

To: Michael Hill, Cabinet Member Community Services.

By: Clive Bainbridge, Director Community Safety & Regulatory Services

Date: 24 June 2010

Subject: KCC Community Wardens – increasing the number of communities receiving warden services

Summary: This paper reviews the Kent Community Wardens deployment allocation process and proposes modernisation of that process incorporating reduced costs and increased public coverage.

1. BACKGROUND

- 1.1 In response to the findings of an extensive public survey and consultation exercise undertaken jointly with Kent Police Authority in 2001, the KCC Community Warden Service (CWS) was instigated in 2002 to provide a highly visible neighbourhood level, intelligence led, uniformed, semi official patrolling function.
- 1.2 The CWS has now been operating for 4 years at full capacity in terms of staff establishment and operational engagement with the Kent Police Neighbourhood Policing Programme presence and currently has a presence in 128 communities across Kent, serving a population of 440,000.

2. CURRENT STATUS

- 2.1 The CWS has an establishment of 92 Wardens, 9 Uniformed Supervisors, 3 Area Managers, 5.5 administration officers, an Assistant Manager and Head of Wardens Operations (a total of 111.5fte).
- 2.2 The total cost of the warden service for the 2010/11 financial year is £2.9m. This includes, salaries and on costs, transport, IT, premises, uniforms and consumables.
- 2.3 The KCC Wardens are an integral part of delivering the Safer & Stronger Communities element of the set of National PSA's and Indicators, the Vision for Kent, the annual KCC plan, the Towards 2010 Action Plan, the County Community Safety Agreement and the Kent Agreement 2.

3. LOOKING AT HOW WE WORK AND WHAT WE DELIVER

- 3.1 As part of standard managerial and operational procedures, a regular detailed look is taken of the service to ensure that consistent standards are being maintained and assess whether operational effectiveness and efficiency can be improved.
- 3.2 Therefore, a series of comprehensive integrated surveys and consultations were undertaken during the last quarter of 2009 in order to comprehensively examine the operation efficiency of the community warden's service and identify actions for service improvement.

4. RESULTS OF CONSULTATION

- 4.1 All elements of the consultation exercise, assessment and the operational survey had an excellent response with no one particular issue coming to the forefront.
- 4.2 In general almost all the wardens were aware of the aims and objectives of the warden service, the community safety unit and Communities Directorate. The overall leadership of the service was well received and understood, although a small number

of staff felt that there was too much information about policies, procedures, rule changes etc which was difficult to absorb and blurred the overall aims.

- 4.3 Over 80% of wardens felt that they were adequately trained, were valued as people and that there were many opportunities for future personal development. More than three quarters of the community wardens did not want enforcement powers. The majority of partner agencies interviewed felt the wardens were extremely effective.
- 4.4 More than half of warden staff felt that communications in the service and with partners was adequate but could be improved. Again more than half the wardens felt that they were sometimes left out of the information loop and were often the last to know about partnership issues within the area. However, it was acknowledged that this may be due to individuals rather than organisations. Interestingly it was reported that the high turnover of PCs/PCSOs in the local areas required working relationships and an understanding of roles to be re-established on a regular basis.
- 4.5 Almost all partners surveyed were aware of wardens in their area and almost three quarters knew how many and where they were located, or knew how to find out. Some 80% of partners have regular contact with the wardens and almost half of the external partners were against enforcement powers, with the majority of the remainder saying yes but only to limited powers.
- 4.6 The majority of wardens regularly attend Partnership meetings, including police, districts, parishes, neighbourhood watch, victim support, residents groups and school & youth groups etc. The main role of the wardens at these partnership meetings is exchange of information followed by providing support, advice and problem solving.
- 4.7 Some gaps and a need for clarity, was identified with the wardens role on CDRPs, particularly in engaging with community safety units across the county and with the PaCT process.
- 4.8 It was also apparent that a wider deployment of the service along with firmer identification of the warden's role, responsibilities and the vital supplementary support it provides to other public services was required.

5. CONCLUSIONS

- 5.1 The consultation results suggest that the wardens operations are seen by both staff and partners as an efficient and effective frontline service. The back office systems and business processes have been bedded in and apart from some adjustments where administrative processes need to be streamlined, there is nothing major to address.
- 5.2 The results suggest that more clarity should be established around roles and relationships for wardens and supervisory staff, and with their engagement with a range of partnership structures such as local community safety units, CDRPs and PaCTs.
- 5.3 A strong clear message from the combined exercise is the need formally to define and publicise the real time working role of the wardens and their impact upon local communities, along with the supplementary nature of their work to a wide range of other local authority and public services, such as Adult Social Services, Probation and Education.
- 5.4 There is also a need to expand the wardens operational deployment locations and for the service to be recognised as a formal and integral asset available to the neighbourhood policing / management family.

6. WARDENS SERVICE IMPROVEMENT ACTION PLAN

Wardens Deployment Protocols - Increasing Wardens Footprint

Existing protocol

- 6.1 The current warden's deployment process, as approved by the Cabinet Member for Community Services on 5 October 2007, requires the KCC community safety unit to review warden deployments of over 3 years against the original deployment specifications and criteria and to verify whether each warden placement still fulfils the eligibility criteria.
- 6.2 The result of this analysis is then shared with the Chairman of the relevant CDRP and the Area Police Commander, who provide their views on the appropriateness of these deployments against other pressures experienced in that CDRP area. Following this, the local Member for the area in question and the Cabinet Member for Community Services are advised before any formal action is taken.

New arrangements

- 6.3 It is proposed to undertake a comprehensive review of priority locations at CDRP / District level by Wardens Area Supervisors and Police District Chief Inspectors, utilising the existing criteria but accepting that in order to deploy a warden to a new high priority area there will be a need to reduce the current operational time spent in an existing area.
- 6.4 Current warden deployment locations will therefore, where appropriate, be expanded to cover more communities and higher population numbers. They will continue, however, to maintain a presence in their original deployment location, to avoid or at least mitigate negative public reaction.
- 6.5 The original deployment process as mentioned in 6.1 and 6.2 is largely unchanged apart from the review covering all current deployments and the review being carried out by KCC's Community Safety unit working with the local District Chief Inspector. The results of all the warden deployment reviews will be communicated to the Area commander, CDRP Chair, local KCC Member and KCC's Cabinet Member for Community Services as before.

County Wide Warden Response

- 6.6 The current Response Team of 10 wardens (which fills gaps caused by sickness, leave and vacancies) and the Area Supervisor system will be restructured to provide each district based Community Safety Unit (CSU) with an area supervisor, a community response warden and one vehicle. Using local live information and intelligence, the response warden will be tasked and coordinated by their area supervisor to respond to immediate issues of anti social behaviour, environmental crime etc, as proportionate and appropriate, in those areas currently sparsely covered by uniformed officers. This will also increase community warden coverage of the CDRP area.

Blackberries

- 6.7 As part of enhancing the warden's engagement with Neighbourhood Policing teams, all KCC community wardens will be issued with Police Blackberries in June 2010. Wardens will then contribute to the Neighbourhood Policing problem solving database via Blackberry engagement, whenever they engage with local people. This will provide more information to Police and partners about the problems they see in their community and this information will be derived from local people who represent

the real face of their community. It will also free up wardens hours (by no longer having to access internet / emails at libraries etc), increasing their visible presence in communities.

- 6.8 Wardens will also be able to input street level intelligence directly and live rather than filling in intelligence forms to take to police stations / local community safety units.

Enhance and Ensure Clarity of Community Wardens Role

- 6.9 Formalising agreements with partners - a series of negotiation meetings will be set up with a wide range of public services to consider formalising via service level agreements / MoU's the roles, responsibilities and input community wardens provide. We will update Partnership arrangements and refresh the Memorandum of Understanding between Kent County Council / Kent Police Authority and Kent Police.
- 6.10 Enhance role - we will look at negotiating additional new roles such as the supervision of young offenders in the community for YOS, supervising teams for Probation and providing family liaison type of support in primary schools.
- 6.11 Bus Mobility – we will sign off Service Level Agreements with Arriva / Stagecoach and Passenger Transport to provide free travel for uniformed community wardens. This would reduce travel costs and enable community wardens to cover larger deployment areas and move around more freely to interact with a larger population.

Administrative Procedures

- 6.12 Introduce new streamlined administrative procedures in line with staff suggestions thus simplifying paperwork. This would provide wardens with more time to deliver high visibility reassurance and enhance public confidence.

Cost Savings

- 6.13 The re-engineering of the service will also reduce the vehicle fleet from 18 to 12 with a potential saving of approximately £24k per year and travel / fuel expenses.

Wardens Service Improvement Pilot

- 6.14 A 3 month pilot will be carried out in Ashford CSU commencing June 2010, where local agreements provide for the area supervisor and response warden to be an integrated member of the CSU team.
- 6.15 An action plan is attached as Appendix 1 to implement the management actions shown above.

7 RECOMMENDATIONS

- 7.1 Cabinet Member is asked to
- Approve the changes to the process for warden deployment as described in paragraphs 6.1 to 6.6 above
 - Approve the service improvement plan at Appendix 1

Background Documents: None

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Warden Service Improvement Action Plan 2010/2011

	Action	Allocated	Deadline
1	Robustly review all 128 deployments in consultation with District Chief Inspectors and Community Safety Officers	Head of Unit Head of Operations	October 2010
2	Area Supervisors to be based at / work closely with each CSU as appropriate	Area Supervisors	December 2010
3	Pilot peripatetic response warden in Ashford CSU	Area Supervisors	June - Sept 2010
4	Fully Integrate Community Wardens with Neighbourhood Policing (including day to day management) Expand wardens deployment locations.	Area Managers	December 2010
5	Establish Community Warden Operations formal engagement with Crime and Disorder Reduction Partnerships and Community Safety Units	Area Managers Area Supervisors	August 2010 August 2010
6	Establish and formalise roles and arrange service level agreements with the following units/departments; Emergency Planning CFE Highways Clean Kent Probation KASS Trading Standards Youth Service Youth Offending Team Libraries Kent Fire and Rescue	 Head of Operations Area Manager East Kent Area Manager W Kent Head of Operations Head of Operations Area Manager WK Area Manager Mid Kent Area Manager Mid Kent Area Manager East Kent Head of Operations Head of Operations	 August 2010 September 2010 August 2010 October 2010 June 2010 August 2010 July 2010 November 2010 December 2010 February 2011 March 2011
7	Establish Service Level Agreements with Arriva/Stagecoach and Passenger Transport	Head of Operations	October 2010
8	Update Partnership arrangements and refresh the Memorandum of Understanding between Kent County Council/Kent Police Authority/Kent Police	Head of Operations	June 2010
9	Introduce new streamlined administrative procedures	Field Admin Officers	June 2010