



**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

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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

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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](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**

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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**

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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),<br>(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**

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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

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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

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### 7.1 Programmes, Visitor Numbers and Admission Charges

#### 7.1.1 Safeside at Eastside

*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:-

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

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:-

| <b>LA Area</b>       | <b>Visitors</b> | <b>% of Yr Pop</b> |
|----------------------|-----------------|--------------------|
| <b>Birmingham</b>    | 3270            | 20.7               |
| <b>Coventry</b>      | 556             | 13.1               |
| <b>Dudley</b>        | 462             | 11.3               |
| <b>Sandwell</b>      | 281             | 6.3                |
| <b>Solihull</b>      | 656             | 23.0               |
| <b>Walsall</b>       | 300             | 7.8                |
| <b>Wolverhampton</b> | 1792            | 56.1               |
| <b>Outside WM</b>    | 50              |                    |
| <b>Grand Total</b>   | 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        |          |           |          |           |            |            |           | <b>1,644</b> |
| SEN          | 240          |          |           |          | 10        |            | 25         |           | <b>275</b>   |
| Yr 3/4       | 556          |          |           |          |           |            |            |           | <b>556</b>   |
| Yr 5/6       | 917          |          |           |          |           |            | 65         |           | <b>982</b>   |
| Yr 7/8       |              |          |           |          |           | 15         |            |           | <b>15</b>    |
| Yr 9/10      | 25           |          |           |          |           |            |            |           | <b>25</b>    |
| Youth        | 400          |          | 12        |          | 46        | 258        | 32         |           | <b>748</b>   |
| Scouts       | 134          |          | 25        |          | 42        |            |            |           | <b>201</b>   |
| Adult        | 93           |          |           |          |           | 20         |            | 10        | <b>123</b>   |
| <b>Total</b> | <b>4,009</b> | <b>0</b> | <b>37</b> | <b>0</b> | <b>98</b> | <b>293</b> | <b>122</b> | <b>10</b> | <b>4,569</b> |

### 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**

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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

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| 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         |

| <b>Recommendation</b>                                                                                                                                                                                                    | <b>Responsible Officer/Member</b>                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|
| 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**

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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...

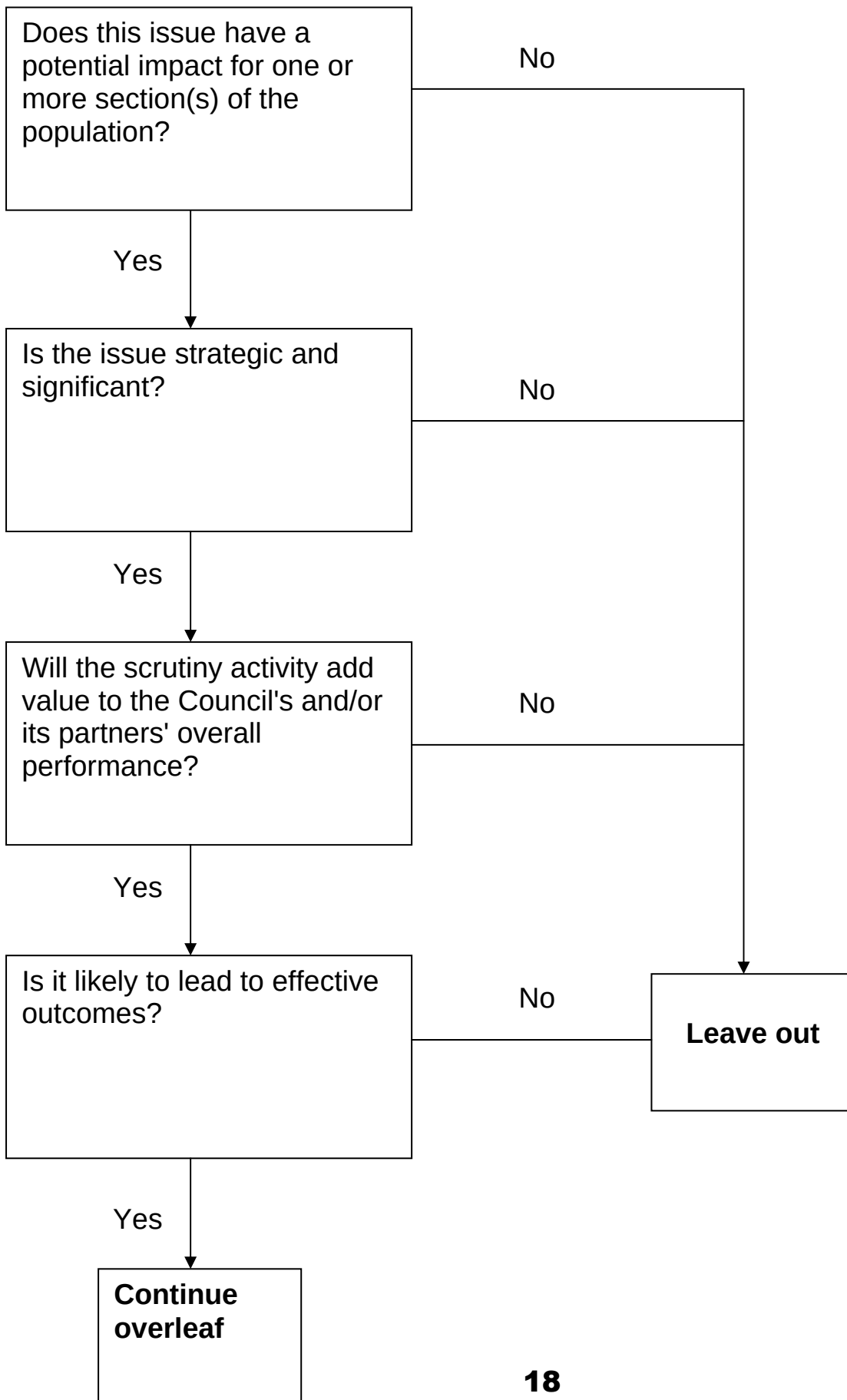
To refer any matter for consideration by the Authority, another Committee or an officer where considered appropriate.

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





## Scrutiny Scoping Document Terms of Reference

|                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                              |
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| <b>Review Title</b><br><i>The working name that relates to the topic</i>                                                                                     | <b>Scrutiny of the Safeside Education Centre</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Review Reference Number:</b> <i>reference for tracking purposes.</i><br><b>WMFRA/SC/1</b> |
| <b>Commission</b><br><i>Who commissioned the work</i>                                                                                                        | Review commissioned by the Scrutiny Committee on behalf of the West Midlands Fire and Rescue Authority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                              |
| <b>Task Group Members</b><br><i>Names of all those on the Task Group</i>                                                                                     | ➤ (Chair) Councillor Keith Chambers<br><br><b>To be determined by the Scrutiny Committee.</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                              |
| <b>Support</b><br><i>Scrutiny has officer support to make sure that reviews run smoothly</i>                                                                 | 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.<br><br>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.<br><br>Democratic Services will support the working group and the Committee in evidence gathering and report writing, including the formulation of appropriate recommendations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                              |
| <b>Rationale</b><br><i>Explain why the review is important to the Scrutiny Committee. A clear rationale will also help clarify the indicators of success</i> | 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.<br><br>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.<br><br>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. |                                                                                              |

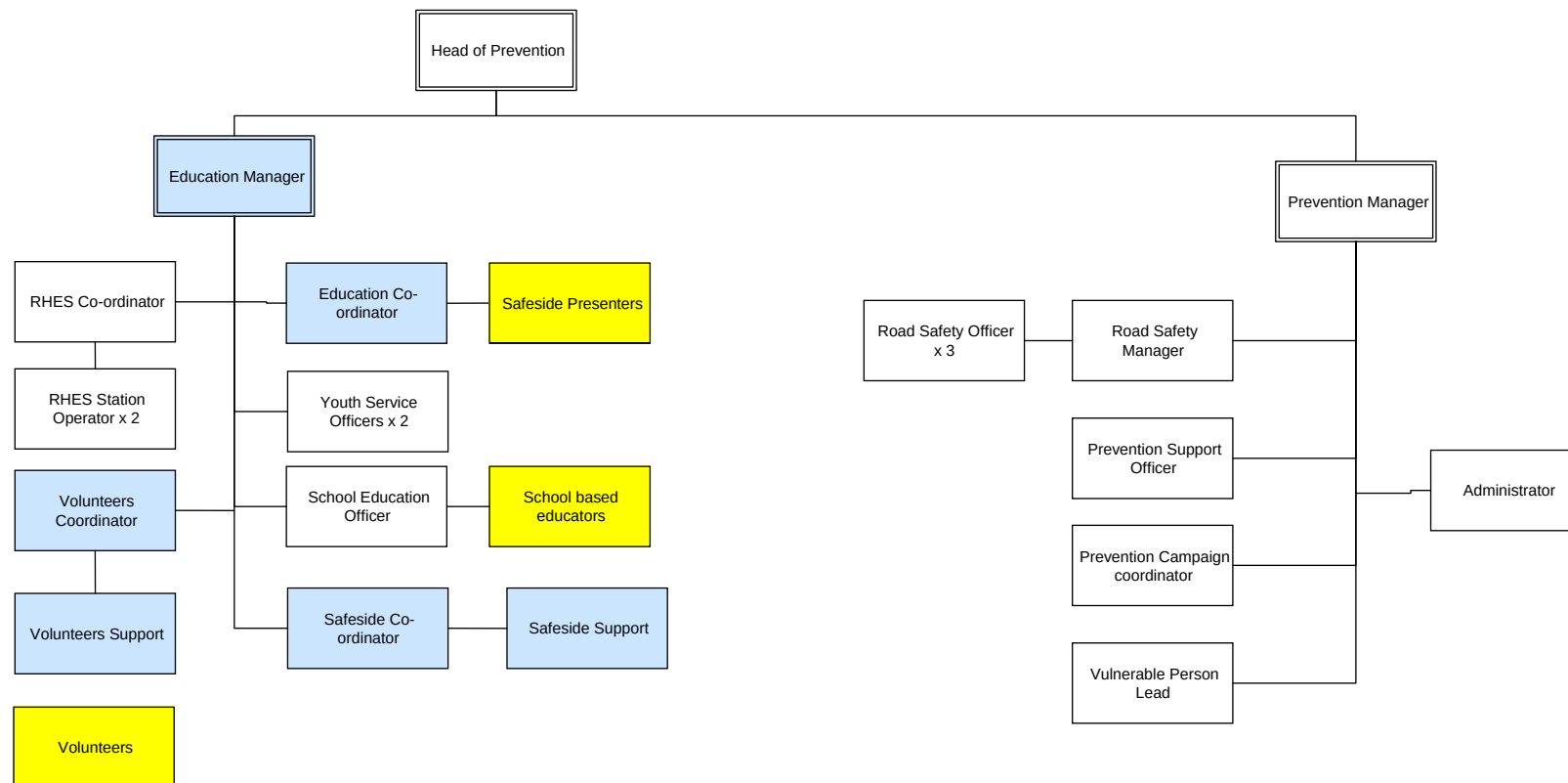


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| <p><b>Review Aims Objectives</b></p> <p><i>The main priorities and what the Review hopes to achieve</i></p>                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>➤ To identify who visits Safeside and what areas they come from.</li> <li>➤ To identify which schools are not visiting Safeside and why</li> <li>➤ To identify the barriers that prevent groups from visiting Safeside (with an emphasis on children who live in the more disadvantage areas)</li> <li>➤ To make recommendations to help remove barriers in order to increase the number of people attending from the disadvantaged areas.</li> <li>➤ Establish what the costs and benefits are and how these are evaluated in order to make an assessment regarding value for money.</li> <li>➤ To make recommendations on how the facility can be promoted to ensure that appropriate groups are targeted and attendance in those groups is increased.</li> <li>➤ To make recommendations on how elected members can help to increase attendance and promote the Safeside facility within their local areas.</li> </ul>             |
| <p><b>Link with Authority Priorities &amp; Objectives</b></p> <p><i>How the review is linked to corporate aims and priorities</i></p>                                                                                                                                                               | <p>This review is linked to the vision of “Making West Midlands Safer”</p> <p>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</p> <p>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</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <p><b>Success Criteria/ Outcomes</b></p> <p><i>Some key indicators which will be used to tell you if the review is achieving its purpose.</i></p>                                                                                                                                                   | <ul style="list-style-type: none"> <li>➤ Increased take up of the education provided by Safeside by increasing the number of children visiting targeting children from the disadvantage areas.</li> <li>➤ Identify opportunities to meet running costs from other means such as sponsorship to support an increase in revenue.</li> <li>➤ 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.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <p><b>Methodology/ Approaches</b></p> <p><i>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</i></p> | <ul style="list-style-type: none"> <li>➤ 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?</li> <li>➤ Desk based research – officers will provide background information that can be reviewed by Members including financial, activity and performance information</li> <li>➤ 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.</li> <li>➤ Presentation from Officers managing/ working in Safeside to include Q&amp;A</li> <li>➤ Members will then develop further their key lines of enquiry and task off further work as identified in the previous stages.</li> <li>➤ Identify any other potential funding streams.</li> <li>➤ Talk to schools that have used the facility and finds out what their views are.</li> </ul> |
| <p><b>Witnesses</b></p> <p><i>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</i></p>                                                                   | <ul style="list-style-type: none"> <li>➤ Chair of the Authority &amp; Chief Fire Officer/Deputy Chief Fire Officer</li> <li>➤ Director of Operations/ Area Commander Community Safety</li> <li>➤ Education Manager – Pete Wilson and selection of his staff</li> <li>➤ Safeside volunteers</li> <li>➤ Local Schools</li> <li>➤</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

|                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Documentary Evidence</b><br><i>e.g. Government legislation<br/> Best Value<br/> Performance Plan<br/> Relevant service plans for service groups<br/> Relevant Performance Indicators<br/> Budgetary data and activity<br/> Minutes of meetings<br/> Independent research and papers</i> | Background papers will be made available for Members on all information regarding the use of Safeside. This will also include: <ul style="list-style-type: none"> <li>➤ Any reports produced for the Building upon Success Report which also identifies other educational facilities provided by the Service.</li> <li>➤ Organisation charts</li> <li>➤ Finances – including grant funding and sponsorship</li> <li>➤ Visitor numbers – giving geographical breakdown</li> <li>➤ Evaluation</li> <li>➤ Feedback from schools and children</li> <li>➤ Marketing and publicity materials</li> </ul> |
| <b>Publicity Requirements</b><br><i>how the results of the Review once it has been completed will be made public</i>                                                                                                                                                                       | The report once agreed by the Executive Committee, will be published on the Service's internet and intranet sites                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Resources Requirements (Financial)</b>                                                                                                                                                                                                                                                  | No additional funding has been identified as being required for this work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <b>Timescales</b><br><i>Timescales for when various parts of project should be completed – what will be done, by when how and when</i>                                                                                                                                                     | <ul style="list-style-type: none"> <li>➤ Meeting to agree the scope to take place on 10 December 2012.</li> <li>➤ The working group to establish a programme of meetings. The full Committee may also wish to call additional meetings if necessary</li> <li>➤ 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.</li> </ul>                                                                                                                                                                      |
| <b>Evaluation</b><br><i>A review is assessed on its effectiveness by finding out what changes have been made as a result</i>                                                                                                                                                               | 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.                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Scoping document Completed by:</b><br><i>(Name and Signature)</i>                                                                                                                                                                                                                       | <b>Date:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Project Approved by:</b><br><i>(Name and Signature)</i>                                                                                                                                                                                                                                 | <b>Date:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

## Structure Chart – Community Safety Department

Posts shaded = staff that have responsibility for Safeside



**Feedback from Visitors**

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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%2fLcJU%2bj4D8VCqWh0dNd1w4Mi4TxcH3W%2bx2DA%3d%3d&mCTIbCubSFfXsDGW9IXnlg%3d%3d=jUgQCaU3L68%3d&kCx1AnS9%2fpWZQ40DXFvdEw%3d%3d=iDuIVLIkiaM%3d&uJovDxwdjMPoYv%2bAJvYtyA%3d%3d=ctNJFf55vVA%3d&FgPIIEJYlotS%2bYGoBi5oIA%3d%3d=NHdURQburHA%3d&d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJFf55vVA%3d&WGewmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJFf55vVA%3d&WGewmoAfeNQ16B2MHuCpMRKZMwaG1PaO=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         |
| <b>Salary Sub Total</b>        |                                        | <b>131,610</b>              | <b>129,070</b> | <b>126,530</b> |
| 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          |
|                                | External Services - Professional       |                             |                |                |
| D392                           | 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            |
| <b>Running Costs Sub Total</b> |                                        | <b>20,300</b>               | <b>19,300</b>  | <b>18,300</b>  |
| <b>Income</b>                  |                                        |                             |                |                |
| K541                           | Sales - Function Catering              | -600                        | -500           | -400           |
| K586                           | Rents - Room Hire (Exempt)             | -1,000                      | -750           | -500           |
| K631                           | Staff -Telephones                      | -100                        | -100           | -100           |
| <b>Income</b>                  |                                        | <b>-1,700</b>               | <b>-1,350</b>  | <b>-1,000</b>  |

|                              |                |                |                |
|------------------------------|----------------|----------------|----------------|
| <b>Total net Fixed Costs</b> | <b>150,210</b> | <b>147,020</b> | <b>143,830</b> |
|------------------------------|----------------|----------------|----------------|

#### Safeside Visits - Variable Costs

| Account |                              | 2012/2013     | 2013/2014     | 2014/2015     |
|---------|------------------------------|---------------|---------------|---------------|
| Code    | Budget Head                  | £             |               |               |
|         | 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             |
|         | <b>Total Variable Costs</b>  | <b>49,978</b> | <b>40,075</b> | <b>41,020</b> |

#### Safeside Visits - Sales Revenue

| Account |                                   | 2012/2013 | 2013/2014 | 2014/2015 |
|---------|-----------------------------------|-----------|-----------|-----------|
| Code    | Budget Head                       | £         |           |           |
| 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         |
| <b>Total Sales Revenue</b> | <b>-84,531</b> | <b>-118,369</b> | <b>-128,401</b> |

|                                            |                 |                 |                 |
|--------------------------------------------|-----------------|-----------------|-----------------|
| <b>Contribution</b>                        | <b>-£34,553</b> | <b>-£78,294</b> | <b>-£87,381</b> |
| <b>Contribution as %age of fixed costs</b> | <b>23.00</b>    | <b>53.25</b>    | <b>60.75</b>    |

