

**COMMUNITY SAFETY and LEISURE SCRUTINY PANEL**

**ONE STEP AT A TIME**

**AN EXECUTIVE SUMMARY  
Re  
Examination into Street Wardens**

**Background** – The DETR established a Neighbourhood Warden Unit in 2000 and over the following years Middlesbrough secured external funding from a range of sources which enabled the provision and gradual increase of a Street Warden service. Until recently the establishment consisted of three managerial positions, six senior and sixty six Wardens, supported by various equipment with the purpose of supporting the development of safer, stronger and sustainable communities in Middlesbrough. The service has been undoubtedly a success and in early 2006 a managerial review was undertaken to further improve and enhance the provision.

**Scrutiny** - The aim of the Scrutiny was essentially to assess the Warden Service in relation to its operational arrangements and funding, in particular the financial issues relating to its sustainability. Consequently the Panel determined the following Terms of Reference:-

- (a) Assessing the purpose of providing a Warden service
- (b) Its operational arrangements and links with other agencies.
- (c) How effective the service has been since its introduction
- (d) How the service is funded and the financial options for its sustainability.

When presenting the report to the Overview and Scrutiny Board for consideration in October 2005 the Board presented some additional areas for the Panel to consider and asked the Panel to defer concluding their report as a managerial review was about to commence. The Panel recommenced its enquiries in February 2006 and the additional issues considered are presented below.

- (e) To receive further evidence from the Mayor and Executive Member for the service
- (f) Consideration be given to obtaining further evidence in relation to the Police perspective to the Service.
- (g) To obtain impartial Public opinion of the Wardens Service through Public Survey.
- (h) To identify and present the cost of the Warden Service.

The Panel initially obtained information from the Community Protection Service, which was responsible for the Warden Service since its inception. Additional information was obtained from political, managerial and operational sources in addition to visiting the Wardens premises and observing a Warden briefing session. The Panel was already familiar with the direct engagement and contribution the Warden Service has with other agencies. Specifically, through the Panels previous examination of the AIM process and the partnership arrangements.

**Findings** - The Panel have addressed the Terms of Reference and deliberated their findings. The results of which are that the Panel considers the Warden Service has made a substantial contribution to tackling Crime and Anti Social behaviour in Middlesbrough. It is evident the Wardens have also built a positive relationship with many parts of the local community and have made advances in tackling the fear of crime. The Panel are clearly of the view that the contribution the Warden Service has made to the AIM process has been invaluable in assisting the Partnership in achieving the 17% reduction in crime in the first year and continued the reduction in crime since its involvement.

The Panel became aware that a managerial review of the service was being undertaken during the course of its examination. Consequently, the Panel has received details of the proposed changes and balanced these against the evidence they had received. Running concurrently with this review a neighbourhood survey was being undertaken which included a section on the Warden service. From the survey results the Panel recognised that the Warden service has improved many peoples lives and has contributed to a greater feeling of well being regarding individual safety and security in many parts of the community.

The Warden Service has performed well yet operationally it has drifted towards a closeness to the Police in tackling crime and anti social behaviour which can make it very difficult for the public to differentiate the roles. Telephone calls from the public to the service have endorsed the Panels view on this lack of clarity. Clearly the recent changes for managerial responsibility towards social inclusion and community focus are targeted to further improve and develop the Service and are in accord with the conclusions of the Scrutiny Panel.

## **CONCLUSION**

The Panel concludes that the Street Warden service has made a substantial contribution to tackling crime and anti social behaviour in Middlesbrough. Other benefits of having a Street Warden service are that it contributes to reducing the fear of crime and the recent survey endorses that the Warden Service has substantially improved the quality of life for many people.

The Panel considers public perception to be extremely significant. The evidence of numerous phone calls, letters of appreciation in addition to the complimentary remarks from external organisations including the ODPM provided clear evidence of positive public opinion.

The service and the demands placed upon it will continue to evolve. Recent political intervention in the service has resulted in a positive revision, which is directly targeted to further enhance this service. The recognition of how the service should develop to improve community engagement and reassurance while ensuring visibility within the community is also included within these proposals,

The Panel concludes that the service has evidenced success and is an invaluable provision as Middlesbrough moves towards a 24-hour economy and changes in licensing laws. The Panel endorses the proposals contained within the recent review and the investment given to this service as the correct direction for Middlesbrough.

## **RECOMMENDATIONS**

That the Community Safety and leisure Scrutiny Panel recommends to the Executive, that: -

- A The relocation for the Warden control centre be assessed against the Panels proposals to ensure it is easily accessible for the Public while allowing the Wardens to access their patrol areas with relative ease.
- B The new premises have a secure room to create the appropriate Intelligence room required for the effective operation of the Warden Service.
- C That the Mayor, Executive Member for Social Care & Health and Executive Director for Social Care attend a meeting of the Panel in six months time to report on the progress resulting from the changes.
- D That the management of the Service, present to the Panel in twelve months time, an overview of the Service and its achievements since the managerial review.
- E That a survey be constructed during 2006 by people with knowledge of the service and that the proposed questions be presented to the Panel for consideration before the survey is undertaken towards the end of 2006.
- F That the budget identified for the Warden service is ring fenced to ensure it is not drawn into the main Social care budget.

Middlesbrough  
Council



AGENDA ITEM:

## OVERVIEW AND SCRUTINY BOARD

**30<sup>th</sup> MAY 2006**

**COMMUNITY SAFETY and LEISURE  
SCRUTINY PANEL**

**ONE STEP AT A TIME**

**FINAL REPORT**

**A SCRUTINY INVESTIGATION INTO  
STREET WARDEN SERVICE**

**PURPOSE OF THE REPORT**

- 1 The purpose of this report is to present the Community Safety and Leisure Scrutiny Panel's assessment and proposals on the Street Warden Service in relation to the Terms of Reference of the Scrutiny Investigation.

**OVERALL AIM OF THE SCRUTINY INVESTIGATION**

- 2 The overall aim of the Scrutiny Investigation was to assess the Street Warden Service in relation to its operational arrangements, funding of the service and its financial sustainability.
- 3 To present the findings of the Scrutiny Investigation to the Executive for their consideration.

**TERMS OF REFERENCE OF THE SCRUTINY INVESTIGATION**

- 4 The Scrutiny Panel met on 5<sup>th</sup> July 2005 and determined that it would be addressing the Warden Service as its next subject of enquiry. Consequently the Terms of Reference for the Scrutiny investigation were established and are presented as follows: -
  - Assessing the purpose of providing a Warden service

- Its operational arrangements and links with other agencies.
- How effective the service has been since its introduction
- How the service is funded and the financial options for its sustainability.

The Panel submitted its initial report to OSB in October 2005, which addressed the above Terms of Reference. OSB identified four additional areas they wanted the Panel to consider and while the Panel had already commenced a further Scrutiny review into another service area the Panel undertook to address these items. The additional areas the Panel was requested to consider are presented as follows :-

- Obtain further evidence from the Mayor and Executive Member responsible for the service and appropriate officers.
- Consideration is given to obtaining further evidence in relation to the Police perspective to the Service.
- To obtain impartial Public opinion of the Wardens Service through Public Survey.
- To identify and present the cost of the Warden Service.

## BACKGROUND INFORMATION

- 5 **Work Programme** The Overview and Scrutiny Board approved the Community Safety and Leisure Scrutiny Panels Work Programme> This programme identified the Street Warden Service as being the next subject area for the Panels consideration and would follow the Panels assessment of the AIM process. The Panel considered, from their examination of the AIM that there were clear links between the operation of the Wardens and the AIM process and consequently the Panel would build on the knowledge gained through the previous Scrutiny when assessing this service.
- 6 As referenced previously, the Panel presented a report to OSB in October where additional aspects for revised terms of reference were presented to the Panel. However, the Panel was also requested by OSB to defer completion of the Warden Service as the service was currently under management review and that the changes resulting from that review should be completed before the Panel forms its conclusions.
- 7 **History of the Service** Although the DETR established a Neighbourhood Warden Unit in 2000, the main funding sources (NRF) was secured for Middlesbrough in 2001. The basis of the scheme was that Wardens would release some Police Officers time from dealing with “minor” issues which would enable the Police to be less reactive and more pro active in crime reduction. Running parallel with this was the desire to sustain the regeneration

of the area, despite the efforts of those individuals intent on destruction or causing a nuisance in certain areas. This initial funding provided the ability to appoint a manager, two senior Wardens and fourteen Wardens in 2002. At this time the service was based in Grove Hill, but the service only had sufficient resource to cover five wards.

- 8 In 2003 further external funding was secured ( ESF, ERDF and NRF) which provided the opportunity to increase the service to forty Wardens and the service was subsequently relocated to operate from Greenway.
- 9 In 2004 further external funding was again secured (WMNT) and the operation of the service was again relocated. This time to Cannon Park. As a result the establishment was again revised and determined as follows:-
  - Manager
  - Asst Manager
  - Intelligence Officer
  - 6 senior wardens
  - 66 wardens
- 10 At the time of the initial Scrutiny examination the Panel was informed that the Warden service now covered the entire town, although some restrictions are applied in the use of wardens due to the requirements of the funding streams.
- 11 The Councils Warden service was awarded Beacon Council status and achieved ODPM quality Standard with Distinction. Consequently the service attracted comments such as “the best briefed in the UK”. One key area of information in tackling crime and anti social behaviour was through the AIM process and the Warden Service was embedded as an integral part of that process. The AIM process had become a key element in determining the deployment of Warden resources throughout Middlesbrough. The Panel recognised that the operation of Wardens and their engagement with communities has proved to be a valuable contribution in the provision of information to the partnership. This has had a direct effect on a range of successful actions, which contributed to combating crime and anti social behaviour.
- 12 In 2005 additional equipment such as vehicle mounted CCTV was added to the fleet. The Airwaves communication system was commissioned and the search for new accommodation commenced.
- 13 **Function of the Street Wardens** The function of a Street Warden is to support the development of safer, stronger and sustainable communities. This is achieved by having highly visible patrols, which reassure the public, by dealing with anti social behaviour. The Wardens contribute to community cohesion and collect local information, which assists other services to effectively undertake their function to provide a better environment for the people of Middlesbrough.

## PANELS SCRUTINY EXAMINATION

- 14 **Setting the Scene** The Community Protection Service provided the Panel with the detail of how the Warden service had developed and how the Warden service worked very closely with a number of external agencies. These included Police, Fire, Streetscene, Trading Standards, Noise and Environmental Enforcement, Pest Control, Abandoned Vehicles, ASB Enforcement, Neighbourhood Management, Schools, West Middlesbrough Neighbourhood Trust, Erimus Housing and Community Groups, amongst others.
- 15 The Panel received operational information on the Wardens role, how briefing sessions operate, how and why they attend Schools and also their visits to Community Centres. Members were informed that wardens carried radios and could be contacted at all times whilst on duty. Their working day has been 11.30 AM until 10.00 PM. With a four day on four day off shift system. However, the recent managerial review has changed the Wardens working hours from 32 per week to 37 per week and basically working from 2.0 PM to 10.0 PM. The town centre being 11.0 AM until 7.0 PM every day. The Wardens Service had changed the contact system and now had a Control Desk, similar to the Police and Fire services, manned by two Wardens who handle all calls and direct Wardens to deal with reported incidents. In general, Wardens handle over 1500 incidents per month, which is considered to be the highest in the country for this type of service.
- 16 Staff turnover of Wardens within the service at Middlesbrough has been very low; however, the uncertainty of the Job Evaluation scheme within Middlesbrough has marginally increased the turnover of staff. Recruitment criteria is very strict ensuring applicants have a desire to work in the community and also have a history or live in the estates on which they would work.
- 17 **Funding** One of the key aspects of the original Terms of Reference for the Panel was to examine the funding and consider options for the financial sustainability of the service. The Panel wanted to ensure a financial exit strategy was in place and that future funding of the wardens was secure to ensure the service would continue.
- 18 **Evidence of Funding Sustainability** The history of the external funding for the Warden Service is outlined previously in this report. During the course of these enquiries the Panel was informed that as each funding stream ceases it had now been determined that the financial gap created from the cessation of such funding would be supported from the Councils revenue budget. The Panel was pleased that such a commitment had been given and actioned, ensuring that the Finance to support this service is now secured within the Councils budget.
- 19 The Overview and Scrutiny Board subsequently asked the Panel to identify the actual expenditure associated with this service. The cost presented to the Panel was £1,780,314.00 for 2005/06 and that this expenditure had been



£137,764.00 within budget. However, during the course of this examination the Service has had a fundamental managerial review. The proposals within that review have changed the managerial responsibility, the operational focus for Wardens, the actual number of wardens operating and also the hours wardens will be required to work. Consequently with the changes and efficiencies introduced, which are anticipated, to be operational from May 2006 the budget provision referenced previously may also be affected.

- 20 **Community Engagement** The Panel wanted to assess how the Public viewed the Warden Service. Whilst it was members belief that the service was received well by the public and added substantially to a feeling of well being to people living and visiting Middlesbrough. The Panel wanted to evidence what in reality the position is.
- 21 **Evidence of Community Engagement** The Panel was appraised of the number of calls and contacts from the public who had conveyed very complimentary remarks about the service since its introduction. The Panel also received a copy of the Street Warden file titled, "Making the best even better". This file contained some twenty five examples of letters received by the Council conveying appreciation and extremely complimentary remarks regarding the assistance provided by wardens in helping people and tackling crime and anti social behaviour. To support this further the Panel received dozens of newspaper extractions illustrating the excellent work the wardens have provided and are continuing to do so in Middlesbrough.
- 22 As referenced the Panel received a range of information complimenting the Warden Service. The Panel did not encounter any evidence, which presented the Warden Service as being perceived poorly by the public. However, the Councils consultation exercise with the Public generally focuses on the concerns of crime, anti social behaviour etc and not on the public's view of the Warden Service Directly. The OSB directed the Panel to undertake a Public Survey to obtain public opinion of the Warden service. During the course of the Panels examination, and the reference for public opinion. The Executive member for Community Safety and Leisure responded promptly and took action by requesting that in future, surveys which address issues of crime and anti social behaviour should make reference to determining the public's satisfaction with the Warden Service.
- 23 In response some indicative questions were included within a Neighbourhood survey which was being constructed and scheduled to be undertaken in every ward during Nov / Dec 2005. The broad findings of the survey were anticipated to be available in early 2006 and consequently would be provided to the Panel. The survey revealed that not surprisingly the majority of people have not had contact with Street Wardens reflecting that Middlesbrough is essentially an orderly and safe place to live and work. Where people have had contact, the Warden service has been praised and the service has received letters from families to endorse this. The Panel recognised that while many people don't have a need to contact Street Wardens the survey revealed that a substantial proportion of the population feel safer and better because a Warden Service operates in their area. The Panel consider the evidence

clearly presents that the provision of such a Warden Service improves the lives of many people living or visiting Middlesbrough.

- 24 The Panel concludes that a further survey should be commissioned and undertaken towards the end of 2006. The Panel considers the construction of the questions to be a major factor in obtaining the information required and that on many occasions a range of supplementary questions should be considered. The Panel believes that the survey should be constructed with input from people who have knowledge of the service and that the proposed survey should be presented to the Scrutiny Panel for consideration before distribution. The Panel believes a survey towards the end of 2006 will provide a good indication of achievements since the service was revised due to the management review.
- 25 **Engaging with other agencies** The Panel had previously undertaken a scrutiny into the AIM process and had been impressed with the cohesion between partner organisations, which included the Warden Service. During this enquiry the Panel had heard directly from other agencies such as the Police, Fire, West Middlesbrough Neighbourhood Trust etc of how valuable the Warden service has been in both directly tackling crime and providing intelligence which contributes to tackling crime and anti social behaviour.
- 26 **Evidence of working with other agencies.** The Panel was advised that the Partnership was formed to share intelligence and collectively co-ordinate their efforts to tackle crime and anti social behaviour. The Partnership had directed resources to reduce crime, and in the first year, crime was reduced by 17% and the partnership has been successful in reducing crime each subsequent year. The Partnership conveyed that the Warden Service made a substantial contribution in this achievement by their efforts in social engagement and working as local intelligence gathers. Especially when the Wardens concentrate their efforts on tackling anti social behaviour and the prevention of crime.
- 27 **Warden Briefings** The Panel visited the Warden Control centre on 26<sup>th</sup> July and observed a Warden briefing Session where Wardens were updated with relevant information. This information available included identified prisoners due for release, known drivers whilst disqualified and individuals subject to anti social behaviour orders. These updates equip Wardens so they are aware of known offenders in the area which enables the Warden to assist Police in preventing or controlling further offences and acts of anti social behaviour.
- 28 The Panel were appraised that in addition to attending morning briefing sessions, as the Wardens worked shifts they would complete a hand over sheet, to provide necessary information to the on-coming Wardens thereby maintaining information continuity.
- 29 **Location / Premises** The Panel is aware that the Warden Service has moved its Headquarters location on a number of occasions from Grove Hill, Greenway to Canon Park and were now in pursuit of another location from which to operate during the course of this examination.

- 30 The present premises accommodate all the Wardens on a shift for their morning briefing. Once that has taken place the staff retained within the building is very small and accommodation requirements are significantly reduced. One area, which is considered to be very important for the successful operation of the service, is the Intelligence room. As referenced this contains a substantial amount of very sensitive material and while Wardens have access, the security requirements around this room should not be underestimated when considering a new site. In addition to the security requirements, the Intelligence room should be of sufficient size to ensure the relevant information can be displayed adequately to ensure Wardens can access the information.
- 31 The Panel would support a move of premises for the Warden Service, However, the Panel has identified some key issues, which it believes need to be considered before the decision on a specific site is determined. The Panel believes that the proposed site should be easily accessible for members of the public while facilitating the easy access of the Wardens into the Town Centre and that options for premises, which do not facilitate this, should be avoided.
- 32 The criteria for relocating, the Warden operational base was intended to be a key recommendation from this Panel. However, during their briefing meeting in April 2006 the Panel was advised that the Warden Service has now been relocated. As the Panel are finalising their findings and that the move has now been actioned the Panel considers it appropriate to withdraw this recommendation from its report.
- 33 **Comparisons with other Local Authorities** Initially the Panel was intending to obtain some comparisons with other Local Authority Warden Services. However, initial enquiries regarding the number of Warden Schemes in operation revealed that it was in excess of one thousand. The Panel was also aware that the Police Standards Board had made excellent reference to the engagement and value of Middlesbrough Wardens in obtaining information from the community and assisting the partnership in combating crime. The Panel considers that there are many variables, which include the living environment, communities, cultures, investment powers, engagement with other agencies etc that would make any direct comparison with other local authority operations of little value. While the ODPM references that Middlesbrough Wardens are ahead of the game and could provide training sessions nationally. The Panel concluded that the most important factor was that each Warden Scheme must be reflective of the specific needs of that area and that feedback from the public and external agencies is the main factor to measure success. In this respect Middlesbrough Warden Service can evidence their value and effectiveness by the volume of calls and contact they receive from the public providing valuable information, which on many occasions does bring with it very complimentary feedback.
- 34 **Links with the AIM process** The Street Warden Manager presented that the AIM process had given the Street Wardens some stability for their role. The Street Wardens consider that AIM provides the intelligence to ensure

Wardens are deployed effectively and directed towards the trouble 'hot spots' across the town. Every estate had a Warden presence and other agencies operating in that area were provided with more information than previously due to the Wardens local knowledge and engagement with the local community. This intelligence is continually fed into the AIM process where it is mapped to provide a comprehensive picture of Crime and anti social issues across Middlesbrough. The Panel considered that the presence of Wardens in specific areas directed by the AIM process contributes to reducing some members of the public's fear of crime.

- 35 **2006 Management Review.** The Warden Service is undoubtedly a success and has enhanced the lives for many residents and visitors of Middlesbrough since the introduction of the service. There is a clear need for a close and productive relationship between the Wardens and the Police. However, there were increasing concerns that the Warden Service was being drawn into activities that were more appropriately undertaken by the Police. There was also a view that Wardens were insufficiently visible in parts of the town and that the core function of developing links with the community could be enhanced.
- 36 The focus of the Department of Social Care has recently shifted to one of greater involvement in promoting social inclusion and proactive community engagement and liaison. This focus directly relates to the direction of greater community liaison desired by the Warden Service.
- 37 The Warden service had clearly demonstrated measurable success in reducing crime and the fear of crime in addition to dealing with environmental issues. Recognising this success and ensuring the service would continue to evolve and achieve its objectives the Mayor approved the transfer of the service in November 2005. Consequently the Panel requested the attendance of the Mayor, Executive Member and Executive Director to present to the Panel the detail behind the decision and to outline the future direction for the Service.
- 38 **Evidence regarding managerial review.** The Street Warden Service had arisen from the AIM process and the original intention was for Wardens to attend crime hot spots and provide a physical presence to deter anti social behaviour. However, the focus of the AIM meeting had shifted since its creation and the Wardens were being drawn towards Police work and not concentrating on community issues. There was no ambiguity that the Wardens role was for public reassurance. The Panel was assured that the proposed changes would restore the public's faith in the service and that the Mayor would be receiving regular briefings regarding the Warden service in the future.
- 39 The fundamental changes to the service as opposed to how the service has operated previously are ;-
- Managerial responsibility to be with the Department of Social Care
  - Revised structure to improve visibility of the service would provide for

- 39 Home based wardens accommodate
- 6 Town centre wardens
- 12 Responsive wardens
- Change of working hours to reflect the requirements of the Town Centre and Neighbourhoods.
- Confirm that funding is now incorporated into the Councils base budget

Under the new arrangements the Service will operate with one manager, three assistant managers and the provision of new job descriptions for all Wardens. The revised service will be operational from 1<sup>st</sup> May 2006.

- 40 As a consequence of the managerial review into Wardens the AIM process was also to be overhauled so that information could be graded, with four levels for priority (A-D) and four levels of ranking (1-4) within the priority.

## **CONCLUSION**

- 41 The Panel concludes that the Street Warden service has made a substantial contribution to tackling crime and anti social behaviour in Middlesbrough. The indirect benefits of having a Street Warden service, is that it also assists in reducing the fear of crime, which in itself can be a traumatic perception for many people. The Panel considers the Councils Warden Service secures local information, which is unlikely to be obtained by other agencies and consequently is an invaluable source of information for the partnership and the AIM process. This information contributes to the collective intelligence which results in providing a clear direction for agencies involved with tackling crime and anti social behaviour and enhancing public confidence.
- 42 The Panel is aware of the complimentary references on the ODPM web site and comments made by members of the Partnership. However, what impressed the Panel regarding community perception, was that many responses are unsolicited letters from the public wanting to convey their appreciation. They were not simply letters from institutions where it may be viewed they are conveyed as a matter of courtesy.
- 43 During this Scrutiny examination, the Panel have considered the number of operational Wardens working in Middlesbrough, the deployed hours, finance, the base location, public opinion etc. The Panel appreciates that all these factors contribute to delivering an effective service. However, the Panel considers that public opinion is a key measure, which reflects the value of the service. Clearly, the information conveyed to the Panel is that those members of the public who have had contact with the wardens have had their lives improved, making them feel safer and better.
- 44 The range of issues addressed by the Panel during their inquiries into this service has also been considered during the recent managerial review. The Panel received details on the proposals from this management review, which they compared against their findings to form an understanding, which would assist the Panel in forming their recommendations. The Panel has given

consideration to the proposals and endorse the actions recently introduced for the revision of the service, as they consider these proposals will improve community engagement and provide a platform for the positive development of the service.

## **RECOMMENDATIONS**

- 45 The Panel's key recommendations to the Executive are as outlined below.
- A The relocation for the Warden control centre be assessed against the Panels proposals to ensure it is easily accessible for the Public while allowing the Wardens to access their patrol areas with relative ease.
  - B The new premises have a secure room to create the appropriate Intelligence room required for the effective operation of the Warden Service.
  - C That the Mayor, Executive Member for Social Care & Health and Executive Director for Social Care attend a meeting of the Panel in six months time to report on the progress resulting from the changes.
  - D That the management of the Service, present to the Panel in twelve months time, an overview of the Service and its achievements since the managerial review.
  - E That a survey be constructed during 2006 by people with knowledge of the service and that the proposed questions are presented to the Panel for consideration before the survey is undertaken towards the end of 2006.
  - F That the budget identified for the Warden service be ring fenced to ensure it is not drawn into the main Social care budget.

## **ACKNOWLEDGEMENTS**

- 46 The Panel is grateful to all those who have presented evidence during the course of our investigation. We would like to place on record our appreciation, in particular the co-operation we have received from the following: -

Ray Mallon	Mayor of Middlesbrough
Cllr Barry Coppinger	Executive Member for Community Safety and Leisure
Cllr Brenda Thompson	Executive member for Social Services and Health
Jan Douglas	Executive Director for Social Care
Ed Chicken	Head of Community Protection
Bill Thompson	Street Warden Manager

Tony Parkinson            Head of Performance and Planning (Social care & Health)

**COUNCILLOR CHRIS ROBSON  
CHAIR OF COMMUNITY SAFETY AND LEISURE SCRUTINY PANEL**

**April 2006**

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**BACKGROUND PAPERS**

The following background papers were consulted or referenced to during this Scrutiny and in the compilation of this report:

- (a) Making the Best Even Better – (Raising Hope – Reducing Fear)
- (b) Minutes of the Community Safety and Leisure Scrutiny Panels of  
8<sup>th</sup> June, 5<sup>th</sup> July, 26<sup>th</sup> July, 16<sup>th</sup> August, 6<sup>th</sup> Sept - 2005  
7<sup>th</sup> February, 28<sup>th</sup> February, 21<sup>st</sup> March - 2006

**ABBREVIATIONS**

Used within the Report, Minutes or Presentations

AIM	Active Intelligence mapping
ASB	Anti Social Behaviour
CCTV	Closed Circuit Television
DETR	Department of Environment Transport and Regions
ERDF	European Regional Development Fund
ESF	European Social Fund
NRF	Neighbourhood Renewal Fund
ODPM	Office of the Deputy Prime Minister
WMNT	West Middlesbrough Neighbourhood Trust