

Cabinet – Supplementary agenda No.2

A meeting of the Cabinet will be held on:

Date: 13 January 2015

Time: 3.00pm

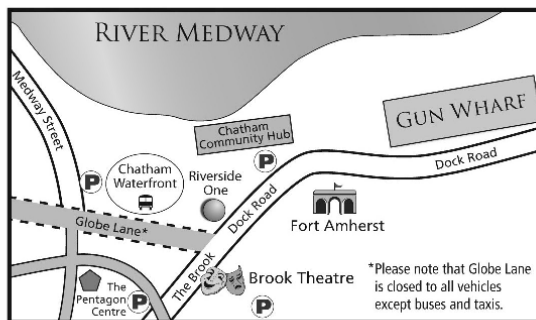
Venue: Meeting Room 2 - Level 3, Gun Wharf, Dock Road, Chatham ME4 4TR

Items

9. **Refreshed Community Safety Partnership Action Plan** (Pages 3 - 10)
Appendix 4 to the report attached.
15. **Recruitment Freeze** (Pages 11 - 14)
Additional post for approval attached.

For further information please contact Wayne Hemingway/Anthony Law, Democratic Services Officers on Telephone: 01634 332509/332008 or Email: democratic.services@medway.gov.uk

Date: 9 January 2015



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A summary of this information can be made available in other formats from **01634 333333**

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বাংলা	331780	ગુજરાતી	331782	ਪੰਜਾਬੀ	331784	کوردی	331841	ارو	331785	Русский	332374
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This briefing note shows the scoring matrix by which the Community Safety Partnership priorities were identified for 2015 – 2016.

The purpose of the Community Safety Partnership Strategic Assessment is to ascertain which of Medway’s community safety issues should be prioritised for the coming financial year 2015 – 2016. A scoring matrix is used, which allows for consideration of a range of factors to be considered.

The methodology employed in Medway is commonly used throughout the UK. Factors include:

- Perception of Community Concern
- Volume of Incidents
- Short Term Trend
- Trend Over Time
- Harm
- Partnership Contribution

The results are presented below:

	A: Public Perception	B: Volume	C: Short Term Trend	D: Trend Over Time	E: Harm	F: Partnership Contribution	(A+B+C+D+E)xF TOTAL	Rank
Domestic Abuse	0.5	5	1	3.75	3	100%	13.3	1
Road Safety	3.5	0	0.75	2.25	5	75%	8.6	2
Substance Misuse	5	0	0.75	0.75	2	75%	6.4	3
ASB	3.5	5	0.25	0.75	3	50%	6.3	4
Envirocrime	3	4	0.25	0.75	1	50%	4.5	5
Hate Crime	1	0	1.25	3.75	2	50%	4.0	6
Violent Crime	2	4	1.25	3.75	3	25%	3.5	7
Burglary	4	1	0.25	2.25	2	25%	2.4	8
Sexual Offences	0.5	0	1.25	3.75	3	25%	2.1	9
Criminal Damage	2.5	2	1	1.5	1	25%	2.0	10
Vehicle Crime	1.5	1	1.25	3.75	0	25%	1.9	11
Fires	0.5	0	0.75	0.75	5	25%	1.8	12
Shoplifting	0.5	1	0.75	2.25	1	25%	1.4	13
Robbery	1.5	0	0.5	0.75	2	25%	1.2	14
Theft	0	2	0.75	0.75	1	25%	1.1	15

Proposed Priorities

As the above matrix shows, 5 community safety issues have scored higher than those others assessed. As such, the analyst proposes that The Medway Community Safety Partnership prioritises the following in 2014/15:

- Domestic Abuse
- Road Safety
- Substance Misuse
- ASB
- Envirocrime

However, due to the nature of ASB and Envirocrime, and in line with the current CSP priorities, the analyst proposes that these form one combined priority. The fifth priority therefore has been proposed as 'Reducing Reoffending' as this is a statutory requirement placed on all CSP's and is also a theme that runs through many of the community safety issues examined.

The methodology is explained below.

Matrix Scoring - Methodology

The following table details how the different categories were assessed and matrix values attributed to achieve a final score. Each matrix category was also attributed a weighting value to indicate the importance or impact that it had in the overall scoring process and therefore establishment of priorities.

Matrix Category	Method	Matrix Scoring	Weighting
<p>Public Perception</p>	<p>This was identified utilising 2 separate sets of consultation questionnaires – one completed at community engagement events and the other that was emailed to Neighbourhood Watch / PACT groups using email. For each of these 2 sets of questionnaires, respondents were presented with 18 different community safety issues (including crime, ASB, envirocrime, road safety and fires) and asked to select the 5 issues that they believe should be prioritised by the Medway Community Safety Partnership. The results of the completed questionnaires were analysed and the percentage of residents prioritising each community safety issue calculated. A matrix value was then attributed according to the percentage.</p> <p>Once the 2 sets of matrix values were established, an average was taken for each community safety issue and entered into the matrix as a single value.</p>	<p>0 = No data / 0 - 9% of Respondents</p> <p>1 = 10 - 39% of Respondents</p> <p>2 = 20 – 29% of Respondents</p> <p>3 = 30 - 39% of Respondents</p> <p>4 = 40 – 49% of Respondents</p> <p>5 = 50%+ of Respondents</p>	<p>Weighting Value = 1</p>

Matrix Category	Method	Matrix Scoring	Weighting
<p>Volume of Incidents</p>	<p>The volume of incidents was assessed according to the number of incidents recorded within each community safety issue in financial year 2013/14 and matrix values were attributed accordingly.</p>	<p>0 = 0 – 999 incidents 1 = 1000 – 1999 incidents 2 = 2000 – 2999 incidents 3 = 3000 – 3999 incidents 4 = 4000 – 4999 incidents 5 = 5000+ incidents</p>	<p>Weighting Value = 1</p>
<p>Short Term Trend</p>	<p>The short-term trend was established by calculating the percentage change in the number of incidents for each community safety issue between financial years 2012/13 and 2013/14. The percentage change was then allocated a matrix value according to whether there was an increase, decrease or stable number of incidents over time.</p>	<p>0 = No data 1 = Decrease: -11%+ (inclusive) 2 = Decrease: -6% to -10% (inclusive) 3 = Stable: Between -5% & 5% (inclusive) 4 = Increase: 6% - 10% (inclusive) 5 = Increase: 11%+ (inclusive)</p>	<p>Weighting Value = 0.25</p> <p>Rationale = The short-term trend can be easily influenced by a number of factors such as social events, weather or agency implemented initiatives, thereby providing a misleading result. As such, it was still considered but given a lower weighting value.</p>

Matrix Category	Method	Matrix Scoring	Weighting
<p>Trend over Time</p>	<p>The trend over time was established by calculating the percentage change in the number of incidents for each community safety issue between financial years 2011/12 and 2013/14. The percentage change was then allocated a matrix value according to whether there was an increase, decrease or stable number of incidents over time.</p>	<p>0 = No data 1 = Decrease: -11%+ (inclusive) 2 = Decrease: -6% to -10% (inclusive) 3 = Stable: Between -5% & 5% (inclusive) 4 = Increase: 6% - 10% (inclusive) 5 = Increase: 11%+ (inclusive)</p>	<p>Weighting Value = 0.75</p> <p>Rationale = Whilst slightly more reliable than the short-term trend in identifying emerging issues, an increasing trend over time does not necessarily indicate a current problem, especially if the volume is low. Therefore, a lower weighting was given.</p>
<p>Harm</p>	<p>The total harm of each community safety issue was assessed utilising 4 criteria:</p> <ul style="list-style-type: none"> • Community Harm • Harm to Property • Psychological Harm to Individuals • Physical Harm to Individuals <p>Each element was assigned a score between 1-4 according to the amount of harm they cause. The total for each category was then calculated and allocated a single value. The detailed harm matrix used can be found in Appendix 1.</p>	<p>0 = Total Score of 4 - 5 1 = Total Score of 6 - 7 2 = Total Score of 8 - 9 3 = Total Score of 10 - 11 4 = Total Score of 12 - 13 5 = Total Score of 14 - 15</p>	<p>Weighting Value = 1</p>

Matrix Category	Method	Matrix Scoring	Weighting
<p>Partnership Contribution</p>	<p>Each Community Safety Issue was also considered from the perspective of the possible contribution that the Medway Community Safety Partnership as a whole could make, as opposed to single agency issues. This was assessed by identifying the number of agencies that could contribute in reducing the total number of incidents or harm.</p> <p>Unlike the specialist agencies of Kent Police, Kent Fire and Rescue Service (KFRS), the Clinical Commissioning Group (CCG) and Medway Council, who each provide more of a specialist service, the Kent Surrey and Sussex Community Rehabilitation Company (KSS CRC) works alongside these agencies and provides a service that cuts across many of the community safety issues examined. As a result, it was excluded from the matrix scoring process.</p>	<p>25% = Contribution possible from one partner</p> <p>50% = Contribution possible from two partners</p> <p>75% = Contribution possible from three partners</p> <p>100% = Contribution possible from four partners</p>	<p>All scores multiplied by this factor</p>

Matrix Scoring

Once each individual matrix value has been established and its weighting value applied, the final step was to calculate the total for the 15 community safety issues examined. This was calculated by multiplying the sum of individual weighted scoring elements by the partnership contribution element.

This method allows for some components to be given greater importance through the use of weighting, whilst recognising that some issues are the province of only one or a limited number of partner agencies.

Appendix 1 – Detail of Harm Assessment Table

	Community Harm	Harm to Property	Psychological Harm to Individuals	Physical Harm to Individuals	Cumulative	Overall Harm Score
Vehicle Crime	1	2	1	1	5	0
Shoplifting	2	2	1	1	6	1
Theft	1	3	1	1	6	1
Envirocrime	2	2	1	1	6	1
Criminal Damage	2	3	1	1	7	1
Burglary	2	3	3	1	9	2
Robbery	2	1	3	3	9	2
Hate Crime	2	1	3	3	9	2
Substance Misuse	2	1	3	3	9	2
Violent Crime	2	1	3	4	10	3
Sexual Offences	2	1	4	3	10	3
Domestic Abuse	1	1	4	4	10	3
ASB	3	2	4	2	11	3
Fires	3	4	3	4	14	5
Road Safety	3	4	3	4	14	5

1 = Little / No Harm 2 = Some Harm 3 = Significant Harm 4 = Substantial Harm

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CABINET APPROVAL FOR RECRUITMENT TO VACANCIES

Please complete this form, with all required signatures, and return to the Organisational Change Team, HR Services, 3rd Floor, Gun Wharf. You will also need to send an electronic word version to resourcing@medway.gov.uk, so that the approval form can be inserted into the cabinet report. This form is not required for those posts covered by the exemptions list shown below.

DIRECTORATE	Business Support	
SECTION	Business Administration Support Service	
POST TITLE	Customer Relations Investigations Officer	
GRADE AND SALARY RANGE	Range 3	
POST NUMBER	9882	
NUMBER OF VACANT POSTS OF THIS TYPE	One	
LOCATION	GW	
DATE POST BECAME VACANT	January 2015	
MANAGER POST REPORTS TO	Rose Cook	
*IS THIS REQUEST TO COVER PERMANENT RECRUITMENT	Y	
*IS THIS REQUEST TO APPLY TO AN EXTERNAL AGENCY	N	
*IS THIS REQUEST TO COVER TEMPORARY RECRUITMENT FROM AGENCY POOL	N	
IF TEMPORARY PLEASE SPECIFY DATES FROM AND TO:	N/A	
IF TEMPORARY PLEASE GIVE NAME OF EMPLOYEE COVERING VACANCY (if applicable)	N/A	
WHICH PHASE OF BETTER FOR LESS DOES THIS POST RELATE TO?		
Phase 1		
ARE THERE IMPLICATIONS FOR NOT FILLING THE POST PRIOR TO THE RELEVANT PHASE OF BETTER FOR LESS – IF SO PLEASE INDICATE BELOW		
NAME OF RECRUITING MANAGER: Rose Cook		

(* please delete as appropriate)

Impact on Service – please include:-

- Information on the structure within this function indicating numbers of posts of the same type and how many corresponding vacancies – e.g. 20 care workers 2 posts vacant.
- Impact on the service if this post is not filled, with particular reference to services to the public.

1. The Customer Relations Investigations Officer, has resigned and leaves on 19 January 2015.

Within BASS, there are two other Customer Relations Investigations Officers (Post No. 9882) who do a similar role. Each CRIO post has responsibilities to ensure corporate complaints, Freedom of Information requests, Subject Access Requests, and Social Care complaints (Children and Adults) are responded to within the relevant timeframes. There are no other corresponding vacancies.

On a day-to-day basis, each of the CRIO's leads on a specialist area : Fols and SARs; Social Care corporate Stage 2 complaints and liaison with the LGO.

2. Impact on the service if we do not fill this post:

The implications for not filling this post would be that there would be no CRIO dedicated to handling stage two and Local Government Ombudsman (LGO) complaints. The workload across the three CRIO posts is very hectic and the two remaining post holders are not able to absorb the workload.

The range of processes undertaken within the Customer Relations Team, includes the administration of:

- Freedom of Information requests
- Subject Access Requests
- Social Care complaints (Children and Adults)
- Corporate complaints (stage one, stage two and LGO)

This role involves frequent, daily direct contact with dissatisfied customers who have already been through stage one of the complaints process. The range of customers this role comes in contact with includes vulnerable people, sometimes those who are homeless, elderly or disabled. This role provides support direct to customers and is a direct front-line service.

The CRIO will maintain regular contact with any customer who escalates their complaint to stage two, and works with services to ensure customers receive a timely response, as outlined in the Council's Complaints Procedure. If this post is not filled, customers will not be able to communicate directly with a CRIO, who is seen to be an independent investigator, about their complaint and the organisation is likely to experience more dissatisfied customers who don't feel "listened to".

The CRIO ensures that a timely response is sent that fully addresses all the issues raised in the complaint. The CRIO provides support and guidance to services on how best to approach the response and any remedies that may be appropriate. If the post is not filled, customers are less likely to receive a satisfactory response and resolution, so there is a higher risk of dissatisfied customers and it is more likely complainants will proceed to the next stage of the complaints process. Managing these requests well can stem escalation to the LGO, MPs and councillors.

The CRIO acts as the point of contact for the Local Government Ombudsman (LGO) who will make contact with Medway Council if they have received a complaint about the authority. The CRIO ensures regular contact is made with the LGO during any investigation, and will also ensure that the LGO have all the necessary information that they require. Without this role, there is a higher risk that the organisation could be found at fault. Such decisions are published in the public arena and pose a risk to the organisation's reputation.

The CRIO is in a position to identify where the organisation may be able to improve its services

for customers. If this post is not filled, customers are less likely to see service improvements as a result of their complaints.

Background:

1. This post within the Business Administration Support Service sits in the Customer Relations Team that consists of: a Customer Relations Team Leader, a part-time Social Worker to assist with Social Care complaints, three CRIOS and two Customer Relations Compliance and Monitoring Officers.
2. There were previously three Customer Relations Compliance and Monitoring Officers to support each of the CRIOS. A post was removed as part of a budget-saving restructure in April 2014 so the CRIOS now have less support.
3. The CRIO is responsible for producing performance information for the Council on a monthly and annual basis.

Budget Issues

Please indicate:

1. The savings if this post remained vacant until 31 March 2015 are £3984.58
2. There is no other way of providing this service. It came about and was evaluated as part of Medway Council's phase 1 transformation programme and is essential to the Council's customer relations and complaints service, and directly to customers.

Please specify the funding source for this post:

Existing budget

Comments from Portfolio Holder

Signed:
Portfolio Holder

Dated:

Signed:
Councillor Alan Jarrett

Dated:

Signed:
Director

Dated:

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