

Steward Training

An off the shelf training door supervisor training package for community based projects and voluntary groups

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Chapter 1

Steward Training – Training package for volunteer Door Supervisors.

Introduction – aims and objectives of the Initiative

Health Challenge Wales

1. The key themes of Health Challenge Wales have been selected because they are considered to be those issues that constitute a significant proportion of the ill health that could be avoided. The reduction of accidents and injuries and the prevention of harm from alcohol and other substance misuse are both key themes of Health Challenge Wales. This intervention is designed to support volunteer Door Supervisors. These are individuals who provide occasional support for community based groups and volunteer projects which are put on, but who have not undertaken a Security Industry Authority approved registered training course. It raises levels of awareness regarding
 - Pre-planning for Events
 - Health and Safety
 - Emergency Planning
 - Site Evacuation
 - Sanitary Convenience Provision
 - Car Parking
 - Crowd Control
2. In licensed premises door supervisors, whose role is to promote the safety of the users of the premises by enforcing a door policy, precluding entrance to those under the influence of alcohol and other substances, maintaining order within the premises and seeking to prevent antisocial behaviour in the immediate environs of the premises. These supervisors are required to undergo training, undertaking an approved Door Supervisors course accredited by the SIA (security Industry Authority) . In the case of volunteer stewards, engaged by community or volunteer groups whilst they do not control entry into the venues they are the eyes and ears of the events ensuring customer care throughout the event, sign posting and assisting in the smooth running of the event. As the stewards do not control entry into the venue/premises they do not need to be licensed under the SIA and also because they are volunteers. This initiative provides an off the shelf training package for such volunteer stewards raising their level of awareness to problems associated with events at which alcohol and regulated entertainment is provided and training them to deal with associated incidents.
3. The costs of dealing with alcohol fuelled incidents both to the police and to the NHS are considerable. Estimates from the police for dealing with violent crime incidents range from £1,440 for an incident of common assault to £21,442 for an incident of serious wounding. A police force estimate for the cost of dealing with a 'glassing' incident is £150,000¹.

The table below show police costⁱⁱ of dealing with single incidents, typically arising when either the perpetrator or the victim or both are under the influence of alcohol. (2003-4 figures)

| Offence | Cost |
|--|---------|
| Violence against the person (average) | £10,100 |
| Serious Wounding | £21,442 |
| Wounding | £ 8,852 |
| Other | £ 8,056 |
| Common Assault | £ 1,440 |
| Theft (from a person) | £ 634 |
| Criminal Damage | £ 866 |

4. The cost to the NHS of dealing with alcohol related accidents and injuries is estimated at £1.7 billion per yearⁱⁱⁱ. In Wales this estimate is £750 million per year^{iv}. 1.2 million incidents of alcohol related violence are treated in accident and Emergency departments in England and Wales per year, and 40% of admissions to Accident and Emergency departments are alcohol related, rising to 70% between the hours of midnight and 5 am. It is estimated that the cost to the emergency services and to the NHS of dealing with crime and disorder relating to alcohol related behaviour was £ 7.3 billion in 2003^v.
5. Training volunteer door stewards to prevent both excessive intake of alcohol and also to be aware to and to deal with incidents that may arise due to excessive intake of alcohol can help to reduce incidents of crime and of injury. In some ways you can liken the steward to the Police Community Support Officers (PCSO) of the events.
6. In addition to addressing the Health Challenge Wales themes of accident and injury reduction and alcohol and substance misuse this intervention also addresses some of the issues arising under the Clean Neighbourhood and the Crime and Disorder Strategies in which local authorities will be partner organisations. Door Stewards activities go beyond issues relating to alcohol and alcohol related violence against individuals. They also have a role in maintaining order in the street around the venue, preventing littering, reducing the risk of accidents and injuries off the premises by preventing the removal of glasses and bottles, and in highway safety, through marshalling of vehicles and controlling pedestrians. They also have a limited but important Health and Safety function, ensuring e.g. that fire doors remain unlocked and clear and that patrons of premises do not engage in practices that may endanger themselves, other patrons or staff. Though not directly related to Health Challenge Wales these activities contribute to the wider Community Safety, Crime and Disorder and Anti Social Behaviour agendas broadening the value of the intervention to the partners delivering it.
7. Reducing alcohol and other substance misuse and reducing accidents and injuries are key themes of Health Challenge Wales. This initiative addresses both themes by equipping door stewards with the skills, awareness and knowledge to address them through the use of proactive preventative measures. In doing so it addresses the key themes of Health Challenge Wales, as well as addressing issues of community safety and anti social behaviour.

Chapter 2

Steward Training – Training package for volunteer Door Supervisors

Running an Initiative

1. Initial considerations

Initial considerations for this project have to be addressed, including;

- What is the target group?
- Will the outcome have the desired outcome?
- How can the target group be reached?
- Who are the key partners in the initiative?
- How will the initiative be evaluated
- Will the initiative deliver value for money?

2. Target Group

The target group for this intervention are those individuals who act as volunteer door stewards for community groups and volunteer projects holding events that require supervision, but are outside the Security Industry Authority licensing regime. In the pilot project the volunteer stewards came from an organisation called the Celtic Blue Rock Community Arts festival committee. This committee has been in existence for some time and has been putting on events in its locality for the past 5 years.

3. Achieving the desired outcome

The purpose of the initiative is to reduce the number of individuals drinking alcohol to excess, to reduce the alcohol related accidents and injuries and to reduce antisocial behaviour arising from one-off events held by community groups and volunteer projects. Since in the main the events will be one-off events it is unlikely that there will be figures for the same event held previously that will be directly comparable and against which any reduction could be measured, therefore the desired outcome is better considered as the event passing off without any incidents of alcohol related accidents, injuries or anti-social behaviour. This is achieved by training the Door Stewards, who are in the best position to take action to prevent incidents such as described from happening.

Participants in the initiative are invited to take part in a 4 part series of training lectures which are held at local venues convenient to the members of the group. The lectures cover

- (1) Roles and Responsibilities of Stewards
- (2) Event Pre-planning and Briefings
- (3) Emergency Planning
- (4) Transport Management and Crowd Control

It is accepted that in some cases control of incidents will be beyond the capacity or ability of volunteer door stewards, however the fact of their presence can, in some cases, have a calming effect, and they can step in quickly in the event of an incident arising to prevent it spreading. They can also take preventative steps to ensure that those whose consumption of alcohol makes them vulnerable to accidents are protected, e.g. by directing them off roads and onto pavements etc.

4. Reaching the Target Group

The target groups are identified by working in partnership with the voluntary sectors in the authority as well as the Arts officers who will link together small groups involved in community regeneration and community arts. In Pembrokeshire PLANED is the voluntary organisation that is used for the administration and co-ordination of the voluntary training. It is likely that the local authority and its partners will have information regarding premises likely to use volunteer door stewards on existing databases held by e.g. licensing sections, and that local knowledge can also be used to identify premises and organisations whose members may be interested in attending the course, or parts of it. These may include e.g. local agricultural societies who may use stewards from agricultural shows and local sports clubs who may use stewards on match days.

Once identified they are invited to take part in a 4 part series of training lectures which are held at local venues convenient to the members of the group. Since taking part in the whole if the initiative requires attendance at 4 units of training it is important that the venue is convenient and the event timing is such as to ensure maximum attendance. It may therefore be necessary to run the training in the evenings to cater for those who provide stewarding but are in employment during the day.

5. Who are the key partners in the initiative?

In the pilot project the partners were the local authority, the police and an umbrella organisation representing community groups, Planed.

The syllabus for the course was designed by a number of local authority sections, including Licensing, Health and Safety, Emergency Planning and Highways, with input from the Police and the Fire Service
The target group were identified using information from the local authority Licensing and Arts section as well as the Police and Planed.

6. How will the initiative be evaluated?

There are two parts of the evaluation of this initiative. The first part is an evaluation of what the participants themselves felt that they achieved by attending the course, or those parts of it that they did attend. This is subjective evaluation, but is valuable because it may highlight areas where further information would be of benefit, and can be provided to participants through alternative means, such as by post to by e

mail. In this way the value of the initiative can be expanded to meet the further identified needs of the participants.

As noted in paragraph 3 above using comparative figures of incidents at one-off events before and after the training has been implemented is not a satisfactory way of evaluating the benefits of the initiative, since it is unlikely that the events will be sufficiently close in type to be directly comparable, and since many other factors can influence behaviour, e.g. temperature, or local rivalries between sports clubs, timing of the event etc. It is also impossible to evaluate the effect of incidents not happening, since most attendees at events will attend on the basis that the event will be peaceful and that they will not be threatened or intimidated by the actions of other attendees.

It is therefore suggested that this evaluation will also be largely subjective and will be based around the views of those affected by the event, such as the Police, who will have a view in how well the event was run and to what degree they were obliged to interface with it, and those who attended the event, whose views as to how safe they felt, whether they felt that the security was intrusive or not etc. will also be relevant.

7. Will the initiative deliver value for money?

The approximate cost of the pilot project was £300. This was the cost for the hire of venues and refreshments for the training events and printing of material and certificates. It does not include the cost of officer time in designing the syllabus or participating in the training sessions.

It is suggested that the costs of running the event for other initiative users will be in the order of £300, excluding teaching time since there is no requirement to design the syllabus. Other costs may be generated by having a presentation event for successful participants or by placing advertisements for the training in local newspapers, but even allowing for such variations the cost is relatively small. Given the costs to the police and to the NHS of dealing with accidents and injuries arising from alcohol related incidents, as discussed in Chapter 1 the investment required to run this course is small, and it is therefore concluded that this intervention does deliver value for money.

Chapter 3

Steward Training – Running the training package for Volunteer Door Supervisors

The campaign

The running of an off the shelf training 4 part course for volunteer door stewards to raise their awareness of their roles and responsibilities, and issues around the running of events, such as pre-planning, health and safety, highway safety, emergency planning, crowd control and the need control the behaviour of those who have taken alcohol, prevent their obtaining excessive quantities and preventing their behaviour becoming a risk to themselves and others.

Preliminary steps

It is important before taking up this initiative to establish that there is sufficient interest to sustain the course over the 4 sessions that it runs. This can be done by contacting all of the organisations, clubs and groups who use voluntary door stewards to ascertain levels of interest, having identified the same from the local authority Licensing and Arts databases and having taken advice from local community groups as to likely participants. The Police may also have information about likely participants, which should be included.

Having identified likely participants it is necessary to source a venue in which it will be convenient for the training to take place, and to ensure that it has such facilities as will be required. The training is delivered via a PowerPoint slide show; therefore the venue will require facilities to run a data projector and a screen, or wall against which the images can be shown. Participants may also wish to take notes; therefore tables may be an advantage. Each training session is timed to last for 2 hour therefore facilities to be able to provide tea and coffee may also be required at the venue.

The Training, as noted, is divided into 4 sessions, each being delivered by different trainer/trainers to reflect the different information being delivered. In the pilot project delivery was as shown:

| Unit | Topic | Trainer/s |
|------|--|---|
| 1 | Roles and Responsibilities | LA EHP – Licensing and Police licensing Officer |
| 2 | Pre-planning and Briefings | LA EHP - Licensing and Police Licensing Officer |
| 3 | Emergency Planning | LA EHP - Licensing and Police Licensing |
| 4 | Transport Management and Crowd Control | Heddlu Dyfed Powys Police Traffic Division |

It is a matter for local determination as to who should deliver each unit, however consideration of the syllabus and the contents of each until will be instructive in identifying the appropriate person/s.

The syllabus for the training appears as Appendix 1.

Successful participants completing the training course are awarded a certificate. The certificate used in the pilot project is shown as [Appendix 2](#), however those running the initiative may wish to design a certificate that will carry the logos of all the participating partners and will have a local flavour.

Those running the initiative may wish to consider making a charge for the training, in recognition of the cost and commitment to the partners of putting the training on, and of the fact that those participating will achieve a certificate that will be of some value to them, and may also be of value to organisations using their services when dealing with insurance for their events. This will be a matter for local determination.

Running the Initiative

The Initiative is run over 4 separate sessions. There is a set of PowerPoint slides relating to each session, which appear separately as the appendices shown below:

Session 1 – Roles and Responsibilities – [Appendix 3](#)

Session 2 – Pre-Planning and Briefings – [Appendix 4](#)

Session 3 – Emergency Planning – [Appendix 5](#)

Session 4 – Transport Management and Traffic Control – [Appendix 6](#)

Those delivering the session can either use the PowerPoint slides as they are presented in this toolkit, or alternatively may make such changes to reflect local conditions as appropriate.

Following up the Initiative

After the training course has been completed those running it may wish to evaluate it. As noted in Chapter 2 evaluation of the project is difficult, however it is possible to seek the views of the participants in respect of the value of the course to them, and what other information, not contained in the syllabus would be of value to them. It is suggested that this information can be obtained by using a questionnaire to be given to all delegates. A copy of the questionnaire as used in the pilot project is shown as Appendix 7. Where requests for further information are made this may be supplied by post, or by email, or where there are a number of requests for the same information by providing a one-off bespoke event to provide that information.

The organisers of the course may wish to consider a presentation event, where the successful candidates are given their certificates. Such events are often important to the participants who gain recognition for their achievement, and are also of value to the partner organisation which put on the training, since it raises not only the profile of the training course, but also of the partnership and the partners to it. The presentation, if covered in local media may also raise the profile of the training and cause other potential participants to come forward.

The partners to the training course may wish to attempt to evaluate its effect by visiting events which are staffed by volunteer stewards who have taken part in the training. This will be ad hoc evaluation, since it will have no direct comparators against which the post-training course stewards can be 'marked', however some subjective analysis of the way in which the event is being conducted, and the conduct of the parties attending it can be made.

APPENDIX 1

Syllabus – Voluntary Stewards

| Subjects | Session 1 | Session 2 | Session 3 | Session 4 |
|--------------------|---|--|--|---|
| | Roles and Responsibility What is the role? Partnerships Customer care Attitude and skills Conduct Organisation structures Law Licensing Act 2003 Health and Safety at work Etc Act 1974 Procedures and Policies Rights First Aid | Pre planning and briefings Site selection Event profile Site Plans Services Fire Safety Communication Briefing De Briefing | Emergency Planning Health and Safety Management Regulations RIDDOR Licensing Act Major incident Planning How to Plan Site Plans Plan for disaster Partnership | Transport Management/ Crowd Control What is traffic management Road Closures Crowd Control Admission Policy Partnership Practical exercise (Car parking , segregation, marking up car parks) |
| Duration | 2 hour | 2 hours | 2 hours | 2 hours |
| Facilitator | Environmental Health and Police | Environmental Health and Police | Emergency Planning, Police, Environmental Health and or Fire Brigade | Traffic Police, Traffic Management Officers |
| Location | Classroom | Classroom | Classroom | Classroom and external space |
| Resources | Power point/ Flip Chart/pens Handouts | Power point/ Flip Chart/pens Handouts | Power point/ Flip Chart/pens Handouts | Power point/ Flip Chart/pens Handouts Fluorescent Vests/ Rope/ Chalk/ vehicles |

Appendix 2

To be designed In-house

Appendix 3

[PowerPoint Slide Set – Session 1](#)

Appendix 4

[PowerPoint Slide Set – Session 2](#)

Appendix 5

[PowerPoint Slide Set – Session 3](#)

Appendix 6

[PowerPoint Slide Set – Session 3](#)



Appendix 7

APPENDIX 7

Steward Training

EVALUATION FORM

| | | | |
|----------|---|---------------|--|
| Name | Miss / Ms / Mrs / Mr <i>(please circle)</i> | | |
| Address | | | |
| Postcode | | Telephone no. | |
| E mail | | | |

If you would prefer to remain anonymous, please omit the details above. However, if you require any feedback or further information, please make sure that you fill in the details above or contact us separately.

| | | | |
|-------|--|---------|--|
| Venue | | Date(s) | |
|-------|--|---------|--|

Please tick the boxes to show which sessions you have attended:

| | | | |
|---------------|--------------------------|--------------|--------------------------|
| Session one | <input type="checkbox"/> | Session two | <input type="checkbox"/> |
| Session three | <input type="checkbox"/> | Session four | <input type="checkbox"/> |

Please circle the appropriate word to show how you rate the following aspects of the course:

| | | | | | |
|----------------------------|------|----------|------|-----------|-----------|
| Speaker(s) | poor | adequate | good | very good | excellent |
| Venue/facilities | poor | adequate | good | very good | excellent |
| Course content | poor | adequate | good | very good | excellent |
| Course organisation | poor | adequate | good | very good | excellent |

Did the course meet your expectations? yes no

If not, please comment:

Would you make any changes to the course? yes no

Please comment:

What was your favourite part or parts of the course?

Are there any aspects of stewarding or event organisation which either you would like to know more about, or which have not been covered in this course? Please specify:

Please use the space below to expand on any of your comments above or to add any further comments:

Thank you for taking the time to complete this evaluation. Your feedback will help us to plan future training.



ⁱ Heddu Dyfed Powys Police estimate 2006

ⁱⁱ The Economic and Social Costs of crimes against Individuals and Households 2003/4. The Home Office
www.homeoffice.gov.uk/rds/pdfs05/rdsolr3005.pdf

ⁱⁱⁱ Prime Ministers Strategy Unit, ' Alcohol Misuse – how much does it cost? London: The Stationary Office 2003

^{iv} Ibid

^v DR R Hussey, Cheshire and Merseyside Strategic Health Authority- paper to IPSM Conference 20 Jan 2004.