West Midlands Fire and Rescue Authority

Scrutiny Committee

You are summoned to attend the meeting of Scrutiny Committee to be held on
Monday, 10 October 2016 at 12:30

at Fire Service HQ, 99 Vauxhall Road, Nechells, Birmingham B7 4HW

for the purpose of transacting the following business:

Agenda – Public Session

Distribution:

David Barrie - Member, Greg Brackenridge - Member, Basharat Dad - Member, Peter Hogarth - Member, David Skinner - Member, Sybil Spence - Member, Chris Tranter - Chairman, Ann Young - Member

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Item 3

Minutes of the Scrutiny Committee

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05 September 2016 at 12.30pm
at Fire Service Headquarters, Vauxhall Road, Birmingham

Present: Councillor Spence (Vice Chair);
                   Councillors Barrie, Hogarth, Skinner and Young

Apology:

Councillor Brackenridge, Dad, and Tranter

Observer:

16/16   **Declarations of Interest**

There were no declarations of interest.

17/16   **Minutes**

Resolved:-

That the minutes of the meeting held on 21st March 2016, be approved as a correct record, subject to the following amendments in respect of minute 13/16:

- A Member requested that further information be reported to the Committee surrounding incidents involving rescue from water, including details of response times and the number of incidents

In light of the amendment to the minutes, ACFO Taylor agreed that the information requested on incidents involving rescue from water would be reported at the next meeting of the Committee (10 October 2016).

18/16   **Dispute Resolution Report – 1 January to 30 June 2016**

Wendy Browning-Sampson, People Support Manager, provided an overview of the Dispute Resolution Report:

An error within the report was bought to the Committee's attention. Namely, the table within Appendix 1, Section B: Investigation Activity. The number of investigations into Gross Misconduct was quoted as 21, when it was actually 22 investigations for the period reported.

It was noted that 22 Gross Misconduct investigations was an increase from the previous six months, however 11 investigations were involved in just one case, which was unusual.

A debrief process had been agreed and implemented with a debrief taking place after every disciplinary process. As a result, the Service continued to learn and improve its processes.

In answer to Members' question, the following points were raised:

- The definition of gross misconduct is the same for green book and grey book staff.

- Members of staff who had resigned whilst an investigation was ongoing may not have done so purely due to the investigation itself (for example, a staff member's contract may be due to end within the timeframe of the investigation and may decide to terminate their contract early).

- It was acknowledged that there had been an increase in the last six months but increases were observed occasionally. It was important that such trends in the number of investigations did not become a constant and therefore the normal rate of investigations.

- It was noted that although there had been an increase in the number of investigations in the last six months, the overall number remained lower than it had been previously and that performance as a whole had improved.

- The number of investigations would continue to be monitored to ensure that the right direction of travel was achieved.

19/16   **An Analysis of Progress of Quarterly Performance against 'The Plan' – Quarter One 2016/17**

ACFO Taylor provided an overview of the Analysis of Progress of Quarterly Performance against 'The Plan' – Quarter One 2016/17:

PI 1 'The risk based attendance standard', at 4 minutes and 40 seconds for category one incidents was an all-time low.

Attendance times for category two, three and four incident types were all outperforming the respective targets.

PI 2 'The number of accidental dwelling fires': performance was very good with the number of incidents below the lower tolerance level.

PI 3 'Injuries from accidental fires in dwellings', taken to hospital' was one above the target (although within the tolerance levels) although a significant reduction had been observed.

PI 4 'The number of deaths from accidental fires in dwellings', does not have a target but at just two fatalities was positive and would hopefully be maintained going forward.

PI 5 'The percentage of Home Safety Checks referred by our partners': a significant improvement in performance had been observed as a result of the outcomes of the Scrutiny Committee review of partnerships taking effect.

ACFO Taylor expressed his appreciation to the Members of the Committee for the work undertaken in the review of partnerships.

PI 7 'The number of people killed or seriously injured in road traffic collisions': the numbers were decreasing after an upward trend observed last year.

With regard to PI 7, a Member asked how many incidents occurred on roads within the West Midlands and if it was possible to breakdown the figures into the number of people killed, and the number of people seriously injured.

It was agreed that the Service struggled with obtaining the data and that the Service did not necessarily measure the proactive prevention work that was undertaken, unlike response where such

data was measured. The Service was open to change and different methods of measuring performance within this area.

It was acknowledged that, whereas the Service 'owned' data on fires, road traffic collision data was very different due to multiple partnerships and geographical implications.

With the exception of PI 11 'The number of arson rubbish fires' which was demonstrating over performance against the tolerance levels, the performance indicators relating to arson (PI 8, 9, 10 and 12) were under performing against the tolerance levels. A thematic review had been commissioned and the findings of the report was due to be submitted to the Quarterly Performance Review meeting for quarter 2 2016/17. The findings of the report would then be presented to the Committee.

The protection performance indicators, PI 13 'The number of accidental fires in non-domestic premises', and 'PI 14 'The number of false alarm calls due to fire alarm equipment' were both performing well.

In response to Members' question with regard to PI 14, it was noted that there was an opportunity to charge re-offenders but legislation provided such premises a certain amount of calls. The number of incidents had decreased and the introduction of the Business Support Vehicles would continue to assist with this. The Service would continue to work with repeat offenders and was currently looking to develop a more business friendly approach.

Sarah Warnes, Strategic Enabler for People Support Services, provided an overview of the people performance indicators:

PI 15 'The percentage of employees that have disclosed their disability status had observed a minor improvement in performance to 89% (compared to a target of 100% disclosure).

A number of disability workshops for managers have been run by the Diversity, Inclusion, Cohesion and Equality (DICE) team, progress continues to be made on providing an inclusive working

environment including the DICE ally scheme, and work continues with Stonewall. The importance of disclosure would be emphasised to managers and staff.

The Service had recently secured position 31 in the Inclusive Top 50 Employer List. Additionally, the Equality Index would be assessing the organisation in the near future.

PI 16 'The number of female uniformed staff', and PI 17 'The percentage of all staff from ethnic minority communities': the number of female uniformed staff was on target at 75. The Service would commence recruitment in 2017 which would provide an opportunity to address this area as well as the percentage of staff from Black and Minority Ethnic (BME) communities.

It was noted that it was important that the Community Membership Model was representative of the West Midlands population. A detailed report of the Community Members was now collated on a six monthly basis. Community Members were currently made up of 49% female, and 24% BME.

In terms of staff progression, 24% of female uniformed staff, and 24% of BME uniformed staff, were in management roles.

In answer to a Members' question with regard to PI 17, it was acknowledged that the percentage of staff from BME communities was lower than that of the West Midlands population. The Service was engaging with these communities as part of its communications surrounding recruitment, targeting under-represented groups. One of the aims was to educate people that working for the Fire and Rescue Service was a wider role than just firefighting. There was evidence to suggest that some people deselect themselves from the application process and that some people did not realise that there can be a good career within the Fire and Rescue Service.

PI 19 'The average number of working days / shifts lost due to sickness – non-uniformed and Fire Control staff', and PI 20 'The average number of working days / shifts lost due to sickness – all staff'', demonstrated performance on target and within the tolerance levels, and that attendance management was moving in a positive direction of travel.

PI 21 'The total number of injuries' demonstrates under performance against the tolerance levels. The main trend is slips, trips and falls.

PI 22 'The total number of RIDDOR injuries' demonstrates over performance against the tolerance levels. Performance was particularly good considering the size of the organisation and the type of work that is undertaken.

PI 24 'To reduce the gas use of Fire Authority premises', and PI 25 'To reduce the electricity use of Fire Authority premises': provisional information had been provided and there was some question regarding how the Service collects the information.

20/16   **Update on Progress of the Data Sharing Review**

With reference to the update on the progress of the data sharing review, Members did not have any further questions or comments.

It was agreed that progress would be reported to the Committee at the next meeting (10 October 2016).

21/16   **Update on the reviews of Partnerships and Safeside**

It was noted that it was timely to revisit the two previous reviews and that updates would be provided post review and post implementation.

The updates would be reported to the Committee at the next meeting (10 October 2016).

22/16   **Scrutiny Committee Work Programme 2016/17**

The Committee noted the progress of the work programme for 2016/17.

(Meeting ended at 13:30 pm)

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Update on Scrutiny Review of Partnerships Proposals – September 2016

Following the scrutiny review in 2015 members have requested feedback on each proposal within the report. The proposals have been laid in the order of the review with progress on each reported immediately below.

Summary of Community Safety review proposals

The community safety review is in the final phases of implementation with only a small number of roles still to be filled. The review itself has been in progress since February with the review team working in partnership with representative bodies and all affected personnel to ensure the consultation was effective and inclusive. Following numerous consultation events and JCC meetings the final structure was approved and recruitment to posts via redeployment, selection processes and assimilation commenced.

The new structure better reflects the findings of the scrutiny review with a centralised partnership team in place with all roles and job summaries rewritten to reflect the need for more strategic working and to support Operations Commander in partnership engagement.

Road Casualty, Adults and CYP teams have been centralised with an increase in the Adults team to reflect the vulnerable adults work required. All HQ Community Safety Team roles are now aligned to a business partner approach to ensure all service deliver PBA is quality assured and advice and guidance given is consistent with "The plan"

There is no current evidence to support if this review has had a positive impact on % of Safe and Well visits referred by partners but the partnerships team are working with strategic hub to use In-phase for assurance and governance of Partnerships to reflect scrutiny review proposals.

Feedback on each specific Scrutiny proposal

1. *The Leadership structure within Community Fire Safety should be reviewed and re-determined. In doing this a more linear structure that is more reflective of the structural approach throughout the Service should be implemented. This will enable for a more compact, cohesive and therefore engaged and effective Community Safety Team (CST) function*

Progress

The review of CS structure is finalised and has been agreed by JCC along with representative bodies' approval. The structure has realigned the CRROs', Partnerships teams and CYP to a centralised team. Within the structure are clear lines of management and accountability that will allow for a more focussed CS team that can provide the necessary support for command areas to continue to deliver prevention activities and partnership engagement.

2. *A structural, role review and re-design of the current HQ CST should be undertaken, with a view to identifying the purpose and optimum (capability and capacity) resources required to enable Command teams and their service delivery resources to maximise both partnership and commissioning outcomes.*

Progress

As above the HQ CST has been redesigned there are now distinct areas of responsibility within the HQ CST that will allow for increased capacity and capability. Commissioning is a key element of all new job summaries and the link between the partnerships team, CST and business development team (BDT) will be a key area of work going forward.

The structure has been designed to provide both strategic support to Operations Commanders (a request from consultation) and station support around prevention and partnerships.

The new roles will take a business partner approach where advice and guidance will be available to all Service delivery personnel in relation to commissioning, prevention and partnerships.

3. *The relationship and link between prevention and commissioning is implicit. In redesigning CST, how and where structurally commissioning sits within Service Delivery and what central resources (capability and capacity) are needed to effectively deliver the Service's commissioning expectations must be determined and acted upon.*

Progress

Commissioning within the CST sits in every job summary, the new role of Partnerships Manager will be responsible for exploring commissioning opportunities across the partnerships team and for working with the BDT to develop commissioning opportunities. The partnerships team will also provide support to Operations Commanders and Station Commanders in identifying commissioning opportunities across service delivery.

4. *In line with the principles of partnership good governance Commands working with the CFS team should determine and implement an effective approach to ensure, that centrally (where appropriate) and within commands the Service has in place arrangements to ensure that:*

- *Terms of Reference/Service Level Agreements for each partnership are in place*
- *Alignment to The Plan (purpose)*
- *Required inputs, outputs, and outcomes are identified*
- *A partnership plan, identifying the partnership life- span and delivery timeframe of key inputs outputs and outcomes*

- *Risks are identified and managed*
- *Dispute resolution is managed*
- *Performance monitoring and reporting framework is established*
- *Evaluation of outcomes*
- *Good practice is identified and implemented Service Wide*

Progress

The governance arrangements are not yet fully agreed or implemented. The new structure will be fully capable of ensuring good governance, alignment to the plan and performance management.

All roles within the new structure will be finalised by the End of September and governance arrangements, managing risk and performance management will be the primary focus in the first three months.

5. *The core roles and responsibilities of Partnerships Officers and Community Risk Reduction Officers should be reviewed and redesigned to incorporate Commissioning as a core activity.*
   Whilst data sharing agreements appear to be in place across commands, a systematic review of the quality of the arrangements and underpinning systems and processes should be undertaken.

Progress

All roles have been reviewed and identifying and supporting commissioning opportunities is a key element within job summaries.

Quality and consistency of data and data sharing will be addressed in the proposal below

6. *Whilst data sharing agreements appear to be in place across commands, a systematic review of the quality of the arrangements and underpinning systems and processes should be undertaken.*

Progress

This proposal is designated as a responsibility of the scrutiny working group but we believe the InPhase system will be suitable for the CST and partnerships team to utilise for data quality and review purposes.

SCRUTINY REVIEW OF PARTNERSHIPS

OCTOBER 2015

Scrutiny Working Group:
Councillors Tranter, Spence and Hogarth

Facilitated by: Strategic Hub

Scrutiny Review of Partnerships

1. Introduction

As part of the Scrutiny Committee Work programme for 2015/16 a review of partnership functionality was agreed. The scope for the review was agreed by Scrutiny Committee Members to be part of the Scrutiny Committee work programme for 2015/16.

The review was identified as an appropriate response to concerns raised by the Director Service Delivery regarding the quality of the corporate risk control environment in place to effectively govern, monitor and manage partnership performance. In arriving at the decision to review this area of activity, Scrutiny Committee were mindful of this and also how critical effective partnerships are to enabling the Service to deliver excellence in Service Delivery performance. In measuring this, relative performance against Performance Indicators (PIs) 2-12 was considered.

In discharging the scope of the review a Members working group was established and has been involved in the delivery of the review throughout. As part of this work the Members working group made up of Councillors Tranter, Spence and Hogarth have:
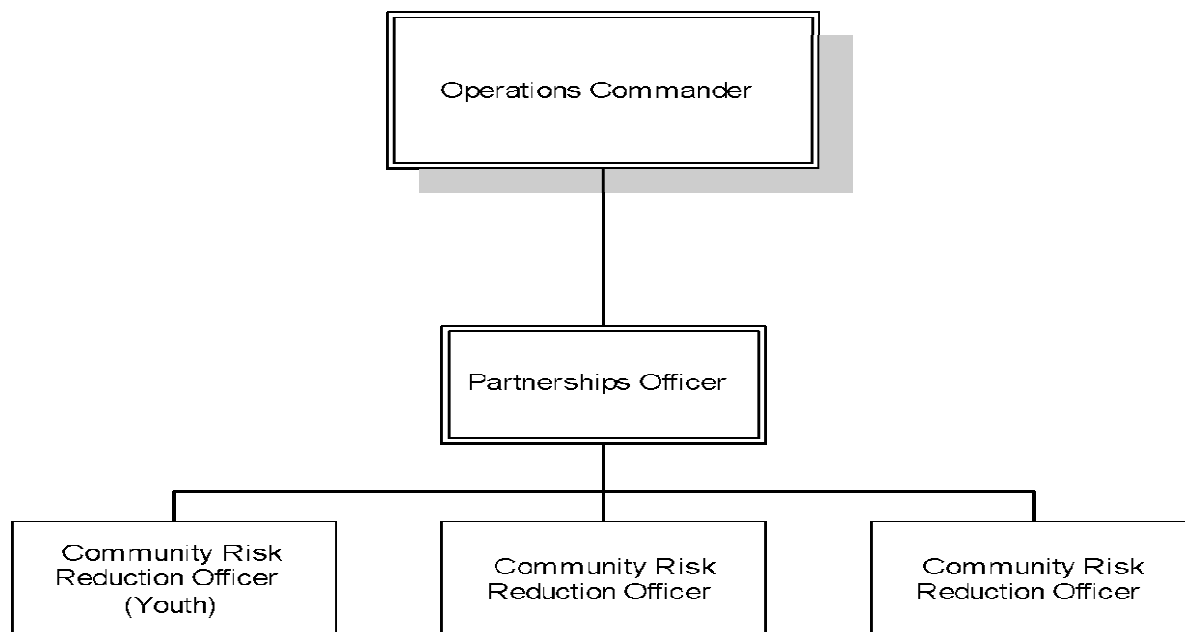
· Met all Partnership Officers
· Met a cross section of Community Risk Reduction Officers
· Met regularly with the temporary Community Safety Manager
· Spoken to a limited number of station personnel
· Participated in a home safety check.

2. Structure

In line with the requirements of the Building upon Success (Bus) the (then) Headquarters Community Safety Department was reviewed with the intention of enabling financial savings and to support a more local, command driven approach to delivering partnership priorities. In enabling the move towards a more appropriate command driven approach a review of command based prevention resources was undertaken and the current delivery structure was agreed in March 2013. The current Headquarters Community Safety Team (CST) Structure is shown as Appendix 1.

Note: In meeting the scope of this review only the resources that directly impact upon delivery partnership activity and its outcomes have been considered and as such the functionality and resources that fall within the remit of the Safeside Manager set out in Appendix 1 have not been considered as part of this review.

Broadly, the command based review of prevention resources proposed the following dedicated partnership resources for each command. The structure detailed below is still applicable for Black Country North and South. Coventry and Solihull Command has 4 Community Risk Reduction Officers (CRRO). Birmingham Commands share their resources.

This structure assumes that Partnership Officers and CRRO's support Operations Commanders, Station Commanders and delivery teams in undertaking partnership work. A key difference from the previous Local Authority Liaison Officer (LALO) approach is that Partnership Officers are expected to work at a more strategic level. The development and delivery of local partnerships are to be facilitated by CRRO, who will primarily work with Station Commanders and their teams to deliver the local prevention priorities which are aligned to The Plan. The approach is set out in the diagram below.
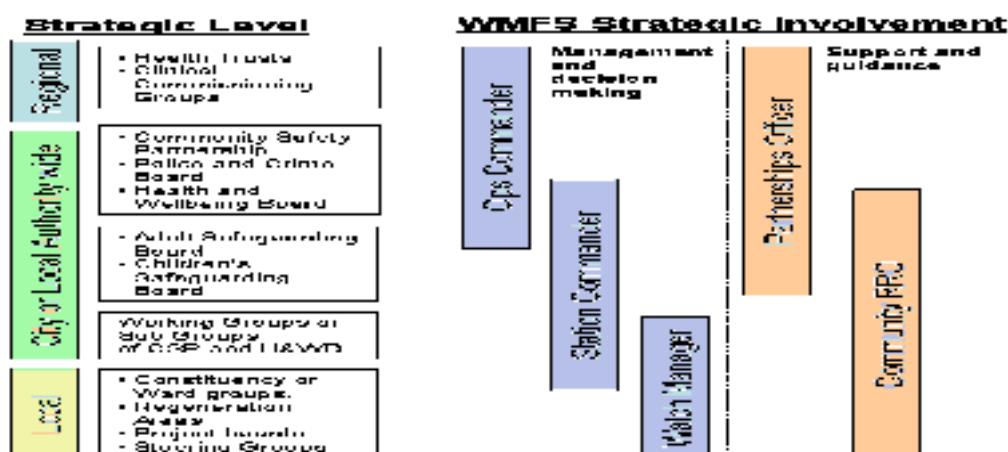
The principles behind a local delivery focussed approach continue to be appropriate. Any proposals for change should seek to maintain the Service's commitment to the delivery of The Plan's priorities and objectives through a locally managed approach on the basis of risk and priority. This will provide confidence that the Service continues to maximise the capacity and optimise the value of its Service Delivery Model.

3. Matters Arising

3.1 Headquarters Community Safety Team- Leadership

Throughout the review there was continued evidence of a disconnection between the majority of CST and Command partnership teams. In implementing any new significant structural change, visible leadership is essential to supporting the change process and to ensuring the delivery of intended outcomes.

The re-design of CST required a significant refocus and reshaping of roles to enable a smaller team to provide the range of functions needed to enable Command teams to deliver their local partnership expectations. This change included moving resources and functionality out of CST to commands reducing CST resources. Effective leadership was always going to be integral to the success of these change proposals.

An effective leader should;

- provide vision and direction
- provide clarity of functional and individual roles within the team
- be an effective day to day manager
- build capability within the team
- be able to build relationships with key stakeholders (Command partnership) to ensure a shared and ongoing understanding of role, functionality and purpose (re-drawing the lines)
- plan effectively
- support and identify individual development needs
- manage poor performance
- provide visibility, availability and support
- undertake team meetings
- be a champion for the team

Leadership has not been as effective in CST as it should have been and this has contributed to the disconnection from Command partnership resources. As a consequence of this naturally many in the CST have become de-motivated and uncertain as to "what they do" and how they contribute to the delivery of Partnership outcomes. The absence of a consistent presence in the role of Station Commander Head of Community Safety role has not been helpful in leading the team and helping it to be seen as a vital resource in enabling command partnerships.

However, in mitigation, the pace of change in the wider public sector has required the Prevention leadership team to focus outwards (rather than inwards) and the team has been successful in furthering the Service's ambitions in terms of the wider health and well-being agenda. The Service has received a 'Marmot Accreditation' which recognised and supports the service's role in achieving improved community outcomes beyond that of the traditional fire service role. Our work and focus(and effort) continues in this direction through our work with Public Health and other agencies to identify potential 'commissions' whereby the Service will look to be paid for providing services which can no longer be provided by health and care agencies. Being seen as a 'health asset' as well as enabling us to improve the lives of the communities we serve is invaluable to embedding and sustaining our own delivery model so that we can continue to provide our core activity and maintain of 5 minute attendance standard for our most serious emergencies. Similarly the Prevention leadership team has invested significant time and energy in securing a pilot non emergency falls response in Coventry and continues to explore other opportunities in this area.

Internally the move towards more integrated Prevention and Protection functionality has led to more investment of leadership time and effort- directing leadership resources 'away' from the day job of managing the CFS team. Although beneficial in terms of closer working and enabling efficiencies, all these change and improvement initiatives may have led to a loss of prevention leadership focus on the 'day job' as prevention leaders have been required to manage competing priorities and not unreasonably have focussed on delivering the strategic change that is critical to securing the future of West Midlands Fire Service. However, this has been to the detriment to the performance of the CFS Team.

In discussion with the Prevention leadership team, it has been recognised that there is a need to re-invest time and support in the CST and to determine the future purpose, functionality and role of the CST in order to ensure that the Service is well prepared and positioned to meet emerging opportunities. Importantly as part of this re-structure it will be necessary to consider HQ structure(s) and resources required to facilitate the delivery of the Service's commissioning expectations of circa £2Million per year by 2018/19.

A clear and identifiable leadership structure with a strong and capable team leader will be required to make this happen. In determining the future leadership structure, full consideration should be given to the range of work and responsibilities undertaken by Prevention leaders and the capacity of current leaders within the CST management structure to provide this functionality moving forward with a view to shortening the route of the team to the Strategic Enabler, Community Risk Management. This will ensure a more compact and leaner structure.

In leading the future team it will also be critical to adhere to the Service's own planning and performance frameworks. Whilst it is the intention is that CST work will be driven by Command Plans (Level 3) due to ineffective leadership there has been little or no influence from the centre in shaping these plans. As such the team has no

plan in place against which it can determine team and individual deliverables and outcomes and provide assurance that the activity of the team is aligned to achieving The Plan. Similarly there is not a systematic approach to personal development and setting of objectives through the individual development plan process- formerly IPDR. Therefore, there is no way of managing and measuring performance (and development needs) of the team. This is a key function of the team leader and irrespective of competing priorities should always be undertaken.

The leadership structure as it currently stands is not linear and this may have contributed to the CST becoming remote in terms of translating and delivering the strategic vision for prevention. Also, given the small size of the CST (10 individuals) and their intended critical purpose of enabling service delivery teams to deliver a significant portion of up to 40% of its day to day activity , leadership of this team may be more appropriately aligned to the personal qualities and attributes beyond those expected of a Station Commander. This should be considered as part of a review of leadership team as should the opportunity to secure financial savings. The current leadership structure is shown as Appendix 2.

Proposal: 1

The Leadership structure within Community Fire Safety should be reviewed and re-determined. In doing this a more linear structure that is more reflective of the structural approach throughout the Service should be implemented. This will enable for a more compact, cohesive and therefore engaged and effective team Community Safety Team (CST) function.

However, in considering alternative structural leadership arrangements consideration needs to be given to the:

- continued requirement to make financial savings
- full range of activity and spans of control of the leadership/management function within the wider Prevention function
- opportunities created by the integration between the protection and prevention functions
- the changing landscape which will impact upon and re-define the wider role of 'Prevention' in enabling the delivery of The Plan. For example; where or does commissioning fit in a new Prevention structure?

3.2 HQ Community Safety Team

In respect of partnership activity, the role of the CST is to enable Commands to deliver a locally driven, risk based, high quality service to the most vulnerable members of the community. in doing this CST is expected to facilitate delivery of partnership excellence through providing Commands with 'principles' or a framework to operate within in order to deliver local partnership priorities. The approach of principles as opposed to hard fast rules is used by the Service as it is recognised that different approaches, to achieve the same or different results will

always be required to deliver services on the basis of local risk and vulnerabilty. This review will not seek to change this approach, more seek to embed it. As evidenced from this review, there is still a lack of certainty about what this means in terms of the role of CST functionality.

As part of their role, CST also facilitate the development of and provide support for vulnerable persons officers (VPO). VPO play a critical part in supporting the Service in the delivery of its vulnerable persons strategy and are key to identifying referral pathways into other agencies through our existing Home Safety Check (HSC) framework.

Since its establishment in 2013, CST has appeared to struggle to change to adapt to its purpose of being in place to enable Commands to 'deliver partnerships'. In part this may be due to the leadership matters discussed above. This has caused tension with Command partnership resources as it seeks to understand how the CST helps to deliver local partnership priorities and on those occasions when it has looked to CST for guidance.

Critical to the effective and efficient delivery of partnerships is the provision of intelligence, guidance and advice provided by the CST to enable partnerships to operate within the principles framework approach. To date information available to guide partnership activity is contained in Service Standing Orders. These 'orders' as well as being hugely out of date, are prescriptive and detailed and do not support the 'principle framework' philosophy. The failure to produce and maintain a principles framework, through the provision of a relevant and up to date partnerships toolkit and other relevant information is disappointing as it should have been considered to be core activity within the CST. In response to this, partnership teams have sought to deliver their own localised approaches; further widening the gap (and perceived relevance) of CST resources with partnership delivery teams. Although, partnership teams are delivering locally, the failure to provide central principles means the Service cannot systematically and effectively:

- determine what is an appropriate partnership
- develop effective partnership relationships
- govern partnerships
- measure partnerships performance
- manage risk within partnerships
- evaluate partnership performance
- exit partnerships
- develop and roll out good practice
- identify referral pathways

Similarly CST has failed to establish intelligence approaches to ensure that changes that may impact upon Commands (for example as a result of the Care Act,) in terms of the way partnerships are delivered or how priorities are determined are considered and communicated systematically to Commands.

The failure to centrally govern partnerships effectively, increases the risk to the Service of entering into and maintaining inappropriate partnerships. Our inadequate partnership governance arrangements have been recognised as an area requiring significant improvement by our own Internal Auditors and immediate action is required to rectify this situation so that the Service is not exposed to avoidable risk.

This failure to define and deliver perceived core activity has widened the gap between CST and Command partnership teams, impacting upon professional working relationships. It is clear that Command partnership teams feel, justifiably, that they do not receive the support they should from CST and this has manifested itself with Commands no longer seeking to engage CST or seek their support on many partnership matters preferring to rely on their own local expertise to determine partnership priorities, approaches and delivery. In this sense the Service has lost its corporate grip of partnership activity. This can be evidenced in the limited involvement of CST in shaping and influencing Command Plans (vulnerable people and home safety strategies). This loss of corporate control has increased corporate risk to the Service due to ineffective governance arrangements. The Service has reached a point where the Service cannot systematically evidence what partnerships it's involved in, why, and what the intended outcomes are. This is a significant failing and provides evidence of the need for urgent change and investment of organisational capacity in putting an appropriate governance framework in place to effectively govern partnership activity throughout the Service; this should have been a core role of the CST.

Evidence gathered throughout the review highlighted broken working relationships which in part are a logical consequence brought about by a lack of clarity as to what the CST is required to deliver, which has caused uncertainty and a perceived lack of value for the CST at a Command level.

As previously detailed, there is some uncertainty within CST as to where the work they do fits into the wider prevention (not just partnership) priorities and outcomes of the Service. The temptation to get too involved in delivering as opposed to enabling commands to deliver is a constant issue for the team. This situation is heightened by a perceived lack of clarity as to individual roles and functionality within the CST. In determining the future direction of CST absolute clarity is required as to what the job role, specific behaviours skills sets and capabilities are. In particular consideration should be given to how Command CRROs with 'adult' responsibilities are enabled.

Whilst the role of Youth Service Officer provides specific, tailored learning guidance and support to enable CRROs in Commands with youth responsibilities, it appears there is not the same investment in this level of capability or capacity for the adult CRROs. There is clear uncertainty with the CST as to who picks up the Adult CRRO support work or whether it is a legitimate role of CST. This is surprising given the success of the Youth Services Officer role

The role of the Youth Services Officer is seen as valuable by Command personnel through providing a strategic direction of travel, guidance and support to youth lead CRROS and across of a range of the young agenda. In building its 'offer' and furthering business relationships with Commands, consideration should be given for the need for a similar adult role to be delivered from CST.

Similar to the positive Command view as to the capability and delivery of the role of the Youth Services Officer, the function and role of the Road Casualty Reduction Team (RCRT) was well received by commands. However, in building organisational capability to support this type of work, the team need to continue to invest effort in educating delivery personnel of the value in further identifying and supporting delivery opportunities.

It is clear that the CST needs to be reconsidered and restructured in order to better support Commands. As part of this journey the involvement of Command partnership resources in the re-design of this function will be critical to its ongoing success. This will help to provide absolute clarity of vision, purpose and delivery expectations through a shared understanding of structure, roles and responsibilities. In re-designing CST the current financial requirement to save £14M will have to be considered. However, this is not a mandate to reduce costs associated with the provision of a CST. Protection and Prevention activity represents 40% of Service Delivery activity. As previously explained, the 'prevention burden' upon delivery personnel is only going to increase as new opportunities to support wider and improved community outcomes are secured through commissioning and other avenues. The approach to support the delivery of future prevention priorities, including partnerships and potentially commissioning, through a capable and effective central team(s) will have to be proportionate.

Given the drivers for change identified above, the proposal below has been developed:

Proposal: 2

A structural, role review and re-design of the current HQ CST should be undertaken, with a view to identifying the purpose and optimum (capability and capacity) resources required to enable Command teams and their service delivery resources to maximise both partnership and commissioning outcomes. The following should be considered.

- Identify the core roles, responsibilities and accountabilities required of a HQ 'enabling' team
- Identify the key skill sets and behaviours required within the HQ team
- determine where or if commissioning sits within this structure (see below)
- develop and implement a holistic partnerships strategy, operating principles and associated other guidance and frameworks to effectively enable the local delivery of partnerships within an organisational framework

- Identify the boundaries - CST 'not to do' the delivery
- HQ capability should be in place to support, provide advice, influence and shape the development and delivery of Level 3 Command plans partnership priorities
- effective governance frameworks both centrally and for individual Commands must be developed and implemented to provide assurance as to the quality and outcomes of partnerships. This will enable alignment to The Plan and the effective management of risk (Corporate Risk 4 Partnerships).
- capability to systematically evaluate partnerships must be developed and become embedded- supporting transparency of partnership performance and providing assurance as to the effectiveness of partnerships
- a systematic approach to evaluating, identifying and embedding partnership good practice should be a key role of the central team.
- efficient and effective working relationships with partnership delivery teams must be developed and embedded.
- the critical importance of partnerships in enabling the delivery of The Plan
- Prevention/protection activity contributes to 40% of activity by Service delivery staff. The role of the HQ CST function should be proportionate and support delivery teams in meeting this expectation.
- the case for change is evidenced by current performance against key performance indicators, particularly PI 5,6 (partnerships referrals and HSC points) and improvement against these indicators should be considered as part of a success criteria for a the new model.
- the emerging importance of commissioning and the requirement for this to become embedded in prevention strategy and delivery.
- Command Leadership Teams should be integral to influencing and shaping the HQ CST structure

3.3 Commissioning

In considering change to the CST and more broadly how prevention must operate in the future, it is critical that the fast changing landscape in which we currently work is recognised and addressed in order to provide resilience and sustainability for the delivery of future prevention services.

In the past three years, the landscape that informs our service delivery has changed dramatically as public partners seek to balance their budgets and re-prioritise the services they offer to mitigate the impact of ongoing funding reductions. West Midlands Fire Service is no different to other public agencies. In offsetting the latest budgetary reductions of around £14M to be made by 2018/19, the Service's leadership team, the Strategic Enabling Team (SET), has recognised the importance of commissioning as a viable means of sustaining our Service Delivery Model and balancing our budget, whilst enabling for wider and improved outcomes for the community through our contribution to health and well being service provision. To this end a target of £2M per year (of the £14M) for Commissioning has been set to be achieved within the 2016/19 strategic planning cycle.

*"*Commissioning is when West Midlands Fire Service delivers services on behalf of other public sector organisations and being economically rewarded for it. This exchange needs to have a positive impact on the communities through the improvement of the social value and the quality services delivered meeting commissioning outcomes.*"
* As defined WMFS & Commissioning document October 2015.

Commissioning must become an integral part of the Service's prevention delivery strategy, in that in meeting the Service's ambitions in this area the Service will through providing commissioning work on behalf a range of public agencies across the public health and well being arena. Whilst it is expected that the Service's commissioning ambitions will extend beyond prevention, given the current considerable experience in engaging health and well being public agencies, and the relative position in securing future commissions in this area, aligning commissioning within prevention (CST) or at least putting in place appropriate relationships and frameworks to ensure the provision of an effective service for Command partnership resources needs to be developed moving forward.

Anecdotally, Operations Commanders have confirmed that they have started to engage in commissioning conversations in their local areas. However, some have felt professionally compromised as a consequence of the need to acquire capability and skills in this area. The view has been expressed that currently the Service does not have the central capacity or expertise in place to support Commanders in moving forward to delivering commissions on behalf of the Service. Whilst accepting that commissioning is very much emergent, this highlights the importance of a highly skilled commissioning resource being required centrally in order to upskill Command resources to deliver locally the Service's commissioning expectations. Furthermore, it needs to be recognised that this upskilling approach will need to be planned and the Service will not be able to transition overnight to a locally driven model. In remembering the lessons learnt from the roll out to a localised partnerships approach, centralised structure and capability will have to be identified, put in place and capability provided to delivery teams with ongoing support prior to moving towards a Command driven delivery approach.

Currently, responsibility for determining the Service's strategic approach to commissioning and managing associated resources falls within the responsibility of the Strategic Enabler for Diversity, Inclusion, Cohesion and Equality (DICE) reporting to the Director, Service Delivery. However, at the time of producing this report, the Strategic Enabler's responsibilities in this area, in terms of producing a vision and strategic direction have almost been completed. As such this review provides the opportunity and timing for the Service to identify the capability requirements and capacity required to ensure the Service is best placed to achieve its commissioning objectives. As part of this approach, it will be critical to determine what resources centrally are required to enable commissioning to be delivered through its Service Delivery teams and how structurally this should be set up in order to mainstream this activity. Put simply, consideration needs to be given as to whether one capable team sitting in prevention which provides CFS and commissioning functionality

provides the best option for enabling service delivery teams or whether there should be two different teams in prevention, providing separate CFS and commissioning functions.

Proposal: 3

The relationship and link between prevention and commissioning is implicit. In redesigning CST, how and where structurally commissioning sits within Service Delivery and what central resources (capability and capacity) are needed to effectively deliver the Service's commissioning expectations must be determined and acted upon.

It is critical that when developing a structural proposal for commissioning and future CST functionality that the lessons learned from the devolvement of partnerships are considered in any solution- particularly around:

- effective leadership and vision
- clarity of purpose, function, role, responsibilities and accountabilities
- developing the structural approach that best enables Commands to deliver
- building central capability to develop the strategic approach, provide principles, guidance, support, assurance, evaluation and best practice to enable delivery (not do the delivery)
- clarify the boundaries and accountabilities between 'support' and 'delivery'
- planning effectively the transition to an effective locally managed commissioning model through building Command resources knowledge, skills and capability to deliver commissioning
- planning and performance management
- building effective professional working relationships
- Stakeholder engagement (Commands should influence the central resource in place to enable them and their teams)

3.4 Command Partnership Resources

Despite the absence of the development of a framework of operating principles and ongoing support provision from HQ, it is clear that Commands have been successful in extending the influence of West Midlands Fire Service locally, through their development of strategic relationships with key partners (particularly public agencies) and this can directly be attributed to the effective application and utilisation of partnership resources.

This has led to the development of meaningful partnerships across the West Midlands area. However, due to the absence of effective central support in building an assurance and evaluation capability the true benefits of individual command partnership arrangements in terms of improved community outcomes cannot systematically be measured as by and large there is no evidence of a systematic approach for evaluating partnership. Whilst it is correct that partnership resources

should be directed and informed by local priorities, the benefits of evaluation in terms of enabling good practise to be adopted service wide is being missed. In moving forward the Service must establish a systematic approach to developing an outcome based approach to evaluation.

This has long been recognised by partnership resources in commands as an area requiring improvement. As financial resources (and Service Delivery resources) continue to reduce it will be incumbent on the Service to demonstrate that it gets value for money in the way it uses all its resources in enabling service delivery personnel to work in partnership and improving outcome.

From a wider governance perspective, it has proved difficult during this review to identify what partnerships (including referral pathway partnerships) that the service is actively engaged in. This is because the Service has inconsistent arrangements in place for recording and logging partnerships.

Proposal: 4

In line with the principles of partnership good governance, Commands working with the CFS team should determine and implement an effective approach to ensure that centrally (where appropriate) and within commands the Service has in place arrangements to ensure that:

- **Terms of Reference/Service Level Agreements for each partnership are in place**
- **Alignment to The Plan (purpose)**
- **Required inputs, outputs, and outcomes are identified**
- **A partnership plan, identifying the partnership life- span and delivery timeframe of key inputs outputs and outcomes**
- **Risks are identified and managed**
- **Dispute resolution is managed**
- **Performance monitoring and reporting framework is established**
- **Evaluation of outcomes**
- **Good practice is identified and implemented Service Wide**

A key part of the Command partnership resources role is to build and develop relationships with local authorities and other influential agencies in order to develop and enhance WMFS involvement in strategic partnerships. This does happen across Command Areas and the Service has been successful in securing a seat on various trusts, boards, working groups and bodies involving a range of key influential partners and stakeholders. The value of building long term relationships with strategic partners should not be underestimated. However, in the financially challenged and fast changing landscape that we work in, it is critical that we understand and channel our partnership resources to investing in relationships where we do (or should) deliver in terms of improved outcomes to the community.

This is particularly relevant as the time available for Command partnership resources to engage in their current role and responsibilities will become more limited. As

previously discussed 'Commissioning' has been identified by the Service's leadership team as a viable approach to mitigating against the £14M cut to central funding (by 2018/19) and enabling for a balanced budget. In meeting this shortfall, the Service has an expectation that it will raise £2M per year through being commissioned to provide services on behalf of other public agencies mainly (but not exclusively) across the health and well being agenda. In taking this approach and mainstreaming commissioning, the Service will use the current existing Command Partnership resources to deliver Commissioning. In doing this it recognised that the Service will be required to build capability to enable its partnership command resources, facilitated and supported by an effective central team can deliver, within a Service framework, commissioning on a local basis.

The synergies of a commissioning role with the Command partnership resources are clear. However, it is accepted that a commissioning type role and skills sets involving identifying, negotiating and helping to secure local commissioning opportunities will require a different skills set to those currently required of partnership resources. As such, the Service will be required to take a holistic review of the current partnership officers and CRRO roles and responsibilities. This review should be informed by 2 ½ years of intelligence and should seek to confirm the partnership aspects of the role that are absolutely core to the delivery of partnership activity. It should also identify the core skill-sets, attributes and personal behaviours required to deliver the new requirements of a Commissioning role.

Proposal: 5

The core roles and responsibilities of Partnerships Officers and Community Risk Reduction Officers should be reviewed and redesigned to incorporate Commissioning as a core activity.

In developing this new role, Operational Commanders should be seen as integral to influencing and shaping this re-design. It is recognised (and in learning from the approach adopted to devolving partnerships) that it will be essential to build capability to deliver this mission critical role in a safe environment and a 'learn on the job approach' should not be adopted. Central capability in providing an operating framework, supporting, advising and guiding will be integral to building confidence in Command Teams to delivering this new functionality.

3.5 Referral Pathways,

In moving forward it will be essential to maintain as core, the requirement of partnership resources to continue to support station teams maintaining and building upon current levels of Home Safety Check (HSC) referral performance. For a considerable time, the identification and use of referral partnership pathways in highlighting our most vulnerable people to receive a HSC, soon to be re-branded Safe and Well, has been central to the delivery of the Service's prevention strategy.

Command Partnership resources have been absolutely key to facilitating our approach by working with partners or enabling fire station teams to work with partners to enable them to deliver Home Safety Checks. In delivering this service to the most vulnerable people within local communities, the service uses its resources in its most efficient way. This is because we can target those people that we know are more likely to require our emergency response should we not provide this vital service- delivering Safe and Well to people that really need it. Safe and Well also provides the gateway to supporting the delivery of traditionally perceived non fire – service 'well checks. ' This approach provides evidence of a pro-active approach to working with partners to the ultimate benefit of the service user through adopting a single point of service approach.

In recognition of the importance of this work we measure our performance against Safe and Well (HSC) against two performance indicators (PI).

- PI 5: The % of HSC referred by our partners. Target 2015/16 = 40%
- PI 6: The number of HSC points achieved by the Brigade. Target 2015/16= 135K

In terms of PI 5 performance across stations varies dramatically with some stations performing well over target and some well under. Anecdotally, station personnel interviewed provided a varying picture of understanding of command partnership resources available to them in supporting and enabling the development of referral pathways. Some personnel were completely unaware as to the level of resource available to support their contribution to this target and as such, this provides evidence of potential inconsistencies in the availability of partnership resources to fire station personnel. In any event, a target of 40% should be considered a minimum aspiration for the Service. Referral pathways are recognised as the most efficient and effective way to achieve high value Safe and Well performance through targeting the most vulnerable people in our community. The variation in target and perceived variation in engagement provides evidence that there is still room for considerable improvement an in moving forward partnership Command resources should be committed to ensuring the Service over performs against this particular PI.

The current delivery target evidences that around 60% of Safe and Well activity is targeted through other means than high value referral pathways. Whilst there will always be value in any Safe and Well check undertaken, this also demonstrates that there is considerable scope for improvement and opportunity to continue to develop referral pathways and improve performance against this particular PI. This work should still be seen as core in any redesigned Command partnership resources solution.

The more referral partnerships that are generated the higher value the points awarded per safe and well visit. This should have a positive impact in terms of increased points against PI 6, the number of HSC checks achieved by the Brigade.

In recognising the need for partnership command teams to remain committed, focussed and ambitious in enabling delivery teams to improve collective

performance it is important to recognise concerns around the quality and reliability of HSC referral data. Ordinarily, those Safe and Well visits undertaken via a referral pathway should be allocated a reference number acknowledging this by the Contact Centre which is the call handling centre for allocating station visits. This issue of quality was picked up by a review of the Contact Centre performance in August 2015 which made a number of recommendations for structural, system and process change. When implemented, these recommendations will provide a foundation on which the Service can place reliance on the reliability of data input.

However, a similar rigour and test should be applied to data sharing per-se. The ability to share reliable data between partners is critical for enabling better outcomes for communities. The inconsistent approach in our own internal arrangements provides evidence as to the need of a review of our data sharing arrangements and protocols. Therefore:

Proposal

Whilst data sharing agreements appear to be in place across commands, a systematic review of the quality of the arrangements and underpinning systems and processes should be undertaken. This will provide

- **a clear picture of the level and effectiveness of data sharing between WMFS and partner agencies**
- **provide the opportunity to identify if there are lessons to be learned from other agencies and sectors**
- **what improvements can be recommended and determine how Fire Authority members can support data sharing activities.**

The delivery of a data review, alongside the proposals for change submitted here will provide the assurance and confidence to Members as to the value of our partnership arrangements in terms of enabling improved outcomes for the communities of the West Midlands as well as sustaining our delivery model through the effective delivery of commissioning. Importantly, implementation of these proposals will enable for the Brigade to put in place the people, structures, systems and process to effectively manage partnership corporate risk.

Community Safety Team Structure

HQ Community Safety Structure

October 2015

Head of Community Safety

Safeside Manager

- Business Admin Apprentice
- WTWM programme Co-ordinator
- Schools Education Officer
- Red Hot Education Co-ordinator (Handsworth)
- Crew Commander B Schools Education

Station Commander B Community Safety

- Prevention Support Officer
- Youth Services Officer
- Youth Services Officer
- Watch Commander B Vulnerable Person Lead
  - Prevention Campaign Coordinator

Road Casualty Reduction Team

Watch Commander B

- Road Casualty Reduction Educator
- Road Casualty Reduction Educator
- Road Casualty Reduction Support

Whilst this structure chart provides the full central community safety and Safeside structure, this review, has concentrated on HQ Community Safety Team resources. These are shown in **bold** on this structural chart.

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┌─────────────────────┐
│  Director, Service  │
│      Delivery       │
└─────────────────────┘
           │
┌─────────────────────┐
│  Strategic Enabler  │
└─────────────────────┘
           │
┌─────────────────────┐
│      Head of        │
│  Community Safety   │
└─────────────────────┘
           │
┌─────────────────────┐
│    Team Leader      │
│  Community Safety   │
│      Station        │
│    Commander        │
└─────────────────────┘
           │
┌──────────────────────────────────────────────┐
│          Community Safety Team (x10)          │
└──────────────────────────────────────────────┘
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Update on Scrutiny Review of Safeside – September 2016

Summary of Safeside review proposals

The review of Safeside was concluded in May 2013. Since then a new Safeside Manager, Carol Morgan, has taken over responsibility for both facilities at Eastside and Handsworth. Carol has recently reviewed the management structures and these recommendations were included in the wider review of the Community Safety team as recommended by the Partnerships Scrutiny Review.

The environment that Safeside operates in has changed significantly since the review was conducted. In education the rise of academies continues to make it difficult to engage schools on mass. Increased pressure on curriculum and school budgets makes it increasingly hard for schools to support trips, and the costs are increasingly being passed on to parents.

Having said that, the visitor numbers for 2015/16 at Eastside (10,483) were the second highest annual attendance since Safeside opened, and only 800 lower than the highest year which was 2010/11

An update is provided below against the specific recommendations of the Scrutiny Review:

1. That priority continues to be given to those groups that the Service is targeting as part of its vision outlined in the Plan under the banner 'Making the West Midlands Safer'.

Progress

Safeside continues to focus on schools from the more disadvantaged areas of the WM. We are currently mapping the schools that have visited and linking with local organisations in priority areas including crimestoppers and local Children's Centres

2. That a member of the Authority be designated 'champion' for Safeside to promote the facility and to report regularly to the Authority on activity and progress.

Progress

A verbal update on progress against this recommendation will be given to Scrutiny Committee

3. That Section 41 members on the Authority be encouraged to promote and raise awareness of Safeside at their home authorities.

Progress

A verbal update on progress against this recommendation will be given to Scrutiny Committee.

4. That further sponsorship and external funding opportunities be investigated to fund the cost of visits to enable offers and discounts to be made to schools (for e.g. by approaching the Authority's insurers).

Progress

Offers and discounts for visitors have been provided through sponsorship from Nationwide Building Society, Network Rail and Enterprise Inns. In addition equipment has been provided through support from Eon, Network Rail and National Express

5. That school governors, headteachers and school fora be approached to raise awareness of Safeside and in particular, year 5 teachers be targeted through a marketing and promotion strategy utilising both Safeside resources, wider West Midlands Fire Service and Fire Authority members as appropriate and by providing briefings for primary and secondary heads fora within the seven districts.

Progress

Safeside have provided a range of opportunities including professional tours, offering bespoke meeting space and wider marketing directly to head teachers. Due to the change in the academy status of most schools this continues to be a focus over the next 3 years

6. That schools be recommended to consider utilising Pupil Premium to fund visits

Progress

Following research on pupil premium Safeside are aware that schools manage and utilise these funds in different ways due to the particular needs of their school. Safeside will continue to regularly promote the use of pupil premium wherever possible.

7. That members of the Authority be encouraged to seek views from the schools in their local area by making personal approaches where possible.

Progress

A verbal update on progress against this recommendation will be given to Scrutiny Committee

8. That links be established with local Health and Wellbeing Boards, Clinical Commissioning Groups and Safeguarding Boards (both children and adults) to mirror the good practice and success of the Wolverhampton project.

Progress

WMFS is represented on most H&WB and safeguarding boards across the WM. This partnership approach was recently scrutinised and reviews are currently being implemented. Since the engagement with Wolverhampton SCB Safeside has further developed the YOYO programme for the transition into independent living in later teens.

9. That links be established with the Police to raise awareness of Safeside and encourage visits from appropriate groups to address crime and disorder issues.

Progress

Safeside have struggled to engage with WMP at a strategic level, mainly due to changing roles within the police. However there are more local links established including with a local police officer who attends Safeside programmes to deliver crime and disorder messages. There are new opportunities within the current transformation of WMP under their 2020 vision that Safeside and the partnerships team will continue to pursue.

10. The local authorities be asked to investigate levels of attendance and awareness in their own area by placing an item on Safeside on the work programme of an appropriate scrutiny committee

Progress

Lead members to liaise with their respective local authorities. A verbal update on progress against this recommendation will be given to Scrutiny Committee

11. That more pre-booked sessions for members, parents, staff and local charitable groups be offered and that Safeside continue to be promoted during school holidays.

Progress

Safeside currently have evening and weekend visitor groups and this last summer saw our first multi-agency work-skills programme for young people.

Safeside are further developing provision at Handsworth for voluntary and community organisations for adults and young people in the evenings and at

weekends. These currently include activity groups such as Karate and also include Aquarius (substance misuse) and youth offending service

12. That a separate piece of work be undertaken with regards to how barriers relating to transport can be overcome to enable more visits

Progress

General feedback from schools indicated that the cost of transport was becoming prohibitive for schools to visit. To test his theory a full subsidy on transport costs was provided during the period Jan 2015 to Mar 2016. The tables below show the cost and impact of the funding on visitor numbers

Eastside Primary School visitor numbers

Period	Visitors	Cost
2013	4,131	
2014	4,977	
2015	9,026	£21,680 (£2.40 per head)

Eastside Secondary School visitor numbers

Period	Visitors	Cost
Jan – Mar 2014	99	
Jan – Mar 2104	334	
Jan – Mar 2016	670	£3,220 (£4.81 per head)

The impact of the funding was a dramatic increase in visitor numbers. For Primary schools the visitor numbers would have been even higher but there was a limit of volunteer capacity to support visits. (NB. The difference between the "per head" costs is a reflection of the more efficient use of the capacity of coaches possible for primary school groups).

This analysis shows that cost of transport continues to be a significant barrier. It is essential that visitor numbers are maximised, so in future Safeside will secure the

funds to continue to provide subsidised transport for schools. This could include focusing any external sponsorship and funding towards transport costs.

An emerging barrier from feedback from schools appears to be increased travel times due to congestion. As a consequence Safeside are planning to include specific feedback from schools on this aspect of their visit to gather evidence of the level of this issue.

WEST MIDLANDS FIRE SERVICE

Report of the Scrutiny Committee
May 2013

Members of the Scrutiny Committee:
Councillor Chambers (Chair)
Councillor Spence (Vice-Chair);
Councillors Delaney, Eustace, Hogarth, Tranter, Wright and Young

Supported by
Sandwell Metropolitan Borough Council
and
Strategy, Performance, Improvement and Risk Team (SPIRiT)

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1.   Introduction

In accordance with the Fire and Rescue Services National Framework, the Fire and Rescue Authority established a Scrutiny Committee in 2012/2013 to support it in achieving its strategic objectives and ensuring that its policy and budgetary framework is followed and delivered to reflect that changing needs and demands in meeting its statutory obligations.

The Scrutiny Committee's terms of reference, attached at Appendix 1, state that it should carry out a minimum of two reviews per year. The Committee has identified the Safeside facilities as the subject of its first review.

2.   Context

Through its work, the West Midlands Fire Service intends to focus on reducing the demands placed upon it to respond to emergencies, through public education and engaging with partner services. The Service has established a number of priorities, outcomes, and strategic objectives which state how resources and activity will be targeted towards 'Making West Midlands Safer'. The Authority's corporate strategy document 'The Plan' sets out how it will meet these objectives and with what resources over the next three years. 'The Plan' can be accessed on the following link:
https://www.wmfs.net/sites/default/files/The%20Plan%202013-2016_0.pdf

In accordance with the Fire and Rescue Services National Framework, the Authority has also approved an Integrated Risk Management Plan (IRMP) – its Community Safety Strategy
https://www.wmfs.net/sites/default/files/Community%20Safety%20Strategy%202013-2016.pdf . The Strategy contains details of the Service's risk analysis and is a key source of information in the creation of the Authority's strategic resourcing plans.

Safeside is a state-of-the-art, scenario-based, experiential learning facility that provides an innovative and interactive learning experience, aimed at inspiring visitors to think and act safely. Its remit is safety, citizenship and sustainability as well as fire safety, which contributes to the Authority's objective to improve the safety, health and wellbeing of the most vulnerable people within its communities in the most effective and efficient way.

There are two facilities within the West Midlands; one located on the site of the Fire Service's Headquarters in Vauxhall Road, Nechells, Birmingham - Safeside at Eastside; and another located at Handsworth Community Fire Station - Safeside at Handsworth.

2.4.1 Safeside at Eastside

Safeside at Eastside is a full-sized indoor village that includes a real, life-sized street scene with pedestrian crossing, double-decker bus, car, railway, canal, open and green spaces, shops, police station and much more. It opened in 2009 and, at that time, was the first purpose-built facility of its kind.

2.4.2 Safeside at Handsworth

Previously called the 'Red Hot Education Station'; in 2012 the facility was refurbished and re-launched under the Safeside brand. The re-furbished facility hosts seven scenarios to teach safety in the home and in the community. Scenarios include a kitchen, lounge and bedroom, set up to demonstrate various hazards that could lead to fire and injury, a canal to demonstrate water dangers, a dark alleyway to highlight hazards to personal safety and car and road safety scenarios.

Both centres rely upon volunteers to conduct tours for school children. Some programmes are also delivered by people with specific skills for that target group. Programmes at both facilities are targeted to at-risk groups and delivered in an age-appropriate format, for e.g. using drama as a medium for older children.

In addition to the interactive tour of the safety village, classroom based workshops are now part of the whole-day visit at Eastside. This approach will also be adopted at Handsworth.

3.   Terms of Reference

The Scrutiny Committee identified the operation of Safeside as a matter for scrutiny at its meeting on 5 November, 2012.

The education programmes delivered from the flagship Safeside facility are a key element of the overall prevention strategy that plays an important role in achieving the vision of "Making West Midlands Safer". As such, members were concerned that Safeside may not be used to its full potential. Anecdotal evidence suggested that the children from some of the more disadvantaged communities were not visiting Safeside and therefore, not receiving the benefits of the education and experience that this facility offered.

The Committee used the Scrutiny Work Plan Prioritisation Aid, attached at Appendix 2, designed by the University of Birmingham (InLogov), to assist it in determining whether Safeside was an appropriate matter for scrutiny.

At its meeting on 10 December, 2012 the Committee agreed the terms of reference for the review by way of a detailed scoping document, attached at Appendix 3, which set out the rationale for the review, and its aims and objectives.

The Committee established a Working Group comprising four members of the Scrutiny Committee, including the Chair, to undertake the review.

4.   Membership

When establishing the Working Group, the Scrutiny Committee had regard to having representation from the district Councils that make up West Midlands Fire Service, as well as the need to keep the Group to a manageable size.

The following councillors sat on the Working Group:-

Councillor K Chambers (Chair) (Walsall Metropolitan Borough Council)
Councillor N Eustace (Birmingham City Council)
Councillor P Hogarth (Solihull Metropolitan Borough Council)
Councillor C Tranter (Sandwell Metropolitan Borough Council)

The Working Group was supported by the following officers:-

Georgina Wythes	Governance Services Manager (Democracy), (Sandwell Metropolitan Borough Council)
Stephnie Hancock	Scrutiny Officer (Sandwell Metropolitan Borough Council)
Sally-Ann Chidwick	Manager of the Strategy, Performance, Improvement and Risk Team (SPIRiT)

5.   Methodology

The Working Group held two meetings during its investigations. The second meeting was held at Safeside Handsworth and included a tour of the facilities there.

The Chair of the Working Group also took colleagues Malcolm Morrey (Executive Head Teacher of Salisbury and Kingshill Primary Schools (Walsall)), Wendy Mayou (Senior Teacher at County Bridge Primary School (Walsall)), and Barbara Watt (Consultant in Public Health at NHS, Walsall) on a tour of Safeside at Eastside (Headquarters site).

6.   Witnesses

The following witnesses attended the Working Group meetings to provide evidence for the review:-

Pete Wilson   Head of Community Safety
Steve Vincent   Area Commander Community Safety
Rob Hattersley   Acting Safeside Manager
Shirley Brampton   Co-ordinator, Safeside Handsworth
Maz Bibi   Volunteer, Safeside Handsworth
Asma Begum   Volunteer, Safeside Handsworth
Janet Wilson   Volunteers Manager

7.   Evidence

7.1   <u>Programmes, Visitor Numbers and Admission Charges</u>

7.1.1 <u>Safeside at Eastside</u>

Junior Citizen Programme – Targets primary school children in years 5 and 6 (key stage 2) who are about to make the transition to secondary school. The programme is delivered by volunteers and promotes independence and wellbeing, encouraging children to be able to recognise dangers inside the home and in the community and to learn to make things safer for themselves and others. Children are challenged to think for themselves and develop skills that they can apply in different life situations. Admission charges are £6 per child, or £7.50 for out of area.

Lifeskills/NGage – Targets secondary school children in year 8 (key stage 3). The programme is delivered by paid presenters and covers key parts of the personal, social and health education programme to encourage children to recognise danger, assess risk, make things safer, deal with peer pressure and do the right thing in an emergency. Admission charges are £6 per pupil, or £7.50 out of area (for Lifeskills) or £7.50 per young person (for Ngage), during Tuesday school hours only.

Safestart – Targets parents and carers of under 5s and expectant mothers. The programme is delivered by paid presenters and aims to increase the confidence and skills of parents and carers of babies, pre-school children and foundation stage children. It covers key safety issues including road safety, in car safety, fire safety, general home safety and basic first aid. Admission charges are £7.50 for adults, £2 for children, or £8.50/£2.50 for out of area during week days, week nights, weekends and school holidays.

Special Educational Needs (SEN) programme – Targets children and adults with special educational needs and is an adapted version of the *Junior Citizen Programme.* It is delivered by Fire Service SEN educators, who are experienced as firefighters and have additional training. Admission charges are £5 per visitor or £7.50 for out of area.

Safeside at Eastside also offers public access visits and a programme aimed at young adults moving into independent living (YoYo – You're on Your own). It costs £7.50 per visitor, or £9 for out of area and can take place at any time.

Visitor Numbers by Programme:-

Academic Year	JC	SEN	SafeStart	LS/Ngage	JSI	YOYO	Total
2008/09	4,525	-	-	-	-	-	**4,525**
2009/10	7,496	268	24	77	-	-	**7,865**
2010/11	8,821	541	460	1,333	-	-	**11,155**
2011/12	7,367	821	42	1,838	97	42	**10,207**
2012/13	2,286	103	9	433	-	30	**2,861**
Total	**30,495**	**1,733**	**535**	**3,681**	**97**	**72**	**36,613**

Key
JC   = Junior Citizen, KS2 primary
SEN   = Special Educational Needs
Safestart   = Parents/Carers of children under 5 yrs
LS/Ngage   = Lifeskills or NGage
JSI   = Public Access visits
YOYO   = You're on Your Own

Visitor numbers were boosted in 2010/2011 by external funding from Birmingham CSP and Wolverhampton Children's Services that ended in March 2011 The Birmingham funding enabled the establishment of the Lifeskills and Safestart programmes that have since been rolled out across the brigade. The Wolverhampton funding enabled primary schools from the borough to visit Safeside with no transport or admission cost.

The *Junior Citizen Programme* is the most popular programme and accounts for over 83% of the total visits to the Safeside at Eastside facility.

The Group noted that take-up by schools is patchy across the West Midlands. Publicity material is sent to all primary and secondary schools in September, and at other times of year, in various formats. The cost to schools within the West Midlands area is subsidised in the current admission fee and has in some cases been subsidised locally.

The facility is available to schools outside of the West Midlands but they are required to pay full cost per head. In addition, those schools do not receive mail-shots as the service's priority is to provide the service to the West Midlands community as part of its vision outlined within the Plan under the banner 'Making the West Midlands Safer'.

Initiatives are being developed to make the visit more relevant to the school curriculum, for e.g. developing the environmental aspects of the roof garden. Consideration has also been given to allowing those schools who have not previously visited on one free visit as an incentive.

There is capacity, funding and resources to increase the numbers visiting the facility. Some areas of activity have increased where there has been external funding, for e.g. the current year's Safestart programme received external funding from Nationwide Building Society from 2013 onwards and previously the Lifeskills programme has benefited from Birmingham Priority Neighbourhoods funding from Feb 2009 to the end of March 2011.

There is capacity to increase attendance and programmes have been devised to widen the visitor base by opening for evening visits and during school holidays. Trial visits have also taken place for paying customers.

The Group noted that the widening of the customer base could help to make the facility self-supporting, however, priority in access must continue to be given to the priority groups that the service is targeting.

Junior Citizen visitors by Local Authority Area – Academic Year 2011/12:-

LA Area	Visitors	% of Yr Pop
Birmingham	3270	20.7
Coventry	556	13.1
Dudley	462	11.3
Sandwell	281	6.3
Solihull	656	23.0
Walsall	300	7.8
Wolverhampton	1792	56.1
Outside WM	50	
Grand Total	7367	19.2

7.1.2 Safeside at Handsworth

Junior Citizen Programme – Similar programme to Eastside's but targets primary school children in years 3 and 4 (key stage 2) and focuses on basic safety issues.

Visitor numbers from local authority area - Academic Year 2011- 12:-

Visitor	BHAM	COV	DUD	SAND	SOLI	WAL	W'TON	OUTSIDE	**TOTAL**
Nursery	1,644								**1,644**
SEN	240				10		25		**275**
Yr 3/4	556								**556**
Yr 5/6	917						65		**982**
Yr 7/8						15			**15**
Yr 9/10	25								**25**
Youth	400		12		46	258	32		**748**
Scouts	134		25		42				**201**
Adult	93					20		10	**123**
Total	**4,009**	**0**	**37**	**0**	**98**	**293**	**122**	**10**	**4,569**

7.2   Management and Staffing

The Safeside facilities are managed within the Community Safety Department (see Appendix 4).

Both facilities rely largely upon the use of volunteers as visitor guides to conduct tours for school children. One of the programmes (Lifeskills/Ngage) uses a combination of both paid Presenters and acting students, however, it was anticipated that the ratio of actors would be increased, reducing the need for paid volunteers.

The volunteers are generally from the local community and from a wide variety of backgrounds. All staff undergo full training and a CRB check.

There are a total of 100 volunteers across both facilities, aged between 16 and 73 years of age. Volunteers are asked to commit approximately two and a half hours a week of their time; however, most do more by their own choice.

The volunteers that the Group met spoke with enthusiasm about their role. They feel that the facility offers a vital learning experience for children that they remember forever. They feel that the volunteer role offers an attractive opportunity for people that want to give something back to the community or are interested in working with children and is also a great opportunity for them personally to gain confidence, develop new skills and to gain valuable experience.

A forum is held every six months for volunteers to give feedback and the volunteers feel that they are listened to and their feedback is acted upon.

Recruitment of volunteers is on a more or less continual basis because of the personal development benefits that it provides the volunteers, enabling them to move on to paid work, and thus resulting in a high turnover.

The Group noted that plans are in place to launch an Award Scheme Development and Accreditation Network (ASDAN) accreditation scheme for volunteers from April, 2013.

7.3   Feedback from Visitors

Appendix 5 shows feedback received from teachers who visited in 2011/2012. The feedback indicates that the visit stimulated understanding by pupils of the issues covered immediately after the visit and that this understanding increased after a few weeks, suggesting that pupils had continued to discuss the visit and to learn from each other. Overall, teachers felt that the visit was good value for money and very practical and they liked the realism of the facility.

7.4   Wolverhampton Safeguarding Board pilot scheme

In 2009/2010 and 2010/2011 Wolverhampton City Council's Safeguarding Children's Board ran a project to support schools in Wolverhampton to visit the Safeside (Eastside). A Service Level Agreement was established between the Fire Service and Wolverhampton City Council whereby Wolverhampton Children and Young People's Services and Safer Wolverhampton Partnership funded admission fees and transport to Safeside for Wolverhampton Primary schools (Year 5 classes).

A total of £78,000 was committed to the project - £30,000 from Wolverhampton Children and Young Peoples Services and £48,000 from Safer Wolverhampton Partnership (for 2009/10 and 2010/11).

Letters were sent to all Wolverhampton Primary schools in September 2009 and again in September 2010 offering Year 5 classes a free half-day visit to Safeside. In addition, local fire crews and fire service staff visited the primary schools to promote the visits on a number of occasions.

75% of the Year 5's from Wolverhampton visited Safeside during 2010/11 (between Sept 2010 and March 2011).

Data from the project showed that overall, it had been a success with an improvement in knowledge after the visit. Anecdotal evidence also suggested that children had put what they had learned into action, for e.g.:-

- changed plug adaptors to multi extension leads;
- moved hot drinks out of reach of visiting cousins;
- asked Mum to buy a booster seat;
- stopped graffiti;
- no longer spit chewing gum onto the floor;
- told parents not to carry the kettle across the kitchen;
- avoid alleyways;
- changed their profile to friends only on Facebook.

7.5 Barriers to Uptake

The Group identified four possible barriers to uptake by schools:-

7.5.1 Finance

There was some evidence of schools cancelling visits due to the lack of parental support. The financial situation was thought to be a factor in this in that schools might now be passing on the cost to parents where previously attendance might have been funded through the school.

The Group was of the view that many schools have healthy balances and can afford to subsidise or pay for visits which contribute to the curriculum. In particular, it was felt that the Pupil Premium could be utilised to fund some visits and that this would ensure that target groups were reached, as the premium is only available to those pupils eligible for free school meals.

7.5.2 Transport

The Group noted that subsidising both the entrance fee and transport costs did not always generate more visits (for e.g. in Wolverhampton 25% of schools did not take advantage of the full subsidy when it was available). Whilst there will always be a percentage of schools that would never take advantage of a visit, it is felt that that the cost of transport was an ever increasing issue for schools that do want to attend. There is also anecdotal evidence that schools pass the cost of the trip onto parents who are increasingly struggling to manage household budgets and may not be inclined to prioritise school trips. It was noted that the estimated cost of a coach for a day was approximately £300 and with increasing fuel prices, this was unlikely to reduce.

The Group discussed the possible use of the service's corporate coach to transport visitors and considered some statistics on its usage levels. It was noted that from January to December 2012, the coach had only been used for 39% of its available time.

However, there were a number of issues around the use of the coach for Safeside trips, including:-

- the coach would be out of use for the whole day if used for Safeside visits;
- the availability of a driver for a day;
- the location that the coach is kept at and how convenient this was to the schools and Safeside;
- fuel and maintenance costs;
- there was no replacement vehicle if the coach broke down/was out of use.

Increasing the visitor's fee from £6 a day to £10 to cover transport costs was discussed.

The Group feels that transport is a major factor for the schools that are not using Safeside and a separate piece of work needs to be undertaken to look at removing this as a hurdle.

7.5.3 Commitment

There is evidence to suggest that return visits are dependent on the commitment of individuals at a particular school, for e.g. there have been occasions where, when a year 5 teacher has left, visits from a particular school have ceased.

7.5.4 Other Pressures

It was felt that the pressures on schools, such as inspections, provide a barrier to arranging visits. Providing detailed information to teachers about the links to the curriculum and the educational value of a visit has made it easier for schools to participate.

7.6 Business Plan and Finances

The business plan for Safeside requires maximum cost recovery by:-

- reducing expenditure;
- increasing income from letting space;
- maximising visitor income;
- diversification of programmes;
- maximising occupancy and visitor numbers.

Safeside's budget summary showed the progression of increased cost recovery over the next three years. Analysis of budget scenarios has shown that maximising occupancy is key and the priority is to increase the number of visitors per session in preference to increasing the number of sessions.

To make the facility financially viable, it is necessary to increase the contribution to fixed costs either by increasing numbers, decreasing costs or by producing other income.

Works are in hand to enhance the meeting rooms to stimulate bookings. The cost of the works has been met from income from room hire. In particular, an arrangement has been made with Telford Training Consultancy to let rooms for speed awareness courses. A target has been set of producing a 60% contribution to running costs by 2015.

The budget figures set out in the three-year Financial Plan (attached at Appendix 6) are based upon the following planning assumptions:-

- reductions in expenditure applied to stationery and advertising and publicity;
- no increase in salary costs across the years;
- Full Time Equivalent factors applied regarding salary costs;
- 80% of available sessions being booked in 2012/2013 and 90% of available sessions being booked in 2012/2013;
- average class sizes of 26 pupils;
- a school year of 30 weeks;
- income from speed awareness courses based on the contract continuing at planned levels.

7.7   Marketing and Publicity

There are a number of promotional leaflets produced detailing the programmes available and on general visitor information.

Publicity material is sent to all primary and secondary schools in September, and at other times of year, in various formats. Schools outside West Midlands do not receive the material. As the Service's priority is to 'Make West Midlands Safer' so priority is given to schools in West Midlands.

7.8   Comparative Facilities

The Group made note of the following similar facilities available nationally, what they offer, their charges and their reported visitor numbers:-

- Bristol's centre has reported 82% attendance. In previous years, it charged £6 per pupil; however, it increased the price in 2013/2014 to £7 but removed the fee for children who receive free school meals.

- Milton Keynes' centre has reported a 100% visitor rate for year five pupils. It charges £9 per head, which is largely funded by the schools themselves and the facility is run as a charity, using volunteers.

- South Yorkshire's facility is jointly funded by the police and fire service and has reported a 96% attendance rate. Police officers and fire fighters are used to staff the facility and entry is free, although schools provide their own transport.

- Leicester's facility reports 53% visitor numbers overall. Visits from its city schools are funded by the elected mayor and there is an 80% visitor rate, whilst there is a 50% visitor rate from its county schools. Schools provide their own transport.

- Rutland's facility is funded by a charitable trust and has reported a 100% attendance rate.

The Group acknowledged that the relative population of each of these areas needs to be taken into account when looking at visitor numbers. It was felt important to note that, because the West Midlands population is so large, the two Safeside centres do not actually have the capacity to accommodate 100% attendance.

8.   Conclusion

The majority of visitors currently attending Safeside are not from the high-risk groups that the Service wants to target. There are options to increase visitors from those groups, including special discount offers and offering a limited number of free visits. However, it was noted that free visits could also have a higher drop out rate as groups are more likely to cancel at the last minute or turn up with a smaller number of pupils. It is acknowledged that paying a fee translates into buy-in and commitment to the visit.

More work needs to be done to raise awareness of the facility:-

- with school governors
- with head teachers
- with heads of year 5 in primary schools
- with free schools and academies

Different ways of approaching schools need to be considered, for e.g. personal visits by firefighters could be more effective than sending literature. It is noted that the rise of academies has affected the service's ability to gain the attention of those schools because it is seen as another sales representative trying to sell a product/service. Therefore, the impact of a uniformed firefighter visiting may overcome this barrier.

Members of the Authority also need to increase awareness within their local communities in order to stimulate attendance rates.

9.   Recommendations

Recommendation	Responsible Officer/Member
That priority continues to be given to those groups that the Service is targeting as part of its vision outlined in the Plan under the banner 'Making the West Midlands Safer'.	
That a member of the Authority be designated 'champion' for Safeside to promote the facility and to report regularly to the Authority on activity and progress.	
That Section 41 members on the Authority be encouraged to promote and raise awareness of Safeside at their home authorities.	Chair/Section 41 members
That further sponsorship and external funding opportunities be investigated to fund the cost of visits to enable offers and discounts to be made to schools (for e.g. by approaching the Authority's insurers).	
That school governors, headteachers and school fora be approached to raise awareness of Safeside and in particular, year 5 teachers be targeted through a marketing and promotion strategy utilising both Safeside resources, wider West Midlands Fire Service and Fire Authority members as appropriate and by providing briefings for primary and secondary heads fora within the seven districts.	
That schools be recommended to consider utilising Pupil Premium to fund visits.	
That members of the Authority be encouraged to seek views from the schools in their local area by making personal approaches where possible.	Section 41 members

Recommendation	Responsible Officer/Member
That links be established with local Health and Wellbeing Boards, Clinical Commissioning Groups and Safeguarding Boards (both children and adults) to mirror the good practice and success of the Wolverhampton project.	
That links be established with the Police to raise awareness of Safeside and encourage visits from appropriate groups to address crime and disorder issues.	
The local authorities be asked to investigate levels of attendance and awareness in their own area by placing an item on Safeside on the work programme of an appropriate scrutiny committee.	Lead members to liaise with their respective local authorities
That more pre-booked sessions for members, parents, staff and local charitable groups be offered and that Safeside continue to be promoted during school holidays.	
That a separate piece of work be undertaken with regards to how barriers relating to transport can be overcome to enable more visits.	

Terms of Reference for the Scrutiny Committee

To carry out a minimum of two scrutiny reviews per annum selected by the Committee. Such reviews will be member-led and evidence based, and will produce SMART (specific, measurable, attainable, realistic and timely) recommendations to the Executive Committee.

To track and monitor the implementation of review recommendations that are accepted by the Executive Committee.

To summon any officer or member of the Authority to give account in respect of reviews or any other relevant matter.

To manage, in consultation with the Director of Resources, a specific budget for the purpose of buying in any necessary external advice and support in connection with the reviews.

To receive and scrutinise performance information including progress against the IRMP and 'The Plan', the Service's objectives and performance indicators and review performance targets.

To have responsibility for scrutiny of equality and diversity throughout the West Midlands Fire Service and to review policies and monitor performance in relation thereto.

To monitor and scrutinise as appropriate the Authority's HR policies.

To monitor and scrutinise sickness levels, promotion policies and employee exit information.

To receive information and statistics on grievance monitoring and to report outcomes to the Joint Consultative Panel.

To ensure that the Authority is meeting its duties under Health & Safety and environmental and other legislation.

To deal with any matters referred to it by the Authority or Executive Committee, the Chief Fire Officer, Clerk and Monitoring Officer or Treasurer, not within its work programme.

Continued…

To refer any matter for consideration by the Authority, another Committee or an officer where considered appropriate.

To submit its minutes and an Annual Report to the Authority.

In order to allow for separation of the scrutiny and decision making functions, members of the Scrutiny Committee shall not sit on the Executive Committee.

The Committee will sit in public with minimum exceptions.

Scrutiny Work Plan Prioritisation Aid

Does this issue have a potential impact for one or more section(s) of the population?

No

Yes

Is the issue strategic and significant?

No

Yes

Will the scrutiny activity add value to the Council's and/or its partners' overall performance?

No

Yes

Is it likely to lead to effective outcomes?

No

Leave out

Yes

Continue overleaf

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┌─────────────────────────┐
│ Will scrutiny involvement be │ ──────── Yes ────────┐
│ duplicating some other work │                      │
└─────────────────────────┘                      │
           │                                     │
           No                                    │
           │                                     │
           ▼                                     │
┌─────────────────────────┐                      │
│ Is it an issue of concern to │ ──── No ─────────┤
│ partners and stakeholders? │                    │
└─────────────────────────┘                      │
           │                                     │
          Yes                                    │
           │                                     │
           ▼                                     │
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│ Is it an issue of community │ ──── No ─────────┤
│ concern? │                                      │
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           │                                     │
          Yes                                    │
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│ Are there adequate │        ──── No ─────────┤
│ resources available to do the │                 │
│ activity well? │                                │
└─────────────────────────┘                      │
           │                                     │
          Yes                                    ▼
           │                          ┌──────────────────┐
           ▼                          │    Consider      │
┌─────────────────────────┐          │     LOW          │
│ Is the scrutiny activity timely? │ ─ No ─│   priority      │
└─────────────────────────┘          └──────────────────┘
           │
          Yes
           │
           ▼
┌──────────────────┐
│ Put into work    │
│  programme       │
│  HIGH priority   │
└──────────────────┘
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Scrutiny Scoping Document Terms of Reference

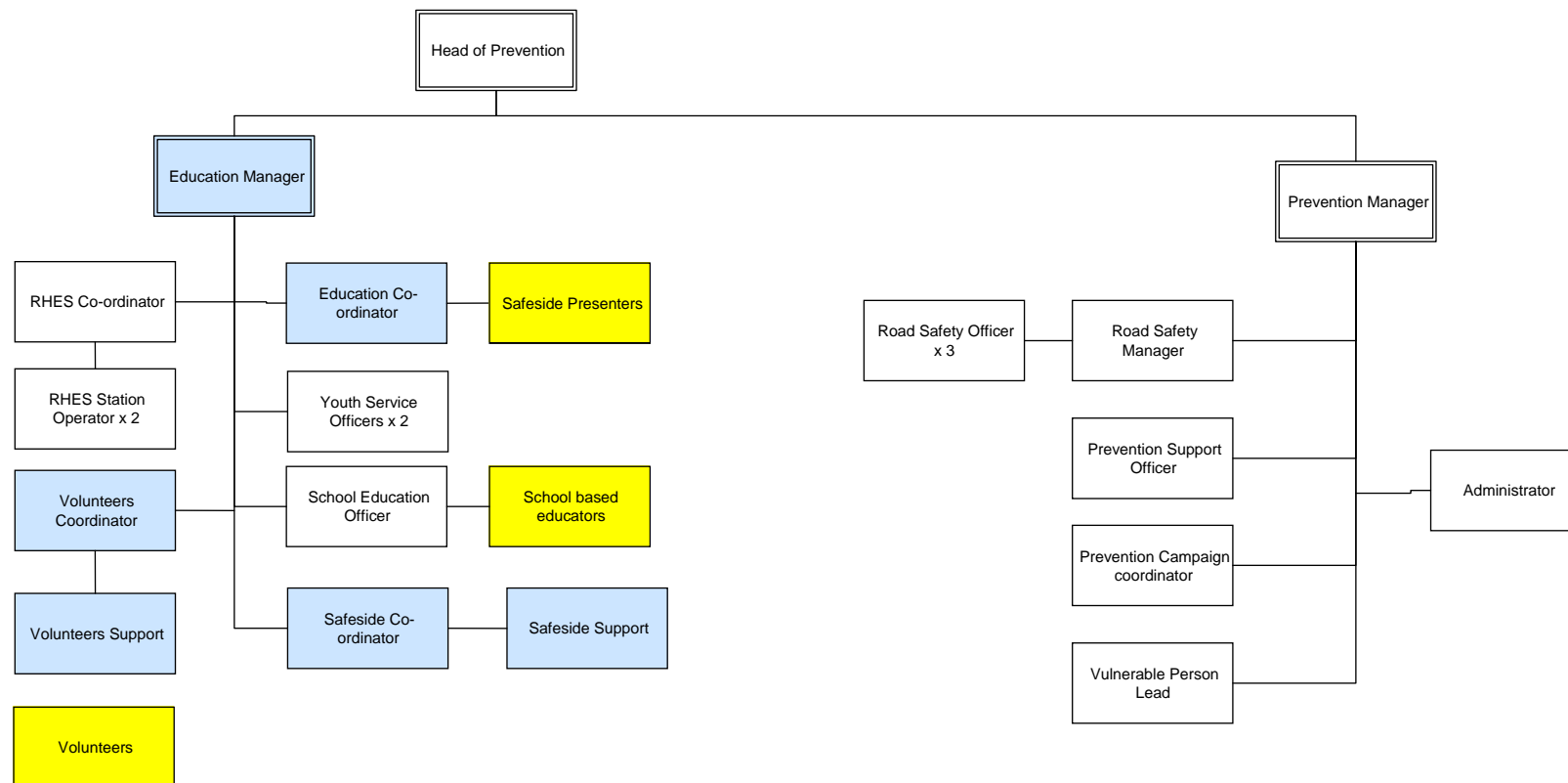| Review Title The working name that relates to the topic	**Scrutiny of the Safeside Education Centre**	**Review Reference Number**: *reference for tracking purposes.* **WMFRA/SC/1**
Commission *Who commissioned the work*	Review commissioned by the Scrutiny Committee on behalf of the West Midlands Fire and Rescue Authority	
Task Group Members *Names of all those on the Task Group*	➢ (Chair) Councillor Keith Chambers To be determined by the Scrutiny Committee.	
Support *Scrutiny has officer support to make sure that reviews run smoothly*	Scrutiny will require officer support to make sure that the review runs smoothly and this will be facilitated by the Strategic Planning Improvement and Risk Team (SPIRiT) within the Service working with the Democratic Services team at Sandwell MBC. Support will be provided to assist the chair with the arrangements for managing the review and with keeping to timetable. SPIRiT will facilitate requests for information or the attendance of officers at meetings. Democratic Services will support the working group and the Committee in evidence gathering and report writing, including the formulation of appropriate recommendations.	
Rationale *Explain why the review is important to the Scrutiny Committee. A clear rationale will also help clarify the indicators of success*	The education programmes delivered from the flagship Safeside facility and are key element of the overall prevention strategy that plays an important role in achieving the vision of "Making West Midlands Safer". As such, members are concerned that Safeside may not be being used to its full potential. Anecdotal evidence suggests that the children from some of the more disadvantaged communities are not visiting Safeside and therefore not receiving the benefits of the education and experience that this facility offers. In determining the appropriateness of this area for scrutiny members applied the prioritisation tool that was introduced to them in their initial training provided by the Centre for Public Scrutiny on 7 November 2012. Applying this tool along with the anecdotal evidence helped them to determine that the scrutiny of the Safeside facility was a high priority and therefore should be included in their work programme. Not all members are aware of what Safeside has to offer and are keen to raise their awareness in order to actively promote the Service and to encourage and support participation locally.	

Review Aims Objectives *The main priorities and what the Review hopes to achieve*	➢ To identify who visits Safeside and what areas they come from. ➢ To identify which schools are not visiting Safeside and why ➢ To identify the barriers that prevent groups from visiting Safeside (with an emphasis on children who live in the more disadvantage areas) ➢ To make recommendations to help remove barriers in order to increase the number of people attending from the disadvantaged areas. ➢ Establish what the costs and benefits are and how these are evaluated in order to make an assessment regarding value for money. ➢ To make recommendations on how the facility can be promoted to ensure that appropriate groups are targeted and attendance in those groups is increased. ➢ To make recommendations on how elected members can help to increase attendance and promote the Safeside facility within their local areas.
Link with Authority Priorities & Objectives *How the review is linked to corporate aims and priorities*	This review is linked to the vision of "Making West Midlands Safer" It supports the key priorities and outcomes outlined in The Plan - Communities Partnerships and Value for Money and the strategic objectives of vulnerable people, road safety, arson and anti social behaviour It also ensure that we continue to target our resources to risk, providing interventions that focus on vulnerable people such as children and young people from disadvantaged backgrounds
Success Criteria/ Outcomes *Some key indicators which will be used to tell you if the review is achieving its purpose.*	➢ Increased take up of the education provided by Safeside by increasing the number of children visiting targeting children from the disadvantage areas. ➢ Identify opportunities to meet running costs from other means such as sponsorship to support an increase in revenue. ➢ Raised awareness of the facility to enable members to take a more active role in promoting the services and for engaging with communities to increase take up.
Methodology/ Approaches e.g. *Desk based review of papers visits/observations Comparisons with other authorities Process mapping/ Workshops/focus groups Seminars/public meetings Commissioned research Interviewing officers Calling witnesses/experts to give evidence*	➢ Local Research – Members to find out what is happening in their area – do their local schools visit? If not can they find out why not and what would encourage them to do so? ➢ Desk based research – officers will provide background information that can be reviewed by Members including financial, activity and performance information ➢ Visit to Safeside. Members to book onto a school visit from a school in their area to gain an understanding of what Safeside offers from a service user perspective. ➢ Presentation from Officers managing/ working in Safeside to include Q&A ➢ Members will then develop further their key lines of enquiry and task off further work as identified in the previous stages. ➢ Identify any other potential funding streams. ➢ Talk to schools that have used the facility and finds out what their views are.
Witnesses *Officers who are required to attend to explain decisions and actions taken and their performance. Other people who may be invited to discuss issue of local concern and /or answer question*	➢ Chair of the Authority & Chief Fire Officer/Deputy Chief Fire Officer ➢ Director of Operations/ Area Commander Community Safety ➢ Education Manager – Pete Wilson and selection of his staff ➢ Safeside volunteers ➢ Local Schools ➢

Documentary Evidence *e.g. Government legislation* *Best Value Performance Plan* *Relevant service plans for service groups* *Relevant Performance Indicators* *Budgetary data and activity* *Minutes of meetings* *Independent research and papers*	Background papers will be made available for Members on all information regarding the use of Safeside. This will also include: ➢ Any reports produced for the Building upon Success Report which also identifies other educational facilities provided by the Service. ➢ Organisation charts ➢ Finances – including grant funding and sponsorship ➢ Visitor numbers – giving geographical breakdown ➢ Evaluation ➢ Feedback from schools and children ➢ Marketing and publicity materials
Publicity Requirements *how the results of the Review once it has been completed will be made public*	The report once agreed by the Executive Committee, will be published on the Service's internet and intranet sites
Resources Requirements (Financial)	No additional funding has been identified as being required for this work.
Timescales *Timescales for when various parts of project should be completed – what will be done, by when how and when*	➢ Meeting to agree the scope to take place on 10 December 2012. ➢ The working group to establish a programme of meetings. The full Committee may also wish to call additional meetings if necessary ➢ Review to commence in early January and to conclude in early March in order to submit recommendations to the Executive Committee on 25 March 2013.
Evaluation *A review is assessed on its effectiveness by finding out what changes have been made as a result*	A review date of will be agreed by members to evaluate the outcome of the recommendations. It is proposed this review is completed 12 months after any findings are implemented.
Scoping document Completed by: *(Name and Signature)*	**Date:**
Project Approved by: *(Name and Signature)*	**Date:**

Posts shaded = staff that have responsibility for Safeside

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                              Head of Prevention
                     ┌──────────────┴──────────────────────────────────────┐
             Education Manager                                      Prevention Manager

  RHES Co-ordinator ── Education Co-        Safeside Presenters
                        ordinator
                                                        Road Safety Officer ── Road Safety
  RHES Station          Youth Service                          x 3             Manager
  Operator x 2          Officers x 2
                                                                      Prevention Support
  Volunteers ────────── School Education   School based                   Officer        ── Administrator
  Coordinator           Officer            educators
                                                                      Prevention Campaign
  Volunteers Support ── Safeside Co-       Safeside Support            coordinator
                        ordinator
                                                                      Vulnerable Person
  Volunteers                                                                Lead
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Feedback from Visitors

Due to the size of the feedback documents and in the interests of sustainability, you can view the outcome of feedback from visitors by clicking on the following link:
http://94.236.33.181/CMIS5/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=yswhZPYiCzEEHGSTLQ%2fL
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MwaG1PaO=ctNJFf55vVA%3d

Safeside Financial Plan

Total Contribution to Fixed Costs

Safeside Visits - Fixed Costs

Account Code	Budget Head	Revised Base Budget 12/13 £	Budget 13/14	Budget 15/16
A018	LGS Staff - Overtime	500	500	500
A022	LGS Staff - Basic Pay	107,250	105,195	103,140
A125	LGS Staff - NI	7,580	7,405	7,230
A230	LGS Staff - Superannuation	16,280	15,970	15,660
	Salary Sub Total	**131,610**	**129,070**	**126,530**
A402	Staff Dev - Training & Subsistence	1,400	1,400	1,400
C105	Public Trans-Travel-General	1,000	1,000	1,000
C131	Car Allowances-Casual	500	500	500
D002	Equip&Furn-Purch Office Furn & Equip	1,000	1,000	1,000
D012	Rental of Photocopiers	1,800	1,800	1,800
D056	Mats&Cons- Books - Reference	100	100	100
D228	Stationery	1,800	1,800	1,800
D392	External Services - Professional Fees&Chgs-	1,000	1,000	1,000
D437	Telephones-Mobile Telephones	300	300	300
D465	ICT-User Funded	2,000	2,000	2,000
D512	Ads & Publicity-Publicity & Promotions	6,000	5,000	4,000
D626	Subscriptions	100	100	100
D669	Misc Exp-Hospitality	1,100	1,100	1,100
D691	Misc Exp-Fees & Charges	1,900	1,900	1,900
D823	FS-General Consumables	300	300	300
	Running Costs Sub Total	**20,300**	**19,300**	**18,300**
	Income			
K541	Sales - Function Catering	-600	-500	-400
K586	Rents - Room Hire (Exempt)	-1,000	-750	-500
K631	Staff -Telephones	-100	-100	-100
	Income	**-1,700**	**-1,350**	**-1,000**

		Total net Fixed Costs	150,210	147,020	143,830

Safeside Visits - Variable Costs

Account Code	Budget Head	2012/2013 £	2013/2014	2014/2015
	Casual Staff - LS	4,129	1,243	1,243
	Casual Staff - NG	11,204	10,404	10,404
	Casual Staff - Safestart	4,628	3,828	3,828
	Casual Staff - YOYO	2,451	1,651	1,651
	Casual Staff - Workshops	2,721	3,265	3,265
	Casual Staff - NG Out of Hrs	726	726	726
	Casual Staff - Other			
D694	Volunteer Expenses	10,777	15,150	16,095
	Overtime	600	1,000	1,000
	Vending	1,443	2,808	2,808
	ICT	1,300	0	0
	Soundproofing MR1+2	10,000	0	0
	Total Variable Costs	**49,978**	**40,075**	**41,020**

Safeside Visits - Sales Revenue

Account Code	Budget Head	2012/2013 £	2013/2014	2014/2015
K295	Fees - Tours Income JC	-35,100	-37,125	-40,000
	Fees - Tours Income LS	-7,176	-7,176	-7,176
	Fees - Tours Income NG	-15,600	-15,600	-15,600
	Fees - Tours Income SS	-6,000	-6,000	-6,000
	Fees - Tours Income YOYO	-2,400	-2,400	-2,400
	Fees - Tours Income WS	-3,000	-6,240	-6,240
	Fees - Tours Income NG Out of Hrs	-1,440	-1,440	-1,440
	Fees - Tours Income JSI	-3,315	-17,888	-21,465

TTC Room Hire - Sales Revenue

	Venue Hire	-10,500	-24,500	-28,080
	Total Sales Revenue	**-84,531**	**-118,369**	**-128,401**
	Contribution	**-£34,553**	**-£78,294**	**-£87,381**
	Contribution as %age of fixed costs	**23.00**	**53.25**	**60.75**

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West Midlands Fire Service Water Rescue

Scrutiny Committee Briefing Note

Water Safety Advice

Drowning is the third most common cause of accidental deaths of those under 16 years of age, particularly during July and August. The majority (85%) of all drownings in the UK happen in open water such as rivers, canals, lakes, quarries and reservoirs.

Unfortunately many victims misjudge how well they can swim, often unaware of how cold the water can be and what this does to their stamina and strength. Young children can drown in just a couple of inches of water, and most drownings of children aged five or under happen in or around the home.

Capability, Incidents and Response Times

West Midlands Fire Service believes in operational excellence and through our Integrated Risk Management Plan we prepare for all foreseeable risks. One of those risks is water related incidents that can involve rescues from lakes, canals and waterways or pluvial or fluvial flooding.

West Midlands Fire Service has the ability to respond to these types of incidents through both equipment and competent firefighters. Our firefighters are trained to 5 different levels:

- Level 1 - Water Awareness - WMFS Voluntary water rescue swimm

All fire fighters are trained to this level and all of our response vehicles carr
life jackets to enable us to work near water.

- Level 2 - Water Rescue First Responder

Seven of our fire stations are trained to this level and flood suits are kept at our technical rescue stations. Level 2 personnel water rescue deployed to wading water incidents where personnel can lead persons to safety.

- Level 3 - Water Rescue Technician

Specialist Rescue Personnel who have been trained in all aspects of water rescue and can deploy systems of work that allow a person to enter the water to affect a rescue in moving water.

- Level 4 - Water Rescue Power Boat Operator

Our Technical rescue crews are able to operate power rescue craft.

- Level 5 - Water Incident Management

Our Technical Rescue crews are trained to be able to advise and command at water incidents.

- Level 6 - Subject Matter Advisors

We also have a station commander trained to provide tactical advice in relation to major or wide-spread Flood or Water Rescue Incidents nationally.

The equipment provided to crews ranges from life jackets, flood suit, dry suits through to Power Boats. These resources are located across our delivery area based upon our Integrated Risk Management Plan. These resources are also available for national deployment and we have supported a range of flooding incidents across the country.

There were 35 water incidents last year (2015/16), and there have already been 31 this year to date. The majority of these incident relate to flooding in June 2016.

The average (median) attendance time for these water rescue incidents in 2015/16 was 5 minutes and 44 seconds and year to date is 7 minutes and 8 seconds. The reason for the increase in the response time during the year to date is that the majority of incidents occurred in June through two period of flooding where simultaneous incidents occurred across our delivery area.

WEST MIDLANDS FIRE AND RESCUE AUTHORITY
SCRUTINY COMMITTEE WORK PROGRAMME 2016/17

Date of Meeting	Item	Responsible Officer	Completed
2016			
05 September 2016	Analysis of Progress of Corporate Performance against The Plan for Quarter 1 2016/2017	Director of Service Delivery	
	Update on the progress of the Data Sharing Review	Chair Of Scrutiny Committee	
	Update on the reviews of Partnerships and Safeside	Director of Service Delivery	
	Consideration of Work Programme	Chair Of Scrutiny Committee	
10 October 2016	Dispute Resolution Monitoring (presented 5/9/16)	Strategic Enabler People Support Services	
	Update on the reviews of Partnerships and Safeside	Director of Service Delivery	
	Update on the progress of the Data Sharing	Chair Of Scrutiny	

October 2016

	Review	Committee	
	Update on water rescues and water safety	Director of Service Delivery	

Date of Meeting	Item	Responsible Officer	Completed
14 November 2016	Consideration of Scoping Document for Review of XXXXX	Director of Service Delivery	
	Analysis of Progress of Corporate Performance against The Plan for Quarter 2 2016/2017	Director of Service Delivery	
	Diversity, Inclusion, Cohesion & Equality Quarterly Update – Quarters 1 & 2 2016/17	Strategic Enabler People Support Services	
	Update on progress of the Data Sharing Review	Chair of Scrutiny Committee	

October 2016

2017			
Date of Meeting	**Item**	**Responsible Officer**	**Completed**
20 February 2017	Analysis of Progress of Corporate Performance against The Plan for Quarter 3 2016/2017	Director of Service Delivery	
27 March 2017	Dispute Resolution Monitoring Report	Strategic Enabler People Support Services	
	Consideration of the Annual Report of the Scrutiny Committee	Chair of Scrutiny Committee	
	Report on the Data Sharing Review	Chair Of Scrutiny Committee	
05 June 2017	Analysis of Progress of Corporate Performance against The Plan for Quarter 4 2016/2017	Director of Service Delivery	
	Diversity, Inclusion, Cohesion & Equality Quarterly Update – Quarters 3 & 4 2016/17	Strategic Enabler People Support Services	
	Annual Report of the Scrutiny Committee	Chair of Scrutiny Committee	

October 2016

To report as appropriate:

- Review of data sharing practices

Note: separate meetings of the review working group are to be scheduled if and when required

October 2016