



DEVON & SOMERSET FIRE & RESCUE AUTHORITY

M. Pearson
CLERK TO THE AUTHORITY

To: The Chair and Members of the Community
Safety & Corporate Planning Committee

(see below)

SERVICE HEADQUARTERS
THE KNOWLE
CLYST ST GEORGE
EXETER
DEVON
EX3 0NW

Your ref :
Our ref : CSCPC/SY/SS
Website : www.dsfire.gov.uk

Date : 20 September 2016
Please ask for : Sam Sharman
Email : ssharman@dsfire.gov.uk

Telephone : 01392 872200
Fax : 01392 872300
Direct Telephone : 01392 872393

COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE **(Devon & Somerset Fire & Rescue Authority)**

Wednesday 28 September 2016

A meeting of the Community Safety & Corporate Planning Committee is to be held on the above date, **commencing at 10.00 am in the Committee Room B in Somerset House, Service Headquarters** to consider the following matters.

M. Pearson
Clerk to the Authority

AGENDA

PLEASE REFER TO THE NOTES AT THE END OF THE AGENDA LISTING SHEETS

1 Apologies

2 Minutes (Pages 1 - 4)

of the previous meeting held on 4 July 2016 attached.

3 Items Requiring Urgent Attention

Items which, in the opinion of the Chair, should be considered at the meeting as matters of urgency.

PART 1 - OPEN COMMITTEE

4 Corporate Planning Framework Review (Pages 5 - 8)

Report of the Area Manager - Strategy and Business Change – (CSCPC/16/5) attached.

5 Business Safety (Pages 9 - 14)

Report of the Area Manager - Community Safety – (CSCPC/16/6) attached.

6 Road Traffic Collisions

The Community Safety Education & Road Safety Manager will provide an update at the meeting in respect of Devon & Somerset Fire & Rescue Service's approach to delivering Road Traffic Collision reduction and include an overview of the 2015 statistics.

In 2015, the Service saw our lowest fatality figures in respect of road traffic collisions involving both young drivers and motorcyclists since 2010.

The presentation will give an overview of the methods of engagement Devon & Somerset Fire and Rescue Service is involved in and cover the collaborative approach it is taking to deliver Road Safety Prevention collectively with our partner organisations.

MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

Membership:-

Councillors Eastman (Chair), Bown, Colthorpe, Ellery, Hill, Leaves (Vice-Chair) and Redman

NOTES

- | | |
|----|---|
| 1. | <p><u>Access to Information</u>
Any person wishing to inspect any minutes, reports or lists of background papers relating to any item on this agenda should contact the person listed in the “Please ask for” section at the top of this agenda.</p> |
| 2. | <p><u>Reporting of Meetings</u>
Any person attending a meeting may report (film, photograph or make an audio recording) on any part of the meeting which is open to the public – unless there is good reason not to do so, as directed by the Chairman - and use any communication method, including the internet and social media (Facebook, Twitter etc.), to publish, post or otherwise share the report. The Authority accepts no liability for the content or accuracy of any such report, which should not be construed as representing the official, Authority record of the meeting. Similarly, any views expressed in such reports should not be interpreted as representing the views of the Authority.
Flash photography is not permitted and any filming must be done as unobtrusively as possible from a single fixed position without the use of any additional lighting; focusing only on those actively participating in the meeting and having regard also to the wishes of any member of the public present who may not wish to be filmed. As a matter of courtesy, anyone wishing to film proceedings is asked to advise the Chairman or the Democratic Services Officer in attendance so that all those present may be made aware that is happening.</p> |
| 3. | <p><u>Disclosable Pecuniary Interests (Authority Members only)</u>
If you have any disclosable pecuniary interests (as defined by Regulations) in any item(s) to be considered at this meeting then, unless you have previously obtained a dispensation from the Authority’s Monitoring Officer, you must:</p> <ul style="list-style-type: none">(a) disclose any such interest at the time of commencement of consideration of the item in which you have the interest or, if later, as soon as it becomes apparent to you that you have such an interest;(b) leave the meeting room during consideration of the item in which you have such an interest, taking no part in any discussion or decision thereon; and(c) not seek to influence improperly any decision on the matter in which you have such an interest. <p>If the interest is sensitive (as agreed with the Monitoring Officer), you need not disclose the nature of the interest but merely that you have a disclosable pecuniary interest of a sensitive nature. You must still follow (b) and (c) above.</p> |
| 4. | <p><u>Part 2 Reports</u>
Members are reminded that any Part 2 reports as circulated with the agenda for this meeting contain exempt information and should therefore be treated accordingly. They should not be disclosed or passed on to any other person(s). Members are also reminded of the need to dispose of such reports carefully and are therefore invited to return them to the Committee Secretary at the conclusion of the meeting for disposal.</p> |
| 5. | <p><u>Substitute Members (Committee Meetings only)</u>
Members are reminded that, in accordance with Standing Order 35, the Clerk (or his representative) must be advised of any substitution prior to the start of the meeting. Members are also reminded that substitutions are not permitted for full Authority meetings.</p> |

This page is intentionally left blank

COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
(Devon and Somerset Fire and Rescue Authority)

4 July 2016

Present:-

Councillors Eastman, Bown, Colthorpe, Ellery, Hill, Leaves and Dyke (sub Redman)

CSCPC/1 Election of Chair*

RESOLVED that Councillor Eastman be elected Chair of the Committee until the first meeting after the Annual General Meeting of the Authority in May 2017.

CSCPC/2 Minutes of Previous Meeting held on 14 April 2016*

RESOLVED that the Minutes of the meeting held on 14 April 2016 be signed as a correct record.

CSCPC/3 Election of Vice Chair*

RESOLVED that Councillor Leaves be elected Vice Chair of the Committee until the first meeting after the Annual General Meeting of the Authority in May 2017.

CSCPC/4 Community Safety Strategy – Review*

The Committee received for information a presentation given by the Area Manager (Community Safety) that set out the progress made to date with the review of the Community Safety Strategy.

The main drivers for the review were:

- Changing political/organisational priorities
- Partnership links
- Review outcomes – consistency & efficiency
- Current levels of delivery
- Greater targeting and matching resources to risk

The new strategy was being developed using a risk based approach, taking into account Partnership expectations and the potential for added value to the Service provision. This would allow the Service to prioritise and target its resources accordingly. It was anticipated that a full report on the outcome of the review would be available in October 2016.

Reference was made at this point to the role of a Firefighter in the 21st century which was the subject of discussion nationally. It was felt that the role of a firefighter had changed substantially over the years and was now more akin to a Public Safety Officer. The Committee felt that this and the wider community safety agenda needed to be communicated to the public so that there was a greater understanding of the service that they could expect in the future given the decrease in the number of fires over the last 40 years. It was suggested that one of the ways in which this communication could be achieved was via the Parish Council meetings, where officers could attend to give an overview of their role and current service delivery mechanisms. The view was expressed that Fire Authority members also had a role to play here in taking out the Service's strategy and objectives for the future. The Area Manager (Community Safety) advised the Committee that Group Commanders had already been asked to make contact with their local Fire Authority members. Councillor Ellery volunteered to be involved with the discussions in respect of the community safety strategy and the Area Manager (Community Safety) undertook to make contact with him in due course.

CSCPC/5 Home Fire Safety Visits – Update*

The Committee received for information an update given by the Area Manager (Community Safety) that set out the outcome the pilot that had been undertaken by the Service in respect of Home Fire Safety Visits.

The Area Manager (Community Safety) reported that the outcomes of the review covered the clear benefits that had been established as a result of the approach taken, such as improved quality, effective targeting, reduced training and an increase in the number of visits undertaken.

The Committee commended the work undertaken on this pilot but expressed concern that there had not been a report submitted setting out the progress made for reference. In particular, further information was requested in respect of the anticipated savings that would be generated as a result of the pilot. The Area Manager (Community Safety) reported that the costs of community safety activity as a whole had been contained within existing budget of £0.5 million to date and it was therefore difficult to unravel the costs specifically for Home Fire Safety Visits. He added that, following the pilot, the costs were more readily identifiable and that he would provide this information for the Committee separately.

Reference was made to the point that the Service was working with other local authorities to glean information that could be used to inform the risk based approach to enable more targeted use of resources. This work was being pulled into the Community Safety Strategy that was currently being prepared and it was suggested that this information should be shared with the Authority at a Members' Forum in due course.

The Committee expressed its thanks to SM George Setter in particular at this point for the work that he had undertaken in respect of the pilot on the Home Fire Safety Visits.

NB. Minute CSCPC/16/4 above also refers.*

CSCPC/6 **Work with Syrian Refugees***

The Committee received for information an update given by the Area Manager (Community Safety) in respect of the progress made to date with the work undertaken with Syrian refugees in Somerset. He advised the Committee that there were approximately 12 families who had been settled into the Somerset area and who had integrated well. There was a further 12 families due to be settled in Somerset and the Fire Service was working closely with the local authority to assist with issues such as fire safety advice.

Reference was made to the point that since the vote on the exit from the European Union, there had been a number of reports of racist attacks on people from minority ethnic communities. Councillor Ellery stated that Torbay Council had asked its councillors to gather any information and to work with the Police Community Support Officers if they should be advised of any incidents in their local ward.

CSCPC/7 **Police and Fire Community Safety Officer (PFCSO) - Pilot Evaluation***

The Committee received for information a presentation given by the Area Manager (Community Safety) that set out the progress made in respect of the pilot for Police and Fire Community Support Officers that had been undertaken in North Devon and had been ongoing since November 2015.

It was noted that this pilot had demonstrated the benefits of working together with the Police with 6 officers employed to work 42 hours per week. The benefits seen to date had included the ability to have officers in place in an area where the recruitment of On Call staff had been difficult, the availability of good skill sets, a visible presence in the area and a source of intelligence. The pilot had also enabled the ability for the Service to keep pumps available for call out when needed.

Whilst the Pilot was not intended to make direct savings, it would inevitably generate efficiencies from which the Service would benefit. The question of efficiencies was raised as it had been reported elsewhere within the Service that there may be some savings made as a result of the PFCSO pilot and the Area Manager (Community Safety) undertook to check the position and report back separately on this matter.

CSCPC/8 **Data Led Approach to Business Safety***

The Committee received for information a presentation given by the Area Manager (Community Safety) in respect of the data led approach being undertaken by the Service to community safety.

The Area Manager (Community Safety) explained that this project was linked to the Home Fire Safety Pilot. He indicated that the main aim was to link resources to risk and he referred to the four main strands of data that were being utilised which included:

- Incident data;
- Inspections such as fire safety audits;
- Operational risk data;
- External data.

The Committee noted that the Service had been working closely with Experion and with Cambridgeshire Fire and Rescue Service to look in particular at the data surrounding accidental fires. A model had been developed by Experion which involved a “mega file” of all of the businesses in the United Kingdom which had enabled the classification of these premises according to risk. In Devon and Somerset, this had resulted in the classification of a high number of business premises as high risk and when combined with other existing data sets, would facilitate the prioritisation of resources.

Reference was made at this point to the issue of Houses in Multiple Occupation (HIMOs) which could be a fire risk for the Service. Councillor Ellery reported that there had been 15 prosecutions in the Torbay area recently involving HIMOs and he suggested an approach involving a Fire Officer being warranted and upskilled to deal with this in partnership with the local Housing Authority to try to improve public safety. The Area Manager (Community Safety) advised that work was being initiated by the Service to initiate a database of premises for the Service to visit and a strategy was being identified. It was acknowledged that HIMOs was a priority in terms of community safety and the Area Manager (Community Safety) undertook to look into the action that could be taken and to discuss this matter further with Councillor Ellery.

NB. Minute CSCPC/16/5 above also refers.*

***DENOTES DELEGATED MATTER WITH POWER TO ACT**

The meeting started at 10:00hours and finished at 12.20hours

Agenda Item 4

REPORT REFERENCE NO.	CSCPS/16/5
MEETING	COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
DATE OF MEETING	28 SEPTEMBER 2016
SUBJECT OF REPORT	CORPORATE PLANNING FRAMEWORK REVIEW
LEAD OFFICER	AREA MANAGER – STRATEGY AND BUSINESS CHANGE
RECOMMENDATIONS	<p>(a) <i>That the Committee supports the proposed review of the corporate planning framework and;</i></p> <p>(b) <i>That subject to (a) above, the report be noted.</i></p>
EXECUTIVE SUMMARY	<p>The review of the performance measures as directed by the Audit and Performance Review committee and the resignation of key corporate planning staff have presented an opportunity for the Strategy and Business Change function to undertake a fundamental process review.</p> <p>This review will include review of the corporate planning framework including department plans and local community plans. A project will commence in December 2016 and the outcomes will be presented to the CSCP committee with implantation of a new framework in 2017/18.</p>
RESOURCE IMPLICATIONS	None identified
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	None identified
APPENDICES	None
LIST OF BACKGROUND PAPERS	None

1. BACKGROUND

- 1.1 Following the publishing of the strategic plan (Our Plan 2016-2021), the Audit and Performance Review Committee approved a review of the corporate performance measures to better align with the strategic priorities and expected outcomes.
- 1.2 The process of the measures review was presented to the Community Safety and Corporate Planning Committee on 14 April 2016 (Minute CSCPC/15*) refers) as any new measures would potentially affect the development of corporate, department and local plans in the future.
- 1.3 The measures review was conducted between May and September 2016 and a final report has been agreed by the Executive Board with an overview of the proposed measures informally presented to the Audit and Performance Review Committee.
- 1.4 During this period of time the Corporate Planning Manager and a Planning and Consultation Officer left the service for appointments in other organisations.
- 1.5 This combination of factors has led to a fundamental review of the Strategy and Business Change function to ensure that planning and performance are strategically co-ordinated.

2. NEW PERFORMANCE MEASURES

- 2.1 On 19 February 2016 (Minute DSFRA/49 refers), the Authority agreed the current iteration of 'Our Plan 2016-2021' which sets out its three Strategic Priorities, namely:
 - Priority 1: Public Safety
 - Priority 2: Staff Safety
 - Priority 3: Efficiency and Effectiveness
- 2.2 The Service is accountable for these priorities and associated outcomes and therefore needs to measure its performance against them.
- 2.3 However, the Service currently only reports performance against eight measures which were originally outlined in the Corporate Plan 2011/12 to 2013/14, plus the rate of staff sickness for Whole-time and non-uniformed personnel.
- 2.4 Seven of these measures are focused on the Services attendance at primary fire incidents (and resulting injuries and deaths). However Fires contribute to just 23% of the incidents that the Service attends and primary fires only 13%.
- 2.5 At its meeting on 11 April 2016 (Minute APRC/35* refers), the Audit & Performance Review Committee concluded that a new set of performance measures was needed which:
 - Reflects the Service as a whole,
 - Will encourage positive behaviour, and
 - Is focused on driving improvements in the Services priorities.

- 2.6 The revised set of performance measures recommended are derived from:
- Extensive engagement with the Service to understand priorities including several 'Performance Measures Workshops' held across the three operational commands during the summer of 2015.
 - The retention of existing performance measures where they are still fit for purpose and align with the Strategic Priorities.
 - Research identifying performance measures that other Fire Services are reporting against that fit well with our Strategic Priorities.
- 2.7 They have been developed using the fundamental principle that measures should be aligned to strategy and improvement priorities and not dictated by what is easiest, however the constraints and realities within which the Service operates have been taken account of, in particular:
- The political environment
 - The potential of future inspection
 - Existing measures and government returns
 - The existing data and collection systems
 - The cost of collection
 - The need for Business as usual Management Information

3. **CORPORATE PLANNING**

- 3.1 At an early stage of the measures review a clear opportunity was identified to use any new measures as the base for a revised corporate planning framework.
- 3.2 This, along with the resignation of two key staff members during this period, has allowed for a fundamental review of the corporate planning department and the wider Strategy and Business Change function.
- 3.3 Progress has been made in mapping the actual services the function provides to the organisation which will now be refined into a strategic Service Level Agreement setting out exactly how Strategy and Business Change contribute to the strategic plan.
- 3.4 In terms of corporate planning it is anticipated that this will propose a change to the planning framework and documents produced including department plans and local community plans.

4. **NEXT STEPS**

- 4.1 The new performance measures and the departmental review will inform the requirements of the function including the roles and responsibilities of personnel.
- 4.2 The measures will be used to inform proposed changes in the method of reporting performance and how improvement activity can be planned within the Service.
- 4.3 A new planning framework will be developed for 2017/18 by means of a distinct project commencing in December 2016, the outcomes of which will be presented to the CSCP committee.

5. **RECOMMENDATION**

- 5.1 That the report be noted and that the Committee supports the proposed review of the corporate planning framework.

PETE BOND

Area Manager – Strategy and Business Change

Agenda Item 5

REPORT REFERENCE NO.	CSCPC/16/6
MEETING	COMMUNITY SAFETY & CORPORATE PLANNING COMMITTEE
DATE OF MEETING	28 SEPTEMBER 2016
SUBJECT OF REPORT	BUSINESS SAFETY
LEAD OFFICER	Neil Blackburn – Area Manager (Community Safety)
RECOMMENDATIONS	<i>That the report be noted.</i>
EXECUTIVE SUMMARY	<p>Business Safety is the 'new' term or name used for Community Safety Fire Protection. This is in alignment with national approaches of other fire and rescue services thus promoting consistency and clarity in the role of the Business Safety teams.</p> <p>This report sets out the approach being taken within the Department to improve community safety</p>
RESOURCE IMPLICATIONS	None identified at this stage
EQUALITY RISKS AND BENEFITS ANALYSIS (ERBA)	None identified at this stage
APPENDICES	None
LIST OF BACKGROUND PAPERS	none

1. **INTRODUCTION**

- 1.1 Devon and Somerset Fire and Rescue Service (the Service) has a duty under section 6 of the Fire and Rescue Services Act 2004 to make provision for the purpose of promoting fire safety in its area. It also has a duty to give advice on request about how to prevent fires and restrict their spread in buildings, as well advice on means of escape from building and other property in case of fire.
- 1.2 The Service also has a duty under Article 26 to enforce the provisions of the Regulatory Reform (Fire Safety) Order 2005 (FSO).
- 1.3 This legislation underpins the statutory fire safety activities that the Service delivers.

2. **BUSINESS SAFETY**

- 2.1 Business Safety is the 'new' term or name used for Community Safety Fire Protection. This is in alignment with national approaches of other fire and rescue services thus promoting consistency and clarity in the role of the Business Safety teams.
- 2.2 The department name change has prompted a review of the titles used for staff working in the Business Safety teams within the Service so the following terms have been identified as suitable for identifying the roles and activities of staff.

3. **NEW JOB OR ROLE TITLES**

- 3.1 The new role titles are set out below:
- Business Safety manager - formerly Community Safety Protection Manager
 - Business Safety Policy Officer – formerly CS Protection Policy officer
 - Business Safety Legal Action Officer – formerly CS Protection Policy and Project Support officer
 - Business Safety Call Reduction Officer – formerly Call Reduction Manager
 - Business Safety Training Manager – Based at Service Training Centre, and responsible for delivery and provision of Business Safety training and development needs.
 - Business Safety team leader - GST based previously known as Local Risk Managers (6 x SMs - one in each Group)
 - Business Safety Officer – formerly Fire Protection Officer and Non Operational Fire Safety Officer, title applies to both 'grey' and 'green' book staff (various provision in each Group)
 - Business Safety Advisor – is a new term which is to be used by anyone delivering Business Safety activities and not falling into any of the above categories, for example completing fire safety checks as operational fire crews, or as advocates or as part of a Business Engagement of Support Team. More on this later.
 - Business Safety Engagement Officers – specially trained officer working to engage and support businesses, towards compliance with interpersonal skills which promote a positive relationship between the Fire Service and business community, the focus is not on enforcement or detailed knowledge in fire safety – suitable for advocate or similar role.

4. **STRATEGY FOR THE FUTURE**

- 4.1 The 'strategy for Business Safety' delivery does not need a radical overhaul, however, there are opportunities for improvements and introduction of new targeting processes which improve the intelligence led approach to identifying risk.
- 4.2 The Service's Corporate Plan opens with an introduction by Chief Fire Officer, Lee Howell and Chairman of the Fire & Rescue Authority, Mark Healy titled 'Creating Safer Communities' and a vision 'to make Devon and Somerset a 'safer place to live, work and visit''.
- 4.3 This is supported by the mission 'to act to protect and save - to prevent emergencies, create safer communities and respond, when required, in order to save life'. Only preventing emergencies will ensure the safety of everyone in our community, responding in a timely manner and with adequate resources does not guarantee this. To prevent or reduce emergencies, the Service must ensure the strategy for supporting the safety message is robust and intelligence led.
- 4.4 The Service has a good record in respect of preventing injuries and death from fires in buildings where the Fire Safety Order applies, with zero fire deaths for the last four years or more. However, our staff cannot be complacent and with ever diminishing resources, the Service needs to ensure that resources are targeted where they are needed most, and some of the plans we aim to implement over the next 6 months or so will contribute greatly to ensuring this. This will form the basis for the years to come and is a journey of continuous monitoring and improvement.

5. **VISION OF BUSINESS SAFETY**

- 5.1 Business Safety will promote engagement and partnership with businesses and the community to achieve 'Safer, Healthier and Prosperous Communities'. Businesses will receive the same advice and information to help make sure they can remain open and, where issues arise, the Service will be consistent in how we enforce our work.
- 5.2 To achieve this we will provide advice that is:
- Free of charge
 - In a variety of formats
 - Bespoke
 - Designed to limit enforcement activity, unless absolutely necessary
- 5.3 In addition to inspections under the Fire Safety Order, the Department will also undertake the following activities:
- Business research and development;
 - Partner engagement;
 - Business presentations, seminars, workshops, meetings, forums;
 - Risk reduction campaigns and initiatives;
 - Business continuity and management;
 - Arson prevention and management;
 - Media and communications – leaflet, posters, blizzards, press release;

- Website development and management – videos and guidance documents;
- National campaigns and post incident activity;
- Business engagement and advice;

5.4 The Business Safety Support Engagement/support advantages are:

- Less fires in commercial premises
- Reduced demand on firefighting resources
- Enhanced firefighter safety
- Less fire safety Enforcement
- Less chance of prosecution, fines and imprisonment

6. **AN INTELLIGENCE LED INSPECTION STRATEGY**

- 6.1 The Service has already targeted intelligence led inspection strategy, but in the coming months it is going to be in a position to enhance this greatly.
- 6.2 In addition to the existing data used to create the inspection strategy used by Groups, DSFRS have adopted a comprehensive mapping system called Community Mapping or CMAP which replaces our existing tool with many more layers of detail to filter in or out specific target groups, both in the Prevention and Business Safety world.
- 6.3 On its own this would be a great tool and would improve targeting, however, we are in the process of purchasing a Business Safety 'premises type and risk analysis tool' (no confirmed title yet, but likely to be known as FRED – Fire Risk Event Data) which it is hoped will allow us to focus more sharply on premises which have been identified (using a complex algorithmic programme) as premises or business types most likely to have a fire in the next 12 months (sounds far-fetched but it has had proof testing).
- 6.4 As we have not fully run this programme against our premises types and assessed against our existing inspection strategy – visiting and inspecting buildings with highest risk based on sleeping and then life risk, there may need to be some interpretation of the data, and innovating thinking on how it is used.
- 6.5 It is envisaged that the data will identify sleeping risks currently unknown to us, and business types with a risk of fire but not necessarily falling into the 'life risk inspection strategy'.
- 6.6 Premises falling outside of the life risk strategy, but identified as having a risk of fire due to process or premises type, should still attract an intervention from the Business Safety teams (BSTs), as they are important in creating the safer communities, preventing injuries (including to our staff) and promoting prosperity.
- 6.7 This is the cornerstone of Business Safety and will be promoted through the deployment of Business Safety Advisors (BSAs) and Business Engagement teams.
- 6.8 The format and set up of these teams is yet to be established, but there are several models already being used by other Fire and Rescue Services that are worth exploring.

- 6.9 Inspections and business support for complex premises with or without life risks will be co-ordinated by the Business Safety leads (BSLs), in consultation with the Business Safety Manager (BSM).
- 6.10 The key objective of the involvement of the BSM in the targeting strategy is to ensure there is a balanced and consistent approach to types of premises inspected.
- 6.11 The development of the inspection strategy is due to commence in October 2016 with trials starting soon after with an aim to be fully embedded in the inspection plans by April 2017.
- 6.12 The Service's Data Hub team leader will oversee the implementation of the new programme and will assist in developing an inspection programme, working closely with the Business Safety Manager and the Business Safety Team Leaders.

7. **CONCLUSION**

- 7.1 That the report be noted.

NEIL BLACKBURN
Area Manager – Community Safety

This page is intentionally left blank