
- Reduce re-offending through the improved management of offenders.

- **PSA 25: Reduce The Harm Caused By Alcohol And Drugs**

The PSA has three main strands, underpinned by a new national alcohol strategy and a forthcoming drug strategy:

- Reduce the harm caused to the development, achievement and well being of young people and families.
- Reduce the harm caused to the health and well being of drug users and those using alcohol in harmful ways.
- Reduce the harm caused to the community as a result of associated crime, disorder and anti-social behaviour.

### National Indicators (NIs)

NIs have been derived from PSAs. NIs provide a clear statement of the government's priorities for delivery by local government and its partners. NIs provide clarity about the balance between national and local priorities and also present a robust performance framework, all of which form a basis for the Local Area Agreement (LAA).

### The Strategic Assessment

The Strategic Assessment is a report that is used to inform strategic decision-making by looking at all issues affecting the partner agencies within the Medway Community Safety Partnership. The report looks at crime trends and progress for the previous 12 months and looks ahead at possible outcomes, depending on current performance and issues. As all of the partners work to a set target; the Strategic Assessment looks at how well they are performing in regard to their targets and what needs to be made a priority and given extra focus to ensure that the targets are met and that we are achieving our objectives.

The Strategic Assessment and the decision-making process surrounding the priorities form part of the requirements set out within the National Intelligence Model, which recommends processes to which all police and partnerships need to comply with.

### Public Consultation

As part of the strategic assessment, the Community Safety Partnership are required to carry out public consultation on the identified priorities. Medway Community Safety Partnership carried out a strategically positioned consultation event in Medway on 17<sup>th</sup> November 2009. Key stakeholders from each of the 22 Wards in Medway attended the full day event at the Corn Exchange, Rochester. Part of the day was for each Ward table to discuss ways that the community can help, and which partner agencies could assist. The priorities that were identified were specific to individual Wards and were addressed by Partner agencies for review at an event planned for April 13<sup>th</sup> 2010. The identified priorities were considered and now appear within the Plan.

### The Plan

The Community Safety Partnership Plan is underpinned by new statutory requirements, in accordance with legislation. The plan is an annual rolling three year plan that allows the partnership to develop short, medium and long-term priorities that are relevant and reflect crime and disorder in the area.

The third strategic assessment was undertaken in November 2009. It identified that the Community Safety Partnership priorities needed to be more focused. The strategic assessment, coupled with the public consultation, has confirmed the following priorities:

Priority 1: **Tackling Substance Misuse**

Priority 2: **Tackling ASB, including criminal damage**

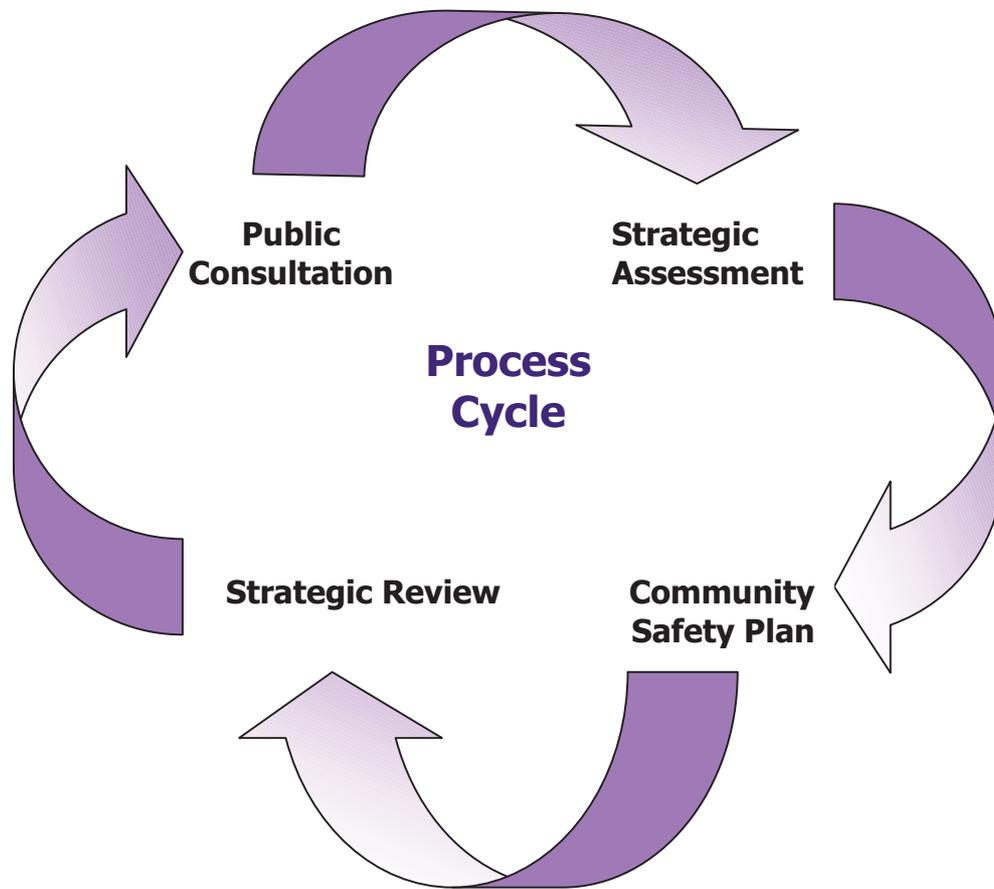
Priority 3: **Reducing Repeat Business of Violent Crime**

Priority 4: **Improving Local Street Scene**

Priority 5: **Reducing your worry of crime and disorder and Improving your confidence in Medway CSP**

Repeat incidents of crime and disorder will run through each priority.

## Annual Cycle



**Lead: Inspector Gary Woodward**

*Why is this a Priority for Medway Community Safety Partnership?*

Substance Misuse affects 1 in 3 people at some point in their lives and we want to ensure that we can provide the best assistance, support and treatment for those people affected. Substance misuse in youths can lead to major health concerns and criminal activity later in life, and here at Medway, we are committed to tackling substance misuse as a Partnership. The largest substance misused in Medway is Heroin followed closely by Alcohol, and over the last year we have increased the amount of people receiving treatment, but we want to tackle all aspects of substance misuse, including the associated crime and disorder. During the Public Consultation nearly a quarter of the respondents who lived in Medway said that 'People using or dealing drugs within their neighbourhood' was their greatest concern, with 'People being drunk and rowdy in public', also being raised as a concern. Together, we endeavour to tackle substance misuse in Medway.

*Position as stated in the Strategic Assessment 2009*

**Tackling Substance Misuse Alcohol:**

With alcohol consumption being involved in just under half of all arrests, alcohol misuse has been shown to be motivating a wide number of disorder related issues. Alcohol misuse is not isolated to adults. Local analysis of young people accessing treatment for substance misuse shows 60% are primarily misusing alcohol.

Public concern for rowdy or drunken behaviour (not just confined to the night-time economy) remains high and alcohol related hospital admissions continue to rise.

**Tackling Substance Misuse Drugs:**

Despite perception improvements and greater enforcement activity, public calls regarding drug use or dealing have increased.

*What are we going to do?*

- Reduce drug related offences (NI 38 Drug-related (Class A) offending rate)
- Reduce number of alcohol related hospital admission (NI 39 Alcohol-harm related hospital admission rate)
- Increase number of drug users in treatment (NI 40 Drug users in effective treatment)
- Improve perceptions of drunk behaviour being a problem (NI 41 Perceptions of drunk or rowdy behaviour as a problem)
- Improve perceptions of drug use or drug dealing being a problem (NI 42 Perceptions of drug use or drug dealing as a problem)
- Reduce number of young people using recreational drugs (NI115 Substance misuse by young people)

*How are we going to do it?*

**To provide effective and efficient drugs and alcohol services and post treatment provision**

In 2010-11 Medway DAAT will be redesigning and re-tendering our drug and alcohol treatment system. Our vision is one of creating a more effective and integrated drug and alcohol service with a stronger focus on recovery and re-integration, good outcomes for drug and alcohol users, value for money and more efficient and cost

effective service delivery. The new system will be fully developed in line with current national drug strategy and alcohol strategy, based on a 'recovery' model (support offered to an individual to enable them to move from problematic substance misuse towards a life free of drugs or alcohol as an active member of society). The development of an integrated drug and alcohol service will increase the number of people being treated, raise the quality of service, offer wider access and choice and will therefore make Medway a better, healthier and safer place in which to live.

#### **Improve early identification and support of harmful and hazardous drinkers**

There is a large body of evidence, which indicates 1 in 8 people will reduce their drinking levels to within low risk levels after receiving one simple intervention of brief advice. Medway DAAT will continue to collaborate with partners in NHS Medway to ensure that people drinking at hazardous/harmful levels are identified at the earliest stage appropriately assessed and are actively encouraged to engage with local alcohol services. This will involve the continued training/upskilling of health and Medway Council services personnel to identify and screen its customers for problematic alcohol misuse and signpost to services accordingly.

#### **Improve access, engagement and retention of drug users in the drug treatment system**

In 2009-10 there were some 727 adult drug users receiving treatment in Medway. In 2010-11 the DAAT through its commissioned drug and alcohol treatment providers will be launching a new 16-week intervention and treatment programme. It is anticipated that through raising expectations and by having more time bound and goal focussed treatment available, many more drug users in Medway will choose abstinence and recovery as the primary path of treatment which will lead to a far greater number than previously successfully completing and exiting treatment thereby creating more space for those who are first time entrants into the system/treatment naive users.

#### **Increase Awareness**

A new service specification for early intervention and targeted prevention programme in schools is to commence in 2010-11. Discussions are currently being held with Kent DAAT as to the viability of DISP and ASP's being commissioned on a needs basis Kent wide.

#### **Develop a holistic approach to understanding substance misuse demographics**

The DAAT will use the findings of the 2010-11 Drug and Alcohol Needs Assessment to more effectively target substance misuse treatment resources toward more 'hard to reach' groups including older people, travellers, people with co-morbid mental health problems ('dual diagnosis') drug and alcohol users who are parents, street sex workers etc.

#### **Implement alcohol training for key frontline staff working with Young People**

At the end of 2009 the CSP took ownership of the Medway Alcohol Strategy. Medway DAAT and Public Health have established a working group to develop the action plan for this strategy. The action plan will reflect ongoing work across partners as well as identifying new joint working initiatives.

#### **Prevent harm to children and nuisance by young people from access to age restricted goods**

Medway Councils Trading Standards Team has a programme of Test Purchases throughout the year targeting premises that sell alcohol to those under age. Kent Police Licensing team in partnership with Medway Councils Licensing Team, will continue to run a regular Friday night operation, Albatross, targeting licensed premises.

**Alcohol Control Zone**

These are monitored each year by the CSP Analyst to assess their effectiveness. Any changes will be introduced in partnership with Kent Police. New areas for Alcohol Control Zones will be assessed in the same manner. The Neighbourhood Policing Unit and Medway Councils Safer Communities Team will continue work together to address this issue.

## Priority 2

## Tackling anti-social behaviour, including criminal damage

**Lead: Inspector Richard Cherry**

### *Why is this a Priority for Medway Community Safety Partnership?*

Tackling anti-social behaviour and criminal damage in Medway is a priority to both you and us, and you have highlighted this to us in many different ways, through Partners and Communities Together (PACT) meetings, public consultations and your communications with the different agencies within the Medway CSP. Anti-social behaviour and criminal damage have seen reductions of 3280 offences compared to the same period last year.<sup>1</sup> We are working hard to continue to improve on these reductions by working with you, your community, local groups and different agencies to make your neighbourhood is a place where you feel safe and enjoy Living, Working and Socialising.

### *Position as stated in the Strategic Assessment 2009*

#### **Criminal damage and anti-social behaviour**

Teenagers hanging around continues to be the biggest anti-social behaviour concern for the Medway public, with the volume of incidents, although decreasing, still reflecting this. 'Teenagers hanging around' is linked to various categories of crime and anti-social behaviour which impact on partner's business

Criminal damage offending remains a high volume offence affecting many Medway residents and visitors. The criminal damage originates from both young people and adults alike. Neighbourly nuisance incidents were also high.

Deliberate fire activity has increased in comparison with the same period in 2008/9 with secondary fires (NI33ii) forming 75% of these incidents. It is thought that at least 60% of these fires were caused by young people. Much of the deliberate fire activity is linked to young people in particular teenagers hanging around and rowdy behaviour incidents.

### *What are we going to do?*

- Reduce criminal damage (Local Framework Plan Indicator)
- Reducing anti-social behaviour (NI 17 Perceptions of anti-social behaviour and LAA target)
- Reduce the number of deliberate secondary fires (Local Framework Plan Indicator)
- Improve the perception of anti-social behaviour (NI 17 Perceptions of anti-social behaviour)
- Improve partnership working in tackling anti-social behaviour (NI 21 Dealing with local concerns about anti-social behaviour and crime by the local Council and Police)
- Ensure that the Police and Council continue to understand local concerns about anti-social behaviour (NI 27 Understanding of local concerns about anti-social behaviour and crime by the Police and Council).
- Educate parents on the effects and consequences of anti-social behaviour (NI 22 Perceptions of parents taking responsibility for the behaviour of their children in area)

<sup>1</sup> Source BIU as at 12/01/09 - ASB 370/371 codes 07/08 = 5229, 08/09 = 2321; CD 07/08 = 4353, 08/09 = 3980. Total difference of 3281.

## *How are we going to do it?*

### **Robustly tackle anti-social behaviour**

The Performance Delivery Group will coordinate a visible presence of officers from the Council and Police and direct resources to priority areas that have been identified through analysing hotspot data, areas of low confidence and partner information.

The police have recently committed to respond to every reported incident of anti-social behaviour.

The Neighbourhood Policing Team has been restructured to provide more intensive coverage for the three wards in Medway with the highest levels and perceptions of anti-social behaviour.

Medway now benefits from two neighbourhood task teams to provide police interventions in response to specific incidents and areas of anti-social behaviour.

### **Reduce the number of deliberate secondary fires**

Partners use geographical information systems (GIS) to map locations of deliberate secondary fires and carry out environmental assessment and take appropriate action to reduce the risk of repeat incidents. Kent Fire and Rescue Community Safety Team specifically provide youth outreach to young people to provide information on the risks of fire setting.

### **Improve the public's perception**

Kent Police to visit victims of Anti Social Behaviour and Criminal damage, to increase the public perception that Police are dealing with their issues, & where appropriate joint patrols with Community Officers to increase public perception that Police and Medway Council are working together to tackle problems.

Continue to support Operation Cubit in removing untaxed vehicles from public roads.

Continue to review partnership processes to improve multi-agency working to deliver an effective response to the community.

A regular flow of positive stories from CSP agencies, but focused on Kent Police and Medway Council, will be sent to local media, and highlighted in Medway Matters, Medway Council's quarterly magazine and partner websites. These will focus on partnership working around antisocial behaviour as well as highlighting work of specific agencies or council departments operating within the CSP. Outcomes from the twice monthly meetings of the Performance Delivery Group will influence how this will be achieved. Additionally community publications, local/regional press, new media will be used to highlight partnership work, advise who Neighbourhood Policing and Medway Council teams are, and how people can report incidents.

### **Listen to the public**

Ward officers to actively engage with the community via street engagement and surgeries to identify issues with the aim of action and feedback. To increase the use of the Mobile Police Station by utilising it in areas of high footfall or areas where the community do not normally have an opportunity to engage with police.

Promote the work of the PACTS meetings and public engagement events through the website, local press and posters and the Community Safety Partnership vehicle will be used at community events such as fetes, carnivals.

**Keep young people and children safe**

The Community Safety Partnership will work towards the aims and objectives of the Children's and Young People's Plan to ensure that there are high quality arrangements in place for prevention, early identification and early intervention in order to improve outcomes for all.

This will include increasing early intervention opportunities to divert young people from crime or to direct them towards a more productive role in the community by referrals to the Joint Family Management unit with a view to engaging with the parents of offenders at an early opportunity.

Continue with the truancy sweep on a regular basis to prevent and deal with young people truanting from school.

**Educate parents on the effects and consequences of anti-social behaviour**

The Family Intervention Programme targets high-risk families to provide intensive support to reduce levels of anti-social behaviour whilst the Joint Family Management Programme provides a variety of interventions to families linked to anti-social behaviour.

Lead: Chief Inspector Peter de Lozey

### *Why is this a Priority for Medway Community Safety Partnership?*

Reducing violent crime within Medway is a priority for us, to ensure that Medway continues to be a safe place to Live, Work and Socialise. Medway has seen good reductions in violent crime compared to the last two years, with around 400<sup>2</sup> less victims, but in order to maximise the best use of the resources available to the Community Safety Partnership we need to tackle the repeat victims, offenders and venues. Approximately 40% of all Medway's violent crime is repeat. Whilst tackling violent crime, we hope to provide reassurance to increase your confidence and decrease your worry around being a victim of violent crimes in Medway. Thus, bridging the gap between your perceptions and what is actually happening within Medway.

### *Position as stated in the Strategic Assessment 2009*

#### **Violent Crime:**

Violent crime accounts for approximately 23% of all crime, affecting lots of victims and influencing feelings of personal safety and confidence. It remains a high volume crime type, but has shown reductions over the past year leading to Medway's current 4<sup>th</sup> place in its most similar group. 25% of violent crime is committed between 18:00 – 04:00hrs, although only a small proportion is attributable to the night-time economy.

Youth violence represents the largest proportion of crime victimisation for young people and is intrinsically linked to anti-social behaviour issues within youth culture. The organised element of violence is of concern, with the probability of serious long-term injuries being caused a reality.

#### **Domestic Abuse:**

The Multi-Agency Risk Assessment Conference (MARAC) has been shown to be functioning well and to be a great model for partnership working as part of normal business. Its repeat victim referral rate (NI 32) currently stands at 10.78% in comparison to 23% national statistic. The non-police referral rate stands at 35.2% which is above the national average of 29.6% showing greater partnership referral than in other areas. However, data shows that 1 in 5 domestic abuse offences within Kent are committed in Medway.

### *What are we going to do?*

- Reduce incidents of violent crime (NI 15 Serious Violent Crime Rate)
- Reducing number and offending by prolific offenders (NI 30 Re-offending rate of prolific and priority offenders)
- Preventing youth offending (NI 19 Reduce rate of young offenders re-offending)
- Reduce incidences of domestic violence. (NI 32 Repeat incidents of domestic violence).
- Reduce the number of sharply pointed instrument related hospital admission (NI 28 Serious knife crime).
- Increase feelings of safety within the community (Q6 Place Survey: To what extent do you think local public services are working to make the area safer).

<sup>2</sup> Source BIU as at 12/01/09 3751 offences 2008/09 and 12/01/08 4003, and 31/12/07 3889. Total 390 fewer offences for 2008/09 compared to previous two years.

## *How are we going to do it?*

### **Reduce the opportunity for serious violent crime to occur**

The Community Safety Partnership will continue to concentrate efforts on preventing low-level drunken and aggressive behaviour. Additionally seasonal crime reduction operations that focus on violent crime in public and private spaces will take place throughout the year.

The Partnership Violent Crime Forum will continue to work with partner agencies to share information, resources, and imaginative ideas to tackle the root causes and to find long-term solutions to issues of violent crime.

### **Reduce acquisitive crime**

An action plan has been in place since the autumn to tackle acquisitive crime. The focus has been on burglary and vehicle crime. Intelligence is being utilised across the partnership to direct tactical resources in the most effective way.

### **Reduce Prolific and Priority Offenders**

The Community Safety Partnership will continue to work with the Prolific and Priority Offenders Group in identifying those most at risk of re-offending, and will assist in the implementation of measures to ensure that the number of individuals involved in re-offending is reduced year on year.

### **Prevent Youth Offending**

Over the next two years Medway Children's Trust together with the Community Safety Partnership will offer a package of intervention for those in danger of entering the youth justice system and individual support plan for those who are at high risk of re-offending and, through the Medway Anti-Social Behaviour Forum, identify and target those individuals causing harm to the community and offer non-negotiable support.

### **Tackle late night disorder**

Street Briefings involving partner agencies will continue to be developed to give those who work in our night-time economy the best chance of preventing violent crime from occurring.

The Partnership will strive to run a minimum of 6 Operation Albatross during the next year; these involve Kent Police and Medway Councils Licensing Enforcement Team on all aspects of Licensing including gambling and taxis.

### **Reduce domestic abuse**

Medway Council and its partners are currently undertaking a review of partnership working related to Domestic Abuse.

### **Share and respond to information relating to disability harassment and hate crimes**

The Partnership continues to work with partner agencies to review systems for reporting, recording and responding to disability harassment and hate crimes.

### **To prevent personal threat to children and young people**

The Community Safety Partnership will bring together partners to share collaborative response to issues affecting the schools and community. The Community Safety Partnership will assist in keeping young people safe from personal threat and out of the Criminal Justice System, in line with the Every Child Matter's Agenda.

**Reduce the number of sharply pointed instrument related hospital admission**  
Police at Medway have specific funding for the Tackling Knives Action Plan (TKAP). This has allowed a series of interventions including the deployment of knife arches at railway stations and nightclubs.

*Why is this a Priority for Medway Community Safety Partnership?*

Where you live is important to you, and to us. We want to be able to work with you and your neighbours to ensure that where you live is clean; free from abandoned vehicles, graffiti and rubbish, and to improve the way you feel we work together in order to best achieve these aims. We want you to be proud of your neighbourhood, and by improving your local street scene, together; we want to make Medway a cleaner and safer place to Live, Work and Socialise.

*Position as stated in the Strategic Assessment 2009***Street Scene**

Dog fouling is a significant issue to the community although few incidents are reported.

Fly-tipping continues to decrease year on year. Since 2005/6 we have seen a reduction of 44%. The majority of reported fly tipping is commercial waste and we have been concentrating our efforts on addressing this by carrying out operations targeting waste carriers and commercial premises.

Graffiti can adversely affect people's perceptions of crime, and can be linked to people's poor perception of "teenagers hanging around". Incidents increased slightly on the previous year, however the majority of this was tagging. There was a significant decrease in racist and offensive graffiti. We have been addressing this by carrying out targeted removal operations.

Abandoned vehicles cause concern to residents. They can contribute to a negative perception of the overall street scene and can attract anti social behaviour. Last year, we removed 56 abandoned vehicles and a further 53 were recycled through our voluntary surrender scheme. In addition to this, we removed 569 untaxed vehicles from the streets of Medway through Operation Cubit.

**Reducing the number killed/seriously injured casualties**

The LAA2 target for 2010 was 78 killed/seriously injured casualties based on a 3 year rolling average from 2007/09. Up to and including December 2009 there have been 76 killed/seriously injured casualties (data needs to be validated) with a rolling average of 78.67)

*What are we going to do?*

- Improve the local street scene (NI 195: Improved street and environmental cleanliness)
- Reduce the number of killed / seriously injured casualties (NI47: People killed or seriously injured in road traffic accidents)

*How are we going to do it?***Increase Awareness**

A new street cleansing contract is due to start in October 2010, and as part of the new contract ,a new fleet of cleansing vehicles is due to be procured which will improve the standard of cleansing achieved and give visual impact to residents that Medway Council is working to keep the streets clean. High profile Graffiti Clearance

teams will continue to remove graffiti across the borough with the team assisting in proactive removal as part of programmed operations.

### **Reduce graffiti and Fly tipping**

Medway Councils Environmental Enforcement Team will continue to investigate every reported fly-tipping incident, and take appropriate enforcement action including prosecution through the Magistrates Courts.

### **Improve partnership working**

The Environmental Enforcement Team will plan monthly operations with Kent Police in Medway targeting illegal waste carriers. The Community Safety Partnership is taking delivery of a bespoke CSP branded vehicle in June 2010, which will be available for use by all members of the Partnership.

### **Reduce the number killed and seriously injured on our roads**

To improve in car safety and increase seatbelt wearing the 'Seatbelt Sled' will be taken community safety days, visits to year 5 primary children, and Safety in Action week (year 6).

Pedestrian safety will be tackled through the Road Safety Teams continuous services. Working with schools to: Establish road safety in the curriculum, Be Bright Be Seen campaign (Autumnal awareness campaign as the nights draw in), School Crossing Patrol Service and Clever Feet - our practical Pedestrian training programme aimed at Key stage One pupils.

Once a person has reached 16 years of age, they may obtain a provisional driving licence that enables them to ride a moped regulated to a maximum speed of 50kph [31mph] provided they have successfully completed Compulsory Basic Training [CBT]. The aim of this initiative is to raise awareness among moped riders of the need to keep their vehicles with legal requirements and the consequences of not doing this.

Drink Drive campaigns - Working with Kent Police we will raise awareness through multi media campaigns and enforcement, to the risks involved in consuming alcohol and driving. This summer sees a campaign Own Goal! aimed at attracting interest from football fans.

Continued delivery of the road safety engineering capital programme through the Local Transport Plan (LTP). Currently seven casualty reduction schemes are planned for implementation this financial year at locations with poor accident histories. These schemes will assist progress towards national and local casualty reduction targets.

A further ten locations are currently being investigated with a view to developing casualty reduction schemes for implementation in future years.

Three Safer Routes to School schemes are planned for completion during this year, assisting progress towards targets and reducing congestion around schools during peak periods.

## Priority 5 & 6

## Reducing your worry of Crime and Disorder and improving your confidence in Medway Community Safety Partnership

**Lead: Inspector Richard Cherry and Lee Winter, Community Safety Partnership Officer**

### *Why is this a priority for Medway Community Safety Partnership?*

All Partnerships within England are measured on how safe their residents' feel, and what crime and disorder the members of its communities worry about the most. In Medway, there is a disproportionate amount of worry around certain crime and disorder, compared with how much crime and disorder is actually taking place. We want you to feel confident that we are aware and responsive to your concerns. We have recently carried out Public Consultation around Medway to establish what your concerns are, and we are using all our resources as efficiently as possible to ensure that we tackling your concerns

### *Position as stated in the Strategic Assessment 2009*

#### **Public confidence**

The Citizens' Panel Research 2009 indicated that almost half of residents (48%) agree that the police and other local public services are successfully dealing with anti-social behaviour issues in their local area, compared to less than a quarter in the Place Survey 2008 (23.2%). However, 54% of the people surveyed would like to see more beat police.

The single confidence measure (NI21), based on public perception of Police and Council working together is below target and has not shown the desired increase. Moreover, the public do not necessarily see the organisation boundaries and individual responsibilities that exist, so it is important for this issue to extend to all partner agencies in order to improve the public's confidence in Medway, as all will benefit in improvements.

#### **Emerging priority**

The purpose of PREVENT is to make the UK more resilient to violent extremism. There is no localised information to support or suggest any direct threats to Medway, but the Home Office has stated that the PREVENT agenda be a part of every partners daily business. Related events in other towns support the notion that this remains a prominent issue to all areas, with success based upon partnership involvement and working, as well as inter agency communication, and strong sentiments of community cohesion and influence local decision making.

### *What are we going to do?*

- Understand local concerns of anti-social behaviour and crime through the local council and police (NI 27)
- Reduce the fear of crime and perception of crime (NI 21 Deal with local concerns about anti-social behaviour and crime through the police and local authority)
- Increase perceptions of people from different backgrounds get on well together in their local area (NI 1)
- Deliver an effective PREVENT programme.

## *How are we going to do it?*

### **Increase visible uniformed presence**

The Performance Delivery Group will coordinate a visible presence of officers from the Council and Police working together at the appropriate times and places to reduce the opportunity for offences to take place and to reassure the public.

**Maximise the advertising of local Neighbourhood Policing Unit ward officers across Medway to maximise the visibility of Neighbourhood Policing Unit to raise awareness of who the local officers are with contact numbers**

By way of analysing hotspot data and areas of low confidence supplied by the CSP Analyst, the CSP will direct joint resources from Kent Police and Medway Council to these areas. Kent Police will also be working to the Policing Pledge.

### **Tackle the perception of crime**

Minimise negative perceptions of specific areas by increasing the amount of Environmental Visual Audits in wards to tackle signal crime at the earliest opportunity.

Ensure a regular flow of positive stories from CSP agencies, but focused on Kent Police and Medway Council, will be sent to local media, and highlighted in Medway Matters, Medway Councils quarterly magazine and partner websites. These will focus on partnership working around ASB as well as highlighting work of specific agencies or council departments operating within the CSP. The work of the Performance Delivery Group meeting twice monthly will influence how we do this.

Make full use of community publications, local/regional press, new media will be used highlight partnership work, advise who Neighbourhood Policing and Medway Council teams are, and how people can report incidents.

The CSP Media Officer will take a wider Local Strategic Partnership communications approach, to persuade residents to feel better about their neighbourhood and to build pride in their area.

### **Increase public awareness and enhance community engagement**

Promote the work of the PACTs and maximise advertising of multi-agency events and community engagement forums, (such as police surgeries) through the website, local/regional press and posters (where budgets allow) and utilise the Community Safety Partnership Promotional Vehicle at high profile community events. Also explore innovative ways of reaching residents building on action like Train and Street PACTS and blackberry instant surveys.

Continue to ensure that the concerns of older people are represented at the Community Safety Partnership meetings, so that the partnership between the local police and the council continues to tackle issues relating to feeling safe, anti-social behaviour and vandalism and harassment.

Continue to promote the council's bogus caller alert system and Fair Trader scheme to increase the confidence of older people when using trades people in their home. This initiative is supported by two cold calling zone areas in Medway.

### **Provide an accessible Partnership**

The Community Safety Partnership's Media Officer will ensure that all forms of media are used to advertise methods of contacting the Partnership and ensure that the Community Safety Partnership Vehicle is used as widely as possible.

**Deliver an effective PREVENT programme**

The Community Safety Partnership will focus on understanding and responding to the impact of migration and newly arrived communities, build trust contact and dialogue between communities, promote active citizenship and engagement, preventing extremism and tension management.

The Partnership will further develop systems of tension management, which seek to prevent rather than react to events and develop a culture of information sharing across all agencies. Daily meetings will be held with Neighbourhood Policing and the Community Safety Partnership enabling the Partnership to respond effectively to all forms of extremism within all communities.

The Community Safety Partnership will sustain our contingency planning processes, strengthening our links with civil contingencies and maintaining a key individual network of local people who can be mobilised to react quickly to events

Work with the Universities at Medway to become involved in the international student induction days to publicise local officers and offer crime advice and contact numbers by producing a 'how to' guide to crime and other incidents.

## Performance Highlights 2009

<p><b>Priority One:</b> <b>Tackling Substance Misuse</b></p>	<p>The Medway DAAT was formed in April 2009, having separated from Kent DAAT, thereby becoming more directly accountable and responsive to the needs of Medway.</p> <p>A number of Medway Council staff are now trained and accredited to give penalty charge notices for underage sales of alcohol.</p> <p>Medway has an agreed Alcohol Strategy signed off a PCT Board and Cabinet in February 2010. The first partnership meeting has been held to develop a multi-agency action plan to deliver against the Strategy. Public Health employed a an Alcohol Co-ordinator in October who will be responsible for coordinating partner progress and developing the action plan for the implementation of the strategy. From October 2009 A&amp;E will be recording alcohol related admissions for the first time. This information will provide a true picture of the impact that alcohol is having in Medway and help all agencies to better target their efforts.</p> <p>This 'Safe Exit' programme was conceived during 2009 as a way of tackling the unique and historic problem in Medway of street prostitution and the scourge of drug dependency, abuse and exploitation that went with the trade. After engaging Police, NHS and Public Health in planning this initiative, Safe Exit was launched on 1 November 2009, targeting street sex workers, their clients, and those involved in the sale and possession of drugs. A fully supported and programmed 'safe exit' is offered to the street sex workers, and the take-up to date represents more than 80% of the number of women known to be working.</p> <p>The 'SOS Bus' service, funded by Medway Council, NHS Medway, Government Office South East (GOSE) and Medway DAAT, is based on a converted and fully-equipped single-decker bus and a supporting minibus, was launched in May 2009 both as a 'safe haven' in the Medway night-time economy and as an educational 'outreach' vehicle for health promotion at other times. In June 2009 the vehicles were deployed in support of National Tackling Drugs Week and successfully helped the public health and substance misuse services to reach out to the community in shopping centres, schools and the more remote parts of Medway in order to give expert advice and information to people in an informal setting.</p>
<p><b>Priority Two:</b> <b>Tackling ASB, including criminal damage</b></p>	<p>The Performance Delivery Group in partnership with the Safer Communities Analyst, and by using the priorities as set down by the PACT process; identify specific areas that are hot spots for Anti-Social Behaviour.</p> <p>A number of targeted operations have taken place the most recent of which were in the Chatham Central Ward and Gillingham North and South (Operation Vision), that was a 24-hour multi-agency operation involving Kent Police, Medway Council, Kent Fire &amp; Rescue Service and Kent Probation. A major aspect of the operation was high visibility joint patrols between Police Officers and Medway Council Community Officers to reassure and engage with members of the public.</p> <p>Community Payback through Kent Probation service have been engaged to clear private alleyways that were blighted by fly tipping and address local issues that have been identified as PACT priorities.</p> <p>Operation Spiral – 4th and 5th November – Joint operation with the Police &amp; KFRS over Bonfire night to resource ASB incidents; this time of year usually see a spike in reported ASB. All ASB calls were jointly resourced over this event by the Community Safety Partnership office. Recorded ASB was slightly higher than in 2008 but this is likely to be due to milder weather conditions (raining heavily the previous year). Taking this into account this operation had a major impact on reducing and addressing ASB at this time of year.</p> <p>Medway has pioneered the use of a partnership approach to tackling you anti-social behaviour, at the same time identifying the need to support young people's welfare, through Operation Stay Safe.</p>

<p><b>Priority Three: Reducing Repeat Business of Violent Crime</b></p>	<p>The main action delivered through the Community Safety Plan for this priority has been Operation Albatross that focuses on the Friday night-time economy. Operation Albatross is a multi-agency approach that involves the visiting of licensed premises and fast food restaurants. As well as Kent Police in attendance, there are Medway Councils Licensing Team and Environmental Enforcement Team, plus the UK Border Agency.</p> <p>Medway's Multi-Agency Risk Assessment Conference (MARAC) is showing successful results, through multi-agency ownership of domestic abuse cases.</p>
<p><b>Priority Four: Improving Local Street Scene</b></p>	<p>Medway Council coordinated a 'Safety In Action' week for Year 6 school children. This was an interactive day where children were given inputs around litter, graffiti, fly tipping, abandoned vehicles and road safety. A number of partner agencies joined Medway Safety in Action week (17th-21st May 2009) to set up simulated dangers that gave children hands-on experience of how to act in a variety of situations. It focussed on the consequences of environmental damage, such as an abandoned vehicle, and the effects of graffiti, littering and fly-tipping. The children were told of the cost implications for everyone through the Council Tax, how it makes people feel, and how they can make a difference with their actions.</p> <p>The agencies involved were Medway Councils Communities Team, Environmental Enforcement, Road Safety, Trading Standards, Medway Police; Kent Fire &amp; Rescue; Port Of London Authority; Red Cross and Grey Zebra (is a young team that works in the prevention of substance misuse in a befriending role specifically with young people). The event brought potential hazards to life, allowing children to deal with danger in a realistic way.</p> <p>The Community Safety Partnership Reassurance Campaign is being reviewed in February 2010 following results from a Customer First survey. The Home Office are having an input as part of measures to assist Community Safety Units across the country where confidence levels are on or below 25%. Medway is at 25%. To increase awareness under the national banner 'You Said, We Did', campaign adverts have been released which have featured abandoned vehicles, fly tipping and noise. The Community Safety Partnership are also funding advertisements in the local media. The Community Safety Partnership website is kept up to date by the Community Safety Partnership Media Officer, and includes testimonials from members of the public, and PACT meeting details.</p> <p>Medway has purchased FIDO, a mobile pooper-scooper vehicle to be deployed around the area in order to action the public's concern of dog fouling.</p> <p>Medway Council cleaning contractor changed emphasis from mechanical cleaning to manual street cleaning to deal with hard to reach areas. This has resulted in the Residents' Opinion Poll 2009 showing a 20% positive shift in the cleanliness of Medway's streets since 2006.</p> <p>The Community Safety Partnership have entered into an agreement with the Kent Probation Service to utilise their community payback teams to address issues of an environmental nature thus effecting cost savings for Medway Council and its partners.</p>
<p><b>Priority Five &amp; Six : Reducing your worry of crime and disorder and Improving your confidence in Medway CSP</b></p>	<p>The Performance Delivery Group has co-ordinated joint high visibility patrolling between Police Community Support Officer's and Community Officers. In addition to the regular joint working, a specific operation was co-ordinated through the Community Safety Partnership over periods of known anti-social behaviour, specifically over Halloween and Bonfire Night to tackle issues in a quick and joined up manner, but also to offer reassurance to the public.</p> <p>Medway is now running monthly "all out days" through the Neighbourhood Policing Unit and Community Safety Partnership Office, in conjunction with a multitude of other agents, targeting public concerns and problems whilst showing a visible joined working approach.</p> <p>The Community Safety Partnership now has its own Media Officer who coordinates a reassurance campaign and related media output. The CSP is accessible through billboard advertising, Arriva Bus advertising and through the CSP website. New methods of making the Partnership accessible to the residents of Medway are currently being discussed with the Reassurance Group.</p>

**Priority Five  
& Six :**  
**Reducing  
your worry  
of crime and  
disorder and  
Improving  
your  
confidence  
in Medway  
CSP  
(cont.....)**

In November 2009 the Community Safety Partnership organised a consultation event, "We Asked, You Said" at The Corn Exchange, Rochester. At the event there was 22 Ward based tables in the hall, each one made up of a number of key stakeholders from that particular community, along with Councilor representation, Police staff, and Medway Councils Community Safety Officers. The event was opened by the Area Commander for Kent Police, Chief Supt. Steve Corbishley, and Medway Councils Portfolio Holder for Community Safety and Enforcement Rehman Chishti, followed by a national example of good practice. The format for the rest of the day comprised of three Ward based workshop sessions. Workshop 1 looked at problems and issues within Wards that concerned the stakeholders and what they saw as their priority. The second workshop looked at how the community can find solutions to these problems with the assistance of the Community Safety Partnership. Workshop 3 looked at how to measure successes at the next event in April 2010, "You Said, We Did", in order that stakeholder can see what improvements have been made and which issues have been resolved with their help and assistance.

The first phase of a marketing campaign - 'with you every step of the way' was carried out and ran in conjunction with the Kent Police campaign 'You said we did'. Both were aimed at improving confidence in police, council and partners working effectively together and increasing feelings of safety in Medway. Both campaigns will continue into 2010. Post-campaign evaluation is currently being measured as to its effectiveness. The CSP website has been re-launched and includes a blog by the chair of the CSP. CSP media work is focussed on promoting the successful work of the partnership.

A full programme of PREVENT actions has been completed over the last year, including the briefing of Medway Safety Communities Offices, and increased engagement within the public sphere.

The partnership are dedicated to keeping residents of Medway informed and engaged in community safety and will look to ensure that regular updates are provided through a range of media.

A full time Media Officer is in place to co-ordinate media messages on behalf of the partnership, and to promote joint working between all the agencies that make up the partnership.

A Communications Strategy and Action Plan is in place to ensure this takes place, and will be updated in accordance with this plan on an annual basis. There are regular updates in Medway Matters on the work of the partnership and progress made as well as key messages being provided through the local and regional media. There is also a website for the partnership which is updated regularly – [www.medwaycsp.co.uk](http://www.medwaycsp.co.uk).

The joint working between Medway Council and Kent Police around the confidence agenda is being promoted through a Kent Police funded campaign called 'You Said, We Did'. This includes Ward newsletters, leaflets, TV and press advertising, and other marketing activities.

There is a further consultation exercise took place in April 2010 that involved local residents and key stakeholders from within the business, education, young people, neighbourhood groups, minority and faith groups and was open to members of the public.

If you would like to give your views on this plan or any other community safety issue please contact the partnership through its support team, the Community Safety Partnership on 01634 338131.

### **Safer Communities Service**

Medway Council  
Gun Wharf  
Dock Road  
Chatham  
Kent  
ME4 4TR  
01634 333333

### **Medway Council's contact points**

Chatham Contact Point  
Riverside One, Dock Road,  
Chatham, Kent ME4 4SL

Rainham Contact Point  
1-3 Station Road  
Rainham, Kent ME8 7RS

Gillingham Contact Point  
Gillingham Library  
High Street, Gillingham  
Kent ME7 1BG  
01634 333333

Rochester Contact Point  
Visitor Information Centre  
95 High Street, Rochester  
Kent ME1 1LX  
01634 333333

Strood Contact Point  
Annex B, Civic Centre  
Strood, Kent ME2 4AU

### **Medway Neighbourhood Policing Teams**

- Gillingham/Rainham - 01634 792344
- Chatham - 01634 792346
- Rochester/Strood - 01634 792333

### **Kent Fire and Rescue Service**

- 01622 692121

### **One-stop shop**

- Sunlight Centre, Richmond Road, Gillingham, Kent ME71LX (tel: 01634-338686)

### **Domestic abuse hotline**

- 0808 2000247

### **Kent homophobic and transphobic incident reporting line**

- 0800 3289162

### **Anti-terrorist hotline**

In confidence on 0800 789321

### **Text service for the deaf or speech-impaired**

If you're deaf or speech-impaired, you can **text** Kent Police. Start the message with the word **police** then leave a space and write your message including what and where the problem is. Send your text to **60066** (the Kent Police communications centre) and they will reply with a message.

**Strategic Executive Group**

The Executive Group is the 'strategic arm' of the partnership that gives steer, leadership and direction to the Performance Delivery Group. It is responsible for financial plans, accountability and excellence as defined by the Hallmarks of Effective Partnerships<sup>5</sup>

**Performance Delivery Group**

The Performance [Tactical] Delivery Group is the 'doing arm' of the partnership. It is an intelligence led business process, driven by partnership analysis collated by the Community Safety Partnership analyst. The analysis of crime and disorder concentrates on the performance of the identified CSP priorities, the Partners and Communities Together (PACT) priorities and 'hotspot' areas. The 'hotspot' areas will be identified by drilling down to street level crime and disorder, i.e. targeting those streets with a disproportionate amount of criminal/anti-social activity.

**Task and Finish Groups**

Feeding out of the Performance Delivery Group are 'task and finish' groups. Task and Finish groups are formed in reaction to identified 'hotspot' areas with only the relevant partners attending (i.e. those partners specific to the problem). The Task and Finish groups operate all the while the problem exists. With the right interventions in place these groups will disband after a couple of months whereby new 'hotspots' will be identified and the process will roll on.

**Confidence and Reassurance Group**

The Confidence and Reassurance Group takes forward the COMMUNITY SAFETY PARTNERSHIP communications strategy. Opportunities will be identified for good news stories and community engagement.

**Priority Prolific Offenders Group**

The PPO Group selects individuals by the nature and volume of crime they are committing and the nature and volume of harm they are causing to their local communities. Individuals are then referred to the relevant strand; Prevent and Deter, Catch and Convict and Rehabilitate and Resettle. Once on the strand individuals are put on a premium service with targeted intervention.

**DAAT Board**

The Drug and Alcohol Action Group is accountable for local delivery of the objectives of the Alcohol Harm Reduction Strategy for England. The Medway Drug and Alcohol Board will implement these objectives by strategically commissioning substance misuse treatment services to increase the numbers engaging in treatment and to reduce drug and alcohol related harm and crime for adults and young people in Medway and the communities in which they live.

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<sup>5</sup> Home Office Guidance: Delivering Safer Communities: A guide to effective partnership working.

<b>ABA</b>	Acceptable Behaviour Agreement
<b>ASB</b>	Anti-social behaviour
<b>ASBO</b>	Anti-social Behaviour Order
<b>CDA</b>	Crime and Disorder Act
<b>CDRP</b>	Crime and Disorder Reduction Partnership
<b>CO</b>	Communities Officer
<b>CSP</b>	Community Safety Partnership
<b>CSPP</b>	Community Safety Partnership Plan
<b>CSU</b>	Community Safety Unit
<b>CVS</b>	Community Voluntary Sector
<b>DA</b>	Domestic abuse
<b>MDAAT</b>	Medway Drug Alcohol Action Team
<b>DISP</b>	Drug Intervention Support Programme
<b>ISP</b>	Intensive Support Programme
<b>JTCG</b>	Joint Tasking and Co-ordination Group
<b>KCVS</b>	Kent Crime Victimization Survey
<b>KFRS</b>	Kent Fire and Rescue Service
<b>KPS</b>	Kent Probation Service
<b>KPA</b>	Kent Probation Area
<b>LA</b>	Local Authority
<b>LAA</b>	Local Area Agreement
<b>MARAC</b>	Multi-Agency Risk Assessment Conference
<b>MDAAT</b>	Medway Drug and Alcohol Action Team
<b>NI</b>	National Indicators
<b>NTE</b>	Night-time Economy
<b>OMU</b>	Offender Management Unit
<b>PACT</b>	Partners and Communities Together
<b>PCSO</b>	Police Community Support Officer
<b>PCT</b>	Primary Care Trust
<b>PDG</b>	Performance Delivery Group
<b>PJA</b>	Police and Justice Act 2006
<b>PSA</b>	Public Service Agreement
<b>SA</b>	Strategic Assessment
<b>SDVC</b>	Specialist Domestic Violence Court
<b>SEG</b>	Strategic Executive Group
<b>SMP</b>	Safer Medway Partnership
<b>SNAP</b>	Say No and Phone
<b>YOT</b>	Youth Offending Team

**Local Indicators**

- Sustainable Community Strategy Actions
- Framework Plan 2010-2011
- Local Area Agreement (LAA)
- Public Service Agreement (PSA)
- Council Plan Indicators

**National Indicators**

- NI 1** % of people who believe people from different backgrounds get on well together in their local area PSA 21
- NI 15** Serious violent crime (PSA 23 & LAA)
- NI 16** Serious acquisitive crime (PSA 23 & LAA)
- NI 17** Perceptions of anti-social behaviour (PSA 23 & LAA)
- NI 19** Rate of proven re-offending by young offenders PSA 23
- NI 20** Assault with injury crime rate PSA 25
- NI 21** Dealing with local concerns about anti-social behaviour and crime issues by the local council and police PSA 23
- NI 22** Perceptions of parents taking responsibility for the behaviour of their children in the area
- NI 25** Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour
- NI 26** Specialist support to victims of a serious sexual offence PSA 23
- NI 27** Understanding of local concerns about anti-social behaviour and crime issues by the local council and police
- NI 28** Serious knife crime rate
- NI 30** Re-offending rate of prolific and priority offenders
- NI 32** Repeat incidents of domestic violence PSA 23
- NI 35** Building resilience to violent extremism (PREVENT) PSA 26
- NI 38** Drug-related (Class A) offending rate PSA 25
- NI 39** Rate of Hospital Admissions per 100,000 for Alcohol Related Harm (PSA 25 & LAA)
- NI 40** Number of drug users recorded as being in effective treatment. (PSA 25 & LAA)
- NI 41** Perceptions of drunk or rowdy behaviour as a problem PSA 25
- NI 42** Perceptions of drug use or drug dealing as a problem PSA 25
- NI 47** People killed or seriously injured in road traffic accidents (LAA/ DfT DSO)
- NI 115** Substance misuse by young people PSA 14

## Appendix 4 Framework Plan 2010-2011

### Priority 1: Tackling Substance Misuse

Ref	Outcome	Measures of Success	Baseline data and targets	Lead Partners												
1.1	Reduce drug related offences	Framework Plan 2010-2011 NI 38: Drug related (Class A) offending rate	Source data provided by Police and is only available in yearly arrears.  <b>Baseline:</b> 1,346 <table border="1"> <tr> <th>Target</th> <th>Outturn</th> <th>Comment</th> </tr> <tr> <td>2008/9</td> <td>1,529</td> <td>1,436</td> </tr> <tr> <td>2009/10</td> <td>1,613</td> <td>802 (Q3 YTD)</td> </tr> <tr> <td>2010/11</td> <td>1,687</td> <td>tbc</td> </tr> </table>	Target	Outturn	Comment	2008/9	1,529	1,436	2009/10	1,613	802 (Q3 YTD)	2010/11	1,687	tbc	DAAT
Target	Outturn	Comment														
2008/9	1,529	1,436														
2009/10	1,613	802 (Q3 YTD)														
2010/11	1,687	tbc														
1.2	Reduce the number of alcohol related hospital admissions (Data: LAA Refresh April 2010)	Framework Plan 2010-2011 LAA target PSA 25 NI 39: Alcohol-harm related hospital admission rates.	<b>Baseline:</b> 600 <table border="1"> <tr> <th>Target</th> <th>Outturn</th> <th>Comment 09/10</th> </tr> <tr> <td>2008/9</td> <td>630</td> <td>692</td> </tr> <tr> <td>2009/10</td> <td>636</td> <td>705</td> </tr> <tr> <td>2010/11</td> <td>643</td> <td>TBC</td> </tr> </table>	Target	Outturn	Comment 09/10	2008/9	630	692	2009/10	636	705	2010/11	643	TBC	Medway Primary Care Trust
Target	Outturn	Comment 09/10														
2008/9	630	692														
2009/10	636	705														
2010/11	643	TBC														
1.3	Increase number of drug users in treatment (Data: LAA Refresh April 2010)	Framework Plan 2010-2011 LAA target PSA 25 NI 40: Drug users in effective treatment.	<b>Baseline:</b> 600 <table border="1"> <tr> <th>Target</th> <th>Outturn</th> <th>Comment 09/10</th> </tr> <tr> <td>2008/9</td> <td>630</td> <td>692</td> </tr> <tr> <td>2009/10</td> <td>636</td> <td>705</td> </tr> <tr> <td>2010/11</td> <td>643</td> <td>TBC</td> </tr> </table>	Target	Outturn	Comment 09/10	2008/9	630	692	2009/10	636	705	2010/11	643	TBC	Medway Primary Care Trust
Target	Outturn	Comment 09/10														
2008/9	630	692														
2009/10	636	705														
2010/11	643	TBC														
1.4	Reduce number of young people using recreational drugs	NI115: Substance misuse by young people	a) Create accurate profiles of substance misuse to ensure a more targeted approach in reduction  b) Projects will be commissioned and delivered by the Medway Community Safety Partnership Office to raise awareness of the dangers of drug misuse;	DAAT												
1.5	Improve perceptions of drug use or drug dealing being a problem (Data: Council Plan 2009/10, Q3 monitoring)	Medway Council Plan Indicator NI 42L: Perceptions of drug use or drug dealing as a problem	<b>Target</b> <b>Outturn</b> 2008/9      N/A      19.3% 2009/10      N/A      16.0% (Q2 YTD)	<b>Comment 09/10</b> Proxy measure from CDRP pack												
1.6	Improve perceptions of drunk behaviour being a problem (Data: Council Plan 2009/10, Q3 monitoring)	Medway Council Plan Indicator NI 41L: Perceptions of drunk or rowdy behaviour as a problem	<b>Target</b> <b>Outturn</b> 2008/9      N/A      19.2% 2009/10      N/A      TBC	<b>Comment 09/10</b> Proxy measure from KVS												

Ref	Outcome	Measures of Success	Baseline data and targets	Lead Partners
1.7	Carryout test purchase operations run to ensure alcohol is not sold to under 18s (Data: Council Plan 2009/10, Q3 monitoring)	Medway Council Plan: CP 2.5.3	<b>2009/10</b> Q1. 5 operations, 33 premises, 4 sales, Q2 & 3. No operations, Q4. 7 operations, 45 premises, 6 sales  Totals for the year. 12 operations, 78 premises, 10 sales	Medway Council
1.8	Maintain and develop our existing Alcohol Control Zones to reduce alcohol related crime and disorder (Data: Council Plan 2009/10, Q3 monitoring)	Medway Council Plan: CP 2.2.2	Alcohol Control Zones advertised through signage in each area. Publicised through local media. Licenced premises visited with zones to advise. Current evaluation being done on the Strood ACZ, expansion analysis carried out by CSP analyst which is in the process of being reviewed.	Medway Council

**Priority 2: Tackling anti-social behaviour, including criminal damage**

Ref	Outcome	Measures of Success	Baseline data and targets	Lead Partners																
2.1	Reduce the number of deliberate secondary fires by 3% (Data: Framework Plan 2010/11)	Framework Plan 2010-2011 NI 33ii: Deliberate secondary fires. Local KFRS Station Targets	2009/10 Projected End of Year = 548 2010/11 Target 546	KFRS																
2.2.	Reduce criminal damage by 15% (Data: Framework Plan 2010/11)	Framework Plan 2010-2011 Policing Plan	2009/10 Projected End of Year = 3722 2010/11 Target = 3164	Police																
2.3	Reducing anti-social behaviour (ASB)  (Data: LAA Refresh April 2010)	LAA target NI 17 Perceptions of anti-social behaviour. PSA 23	<b>Baseline: 25.90%</b>  <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> <th>Comment 09/10</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td></td> <td>25%</td> <td></td> </tr> <tr> <td>2009/10</td> <td></td> <td></td> <td></td> </tr> <tr> <td>2010/11</td> <td></td> <td>22.10%</td> <td></td> </tr> </tbody> </table>		Target	Outturn	Comment 09/10	2008/09		25%		2009/10				2010/11		22.10%		
	Target	Outturn	Comment 09/10																	
2008/09		25%																		
2009/10																				
2010/11		22.10%																		
2.4	Reduce ASB by 5% and in particular the categories of: <ol style="list-style-type: none"> <li>1. Teenagers hanging around.</li> <li>2. Alcohol related nuisance</li> <li>3. Nuisance vehicles</li> <li>4. Substance misuse</li> <li>5. Vandalism</li> </ol> (Data: Framework Plan 2010/11)	Framework Plan 2010-2011 Policing Plan	Baseline: 2009/10 = 7249 Target: 2010/11 = 6887 (5% reduction = 362)  All Categories Projected EOY = 13284	CSU																
2.5	Dealing with local concerns about ASB and Crime by Medway Council and Police  (Data: Council Plan 2009/10, Q3 monitoring)	Medway Council Plan Indicator NI21L NI 21: Dealing with local concerns about anti-social behaviour and crime by the local Council and Police Q6 Place Survey: To what extent do you think local public services are working to make the area safer	<table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> <th>Comment 09/10</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td></td> <td>72.3%</td> <td>Place Survey indicator NI 21 performance remains around 72%.</td> </tr> <tr> <td>2009/10</td> <td></td> <td>72.0% (YTD)</td> <td></td> </tr> <tr> <td>2010/11</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Target	Outturn	Comment 09/10	2008/09		72.3%	Place Survey indicator NI 21 performance remains around 72%.	2009/10		72.0% (YTD)		2010/11				Police
	Target	Outturn	Comment 09/10																	
2008/09		72.3%	Place Survey indicator NI 21 performance remains around 72%.																	
2009/10		72.0% (YTD)																		
2010/11																				

Ref	Outcome	Measures of Success	Baseline data and targets	Lead Partners
2.6	Understanding of local concerns about ASB and Crime by local Council and Police  (Data: Framework Plan 2010/11)	Framework Plan 2010-2011 NI 27: Understanding local concerns about anti-social behaviour and crime by the Police and Council.	2008/09 - Outturn = 23.8% 2010/11 - Target = 25%  The Medway Community Safety Partnership will deliver a communication plan that will coordinate road shows, campaigns and regular public consultations to inform and listen to Medway people.	CSP
2.7	Perceptions of parents taking responsibility for the behaviour of their children in area within the community  (Data: Framework Plan 2010/11)	Framework Plan 2010-2011 NI 22: Perceptions of parents taking responsibility for the behaviour of their children in area	2008/09 – Outturn = 19.2%. 2010/11 – Target = 22.5%	CSP

### Priority 3: Tackling Repeat Business of Violent Crime

Ref	Outcome	Measures of Success	Baseline data and targets	Lead Partners																
3.1	Reduce overall crime by 10% (Data: Framework Plan 2010/11)	Framework Plan 2010-2011 Medway Policing Plan	2009/10 - Projected End of Year = 17819 crimes 2010/11 - Target = 16,037 crimes	Police																
3.2	Reduce the number of violent crimes by 10% (Kent Police overall business plan) (Data: Framework Plan 2010/11)	Framework Plan 2010-2011 Medway Policing Plan NI15: Serious violent crime rate (per 1,000 population)	2009/10 - Projected End of Year = 4201 2010/11 – Target = 3571	Police																
3.3	Reducing serious violence (Data: LAA Refresh April 2010)	LAA target NI 15: Serious violent crime rate (per 1,000 population) (PSA 23)	<b>Baseline:</b> 0.9 (per 1,000 population) (2008/09) <table border="1"> <thead> <tr> <th>Year</th> <th>Target</th> <th>Outturn</th> <th>Comment 09/10</th> </tr> </thead> <tbody> <tr> <td>2008/9</td> <td>N/A</td> <td>0.9</td> <td>YTD figures indicate a fall by 50% from the previous year</td> </tr> <tr> <td>2009/10</td> <td>0.81</td> <td>0.5 (YTD)</td> <td></td> </tr> <tr> <td>2010/11</td> <td>0.81</td> <td>TBC</td> <td></td> </tr> </tbody> </table>	Year	Target	Outturn	Comment 09/10	2008/9	N/A	0.9	YTD figures indicate a fall by 50% from the previous year	2009/10	0.81	0.5 (YTD)		2010/11	0.81	TBC		Police
Year	Target	Outturn	Comment 09/10																	
2008/9	N/A	0.9	YTD figures indicate a fall by 50% from the previous year																	
2009/10	0.81	0.5 (YTD)																		
2010/11	0.81	TBC																		
3.4	Reducing acquisitive crime (Data: LAA Refresh April 2010)	LAA target NI 16: Serious acquisitive crime rate (per 1,000 population)	<b>Baseline:</b> 17.93 (crimes per 1,000 population) <table border="1"> <thead> <tr> <th>Year</th> <th>Target</th> <th>Outturn</th> <th>Comment 09/10</th> </tr> </thead> <tbody> <tr> <td>2008/9</td> <td>17.54</td> <td>14.7</td> <td>YTD figures indicate a drop by approx. ¼ from same period last year</td> </tr> <tr> <td>2009/10</td> <td>17.15</td> <td>11.7 (YTD)</td> <td></td> </tr> <tr> <td>2010/11</td> <td>16.77</td> <td>TBC</td> <td></td> </tr> </tbody> </table>	Year	Target	Outturn	Comment 09/10	2008/9	17.54	14.7	YTD figures indicate a drop by approx. ¼ from same period last year	2009/10	17.15	11.7 (YTD)		2010/11	16.77	TBC		Police
Year	Target	Outturn	Comment 09/10																	
2008/9	17.54	14.7	YTD figures indicate a drop by approx. ¼ from same period last year																	
2009/10	17.15	11.7 (YTD)																		
2010/11	16.77	TBC																		
3.5	Reduce the number of domestic burglaries by 5% (Data: Framework Plan 2010/11)	Framework Plan 2010-2011 Policing Plan	2009/10 Projected End of Year = 685 2010/11 Target = 651	Police																
3.6	Reduce robbery by 10% (Data: Framework Plan 2010/11)	Framework Plan 2010-2011 Policing Plan	2009/10 Projected EOY = 186 2010/11 Target = 167	Police																
3.7	Repeat incidents of domestic violence in cases reviewed at a MARAC (Data: LAA Refresh April 2010)	Framework Plan 2010-2011 LAA target NI 32: Repeat incidents of domestic violence	<b>Baseline:</b> 31% <table border="1"> <thead> <tr> <th>Year</th> <th>Target</th> <th>Outturn</th> <th>Comment 09/10</th> </tr> </thead> <tbody> <tr> <td>2008/9</td> <td>N/a</td> <td>41.7%</td> <td>Proxy measure from CDRP</td> </tr> <tr> <td>2009/10</td> <td>N/a</td> <td>43.2% (YTD)</td> <td></td> </tr> <tr> <td>2010/11</td> <td>No higher than 28%</td> <td></td> <td></td> </tr> </tbody> </table>	Year	Target	Outturn	Comment 09/10	2008/9	N/a	41.7%	Proxy measure from CDRP	2009/10	N/a	43.2% (YTD)		2010/11	No higher than 28%			Police
Year	Target	Outturn	Comment 09/10																	
2008/9	N/a	41.7%	Proxy measure from CDRP																	
2009/10	N/a	43.2% (YTD)																		
2010/11	No higher than 28%																			

Ref	Outcome	Measures of Success	Baseline data and targets	Lead Partners																
3.8	Preventing youth offending  (Data: LAA Refresh April 2010)	LAA target NI 19: Reduce rate of young offenders re-offending Council Plan Target  (Data: LAA Refresh April 2010)	<p><b>Baseline:</b> 1.21 (Measure is cumulative over a 12 month period)</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Target</th> <th>Outturn</th> <th>Comment 09/10</th> </tr> </thead> <tbody> <tr> <td>2008/9</td> <td>1.17</td> <td>0.9</td> <td>1/2 year results appear on track.</td> </tr> <tr> <td>2009/10</td> <td>1.13</td> <td>0.66</td> <td>Extrapolation of data indicates the 12 month target will be met.</td> </tr> <tr> <td>2010/11</td> <td>1.08</td> <td>tbc</td> <td></td> </tr> </tbody> </table> <p><b>Baseline:</b> 2008/09 = 173; 2009/10 = 204; 2010/11 = tbc</p>	Year	Target	Outturn	Comment 09/10	2008/9	1.17	0.9	1/2 year results appear on track.	2009/10	1.13	0.66	Extrapolation of data indicates the 12 month target will be met.	2010/11	1.08	tbc		YOT
Year	Target	Outturn	Comment 09/10																	
2008/9	1.17	0.9	1/2 year results appear on track.																	
2009/10	1.13	0.66	Extrapolation of data indicates the 12 month target will be met.																	
2010/11	1.08	tbc																		
3.9	Reducing number and offending by prolific offenders  (Data: LAA Refresh April 2010)	LAA target NI 30: Re-offending rate of prolific and priority offenders	<table border="1"> <thead> <tr> <th>Year</th> <th>Target</th> <th>Outturn</th> <th>Comment 09/10</th> </tr> </thead> <tbody> <tr> <td>2008/9 (Apr 07-Mar 08)</td> <td>27% reduction in offences from 173 baseline</td> <td>23%</td> <td></td> </tr> <tr> <td>2009/10 (Oct 07-Sep 08)</td> <td>25% reduction in offences from 204 baseline</td> <td>-67.40%</td> <td>YTD figure is a proxy measure for NI30 which is only available annually.</td> </tr> <tr> <td>2010/11</td> <td>Tbc</td> <td>Tbc</td> <td></td> </tr> </tbody> </table>	Year	Target	Outturn	Comment 09/10	2008/9 (Apr 07-Mar 08)	27% reduction in offences from 173 baseline	23%		2009/10 (Oct 07-Sep 08)	25% reduction in offences from 204 baseline	-67.40%	YTD figure is a proxy measure for NI30 which is only available annually.	2010/11	Tbc	Tbc		Kent Probation Service
Year	Target	Outturn	Comment 09/10																	
2008/9 (Apr 07-Mar 08)	27% reduction in offences from 173 baseline	23%																		
2009/10 (Oct 07-Sep 08)	25% reduction in offences from 204 baseline	-67.40%	YTD figure is a proxy measure for NI30 which is only available annually.																	
2010/11	Tbc	Tbc																		
3.10	Reduce re-offending by 20%  (Data: Framework Plan 2010/11)	Framework Plan 2010-11 NI 30 Re-offending rate of prolific and priority offenders	<p>To be confirmed.</p> <p>The Baseline has yet to be released as Home Office are currently taking the 10/11 cohort of jtrack. They will then run this list through PNC to obtain baseline convictions. This figure may not be known until May.</p>	PPO Group																
3.11	Reduce the number of hospital admission related to sharply pointed instruments  (Data: Framework Plan 2010/11)	Framework Plan 2010-2011 TKAP NI 28 Serious knife crime rate	TBC	NHS Medway																
3.12	Share and respond to information relating disability harassment and hate crimes	Measures to be established	No base date available as this is a new initiative for Medway Council	Medway Council and Partner agencies																

**Priority 4: Improving your local street scene**

Ref	Outcome	Measures of Success	Baseline data and targets					Lead Partners
			2008/09 Outturn	2009/10 Target	2009/10 YTD	Comment 09/10		
4.1	Improve the local street scene and parks by working with the Council's contractors and the community to protect and maintain standards and perception of cleanliness and confidence  (Data: Council Plan 2009/10, Q3 monitoring)	Sustainable Community Strategy 2010-2026 Action Framework Plan 2010-2011 NI 195: Improved street and environmental cleanliness Satisfaction with street scene and parks	NI195(a) Litter	5%	5%	10%	???	Medway Council
			NI195(b) Detritus	8%	8%	17%	Improvement from 14% to 3% below standard for Q3	
			NI195(c) Graffiti	4%	4%	7%	Improvement from 6% to 1% below standard for Q3	
			NI195(d) Fly-posting	0%	2%	0%	Fly-posting remains minimal	
			Green Flag status	2	2	3	Have exceeded target	
4.2	Number of enforcement actions against fly tipping  (Data: Council Plan 2009/10, Q3 monitoring)	NI 196b: Number of enforcement actions against fly tipping	2008/09 Outturn	2009/10 Target	2009/10 YTD	Comment 09/10 – Q4  93% of all fly tipping investigated. Estimate - will achieve a score of "very effective, with decreasing fly tipping incidents and increasing enforcement actions."	Medway Council EET	
			1193		1211			

Ref	Outcome	Measures of Success	Baseline data and targets	Lead Partners														
4.3	Reducing killed / seriously injured crashes	Framework Plan 2010-2011 LAA Target NI 47: People killed or seriously injured in road traffic accidents. (DTT DSO)	<p><b>Baseline: 83</b> (2005/7 average)</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Outturn</th> <th>Comment 09/10</th> </tr> </thead> <tbody> <tr> <td>2008/09</td> <td>79 (rolling avg: 06/08) (% reduction 4.7)</td> <td>81</td> <td rowspan="3">This is provisional data and subject to change.</td> </tr> <tr> <td>2009/10</td> <td>78 (rolling avg: 07/09) (% reduction 1.0)</td> <td>28 (YTD)</td> </tr> <tr> <td>2010/11</td> <td>77 (rolling avg: 08/10) (% reduction 4.7)</td> <td></td> </tr> </tbody> </table>		Target	Outturn	Comment 09/10	2008/09	79 (rolling avg: 06/08) (% reduction 4.7)	81	This is provisional data and subject to change.	2009/10	78 (rolling avg: 07/09) (% reduction 1.0)	28 (YTD)	2010/11	77 (rolling avg: 08/10) (% reduction 4.7)		KFRS/ Medway Council
	Target	Outturn	Comment 09/10															
2008/09	79 (rolling avg: 06/08) (% reduction 4.7)	81	This is provisional data and subject to change.															
2009/10	78 (rolling avg: 07/09) (% reduction 1.0)	28 (YTD)																
2010/11	77 (rolling avg: 08/10) (% reduction 4.7)																	
	(Data: LAA Refresh April 2010)																	

**Priority 5 and 6: Reducing your worry about crime and disorder and improving your confidence in Medway Community Safety Partnership**

Ref	Outcome	Measures of Success	Baseline data and targets	Lead Partners
5.1	Perception of people who believe people from different backgrounds get on well together in their local area.  (Data: LAA Refresh April 2010)	LAA target NI 1 % of people who believe people from different backgrounds get on well together in their local area. PSA 21	This indicator is derived from the Place Survey which was undertaken for the first time in 2008 and will take place every 2 years.  2008 outturn = 70.4% 2010 target = 75.4%	Community Safety Partnership
5.2	Increase public awareness about crime and disorder reduction initiatives and reductions in crime (Data: Council Plan 2009/10, Q3 monitoring)	Sustainable Community Strategy 2010-2026 Action Medway Council Plan Indicator CP 2.3.1	Two campaigns have been undertaken and post-campaign evaluation is currently being measured to determine effectiveness.	
5.3	Continue to develop community engagement through such initiatives as the PACTs (Data: Council Plan 2009/10, Q3 monitoring)	Sustainable Community Strategy 2010-2026 Action Medway Council Plan Indicator CP 2.3.2	Street PACTs to be developed and attended by the Police and Community Officers. Work is on-going to share information about PACTs.	
5.4	Increase public feelings of safety by maintaining a dedicated community officer in each ward. (Data: Council Plan 2009/10, Q3 monitoring)	Medway Council Plan Indicator CP 2.3.3	A programme of events has been developed a number of which have taken place during 2009/10.	
5.5	Develop the role of Community Officers as custodians of the public realm (Data: Council Plan 2009/10, Q3 monitoring)	Medway Council Plan Indicator 1.3.5	Community Officers aim to walk all roads in their Ward every 4 months. Target = 1,800 inspections per quarter 2009/10 quarter 3 = 1,609	
5.6	Implement Prevent agenda to ensure community cohesion  (Data: Framework Plan 2010/11)	Framework Plan 2010-11 NI 35 Build resilience to violent extremism.	Measurement is carried out annually and based on a self-assessment across 4 criteria. Overall score for 2009/10 was 3.1.	Community Cohesion



## Diversity Impact Assessment: Screening Form

<b>Directorate</b> RCC	<b>Name of Function or Policy or Major Service Change</b> Medway's Community Safety Plan 2009-2012		
Officer responsible for assessment Neil Howlett	Date of assessment 03.05.2010	New or existing? Existing	
<b>Defining what is being assessed</b>			
<b>1. Briefly describe the purpose and objectives</b>	To reduce crime and disorder in Medway by working in partnership with key agencies in Medway to achieve the six priorities: Tackling Substance Misuse, Tackling ASB, including Criminal Damage, Tackling Repeat Business of Violent Crime, Improving the local street scene, Reducing the Fear of Crime and Disorder and Improving Public Confidence.		
<b>2. Who is intended to benefit, and in what way?</b>	All residents, visitors and businesses of Medway through focused initiatives.		
<b>3. What outcomes are wanted?</b>	Medway is a safe, clean place to live, work, visit and socialise.		
<b>4. What factors/forces could contribute/detract from the outcomes?</b>	Contribute Good partnership working Funding	Detract Large geographic area Historically high level of crime (Medway & Thanet are top 2 places in Kent)	
<b>5. Who are the main stakeholders?</b>	All residents, visitors and businesses of Medway, Police, Kent Fire Rescue, PCT and Hospital A&E, Kent Probation, voluntary sectors, GOSE and Home Office and all parts of Medway Council		
<b>6. Who implements this and who is responsible?</b>	The Partnership is ultimately responsible and works through the Performance Delivery Group to implement improvements delivered by the relevant agencies or contractors.		

<b>Assessing impact</b>		
<b>7. Are there concerns that there <u>could</u> be a differential impact due to <i>racial groups</i>?</b>	NO	
<b>What evidence exists for this?</b>	<p>The underpinning Strategic Assessment (SA), which was compiled by the Police Analyst, only provided a breakdown of crime for specific offences. These were youth crime and robberies, whereby ethnicity was considered in the analysis. In creating the SA a full analysis considering peoples ethnicity was carried out, for example ethnicity was considered in areas such as drug &amp; alcohol abuse, access to treatment &amp; needs, but was not seen to be a particular priority on its own. There was no concern regarding hate crime and therefore this was no recommended to be a priority. Kent Crime Victimization Survey (KCVS) data was also used. The KCVS surveys residents on a random basis and therefore may not necessarily capture data that is a representative of all racial groups. However, the survey does capture perceptions of worry, feelings of safety and ASB in regards to race. Partners and Communities Together (PACTs) priorities were also considered; again these may not be a representation of the whole community dependant on attendance, which is not recorded. The top three priorities for PACTs are Anti Social Behaviour, Environmental and Parking. These fall into the priorities within the plan. Medway CSP carried out a strategically positioned consultation exercise across Medway between the 21<sup>st</sup> November and 4<sup>th</sup> December 2008. Over 1,300 residents, visitors and workers took part in the consultation whereby priorities were identified. Of the 400 people that took part in the written survey, 88% defined themselves as white British, with 43 people defining themselves within an ethnic minority group. Out of the 400, 237 stated what their priority was on the written survey, therefore enabling priorities to be cross referenced to identify any if any particular group suffered from a disproportionate amount of a particular crime. There were 217 white British and 20 ethnic minorities. Due to the low uptake of ethnic minorities, definite conclusions are unable to be made. Further to this Medway CSP carried out a consultation exercise from all Wards within Medway in November 2009, where approximately 200 key stakeholders from these Wards were invited to attend a conference to discuss issues of concern. In particular differing faith groups were approached to ensure members of the community from different ethnic backgrounds were represented although there were no recorded numbers and no specific issues were raised.</p>	
<b>8. Are there concerns that there <u>could</u> be a differential impact due to <i>disability</i>?</b>	NO	

<b>What evidence exists for this?</b>	The underpinning SA did consider Hate Crime using comparable data of 9 types of prejudice, one of which is disability prejudice, however the SA showed that there was no particular prejudice against disability. The KCVS was considered in the priority setting stages, however, it cannot be analysed in terms of hitting disabled persons, as this is not recorded. This is also the same for the PACT priorities. During the consultation between the 21 <sup>st</sup> November and 4 <sup>th</sup> December 2008 participants in the consultation exercise 17% stated that they were disabled. There was no specific issues of note therefore disabled people will benefit from the plan as much as non-disabled people.	
<b>9. Are there concerns that there <u>could</u> be a differential impact due to <i>gender</i>?</b>	NO	
<b>What evidence exists for this?</b>	Gender was considered in the underpinning SA. A breakdown of crime was provided for Domestic Violence and Robberies. The SA showed that the majority of victims for Domestic Abuse were female, & males under 20 the victims of robbery. Within the CSP Plan Domestic Abuse falls within Priority 3 'Tackling Repeat Business Of Violent Crime' as does preventing personal threat to children & young people. The KCVS was considered, however, it cannot be analysed in terms of hitting gender specifics, as this is not recorded. This is also the same for the PACT priorities. The CSP public consultation between the 21 <sup>st</sup> November and 4 <sup>th</sup> December 2008 captured gender data for 400 out of the 1,300 participants. Overall, 51% of participants were male, 48% were female and 1% not recorded. Females were more fearful of being physically or attacked. The action planning stages of the plan with take this into consideration. Medway CSP carried out a further consultation exercise from all Wards within Medway in November 2009, where approximately 200 key stakeholders from these Wards were invited to attend a conference to discuss issues of concern. There was just approximately a 50/50 split in female/male attendees represented, however there were no specific gender issues raised.	
<b>10. Are there concerns there <u>could</u> be a differential impact due to <i>sexual orientation</i>?</b>	YES	
<b>What evidence exists for this?</b>	We refer this to the Core Value Group for guidance.	
<b>11. Are there concerns there <u>could</u> be a have a differential impact due to <i>religion or belief</i>?</b>	YES	
<b>What evidence exists for this?</b>	The underpinning SA does not breakdown crime in relation to religion and/or belief. However, it does consider religion and belief when analysing Hate Crime. The KCVS surveys residents on a random basis and therefore may not necessarily capture data that is a representative of peoples religion or belief in Medway. However, the survey does capture perceptions of worry and feelings of safety in regards to religion. There was no significant concern and	

		therefore religion and belief will not affect the personal benefits from the plan.
<b>12. Are there concerns there <u>could</u> be a differential impact due to people's age?</b>		Brief statement of main issue
	NO	
<b>What evidence exists for this?</b>		The underpinning SA looked at youth crime in its own entity. This was defined as offences committed either by or against a person aged 17 or younger. The SA used comparable data that includes age prejudice to measure levels of hate crime and in the analysis of robbery crime. During the CSP public consultation between the 21 <sup>st</sup> November and 4 <sup>th</sup> December 2008 captured the priorities of the following age bands: 0-15 2% 16-24 11% 25-44 30% 45-64 31% 65+ 26% Those aged between 25-64 biggest concern was being physically assaulted or attacked and people using or dealing drugs and those aged over 65 were more fearful of teenagers hanging around. This will be considered in the development of the action plans.
<b>13. Are there concerns that there <u>could</u> be a differential impact due to <i>being trans-gendered or transsexual</i>?</b>	YES	The underpinning SA does not consider trans gendered or transsexual people. Again, the KCVS is conducted on a random basis whereby transgender and transsexual is not captured. The public consultation in 2008 did not question participants on whether they were trans-gendered or transsexual.
<b>What evidence exists for this?</b>		SA, KCVS.
<b>14. Are there any <i>other</i> groups that would find it difficult to access/make use of the function (e.g. young parents, commuters, people with caring responsibilities or dependants, young carers, or people living in rural areas)?</b>	YES	No surveys or analytical tools exclude minority groups, such as ex offenders. As with the above, the surveys used and consultation exercises carried out cannot be evidenced to be all-inclusive. It is uncertain what groups the KCVS hit and the PACT process only include those residents that attend the meetings, therefore excluding hard to reach and less represented groups. However PCSO's are carrying out Blackberry engagements to consult with the public on street, this is across Medway as whole, including rural areas, and engagements with commuters on trains.
<b>What evidence exists for this?</b>		
<b>15. Are there concerns there <u>could</u> have a differential impact due to <i>multiple discriminations</i> (e.g. <u>disability and age</u>)?</b>	YES	The underpinning SA does consider multiple discrimination when breaking down youth related violence and robbery. Perception data from the KCVS also measures multiple discriminations but does not provide further breakdowns.
<b>What evidence exists for this?</b>		SA, KCVS

<b>Conclusions &amp; recommendation</b>		
<b>16. Could the differential impacts identified in questions 7-15 amount to there being the potential for adverse impact?</b>	YES	This is due to setting priorities from a detailed analytical tool and public opinions that are not necessarily a representation of all.
<b>17. Can the adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or another reason?</b>	YES	
<b>Recommendation to proceed to a full impact assessment?</b>		
<b>NO</b>	<b>This function/ policy/ service change complies with the requirements of the legislation and there is evidence to show this is the case.</b>	
<b>NO, BUT ...</b>	<b>What is required to ensure this complies with the requirements of the legislation? (see DIA Guidance Notes)?</b>	It was identified in the previously submitted DIA that the 2008-2011 plan could not evidence substantial information on how every pocket of the community had been considered. This was subsequently taken on board and a public consultation was carried out in 2008 whereby 1,300 residents expressed their crime and disorder priority. The diversity questionnaire was not mandatory for participants; however, there was a good uptake of 400. Although there was a good uptake across Medway, it is clear from the survey results that the locations did not always capture the full cross section of a community.
<b>YES</b>	<b>Give details of key person responsible and target date for carrying out full impact assessment (see DIA Guidance Notes)</b>	

<b>Action plan to make Minor modifications</b>		
<b>Outcome</b>	<b>Actions (with date of completion)</b>	<b>Officer responsible</b>
Attend existing forums	To attend existing forums for hard to reach groups, such as, the disabled workers forum.	Neil Howlett
To consult with all using various consultation methods.	To conduct consultation exercises to capture local concerns from all, including hard to reach or less represented groups. To ensure the PCSO's are carrying out Blackberry engagements focusing on minority members of the community, from ethnicity, age, disability, sexual orientation, religion or belief.	Neil Howlett / A/Inspector Rob Dell
Set up forums to reach all	Within the Safer Stronger Wards (Gillingham North, Chatham Central, Luton & Wayfield) create forums that are representative of groups such as those that don't fulfill the existing forum criteria, such as Slovakian community, Muslim ladies, etc. These will feed into the next SA to ensure that every voice is heard.	Neil Howlett / Sergeant David Venus-Coppard

<b>Planning ahead: Reminders for the next review</b>		
<b>Date of next review</b>		
<b>Areas to check at next review (e.g. new census information, new legislation due)</b>		
<b>Is there <i>another</i> group (e.g. new communities) that is relevant and ought to be considered next time?</b>		
<b>Signed (completing officer/service manager)</b>	<b>Date</b>	
<b>Signed (service manager/Assistant Director)</b>	<b>Date</b>	



## **REGENERATION, COMMUNITY AND CULTURE OVERVIEW AND SCRUTINY COMMITTEE**

**6 JULY 2010**

### **GATEWAY 3 CONTRACT AWARD: HOUSEHOLD WASTE RECYCLING CENTRES**

Report from: Robin Cooper, Director of Regeneration Community and Culture.

Author: Sarah Dagwell, Acting Head of Waste Services

#### **Summary**

This is the Gateway 3 Contract Award report which was submitted to Procurement Board on 30 June 2010, and is for presentation to Regeneration, Community and Culture Overview and Scrutiny Committee on 6 July 2010 and then Cabinet on 20 July 2010 for decision.

#### **1. BUDGET AND POLICY FRAMEWORK**

- 1.1 The basis of the decision is to ensure that the Council achieves value for money, quality service at its household waste recycling centres which comply with its obligations under UK waste legislation and its duty under EU procurement law. The decision after tender for successful bidder will be made by Cabinet.
- 1.2 It is essential the procurement of this service be co-ordinated with the other waste services contracts so that all contracts are aligned from the onset. The anticipated start date is 1 October 2010.
- 1.3 The procurement of the management and operation of the Household Waste Recycling Centres has been undertaken by Medway Council Waste Services working with external consultants, Eversheds who in turn commissioned a team of technical advisors from Entec and financial advice from Ernst and Young. The Waste Services team in conjunction with the Strategic Procurement team have ensured that the external consultants are managed and conform to both EU and Medway's Contract Rules.

## **2. REASONS FOR URGENCY**

- 2.1 The Committee is asked to accept this as an urgent item to enable its views to be forwarded to Cabinet on 20 July 2010.

## **3. RELATED DECISIONS**

- 3.1 Central Government reviewed their Waste Strategy in 2007. These reaffirmed the national targets to achieve recycling and composting of household waste of at least 40% by 2010, 45% by 2015 and 50% by 2020; and recovery of municipal waste to at least 53% by 2010, 67% by 2015 and 75% by 2020.

- 3.2 This report is directly connected to, and follows on from, the Municipal Waste Management Strategy agreed by Full Council on 19 January 2006 and the procurement of the waste collection and disposal contracts as per Cabinet decisions:

- Procurement of Waste Services 20 February 2007 decision number 42/2007
- Options appraisal for waste collection services 5 August 2008 decision number 175/2008
- In September 2009 Cabinet agreed to an extension of the current arrangements with Veolia Environment Services (decision number 139/2009). The current contractual arrangements with Veolia Environmental Services have been extended for up to 2 years. The plan is to finish that arrangement at the end of September 2010.
- On the 26 January 2010, Cabinet agreed to discontinue the previous award procedure for the household waste recycling centres and commence a new procurement process (decision number 18/2010) for the management of household waste recycling centres.

## **4. BACKGROUND/INTRODUCTION**

- 4.1 This report reviews the bids submitted following Invitation to Tender (ITT) for the Household Waste Recycling Centres. It considers the options presented and puts forward the MEAT (Most Economically Advantageous Tender) option.
- 4.2 The procurement of these services has to comply with EU procurement rules and the Public Contracts Regulations 2006. It must also take account of known and foreseen
- waste and recycling targets whilst ensuring continuity of service delivery
  - the interchange from current service provision to the potential new arrangement(s).
- 4.3 Following the decisions mentioned above to commence a new procurement process, Eversheds were appointed as the external legal advisors and project managers for this procurement exercise, supported by Ernst & Young (E&Y) (financial) and Entec (technical).

- 4.4 This procurement is subject to the full application of the EU procurement regulations.
- 4.5 The HWRC Management Contract broadly consists of the following elements:
- The management of three HWRC; Capstone, Cuxton and Hoath Way;
  - The haulage of all materials arising at the sites with the exception of Waste electrical and electronic equipment (WEEE) and household batteries, which are covered by producer compliance schemes (PCS);
  - The marketing and sale of materials arising at the sites with the except of residual waste, wood waste, and those detailed above;
  - Achievement of a 50% recycling rate target (RRT) at each site in the first 12 months after commencement, and 60% for each following 12 month period;
  - The provision and maintenance of containers necessary to provide the service to supplement those provided by the Council; and
  - The provision of all plant and equipment necessary to provide the service including remote access to the CCTV system, an electronic data management system, and an automatic number plate reader (ANPR) system at each site.
- 4.6 Variant bids were not permitted in relation to this tender.

## **5. BUSINESS CASE**

### **5.1 Business Case Summary**

5.1.1 The provision, and hence management, of the household waste recycling centres is a statutory duty for the waste disposal authority of an area, of which Medway as a unitary authority holds this duty.

5.1.2 The full business case is as detailed in the Gateway 1 report dated 26 January 2010.

5.1.3 The procurement management structure from September 2009 comprises:

- Legal advisors and project managers, Eversheds
- Finance consultant, Ernst and Young
- Technical consultant, Entec
- Acting Head Waste Services, Medway Council

5.1.4 Medway made the decision in February 2007 to split the current fully integrated contract into separate parts to ensure better competition and hence value for money. This procurement is intrinsically linked to that of the larger household waste collection and disposal contracts. All of the separated contracts must commence on the same day, currently programmed to be 1 October 2010, to ensure service continuity.

### **5.2 Strategic Context**

5.2.1 This procurement follows the council's core values to ensure we have services that put our customers at the centre of everything we do at the same time as giving value for money and fits with the strategic priority of a clean and

green environment.

5.2.2 Such services need to support the Council's waste strategy that in turn provides the basis for targets in performance and community plans. The primary objectives are to:

- Ensure compliance with statutory duties.
- Meet statutory performance targets.
- Ensure continuity of a front line service.
- Provide services within agreed budgets.
- Meet requirements to achieve efficiency gains.
- Provide environmentally sustainable services.

5.2.3 The current contract for management of the Household Waste Recycling Centres forms part of the integrated waste contract which has been extended for a period of up to two years (from September 2009 as per the provisions within the current contract terms and conditions), but it should be noted the aim is to complete procurement for the management of the household waste recycling centres to enable the new service to commence on 1 October 2010.

5.2.4 In 2008/09 around 130,000 tonnes of municipal waste was generated in Medway. 33.25% of the household waste was recycled or composted with the remaining waste being land filled. The Household Waste Recycling Centres contributes over 31,000 tonnes to this total. Additionally Medway Council must comply with annually reducing targets for the amount of biodegradable waste it landfills under LATS

5.2.5 The performance of the three centres can have a significant impact on our overall total tonnages of municipal waste, LATS targets and our recycling rate. The correct management of these sites is key to improved performance as well as value for money and public satisfaction in service delivery.

### **5.3 Whole Life Costing/Budgets**

5.3.1 Details of the evaluation of the tenders received for the management and operation of the household waste recycling centres contain summaries of the whole life costs of the service and these summaries are best seen in the context of the other factors taken into account in the evaluation and detailed in the exempt appendix.

### **5.4 Risk Management**

5.4.1 Not only are there project risks in letting a viable and affordable contract for the services needed but also there will be a risk obtaining this service within a timeframe that will ensure this smaller contract is able to commence in line with the main collection and disposal contracts.

5.4.2 The risks identified to date are detailed below:

No	Relevant Risk	Significance H, M or L	Likelihood H,M or L	Mitigating factors or action to be taken	By whom
1	Insufficient resources to deliver the project.	M	M	Advance planning and action when required.  Use of external resources for project management, technical and financial advice.	Proc. Board
2	Invitations to tender fail to stimulate a response from the market.	H	H	Ensure contract requirements are packaged appropriately to invoke sufficient interest.  Avoid restricting the market by packaging services to make contracts larger under the belief it will derive economies of scale.  Ensure all previous expressions of interest are advised of tender.	Project team
3	Changes in government regulations.	H	H	Incorporate into the contract that which is likely to be a known change.  Prepare clear ground rules to be incorporated into the contract conditions for negotiating future changes in law.	Project team  Legal services
4	Effect of change as a result of elections May/June 2010.	M	L	Whatever the outcome the council has to continue to comply with legislation.  The council has to continue to meet the targets that have been set.  The council will still be fined if we do not meet our statutory obligations under LATS legislation.	

5	Tendered prices unacceptable to council	H	H	Build in to each service contract a pricing mechanism with a PC sum arrangement for certain services which allows them to be removed or modified to meet budget constraints.	Proc. Board Cabinet
6	Project fails to achieve a solution in sufficient time to allow a smooth handover from existing to new contract(s) for.	M	M	Service providers now being found outside of the larger well known waste service companies so competition improving.  Relatively easy to handover providing disposal solutions in place.	Project team Project Board

## 5.5 Market Testing (Lessons Learnt/Bench Marking)

5.5.1 General background: Following publication of a Prior Indicative Notice (PIN) in 2006/7 in the Official Journal of the European Union (OJEU), in a technical journal and in a local newspaper discussions were undertaken with a large number of service providers who had expressed an interest in providing future waste services to the Council. This allowed a soft market testing exercise to take place for all the waste services, including those detailed in this report and provides sufficient justification that the marketplace is sufficient and capable of delivering Medway's requirements. The Council team undertaking this exercise comprised representatives from Waste Services, Legal Services, Procurement, Finance and Corporate Review.

5.5.2 The waste strategy and inputs from external advisors, guidance from central government, interviews with representatives of industry and consultation with other authorities who had obtained or required similar services helped to formulate the approach necessary to ensure interest and good competition as summarised below:

- Partnership options reviewed as part of the waste strategy development in 2004/5. No viable partnerships could be found at that time.
- In response to an earlier pin notice, 10 companies expressed an interested the management of the three household waste recycling centres.
- Independent report produced by white, young and green from which the way forward with procurements was presented to cabinet in August 2008.

5.5.3 Service delivery mechanism: In the January 2010 Gateway 1 report consideration was given to the service delivery mechanisms and cabinet selected EU procurement process with the appointment of Eversheds as legal advisors and project managers, technical advice from Entec and financial advice from Ernst and Young. This produced a team who had the capacity and experience to procure this management contract on behalf of the council.

## **5.6 Stakeholders Consultation**

- 5.6.1 In preparing the waste strategy there was extensive consultation with the public, industry and special groups. These are detailed in the waste strategy. A questionnaire to 5,000 members of the public was organised and evaluated by an external agency and members of the citizens' panel were involved in reviewing and commenting on waste disposal options.
- 5.6.2 As part of the wider procurement exercise in 2007 advertisements were placed in the Official Journal of the EU for industry to meet with the Council's waste procurement team and provide their views on the way the waste industry is likely to change in the future, what the Council should take heed of and what they were able to provide. This was conducted to encourage future competition and to ensure that wherever practicable the Council took account of their views in the preparation of the subsequent contract documentation.

## **5.7 Equalities Issues**

- 5.7.1 A Diversity Impact Assessment review was undertaken by Waste Services for the whole of waste services contracts in January 2009. It is anticipated that the changes proposed in service delivery will be equitable and similar to the current service.
- 5.7.2 In developing the Municipal Waste Management Strategy for Medway, on which the procurement has been based, the Council consulted with a wide range of stakeholders including councilors, parish councils, other local authorities, officers, waste and recycling organisations, charities, resident groups, churches and interested parties, including Medway's diversity forum and Medway ethnic minority and senior citizens association. Opinion polls and questionnaires were invited from all local citizens covering all gender groups and ages during the development of the waste strategy. These were analysed and no significant differences in responses were observed in any gender or age group. The waste services team also worked with the youth parliament to ensure the views of young people were also taken into account.
- 5.7.3 Where a resident is less able bodied, due to disability or age, the Council offers assistance at the sites.
- 5.7.4 Where Medway's residents may have literacy difficulties or use English as a second language, a translation facilities is available for leaflets and pictures are used on site to explain what materials can be deposited in which banks wherever possible.

## **5.8 Environmental Issues**

- 5.8.1 The services being procured create a number of environmental issues. The Council has a statutory duty arrange for places to be provided that persons resident in its area may deposit their household waste and a duty to arrange for the disposal of the waste so deposited. . In so doing many other environmental factors are created or affected by the services including the type of technology used compact and/or store waste, the type of transport and

fuels used to transfer the bulked materials to the end processors/disposal point, the amount of recycling achieved and the proximity of plants for processing or disposing of the waste or the markets used for any re usable/recycled materials.

- 5.8.2 In addition there are ancillary issues such as waste licensing requirements and the need to comply with constantly changing legislation and targets.

## **6. PERMISSIONS / CONSENTS**

- 6.1 The household waste recycling sites are owned by Medway Council and are subject to licence by the Environment Agency. The successful bidder for the will need to apply for the transfer of these licences.

## **7. INVITATION TO TENDER**

### **7.1 Summary of Tender Process**

- 7.1.1 Following on from Cabinet's decision in January 2010 to 'discontinue the current award procedure and commence a new procurement process' a new OJEU notice was placed in the official journal on 4 February 2010, the Invitation to Tender (ITT) under the Restricted Procedure was issued on the 13 April 2010 with return of tenders on 26 May 2010.

- 7.1.2 The HWRC Management Contract is due to commence on 1 October 2010 and expire on 30 September 2017. The Contract contains provision for it to be extended for a further period of up to 2 years.

- 7.1.3 Medway Council asked tenders to submit bids for the management and operation of three household waste recycling centres, the haulage of the collected materials to the appropriate disposal and/or processing facility(s) and for the ownership of collected recyclable materials to transfer to the contractor.

### **7.2 Tender Evaluation**

- 7.2.1 The procurement for the management of the Household Waste Recycling Centres is following the restricted procedure.

#### **7.2.2 Process**

- 7.2.2.1 The Council has instructed Eversheds, Ernst & Young ("E&Y") and Entec to carry out the evaluation of the tenders in accordance with the Council's evaluation methodology set out at Appendix 1 (sub appendix A) of the exempt appendices. Details of the evaluation process and the conclusions reached by the Council's team are set below. The detailed financial and technical evaluation scoring is set in Appendix 1 of the exempt appendices. The conclusions within this report are derived from the reports supplied by Entec and EY.

7.2.2.2 Eversheds have provided comments and scoring in relation to the TUPE aspects of Method Statement 2 (which forms part of the technical evaluation report) only.

7.2.2.3 The Council's evaluation criteria are as follows:

(1) Price	47%
(2) Technical and Professional Ability	53%

### 7.2.3 Price (47%)

7.2.3.1 The price element was evaluated on the whole life cost to the Council including the cost of:

- Maintenance and management of the sites, including finding end markets for all materials except residual waste, wood waste and items subject to producer responsibility including waste electronic and electrical equipment and household batteries.
- Haulage of residual and wood waste to the council designated site
- Undertaking annual satisfaction surveys

7.2.3.2 A score of 100% is allocated to the Tender which offers the lowest whole life cost to the Council. This therefore achieves the maximum 47% weighted score available. A score for the next cheapest priced Tender is calculated based on the extent to which it is more expensive than the cheapest Tender.

### 7.2.4 Technical and Professional Ability (53%)

7.2.4.1 The technical evaluation comprised an assessment of the method statements submitted as part of each Tender. The weighting given to each method statement and the further sub-weighting for the constituent parts within each method statement are as follows:

<b>MS No</b>	<b>Method Statement</b>	<b>Weighting</b>
<b>MS1</b>	<b>General Summary</b>	<b>0%</b>
<b>MS2</b>	<b>Management and Operation of the HWRCs</b>	
	Site Performance and Maintenance	28%
	Traffic Management	3%
	Training, Welfare and Resources	10%
	Employment and Staffing	2%
	Marketing and sale of materials	15%
<b>Total weighting for MS2</b>		<b>58%</b>
<b>MS3</b>	<b>Community Engagement and Re-Use</b>	
	Public Interface	12%
	Re-use of Goods and Materials	7%

<b>Total weighting for MS3</b>		<b>19%</b>
<b>MS4</b>	<b>Communication and Reporting</b>	
	Communication Plan	5%
	Monitoring and Evaluation	8%
	Management Systems	2%
<b>Total weighting for MS4</b>		<b>15%</b>
<b>MS5</b>	<b>Mobilisation, Contingency and Contract Expiry</b>	
	Mobilisation Plan	1%
	Contingency Plan	6%
	Expiry Plan	1%
<b>Total weighting for MS5</b>		<b>8%</b>
<b>TOTAL</b>		<b>100%</b>

7.2.4.2 The technical evaluation has been completed using the above published evaluation criteria.

7.2.4.3 In terms of the evaluation of Technical and Professional Ability, Bidder's responses were assessed to determine the degree to which the quality criteria had been met and were awarded a score out of 10 as defined below. Four members of Entec staff read and scored the bids independently of each other prior to discussing and agreeing a common score in accordance with the scoring framework outlined below.

<b>Standard of Response</b>	<b>Score</b>
Exceptional standard of response, and/or firm and credible indication of added value/benefits.	10
Very good standard of response and/or firm and credible indication of some added value/benefits.	9
Good standard of response without any issues. Comprehensive, robust and well justified, showing full understanding of the requirements and is fit for purpose.	8
Response generally of a good standard, although there are a few minor omissions and/or issues over fitness for purpose.	7
Response generally of a good standard, although there are a number of omissions and/or issues over fitness for purpose.	6

Basic response that achieves reasonable standards in some respects but unsatisfactory in others, and/or has number of omissions. Raises concerns over fitness for purpose.	5
Inadequate response that is generally unsatisfactory and/or has significant omissions. Raises number of concerns over fitness for purpose.	4
Inadequate response that is unsatisfactory and/or has significant omissions. Raises serious or many concerns over fitness for purpose.	3
Poor or unacceptable response. Insufficient information provided. Poor confidence in ability to provide the services. As it stands the proposal is not fit for purpose.	2
Very poor or unacceptable response. Insufficient information provided. Very low confidence in ability to provide the services. As it stands the proposal is not fit for purpose.	1
Fundamentally unacceptable response. Clear evidence of non-compliance, for instance; inability to meet requirements, or proposal with unacceptable consequences.	0

### **7.2.5. Compliance Check**

7.2.5.1 An initial compliance check was carried out and a number of issues were noted and queried with bidders. All the bid documents were then circulated to the Council team for the purposes of carrying out the evaluation.

7.2.5.2 During full assessment of the bids, it became apparent that there were a number of issues with one of the bidders returns that made it non-complaint and hence they have been removed from the evaluation process.

### **7.2.6 Clarifications**

7.2.6.1 Initial clarifications were raised with all bidders during the evaluation period. All bidders have responded promptly to all clarifications raised. These clarification responses have been taken into account as part of the evaluation.

## **8. TENDER EVALUATION**

8.1 Ernst & Young have undertaken an assessment of the whole life cost of all bids to the Council and Entec have undertaken an assessment of the technical merits of each method statement for all bids.

8.2 Scores were subsequently discussed and finalised at a formal moderation meeting on 14 June 2010 held at Eversheds' offices in London. The moderation meeting was attended by Eversheds, Entec, Ernst & Young and Medway Council waste managers.

8.3 The full reports from Ernst & Young and Entec are attached in the exempt appendix.

#### 8.4 Overview

Bidder 1 - State that they will meet and exceed the council's targets through:

- New material streams including cooking oil, Tetrapak, chemical waste at all sites and re-use. However, they do not propose to collect mixed dry recyclables (MDR) but to separate it out;
- Changing the layouts of the sites to encourage recycling;
- Roll out of plasterboard to Hoath Way;
- New WRAP signage and directions to alternative facilities should materials not be accepted at a site;
- Recycling advisors Meeting and Greeting users; and
- Prevention of trade waste abuse by direct staff employment, no removal of goods/material of acceptance of gratuities, use of ANPR and a frequent visitors list, photography of unauthorised waste, height barriers, and private vans only being allowed in to a nominated site (Capstone) by appointment.

Bidder 2 - Proposals to increase and meet recycling rates through:

- Re-branding and awareness campaigns;
- Reviewing the site layouts;
- Colour coding the containers to differentiate between re-use, recycling and waste;
- Improved signage;
- Introducing new recyclables where space and outlets permit;
- More staff in peak periods;
- Introducing an incentive scheme for staff;
- Encouraging third sector re-use; and
- Promoting a community reward scheme and involvement in the service.

Bidder 3 - Propose to improve performance by:

- Rewarding recycling, meeting and greeting users, and generally making it easy to recycle and 'difficult to dump';
- Increase staffing from 3 to 4 per site, to improve interaction with the public and achieve the above and reduce commercial waste abuse;
- Reorganise layout of containers on the sites; and
- Introduce staff incentives for recycling and management of commercial waste abuse.

Bidder 4 - Propose to improve recycling rates by:

- WRAP signage;
- Installation of gantries as well as containers, CCTV, ANPR and new compactors;
- New layout at Hoath Way;
- Introduction of staff incentives;

- Improved customer interface by meeting and greeting users;
- Introduce the collection of rigid plastics, and the trial of CDs, videos, vinyl and tapes;
- Community planting schemes to promote involvement; and
- A recycling database to comprehensively manage performance and outlets.

## 8.5 Price

8.5.1 E&Y have undertaken an assessment of the cost of each tender to the Council. Their report is set out in the exempt appendix.

8.5.2 Based on the evaluation methodology referred to in the exempt appendix, the weighted financial scores (out of the maximum of 47%) for each tender are as follows:

	Bidder 1	Bidder 2	Bidder 3	Bidder 4
Financial Score (%)	42.48%	47%	15.84%	45.37%

8.5.3 The cheapest tender is Bidder 2.

## 8.6 Technical and Professional Ability: Method Statements

8.6.1 Entec have undertaken a review of the method statements provided by each tender and Eversheds evaluated the TUPE aspects of method statement 2. The detailed analysis and unweighted scores against each limb of the method statements are set out in the exempt appendix.

8.6.2 Based on the evaluation methodology referred to in the exempt appendix, the weighted technical scores (out of a maximum of 53%) for each tender are as follows:

	Bidder 1	Bidder 2	Bidder 3	Bidder 4
Technical and Professional Ability Score (%)	38.90	28.83	23.37	41.02

8.6.3 The bidder with the highest score for technical and professional ability is Bidder 4.

## 9. PREFERRED BID

9.1 The Council will make its decision based on the most economically advantageous tender (MEAT) which has been derived from the combining of the financial score with the technical and professional ability score to give an overall winning bid.

9.2 The council has evaluated the tenders received from 4 bidders as against its evaluation criteria which are split between price (47%) and technical and professional ability (53%). Combining the financial scores and the technical

and professional ability scores for each tender, the final scores are as follows:

	Bidder 1	Bidder 2	Bidder 3	Bidder 4
Financial Score (max 47%)	42.48%	47.00%	15.84%	45.37%
Technical and Professional Ability Score (max 53%)	38.90%	28.83%	23.37%	41.02%
<b>Total Score (out of 100%)</b>	<b>81.38%</b>	<b>75.83%</b>	<b>39.21%</b>	<b>86.39%</b>

9.3 The bid from Bidder 4 is the most economically advantageous tender.

## 10. PREPARATION OF THE NEXT STAGE OF PROCUREMENT

### 10.1 Resources and Project Management

10.1.1 It is proposed that a draft management guide is prepared for officers and Members outlining the service requirements of the contract together with a summary of the respective contractual obligations of both the contractor and the Council in providing the services. Insofar as TUPE is concerned, this is a second generation contract letting which means there will have been no TUPE transfers involving current officers of the Council. The contract does make provision for the contractor to comply with any TUPE requirements arising out of the award of the new contract.

### 10.2 Contract Management

10.2.1 Waste Services are resourced to deal with waste contracts of this size and will have support in monitoring the services by Safer Communities' Officers and the Environmental Enforcement Team.

## 11. COMMENTS OF THE PORTFOLIO HOLDER FOR FRONT LINE SERVICES

11.1 Alongside the provision of an effective waste collection and disposal service for Medway it is vital to ensure that Medway is in a position to grow and develop in the 21<sup>st</sup> Century. There is a clear need to manage Medway's waste in both a sustainable and effective way. The use of an objective procurement process will allow the Council to assess all the factors and technologies that private sector partners can offer to achieve these aims.

11.2 Medway is currently recycling or composting in excess of the Government's current target of 30% per annum. However, pressure from the need to achieve targets that divert biodegradable municipal waste from landfill together with expected increases in national recycling targets, means that Medway must adapt waste management practices once current contractual arrangements finish. This procurement process will allow those service developments to come into place for Medway.

- 11.3 We need to be in a position to contract for the household waste recycling centre management to ensure that Medway maintains a quality public realm for its stakeholders.

## **12. PROCUREMENT BOARD**

- 12.1 The procurement board considered this report on 10 March 2010 and supported the recommendations as set out in section 14 below.

## **13. FINANCIAL, PROCUREMENT AND LEGAL COMMENTS**

### **13.1 Comments of the Chief Finance Officer**

The tender process has been very competitive thus ensuring that value for money can be demonstrated. Further analysis of the successful bids will identify the extent of any efficiency savings realised once service betterment has been accounted for. In the exempt report the total forecast cost of the contract for 2010/2011 are detailed. The full year cost for 2011/12, as also presented in the exempt report will be considered in the Medium Term Financial Plan.

### **13.2 Comments of the Head of Procurement**

Strategic Procurement acknowledges that Eversheds suggested, supported by Queen's Counsel, that the Council should commence a new procurement process. This Gateway 3 report and the recommendations herein are a reflection of this the advice provided by Eversheds to commence a new procurement process. Eversheds as external consultants have managed this procurement process.

Eversheds have advised that the procurement was a fair, robust and compliant procurement process. Strategic Procurement supports the recommendations contained within this Gateway 3 report. Strategic Procurement has commented on the process and is satisfied that the guidance provided to the client department should ensure that the Council is protected from risk and that this procurement contract award delivers best value.

### **13.3 Comments of the Monitoring Officer**

The duty in the procurement is to award the contract to the most economically advantageous tender. On the basis of the scoring of the evaluation criteria, applying the evaluation methodology, the recommendations in the report are consistent with that duty.

As soon as possible after any decisions are made to award the contract to the most economically advantageous tender as set out within this report, EU Procurement rules require the Council to inform all those bidders who were involved in the relevant procurement process of its decision in relation to the award of the contract. The Council must allow a period of at least 10 clear days between the date on which the bidder is informed of the decision and the

date on which the Council enters into the contract. The Council must, if it receives a request from any of the unsuccessful bidders, provide the reasons why the relevant bidder was unsuccessful and the characteristics and relative advantages of the winning bidder.

#### **14. RECOMMENDATIONS**

- 14.1 The Committee is asked to recommend that Cabinet agrees the award of the contract for the management of the household waste recycling centers to Bidder 4 as the most economically advantageous tender (MEAT).
- 14.2 The Committee is asked to recommend that Cabinet agrees to authorise the Chief Finance Officer (who is the officer responsible for the proper administration of the Council's financial affairs under section 151 of the Local Government Act 1972) as the officer responsible for signing certificates issued under the Local Government (Contracts) Act 1997 in respect of the management of the household waste recycling centre contracts to be entered into by the Council.

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## Background papers

The following documents have been relied upon in the preparation of this report:

<b>Description of document</b>	<b>Location</b>	<b>Date</b>
Gateway 1 Options Appraisal: Management of Household Waste Recycling Centres	Web site & waste services section	January 2010
Options Appraisal for Waste Collection Services	Web site & waste services section	August 2008
Procurement of Waste Services	Web site & waste services section	February 2007
Reports on discussions with potential service providers.	Waste services section	Oct to Dec 2006
Municipal Waste Management Strategy	Web site & waste services section	January 2006
Review of Potential Partners for Medway	Waste services section	2006
The Best Practical Environmental Option	Waste services section	2005
Medway Waste Survey Final Report	Waste services section	2004

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## **REGENERATION, COMMUNITY AND CULTURE OVERVIEW AND SCRUTINY COMMITTEE**

**6 JULY 2010**

### **THE FUTURE OF THE STROOD ENVIRONMENTAL ENHANCEMENT SCHEME – ADDENDUM REPORT**

Report from: Robin Cooper, Director of Regeneration Community & Culture.

Authors: Ian Wilson, Capital Projects Manager  
Noel Filmer, Valuation & Asset Management Manager

#### **Summary**

This addendum report gives updated guidance about the decision-making process for this scheme.

#### **1. Background**

- 1.1 The original report (on page 145 of the agenda) states that the Strood Environmental Enhancement Scheme is included in the Local Transport Plan and its abandonment therefore needs to be considered by Full Council as a variation of the Local Transport Plan.
- 1.2 It has since been clarified that although there are references to improving the highway network in the Local Transport Plan, the Strood Environmental Enhancement scheme is not named as a particular solution within the plan and therefore will not need consultation and is within Cabinet's powers for decision.
- 1.3 For that reason, the recommendations have been amended, as shown in paragraph 3 below, to ask that the committee makes its recommendations to Cabinet (and removes any reference to Council).

#### **2. Legal implications**

- 2.1 The Council has a duty under s109 of the Transport Act 2000 to keep its Local Transport Plan under review.

### **3. Recommendations**

- 3.1 That the Committee recommends to Cabinet that the Strood Environmental Enhancement Scheme is abandoned.
- 3.2 Subject to 3.1 above, the Committee recommends that Cabinet agree that:-
- 3.2.1 the land at Station Road Strood as edged black and numbered 1 on the plan attached to this report, be declared surplus to enable the Assistant Director of Housing and Corporate Services in consultation with the Finance Portfolio Holder to dispose of it at best consideration using delegated powers.
- 3.2.2 the site of 16/20 North Street Strood Street as edged black and numbered 2 on the plan attached to this report be declared surplus to enable the Assistant Director of Housing & Corporate Services in consultation with the Finance Portfolio Holder to dispose of it at best consideration using delegated powers.
- 3.2.3 the site of 31-35 North Street and the site of 4-18 at Edward Street Strood as edged black and numbered 3 on the plan attached to this report be declared surplus to enable the Assistant Director of Housing and Corporate Services in consultation with the Finance Portfolio Holder to dispose of them at best consideration using delegated powers.
- 3.2.4 37-39 North Street and land rear of 39 North Street as edged black and numbered 4 on the plan attached to this report be declared surplus to enable the Assistant Director of Housing & Corporate Services in consultation with the Finance Portfolio Holder to dispose of it at best consideration using delegated powers.
- 3.2.5 Land in Commercial Road Strood as edged black and numbered 5 on the plan attached to this report be declared surplus to enable the Assistant Director of Housing and Corporate Services in consultation with the Finance Portfolio Holder to dispose of it at best consideration using delegated powers.
- 3.2.6 the Commercial Road car park as edged black and numbered 6 on the plan attached to this report be declared surplus to enable the Assistant Director of Housing and Corporate Services in consultation with the Finance Portfolio Holder to dispose of it at best consideration using delegated powers.

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