

2009 – 2010 Service Excellence Plan

Neighbourhood Warden Service

1. Continuous Improvement

Objective: Provision of an effective Neighbourhood Warden service aimed to provide a physical response to residents concerns over environmental and crime and disorder issues

Target	Task	Who	By when	Milestones	Impact/Cost Assessment
Provide social events with youths on estates to build up relationship as part of diversionary activity	Ongoing process. However, due to funding issues the service needs to revise its process of delivering diversionary activities.	All	On going	Completed – training programme started in SK included football coaching. Football academy delivered in South Kilburn throughout the summer holidays. Special events held at both youth forums in S Kilburn and St Raphs, youth dialogue held in St Raphs. Wardens attending youth centres and clubs Wardens attend youth groups, representatives attend youth forum	M/L
Training wardens on carrying out drug prevention work and on how to deal with drug users	Liaise with drug prevention team. Work alongside Team of wardens fully trained in this area Monthly monitoring	JL	On going	Training scheduled from January 2009. Training completed for all staff. Further training updates to be carried out by new contractor and Warden Resource Centre	M/L

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Develop liaison mechanisms with Council Noise pollution service	meetings to be established and joined up working progressed to deal effectively with noise nuisance	CL/JL BR	On going	<ul style="list-style-type: none"> Completed and protocol launched including new referral system Reviews to take place 	M/L
Establish wardens steering group to progress the development of the service	Focus group to be established to deliver local concerns and Neighbourhood Charters	CL/JL	October 2008	<ul style="list-style-type: none"> Focus group meeting had and successive meetings to be arranged. 	M/L
Establish monthly meeting with cleaning contractors to develop services	Communication arrangements in place with Neighbourhood Services team	JL	On going	<ul style="list-style-type: none"> Officers communicate via email, with occasional walkabouts 	M/L
Establish witness protection plan for each warden	Work alongside Warden Practitioners Forum who are developing this as best practice Liaise with Police to develop witness protection plan	JL/BR	May 2009	<ul style="list-style-type: none"> To be incorporated into overall scheme. 	M/L
Publicity material developed	Redesign leaflet and send to all residents in conjunction with commencement of new contract.	CL/JL	completed	<ul style="list-style-type: none"> . Further publicity developed and sent via mailshot 	M/M

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Develop evidence gathering expertise to assist in the ASB team's ability to obtain ASBO's and injunctions	In consultation with police and housing officers, implement Camden model for ASBO applications to be done once 4 pieces of evidence of ASB is gathered against an individual	CL/JL BR	On going	<ul style="list-style-type: none"> Completed and ongoing – wardens have attend court to give evidence Training sessions on taking witness statements. Report to go to Council Executive by January 2009. Awaiting Council Executive decision. 	H/L
Procure IT systems for effective incident recording and warden feedback	IT system procured to log warden calls, provide management information in particular statistical data	CL/JL	completed	<ul style="list-style-type: none"> Completed with FLARE system. Flare system is now fully implemented 	M/M
Prepare a full budget and implement effective budgetary controls	Implement a full cash flow forecast. Have a completed budget forecast and systems in place to monitor this	CL/JL	On going	<p>Completed</p> <ul style="list-style-type: none"> Monthly budget review meetings set up with Finance 	L/L

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Produce a service plan for the service	Establish working group with reps from finance, personnel and external assistance to produce business plan	CL/JL	December 2008	<ul style="list-style-type: none"> Completed 	
Develop and implement effective management client side structure	Ensure that effective client side structure in implemented that both manages the contractor the service and handles service development issues	CL/JL	On going	<ul style="list-style-type: none"> Review of service completed. Recommendations implemented. 	H/M
Maintaining confidentiality in regards to the work	Train all staff in the necessity of confidentiality and have an awareness that any breach of this will result in disciplinary action	JL	On going	<ul style="list-style-type: none"> Ensure that this in included in training plan Training carried out and refresher briefings carried out in Warden briefing sessions. 	H/L

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Introducing a scheme for the implementation of security lighting across the Borough in poorly lit areas	Liaise with Neighbourhood Services to see whether this is a possibility in terms of budgetary constraints	CL/JL	On going	<ul style="list-style-type: none"> Commenced in Estates – liaising with Police & Crime Prevention Officers & NDC. Walkabouts occur with recommendations implemented subject to available funding. 	H/H
Exchange of ideas/skills with another organisation carrying out warden patrols	To continue to attend warden practitioners forum where sharing ideas and best practice are of great importance	JL	On going	<ul style="list-style-type: none"> completed 	M/L
Carry out full cost/benefit analysis and submit report to the BHP Board	Evaluate service	CL/JL	April 2008	<ul style="list-style-type: none"> Analysis completed and presented to BHP Board as part of service review. Recommendations implemented. 	/ H/M
Wardens become qualified FA coaches	Wardens obtain qualification/coaching session commence	JL	Completed	<ul style="list-style-type: none"> Wardens have been receiving various training including basketball, football and netball training. Completed 	L/L

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Service evaluation carried out on a regular basis	Evaluation completed annually for NRF & ND	CL On going		<ul style="list-style-type: none"> Completed, next one due March 2008 	H/M
Tailor made, bespoke training packages developed for wardens	New training delivered	JL	On going	<ul style="list-style-type: none"> Completed 	M/M
Accreditation of service obtained	Application for accreditation of service submitted	JL	April 2009	<ul style="list-style-type: none"> Research material received from ODPM (now CLG) re: where the warden service was, and what if any changes needed to be implemented. Various changes have been implemented. Process should be completed by April 2009 	H/L
Implement a system to respond effectively to feedback from wardens service	System established for warden reports to be actioned	CL/JL/ BR	On going	<ul style="list-style-type: none"> This is being addressed by way of Managers monitoring Officer action. Introduction of feedback column. FLARE reports of officer actions 	H/L

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Develop strategy to design out crime through physical improvement measures to reduce ASB.	Ongoing liaison with Crime Prevention Police and Technical division. Keep records of all design out crime initiatives	CL/JL	On going	<ul style="list-style-type: none"> • Negotiations with NDC for SK projects. • Other parts of borough is mainly dependent on availability of funds 	M/L
Secure new business/alternative funding streams	New business arrangements assessed/secured in the following areas:- - supplying the wardens service to other landlords /private sector selling casework resolution service to other landlords securing regeneration funding providing training & service development services on a consultancy basis	CL/JL	On going	<p>£120k Secured from NDC for wardens. Completed services to LB Harrow and also to LB Havering, (however Havering was in a mentoring capacity hence no charge was levied).</p> <p>New opportunities currntly under negotiation with Fortunegate HA and Hillside HA.</p> <ul style="list-style-type: none"> • Exploring alternative funding from external sources 	

Key for personnel

Abbreviation (initials)	Post Holder (name or title)
CL	Christian Longdon – Head of ASB & Warden Services
JL	Jane Lambert – Warden Service Manager
BR	Barbara Rowe – ASB Manager