

**To: All Members of the Community Safety and Protection Committee
(and any other Members who may wish to attend)**



The Protocol and Procedure for visitors attending meetings of Merseyside Fire and Rescue Authority can be found by clicking [here](#) or on the Authority's website:

<http://www.merseyfire.gov.uk> - About Us > Fire Authority.

**J. Henshaw
LLB (Hons)
Clerk to the Authority**

Tel: 0151 296 4000
Extn: 4113 Kelly Kellaway

Your ref:

Our ref HP/NP

Date: 28 September 2016

Dear Sir/Madam,

You are invited to attend a meeting of the **COMMUNITY SAFETY AND PROTECTION COMMITTEE** to be held at **1.00 pm** on **THURSDAY, 6TH OCTOBER, 2016** in the Liverpool Suite at Merseyside Fire and Rescue Service Headquarters, Bridle Road, Bootle.

Yours faithfully,

Clerk to the Authority

Encl.

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY
COMMUNITY SAFETY AND PROTECTION COMMITTEE

6 OCTOBER 2016

AGENDA

Members

Denise Allen
Peter Brennan
Janet Grace
Brian Kenny
Chris Meaden
Linda Maloney (Chair)
Paul Tweed
Marianne Welsh

1. Preliminary matters

Members are requested to consider the identification of:

- a) declarations of interest by individual Members in relation to any item of business on the Agenda
- b) any additional items of business which the Chair has determined should be considered as matters of urgency; and
- c) items of business which may require the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting (Pages 5 - 8)

The Minutes of the Previous Meeting, held on 19th July 2016, are submitted for approval as a correct record and for signature by the committee chair.

3. SERVICE DELIVERY PLAN 2016-17 APRIL TO JULY UPDATE (Pages 9 - 46)

To consider Report CFO/072/16 of the Deputy Chief Fire Officer, concerning scrutiny of performance against the Service objectives and the performance targets/ outcomes as set out in the Service Delivery Plan 2016/17 for the period April to July 2016.

4. **SAfER information sharing project update** (Pages 47 - 52)

To consider Report CFO/074/16 of the Deputy Chief Fire Officer, concerning the contribution of Merseyside Fire and Rescue Authority to the national Chief Fire Officers Association information sharing project "Sustained Action for Elderly Risk" (SAfER).

5. **Defence Employer Recognition Scheme** (Pages 53 - 66)

To consider Report CFO/076/16 of the Chief Fire Officer, concerning MFRA's active participation in supporting the Defence Employers Recognition Scheme.

6. **Safe and Well Pilot Scheme** (Pages 67 - 82)

To consider Report CFO/073/16 of the Deputy Chief Fire Officer, concerning the development of the Safe and Well Visit by Merseyside Fire and Rescue Authority (MFRA) and the proposal to pilot the scheme in order to demonstrate and evaluate the impact of such activity and inform future undertaking and/ or commissioning.

If any Members have queries, comments or require additional information relating to any item on the agenda please contact Committee Services and we will endeavour to provide the information you require for the meeting. Of course this does not affect the right of any Member to raise questions in the meeting itself but it may assist Members in their consideration of an item if additional information is available.

Refreshments

Any Members attending on Authority business straight from work or for long periods of time, and require a sandwich, please contact Democratic Services, prior to your arrival, for arrangements to be made.

MERSEYSIDE FIRE AND RESCUE AUTHORITY

COMMUNITY SAFETY AND PROTECTION COMMITTEE

19 JULY 2016

MINUTES

Present: Cllr Linda Maloney (Chair) Councillors Peter Brennan, Janet Grace, Brian Kenny, Chris Meaden, Paul Tweed and Marianne Welsh

Also Present:

Apologies of absence were received from: Cllr Denise Allen

Chair's Announcement

Prior to the commencement of the meeting the Chair requested that Members who are attending the Pride Event on Saturday 30th July, collect T-shirts from the Equality and Diversity Team following the close of business.

1. Preliminary matters

Members considered the identification of declarations of interest, any urgent additional items, and any business that may require the exclusion of the press and public.

Resolved that:

- a) no declarations of interest were made by individual Members in relation to any item of business on the Agenda
- b) no additional items of business to be considered as matters of urgency were determined by the Chair; and
- c) no items of business required the exclusion of the press and public during consideration thereof because of the possibility of the disclosure of exempt information.

2. Minutes of the Previous Meeting

The minutes of the previous meeting held on 14th April 2016 were agreed as a correct record and signed accordingly by the Chair.

3. **Equality and Diversity Annual Report 2015/16**

Members considered report CFO/059/16 of the Deputy Chief Fire Officer, concerning an update on the progress made against the Equality and Diversity Plan 2013-17 as contained in the Equality and Diversity Annual Report 2015/16.

Members were informed that the Authority has statutory responsibilities under the Equalities Act 2010 to publish equality objectives. The Equality and Diversity Annual Report provides a high level, strategic overview of the Authority's equality objectives which links into the Integrated Risk Management Plan. It was confirmed to Members that the equality objectives of the Authority are identified locally and are not necessarily the same as adopted by other Authorities across the country.

Members discussed the Annual Report in light of current national issues that are affecting Fire and Rescue Services and the wider community, and were supportive of the work undertaken across the Service and especially by the Equality and Diversity Team.

Particular discussion surrounded the inclusive work that the Princes Trust Team undertake in the community, as highlighted within Report.

Members were supportive of distributing the report at Local Authority level to inform councillors of the work undertaken by the Authority.

It was resolved that:

The contents of the Equality and Diversity Annual Report be noted.

4. **Partnerships and Knowing Communities**

Members considered report CFO/063/16 of the Deputy Chief Fire Officer, informing Members of the developments to the partnership governance arrangements within the Community Risk Management (CRM) Function.

A presentation was delivered in support of this report.

Members were reminded of the change from a district based model to a functional model in order to deliver prevention and protection services, as a result of the financial challenges faced by MFRA.

Members were presented with information regarding the functional delivery model and how Community Risk Management is engaging with local communities to strengthen partnerships and target resources to the most vulnerable within those communities.

Members were informed that the functional model establishes two priority areas for the Authority – Community Safety (Arson/Anti-social behaviour) and Health and Wellbeing (Home Safety and Safeguarding Vulnerable People).

Discussion took place on the model and the important role the Authority can play in the health agenda through working with partners across Merseyside. Members' attention was drawn to the different structures in place across the Districts and the Authority's involvement within those structures.

There was particular discussion around Safe and Well Visits and Health and Wellbeing Boards. Members were requested to use their expertise and networks in these areas to encourage MFRA representation on the Health and Wellbeing Boards or equivalent bodies, wherever possible.

Further discussion took place around the role that technological improvements can play in delivering services in prevention and protection. Members were assured that technological improvements are continually being monitored and utilised to ensure that the Authority target resources in the most efficient way possible.

Members thanked Officers for the presentation, and all staff involved in Community Risk Management.

It was resolved that:

- 1) The content of the report be approved
- 2) The work being undertaken to support the wider community with regard to safety and the health and wellbeing agenda, across the districts of Merseyside, be noted.

Close

Date of next meeting Thursday, 6 October 2016

Signed: _____

Date: _____

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	6 OCTOBER 2016	REPORT NO:	CFO/072/16
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	JACKIE SUTON
TITLE OF REPORT:	SERVICE DELIVERY PLAN 2016-17 APRIL TO JULY UPDATE		

APPENDICES:	APPENDIX A:	SERVICE DELIVERY PLAN KPI'S 2016-17 APRIL TO JULY 2016
	APPENDIX B:	FUNCTIONAL PLAN UPDATES APRIL – JULY 2016
	APPENDIX C:	PERFORMANCE INDICATOR LIST 2016-17

Purpose of Report

1. To request that Members scrutinise performance against the Service objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2016/17 for the period April to July 2016.

Recommendation

2. The 2016/17 planning process began in January 2014. The process considered organisational risk, legislation, financial constraints and consultation outcomes to create innovative and value for money initiatives in order to inform the IRMP and Service Delivery Plan.
3. The April to July Service Delivery Plan Performance Report for 2016/17 is the document that reports and updates on the IRMP, Service Delivery Plan action points, Functional Plan action points and Benchmark Performance Indicators against the targets that were approved by Members in March 2016.
4. Reporting is provided on a regular basis to Members through the Authority's Committees.

Performance Indicators

5. In March 2016 a full annual review of performance indicators and their relevance was carried out. It was agreed Performance measures would be grouped in the following way:

- Benchmark/Summary Indicators – key summary performance indicators to measure how MFRA is performing. A number of these indicators are new, and where possible we have included historical data to measure performance.
 - Service Plan outcomes - Key Performance Indicators
 - Tier 1 Outputs – contributory outcomes and Local Performance Indicators
 - Tier 2 – Output - Local Performance Indicators
6. Performance indicators have been grouped according to incident type:
- Dwelling fire
 - Non domestic property fire
 - Anti-social behaviour and other fire
 - Road traffic collisions
 - Special Service
 - Fire alarms
 - Staff welfare, risks and competency
 - Estates
7. This report focuses on the Benchmark Performance Indicators underpinned by the key and local performance indicators to illustrate and inform as required.
8. The format has been designed to give a clearer illustration of how the Service is performing against Key Performance Indicators which are grouped together e.g. dwelling fire related indicators are influenced by the Community Risk Management measures we put in place so this group includes measurement of the number of Home Fire Safety Checks we deliver and especially to those most at risk, which we have recognised are the over 65's.
9. The PI's are monitored and scrutinised each month through the Performance Management Group which is an internal meeting of Area Managers, Directors and relevant Functional managers. The group is chaired by the Deputy Chief Fire Officer. Exceptions and areas of poor performance are highlighted and action plans put into place as appropriate.
10. All performance for April to July 2016 is covered in detail in the appendices to this report.

Equality and Diversity Implications

11. Equality and Diversity actions form part of the Service Delivery Plan and each action is equally impact assessed as appropriate. Performance against Equality Objectives is included in the twice yearly Equality and Diversity update reports that are submitted to this Committee.

Staff Implications

12. There are no direct staffing implications contained within this report. Performance is discussed with a number of staff during the planning process and reporting periods, and those staff provide updates and put in place strategies and plans for performance improvement where required.
13. The Service has adopted a new methodology for setting performance targets for stations and station staff have been involved in that process.

Legal Implications

14. There are no direct legal implications contained within this report.

Financial Implications & Value for Money

15. It is the aim of the majority of objectives to provide the same or an improved level of service for the same or a reduced cost.
16. Initiatives where there are cost implications have been approved by the Authority and they are monitored closely through the project management process.

Risk Management, Health & Safety, and Environmental Implications

17. Consideration of Health and Safety, the environment and successful risk management is paramount in project managing all of the IRMP and Service Delivery Plan actions

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

18. The Service Delivery Plan is the primary method by which the Authority delivers its objectives in order to achieve its Mission.

Recommendation

19. That Members scrutinise performance against the objectives and the performance targets/outcomes as set out in the Service Delivery Plan 2016/17 for the period April to July 2016

BACKGROUND PAPERS

CFO/111/11

GLOSSARY OF TERMS

MFRA Merseyside Fire and Rescue Authority

IRMP

Integrated Risk Management Plan

SERVICE DELIVERY PLAN 2016-17:

April to July 2016

INDEX

Total emergency calls

Total incidents

Total fires

Primary fires

Secondary fires

False Alarms

Non-emergency intervention

Attendance standard

Sickness Absence

Carbon output

Objective:

Good performance is reflected on the top bar of each indicator graph. WE use Red, Amber, and Green to indicate how each indicator is performing. Amber reflects an indicator is within 10% of target.



BENCHMARK INDICATORS

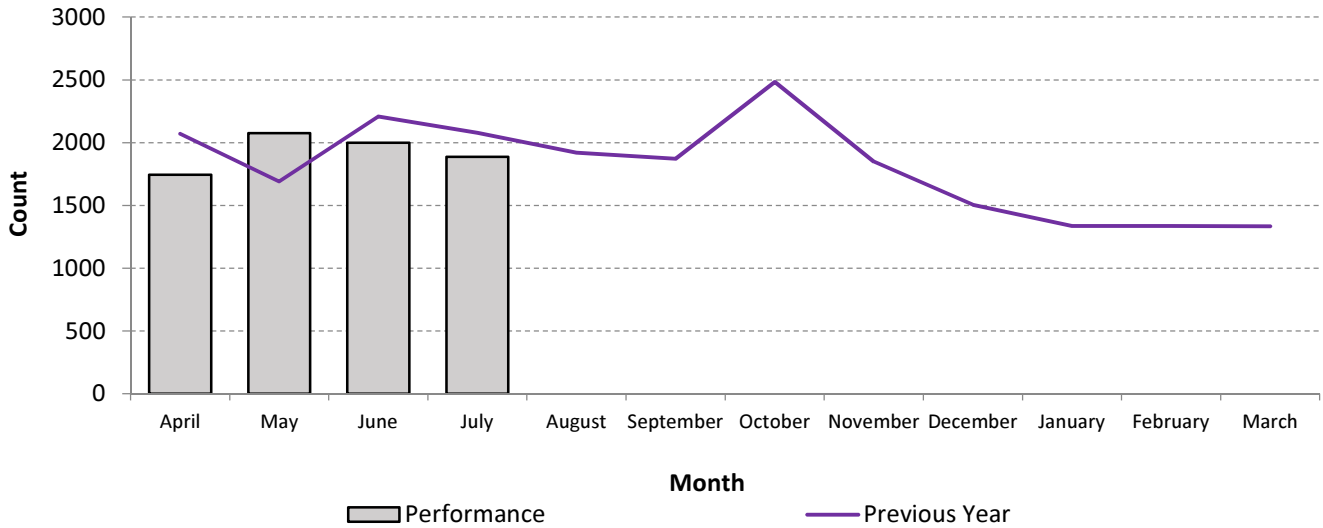
TC00 Total number of emergency calls received

Service Plan Target

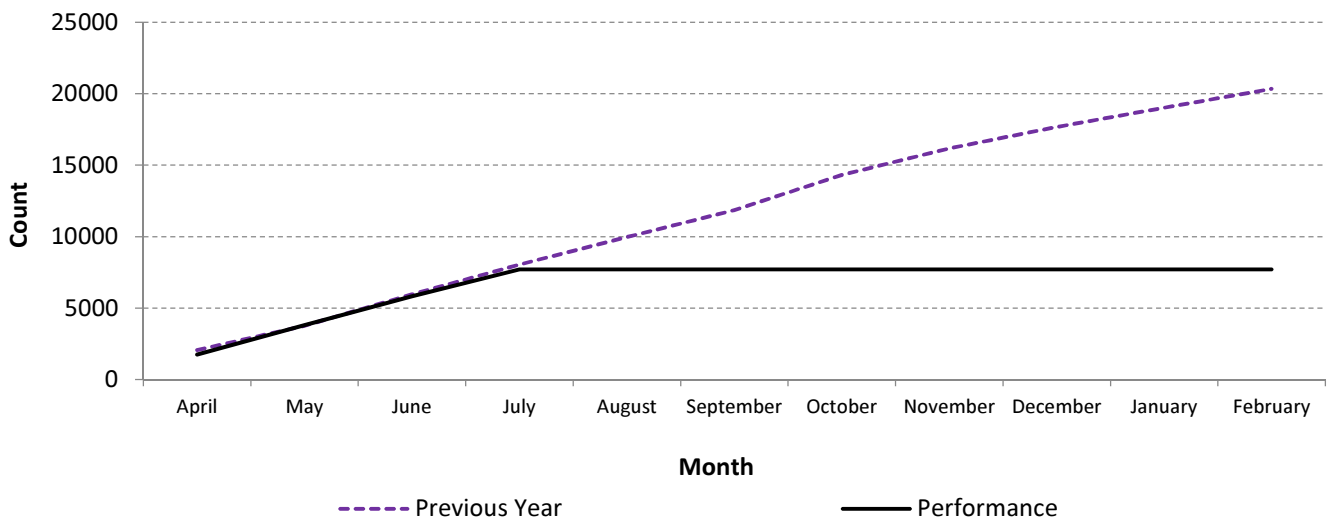
Quality Assurance

Progress to Date

7708



Cumulative Performance



TO00 Total number of emergency calls received

For quality assurance only

DO22 The % of 999 calls answered within 10 seconds

TC00

This indicator records the number of emergency calls received by Fire Control. There is no target for this indicator it is for quality assurance only, comparing against the number of calls received for the same period last year. By the end of July 2015 Fire Control received 8047 emergency calls compared to 7708 in 2016. May saw an increase in calls which is possibly weather related as there was an increase in grassland incidents but generally most incident types saw some increase in May.

DO22

Fire Control have a target to answer 96% of all 999 calls within 10 seconds. At July 2016 this target has been achieved every month with a cumulative performance of 98.4% of emergency calls being answered within 10 seconds.

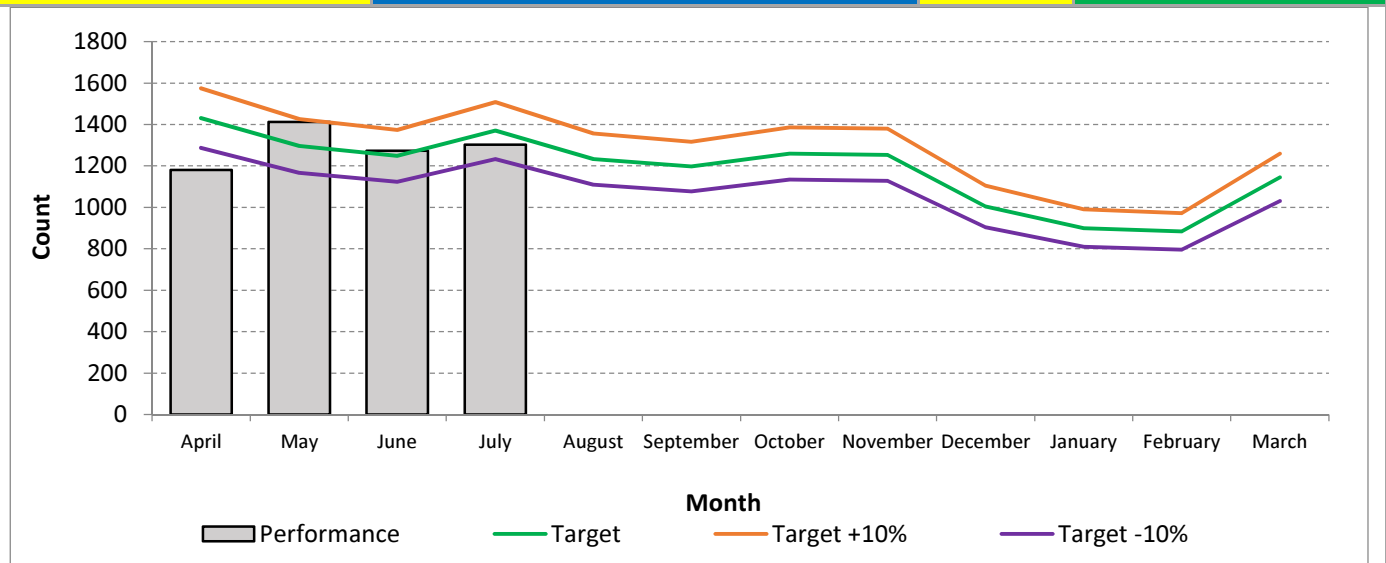
TC01 The total number of incidents attended

Service Plan Target

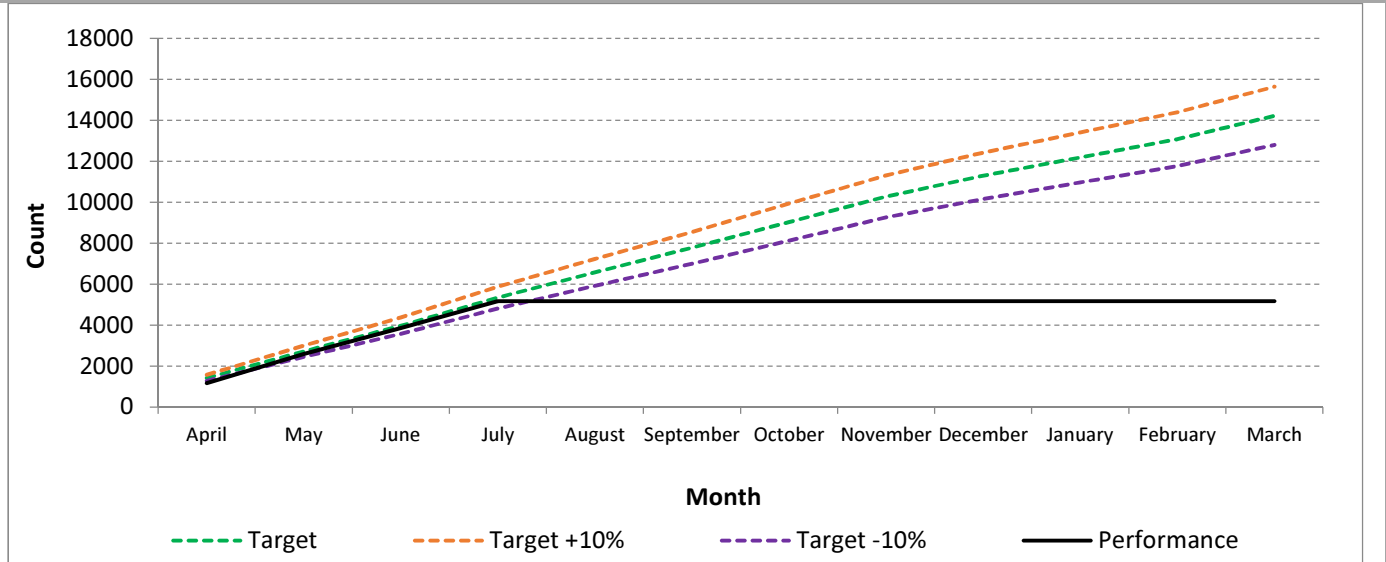
14225

Progress
to Date

5171



Cumulative Performance



TC01 Total number of incidents attended

TC01

There were 5171 incidents attended between April and July 2016 while for the same period in 2015 there were 4974. May had the most incidents (1413) compared to 1184 in April, 1237 in June and 1303 in July. May and June had both hot and very wet weather on occasion which increased some incident types such as grassland fires and flooding.

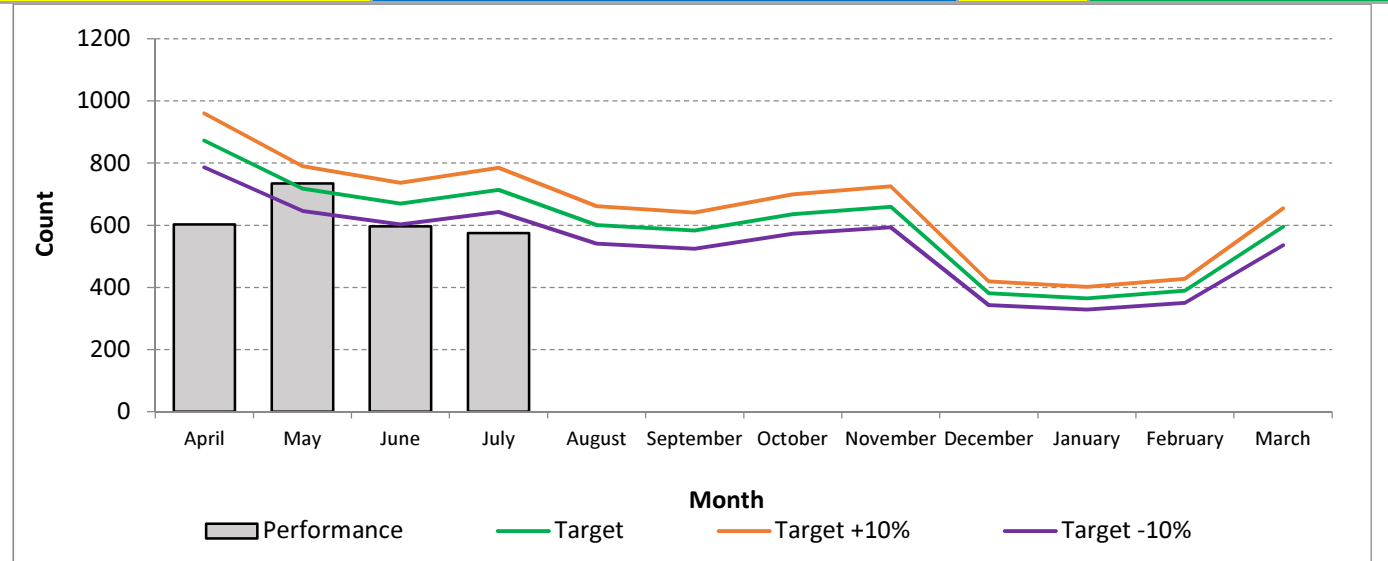
TC02 Total number of fires attended in Merseyside

Service Plan Target

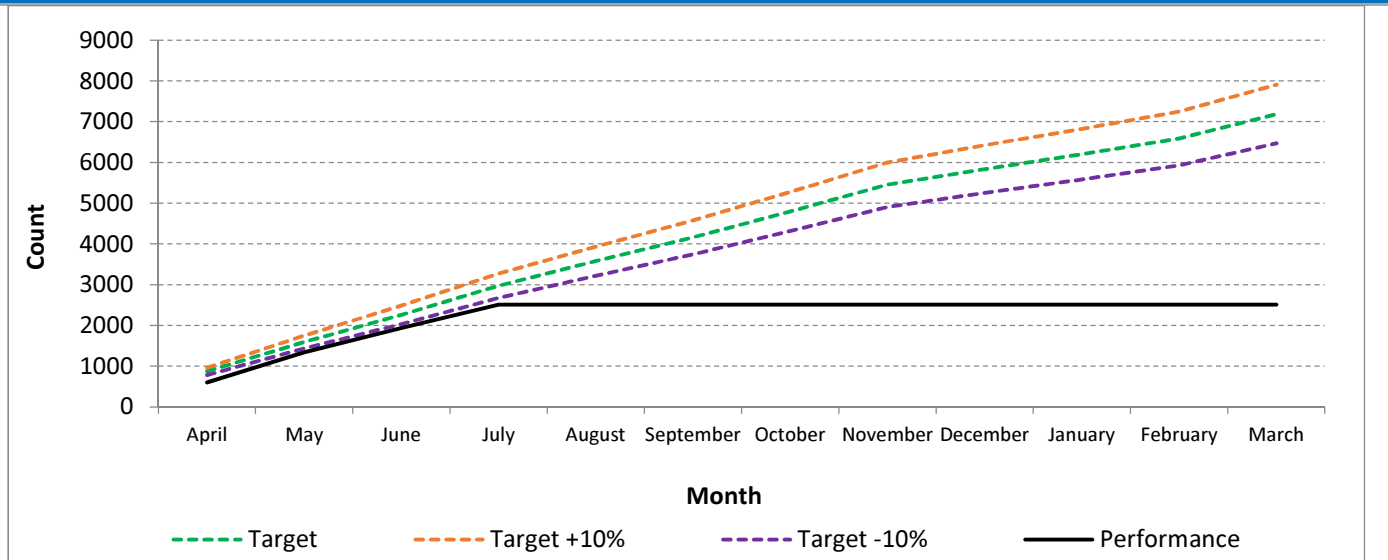
7184

**Progress
to Date**

2510



Cumulative Performance



TC02 Total number of Fires attended in Merseyside

TC02

There were 2510 fires attended between April and July 2016. This is 100 fewer incidents than in 2015/16 (2610) and 465 less incidents than the annual target (to date) of 2975. During this period both primary and secondary fires have been under target every month except for May when there was a peak in fires attended but still within 10% of target.

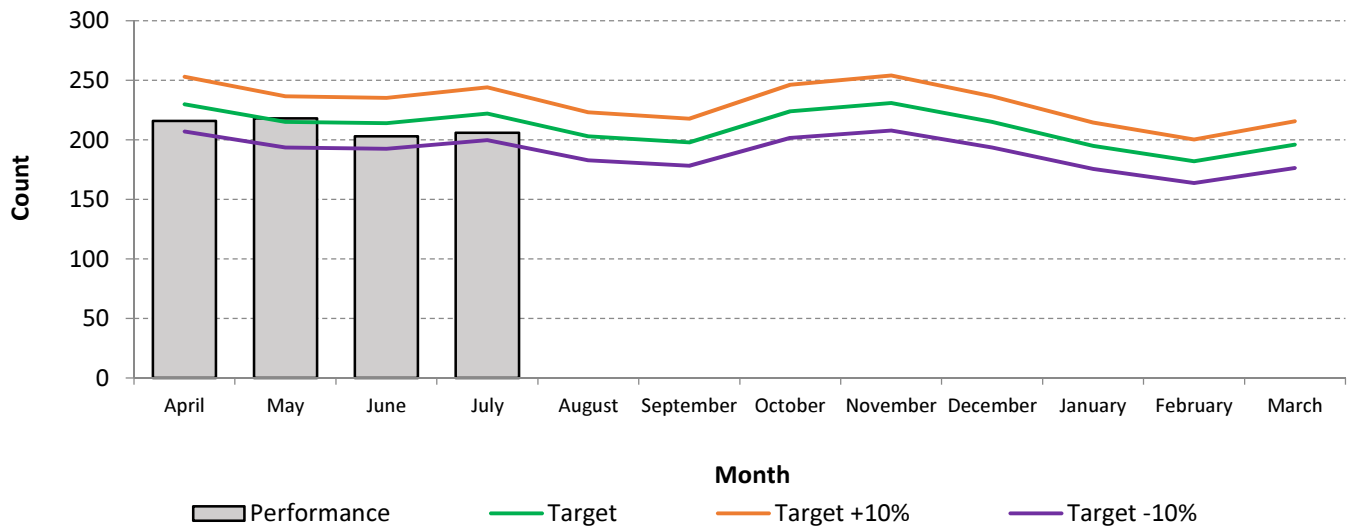
TC03 Total number of primary fires attended

Service Plan Target

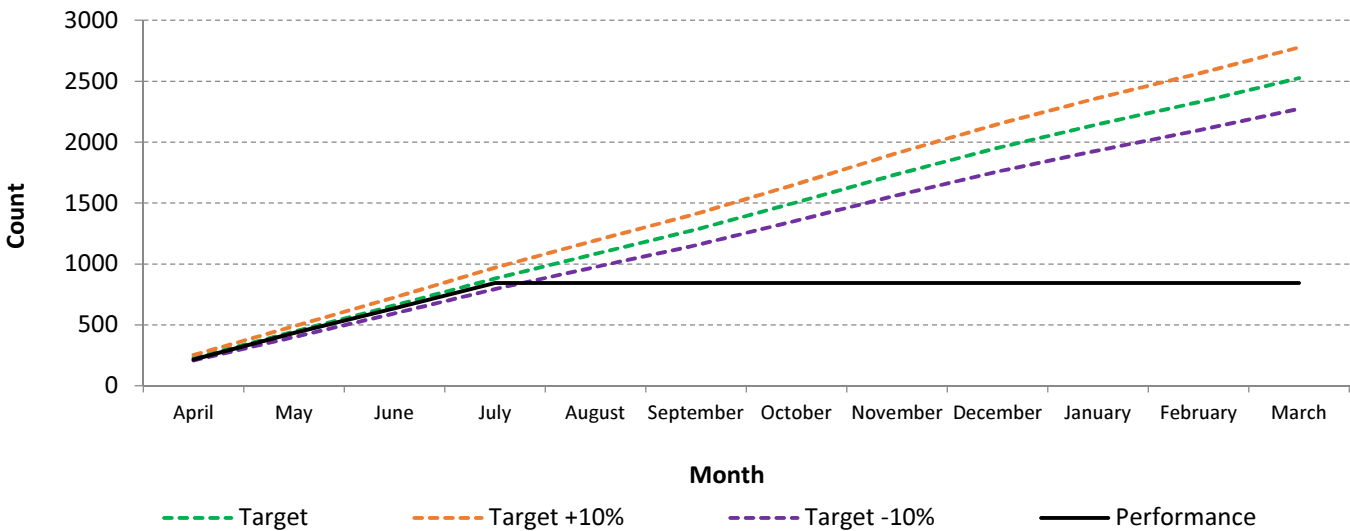
2525

Progress to Date

843



Cumulative Performance



TC03 Total number of primary attended

TC03

Primary fires are those attended where there is an insurable loss damaged by fire such as dwellings, businesses and vehicles. MFRA has a number of strategies in place to reduce the number of fires attended including the Home Safety Strategy and Protection 2020 Plan for businesses. From April to July we attended 843 incidents, 26 less than in 2015/16 (869) and 38 below target (881).

A number of performance indicators illustrate the types of fires we attend, more detail can be found on the next few pages.

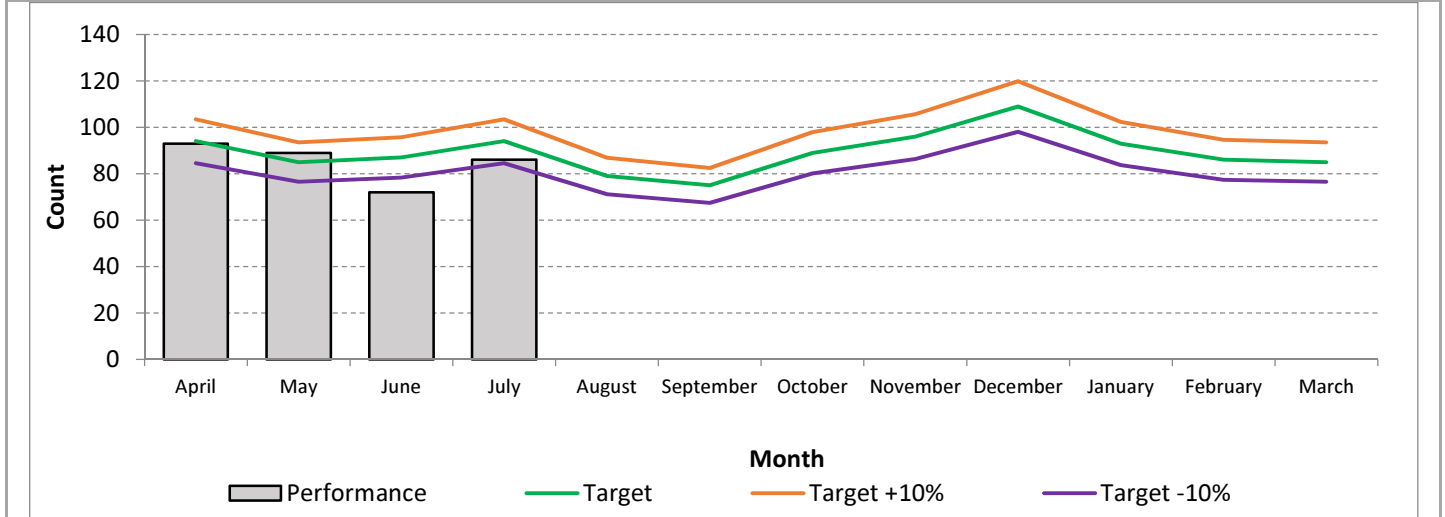
DC11	Number of accidental dwelling fires	
DC12	Number of fatalities in accidental dwelling fires	
DC13	Number of injuries from accidental dwelling fires	
DC14	Number of deliberate dwelling fires in occupied properties	
DC15	Number of deliberate dwelling fires in unoccupied properties	
DC16	Number of deaths occurring in deliberate dwelling fires	
DC17	Number of injuries occurring in deliberate dwelling fires	

COMMENTARY:

DC11	340 accidental dwelling fires were attended by crews during the first 4 months of this financial year. This is 25 less than April to July 2015. Accidental kitchen fires in dwellings owned by Registered Social Landlords are monitored and with 51 incidents to date this is 14 less than 2015.
DC12	To date there have been no fatalities in accidental dwelling fires. At the same period in 2015 there had been 5 fatalities.
DC13	There were 31 injuries in accidental dwelling fires for this period this is 2 less than 2015/16 (31) and 3 under target (36)
DC14	The number of deliberate dwelling fires in occupied properties (60) were within 10% of the annual target (56). Fires of this type are usually a criminal act and MFRA works closely with partner agencies to prevent and reduce this type of incident. There is no one area where this is a particular problem.
DC15	Deliberate dwelling fires in unoccupied properties (16) were below the annual target (19) and 4 less than the year to July 2015.
DC16	There have been 7 injuries in deliberate dwelling fires but no deaths.

DC11 Number of accidental fires in dwelling

Service Plan Target	2525	Progress to Date	843
----------------------------	-------------	-------------------------	------------



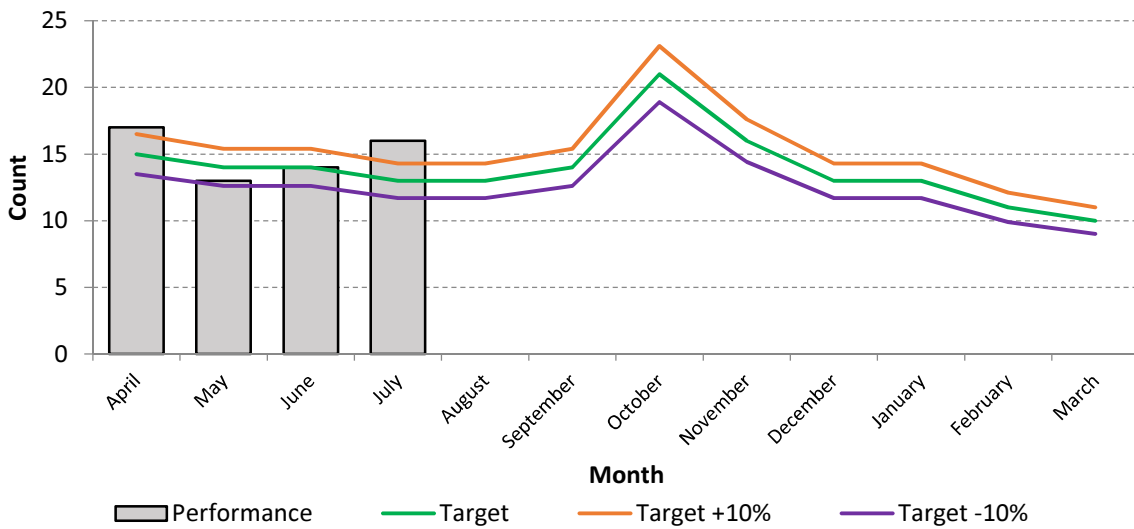
DC14 Number of deliberate dwelling fires in occupied properties

Service Plan Target

167

Progress to Date

60



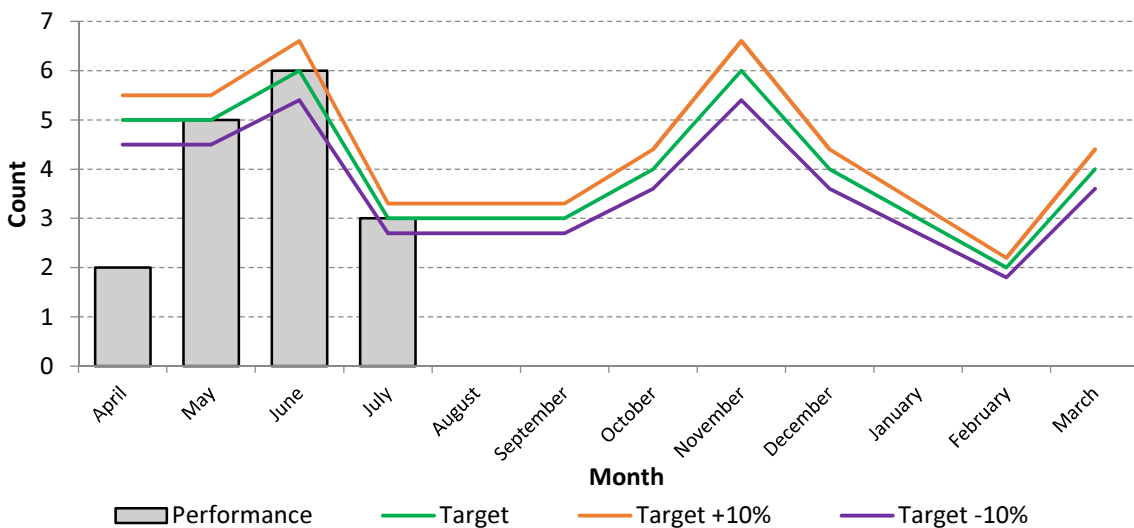
DC11 Number of deliberate fires in unoccupied properties

Service Plan Target

48

Progress to Date

16



Home Fire Safety Checks (HFSC's)						
	April	May	June	July	Apr-Jul 2016	Apr-Jul 2015
Completed by Stations only	4013	4123	4206	4123	16465	10625
Completed by stations, prevention staff and CRIS (previously FSN)	5110	5051	5188	5036	20385	15071
Operational fire crews are expected to use status reports to select which addresses to deliver HFSC's too. These reports contain data about residents who are over 65 and as such considered at greater risk of fire. 64.6% of HFSC's were delivered to homes identified from status reports in July.						

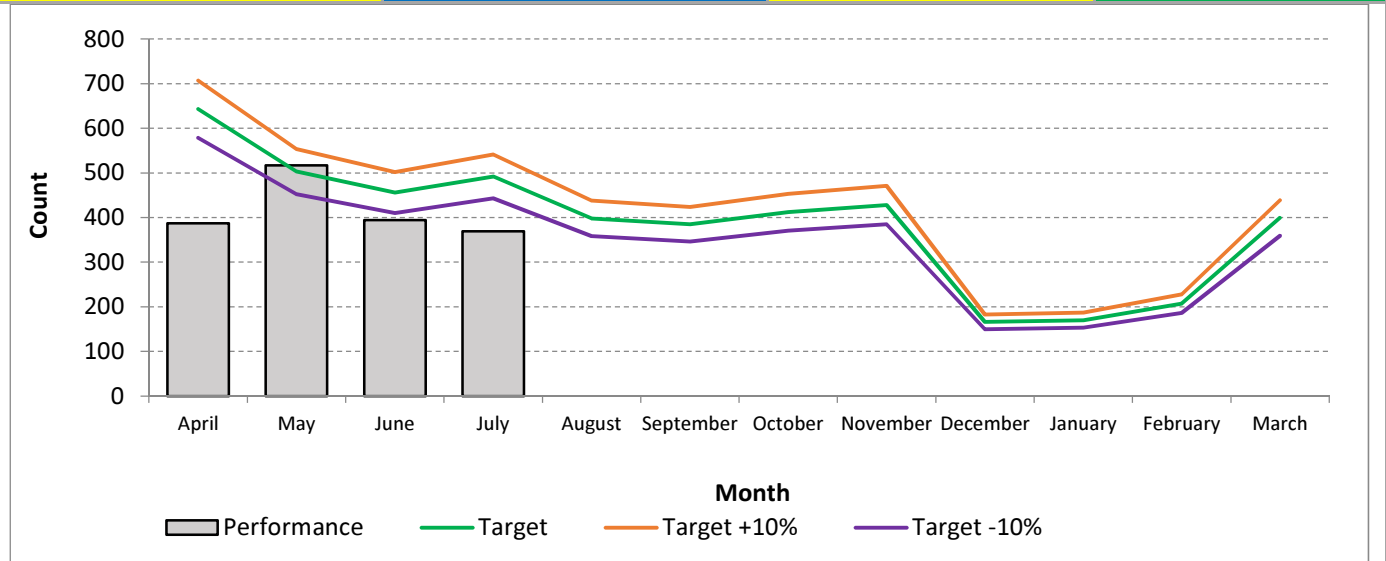
TC04 Total number of secondary fires attended

Service Plan Target

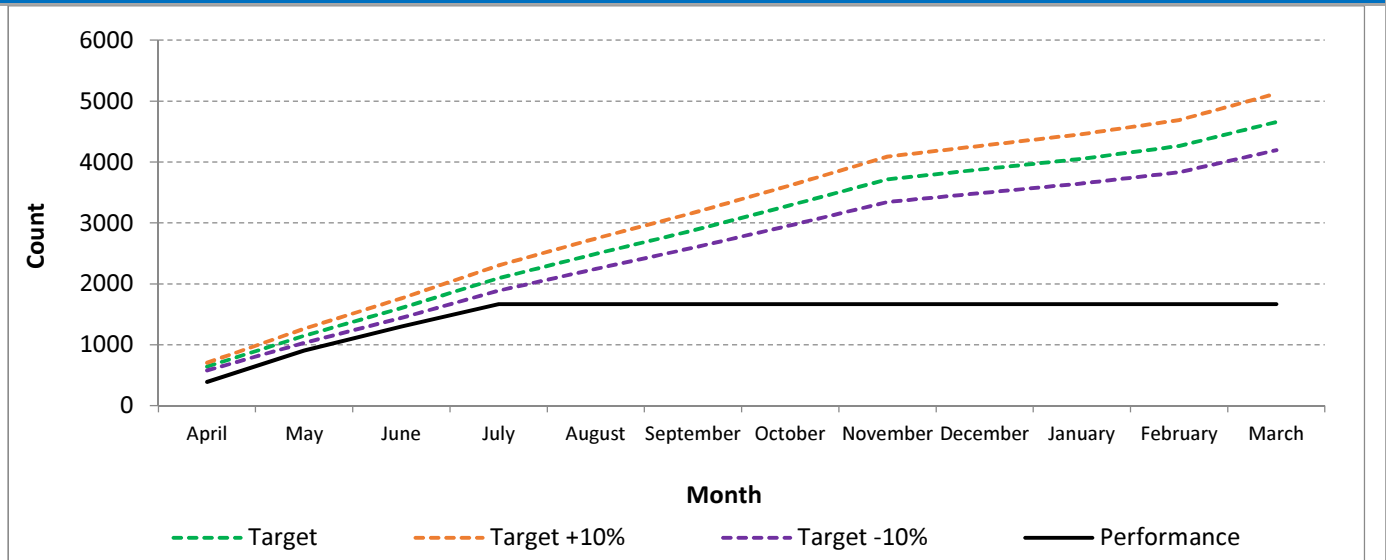
4659

Progress to Date

1667



Cumulative Performance



TC04 Total number of secondary fires attended

AC13 Number of deliberate ASB fires attended

TC04

There were 1667 secondary fires attended between April and July 2016. This is 77 less incidents than in 2015/16 (1744) and 427 less incidents than the July target of 2094. May saw a spike when there were 517 incidents compared to 369 in July. This was still within 10% of target.

AC13

Deliberate small anti-social behaviour fires attended (1402) were 449 below the July target and 116 less than 2015. We continue to target seasonal campaigns with our partners at known areas such as Beachsafe at the Sefton coastline during the Summer months.

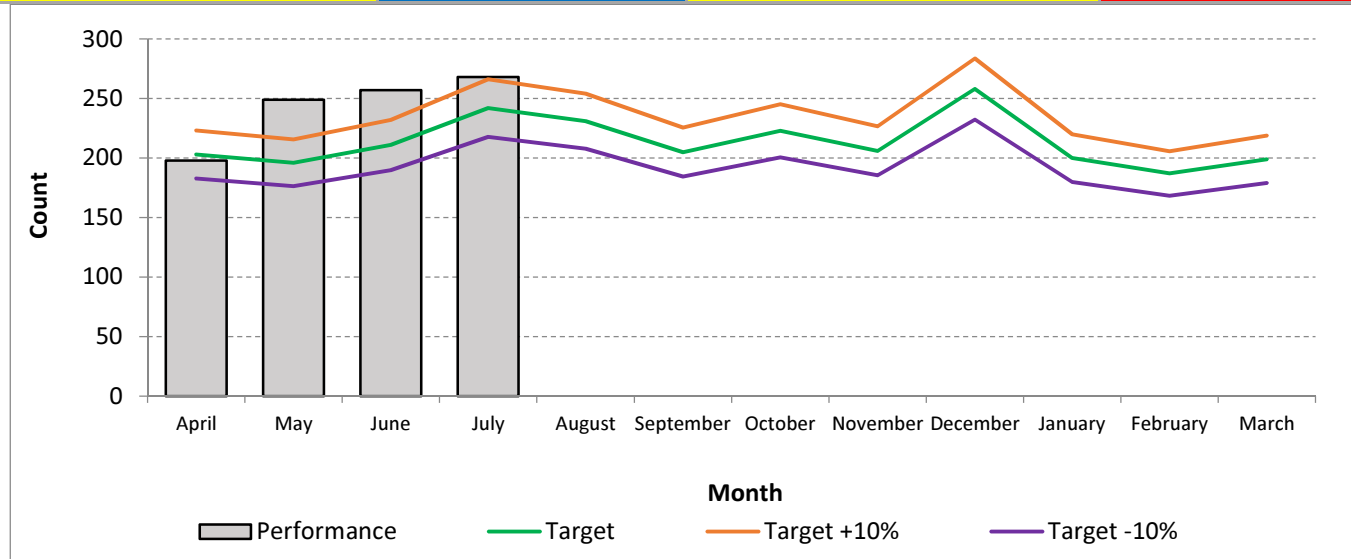
TC05 Total number of special services attended

Service Plan Target

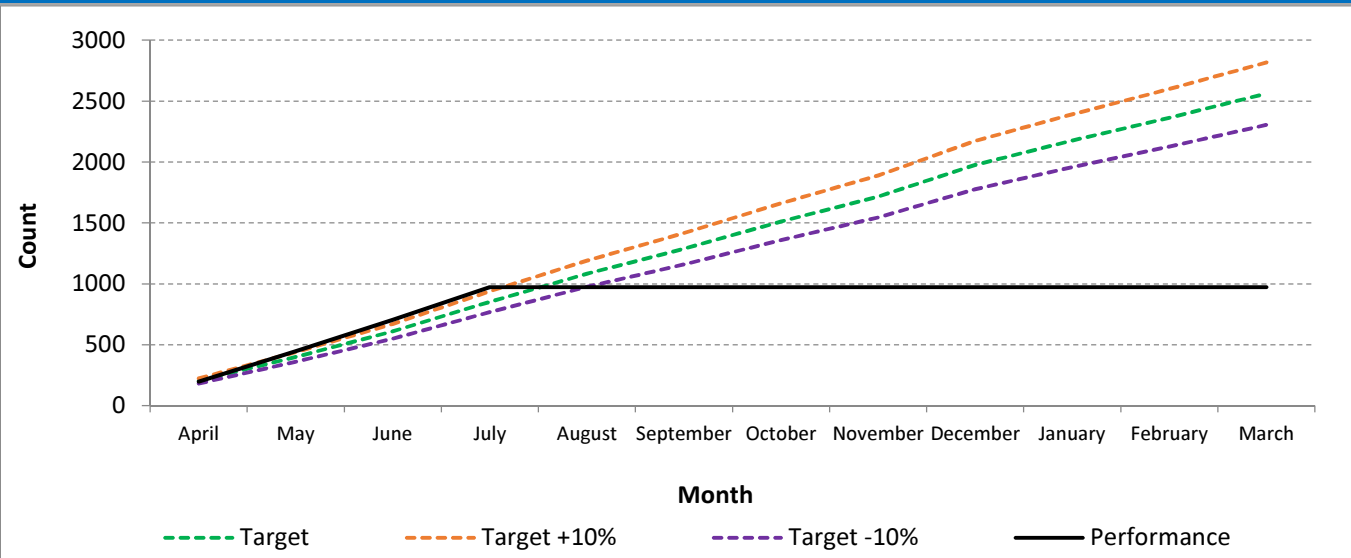
2561

Progress to Date

972



Cumulative Performance



KPI 61 The total number of Fires in Merseyside

RC11 Number of Road Traffic Collisions (RTC's)

TC05

Special service calls (972) have increased each month from 198 in April to 268 in July meaning the target of 852 has been exceeded by 120 incidents. This is 131 more incidents than April to July 2015 when there were 841 special service calls attended. While Emergency Medical Response has been introduced in some station areas since April this only accounts for 74 incidents. Road traffic collisions are included in special service calls, also included are incidents such as effecting entry/exit, flooding, life release, assisting other agencies, rescue from water and animal assistance.

RC11

The number of road traffic collisions attended (192) have exceeded the targets set each month. However although the target of 174 was exceeded this is still less than in July 2015 when there were 183 RTC's attended. Peak time is the evening rush hour and onwards into the night time. No area appears to be having more RTC's, with only Sefton not exceeding target to date

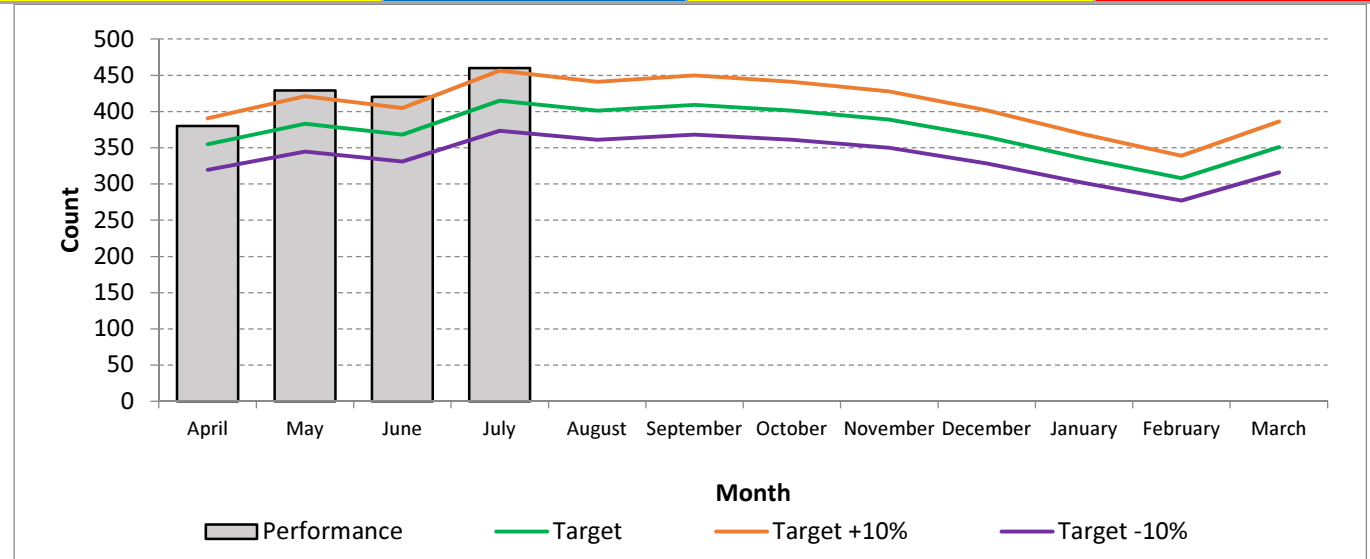
TC06 Total number of false alarms attended

Service Plan Target

4480

Progress to Date

1689



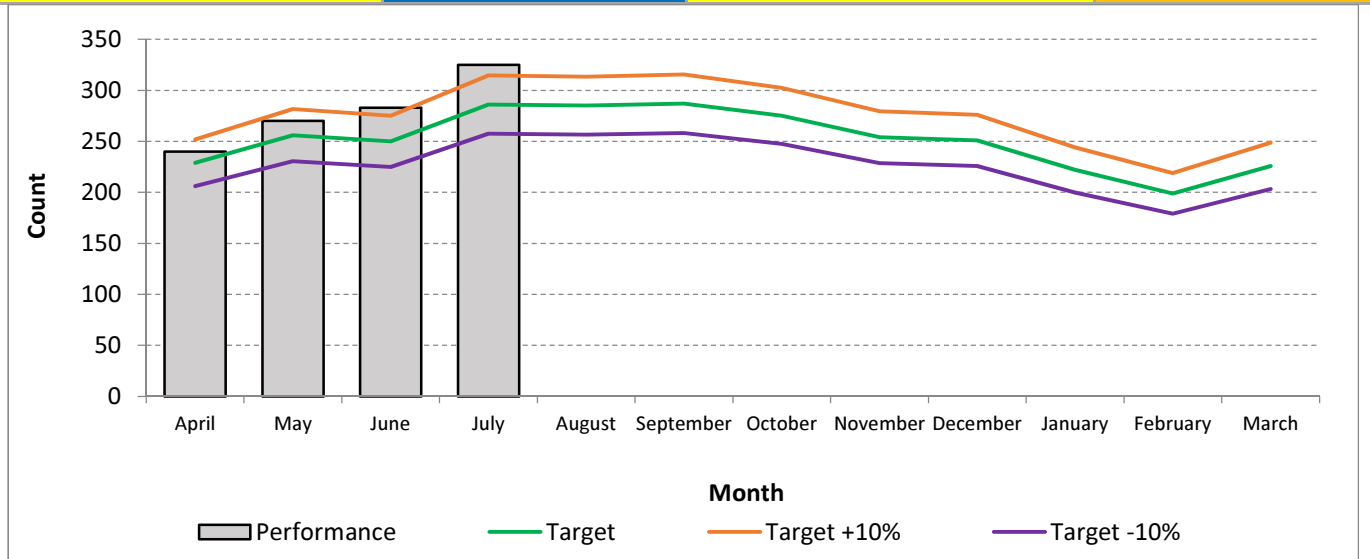
TC011 Total number of false alarms attended, discounting false alarm good intent

Service Plan Target

3020

Progress to Date

1118



TC06 Total number of false alarms attended

TC011 Total false alarms attended, discounting false alarm good intent

TC06

Due to the establishment of a Protocol for attending automatic fire alarms in 2012, which targets commercial properties primarily. False alarm calls attended are mainly at AFA's in domestic premises such as sheltered accommodation. There were 972 calls attended from April to July compared to 841 for the same period last year. Community Risk Management teams work with the owners of these premises to educate them to manage their alarm systems.

TC011

Calls attended have steadily increased each month from 240 in April to 325 in July. Discounting false alarm good intent from the number of alarm calls attended brings the indicator within 10% of target. We do this break down the types of alarm call we are attending.

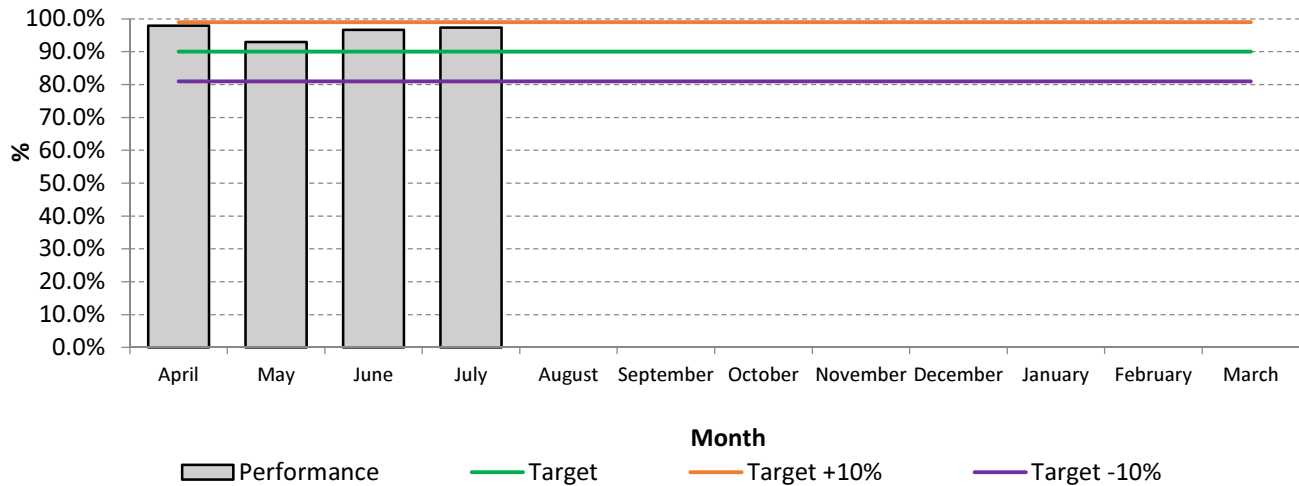
TR08 Attendance standard – the first attendance of an appliance at all life risk incidents in 10 minutes

Service Plan Target

90%

Progress to Date

96.2%



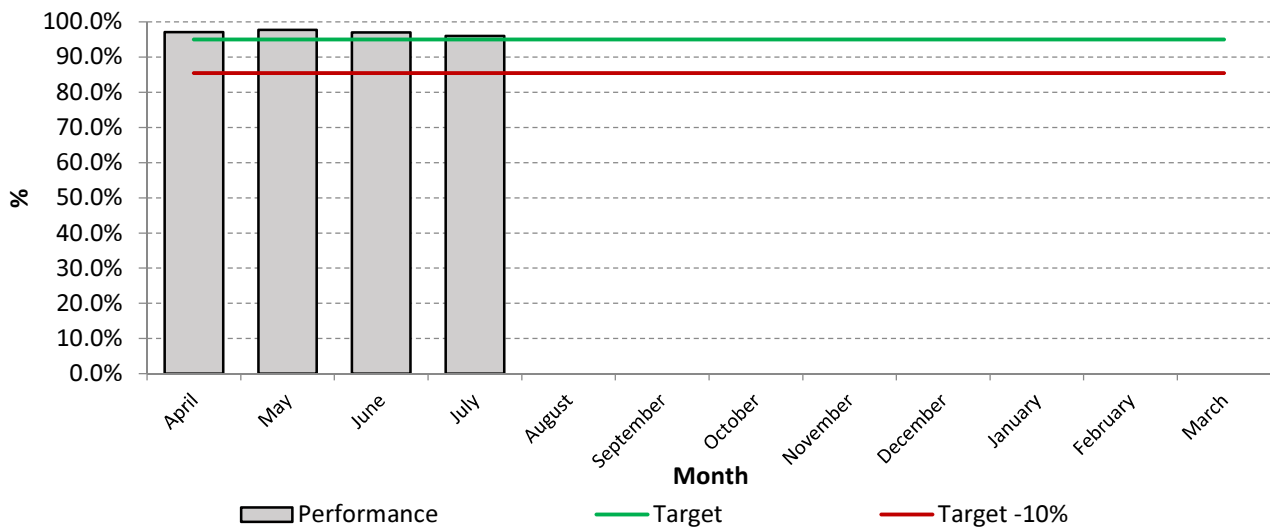
DR23 Alert to mobile in under 1.9 minutes

Service Plan Target

95%

Progress to Date

97%



TR08 Attendance Standard – first attendance of an appliance at all life risk incidents in 10 minutes

DR23 Alert to mobile in under 1.9 minutes

TR08

MFRA recognise the importance of the first appliance attending a life risk incident as quickly as possible. The target is to attend within 10 minutes on 90% of occasions. Operational crews have met and exceeded this target steadily each month with a cumulative 96.2% achievement to date.

DR23

To contribute to attending incidents as quickly as possible crews are expected to book mobile to an incident within 1.9 minutes of being alerted by Fire Control. The target of 95% has been achieved each month with a cumulative performance of 97%.

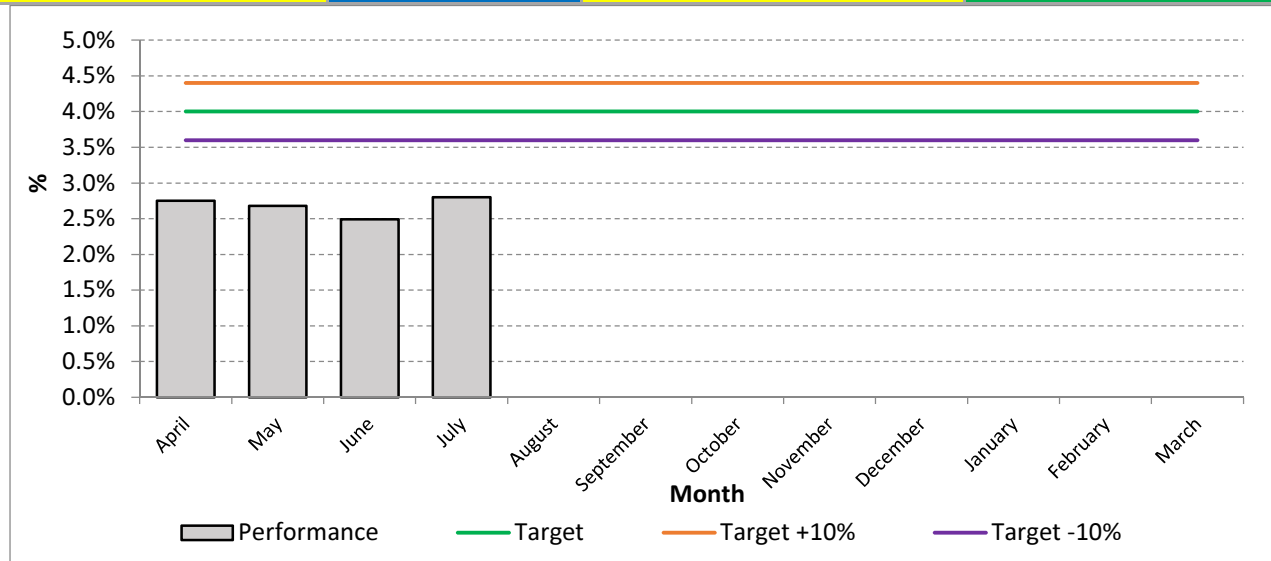
TD09 The % of available shifts lost to sickness absence, all personnel

Service Plan Target

4%

Progress to Date

2.8%



TD09 The % of available shifts lost to sickness absence, all personnel

WD11 The % of available shifts lost to sickness absence per wholetime equivalent GREY book (operational) personnel

WD12 The % of available shifts lost to sickness absence per wholetime equivalent GREEN & RED book (non uniformed) personnel

TD09

Sickness absence for all staff is under target at 2.8%. In part this is thought to be due to a reduction in long term sickness.

WD11

Operational staff absence has reduced to 3.2%. The introduction of 24 hour working may have contributed to this reduction.

WD12

Non uniformed staff absence is now 2.1% against the 4% target.

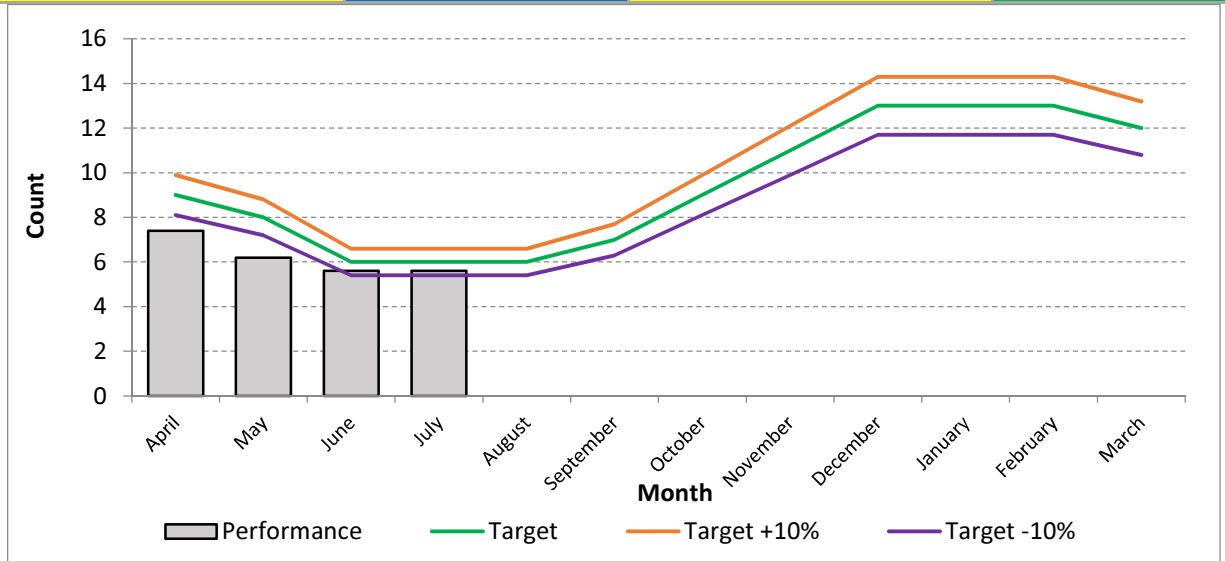
TE10 Total carbon output of all buildings

Service Plan Target

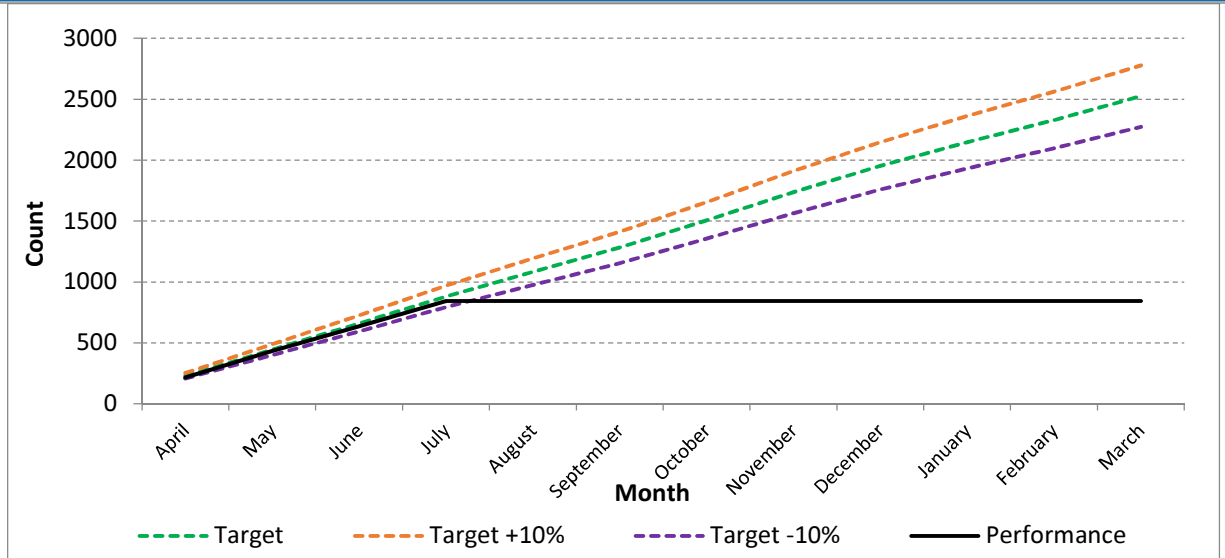
112.6

Progress to Date

24.8



Cumulative Performance



TE10 Total carbon output of all buildings

TE10

Total carbon output of all buildings is measured to assess if any MFRA premises are using excessive amounts of energy such as gas and electricity. To date performance stands at 24.8, this measurement is CO2 per metre per building, the target is 29.

This page is intentionally left blank

SERVICE DELIVERY PLAN 2016-17

April to July 2016 Report



SERVICE DELIVERY PLAN – 2016-17 ACTION PLAN:

OPERATIONAL PREPAREDNESS:

<p>FP-16/17-1.1 – Review the Training and Development Academy (TDA) facilities and Croxteth Fire Station site in line with the core training delivery model.</p>	<p>2/9/2016 Two separate meetings have now been held with Estates and an architect. Group Manager from Training and Development Academy has produced a scoping document and technical report which have been provided to the architect. These will be utilised to inform a feasibility study as to options for the TDA/Croxteth site development. A further meeting is scheduled for 14.09.16.</p> <p>GM TDA has completed a draft SMG report and provided it to AM Preparedness for consideration and approval to submit to SMG.</p> <p>Discussions as to budget provision have not yet taken place and these will be informed by the options presented in the architect's feasibility study report.</p> <p>GM TDA has provided copies of the scoping document and technical report produced so far for dissemination to SMG.</p> <p>Discussions as to commencement of works have not yet taken place as the project is still very much in the scoping phase</p>
<p>FP-16/17-1.2 Develop resilience arrangements to support Tactical Co-ordination Group (TCG) and Strategic Co-ordination Group (SCG) during large scale/significant incidents.</p>	<p>2/9/2016 Draft report has been supported to AM Preparedness for consideration. This will need reviewing and updating following the recent publication of second edition of Joint Emergency Services Interoperability Programme (JESIP) doctrine and the requirements for a Multi Agency Information Cell (MAIC). The structure of the MAIC will also require consultation with Local Resilience Forum partners.</p>
<p>FP-16/17-1.3 Cross directorate review of operational uniform and support staff uniform.</p>	<p>There have been various discussion regarding uniform and we are nearing a point where we will report to SMG with the proposal for an Operational rig and a proposal for a staff engagement exercise for non operational staff. SMG will be asked to consider corporate wear again as there has been some blurring of an earlier decision to only have corporate wear for front of office. Support staff will be either asked to wear appropriate office attire or where they require a working rig an appropriate rig will be provided. We will also review the uniform worn by Youth</p>

	<p>Engagement and prevention, both will require uniform but it will be different to the operational rig. Diversity manager has agreed to lead the staff engagement. PPE (Fire Kit) Bureau Veritas have reported and report sits with Health and Safety and will go to the next H&S committee, but essentially it found no significant issues from the trial and testing. Exposure to the airborne contaminants monitored was found to be significantly below their respective WELs (Workplace Exposure Limit) in this exposure scenario and current practice appears to provide adequate control.</p>
--	---

OPERATIONAL RESPONSE:

Page 29

<p>FP-16/17-2.1- Ensure that we maintain the health, safety and welfare of all Merseyside Fire and Rescue Service staff.</p>	<ol style="list-style-type: none"> 1. MFRS / Bureau Veritas have completed the three phases of the contaminated Personal Protective Equipment (PPE) project and findings have been shared with the Chief Fire Officers Association (CFOA), NW FRS's and Rep Bodies. The projects reports will be uploaded onto the portal following the next Health and Safety Committee meeting. 2. Work is ongoing with the H&S department and Rep Bodies and other internal MFRS departments. 3. The Accident Investigation process is still under review, the Health & Safety Team and internal partners have developed and delivered information to Senior Officers on Command Seminars and have issued advice and guidance on the investigation process in conjunction with the Legal department and Incident Investigation Team to all Line Managers on the Portal.
<p>FP-16/17-2.2 Continue to strengthen operational response through improvements identified as a result of effective monitoring audit and review of the operational response function.</p>	<p>The review of Operational Assurance has been completed. A new policy and a new Operational Assurance Service Instruction has been created. The Service Instruction has been through consultation and an email has been sent all MFRS.</p>
<p>FP-16/17-2.3- Manage our resources efficiently and effectively in order to continue to deliver an excellent operational response in the context of further reductions in available resources over the 4 year period covered by the</p>	<p>Work continues on the implementation of phase 2b development within the STARS application. User acceptance testing is planned to be completed in early Sept to allow a roll out of the new functionality to stations in Oct. Once completed phase 3 work will commence along with a review of TRM procedures in relation to</p>

<p>2015 Spending Review.</p>	<p>streamlining processes to align with the developments within the application.</p>
<p>FP-16/17-2.4- Utilise service delivery/station resources in the most effective and efficient way to ensure we maintain safe effective fire-fighters and deliver station plans which contribute to developing safer stronger communities.</p>	<p>Significant work has been carried out to ensure a seamless transition to the new 24hour wholetime retained duty system at Ecclestone, Kirkby, Birkenhead and Wallasey; and Day Crewing at Aintree and Kensington. Out of 49 staff displaced as a result of structural changes, 33 secured a preferred location, with a further 8 staff agreeing locations as part of informal resolutions.</p> <p>A further 96 personnel have been issued with retained contracts and will commence providing retained cover as of 5/9/16.</p> <p>Work continues with representative bodies as we move towards a flat single payment for detached duties.</p>

PEOPLE & ORGANISATIONAL DEVELOPMENT:

<p>FP-16/17-3.1- Continue to deliver a comprehensive workforce strategy.</p>	<p>The workforce Strategy is aligned at a number of levels which incorporates a two year recruitment strategy, and a twelve month development and promotion strategy using the organisational Gateway process and subsequent development strategy to ensure the organisation fully anticipates its employee requirements</p>
<p>FP-16/17-3.2- Implement and evaluate the organisational Capability Procedure and revised Absence Management process.</p>	<p>The Capability process is now fully integrated into the organisation, and has contributed to a major reduction in sickness absence figures across all employee lines. A major success has been seen in the reduction of long term sickness from 48 employees down to single figures. A revised focus will now be placed on short term absence</p>
<p>FP-16/17-3.3- Continue to introduce flexible contracts and working.</p>	<p>Positive work continues with the representative bodies, and heads of departments to explore all options and to consider all request in line with Organisational requirements and appropriate employment legislation</p>
<p>FP/16/17/3.4- Deliver a support staff review.</p>	<p>Work is currently ongoing to consider delivery options to meet the financial challenge placed on the Authority. A special SMG working group is currently considering all savings options, and reports will be produced at the most appropriate time , in conjunction with representative body consultation , and employment legislation timescales</p>

<p>FP/16/17/3.5- Continue to develop a range of strategies to improve fitness and wellbeing.</p>	<p>The Service continues to deliver an excellent health and wellness strategy that meets organisational need and is fully supported by the Representative bodies, as demonstrated with the outcomes described in FP-16/17-3.2-</p>
---	---

PREVENTION:

<p>FP-16/17-4.1- Reduce accidental dwelling fires and deaths and injuries which result from these fires in Merseyside. Proactively engage with internal and external stakeholders and partners to identify and assess risk, in homes and communities delivering interventions, promoting fire safety and community safety.</p>	<p>We continue to deliver HFSC's set against the NHS over 65 data, performance for community fire stations is positive, advocate performance has seen a significant uplift in Quarter 1 since centralisation of advocate resource.</p> <p>We continue to run mini campaigns set in Local Authority selective licensing areas to target adult vulnerability.</p>
<p>FP-16/17-4.2- Reduce fires caused by antisocial behaviour in those areas of Merseyside most at risk. Reflecting the Anti-social Behaviour, Crime and Policing Act 2014 the Directorate will put vulnerable people and communities at the heart of everything it does.</p>	<p>We continue to monitor anti-social behaviour fires and look for emerging threats such as organised crime gang activity.</p> <p>We continue to support the Police and Crime Commissioner's (PCC) office and 5 Local Authority Community Safety Partnership's and the key objectives set by the PCC.</p> <p>We have looked at emerging threats such as refugees and asylum seekers to ensure we support partners and mitigate risks where possible.</p> <p>We continue to deliver Road Safety sessions across Merseyside and our engaged with Liverpool Youth Offenders Team.</p>
<p>FP-16/17-4.3- Prevention work contributes to protecting vulnerable people and places, we recognise that fire has a socio-economic dimension and as such we have a strong commitment to equality and diversity. We will work collaboratively with partners to support and protect our communities.</p>	<p>The Vulnerable Persons Team has been implemented and the central triage of HFSC's though Fire Service Direct for district advocates is now taking place, we have refined administrative tasks to ensure more time is spent by advocating delivering interventions.</p> <p>We continue to support a number of Local Authority initiatives to target vulnerability for example in Sefton we are supporting the welfare reform and poverty working group.</p>

	We have established a new internal governance meeting from across the Community Risk Management directorate and other vested stakeholders to share information regarding Equality and Diversity (Knowing your Communities).
--	---

PROTECTION:

<p>FP-16/17-5.1 – Develop and embed operational fire safety through the new Protection Watch Manager role. Introduce the Simple Fire Safety Assessment to operational crews.</p> <ol style="list-style-type: none"> 1. Embed and develop the new Protection WM role to provide 24/7 response to supporting protection elements of the operational role. 2. Deliver the remaining modules of Fires in the Built Environment to all operational crews. 3. Introduce Simple Fire Safety Assessments to be routinely completed by Operational Crews. 4. Align Protection expertise to enhance operational preparedness. 	<ol style="list-style-type: none"> 1. The selection process was successful in identifying 4 Watch Managers (WM) for the new Protection WM role and a further 4 to enter development to ensure effective succession within the team. The team has been established, albeit running 2 positions light due to shortages of operational WM's preventing the release of 2 of the successful candidates. Issues with contracts have now been resolved and the 2 WMs posted into the team will provide a level of Operational Response cover from 1 September. It is expected that the WM establishment issue will be resolved during Sept 16 and then the 2 remaining members will be released to join the team. 2. Objective complete. Planning has now been commenced to develop module 2 of FiBE. 3. The implementation of the Simple Operational Fire Safety Assessment (SOFSa) has been delayed due to slower than anticipated progress in relation to the development of the form (as a consequence of another function taking higher priority on ICT development). SOFSa is currently being implemented in a phased approach, with encouraging results. This has led to an increased number of referrals to the Protection officers on district and whilst this has impacted on capacity to complete routine audits the referrals are entirely appropriate and proving to provide accurate intelligence on high risk, thereby enhancing the effectiveness of the Departments risk based targeting. 4. The Protection Response team are currently exploring options to align Protection expertise to enhance operational preparedness, to include active involvement of the Protection Watch Managers in operational planning and exercises. Operational Intelligence Group will also be considering the role of the Protection WMs in assisting multi-agency intelligence as per the revised JESIP protocol.
--	---

<p>FP-16/17-5.2 – Revise the new Risk Based Inspection Programme to reflect the new tiered structure of technical Fire Safety Officers. Implement the new Chief Fire Officers Association (CFOA) short audit to enhance the effectiveness of risk based targeting and reduce the regulatory burden on compliant businesses.</p> <ol style="list-style-type: none"> 1. Revise the MFRS Risk Based Inspection Programme to reflect the new tiered structure of technical fire safety officers (matching expertise to risk). 2. Implement the new CFOA short audit form to enhance the effectiveness of risk based targeting and reducing the regulatory burden on compliant businesses in line with the Governments Better Regulation agenda. 3. Review performance in relation to risk reduction and any requirements from the Home Office in respect of performance reporting. 	<ol style="list-style-type: none"> 1. The Risk Based Inspection Programme (RBIP) was revised in June using local analysis to enhance the effectiveness of risk based targeting. The function within Sophtlogic to automatically create re-inspections has been deactivated to enable Protection Officers to prioritise according to risk as per the revised Service Instruction. District management of Protection Officers is ensuring that as far as intelligence allows expertise of the Technical Officers is being matched to risk and where this is not possible it is referred to an officer with a higher level of competence. 2. Objective complete, all Protection Officers have been trained, the software developed and the process is now live. 3. The existing performance targets for Community Fire Protection have been reviewed and several issues identified (significant time burden in recording, little ability to utilise the findings for the benefit of performance therefore no ability to equate the impact of risk reduction activities by Protection officers). Next step to identify options for targets that provide a measure of risk reduction.
<p>FP-16/17-5.3 – Support business fire safety compliance by developing actions arising from the Engaging with Business seminar. Further develop and embed the HeritProt¹ strategy.</p> <ol style="list-style-type: none"> 1. Develop the actions arising from the Engaging with Diverse Business seminar to better support those businesses to achieve fire safety compliance 2. Develop and implement a programme of heritage exercises to further embed the learning from the HeritProt initiative and our work on the CFOA regional heritage strategy. 	<p>The Protection Department in conjunction with the Liverpool World Museums had planned for two Heritage exercises to take place during 2016.</p> <p>The first exercise was scheduled to take place in April time at the World Museum and the second exercise was scheduled to take place in September at the Maritime Museum.</p> <p>World Museum exercise scheduled for April was postponed due to unforeseen Museum commitments and will now take place on the evening of the 7th September.</p> <p>A second exercise scheduled will take place later in the year at the Maritime Museum, date to be confirmed with Health and Safety Operations Manager from Liverpool World Museum post exercise on 7th September.</p>

FINANCE:

<p>FP-16/17-6.1- Maintain and update the Authority on the progress of implementing the approved financial plan, and in particular any savings proposals.</p>	<p>Ongoing – 2016/17 savings have been actioned. SMG are developing proposals for Operational Response staff and Support Staff savings.</p>
<p>FP-16/17-6.2- Review the year-end closure of accounts process in order to meet the Revised statutory deadline at the end of May (previously June) for completing the Statement of Accounts 2017/18.</p>	<p>Ongoing- 2015/16 statement of Accounts were prepared by end of May. This was a successful trial run in order to meet future Government regulations.</p>
<p>FP-16/17-6.3- Continue to develop the production of monthly reports for the Identification of pensionable pay for FPS92, FPS06 and FPS15.</p>	<p>Ongoing – successfully developed report for extracting data. Report/information will be tested during Oct- March</p>

LEGAL:

<p>FP-16/17-7.1- Provide an improved legal service to fire stations in the community.</p>	<p>Fire Station visits by legal staff have commenced and are running well. This will continue</p>
<p>FP-16/17-7.2- Continue to provide timely legal support throughout the current station mergers project and any future projects.</p>	<p>Ongoing – the Station Mergers Project continues and legal services input is a priority for the Prescott merger and will be for others when they come into fruition</p>
<p>FP-16/17-7.3- Provide training and development to departments of the Authority where identified as required to ensure effective and efficient service provision.</p>	<p>Insurance training has been ongoing and continues and further training is being provided via the legal services fire station visits</p>

Procurement:

<p>FP-16/17-8.1- Support corporate priorities and work to ensure the successful delivery of priority work programmes.</p>	<p>01.09.16 - Procurement are currently drafting the pre-construction and construction agreements for the station mergers contracts. The construction contract for Prescott has been particularly onerous and is still under negotiation. Work is underway to finalise the St Helens pre con agreement.</p> <p>Regional contracts have been put in place for some Personal Protective Equipment (PPE) (eg. water rescue). Wearer trials are underway for other PPE (gloves, boots etc) and the specification for helmets is being finalised during September.</p>
<p>FP-16/17-8.2- Identify efficiencies and implement improvements in procurement activity.</p>	<p>01.09.16 - Procurement are currently drafting the contracts for Prescott and St Helens</p>
<p>FP-16/17-8.3- Foster greater collaborative partnerships with other public sector organisations.</p>	<p>01.09.16 - Procurement are currently drafting the pre-construction and construction agreements for the station mergers contracts. The construction contract for Prescott has been particularly onerous and is still under negotiation. Work is underway to finalise the St Helens pre con agreement.</p> <p>Regional contracts have been put in place for some PPE (eg. water rescue). Wearer trials are underway for other PPE (gloves, boots etc) and the specification for helmets is being finalised during September.</p>

Democratic Services:

<p>FP-16/17-9.1- Continue to look at ways in which these information management systems can be utilised to full capacity, to make processes across the Department as efficient as possible</p>	<p>The LPDS Admin Team continue to monitor the effectiveness of the information management systems used across the Department; and maintain a log of issues and resolutions to inform future use of the systems. No user group events have taken place during the period, however attendance at such events will be agreed as they arise.</p>
<p>FP-16/17-9.2- Continue improving Authority member engagement with all groups of staff.</p>	<p>Work has continued throughout this period to improve Authority Member engagement with all groups of staff. Further Station Visits have taken place at Bromborough and Upton Community Fire Stations; and plans are underway for the 3rd Staff Engagement Day which will take place on 22nd September. Discussions have taken place with the Corporate Communications Team regarding the inclusion of articles in editions of the Hot News, focusing on the Authority and its Members. The first article will be included within the October edition.</p>
<p>FP-16/17-9.3- Create an Intranet Portal page specifically for Authority members to enable easy access to relevant information from one place.</p>	<p>Work has commenced during the period to identify the information to be made available to Members through the Portal page. Further discussions will take place with the Systems Support Team in the near future, to consider how this can be progressed.</p>

Page 36

Strategy & Performance:

<p>FP-16/17-10.1- Continue to embed Equality and Diversity excellence into the organisation.</p> <p>1.1 Work with training and development staff to staff to embed equality and diversity into training programmes</p> <p>1.2 Carry out the second staff engagement survey</p> <p>1.3 Prepare for and carry out an Equality and Diversity Framework Review</p>	<p>1.1 Work has commenced on developing an Equality and Diversity E learning package for all staff. Reviews have been made of other FRS packages and external corporate packages but decision has been made to develop our own based on Staffordshire FRS E and D e-learning package using learn pro. Support is being gained from TDA to assist with the package development and additional videos are being sourced to ensure the package is as interactive as possible.</p> <p>1.2 The second staff survey has been delivered and 51% of staff have completed the survey, down slightly from last survey at 68% but the overall Engagement score has increased from 55 to 74 percentage points. Results are currently being analysed for Strategic Management Group to utilise in deciding what engagement should continue and where new areas may need to be introduced</p>
---	---

FP-16/17-10.2-

Develop and maintain information management systems to support change and improve business processes whilst improving information security and governance.

2.1 Develop an effective approach to the management, procurement and in house development of corporate applications to improve processes and the flow and quality of information and to create organisational efficiencies.

2.2 Continue to implement Protective Security arrangements; particularly the Government Security Classifications

2.3 Continue to develop and improve information security and governance arrangements particularly in relation to staff training and information audits.

2.1 Governance arrangement established for new or replacement applications.

- SI 0768 Governance Steps for New or Replacement Application and been produced and published;
- Application Gateway Team established to make decisions and prioritise application business cases;
- Application Forum has been reformed which gives all application managers the opportunity to review and influence business cases before they are presented to the Gateway Team.

- Meetings have taken place with all Functional Heads to discuss the application governance arrangements as well as to understand the application needs across the organisations and to identify potential cross-over, duplication and integration opportunities, as well as any resourcing implications.

2.2 & 2.3 - Information Security and Governance - the first information security "floorwalk" took place at headquarters in May. Staff were given prior notice and it was felt that this was a particular benefit as people engaged with the process and worked hard to ensure that they were complying with information security requirements.

Staff are reviewing the implications of the EU Data Protection Regulations that are due to be implemented in 2018. These are still valid for MFRS following the EU referendum result. Work will take place to understand the implications for MFRS. Staff are considering the NHS Information Governance Toolkit which is likely to become a requirement for all FRS as they receive increasing amounts of NHS data through data sharing agreements.

Protective security activity continues with the Protective Security Group maintaining and reviewing current arrangements to identify when changes might be needed.

MFRS will streamline its information governance and security management arrangements by combining the Information Security forum and Protective Security Group.

FP-16/17-10.3-

Develop and maintain effective communications and media management with high quality presentation and promotion of information.

3.1 We will develop our approach to corporate communications, exploring new and innovative ways of engaging and communicating with

3.1 The Service is making much better use of social media with Tweets and Facebook posts becoming a regular feature of how we communicate with the public. New ways of promoting our services and raising awareness are being implemented including a collaborative exercise with Greater Manchester FRS to take two pages in each edition of "All Together Now": a free newspaper aimed at people with disabilities and on screen advertising space in shopping centres.

<p>stakeholders, including making full use of social media, video and other visual media.</p> <p>3.2 We will develop and introduce a new approach to branding MFRS to maximise impact and create more consistency in brand application.</p> <p>3.3 Review, contribute to and drive a re-design of the Service website to allow more staff to add content to the site whilst maintaining a strictly controlled branded look and feel.</p>	<p>3.2 Work continues on Brand consistency, with poster and leaflet templates being used, but work remains to be done and this will remain a focus for the year.</p> <p>3.3 An initial application for the development of a new website has been completed and is going through the applications governance process to determine if and when the work will be undertaken. This will be considered at a meeting of the applications Gateway Review Team.</p>
--	---

Information and Communication Technology (ICT):

Page 38

<p>FP-16/17-12.1- Implement an information and communications infrastructure that will enable efficiency through current and emerging technology in light of a new ICT Managed Services Provisions Contract which starts in April 2016.</p>	<p>The ICT Strategic Framework as proposed in the Telent Managed Services Contract negotiations has been implemented.</p> <p>The first meeting “Innovation and Technology Forum (1)” took place on 27th July 2016 and further meetings are scheduled as per below.</p> <p>06/10/2016: ICT Strategy and Delivery Alignment Review 14/12/2016: Efficiency and Value for Money Review 23/03/2017: Innovation and Technology Forum (2)</p>
<p>FP-16/17-12.2- Respond to national initiatives. The Service is scheduled to switch from the current Airwave communication system to an Emergency Services Network which will provide broadband type connectivity which will allow us to utilise application type systems, consequently we are working to ensure the infrastructure and software systems support this.</p>	<p>A full IT Health Check including penetration test has been undertaken by CNR in conjunction with our ICT Service Provider Telent.</p> <p>The IT Health check ran from 17/08/2016 – 26/08/2016 and was in preparation for connection to the PSN as part of ESMCP (Emergency Services Mobile Communications Programme). The output report from the health check is due to be presented for to ICT for review w/c 12th September 2016.</p>

Assets:

<p>FP-16/17-13.1 Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio (by developing and implementing a 5 year Asset Strategy).</p>	<p>Asset management plan developed and approved – capital works progressing in-line with this approved plan</p>
<p>FP-16/17-13.2- Ensure when land and property assets become surplus to MFRA requirements we dispose of them to facilitate and drive service transformation and economic growth in the Merseyside region whilst generating maximum capital receipts</p>	<p>All land and property details have been updated on the E-PIMS national database, Estates representatives attend regular One Public Estate meeting across the Merseyside region to develop opportunities to maximise the opportunity for collaboration.</p>

Strategic Change and Resources:

<p>FP-16/17-14.1- Ensure that property planning is aligned to operational goals and objectives so that they can be realistically achieved through the estates portfolio (PFI Objectives and Station Merger Project).</p>	<p>The estates and facilities management function continue to deliver safe effective environmentally considerate locations for our staff to work in and from.</p> <p>A comprehensive asset management plan in in place which included ongoing preventative maintenance through revenue budgets and specific refurbishment schemes as capital projects. An example would be the introduction of LED lighting which is both energy and environmentally efficient on four locations during the current financial year with a programme to include all locations over the next few years. The Station refurbishment planning is aligned to the IRMP process to ensure the estates portfolio will support service delivery as new ways of working are implemented.</p> <p>In addition the function continues to provide management and support for all the Private Funding Initiative (PFI) Stations across Merseyside, Lancashire & Cumbria Fire & Rescue Service.</p> <p>The function continues to manage and monitor the effectiveness of the Facilities management outsource contract.</p>
---	---

FP-16/17-14.2-
Manage change projects to ensure that the Authority's physical infrastructure and Ways of Working are delivered in line with value for money principles.

The Strategic Change and resources Function is currently delivering the following change projects:

Blue Light Collaboration.

The function is currently providing project management for the Corporate service review alongside Deloitte, Merseyside Police and the Office of the Police & Crime Commissioner. This project will produce an outline Business case and "Target Operating Model" for collaboration across the three organisations in the delivery of corporate (back office) services.

Working in partnership with Merseyside Police and North West Ambulance Service an outline business case has been drawn up for the following areas:

- Community Risk Management
- Operational Response
- Operational Preparedness including Operational Planning and Training.

Station Change

The Function continues to provide management for the three station merger projects approved by the Authority. This project aims to build three new fire stations which will facilitate the closure of six. This is following the outright closure of Allerton, the disposal of which the function is currently overseeing.

Emergency Services Mobile Communications(ESMCP)

This programme will provide a new communication system for all 3 emergency services and other public safety users across the country across the country. The system will be known as the Emergency Services Network (ESN).

In addition the function is an active participant in the Training & Development Academy refurbishment project.

All these projects are being delivered following recognised project management methodology.

<u>Glossary of Terms</u>	
24HRWTR	24 hour whole time retained
ADF	Accidental Dwelling Fire
AGM	Annual General Meeting
AM	Area Manager
APB	Annual Pension Benefit
ARA	Analytical Risk Assessment
ASB	Anti-Social Behaviour
C&C	Command and Control
CBT	Crew Based Training
NPG	National Procurement Group
CFOA	Chief Fire Officers Association
CFP	Community Fire Prevention
CFP	Community Fire Protection
CFRA	Chief Fire and Rescue Advisor
CRIS	Community Risk Intervention Services
CSP	Community Safety Partnership
DCFO	Deputy Chief Fire Officer
DCLG	Department of Communities & Local Government
DECC	Department for Energy and Climate Change
DoH	Department of Health
DSE	Disability Equalities Scheme
E&D	Equality & Diversity
EET	Education, Employment or Training
EIA	Equality Impact Assessment
ESMCP	Emergency Services Mobile Communication Programme
ESN	Emergency Services Network
FF	Fire-fighter
FSN	Fire Support Network
FRA	Fire & Rescue Authority
FRS	Fire & Rescue Service
GM	Group Managers
HFSC	Home Fire Safety Check's
H&S	Health & Safety
HR	Human Resources
HVP	High Volume Pump
IC	Incident Commander
ICT	Information Communication Technologies
IMT	Incident Management Team
IRMP	Integrated Risk Management Plan
IRS	Incident Reporting System
ITP	Invitation to Participate
JCC	Joint Control Centre

LFRS	Lancashire Fire & Rescue Service
LLAR	Low Level Activity Risk
LPB	Local Pensions Board
LPDS	
LPI	Local Performance Indicators
MAIC	Multi Agency Information Cell
MASH	Multi Agency Safeguarding Hub
MERPOL	Merseyside Police
MIS	Management Information System
MFRA	Merseyside Fire & Rescue Authority
MFRS	Merseyside Fire & Rescue Service
NEET	Not in Education, Employment or Training
NRA	National Risk Assessment
NPG	National Procurement Group
NW	North West
NWAS	North West Ambulance Service
NWFO	North West Finance Officer
NWFRS	North West Fire and Rescue Services
NWRPT	North West Regional Procurement Team
OIG	Operational Intelligence Group
OJEU	Official Journal of the European Union
PAS	Primary Authority Scheme
PCC	Police & Crime Commission
PID	Project Initiation Document
POC	Proof of Concept
POD	People & Organisational Development
PQQ	Pre-Qualification Questionnaire
PPE	Personal Protective Equipment
PPRS	Prevention, Protection and Road Safety
PTI	Physical Training Instructor
RAP	Reconciliation Advisory Panel
RBIP	Risk Based Inspection Programme
RM1	Risk Management 1
RRRG	Road Risk Review Group
RSL	Registered Social Landlord
RTC	Road Traffic Collision
SI	Service Instruction
SME's	Small Medium Enterprises
SMG	Strategic Management Group
SM	Station Manager
SOFSA	Simple Operational Fire Safety Assessment
SOP	Standard Operating Procedure
SPA	Safe Person Assessment
SSRI's	Site Specific Risk Information
StARS	Staff Attendance Record System
T&C's	Terms and Conditions
TDA	Training and Development Academy

TRM	Time and Resource Management
VPI	Vulnerable Person Index
UAT	User Acceptance Test
UKFRS	United Kingdom Fire and Rescue Service
WTR	Whole-time Retained
YPS	Your Pension Service

This page is intentionally left blank

Our Aims:

<p>Excellent Operational Preparedness</p> <p><i>We will provide our fire-fighters with the training, information, procedures and equipment to ensure they can safely and effectively resolve all emergency incidents</i></p>	<p>Excellent Operational Response</p> <p><i>To maintain an excellent emergency response to meet risk across Merseyside with safety and effectiveness at its core.</i></p>	<p>Excellent Prevention and Protection</p> <p><i>We will work with our partners and our community to protect the most vulnerable through targeted local risk reduction interventions and the robust Application of our legal powers</i></p>	<p>Excellent People</p> <p><i>We will develop and value all our employees, respecting diversity, promoting opportunity and equality for all.</i></p>
---	--	--	---

**Our Mission: Safer, Stronger
Communities; Safe Effective Fire-fighters**

BENCHMARK INDICATORS

TO00: Total Number of Emergency Calls Received
TP01: Total number of incidents attended
TP02: The total number of fires attended
TP03: The total number of Primary Fires attended
TR08: Attendance Standard - First attendance of an appliance to a life risk incident within 10 minutes. As a % of all life risk incidents on 90% of occasions

TO00: Total Number of Emergency Calls Received
TP01: Total number of incidents attended
TP02: The total number of fires attended
TP03: The total number of Primary Fires attended

TO00: Total Number of Emergency Calls Received
TP01: Total number of incidents attended
TP02: The total number of fires attended
TP03: The total number of Primary Fires attended
TP04: Total Secondary Fires Attended

**SERVICE PLAN, OUTCOMES
KEY PERFORMANCE INDICATORS**

DC11. Number of accidental fires in dwellings attended
 DC12. Number of fatalities from accidental dwelling fires
 DC13. Number of injuries from accidental dwelling fires attended
 DC14. Number of deliberate dwelling fires in occupied properties attended
 DC15. Number of deliberate dwelling fires in unoccupied properties attended
 DC16. Number of fatalities occurring in deliberate dwelling fires
 DC17. Number of Injuries occurring in deliberate dwelling fires attended

NC11. Number of deliberate fires in non-domestic premises attended
 NC12. Number of accidental fires in non-domestic premises attended

AC11. Number of deliberate vehicle fires attended
 AC12. Number of accidental vehicle fires attended
 AC13. Number of deliberate ASB fires (small) attended
 AC14. Number of accidental small fires attended
 AC15. Number of "Other" Primary Fires attended

**OUTPUTS:
1st TIER MINOR OUTCOMES & LPIs**

DC28. Total number of Home Fire Safety Checks (HFSC's) completed including: Station, Prevention, CRIS and Other

DC24. Number of Accidental Kitchen fires in dwellings owned by RSLs' attended

DC25. The % of fires attended in Accidental Dwelling Fires where: a smoke alarm had activated

DC26. The % of fires attended in Accidental Dwelling Fires where: a smoke alarm was fitted but did not activate

DC27. % of Accidental Dwelling Fires where: no smoke alarm was fitted

DO21. The % of accidental dwelling fires confined to room of origin.
 DO22. Percentage of 999 calls answered within 10 seconds
 DR23. Alert to Mobile in under 1.9 minutes for life risk incidents
 DO29. Average Time Taken to Process a Life Risk Call by Fire Control

NC21. Number of Fire Safety audits by Fire Protection Officers
 NO22. Number of Number of Simple Assessments by Operational Crews

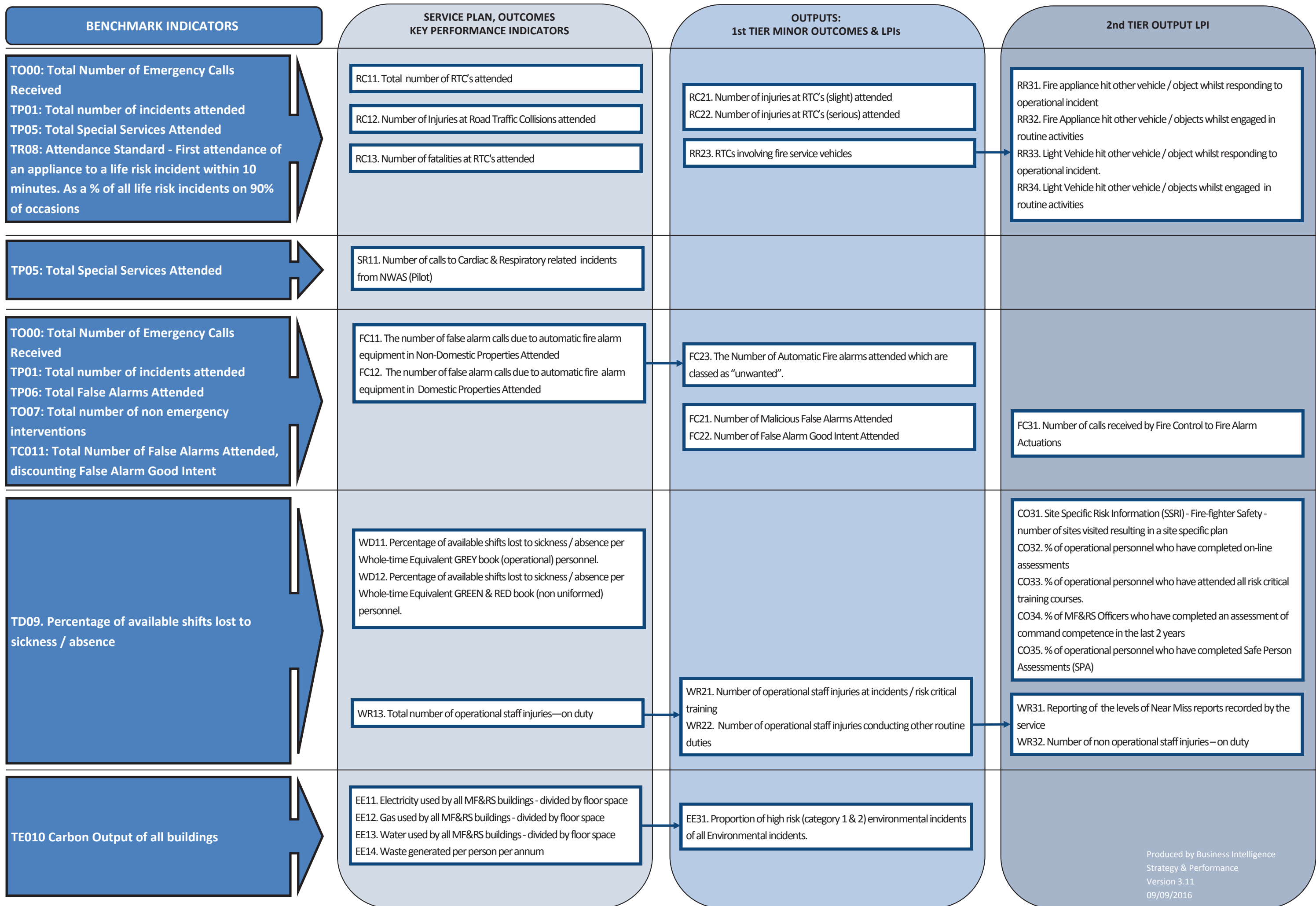
AC21. Retention rates for young people on youth engagement courses - % of those completing courses
 AC22. % of young people on Princes Trust courses moving into Education, Employment or Training (EET)

2nd TIER OUTPUT LPI

DC31. Total Number of HFSC's completed by Operational Station Personnel
 DC32. % of HFSC completed by Operational Station Personnel, who have been identified from Status Reports
 DC33. Home Fire Safety Checks carried out in domestic dwellings as a revisit.
 DC34. % of HFSC's carried out by stations that were high risk
 DC35. Number of HFSC's completed by other agencies/partners
 DC36. Total Number of HFSC's completed by CRIS

DC37. Number of New high risk home safety visits carried out by prevention officers
 DC38. Total Number of high risk home safety visits carried out by prevention officers

NO31. Conduct 100% of Scheduled COMAH on site exercises
 NO32. Conduct 100% of scheduled COMAH off site plan reviews



MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	6 OCTOBER 2016	REPORT NO:	CFO/074/16
PRESENTING OFFICER	DEPUTY CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	DEB APPLETON	REPORT AUTHOR:	[AUTHOR NAME]
OFFICERS CONSULTED:			
TITLE OF REPORT:	“SAFER INFORMATION SHARING PROJECT UPDATE		

APPENDICES:	
--------------------	--

Purpose of Report

1. To inform Members of the contribution of Merseyside Fire and Rescue Authority to the national Chief Fire Officers Association information sharing project “Sustained Action for Elderly Risk” (SAfER).

Recommendation

2. That Members note the content of this report.

Introduction and Background

3. In 2014, the Chief Fire Officers Association (CFOA), in collaboration with Merseyside Fire and Rescue Service, successfully bid to the Fire and Rescue Service Research and Training Trust for £57,460 (over two years) to deliver a complex project which the organisations concerned felt would have a significant effect on the way all Fire and Rescue Services (FRS) deliver preventative work.
4. The particular focus of the project was on the sharing of the NHS over 65’s data (sometimes referred to as Exeter Data) with all UK fire and rescue services, as this group has been identified as being at particularly high risk from fire. Cheshire and Merseyside Fire and Rescue Service proposed the project because a local agreement meant that both Services were already in receipt of over 65s data and they believed that the rest of the UK could benefit from a similar arrangement. The project was delivered for CFOA by project manager Evan Morris and supervised by Merseyside Fire and Rescue Service, which also provided the information governance support to the project. It involved developing data sharing agreements and the practical arrangements to enable the data to be shared, through work with the Government departments and health and social care agencies that hold and process relevant risk data. The project was designed to help save lives, reduce injuries and improve the benefits and outcomes that can be achieved when FRS personnel come into contact with vulnerable and elderly

people. It was supported by the Cabinet Office Data Sharing Unit, DCLG, the Government's iNetwork and the Office of the Information Commissioner.

5. The project, which began in November 2014 is now nearing its conclusion and an update on its progress and what has been delivered is set out in the following paragraphs.

Project delivery

6. In December 2014 the project gained the support of Sir Bruce Keogh (NHS England's Medical Director and Caldicott Guardian). Following this approval, the Project Manager, with governance support from Merseyside FRS entered into a complex and protracted period of negotiation with NHS England and the Health and Social Care Information Centre (HSCIC), which have responsibility for the governance of NHS information and management of the data.
7. As this was the first time that NHS information had been widely shared with the FRS, it was agreed to start the process with English FRS. There was considerable groundwork required to assure the NHS that the recipients would process the data in an appropriate way and to determine exactly how the information would be shared.
8. A number of technical methods by which the data could be shared, some of which would have been very costly, were considered. Ordnance Survey (OS) were particularly helpful to the project as they agreed to code all 9.5 million records and work with HSCIC to ensure the effective transition of the data to the 45 English FRS .
9. Initially, there was understandable caution on the part of the NHS regarding the secure processing of the data once it had left that organisation's control. The project team worked closely with NHS England over a long period of time to develop a suitable information sharing agreement (ISO), and with the help of the Information Commissioner's Office, agreement was reached. In the summer of 2015 all 46 Chief Fire Officers of the English FRS signed the ISO. In September 2015 the HSCIC distributed the data to the FRS.
10. Negotiations around the cost of the processing and transfer of the data resulted in NHS agreeing to fund the initial costs. However, work is still ongoing with the NHS to deliver the annual data refresh to all FRS at no cost, as it is considered that the benefits to the NHS of interventions that result from sharing the data will far outweigh the cost of data transfer.
11. Since the delivery of the data to the English FRS s, the same process has been completed for Welsh FRS and is underway for Scotland. The Northern Ireland FRS has decided that it does not wish to participate at this time, but may be interested in the future.

Outcomes

12. Individual FRS have already commented on the usefulness of the over 65s data for their individual fire prevention initiatives and strategies, but more work will be undertaken by CFOA to evaluate the benefits. For example, in Merseyside the over 65s data now forms the core of the Home Safety Strategy, with up to 70% of home fire safety checks being delivered to over 65s.
13. One effect of the project is that it has resulted in a broader strategic understanding within the NHS of the role that the FRS can play in the improvement of the health of vulnerable groups of people through working in collaboration with health and other partners. Conversations at the highest level of the NHS resulted in the development of the Fire Health Summit to explore the potential of the relationship. The first Summit took place in May 2015 and the third will take place in October 2016. In addition, Simon Stevens, Chief Executive of NHS England was the opening speaker at a Data Sharing conference delivered by CFOA in support of this project. A number of potential projects have resulted from this relationship, which although outside the original scope of this project, are linked to the improvement of the health of vulnerable people.

The current situation

14. The project manager, with information governance support from Merseyside FRS, is currently working with NHS England to review and update the information sharing agreement to accommodate the additional requirements of using over 65s data to carry out Safe and Well visits. Discussions are still ongoing regarding the extent to which “patient” data will be processed and the implications in relation to FRS information governance.
15. Alongside this, work is underway with HSCIC to arrange for the transfer of refreshed data to English fire and rescue services and Ordnance Survey are again assisting in this process.
16. The project manager, Merseyside FRS and CFOA are currently considering what work will be required to ensure that the refresh of data will continue after the close of the project and who will carry it out. The work is likely to include;
 - An annual review of the information sharing agreement with NHS England and the ICO to ensure it is fit for purpose,
 - Liaison with HSCIC and Ordnance Survey to ensure that correct data is delivered to each FRS (e.g. a review of FRS boundaries),
 - Liaison with each FRS in England, Wales and Scotland to maintain records of key contacts, the specific secure email transfer details for each service and ensuring that revised information sharing agreements are signed by all Chief Fire Officers.
17. CFOA plan to deliver a conference in early 2017 to explore the outcomes of the project and report back on the evaluation of the use of the data.

Equality and Diversity Implications

18. The project was specifically aimed at providing more information about a high risk group of people (over 65s) to all UK fire and rescue services. This has now been successfully delivered to all but two fire and rescue services, with the Scottish FRS expected to receive the data in the near future and the Northern Ireland FRS not wishing to participate at this time.

Staff Implications

19. Staff at Merseyside FRS have been involved in this project and contributed to the overall outcomes at all stages. All staff that deliver home fire safety checks are now using this data.

Legal Implications

20. MFRA continue to act within the remit of the Data Protection Act 1998 and any other relevant data sharing information agreement in place. Merseyside FRS has been providing information governance support in relation to this project, along with NHS England and the Information Commissioner's Office.

Financial Implications & Value for Money

21. The project has cost £57,460 (over two years). CFOA was successful in bidding for this funding from the Fire and Rescue Service Research and Training Trust. The cost of providing the information governance support was allocated to Merseyside FRS from this grant.

Risk Management, Health & Safety, and Environmental Implications

22. The project is specifically aimed at reducing risk amongst a high risk group of people (over 65s).

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

23. The receipt of over 65s data is a significant part of the Authority's Home Safety Strategy and is vital to the delivery of home fire safety checks and safe and well visits to vulnerable people.

BACKGROUND PAPERS

CFO/111/11 If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS

MFRA Merseyside Fire and Rescue Authority is the physical and legal entity. When writing reports MFRA is the "object".

MFRS Merseyside Fire and Rescue Service is the service provided by MFRA.
When writing reports MFRS is the “action”

E.G. You are employed by the Authority (MFRA). The job you do forms part
of the Service (MFRS) provided by the Authority (MFRA).
If in doubt use MFRA.

This page is intentionally left blank

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	STRATEGIC MANAGEMENT GROUP COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	6TH OCTOBER 2016	REPORT NO:	CFO/076/16
PRESENTING OFFICER	CHIEF FIRE OFFICER		
RESPONSIBLE OFFICER:	NICK MERNOCK	REPORT AUTHOR:	GARY OAKFORD
OFFICERS CONSULTED:	WENDY KENYON		
TITLE OF REPORT:	DEFENCE EMPLOYER RECOGNITION SCHEME		

APPENDICES:	APPENDIX A:	AFC LOGO (T&C'S)
	APPENDIX B:	BRONZE AWARD CERTIFICATE

Purpose of Report

1. To request that Members note MFRA's active participation in supporting the Defence Employer Recognition Scheme.

Recommendation

2. That Members note the content of this report, the successful receipt of Bronze Award and support a future application for Silver Award and aspirational Gold Award Status.

Introduction and Background

3. The Defence Employer Recognition Scheme (ERS) encourages employers to support defence and inspire others to do the same. The scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community.
4. The ERS is designed primarily to recognise private sector support although public sector organisations such as the emergency services, local authorities, NHS trusts and executive agencies are also eligible to be recognised.
5. There are 3 levels of Award that can be achieved (Bronze, Silver and Gold).
6. Obtaining the Bronze Award is achieved through self-nomination by employers who pledge to support the armed forces, including existing or prospective employees who are members of the community. MFRA has successfully met the criteria for Bronze Award status (Appendix B).

7. The next level of award (Silver) includes the commitment to promote being armed forces-friendly and being open to employing reservists, armed forces veterans (including the wounded, injured and sick), cadet instructors and military spouses/partners. This should be actively communicated. The organisation should uphold a positive stance to their employees via established HR policies and procedures and be nominated by a 3rd party person or organisation. MFRA has already given a commitment to this which is reflected in Service Instruction 0865 Reservists.
8. The next level of award (Gold) includes proactively advocating and supporting defence, communicating commitment internally to employees and externally to the wider community through established policies and examples of support, being positive to all service personnel during recruitment, enabling reservists to fulfil their annual training and mobilisation commitments and by demonstrating significant support for cadet instructors, armed forces veterans (including wounded, injured and sick) and military spouses/ partners.
9. If all 3 awards are achieved MFRA will be required to sign the Armed Forces Covenant and employ at least one individual from the covenant category that the nomination emphasizes.
10. Gold level awards are usually presented at a regional or national level.
11. Cllr Ian Francis (Armed Forces Champion for Liverpool City Council) has kindly offered his support in endorsing any future bid for Silver or Gold Level. Cllr Francis was integral in securing the City of Liverpool as the host City for Armed Forces Week in 2017, in which there will be a series of civic, ceremonial and military displays across the city.

Equality and Diversity Implications

12. Although a formal EIA has not been completed for this report, through the Think People engagement principles MFRA continue to being positive about Equality & Diversity; we value people, differences and respect each other. Understanding that difference is healthy and enables us to deliver services to our diverse communities.

Staff Implications

13. In line with our Think People engagement principles (and to support a future application for Silver Award status), it is intended to conduct an internal survey of staff to see what connections and level of engagement to the military community exist; for example which branch a staff member served, tenure, regular service or as a reservist.
14. This survey will lead to further dialogue with internal staff members with the intention to extend volunteering opportunities in support of civic events and representation of the service for example at Remembrance Day Parades and other occasions throughout the year. The Service receives over 50 of these requests per annum.

Legal Implications

15. Any recruitment of new employees will adhere to MFRA's human resources guidelines as well as compliance with equality and diversity and employment law legislation.

Financial Implications & Value for Money

16. For the purposes of achieving this award there is no additional cost.

Risk Management, Health & Safety, and Environmental Implications

17. There are no Risk Management issues pertaining directly to this report in obtaining the Bronze Award and pursuit of Silver and Gold Award status.

Contribution to Our Mission: *Safer Stronger Communities – Safe Effective Firefighters*

18. MFRA remains an active and engaged stakeholder within Merseyside, MFRS is held in high regard and has historically supported civic and military events locally.

BACKGROUND PAPERS

GLOSSARY OF TERMS

This page is intentionally left blank



ARMED FORCES COVENANT LOGO TERMS AND CONDITIONS OF USE.

Armed Forces Covenant Logo Terms and Conditions of Use.

Licence to use the Armed Forces Covenant Logo

An “Armed Forces Covenant Supporter” means an entity that has registered as such.

We grant permission to Armed Forces Covenant Supporters to use the Armed Forces Covenant Logo subject to the Terms and Conditions of Use.

Winners of the Armed Forces Covenant Employer Recognition Scheme Award may additionally or alternatively, use the variation of the Armed Forces Covenant Logo consistent with the level of the Award they have won, subject to the same Terms and Conditions of Use.

Other Government Departments

While OGDs are not required to follow the terms and conditions of this license as set out below, they are required to follow the Armed Forces Covenant Brand guidelines when using the Armed Forces Covenant Logo.

Principal Conditions of Use

1. You may use the Armed Forces Covenant Logo only:
 - within your website;
 - on your printed publications (including posters and advertisements);
 - on your communications (on notepaper or within e-mails) and;
 - on signage (including use on the side of a vehicle).
2. You may not use the Armed Forces Covenant Logo:
 - in connection with fundraising;
 - on or in connection with products (whether for sale or free promotional items), or;
 - for any purpose other than those described in condition 1 above;unless permitted in writing by Defence Intellectual Property Rights (DIPR) (contactable at DIPR-CC@MOD.UK in the first instance). Any such permission may attract additional terms including a fee.
3. You must follow the Armed Forces Covenant Brand guidelines.

Other Terms

4. You shall use the Armed Forces Covenant Logo only as an illustration, to refer visually to the initiative to which the Armed Forces Covenant Logo relates. It should be clear that the Armed Forces Covenant is an initiative, and not an entity, charity or association.
5. You shall not use the Armed Forces Covenant Logo in any way than might indicate that we are solely or jointly responsible for your organisation, products, services, website or publications.
6. You must not use the Armed Forces Covenant Logo:
 - as your own logo;
 - with equal or greater prominence to that afforded to your own logo;
 - on any website, publications, communications or signage, without sufficient context to indicate the purpose for its use.
7. You shall not use the Armed Forces Covenant Logo in a manner suggestive of our endorsement of your organisation, products, services, website or publications. In particular you must not use the Armed Forces Covenant Logo:
 - to illustrate that we purchase your products or services (i.e. that you are a supplier or are otherwise under contract); or
 - to illustrate that your products or services are suitable for, or are targeted to, the MOD, its sub-units, or its personnel.
8. You shall always use or reproduce the Armed Forces Covenant Logo in its entirety without any alteration or addition.
9. Your use of the Armed Forces Covenant Logo must not adversely affect our rights in our Logo including its ability to serve as a trade mark or certification mark, or adversely affect our reputation.
10. You shall follow any reasonable instruction we give at any time concerning the use of the Armed Forces Covenant Logo.

Armed Forces Covenant Logo Terms and Conditions of Use.

Termination of this Licence

11. We reserve the sole right to determine whether the terms of this licence have been complied with and to terminate the licence immediately in the case of any breach.
12. We may otherwise terminate this licence on giving 30 days notice without giving any specific reason.
13. We may update this Licence Agreement with new terms, which shall have effect from the sooner of
1) the day on which you are notified of these changes, or
2) from the 30th day of our publication of these changes.
14. This licence shall terminate if:
 - you renounce your pledge to be an Armed Forces Covenant Supporter (or your Armed Forces Covenant Employer Recognition Scheme Award);
 - we revoke your status as an Armed Forces Covenant Supporter (or your Armed Forces Covenant Employer Recognition Scheme Award), being a right we reserve at our complete discretion;
 - the objectives or responsibilities of your organisation change, or;
 - you become insolvent.

Other Legal Matters

15. The rights granted under this licence are personal to you and you shall not assign or sub-licence such rights to others or permit others to use or reproduce our Logo in any way.
16. We give no warranties with respect to the suitability of our Logo for any purpose.
17. You shall indemnify us against any loss or claims arising from your use of our Logo. This obligation shall continue for a period of seven years following the termination of this Licence.
18. This Agreement shall be governed by the laws of England and the parties shall submit to the non-exclusive jurisdiction of the English courts.

If you wish to use any other MOD logos, please see [our guidance](#) before doing so.

This page is intentionally left blank



**ARMED FORCES
COVENANT**

**EMPLOYER
RECOGNITION
SCHEME**

BRONZE AWARD

2016

This certificate is awarded to

Merseyside Fire and Rescue Service

In national recognition of their
commitment to the Armed Forces.



Ministry
of Defence

Michael Fallon

Secretary of State for Defence



Nick Houghton

Chief of the Defence Staff

This page is intentionally left blank



**ARMED FORCES
COVENANT**

**EMPLOYER
RECOGNITION
SCHEME**

BRONZE AWARD

This page is intentionally left blank



EMPLOYER RECOGNITION SCHEME

BRONZE AWARD

Proudly supporting those who serve.

MERSEYSIDE FIRE AND RESCUE AUTHORITY			
MEETING OF THE:	COMMUNITY SAFETY AND PROTECTION COMMITTEE		
DATE:	6 OCTOBER 2016	REPORT NO:	CFO/073/16
PRESENTING OFFICER:	DCFO GARRIGAN		
RESPONSIBLE OFFICER:	AM JAMES BERRY TEL; 4644	REPORT AUTHOR:	AM J BERRY
OFFICERS CONSULTED:	GM OAKFORD SM BYRNE		
TITLE OF REPORT:	SAFE AND WELL PILOT SCHEME		

APPENDICES:	APPENDIX 1: HFSC-SW FORM
	APPENDIX 2: CONSENSUS STATEMENT

Purpose of Report

1. To request that members note the development of the Safe and Well visit by Merseyside Fire and Rescue Authority (MFRA) and endorse the proposal to pilot the scheme in order to demonstrate and evaluate the impact of such activity and to inform future undertakings and/or commissioning.

Recommendation

2. That members support and approve the proposals outlined in this report in relation to the implementation and evaluation of a 'Safe and Well' pilot scheme.

Introduction and Background

3. Members will be aware of proposals by MFRA to enhance its Home Fire Safety Check to incorporate health priorities (Safe and Well Visits).
4. This report updates members on the progress to date and the implementation approach to be adopted.
5. For over 15 years Merseyside Fire and Rescue Service (MFRS) has been carrying out interventions in people's homes to reduce their risk from fire and to provide advice on actions to take in the event of such incidents.
6. These interventions were given the title '**Home Fire Safety Checks**' (HFSC).
7. MFRA carry out circa 60,000 HFSCs per annum.
8. These visits are targeted towards the most vulnerable sections of our communities; older people; the infirm; those with complex health needs; those who smoke and those with drug or/and alcohol dependency.

9. MFRA through its firefighters and prevention teams utilise NHS and Public Health data (Exeter Data) to target those people within these categories to ensure that every contact counts.
10. 70% of the visits undertaken by MFRA so far this year have been in the homes of people over 65 years of age.
11. This approach has resulted in a drop in demand for its services over the period.
12. It is felt, therefore that through interactions with people in their own homes, and with the necessary additional awareness training, MFRA's firefighters and prevention teams will be able to identify and act upon a significantly wider range of risks.
13. Not only fire risks, but those that predispose people to a number of health issues that can significantly reduce life expectancy and/or quality of life.
14. It is recognised that these additional factors often result in the need for individuals to access significant levels of support or services from social care and the NHS.
15. As part of a National project MFRS sought to assist NHS England, Public Health England, Local Government Association and the Chief Fire Officers Association to develop a framework/set of principles that would inform the design of locally agreed 'safe and well' visits.
16. Consequently, the following principles were proposed as a basis for discussion for adoption or implementation locally:
17. That each FRS should consider extending its current approach to safety in the home to include risk factors that impact on health and wellbeing and which lead to an increase in demand for health and local authority services.
18. The content of a 'safe and well' visit in each FRS area should be co-designed through discussions with local health and local authority colleagues and should be based on information regarding local risks and demand.
19. When considering risk factors other than fire, the process should not be confined to merely signposting to other agencies, but also to how these can be mitigated during the initial visit.
20. Wherever possible the approach adopted should:
 - Reflect local need;
 - Provide a light touch health check of vulnerable individuals;
 - Identification of risk while in the home;
 - Provision of brief advice;
 - Provision of appropriate risk reduction measures.

21. Since the Consensus Statement in Improving Health and Wellbeing was signed MFRA has worked closely with colleagues in health and public health to explore how they might work to support them in improving health and quality of life outcomes for those most at risk in their communities whilst embedding a robust and accountable approach through which the FRS can be held accountable.
22. In identifying and responding to the Health Priorities in Merseyside, MFRS has engaged with a variety of different stakeholders this includes:

Bowel Cancer:

Dr Dan Seddon

Julie Byrne (NHS England)

Bowel Cancer specific fire / health working group

Geoff Fitzgerald

Susan Spence (Training Provider)

Smoking Cessation:

Susie Gardner

Samantha Thompson

Angela Curran Sefton CCG (Training provider)

Alcohol Reduction:

Ian Canning

Members of Liverpool Alcohol Strategy Group

Whiston Hospital Alcohol Team (Training provider)

Falls Prevention:

Shirley Baxter (Broadgreen Hospital Falls Clinic)

Ian Stenton (Head of sustainability RL Hospital)

Irene Harvey (LCH Falls Provider)

Chris Stanley (Training provider St Helens)

Overarching:

Richard Freeman (head of NHS delivery Mersey/Cheshire)

David Radcliffe (NWS Medical Director)

Jeanette Roberts (RL Hospital lead for patient flow)

Dr Sandra Davis

Tony Woods

Dyane Aspinall

Jen Dalzell

Alexi Ness

Dawn Leicester (CHAMPS Network)

Jane Fradley

23. This collaboration with colleagues in the Health Sector has identified key health priorities that could be delivered as part of a HFSC, and re-branded as a '**Safe and Well**'. On Merseyside these key priorities have been identified as;

- Bowel Cancer Screening

- Smoking Cessation
- Falls Risk Reduction
- Alcohol Reduction
- Blood Pressure Checks (to follow as part of phase 2)

24. **Bowel Cancer Screening**

MFRA Safe and Well visits will include:

- Series of screening questions
- Bespoke trained staff to discuss benefits of the screening programme
- Direct referral pathway with ability to directly request screening kits

25. **Smoking Cessation**

Smoking is the primary reason for the gap in healthy life-expectancy between rich and poor (Marmot, 2010).

“The fire services do what every stakeholder involved in reducing health inequalities should do: engage directly with the community, work to provide them with the opportunities they need to live a healthy life and focus on prevention”

Sir Michael Marmot

MFRA Safe and Well visits will include:

- Making Every Contact Count (1 in 8 success)
- Direct referral to smoking cessation (not a leaflet)
- Working in the right properties to make a difference

26. **Falls Prevention - Risk Reduction**

MFRA Safe and well visits will include:

- Right homes/right people (over 65's)
- Conduct FRAT (falls risk assessment tool)
- Direct referral to falls team
- Environmental Check
- Simple Adaptions (as simple as a light bulb)

27. **Alcohol Reduction**

MFRA Safe and Well visit will include:

- Utilise PH AUDIT –C- (Alcohol Use Disorders Identification Test Consumption)
- Identification Brief Advice (Tier 1 intervention)
- Direct referral to alcohol support team (not a leaflet)
- Working in the right properties to make a difference.

Pilot Scheme

28. MFRA are proposing to pilot the Safe and Well visit utilising its Prevention advocates in the first instance as a proof of concept and in order to provide a robust evidence base for future working. The pilot will seek to demonstrate to Health partners the potential and tangible benefits/deliverables of the Safe and Well visit.
29. MFRA maintain that the reduction of risk from fire in the home should remain the primary motivator for the deployment of MFRA resources. Home Fire Safety Checks have until now been the primary vehicle for MFRA to reduce domestic fire risks.
30. A significant amount of work has gone into identifying priorities that not only support the Health agenda but also minimise the impact on the quality of a Fire Safety intervention. However it is inevitable that a Safe and Well visit will take more time than a HFSC and will impact on the number of interventions that MFRA can deliver on an annual basis.
31. MFRA will seek to offset any such impact through commissioning and/or alternative approaches which will ensure the number of visits (HFSC's) carried out are not compromised by the adoption of Safe and Well and that partners are able to fully appreciate the value added from such an innovative approach.
32. MFRA hope to demonstrate through this pilot scheme the tangible positive outcomes of Safe and Well visits to Health Partners.
33. MFRA will, following the pilots schemes evaluation, seek to explore a longer term commissioning model enabling Health Partners to access circa 240,000/300,000 p.a. Safe and Well interventions (60k visits x 4/5 Health interventions per visit).
34. Future proposals will include the extension of the programme across the whole service – Firefighters undertake the vast majority of HFSC's across the Merseyside area.
35. The proposal will utilise the unique access that the service has into people's homes in order to tackle the health inequality that exists whilst maintaining its focus on fire prevention in the homes of the most vulnerable.
36. MFRA would welcome Health Partners contribution and advice with the evaluation of the pilot scheme. This evaluation would then be presented back

to members. Liverpool Clinical Commissioning Group have indicated support in this regard which will be followed up following endorsement of the proposal.

Looking Forward

37. On-going discussions with Public Health England (PHE) have identified hypertension as an area that Safe and Well visits could assist with. PHE have suggested that a visit could include;

Know your numbers
Blood pressure check
Route for advice (alternative to primary care)

38. The approach will be explored as part of the phase 2 roll out.

National Context

39. The NHS View – provided at the meeting with Health colleagues.
40. Health services are trying to focus on a health and wellbeing service with preventative support and proactive care in place, as evidence proves that there are better clinical and cost-effective outcomes if people have control over their own health.
41. The NHS has identified that people with long term conditions typically only access health care for seven hours in one year. The work of the Fire and Rescue Service therefore presents a significant additional opportunity to engage someone about their health.
42. NHS England will be working with CCGs to support them to work collaboratively with the FRS's as a partner for delivering preventative activities.

The Strategic Health Group

43. To establish a unified offer to health, the Fire and Rescue Service has created the Strategic Health Group. The group, which is comprised of representatives from across different services, will have responsibility for coordinating and developing the strategic partnership working, collaboration and information sharing being undertaken with NHS, Social Services and Third Sector around health, behaviour and addiction.
44. The group (which has an MFRS representative) will meet regularly and produce frequent updates to ensure those working locally are aware of the discussions happening nationally and the key messages coming from the group. The group are also gathering case studies from services who have piloted innovative schemes and working arrangements locally. These studies will then be used to promote the role of the FRS in health to CCGs as well as

developing the understanding of the key issues, barriers and successes back to other FRSSs.

Equality and Diversity Implications

45. Merseyside Fire and Rescue Authority Officers are currently carrying out a full Equality Impact Assessment on the Safe and Well process.

Staff Implications

46. Community Risk Management advocates completed a staff survey indicating an appetite to spend more time in the community and adding value to the Home Fire Safety Check whilst in the homes of vulnerable people in Merseyside.
47. Specifically designed training has been developed by health colleagues for all areas of safe and well ensuring that staff are well equipped to deliver interventions.

Legal Implications

48. Alongside MFRA complying with the appropriate legislation the relevant information sharing protocols and data protection laws have also been agreed by NHS England and Public Health England
49. The visits will be conducted at properties identified as at greater risk of fire. This complementing the services home safety strategy and ensuring Fire & Rescue Statutory duties under section 6 are not affected

Financial Implications & Value for Money

50. There is no financial implications contained within this report however it is appreciated that locally and nationally in some instances it may be preferable for health services to commission fire and rescue services to make interventions on their behalf.

Risk Management, Health & Safety, and Environmental Implications

51. Memorandums of understanding to be finalised to ensure staff operate within correct framework.
52. Suitable training and guidance provided to support staff.
53. There are no additional environmental considerations as this intervention is conducted during the normal community engagement processes.

Mission:

Firefighters

54. Safe and Well visits will continue to contribute to the MFRA Mission.

BACKGROUND PAPERS

CFO/111/11 If this report follows on from another, list the previous report(s)

GLOSSARY OF TERMS

MFRA Merseyside Fire and Rescue Authority

MFRS Merseyside Fire and Rescue Service

HFSC Home Fire Safety Check

CCFRS Cheshire County Fire and Rescue Service

FRS Fire and Rescue Services

CFOA Chief fire Officers Association

PHE Public Health England

NHS National Health Service

CCG Clinical Commissioning Group



Refusal

PLEASE COMPLETE IN BLOCK CAPITALS

Home Fire Safety Check

Occupier

DOB:

dd	mm	yyyy
<input type="text"/>	<input type="text"/>	<input type="text"/>

Date	dd	mm	yy
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Station Ground	<input type="text"/>
----------------	----------------------

Name:

Mr/Mrs/Miss	Initial	Surname
<input type="text"/>	<input type="text"/>	<input type="text"/>

Address:

No	Road
<input type="text"/>	<input type="text"/>

Town:

<input type="text"/>

Postcode:

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------	----------------------	----------------------

 Tel:

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------

Email:

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------

Occupancy

Property Code:

No. of Occupants:

No. under 5 years:

No. over 65 years:

Disability:

No. of smokers:

Uses a chip pan: **Yes / No**

Electric blanket: **Yes / No**

Smoke Alarms

Existing smoke alarm fitted?: **Yes/No**

Battery operated / satisfactory: **Yes/No**

Battery missing / discharged: **Yes/No**

Mains operated / satisfactory: **Yes/No**

Mains operated / defective: **Yes/No**

Service Provided

Advice on smoke alarm: **Yes / No**

No. of new units fitted:	<input type="checkbox"/>	Alarms	Batts
No. of units replaced:	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Visiting Officer

Name:

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------

Role:

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------

 Number:

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------

Prev Office:

<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------	----------------------

Ethnic Origin

White:	British	<input type="checkbox"/>	Irish	<input type="checkbox"/>
	Other White	<input type="checkbox"/>		
Mixed:	White & Black	<input type="checkbox"/>	White & Black	<input type="checkbox"/>
	Caribbean		African	
	White & Asian	<input type="checkbox"/>	Other Mixed	<input type="checkbox"/>
Asian or Asian	Indian	<input type="checkbox"/>	Pakistani	<input type="checkbox"/>
British:	Bangladeshi	<input type="checkbox"/>	Other Asian	<input type="checkbox"/>
Black or Black	Caribbean	<input type="checkbox"/>	African	<input type="checkbox"/>
British:	Other Black	<input type="checkbox"/>		
Chinese or Other	Chinese	<input type="checkbox"/>	Other	<input type="checkbox"/>
Ethnic Group:				

Not Stated

Religious Belief

Declined

Section 1: Occupancy		Tick appropriate score
1	Are any occupants dependant upon assistance in the event of a fire?	8
2	Elderly occupant(s) or lone parent family.	7
3	3 or more children under 10 years, or 6 or more occupants.	7
4	None of the above.	6

Section 2: Circumstances		Tick appropriate score
1	History of fires in the home. Children currently playing with fire.	7
2	Is there anything that would affect the occupants awareness of fire, or impair their reaction to a fire situation?	8
3	Evidence of careless use of smoking materials or inappropriate cooking methods.	7
4	Inappropriate use of electrics.	5
5	Excessive fire loading.	4
6	Smokers live in household, or use of candles.	3
7	None of the above.	2
Risk Rating = Section 1 x Section 2		

Section 3: Smoke Alarms		Before	After
1	None.	0	0
2	Yes - but inadequate or inappropriately sited.	2	2
3	Yes - satisfactory.	6	6

Section 4: Fire Safety Advice		Before	After
1	No apparent fire safety awareness	0	0
2	Limited fire safety awareness	2	2
3	Good fire safety awareness	6	6
Safety Rating = Section3 + Section 4			

Final Points Rating = Risk Rating - Safety Rating	
--	--

Prevention Equipment provided					
	Qty		Qty		Qty
Wi Safe 2 Alarm	<input type="checkbox"/>	King size bedding pack	<input type="checkbox"/>	Letter Box Plate	<input type="checkbox"/>
Pad & Strobe	<input type="checkbox"/>	Double bedding pack	<input type="checkbox"/>	Letter Box Bag	<input type="checkbox"/>
CO Alarm	<input type="checkbox"/>	Single bedding pack	<input type="checkbox"/>	Letter Box Lock	<input type="checkbox"/>
Extension Lead	<input type="checkbox"/>	Fire retardant throw	<input type="checkbox"/>	Deep Fat Fryer	<input type="checkbox"/>
Oil filled radiator	<input type="checkbox"/>	E cig pouch	<input type="checkbox"/>	Light Bulbs	<input type="checkbox"/>
RCD	<input type="checkbox"/>	Metal bin	<input type="checkbox"/>	Grip Socks	<input type="checkbox"/>

Interventions Completed					
0-7 day process	<input type="checkbox"/>	SAFE	<input type="checkbox"/>	RM1	<input type="checkbox"/>
8-21 day process	<input type="checkbox"/>	Hate Crime	<input type="checkbox"/>	Target Hardening	<input type="checkbox"/>
Non Contactable	<input type="checkbox"/>	Safe & Well	<input type="checkbox"/>	HFSC High Risk	<input type="checkbox"/>
Hard of Hearing	<input type="checkbox"/>				

Safe and Well

Falls Risk Assessment Tool (FRAT)

Is there a history of any fall in the previous year	YES	NO
	<input type="checkbox"/>	<input type="checkbox"/>
Is the client on 4 or more medications a day	<input type="checkbox"/>	<input type="checkbox"/>
Does the client have a diagnoses of stroke, parkinsons or dementia	<input type="checkbox"/>	<input type="checkbox"/>
Does the client report problems with his/her balance	<input type="checkbox"/>	<input type="checkbox"/>
Is the client unable to rise safely from a chair of knee height	<input type="checkbox"/>	<input type="checkbox"/>
If the answer to two or more questions is YES, a referral to team is	YES	NO
	<input type="checkbox"/>	<input type="checkbox"/>
Falls Environment Check	YES	NO
	<input type="checkbox"/>	<input type="checkbox"/>

Bowel Cancer Screening (applicable to 60+)

Did you receive bowel cancer screening kit	YES	NO
	<input type="checkbox"/>	<input type="checkbox"/>
Did you return kit and receive results	<input type="checkbox"/>	<input type="checkbox"/>
If no, explain benefits and ask: Would you like MFRS to request a kit to be sent out again	<input type="checkbox"/>	<input type="checkbox"/>

Smoking Cessation

Following discussion around the benefits of stopping smoking, would you like MFRS to provide information / referral to your local stop smoking service

	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
--	-----	--------------------------	----	--------------------------

Alcohol Reduction

Following discussion around the benefits of reducing your alcohol intake, would you like MFRS to provide information / referral to your local service

	YES	<input type="checkbox"/>	NO	<input type="checkbox"/>
--	-----	--------------------------	----	--------------------------

Issues identified / discussed with

INDIVIDUAL

FAMILY

CARER

Cooking	<input type="checkbox"/>	Sensory Impairment	<input type="checkbox"/>	Smoking	<input type="checkbox"/>	Aromatics	<input type="checkbox"/>
Hoarding	<input type="checkbox"/>	Mental Health	<input type="checkbox"/>	E-Cigarette	<input type="checkbox"/>	Air flow bed	<input type="checkbox"/>
Heating	<input type="checkbox"/>	Dementia	<input type="checkbox"/>	Drugs	<input type="checkbox"/>	Oxygen	<input type="checkbox"/>
Electrics	<input type="checkbox"/>	Mobility Issues	<input type="checkbox"/>	Alcohol	<input type="checkbox"/>	Carbon Monoxide	<input type="checkbox"/>

Other issues identified:

Road Safety

Does anybody (in the property) aged over 65 still drive a vehicle

	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
--	-----	--------------------------	----	--------------------------

Merseyside Fire and Rescue Service (MF&RS) will process the information you supply for the purposes of reducing the risk of fire, health, safety and wellbeing

Note to Staff - As you have already explained that you need to record their details there is no further explanation required - therefore this should be answered as YES

YES NO

MF&RS will share this information securely with other agencies for the reason above. Please tick the box below if you wish to decline this. You are entitled to see your personal data held by MF&RS.

If you wish to see your personal data please contact Corporate Information Sharing Officer:
Tel No 0151 296 4416.

I decline to share this information

Onward referral required to:

Social Services	<input type="checkbox"/>	Healthy Homes	<input type="checkbox"/>	Police	<input type="checkbox"/>
Housing association	<input type="checkbox"/>	Assistive Tech	<input type="checkbox"/>	Care agency	<input type="checkbox"/>
Occupational Therapist	<input type="checkbox"/>	Benefits	<input type="checkbox"/>	FSN	<input type="checkbox"/>
Safeguarding	<input type="checkbox"/>	VPT	<input type="checkbox"/>	Environmental Health	<input type="checkbox"/>
British Red Cross	<input type="checkbox"/>	Age UK	<input type="checkbox"/>	Back to referrer	<input type="checkbox"/>
Local Authority	<input type="checkbox"/>	EHAT	<input type="checkbox"/>	Other	<input type="checkbox"/>

Other/Who

Useful Contacts

Merseyside Fire Control 0151 530 2627
Merseyside Police 0151 709 6010
Fire Service Direct 0151 296 4031

Memo:

Follow up Revisit 0-3 Mths 3-6 Mths 6-12 Mths Not Required



Consensus Statement on Improving Health and Wellbeing between NHS England, Public Health England, Local Government Association Chief Fire Officers Association and Age UK

This consensus statement describes our intent to work together to encourage joint strategies for intelligence-led early intervention and prevention; ensuring people with complex needs get the personalised, integrated care and support they need to live full lives, sustain their independence for longer and in doing so reduce preventable hospital admissions and avoidable winter pressures/deaths.

Headline consensus statement

We will work together to use our collective capabilities and resources more effectively to enhance the lives of the people we work with and we will support and encourage our local networks to do the same in their communities.

Introduction

Demand for health and social care is rising as a result of an increase in the numbers of children and adults with long term conditions, alongside an ageing population. The NHS Five Year Forward View highlights the need for an increased focus on integration and prevention so that resources are utilised more effectively, outcomes are improved and demand is reduced. It also recognises the need to broaden and deepen the involvement of the third sector in developing solutions. At the same time the number of fires has decreased due to preventative work by Fire and Rescue Services (FRS) and regulatory measures. This has resulted in new opportunities for the FRSs to complement and further support the health and social care sector.

Representatives from NHS England, Public Health England (PHE), the Local Government Association (LGA), Age UK and Chief Fire Officers Association (CFOA) met on 14 April 2015 to agree to develop a new working relationship with the shared aim of identifying and improving the quality of life of those who could benefit the most from early engagement with local services; for example, older people and people with multiple long term conditions and complex needs. This consensus statement represents a joined-up multi-agency approach to put into practice the national commitment to more integrated care, closer to people's home. Its emphasis is on local initiatives to deliver preventive interventions to our people who would benefit most in their own homes and supports local action to deliver better health and well-being outcomes.



Shared purpose

There are common underlying risk factors which increase demands on both fire and health services, such as the number of long-term conditions, cognitive impairment, smoking, drugs or substance misuse, physical inactivity, poor diet, obesity, loneliness and/or social isolation, cold homes and frailty. By identifying people with these risk factors and taking a whole system approach to interventions which are centred on peoples' needs, we intend to make every contact count, irrespective of which service it is from.

Our individual and collective strengths

FRS: The 670,000 home visits carried out by the FRS in England provide an opportunity to deliver improved proactive support that delivers improved integrated care between the relevant organisations.

NHS, Public Health and local government: Equally health and local government staff have opportunities to identify households with complex conditions/needs and who are at an increased risk of fire

Age UK: with and through our network of 165 independent local Age UKs we provide, coordinate and signpost to a range of services for individuals, their families and carers, and with groups of older people in their own homes and in the community to help them to manage their long-term conditions, while improving their health and wellbeing.

Collectively we can offer an integrated approach to targeting through the better co-ordination, prevention and early intervention that has been demonstrated to increase the reach and impact of all services. For instance, in areas of best practice, health services have commissioned the fire and rescue service in collaboration with Age UK (and other voluntary sector organisations) to make interventions in people's homes that have resulted in improved health and reduced risk. Early results have been positive, with a measurable significant impact on improving outcomes. This work could be expanded with the fire and rescue service working with a number of local commissioners.

Supporting local action and flexibility

We encourage local organisations to work together more effectively in partnership and to consider seeking greater integration of services where possible, while supporting meaningful local flexibility in the way this happens. FRSs, by working in an integrated way as part of a whole systems approach, can add even greater value and resilience to communities by understanding and responding to local needs and drivers.

Local areas, and the organisations we represent, are too diverse for a 'one size fits all approach'. However, there are some key actions which we will take nationally to support local action.

- Producing this consensus statement between NHS England, CFOA, PHE, Age UK and LGA that sets out how health, public health, the fire and rescue service and the Age UK can work together to encourage local action to prevent and minimise service demand and improve the quality of life of older people and children and adults with long term conditions.
- Developing the design principles for a Safe and Well Visit that is informed by existing good practice within the FRS and Age UK network. The visit aims to identify and tackle risk factors that

impact on health and wellbeing and which can lead to an increase in demand for health and local authority services. Wider health impacts are also addressed during the visit, such as the identification of frailty, promotion and support of healthy aging, help to avoid trips and falls; and signposting to relevant services through making every contact count and sources of help.

- Identifying and exploring opportunities to improve local services, making them more efficient and effective by working more closely together and where appropriate integrating services through measures such as better information sharing, the promotion of existing guidance and initiatives, access to inclusion to improvement support programmes and joint communications.
- Investigating the opportunities for more effective and appropriate information sharing across NHS England, PHE, Age UK and FRS.
- Developing shared communications for our collective networks, the public, professionals, partners and other stakeholders to raise awareness of the benefits of a more connected approach and to provide reassurance about skills and knowledge, appropriate information sharing and joined up pathways.
- Promoting and encouraging local collaboration through Health and Wellbeing Boards, Joint Strategic Needs Assessments, System Resilience Groups as well as through the commissioning of collaborative approaches.

This page is intentionally left blank