

## **NON – CORE ACTIVITY REVIEW – JUNIOR WARDENS**

Report of the Director of Housing and Customer Service

### **1. SUMMARY**

- 1.1 In September 2011, a Youth and Community Development Consultant completed a review of Derby Homes' Junior Warden Service. The service had been running for three years and a review was timely. The key objective of the review is summarised as:

**Does Derby Homes operate an efficient and effective Junior Wardens Scheme and are they professionally competent to do so?**

- 1.2 The full report is 24 pages long and is available on CMIS or by request to Maureen Davis, Operations Manager.

### **2. RECOMMENDATION**

That the City Board notes the report, action plan to address recommendations and the ongoing success of the Junior Wardens.

### **3. MATTER FOR CONSIDERATION**

- 3.1 The Junior Warden Scheme was set up in Chaddesden in 2008 to engage young people in constructive and purposeful activities to deflect them from anti-social behaviour and criminality. It was recognised that early intervention is key and the scheme concentrated on the 9 to 13 age group where a gap in provision was identified.

- 3.2 The Scheme also upheld the 5 principles of Every Child Matters:

- Being Healthy
- Staying Safe
- Enjoying and Achieving
- Making a Positive Contribution
- Achieving Economic Wellbeing

- 3.3 Young People in the 9 to 13 age group were targeted through local schools and a programme of events set up, initially at the Nottingham Road Fire Station with the cooperation and support of Derbyshire Fire and Rescue Service and the Police. The programme enabled young people to:

- Have pride in their environment
- Develop citizenship skill

- Increase self confidence
- Improve communications skills
- Develop leadership skills
- Increase life experiences
- Understand and respect diverse communities

- 3.4. The scheme has successfully developed and five other units have been established in other priority areas of the City. Over 120 young people are involved.
- 3.5 Each Junior Warden unit meets once every two weeks with additional activities taking place at week-ends and during school holidays. There is also an annual residential course.
- 3.6. The Consultant commended the Junior Warden Scheme and concluded that it is a 'high quality, innovative and cost effective Youth Service with strengths far outweighing weaknesses'. He made seven recommendations aimed at helping the Junior Warden Scheme move on to the next phase of development and to help strengthen some weaker elements within the scheme. An action table addressing the recommendations is attached in appendix 1.

#### **4. FINANCIAL AND BUSINESS PLAN IMPLICATIONS**

The consultant recommended that Derby Homes increase the budget for the Junior Wardens. Consideration will be given to the viability of further investment through the review process.

#### **5. PERSONNEL IMPLICATIONS**

The Consultant recommended increasing staffing which will be considered through the review process. Currently, Derby Homes' staff and Board Members are supporting Junior Warden activities as volunteers.

#### **9. ENVIRONMENTAL IMPLICATIONS**

The activities organised for the Junior Wardens frequently benefit the environment, for example litter picking and gardening projects.

#### **10 HEALTH & SAFETY IMPLICATIONS**

The health and safety of Junior Wardens is a priority and processes are in place to ensure this. Junior Wardens also receive training on health and safety issues

#### **12. RISK IMPLICATIONS**

Full risk assessment are completed for each activity

The areas listed below have no implications directly arising from this report:

Consultation  
Legal and Confidentiality  
Council  
Equalities Impact Assessment

## Policy Review

If Board members or others would like to discuss this report ahead of the meeting please contact the author, or Phil Davies, Chief Executive, [phil.davies@derbyhomes.org](mailto:phil.davies@derbyhomes.org) – Phone: 01332 888528

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Background Information: None

Supporting Information: None

## Appendix 1

<b>Action Plan for Junior Wardens 2012-??</b>			
<b>Recommendation</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Completion Date</b>
<b>1. Financial</b>			
1a. Increase the annual activity budget to £16,000 to improve the curriculum and fund the residential.	Investigate possible increase to budget available through Derby Homes  Investigate external funding opportunities	Customer Service Manager	April 2012
1b. Establish an additional 10 hour per week assistant post to support the work of the scheme and assist staffing capacity.	Investigate the possibility of increasing staffing provision to support the scheme	Community Initiatives Officer	April 2012
<b>2. Workplace development</b>			
2a. Establish a volunteer induction programme and pack.	Update volunteer packs to include Derby Homes staff roles and responsibilities	Customer Service Manager	February 2012
2b. Undertake a new recruitment drive for volunteers.	Carry out recruitment drive for more volunteers both internally and externally	Youth Engagement Officer	January 2012
2c. Provide a range of youth work practice and participation training for Liz Wilcox.	Investigate training opportunities for Youth Engagement Officer	Youth Engagement Officer	February 2012
2d. Provide training for all face to face staff on dealing with disruptive behaviour.	Set up training for all volunteers, including DH Staff, on how to deal with disruptive behaviour in young people	Youth Engagement Officer	February 2012
<b>3. Unit planning and evaluation.</b>			
3a. Establish a term based planning process that enables volunteer staff to take time out to contribute to the ongoing evaluation and development of the programme.	Develop a curriculum planning process with volunteers and older Junior Wardens	Youth Engagement Officer	April 2012
<b>4. Curriculum</b>			

4a. Deliver two residential experiences per year, thus providing every Junior Warden with a residential experience every 2 years.	Re visit current activities and curriculum events to include a focus on Housing responsibilities and creative arts	Youth Engagement Officer	March 2012
4b. Enhance the existing curriculum with more creative activities, particularly those linked to creative arts.			
4c. Seek support and guidance from the ground maintenance contractor to help provide more creative opportunities for gardening projects and to provide professional advice to the scheme.			
<b>5. Strategic Development</b>			
5a. Ensure that formal approval is given to the Draft Junior Warden Scheme Strategy, following discussions with Senior Management.	Re-write draft strategy in line with recommendations and action plan for Board approval	Community Initiatives Officer	January 2012
5b. Derby Homes to consider the establishment of a Shadow Youth Board in order to extend the work of the Junior Warden's involvement in the company up to the age of 19 years.	Investigate setting up of Shadow Youth Board including how it could be funded	Youth Engagement Officer & Community Initiatives Officer	February 2012
5c. Consider the establishing of a Shadow Youth Board Fund to enable young people to make decisions about improvements to their neighbourhoods.	Develop an exit strategy for 13/14 yr old Junior Wardens to include Shadow Youth Board opportunities, signposting and referrals to partner agencies	Youth Engagement Officer	March 2012
	Set up six monthly reports to City Board	Community Initiatives Officer	January 2012
<b>6. Quality Control</b>			
6a. To ensure that regular, structured visits are made to units by Carl Willis and Mary Holmes, and updated to Maureen Davis.	Set up programme of Quality Assurance visits	Customer Services Manager	January 2012
	Set up twice yearly meetings with Housing Operations Manager to ensure that safeguarding issues are formally discussed	Youth Engagement Officer	January 2012
<b>7. Membership of the scheme</b>			
7a. The Community Initiatives team to undertake a study of the 6 priority neighbourhoods to ensure that young people from minority and emerging communities have appropriate access to the Junior Warden scheme.	Develop monitoring system in order to ensure that all communities are represented within the scheme Revisit provision in Sinfin	Community Initiatives Officer	March 2012

## **Report of the Review of the Derby Homes Junior Warden Scheme**

### **Introduction**

Derby Homes is in the process of reviewing various areas of Service Delivery and an approach was made in June 2011 to undertake a review of the Junior Warden Scheme.

The Scheme has been operating for nearly three years and management felt it was time to 'take stock' and review the scheme, taking into account the following key considerations which have formed the scope of the review:-

- Where did the scheme originate and what was the ethos?
- Strengths and weaknesses of the scheme
- Does it still fit with the original ethos?
- What are young people, Derby Homes and neighbourhoods getting out of it?
- Is it a safe programme related to, safeguarding, activity undertaken, health and safety procedures and staffing capacity?
- Are the right young people attending and is it sticking to the membership criteria?
- What is the role of the residential
- How has the recent expansion impacted on staffing capacity and outcomes
- What specific workforce development needs exist for staff
- Has the voluntary staff initiative worked?
- How is the work of the programme fed back through Derby Homes, neighbourhood boards and partners?
- What roles do partner organisation play in the development of the scheme?
- Is Derby Homes maximising the scheme fully in terms of its positive profile?
- Are the existing management arrangements appropriate?

In undertaking this review, a representative group of Derby Homes Staff and board members, Junior Wardens and key partners have been interviewed. (Appendix one identifies those staff interviewed).

The range of Derby Homes' staff interviewed includes:

- Members of the Community Initiatives Team
- Service Managers
- Volunteer staff on the Junior Warden Scheme
- Senior Managers
- Board Member

The breadth of knowledge and perspective gained from these interviews has enabled the author to gain a balanced and accurate view of the Junior Warden Scheme within the context of Derby Homes' prime function of

providing the best Council Housing for people in Derby City. It is important to make a 'value for money' judgement on the scheme. Is Derby Homes getting a good return for investment in the Junior Warden Scheme? Are children and young people involved in the scheme benefiting from the scheme in terms of:-

- Developing their social education skills and self esteem.
- Developing an ownership of their neighbourhood
- Improving their behaviour and developing respect for their peers and older people
- Providing new experiences and knowledge
- Supporting them to be 'tomorrows' responsible tenants who will play an active role in their Estate management.

Derby Homes is a specialist housing provider with a very good reputation for Estate Management. Over the past five years the Company has invested significant sums of money both internally and externally in children and young people's projects.

This highly commendable investment priority does not however confirm the Company's professional competency to manage specific children and young people's projects, such as the Junior Warden Scheme. Murray Chapman Customer Service Manager posed the following question to me, which succinctly summarises the key objective of this review:

**Does Derby Homes operate an efficient and effective Junior Warden Scheme and are they professionally competent to manage and deliver the Scheme?**

## **A BRIEF HISTORY OF THE JUNIOR WARDEN SCHEME**

The Scheme originated in the Chaddesden Ward through work undertaken by Julie Walker (Community Watch Patrol Supervisor) and Karen Minto (Community safety and Engagement Officer). Planning commenced in spring 2008.

Julie and Karen's aim was to engage young people in constructive and purposeful activity to make the Chaddesden Estate, a cleaner, greener and safer place for residents to live.

Julie also undertook research of other similar schemes and visited Walsall. The Walsall Scheme had an age range of 9 to 17 years, which enabled 15, 16 and 17 year olds to progress to be mentors or Senior Wardens.

Julie and Karen felt the Walsall age range was too wide and decided to target 9 to 13 year olds. This decision also took into account the existing youth inclusion and generic youth provision provided by Enthusiasm and The Youth Service respectively. Both agencies concentrated on the 13 to 19 age range. So there was an obvious gap below 13 years. The scheme also had a strong early intervention focus hence the decision to focus recruitment on young people aged 9 to 13.

A number of promotional events were organised through the summer of 2008 mainly targeted at primary schools. Following these events the first Junior Wardens' meeting took place at Nottingham Road Fire Station on 3 September.

From this date a group of 10 Wardens met weekly and undertook the following activities:

- Team building.
- Health and safety training.
- Graffiti removal.
- Litter picks.
- Small park refurbishment projects.
- Crimestoppers presentation.
- A visit to the pantomime.

This programme was delivered within the context of the following Scheme objectives, which would enable young people to:

- Have pride in their environment.
- Develop their citizenship skills.
- Increase their self confidence.
- Improve their communication skills.
- Develop leadership skills.
- Increase their life experiences.
- Understand and respect differences that make up a diverse community.

The Chaddesden unit quickly established itself as a popular and successful unit, meeting weekly and during school holidays. Strong links were made with the Fire Service, Police, The Family Intervention Project and the Friends of Chaddesden Park.

The Community Watch Patrol Officers also played a key support role in helping the Junior Wardens undertake litter picks and graffiti removal. Finance for the activity programme and Junior Warden's uniforms were secured via grants from the Chaddesden Neighbourhood Board and The Extended Services Fund.

The success of the Chaddesden unit prompted Derby Homes to consider expanding the Scheme to other Estates. The expansion proposal developed by Julie Walker and her manager Murray Chapman included the establishment of a Youth Engagement Officer post and a support budget of £8,000. Both proposals were approved by the Board and Liz Wilcox was appointed to the post in June 2009.

In October 2009 the first Junior Wardens residential at Crowden in Derbyshire was held. 30 Junior Wardens from Chaddesden and Sinfin attended a very successful three day event.



At this time new units were being established in Sinfen, Allestree and Osmaston.

The expansion resulted in a need for extra staff to help Liz supervise an ever increasing number of units. She spoke to Maureen Davis who sent an internal, all user e mail asking staff to consider becoming volunteer supervisors. The response was excellent and Liz was able to appoint volunteer supervisors to all the units.

In May 2010 Liz Wilcox and the Junior Warden's Project were moved into the Community Initiatives Team under the line management of Carl Willis, the Derby Homes Community Initiatives Manager.

Since last May, Carl and Liz have remodelled the Scheme to ensure it targets priority neighbourhoods. The six units are located in the following Wards:

- Alvaston
- Chaddesden
- Derwent
- Mackworth
- Osmaston
- Sinfen

The six units each recruit a maximum of 20 young people, so enabling the Scheme to cater for 120 young people across Derby Homes Estates. Each unit meets once every two weeks with additional activities taking place at weekends and during school holidays.

The Scheme continues to uphold the original objectives established in 2008 but has also sort to embrace the 5 Every Child Matters Outcomes, which cover:

- Being Healthy.
- Staying Safe.
- Enjoying and Achieving.
- Making a Positive Contribution.
- Achieving Economic Wellbeing.

The residential continues to be an important part of the annual activity programme.

This year has seen the addition of the John Muir Award, an environmental accreditation programme; this was established to provide appropriate recognition for young people's contribution to their neighbourhood.

### **The Work of the Units**

Five out of the six Junior Warden units were visited, observing the work being undertaken and speaking to staff and young people about their experiences.

The following aspects of the units were impressive:-

- High quality staff supervision and appropriate staff ratios.
- Respectful and positive engagement between staff and young people.
- Good curriculum preparation for activity sessions, including alternative wet weather programmes
- A programme that was appropriate for the time of year and which complimented the requirements of the John Muir Award and the aims of the Junior Warden Scheme.
- Effective and appropriate welfare and health and safety procedures applied, linked to the activity, the walking of groups to activity sites and the picking up of young people by parents at the end of sessions.
- The positive behaviour of the Junior Wardens.

Throughout the five sessions Liz Wilcox displayed high quality leadership and facilitation skills and was given excellent support by a team of highly committed and conscientious volunteers.

Liz has a very calm and assured approach and ensures that she fully explains the activity or task the young people are required to undertake. She will stop an activity and repeat the instruction, if she feels the group haven't understood the task or are 'messing about'.

A short attention span is a general characteristic of Junior Wardens and there is a tendency for some of them to talk when Liz is giving instructions. Liz clearly understands her groups as she breaks down her sessions into "bite sized" chunks and splits the group up to ensure they can collectively complete the task.

Not one incident of disrespectful behaviour was observed from a Junior Warden to a member of staff or their peers. Some tomfoolery was seen and some children were boisterous and inattentive at times. Liz needed to remind one or two individuals to keep quiet and get on with their task.

The respect between staff and young people is very impressive and has resulted in high standards of behaviour and interaction. There was a lot of laughter throughout all observed sessions which was a clear indication that young people enjoyed the session.

The Junior Wardens have been observed in a variety of public settings over the past two years and their positive and respectful behaviour has always impressed me and other professionals. Eddie Fisher (City Council Youth Worker) reinforced this view. Eddie worked with the Junior Wardens on a gardening project in Chesapeake this year and made the following reflective comments, "I was really impressed with the positive behaviour and attitude of the Wardens. They got on with their tasks without any grumbles. This is not the typical attitude of some kids on the streets around here. The kids have got so much respect for Liz she does a wonderful job."

Councillor Sara Bolton and Bob Osler (Chair of The Derby Homes Board) have both attended a Junior Warden's residential. They both independently highlighted the positive behaviour of the young people, although Sara balanced her comments by saying some of them were scallywags. They also admired Liz and her staff team's caring and positively assertive leadership skills.

The welfare and safety of the Junior Wardens is the major priority for Liz. She has a thorough understanding of each Warden's background and needs. She adapts activity to meet individual learning needs. A number of Junior Wardens have identified specialist learning needs and she sensitively adapts activity and offers plenty of encouragement so they can play a full part.

The arrangements for the dropping off and picking up of young people are very good and well established. Liz will not let individuals walk home alone and the general practice is for parents to pick up their children. The vast majority of Wardens turned up on time and were picked up on time an indication that this system was well established.

Liz has good relationships with parents. She has all parents' phone numbers and parents will regularly ring her if their child is ill or has been upset at school or at home. Liz has a full list of all the Warden's individual illnesses and allergies.

The programme was repeated at each unit throughout two weeks of observations. Each unit undertook a gardening project which involved building a flower bed and planting flowers, shrubs and herbs. This was a good interactive group task and Liz provided all the necessary equipment and gave thorough safety instructions on how to use and store the gardening tools. Groups were split into two with Liz supervising one group and the volunteer worker the other.

The Chaddesden unit undertook a pond dipping activity with the help of the Chaddesden Park Pond Warden. This was an equally productive and well planned session and well received by the group. Again Liz gave a safety talk and reminded all Wardens of their responsibility towards other users of the park.

The Mackworth unit could not undertake their garden project due to heavy rain. Liz had prepared two alternative wet weather programmes; a cooking activity and a WII competition. The Mackworth wardens decided to do the WII competition and contributed fully to highly entertaining session.

The gardening projects link very well to the aim of improving the neighbourhood and satisfy key requirements of the John Muir Award. It is a very creative activity and one which the wardens would not normally get involved with.

Liz had obtained the flower bed project from Derbyshire Groundwork. It may be that Liz could have benefited from help and advice from the Derby Homes

ground maintenance contractor. For example, the Derwent Wardens found it difficult to dig into the firm ground and it would have been better had the ground been softened up and prepared before the session. The development of such internal partnerships would help Liz to provide a wider range of gardening projects.

### **Unit Settings**

Derby Homes provides a range of good external settings for activity to take place. For instance, the use of older peoples sheltered housing complexes for gardening projects or litter picks provide an excellent opportunity for young and older people to interact. Some very positive interaction was observed on the Max Road complex.

Three of the six units meet at community lounges located within older people's complexes. All three facilities are clean and well maintained but they are not an ideal young people setting. If 20 young people attended those facilities they would feel very cramped. However they are adequate and cost effective.

The Osmaston unit meet in the Osmaston Park Community Centre which is an excellent facility, as is the Derwent Youth Centre which offers Wardens a modern youth club environment. Whilst this is an ideal setting for young people it does offer Wardens many distractions from concentrating on their specific Warden activities.

The Chaddesden Park coffee bar is a unique and appropriate setting for the Chaddesden unit; and like the Osmaston unit, they benefit from an excellent park facility. The coffee bar is a fairly restricted area and Liz and Carl have made a very sensible decision to split this busy unit up into two one and half hour sessions working with 10 wardens on each session. This arrangement is working very well.

A similar arrangement has been put in place at the Osmaston unit, due primarily to the more demanding nature of this group. Again this arrangement is working well and provides a more controlled setting.

Given the success of locating the Derwent unit at Derwent Youth Centre, an approach to the Council's Youth Support Service by Derby Homes is recommended, to discuss the possibility for the Mackworth unit using Mackworth Youth Centre and the Sinfin unit using the Sinfin Children and Young People's Centre.

### **Timetable of Unit Meetings and the Unit Curriculum**

The establishment of six junior warden units presented various logistical and capacity problems for Liz and Carl. Their decision to hold three unit meetings each week was very sensible. It minimised issues of staffing capacity and provided Liz with a reasonable two weekly time table which she manages very well.

Junior Wardens are happy to meet fortnightly and the volunteer staff can also manage this level of time commitment. Unit meetings during school holidays were terminated due to low attendances.

The term time schedule of meetings is supplemented by regular school holiday activities, including annual events like the residential, It's a Knock Out and the Intergeneration day.

The holiday programme activities enable units to come together for City wide events and they are well attended and enjoyed by the wardens.

A recent sponsored walk for a Sight Support Derby resulted in 30 Wardens taking part in a 12 mile sponsored walk in very inclement weather. Mary Holmes (Service Manager) took part in the event and was highly impressed by the enthusiasm and fortitude of the wardens. Mary commented that the Junior Wardens ended the walk all very soggy but with a big smile on their faces.

A number of Junior Wardens who had taken part confirmed Mary's opinion. They seemed to enjoy it more because of the bad weather. What was impressive was the fact that, given some of their home situations, they were willing to raise money for another organisation and give up their Sunday.

The curriculum delivered through the Scheme at each unit fits well with the aims and objectives of the Scheme and the requirements of The John Muir Award.

Key elements of the annual programme are planned to fit the seasons and the long winter nights. Every unit follows the same curriculum and undertakes the same activities during a two week cycle of meetings. The experience and opportunities provided to each unit is consistent. Young people's feedback from each of the five units visited reflected a similar experience. This is very important as it reinforces the unique nature of the Scheme in Derby and makes the clear statement, "We are Junior Wardens and this is what we do".

The curriculum linked to health and safety, personal safety and issues affecting young people, relies heavily on partner agencies. This is a real strength, as the wardens are able to interact with a wide variety of appropriate adults who have important expertise and knowledge to impart. These adults have a crucial role in reinforcing the regular messages delivered by Liz and her staff about what is right and wrong and making the right informed choices in life.

The range of personal development and awareness raising curriculum delivered reinforces the strong early intervention function of the Scheme. The Junior Wardens at Mackworth, put great value on the fire safety, gang awareness and "stranger danger" sessions they had undertaken during the winter months.

Carl and Liz felt the Scheme had been in danger of becoming more like a 'community payback' programme with too much emphasis on litter picks and graffiti removal. They have consciously endeavoured to broaden the curriculum so it meets more of the personal development needs of the wardens and provides a wider range of new experiences.

The move of the Scheme into the Community Initiatives Team has resulted in an increasing number of intergenerational activities, bringing together young and older people. This is a very positive development and one which should be further developed.

Lorraine Howe (Neighbourhood Manager) reflected on a very positive Christmas party that took place at Sussex Circus last December. The Junior Wardens helped organise the party and sang Christmas carols. Lorraine showed me the evaluations of the event, and it was impressive how many older people enjoyed talking to the Junior Wardens and that they wanted more of these events.

The John Muir Award is ideally suited to the Junior Warden Scheme. The requirements of the Award enable any young person to succeed as long as photographic evidence is produced. Liz and her team take every opportunity to photograph the environmental and gardening work undertaken by each unit.

All the tasks listed within the Award can be carried out on any of the six estates because of the close proximity of parks and public open spaces. These tasks enable the wardens to gain a good understanding of and respect for their local environment.

The sign-singing project with the Arboretum Project is another good example of the added curriculum opportunities developed over the past year.

The scheme should also consider developing a range of art and craft activity to add further variety and harness the creative potential of the wardens. Such developments may require additional financial investment.

### **The Annual Residential**

The residential is the most popular element of the Junior Warden annual programme. More unsolicited positive comments were received about the residential than any other element of the scheme. The residential has two main functions. Firstly it is seen as a reward to Junior Wardens for the work they undertake in their neighbourhood. Secondly it is an important contribution to the curriculum, and seeks to widen young peoples' experiences and develop stronger relationships between staff and wardens and other wardens from across the City. Wardens who have attended a residential want to go on another one and those who have not attended one are keen to attend the next one.

There is a belief amongst youth workers that a three day residential provides as many positive outcomes as six months regular youth club work.

Feedback from staff and young people provides substantial evidence that the residential is a high quality and highly rewarding experience for the Wardens. Compelling evidence to support this view came from Sara Bolton and Bob Osler, both of whom have worked as volunteers on a Junior Warden residential. They were consistent in their opinions. Both were impressed that a diverse range of young people got on so well together. They gained an awareness of the complexity of the home life of some young people, and a number of young people coming from economically disadvantaged households. They were impressed by the quality of Warden participation in the activity programme. Both Sara and Bob are convinced that young people should have more of these experiences.

Carl and Liz believe that each Warden should be entitled to attend a residential within a two year period, meaning that two residencies for 30 Wardens would need to be organised each year. This is a realistic target for the scheme and it should be a key entitlement for a Junior Warden.

Crowden Residential Centre has been used consistently for the last three years and has proved to be a most suitable setting. It is not too distant from Derby and it offers exciting and challenging experiences within a caring and safe rural environment.

The cost of each residential is approximately £4,500. Two residencies per year would put great pressure on the existing budget and it would therefore require Derby Homes to consider investing more money in the scheme. Whilst some might view the residential as a “luxury”, evidence obtained from staff, volunteers and Junior Wardens views it as an essential ingredient of a well balanced curriculum, successfully meeting the aims of the Junior Warden scheme. It provides numerous personal development opportunities and as a consequence is producing well rounded and respected young people.

### **Recruitment of Young People and Unit Attendances**

The 2011/12 draft Junior Warden Scheme strategy provides very a very clear description of the young people to be recruited onto the scheme. There are two priority groups:-

1. Children of Derby Homes' tenants that have a specific identified need or are at risk.
2. Children of families living in ex-council properties, or are involved in Derby Homes extended services, or involved with partner agencies. Children of non-tenants but identified as having a specific need or are at risk.

Derby Homes defines Children who may be potentially “at risk” as:-

- Living within a single parent family non-parent guardian family foster or care home
- At risk of low level ASB
- Living with family members who display criminality.
- Having caring responsibilities within the home.
- A victim of bullying or displaying low self-esteem or confidence.
- Living within a family where there are issues relating to alcohol or drug abuse.
- Living in a family where there are issues relating to domestic violence.
- At risk of being exploited, socially isolated, or excluded.

Liz is aware of the needs and backgrounds of each individual warden. Some units have two or sometimes three members of the same family attending, which seems entirely appropriate. Liz’s description of the backgrounds of Wardens included many of the factors outlined above. Whilst the scheme belongs to Derby Homes it is not exclusive to Derby Homes’ tenants.

The priority groups identified above highlights that the old homogenous council estates of the past are much different today, with a mixture of council homes, other social-housing providers and owner-occupiers. Where need and risk exist on an estate, young people should be catered for and supported.

Whilst a number of Managers feel that the majority of young people recruited on the scheme should be Derby Homes tenants, they recognise the importance of catering for other households. Figures produced by Liz Wilcox suggest that 65% of Junior Wardens are Derby Homes’ tenants.

Young people are referred to the scheme via the Neighbourhood Tasking Teams, Social Care, schools and Local Housing Officers. Information collected and observations made on visits provide strong evidence to suggest that the right children and young people attend the scheme.

Each unit is expected to recruit up to 20 young people and any unit averaging 15 or more as a regular attendance is doing well. Of the five units visited, only Sinfin gave cause for concern regarding low numbers. The others averaged between 12 –18 which was good because of the time of year the visits were made. Carl and Liz have outline plans in place to tackle the concerns with the Sinfin area, as this pattern of low attendance is now well established.

The vast majority of Wardens are white. Dual heritage/African Caribbean young people are represented in some units. There appeared to be no new communities represented and a task for the management team would be to compare the make-up of the Warden cohorts with the ethnic make-up of estates and address any imbalance



The age range for the scheme continues to be 9 – 14 years and most wardens are recruited between 9 and 11 years, and remain with the scheme for at least two years. One manager queried whether the age range was too wide given the different rates of physical and emotional development. Observations have concluded that the age range does not present a problem and as Wardens reach 13 and 14 years, Liz seeks to provide them with opportunities to mentor younger people. A key issue (discussed in more detail later) is what happens to Junior Wardens once they become too old for the scheme.

A key strength of the Junior Warden scheme is that units are located in priority neighbourhoods. This report confirms that the right children and young people are being recruited, and with the exception of Sinfen, they are attending in good numbers.

### **Key Outcomes for Junior Wardens.**

Information obtained from Wardens at five units and a group discussion with the Mackworth Unit revealed that Wardens enjoy attending sessions regularly. They have made new friendships and enjoy being part of a positive group experience. They have an extremely positive attitude towards Liz and the volunteer staff. The Mackworth group described Liz and volunteer Sam as being really friendly and always encouraging them. The Wardens demonstrated an understanding of the five principles of the scheme which they said were as follows:-

- Respect for others.
- Regular attendance.
- Good behaviour.
- Try everything and persevere.
- Enjoy the experience.

The group of 12 Wardens were able to explain what they had been doing throughout the year. They had found the sessions on gangs and stranger danger particularly interesting. Gardening skills had been acquired this summer and they were keen to complete the John Muir award. Overall they liked the variety of the programme and were particularly keen to talk about their experiences on the residential which one described as “awesome”. They like to wear their uniforms and feel proud to be Junior Wardens. They felt that they get respect from adults and young people in their neighbourhood.

Being respected is a very important issue for the Wardens, many of whom have encountered less positive experiences outside the Junior Wardens. Bob Osler reported a discussion he had with a young person at the residential in which it was stated that he might have a hard time at school with other young people, but with the Junior Wardens he always got respect.

Each discussion with Derby Homes’ staff and partners has produced a consistent theme which is the high standards of behaviour shown by the

Junior Wardens, both in their Unit and at public events. Interestingly, none of the Wardens mentioned their behaviour, they only talked about respect. These positive outcomes for young people are consistent with the five principles mentioned earlier. It is worthwhile to remember that these young people are the same young people who joined the scheme lacking in self confidence, having behaviour problems, having limited friendship groups, and feeling they were not respected.

Active participation in the scheme has brought about very positive personal changes and a wide range of new positive experiences. One Warden who has communication difficulties felt more able to join in the discussion by written format and he wrote:-

“The Junior Wardens is fun and it has helped me and other Wardens to become eco-friendly. I have really enjoyed making a bench, a bird table and flower bed for the old people. I really enjoyed doing the sponsored walk for the blind. We are all like a family.”

This final comment underlines a strong sense of belonging and ownership of the scheme by the participants.

### **Outcomes for the Neighbourhood.**

The Chaddesden Unit has been established longer than the other units and it is in this area that strong evidence of the scheme's positive influence in the neighbourhood is shown. Both Councillor Sara Bolton and Lorraine Howe underlined how the Junior Warden scheme has made a positive contribution to the neighbourhood. They cited:-

- Improvement in the quality of public open spaces.
- Helping individual households in need with gardening.
- Developing positive relationships between young and older people.
- Improving the quality of life of older people.
- Reducing the incidents of anti-social behaviour.
- Raising the positive profile of young people.
- Filling a key age gap in youth provision.

The primary reason the Chaddesden Unit was established was the high number of anti-social and nuisance youth incidents in the area. Over the last three years the number of such incidents has been reduced. During the early days of the scheme, children within the age range would regularly be referred via the Tasking meeting. Over the past year no children within the age range have been reported for ASB activity. Many organisations are involved in integrated strategies to reduce ASB, however there is a strong body of evidence suggesting that for this age range the Junior Warden scheme has played a crucial role.

Recognition has been given to the Junior Wardens from the Neighbourhood Board for their environmental improvement work, particularly in litter picking

and graffiti removal also for their work with older people. Their work is also regularly highlighted in the Chaddesden magazine.

Chaddesden is clearly the best example of the Junior Warden scheme having a positive impact in their neighbourhood. Similar work takes place in other estates, but is not as well established. Is this because Chaddesden has been established longer or is more work done there and the balance needs to be redressed across the city?

### **Outcomes for Derby Homes.**

The following out comes have been identified for Derby Homes:-

- All levels of staff and partner agencies agreed that Derby Homes was a more creditable organisation for investing in a Junior Warden scheme.
- In Chaddesden the Junior Warden Scheme is seen as a key contributor to the development of young people and the reduction of ASB
- Managers and Board see the scheme as developing future positive tenants.
- The increase in inter-generational projects is having a positive effect improving relations between young and older people. Consequently there has been an improvement in the quality of life of young and older people.
- The reduction in ASB incidents will have reduced in part Derby Homes repair bills.
- The scheme has provided information about vulnerable children and young people.
- The scheme provides real evidence that Derby Homes invests in their tenant's personal development, alongside improving the quality of housing stock and estate environment. These elements are key to building positive and sustainable estates.
- Derby Homes have received justifiable recognition for their work through a variety of nominations for awards. They recently won the Derby Youth Reward Award for the best young people's project.

There is significant evidence to back up all of the above outcomes with the exception of the one regarding the development of future positive tenants. There is no doubt that if a young person spends five years from the age of 9 – 14 on the scheme that there is a good chance that such a positive experience will have a long term positive effect on their attitude and behaviour. However, not all Wardens are involved in the scheme for five years and the question arises as to what happens to the young person upon reaching 14 years. Not all Wardens are able to act as mentors for new recruits and the concern is that some will return to unsupportive home situations and even ASB, and much of the investment in these young people may be lost.

Bob Osler has spoken enthusiastically about giving young people a greater say in the evolution of their estates. He highlights the problem which Derby Homes has in recruiting anyone under the age of 55 in tenant governance.

He has suggested the establishment of a Youth Shadow Board made up of Junior Wardens and two Board members. This Youth Shadow Board would be given the resources to make decisions about particular aspects of estate life. Bob points out that 120 Junior Wardens is a substantial representative group and feels that Derby Homes should be making better use of their opinions and expertise.

This idea certainly merits detailed consideration because it would utilise skills developed by the young people and give the 14 year old in particular a continued key function within Derby Homes, and the life of their neighbourhoods. They could continue within the Youth Forum until the age of 18/19 and then transfer into the existing structure. Obviously not all Junior Wardens will want to continue, but it is felt that enough would want to continue to make a Shadow Youth Board scheme viable.

### **Safeguarding Procedures.**

Mention has already been made of the appropriate systems and procedures in place to keep Wardens safe and comfortable and free from anxiety within unit activity, external activities and the residential.

Risk assessments are undertaken for all external activity and the appropriate qualification and CRB checks are made for external provider e.g. outdoor education instructors. A risk assessment has been completed for each of the six unit bases and is updated every six months.

All staff interviewed as part of this report are clear about the reporting system with regard to safeguarding/child protection disclosures within the company. Derby Homes place great importance on this issue and all staff have recently undertaken safeguarding training.

Eight Safeguarding Champions have been created within the organisation and Lorraine Testro is the Derby Homes link to Derby's Safeguarding Board. The system is a good one and is understood by staff at all levels.

Liz makes appropriate contact with colleagues in Social Care regarding individual young people. She has attended a number of case conferences to offer relevant information. At a lower level of need, Liz will attend Neighbourhood Tasking Meetings to discuss young people who are causing concern and who may benefit from joining the Junior Warden scheme. There has always been a good link with the FIP and young people have been referred to the Junior Warden scheme.

There have been relatively few accidents on the scheme. Those which have occurred have been sports or outdoor activity related. There have been no major incidents or injuries on the scheme. One area to review would be to ensure the reporting of any minor incidents to parents as indicated within the procedures.

Overall, the scheme is very safe whilst still allowing the Wardens to undertake some challenging and risky activities in order to develop self confidence and team building skills.

### **Volunteer Team**

The Volunteer Team was established to meet the staffing requirements of the expanded Junior Warden scheme. Liz and Maureen Davis discussed the issue of staffing and an e-mail was sent out across the company seeking volunteers to help staff the units. This was met with an excellent response and sufficient volunteers were recruited to staff the six units.

Liz met individually with volunteers to brief them about the scheme and their role in it. These volunteers are given time off in lieu by Derby Homes for undertaking this role.

Four volunteers interviewed as part of this report spoke enthusiastically about their involvement with this scheme and the benefits and satisfaction they gain from working with the Junior Wardens. Ewan Hannah accurately reflected the view of volunteers when he said ;

“It’s different from the day job. It’s nice to do something different within the company. It is really worthwhile and you are contributing to young people’s development.”

Volunteers see their job as assisting Liz. Each volunteer is briefed at the beginning of a session as there is little time outside this to get together with Liz. Liz produces a rota and development updates each month, although volunteers have tended to stay with one particular unit. All the volunteers are confident in their role, although one volunteer did raise concern about dealing with isolated incidents of disruptive behaviour.

Volunteers rate Liz very highly and greatly value the quality of support they receive. They state that they are well briefed and feel they could approach Liz with any concerns they might have. Volunteers derive great satisfaction from seeing young people grow in confidence and believe that the scheme provides significant benefits to all Wardens.

On reflection, volunteers feel that they should have had an induction into the programme before commencing their duties. An induction pack and training programme would seem to be a good idea. Using existing volunteers to help produce an induction pack and training programme would utilise the knowledge and skills volunteers have gained and provide them with the opportunity to reflect upon their experiences.

There appears to be little time for volunteers to reflect upon their work within the units and to get together with other volunteers to share their experiences. Many volunteers did get together at Osmaston Park last summer for a party. However the scheme should consider bringing the volunteers together, ideally

on a termly basis to contribute to ongoing evaluation and development of the scheme.

The retention of volunteers has been excellent with volunteers only leaving when they have changed their job. Liz and Carl feel that it is time to recruit new volunteers which would provide an ideal opportunity to develop and deliver a new volunteer induction programme.

Internal recruitment of volunteers has been a great success and has developed increased ownership and recognition for the scheme within Derby Homes. Volunteers have gained new insights into the work of the Company and a very positive view of young people.

### **Community Volunteers.**

Community volunteers have been successfully recruited at Chaddesden and Osmaston. Molly-Jo Burnett is the Chaddesden Unit volunteer, working two hours each week. She was recruited from the Chaddesden Park Café project where she had worked with Carl. Molly really enjoys her role and receives good support from Liz and Carl. She has had a full induction into the scheme through the use of the Derby Homes Volunteer pack.

The pack has been produced as a generic induction pack for all Derby Homes volunteers. Whilst the pack is a good resource, it needs to be adapted to highlight the key functions of a volunteer's role within the Junior Warden scheme. The volunteer induction checklist needs to include a specific section for safeguarding procedures

### **Management Arrangements and Reporting**

The Junior Warden scheme was initially located within the anti-social behaviour team, primarily because the initiative for the scheme came via Julie Walker, and it linked well with the Community Wardens, managed by Julie. In May 2010 it moved to the Community Initiatives team. Liz Wilcox is now managed by Carl Willis, who is part of Mary Holmes Customer Service team, which has a wide remit of responsibility.

The timing of the move was very beneficial to Liz as she sought to manage the expansion of the programme. Liz has benefited from being part of the company's broader community development and engagement strategy. Inter-generational work has developed through partnership work with Nasreen Akhtar (Community Initiatives Assistant). Junior Wardens have been involved in a range of community initiatives, arranged by Carl. This has enhanced the activity programme for the Wardens.

Liz believes that her planning and business management skills have improved and via Carl's support the scheme has achieved a clear vision and framework with specific target groups and measureable outcomes. These are detailed in the "Junior Warden Scheme draft strategy 2011/2012" which was produced in May this year. A good example of this was the closure of the Allestree Unit in

order to set up the Mackworth Unit, a designated priority ward. This draft document has been discussed with Mary Holmes, but has not yet been viewed by senior managers.

The draft strategy is a good document but would be further enhanced by the inclusion of the original aims of the scheme and setting the work of the Junior Wardens within the context of the broader Derby Homes Youth strategy. The strategy needs to be discussed and approved by senior management and will also be influenced in part by recommendations arising from this report.

Reports detailing the work and progress of the Junior Wardens are initially sent to Carl Willis and then on to Mary Holmes. Liz produces a detailed report which also goes to the termly Youth Strategy meeting. The location of the Junior Warden scheme within the Community Initiatives team has placed it in the most appropriate position within the company. It has a strong community development function and makes a key contribution to Derby Homes' community development strategy. Bob Osler believes that regular reports of the work of the Junior Wardens should be sent to the City Board to highlight the vital work which is being undertaken.

## **Budget**

There has been some confusion regarding the actual size of the Junior Wardens budget and whether it is part of core funding or is required to be bid for on an annual basis.

The budget for 2010/2011 was £6,000 and for 2011/2012 has been increased to £8,000. This budget is primarily utilised to fund the work of the units, summer activities and the residential.

The residential is the most expensive element of expenditure, averaging out at £4,000. The cost has risen over the last two years as various government subsidies have been withdrawn from residential provision.

Carl secures a range of additional funding through grant applications to the Neighbourhood boards and various children and young people's grants. These grants tend to be small amounts to fund short term projects to enhance the curriculum. Money is also spent on uniforms. Carl and Liz have recognised the need to reduce expenditure on uniforms as it is a large drain on resources.

Carl and Liz maintain that a more realistic budget would be £16,000. It would enable two residentials to be run and provide better resourcing of the units' curriculum. It is acknowledged that Neighbourhood Board funding and Youth Opportunity funding have been reduced over the past two years, and opportunities to secure external funding have, and will continue to be, reduced.

The Junior Warden Scheme provides extremely good value for money, taking into consideration investment in salaries, volunteer time, use of premises and

the activity budget. However, the residential aside, the remainder of the programme is being organised on a skeletal budget. For example some of the equipment/furniture bought for the gardening projects is not of very good quality. The ability to purchase better quality equipment/furniture would mean that it would last longer. This would have a better effect both on the environment and budget, by not having to be replaced so soon.

Improvements to the curriculum would also indicate the need for improved funding. Additional activities will provide more creative opportunities. Two residential per year are seen as an essential requirement to the scheme in order to achieve its aim of providing every warden with a residential experience within a two year period.

Staffing of units relies almost entirely on Liz Wilcox and volunteers. It was noted during observation visits to units that Ben George was used to provide cover during the absence of volunteers. It would seem appropriate that Derby Homes consider establishing additional paid staffing support for Liz. Ben's previous work with the Junior Wardens and his youth work role with the FIP would make him an ideal candidate to provide much needed support for Liz.

This report would therefore support increasing the Junior Warden Scheme budget to £16,000 and to allocate extra paid hours to provide additional support staff at the units, up to 10 hours per week.

### **Work force development and Quality control**

Liz Wilcox has received training in Safeguarding and Risk Assessment, but has been unable to develop her youth work practice and curriculum knowledge as much as she has wanted. Liz made an unsuccessful application to Derby Homes to complete the full time youth work qualification due to funding limitations. Carl's support and guidance have helped to develop her planning and business management skills.

Liz delivers high quality youth work practice. Her experiences in voluntary youth work have helped her to develop an excellent Junior Warden scheme. Liz needs to be able to develop her practice to progress her own personal development and that of the scheme. One suggestion would be to contact the Children and Young People's Department at Derby City Council to enquire into the possibility of Liz being able to partake in relevant training. Also to contact the Y.M.C.A who provide a range of youth work courses. A subscription to the magazine "Young People Now" would enable Liz to keep up to date with youth work issues and courses are regularly advertised in this publication. It will be necessary for Liz and Carl to spend some time to identify Liz's specific youth work training requirements.

Derby homes volunteers require a formal induction into the Junior Warden scheme, with an associated induction pack. Volunteers should come together to undertake elements of induction, in particular those related to safeguarding and safety procedures, curriculum and the role of the volunteer.



It is also suggested that volunteers, including community volunteers, undertake a course linked to the management of disruptive behaviour. Given the inexperience of volunteers, such a course would provide them with a range of useful procedures to manage such disruptive behaviour. This area of training, alongside safeguarding procedures would ensure Derby Homes are adequately equipping staff to deal with key areas of risk.

Good quality assurance is carried out at unit level by Liz Wilcox. However, there appears to be no formal process of quality assurance via the line management structure. It is recommended that Carl Willis and Mary Holmes undertake regular structured visits, with a brief report produced, highlighting standards of curriculum, environment, safety and outcomes

## **Recommendations**

The following list of recommendations is aimed at helping to move the scheme on to its next phase of development, and to strengthen some weaker elements of the scheme.

### **1. Financial**

- a.) Increase the annual activity budget to £16,000 to improve the curriculum and fund the Residentials
- b.) Establish an additional 10 hour per week assistant post to support the work of the scheme and assist staffing capacity.

### **2. Workforce development.**

- a.) Establish a volunteer induction programme and pack.
- b.) Undertake a new recruitment drive for volunteers.
- c.) Provide a range of youth work practice and participation training for Liz Wilcox.
- d.) Provide training for all face-to-face staff on dealing with disruptive behaviour.

### **3. Unit planning and evaluation.**

- a.) Establish a termly planning process that enables volunteer staff to take time out to contribute to the on-going evaluation and development of the programme

### **4. Curriculum.**

- a.) Deliver two residential experiences per year, thus providing every Junior Warden with a residential experience every 2 years.
- b.) Enhance the existing curriculum with more creative activities particularly those linked to creative arts.
- c.) Seek support and guidance from the Ground Maintenance

Contractor to help provide more creative opportunities for gardening projects and to provide professional advice to the scheme.

5. Strategic development

- a.) Ensure that formal approval is given to the Draft Junior Warden Scheme Strategy, following discussions with Senior Management.
- b.) Derby Homes to consider the establishment of a Shadow Youth Board in order to extend the work of the Junior Warden's involvement in the company up to the age of 19 years.
- c.) Also to consider the establishing of a Shadow Youth Board Fund to enable young people to make decisions about improvements to their neighbourhoods.

6. Quality control.

- a.) To ensure that regular, structured visits are made to units by Carl Willis and Mary Holmes, and updated to Maureen Davis.

7. Membership of the scheme.

- a.) The Community Initiatives Team to undertake a study of the 6 priority neighbourhoods to ensure that young people from minority and emerging communities have appropriate access to the Junior Warden scheme.

## **Conclusion**

The Junior Warden scheme is a high quality, innovative and cost effective youth project. Its strengths far outweigh any weaknesses. The scheme achieves excellent outcomes for young people and provides very good value for money. It is situated in the correct neighbourhoods and is working with children and young people outlined in the scheme's criteria.

Provision in Sinfyn needs to be addressed to ensure that it can begin to attract more young people. In addition consideration needs to be given to the recruitment of young people from minority communities and new emerging communities who may come to live on the estates.

The activities of the curriculum accurately reflect the aims of the scheme and the John Muir Award has added value to the programme, providing Wardens with a recognised accredited outcome.

Very good partnerships have been established with a range of agencies to enhance the programme, particularly linked to the personal development needs of young people. A wide range of new experiences have been developed, in particular those bringing older and young people together.

The residential experience is greatly valued by Wardens and provides a high quality experience for young people, taking them out of their neighbourhoods and providing new challenges.

More use could be made of internal partners, particularly the ground maintenance contractor to support future gardening and environmental projects.

The scheme is very safe, with all the necessary procedures in place. Observation of unit practice also confirmed that the safety and welfare of young people is a major priority. Derby Homes has ensured that all staff have undertaken Safeguarding training and the reporting system for safeguarding users is understood by all staff attached to the scheme.

Staff ratios are appropriate and the division of the Chaddesden and Osmaston units into two sessions has alleviated supervision pressures. During the two week observation period, note was made for the need to cover for absent volunteers and consideration needs to be given to a small increase in paid staff.

The volunteer scheme has been an unqualified success and needs to be continued. Recommendations have been made to improve the induction of volunteer staff on to the team and the commencement of a new recruitment drive for volunteer staff.

The scheme is operating at full capacity. Taking into consideration the quality of outcomes for young people and the needs of these young people, the 6 units and cohort of 120 Wardens should remain the same.

The re-location of the Junior Warden scheme into the Community Initiatives team has brought improvements to the curriculum, its clarity of purpose and performance of the scheme.

The Draft Junior Wardens Strategy needs to be discussed, and approved by senior managers. The Strategy and this report will then inform an associated action plan.

Liz Wilcox has done an excellent job in developing the Junior Warden Scheme. She produces high quality youth work and has set high standards of behaviour and expectations and support within each unit. The Wardens have the utmost respect for her. She has enabled them to achieve so much, whilst having fun at the same time. Consistency of entitlement across each unit is very impressive, which is testament to her planning skills. Liz has some training and development needs which have as yet, not been met. These need to be addressed in order to ensure the continued development of the scheme, alongside Liz's personal and professional development. Liz is given very good management support and is highly respected throughout the organisation.

The Board are very supportive of the scheme and the Chairperson of the Board takes every opportunity to offer support and attend events.

The Junior Warden scheme has produced many positive outcomes for neighbourhoods and it is clear that they have contributed to improving their local environment. The best examples of this and other work are found in Chaddesden where the scheme has its origins. Close working relationships with the Local Ward Councillor, Neighbourhood Manager and Friends of Chaddesden Park have resulted in many positive developments. Thought needs to be given as to how to develop similar partnerships in other priority wards.

The investment by Derby Homes in terms of staffing, volunteer time and activity budget has resulted in many very positive outcomes and therefore proved to be a very good investment. It is felt that the scheme warrants further modest investment and it has therefore been recommended that an increase in the activity budget and paid staffing be introduced. Extra staffing support would prove invaluable to cover volunteer absences, staff/young people ratios and on occasions when Liz may be absent from units.

It is felt that the scheme uses its money well, but struggles at times to buy quality equipment to further enhance the programme. Financing two residential is also viewed as a matter of priority.

An additional consideration which has come from the Board is the suggestion to establish a Shadow Youth Board to give young people a real say in their neighbourhoods. This idea is seen as a way to also encourage many of the Junior Wardens to stay within the Derby Homes system beyond the age of 14. This suggestion is worthy of serious consideration, as the expertise certainly exists within the Company to take it forward.

The Junior Warden scheme has been running for three years and still upholds the original aims established in 2008. It has, however, developed into a more rounded project to meet a wider range of personal development needs of young people. The evidence gathered for the writing of this review concludes that Derby Homes operates an efficient, effective Junior Warden scheme and that they are professionally competent to deliver this scheme.

David. G. Finn. (Youth & Community Development Consultant.)  
Author  
September 2011.

## Appendix 1

### List of Staff and Partners interviewed

#### Derby Homes Staff and Board Members

Jackie Mitchell.	Volunteer.
Ewan Hannah.	Volunteer.
Samantha Cholerton	Volunteer.
Molly-Jo Burnett.	Community Volunteer.
Ben George.	Community Warden
Lorraine Howe.	Neighbourhood Manager.
Julie Walker	Contract Liaison Officer
Murray Chapman.	Community Service Manager.
Mary Holmes.	Community Service Manager.
Maureen Davis.	Housing Operations Manager.
Liz Wilcox.	Youth Engagement Officer.
Carl Willis.	Community Initiatives Manager.
Bob Osler.	Chair of Derby Homes Board.

#### Partners

Councillor Sarah Bolton.	Chaddesden Ward
Eddie Fisher.	Derby City Council Youth Support Worker.

#### Young People

A wide range of Junior Wardens were also consulted, and a structured discussion took place within the Mackworth Junior Warden Unit.