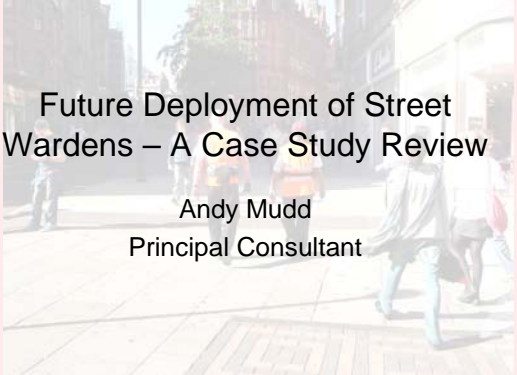





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Future Deployment of Street Wardens – A Case Study Review




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Case Study Authority




- Core City
- Perceived levels of crime and anti social behaviour – high
- Reputational damage over last few years
 - Local
 - National
- Strong political leadership
- Many initiatives in place


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Scheme in Place


- Full blown scheme in place for one year
- City Council and ODPM funding
- Rapid but ad-hoc development of service
- Changing (developing) expectations



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Roles and Responsibilities

- Tackling anti-social behaviour
 - Diversionary or
 - confrontational
- Environmental crime
 - Law enforcement or
 - education
- Reassurance 'policing'
 - Uniformed authority or
 - Community friend










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Key Issues




- Very Strong public support
- High expectations
 - Public
 - Wardens
 - Management
- Lack of clarity of role
 - Wardens
 - Councillors
 - Other agencies


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Key Issues

- Practical
 - Uniform
 - Accommodation
 - Equipment
- Logistical
 - Determining priorities
 - Planning patrols
 - No go areas
- Relationships
 - With police
 - With public
 - With elected members

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Marrying Strategic Objectives With Warden Activity

- Strategic Objectives
 - Reducing the fear of crime
 - Reducing anti-social behaviour
 - Improving the environment
 - Improving national reputation of area
 - Effective working relationships with partner agencies
 - Facilitating public access to council services

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Example: Improving Environment

- Council Activity
 - Street Cleansing
 - Removing fly tips
 - Graffiti removal
 - Fly poster removal
 - Provision of litter bins
 - Enforcement
 - Education
 - Etc etc

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Example: Street Cleansing

- Warden Activity
 - Providing information
 - Removing Sharps

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Relating Activity to Strategy

Strategic Objective	Contributory Council Activity	Contributory Warden Activity
Improving the environment Measures include BVPI 199 Public feedback Quantity of litter in waste bins Number of FPNs issued	Street cleansing	Providing information Removing sharps
	Removing fly tips	Providing information Deterring fly tippers by presence
Number of FPNs issued Number of prosecutions	Enforcement	Issuing FPNs Providing guidance Giving evidence in court
	Removing graffiti	Providing information Deterrence by presence
	Provision of litter bins	Providing information about where bins need to be

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Relating Activity to Strategy

Strategic Objective	Contributory Council Activity	Contributory Warden Activity
Reducing Fear of Crime Measures include: Crime survey	Reassurance	Hi Vis Presence Publicity
	Deterrence	Hi Vis presence Challenging anti-social behaviour Disrupting gang activity Moving beggars Issuing FPNs
	Education	Communicating with young people Disseminating information
	Diversionary Activity	Providing information to youth service, sports development etc

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Further Detail: Warden Tasks

Contributory Warden Activity	Breakdown of Associated Tasks
Disruption of gang activity	Physically breaking up gangs of youths Reporting activity to police Providing information to youth service etc Deterrence by high vis presence Direct engagement with young people

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Further Detail: Management Tasks

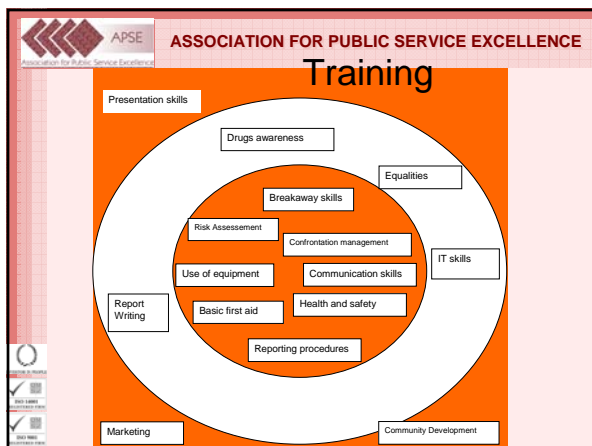
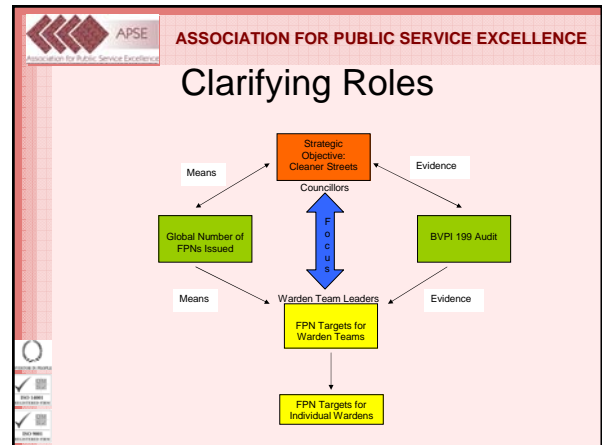
Strategic Objective	Output measure	Warden Task	Management task
Cleaner environment	Cleanliness of streets	Carrying out an environmental audit	Identifying appropriate methodology (work scheme) Identifying necessary powers Health and safety assessment Identifying training needs Identifying performance objectives and targets Ensuring availability of appropriate equipment Identifying necessary resources

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Identifying SMART Targets

Strategic Objectives		Delivery Mechanism (KPIs)	Service Target: Whole Warden Service			
	Information Required		Current Performance	Target	By When	Reporting Arrangement
Clean Environment	BVPI Data Reports received	FPNs Issued Reported environmental crime	Number issued	1200	PA	Service Management to Strategic Board

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- ### KPIs Identified
- Number of FPNs Issued
 - Number of reports of environmental crime
 - Complaints of gang activity
 - Reports of anti-social activity in warden patrolled areas
 - Reports of anti-social or criminal activity made to police
 - Percentage of warden time spent on patrol



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- ### Conclusions and Recommendations
- Performance management system:
 - Clarifies roles
 - Allows evidence based performance measures which
 - Engender confidence of public and elected members
 - Are SMART
 - Lead to SMART Performance Targets



Conclusions and Recommendations

- Use appropriate ITC
- Establish system for communication, upwards, downwards and sideways
- Design scheme around needs addressing:
 - Shifts
 - Accommodation
 - Maximum synergy with other agencies
 - Training needs
 - Health and Safety



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