LEICESTER, LEICESTERSHIRE AND RUTLAND COMBINED FIRE AUTHORITY
CORPORATE GOVERNANCE COMMITTEE

To: Members of the Corporate Governance Committee

Mr. R. Allen CC (Chairman)

Mr. N. Bannister CC	Mr. D. Grimley CC
Mr. D. Gamble CC	Mrs. M. E. Newton CC
Cllr. H. Rae Bhatia	Cllr. S. Barton
Mr. K. Ghattoraya CC	Cllr. S. Harvey

Copies by email to:
Other Members of the Combined Fire Authority for information only
Chief Fire Officer and Assistant Chief Fire Officers, Leicestershire Fire and Rescue Service.

Dear Sir/Madam,

You are invited to attend a meeting of the **Leicester, Leicestershire and Rutland Combined Fire Authority's Corporate Governance Committee** which will be held on **WEDNESDAY 20 SEPTEMBER 2023** at **2.00pm** at **Leicestershire Fire and Rescue Service Headquarters, 12 Geoff Monk Way, Birstall, Leicestershire** for the transaction of business set out on the attached Agenda.

Yours Faithfully

Lauren Haslam

Lauren Haslam
Monitoring Officer

LEICESTER, LEICESTERSHIRE AND RUTLAND COMBINED FIRE AUTHORITY
CORPORATE GOVERNANCE COMMITTEE
WEDNESDAY 20 SEPTEMBER 2023 AT 2.00pm

Location   **Leicestershire Fire and Rescue Service, 12 Geoff Monk Way, Birstall, Leicester, LE4 3BU**

Officer to contact **Gemma Duckworth (Tel. 0116 305 2583)**

E-Mail   **gemma.duckworth@leics.gov.uk**

AGENDA

Item		Report by	

1. Apologies for absence.

2. To receive declarations by members of interests in respect of items on this agenda.

3. To advise of any other items which the Chair has decided to take as urgent.

4. Chairman's Announcements.

5. Minutes of the meeting held on 13 July 2023.   (Pages 5 - 12)

6. Financial Monitoring to the end of July 2023.   The Treasurer   (Pages 13 - 18)

7. Performance Monitoring April - August 2023.   The Chief Fire and Rescue Officer   (Pages 19 - 54)

8. Service Development Programme and 'Our Plan 2020-24' Appendix A Tasks.   The Chief Fire and Rescue Officer   (Pages 55 - 70)

9. Progress against the Internal Audit Plan 2023/24.   The Treasurer   (Pages 71 - 90)

10. Organisational Risk Register.   The Chief Fire and Rescue Officer   (Pages 91 - 114)

11.   People Programme of Work.   The Chief Fire and   (Pages 115 -
                                               Rescue Officer   118)

12.   Urgent Items.

13.   Date of Next Meeting.

       The next meeting of the Corporate Governance Committee will be held on 22
       November 2023 at 2.00pm.

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Agenda Item 5

Leicestershire
County Council

Minutes of a meeting of the Leicester, Leicestershire and Rutland CFA - Corporate Governance Committee held at County Hall, Glenfield on Thursday, 13 July 2023.

<u>PRESENT</u>

Mr. R. G. Allen CC   Mr. K. Ghattoraya CC
Mr. N. D. Bannister CC   Mr. D. J. Grimley CC
Cllr. Hemant Rae Bhatia   Cllr. S. Harvey
Mr. D. A. Gamble CC   Ms. Betty Newton CC

<u>In attendance</u>

Callum Faint, Chief Fire and Rescue Officer
Paul Weston, Assistant Chief Fire and Rescue Officer
Judi Beresford, Assistant Chief Fire and Rescue Officer
Amy Oliver, Treasurer
Lauren Haslam, Monitoring Officer
Neil Jones, Head of Internal Audit Services, Leicestershire County Council
Matt Davis, Audit Manager, Leicestershire County Council
Manjora Bisla, Finance Manager, Leicestershire Fire and Rescue Service
Matt Cane, Area Manager Response
Gemma Duckworth, Senior Democratic Services Officer

27.   <u>Appointment of Chairman.</u>

It was moved by Mr N Bannister CC and seconded by Mr D Grimley CC that Mr R Allen CC be appointed Chairman of the CFA's Corporate Governance Committee for the period ending with the date of the Annual Meeting of the CFA in 2024.

RESOLVED:

That Mr R Allen CC be appointed Chairman of the CFA's Corporate Governance Committee for the period ending with the date of the Annual Meeting of the CFA in 2024.

<u>Mr R Allen CC in the Chair</u>

28.   <u>Election of Vice Chairman.</u>

The Chairman sought nominations for the position of Vice Chairman of the CFA's Corporate Governance Committee.

It was moved by Mr Allen CC and seconded by Councillor S Harvey that Mrs. M. E. Newton CC be appointed Vice Chairman of the CFA's Corporate Governance Committee for the period ending with the date of the Annual Meeting of the CFA in 2024. There being no other nominations, the Chairman declared Mrs. M. E. Newton CC be appointed Vice Chairman of the CFA's Corporate Governance Committee.

RESOLVED:

That Mrs. M. E. Newton CC be appointed Vice Chairman of the CFA's Corporate Governance Committee for the period ending with the date of the Annual Meeting of the CFA in 2024.

29. Apologies for absence.

An apology for absence was received from Councillor S Barton.

30. Declarations of Interest.

The Chairman invited members who wished to do so to declare an interest in respect of items on the agenda.

No declarations were made.

31. Urgent Items.

There were no urgent items.

32. Chairman's Announcements.

The Chairman made his announcements which covered the following matters:

- Paragon Fire, Wigston
- Supervisory Management Development Courses
- Networking Women in the Fire Service

33. Minutes.

The minutes of the meeting held on 15 March 2023 were taken as read, confirmed and signed.

34. External Audit Strategy Memorandum 2022/23.

The Committee considered a report of the Treasurer which presented the Audit Strategy Memorandum for the year ended 31 March 2023. A copy of the report, marked 'Agenda Item 8', is filed with these minutes. The CFA's external auditor, Mazars LLP, gave a brief presentation on the findings within the Audit Strategy Memorandum.

The audit was presently expected to complete by the end of November 2023, allowing for the separate completion of the audit of the Leicestershire Local Government Pension Scheme accounts. The CFA would then be asked to approve the audited accounts at the next available meeting.

Mazars had proposed an audit fee of £35,178 – this was in line with 2021/22 fees and the national position.

The recommendation contained within the report was moved by Mr Allen CC and seconded by Mr Bannister CC. The motion was put and carried unanimously.

RESOLVED:

That the External Audit Strategy Memorandum for the year ended 31 March 2023 be noted.

35.   After the Incident Survey Annual Report 2022/23.

The Committee considered a report of the Chief Fire and Rescue Officer which presented the outcomes of the After the Incident Survey 2022/23. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

Arising from the discussion, the following comments were raised:

i)   Overall, there was a very high degree of satisfaction with the Service. There was an aspiration for a higher response rate, although the Chief Fire and Rescue Officer acknowledged that officers understood why people did not wish to complete the survey. It was suggested that there could be a higher response rate if comments were asked for once a greater period of time had elapsed after an incident. However, assurance was given that where there had been a significant incident, for example a house fire, officers would return to speak to those involved at a later date.

ii)   In response to a query around whether there were any themes in the negative comments, the Chief Fire and Rescue Officer stated that the main issue related to excessive waiting times, but attendance times in getting to an incident was a known issue. There did not appear to be any obvious themes, but the Service continued to listen and learn from any comments received.

The recommendation contained within the report was moved by Mr Allen CC and seconded by Mrs Newton CC. The motion was put and carried unanimously.

RESOLVED:

That the summary findings be noted.

36.   Performance Monitoring April 2022 to March 2023 and April to May 2023.

The Committee considered a report of the Chief Fire and Rescue Officer which presented an update on the performance of the Leicestershire Fire and Rescue Service for the period April 2022 to March 2023 and April to May 2023. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

Arising from the discussion, the following points were raised:

i)   Attention was drawn to the performance of LFRS against other Fire and Rescue Services. It was noted that in many categories, LFRS had improved its performance when compared against the 'three-year' change figures, despite the challenging weather during the summer and the increased incident and call volumes last year.

ii)   There had been an increase in the number of special service incidents attended. Road traffic collisions were at slightly higher levels compared to previous years and more suicide and suicide attempt incidents were being attended than ever before. The Service now had a greater provision of support to officers attending these incidents.

iii)   Attendance times at life risk incidents were exceeding the set target. The Chief Fire and Rescue Officer acknowledged that the target (which was set by the Service itself) was very challenging and it was possible that this would need to be reconsidered in the next CRMP. A significant factor was the rural location of some of the incidents, which meant that it took longer for officers to arrive.

iv)   A query was raised around the number of malicious false fire alarm incidents. There had been an increase in the first two months of 2023/24, although it was noted that the numbers were relatively low. There was currently no identifiable trend but this would continue to be monitored. The Chief Fire and Rescue Officer gave assurance that every malicious call received would be traced and action taken where possible.

The recommendation contained within the report was moved by Mr Allen CC and seconded by Mrs Newton CC. The motion was put and carried unanimously.

RESOLVED:

That the performance of the Leicestershire Fire and Rescue Service for the period April 2022 to March 2023 and April to May 2023 be noted.

37.   Service Development Programme and 'Our Plan 2020-24' - Appendix A Tasks.

The Committee considered a report of the Chief Fire and Rescue Officer which presented the progress made since March 2023 in the delivery of projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2020-24. A copy of the report marked 'Agenda Item 11' is filed with these minutes.

Arising from the discussion, the following comments were raised:

i)   It was reported that the refurbishment of Western Station had now been completed and this would be the blueprint for future station refurbishments across Leicestershire. Arrangements were being made for members of the CFA to visit the station.

ii)   There had been an increased number of fire safety audits and home safety checks. The right people were being targeted through referral from partner organisations.

The recommendation contained within the report was moved by Mr Allen CC and seconded by Councillor Harvey. The motion was put and carried unanimously.

RESOLVED:

That the progress made since March 2023 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2020-24 be noted.

38.   Draft Statement of Accounts and Annual Governance Statement 2022/23.

The Committee considered a report of the Treasurer which presented the draft Statement of Accounts and Annual Governance Statement for 2022/23 before they were submitted

to the CFA for formal approval following the external audit. A copy of the report marked 'Agenda Item 12' is filed with these minutes.

The draft accounts were subject to ongoing review by Mazars before they conclude their audit opinion and Value for Money assessment. However, the accounts audit work could not be completed until the Leicestershire County Council Pension Fund had been audited. It was unlikely that this would be completed by 30 September 2023 which would impact the conclusion of the CFA audit. Mazars was aiming to complete the audit by the end of November. Assurance was given that this was a national issue and there would be no penalty for missing the deadline.

The recommendation contained within the report was moved by Mr Allen CC and seconded by Mrs Newton CC. The motion was put and carried unanimously.

RESOLVED:

That the draft Statement of Accounts and Annual Governance Statement for 2022/23, which may be subject to amendment following the external audit, be noted.

39.   Progress Against the Internal Audit Plan 2022/23.

The Committee considered a report of the Treasurer which gave an update of progress against the Internal Audit Plans for 2022/23 and 2023/24. A copy of the report marked 'Agenda Item 13' is filed with these minutes.

In respect of the 2022/23 Internal Audit Plan, of the 14 individual pieces of work, all three prior year reports had been completed, ten 2022/23 financial year audits had been finalised and one audit had been agreed to be deferred into the 2023/24 Internal Audit Plan. Three legacy partial assurance reports containing high importance recommendations remained in the Committee's domain and a further update would be presented to the next meeting.

With regard to 2023/24, of the 18 individual pieces of work, eight prior year reports had been completed, three current year audits were at draft report stage, five were at various stages of work in progress, one current year audit had not yet started, and one was likely to be deferred with a replacement audit currently being discussed.

The recommendations contained within the report were moved by Mr Allen CC and seconded by Mr Bannister CC. The motion was put and carried unanimously.

RESOLVED:

That the report be noted, in particular that:

a) All audits due to be completed within the financial year 2022/23 have now been finalised;
b) Three other legacy partial assurance report ratings containing high importance recommendations remain outstanding and this has been reflected in the Head of Internal Audit Services Opinion;
c) Work is ongoing with the Assistant Chief Fire and Rescue Officer – Service Support – to bring more timely resolutions to these outstanding concerns;
d) Work is progressing well with the 2023/24 audit plan; and

e) The audit related to Learning and Development (24/10) in the 2023/24 Plan has been deferred and will be replaced with an alternative audit of the Risk Based Inspection Programme.

40. <u>Head of Internal Audit Services Annual Report 2022/23.</u>

The Committee considered a report of the Treasurer which provided the opportunity to review the Head of Internal Audit Service Annual Report for 2022/23. A copy of the report marked 'Agenda Item 14' is filed with these minutes.

The recommendation contained within the report was moved by Mr Allen CC and seconded by Mrs Newton CC. The motion was put and carried unanimously.

RESOLVED:

That the Head of Internal Audit Service Annual Report 2022/23 be noted.

41. <u>Procurement and Waivers Annual Report.</u>

The Committee considered a report of the Chief Fire and Rescue Officer which provided details of procurement related activity and compliance for the financial year 2022/23. A copy of the report marked 'Agenda Item 15' is filed with these minutes.

The recommendation contained within the report was moved by Mr Allen CC and seconded by Mr Grimley CC. The motion was put and carried unanimously.

RESOLVED:

That the summary of procurement activity in 2022/23, as required by Rule 19.2 of the Contracts Procedure Rules 2018, be noted.

42. <u>Staff Engagement and Culture Survey - Action Plan.</u>

The Committee received a presentation from the Assistant Chief Fire and Rescue Officer – Service Support – on the Staff Engagement and Culture Survey – Action Plan. A copy of the presentation is filed with these minutes.

A cultural survey of the Service had been undertaken in October 2022 and although the findings had been generally positive, the Service was not complacent and had sought to undertake further work. There were some short term actions and mid/long term plans:

- To develop communications, including engagement
- Leadership and Management development programmes
- To review and improve processes, including around promotions
- To update the current people related policies and procedures
- To undertake a review of culture and develop a single 'Service Plan'.

A range of work was already underway around communication and staff engagement, the Leadership development programme, holding focus groups, reviewing current promotion success, commissioning an independent review of culture in the Service, seeking independent advice and guidance to redesign processes, and the procurement of an external confidential reporting line.

A member commented that frontline officers could often feel remote from management. In response to a query about improving this, the Chief Fire and Rescue Officer reported that 'back to the floor days' had been restarted, where senior management visited fire stations and officers had the opportunity to raise any issues. As a commitment to engagement, a scheme had also been launched which gave operational staff the chance to shadow the Chief Fire and Rescue Officer for a day.

In order to fully embed the recommendations from the survey and Spotlight report, a formal action plan would be presented to a future meeting of the Committee.

The recommendation to note the presentation was moved by Mr Allen CC and seconded by Mrs Newton CC. The motion was put and carried unanimously.

RESOLVED:

That the presentation be noted.

43. Sickness Analysis April 2022 to March 2023.

The Committee considered a report of the Chief Fire and Rescue Officer on sickness analysis for Leicestershire Fire and Rescue Service for the period April 2022 to March 2023. A copy of the report marked 'Agenda Item 17' is filed with these minutes.

The recommendation contained within the report was moved by Mr Allen CC and seconded by Councillor Harvey. The motion was put and carried unanimously.

RESOLVED:

That the sickness analysis for the period April 2022 to March 2023 be noted.

44. Governance Update.

The Committee considered a report of the Monitoring Officer which provided an update and assurance on governance and ethical issues. A copy of the report marked 'Agenda Item 18' is filed with these minutes.

Attention was drawn to Appendix B of the report – Politically Restricted Posts. It was noted that there had been some personnel changes to the list which had been circulated:

Area Manager Community Risk – Ben Bee
Area Manager Service Assurance (temporary) – Chris Moir
Area Manager People and Organisational Development – Karl Bowden

The constitution would be updated to reflect these changes.

The Monitoring Officer highlighted future arrangements, in particular in relation to local audit requirements. The Government was encouraging Fire and Rescue Authorities to establish arrangements in line with CIPFA's Audit Committees to include co-opted independent members, although this had not yet been mandated. Both Leicester City Council and Leicestershire County Council had recently recruited independent members to sit on each of their respective committees with audit functions.

The options available to the CFA were:

a) To identify if two (one from each local authority) of the independent members appointed by Leicester City Council and Leicestershire County Council would be willing and available to sit on the CFA Corporate Governance Committee in rotation;
b) To undertake a separate recruitment exercise to appoint independent members;
c) To await the introduction of the legislation to mandate the appointment of independent members.

The Committee agreed that Option A was preferred and the Monitoring Officer would contact the independent members appointed by Leicester City Council and Leicestershire County Council. It would be necessary to amend the constitution to revise the Terms of Reference for this Committee to allow the Independent Member appointment.

The recommendations contained within the report were moved by Mr Allen CC and seconded by Mrs Newton CC. The motion was put and carried unanimously.

RESOLVED:

That:

a) The update provided on governance and ethical issues be noted;

b) The Committee confirms it wishes to appoint independent members of the Committee from those already appointed by Leicester City Council and Leicestershire County Council (option A);

c) The Anti-Fraud and Corruption Policy be approved and the Monitoring Officer be authorised to make any minor amendments to the Policy as may be required following consultation with the recognised Trade Unions; and

d) The CFA be asked to approve the changes to the Constitution which flow from the adoption of the Anti-Fraud and Corruption Policy.

45.   Date of Next Meeting.

The next meeting of the CFA Corporate Governance Committee will be held on 20 September 2023 at 2.00pm.

10.00 - 11.55 am   CHAIRMAN
13 July 2023

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 20 September 2023

Subject: Financial Monitoring to end July 2023

Report by: The Treasurer

Author: Manjora Bisla (Finance Manager)

For: Discussion and Decision

Purpose

1. The purpose of this report is to present the financial monitoring to the end of July 2023. This report is the first in the budget monitoring cycle and presents the key issues arising from the revenue budget and capital programme as at the end of July 2023 (Financial Period 4 in the 2023/24 year).

Recommendations

2. The Committee is asked to note the revenue budget and capital programme position as at the end of July 2023; and make any observations it sees fit.

Executive Summary

3. This report indicates the current financial position compared to the Revenue Budget and Capital Programme.

4. The revenue position currently shows an overall forecast overspend of £341,000; this is planned to be funded from the budget strategy reserve.

5. The forecast position shows the pressures the Service is facing as a direct consequence of general inflation and recent pay awards. The overspends have been partially offset by the On Call service being below establishment, underspends in staffing in support services, savings in transport costs and interest income. Members will also be aware that the 2022/23 and 2023/24 pay awards for firefighters exceeded the budget provision.

6. The capital programme is reporting spend of £506,000 to date. Slippage of £3,626,000 has been identified and is being kept under review.

Revenue Budget

7. The revenue budget position is summarised in Table 1 below. The forecast overall overspend is approximately £341,000.

Table 1 - 2023/24 Revenue Budget	Annual Budget £000	Forecast Outturn £000	Variance £000
Employees	33,641	33,868	227
Premises	3,218	3,566	348
Transport	986	864	(122)
Supplies and Services	3,744	3,972	228
Capital Financing	6,036	6,036	0
Total Expenditure	**47,625**	**48,306**	**681**
Income	(47,625)	(47,965)	(340)
Overspend/(Underspend)	**0**	**341**	**341**

8. The following notes relate to issues currently highlighted:

Employees

i. Firefighter's pay is forecasted to overspend by £938,000. This is largely as a result of the recent pay awards agreed for 2022/23 (£460,000) and 2023/24 (£252,000), as well as the recruitment drive to bring in more firefighters ahead of the Day Crewing Plus exit in 2024/25. The forecast assumes the recruitment of 27 new firefighters across 2023/24.

ii. Support staff pay is forecasting to underspend by £402,000. A pay award of £1,925 per person (FTE) for Green Book staff was proposed in March 2023, which would cost an additional £126,000 over and above the 4% budgeted. It is unclear whether this will be accepted. However, this is more than offset by around £528,000 of underspends arsing from vacant posts, employees not having yet reached the top of their salary bands and employees opting out of the Local Government Pension Scheme. A plan is in place to recruit to a number of vacant support staff roles over the next six months.

iii. On Call staffing is currently forecasting an underspend of £333,000, largely due to being below full establishment. Work is still underway to increase the on-call availability across the service. In comparison to the Summer of 2022 where there was a significant increase in incidents due to the hot and dry weather, the Summer of 2023 was relatively stable with less reliance on on-call staff.

iv. Training is forecasted to overspend by around £107,000. Due to delays in recruitment within the Learning and Organisational Development department, there has been a reliance on outsourcing training sessions

at a higher cost. The remaining £83,000 underspend is largely due to savings in firefighter pension costs as the financial impact of previous ill health retirements wind down.

Other Expenditure

v. Premises costs are forecast to overspend by £348,000. Around £165,000 of this relates to Buildings repairs and maintenance costs due to the inflation increases, as well as a rise in the number of unplanned repairs required throughout the year. Cleaning costs are forecast to overspend by around £160,000 due to a number of years inflationary increases. These overspends follow trends over the past few years and will be addressed as part of the 2024/25 budget. The remaining £23,000 overspend is largely attributed to the inflationary increases in building insurance costs.

vi. Transport costs are forecasting an underspend of £122,000. Around £101,000 of this is as a result of the fall in fuel prices. The remaining £21,000 underspend relates to savings on staff travel expenses.

vii. Supplies and services are forecast to overspend by £228,000, largely due to inflation. Around £51,000 relates specifically to the increase in the Firelink ICT Contract. The remaining £177,000 relates to operational equipment, professional and consultancy fees and other contracts, including the impact of higher inflation.

Income

viii. Due to favourable interest rates compared to budget interest receivable is forecast to be £340,000 more than budget.

Capital Programme

9. After inclusion of carry forwards totalling £5,171,000 the capital programme totals £8,731,000. This is summarised in Table 2 below.

Table 3 2022/23 Capital Programme	Programme after Carry Forwards	Actual YTD	Forecast Outturn	Slippage	Forecast (Savings)/ Overspends
	£'000	£'000	£'000	£'000	£'000
Vehicles	3,090	17	2,713	377	0
Property	3,957	345	1,002	2,955	0
ICT	573	96	573	0	0
Equipment	817	48	817	0	
Fire Control	244	0	0	244	0
Life Safety Sprinkler	50	0	0	50	0
TOTAL	**8,731**	**506**	**5,105**	**3,626**	**0**

Vehicles

10. The forecast of £2,713,000 assumes seven new appliances and two new Variable Response Vehicles, one of which has arrived in service. The slippage relates to some vans that are expected to be received in 2024/25.

Property

11. Shortages in staffing levels have led to some delays in progressing the estates capital programme. A forecast of £1,002,000 has been estimated, covering refurbishment projects at Western and Market Bosworth Station. The procurement exercise for the Eastern and Southern Fire Station refurbishments will take place later this year, with anticipated works in late 2023/24 or 2024/25. The majority of the slippage relates to both of these stations.

IT and Equipment

12. Expenditure is currently forecast to budget and will continue to be monitored.

Fire Control

13. Slippage of £244,000 is forecasted for the Fire Control Project. This represents the balance of the £1,800,000 capital grant awarded by the government for the Tri-Service Control Project. Derbyshire Fire and Rescue Service is the lead on this project and will keep LFRS informed on any planned expenditure for the year.

Report Implications/Impact

14. Legal (including crime and disorder)
    There are no legal implications arising from this report.

15. Financial (including value for money, benefits and efficiencies)

These are included in the main body of the report.

16. Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)

It is important to be aware of how the budget is progressing as it enables early action to be taken to address any issues that arise.

17. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

There are no staff, service user or stakeholder implications arising from this report.

18. Environmental

There are no environmental implications arising from this report.

19. Impact upon "Our Plan" Objectives

The Finance and Resources strategic aim of demonstrating value for money is supported by the effective monitoring and review of the revenue and capital budgets throughout the year.

Background Papers

Budget Strategy 2023/24 to 2025/26 (CFA 8 February 2023)
https://leics-fire.gov.uk/wp-content/uploads/2023/02/item-9-budget-strategy.pdf

Revenue and Capital Outturn 2022/23 (CFA 21 June 2023)
https://leics-fire.gov.uk/wp-content/uploads/2023/06/item-10-revenue-and-capital-outturn-202223.pdf

Officers to Contact
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0116 210 5503

Stuart McAvoy, Head of Finance, Leicester City Council
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0116 454 4081

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Agenda Item 7

Status of Report: Public

Meeting: **Corporate Governance Committee**

Date: **20 September 2023**

Subject: **Performance Monitoring April 2023 to August 2023**

Report by: **Chief Fire and Rescue Officer**

Author: **Chris Moir, Planning Manager**

For: **Information Only**

Purpose

1.   The purpose of this report (and the accompanying appendices) is to present the Corporate Governance Committee with an update on the performance of the Leicestershire Fire and Rescue Service (LFRS) for the period April 2023 to August 2023.

Recommendation

2.   The CFA Corporate Governance Committee is asked to note the performance of the Leicestershire Fire and Rescue Service for the period April 2023 to August 2023.

Executive Summary

3.   A comprehensive performance update is attached as Appendix 1. It contains full details of the key performance indicators and provides further analysis and comparison information.

4.   Service performance is measured through corporate performance indicators. Where the data is available, each indicator is monitored against an average of the previous three years.

5.   Following a relatively quiet April, incident numbers have remained consistent during the summer, with the year to date figures being slightly higher than the 3-year average. Incidents attended increased during August compared to July, but did not reach the highs of last August when there were 1067 incidents due to it being one of the hottest months on record. This is one of the reasons why secondary fires aren't at previous year's levels.

6.   The average response times to life-risk incidents is 11 minutes 15 seconds (3-year average 10:01). This is due to a significant amount of life risk incidents occuring outside of the City and being Road Traffic Collisions (RTCs) rather than dwelling fires.

7.   The response time to non-life risk incidents between April 2023 and August 2023 was 10 minutes 0 seconds and primary fires 10 minutes 4 seconds.

8. Wholetime appliance availability for April 2023 to August 2023 is not currently available due to difficulties with the mobilising system database which will hopefully be fixed shortly.

Background

9. The detailed Performance Report, attached at Appendix 1, was created following consultation with members of the Corporate Governance Committee at a Performance Reporting Workshop held in November 2019. The agreed changes became effective from April 2020.

10. One performance report is now published for the Committee, the Senior Leadership Team (SLT) and the Tactical Management Team (TMT). The report is more detailed and easier to understand. Targets and the Red, Amber, Green (RAG) status methodology is removed as requested by members, with performance now being compared against the last three-year average.

11. Life risk incident attendance times (KCI 3.2) are measured against a 10-minute average as agreed in the Integrated Risk Management Plan. The proposal within the current Community Risk Management Plan is to increase this figure to 12 minutes for all life risk incidents other than primary domestic dwelling fires, which will remain at 10 minutes. To ensure consistency with the Home Office and the reporting mechanisms of His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) the average response time to primary fires is also included.

12. There were 3,928 incidents attended between April and August 2023 – 1,082 fire incidents against a three-year average of 1,139, 1,332 fire false alarms (three-year average 1,208) and 1,514 non fire incidents (three-year average 1,310). 8,560 calls were received by Fire Control during this period (three-year average 8,250).

13. The number of special service incidents attended remains high compared to the three-year averages. This is despite the reduction in medical incidents - co-responder /first responder, which continue to be extremely low. RTCs are also at higher levels to previous years and more suicide and suicide attempt incidents are being attended than ever before.

14. Fire prevention work continues, utilising a mix of telephone and in-person visits. The number of home safety checks undertaken between April 2023 and August 2023 was 6,792 which is significantly higher than the three-year average of 4,819.

15. Fire Protection has also increased the number of fire safety audits undertaken between April 2023 and August 2023 to 529, which is considerably higher than the three-year average of 314.

16. Public satisfaction in the service provided last year remains very high; 100% of the 136 people who responded to the After the Incident Survey were satisfied or very satisfied with the overall service they received at the incident. 100% of the 533 people who responded were satisfied with the engagement during a

home safety check visit, and 100% of the 93 people who responded were satisfied with the engagement during a fire protection visit.

Report Implications/Impact

17. Legal (including crime and disorder)

The timely production of relevant performance information and the achievement of continuous improvement is a statutory duty as described in the Local Government Act 1999.

18. Financial (including value for money, benefits and efficiencies)

There are no financial implications arising from this report.

19. Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)

Effective performance management including the reporting, monitoring and analysis of performance indicators enables proactive control measures to be implemented to reduce risk and demand.

20. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

Any identified action plans will be developed and delivered by relevant managers and staff.

21. Environmental

There are no environmental implications arising from this report.

22. Impact upon Our Plan Objectives

Active monitoring of performance indicators allows the Service to assess the effectiveness of delivering corporate objectives, influencing changes to strategies and policies where necessary. It also meets the Governance Strategy outcomes of well-informed communities and well-informed staff and the objective of 'monitor and report on our performance so everyone knows how we are doing'.

Background Papers

None.

Appendix

Appendix 1 - Performance Update – April 2023 to August 2023

Officers to Contact

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Performance Update: April to August 2023

Table 1: Key Performance Indicators

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Actual	3-Year Average	Differ
KCI 1	**Incidents Attended**															
1.1	**Total incidents**	**660**	**793**	**876**	**774**	**825**								**3928**	**3657**	**271**
1.2	Fire incidents	152	221	272	192	245								1082	1139	-57
a	Primary fire incidents	83	94	106	89	122								494	463	31
b	Secondary fire incidents	65	125	166	103	123								582	664	-82
c	Chimney fire incidents	4	2	0	0	0								6	12	-6
1.3	Fire false alarm incidents	230	260	286	289	267								1332	1208	124
a	Due to apparatus	132	131	129	134	145								671	576	95
b	Good intent	90	121	149	146	115								621	606	15
c	Malicious attended	8	8	8	9	7								40	26	14
1.4	Non-fire incidents	278	312	318	293	313								1514	1310	204
a	Non-fire false alarms	8	6	8	9	14								45	47	-2
b	Special service	270	306	310	284	299								1469	1263	206
-	Road traffic collision (RTC)	73	67	83	60	72								355	257	98
-	Assist other agencies	46	68	49	51	63								277	344	-67
-	Effecting entry / exit	31	32	30	46	47								186	126	60
-	Medical incident - co-responder/first responder	24	27	28	19	15								113	88	25
-	Flooding	19	22	35	13	6								95	57	38
-	Suicide/attempts	11	8	4	6	8								37	34	3
	- suicides	0	1	0	1	1								3	5	-2
KCI 2	Fatalities and casualties															
2.1	Fatalities in fires	0	1	0	0	0								1	1	1
2.2	Non-fatal casualties in fires	10	4	7	4	8								33	23	10
2.3	Fatalities in non-fire incidents	3	3	5	6	6								23	25	-2
2.4	Non-fatal casualties in non-fire incidents	56	68	53	62	42								281	290	-9

23

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Actual	3-Year Average	Differ
2.5	Number of TRIM (Trauma Risk Management):															
a	Notifications	7	5	5	8	12								37	37	0
2.6	Number of LFRS employees injured whilst attending incidents	2	3	3	2	0								10	5	5
KCI 3	Level of emergency response service provision															
3.1	Number of emergency calls received	1372	1615	2222	1675	1676								8560	8250	310
3.2	The total average response times of life threatening incidents (mins)	11:08	11:17	12:05	10:43	11:08								11:15	10:01	1:14
a	Average call handling time	2:06	2:02	2:46	2:13	2:02								2:14	2:04	0:10
b	Average appliance mobilisation time	1:35	1:28	1:23	1:34	1:26								1:29	1:25	0:04
c	Average time to drive to the incident	7:27	7:47	7:56	6:56	7:40								7:32	6:32	1:00
d	Number of life-threatening incidents attended	78	73	72	78	71								372	330	42
3.3	The total average response times of non-life threatening incidents (mins)	9:40	9:57	10:15	9:53	10:11								10:00	10:03	-0:03
a	Average call handling time	2:16	2:04	2:05	2:13	2:04								2:08	2:06	0:02
b	Average appliance mobilisation time	1:30	1:32	1:38	1:41	1:41								1:37	1:36	0:01
c	Average time to drive to the incident	5:54	6:21	6:32	5:59	6:26								6:15	6:21	-0:06
d	Number of non-life risk incidents attended	570	710	783	677	745								3485	3296	189
3.4	The total average response times to primary fires (as recorded by Home Office)	9:25	10:58	10:00	09:34	10:16								10:04	9:52	0:12
a	Average call handling time	1:47	1:36	1:36	1:40	1:40								1:40	1:37	0:03
b	Average appliance mobilisation time	1:25	1:32	1:45	1:42	1:29								1:34	1:29	0:05
c	Average time to drive to the incident	6:13	7:50	6:39	6:12	7:07								6:50	6:46	0:04
d	Number of primary fire incidents attended	75	78	93	82	115								443	420	23
3.5	The % availability of Wholetime fire appliances	n/a	n/a	n/a	n/a	n/a								n/a	98.50%	-
3.6	The % availability of On-Call fire appliances	n/a	n/a	n/a	n/a	n/a								n/a	68.90%	-
3.7	The % of people satisfied with our overall response	100%	100%	100%	100%	100%								100%	100%	0%
a	The % of people satisfied with their initial contact with the service	100%	100%	94%	100%	100%								98.7%	99%	-0.3%
b	The % of people satisfied with the service they received at the scene	100%	100%	100%	100%	100%								100%	100%	0%

24

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Actual	3-Year Average	Differ
KCI 4	*Home Fire Safety Checks*															
4.1	Home safety checks	1317	1490	1322	1404	1259								6792	4819	1973
4.2	Home safety feedback surveys	190	70	55	98	120								533	876	-343
a	Percentage satisfied	100%	100%	100%	100%	100%								100%	99.6%	0.4%
KCI 5	Fire Protection and Enforcement															
5.1	The % of fire safety audits that result in action plans and enforcement notices	15%	15%	16%	16%	22%								16%	14%	2%
a	Fire safety audits	88	123	133	89	96								529	314	215
b	Action plans and enforcement notices	13	18	21	14	21								87	43	44
5.2	Fire protection survey – Overall how satisfied were you with the service received	100%	100%	100%	100%	100%								100%	98%	2%
KCI 6	Capacity, staff and availability															
6.1	Average number of days/shifts lost to sickness by operational staff per person (inc COVID 19)		1.68			-			-			-		1.68	1.57 (1.86)	0.11 (-0.18)
a	Days/shifts lost to short-term sickness		187.87			-			-			-		187.87	198.56	-10.69
b	Days/shifts lost to long-term sickness		461.91			-			-			-		461.91	390.24	71.67
c	Total days/shifts lost to sickness		649.78			-			-			-		649.78	588.80 (752.62)	60.98 (-102.84)
6.2	Average number of days/shifts lost to sickness by support staff per person (inc COVID 19)		1.45			-			-			-		1.45	1.47 (1.90)	-0.02 (-0.45)
a	Days/shifts lost to short-term sickness		47.72			-			-			-		47.72	40.58	7.14
b	Days/shifts lost to long-term sickness		135.45			-			-			-		135.45	127.75	7.70
c	Total days/shifts lost to sickness		183.17			-			-			-		183.17	168.33 (239.28)	14.84 (-56.11)
6.3	Average number of staff on modified duties for the entire month	5	6	6	5	3								5.00	6.32	-1.32
a	Wholetime	3	5	4	2	1								3.00	3.66	-0.66
b	On-Call	2	1	2	3	2								2.00	2.33	-0.33
c	Support	0	0	0	0	0								0.00	0.33	-0.33
6.4	Average number of staff on modified duties at some point throughout the month	12	19	20	13	14								15.60	13.06	2.54
a	Wholetime	10	13	15	12	9								11.80	9.00	2.80

25

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Actual	3-Year Average	Differ
b	On-Call	2	6	4	1	3								3.20	2.93	0.27
c	Support	0	0	1	0	2								0.60	1.13	-0.53

Please note figures are subject to change as outstanding fire reports may be completed after this report has been issued.

1.1 Total incidents – April to August 2023

Of the 3928 incidents April to August 2023, 1514 (39%) were non-fire incidents, 1332 (34%) were fire false alarm incidents and 1082 (27%) were fire incidents. Most incidents occurred in Western, followed by Central and Eastern. The 3-year average is 3657, so in comparison to this, there are 271 more incidents (7%).

Table 2: Total incidents – April to August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Aug 2023
1.1	**Total incidents**	569	530	578	285	181	150	141	305	524	346	319	3928

Looking at the 3 areas:
Fire incidents – decrease of 57 incidents compared to 3-year average.
False alarms – increase of 124 incidents compared to the 3-year average.
Non-fire incidents – increase of 204 incidents compared to 3-year average.

The number of fire related incidents has increased in August and the main reason is the increase in secondary and primary fires. The number of fire false alarm incidents has decreased from July and the number of non-fire incidents attended has increased. Part of the non-fire incidents is the number of special service incidents, which shows greater increases in the number of road traffic collisions, effecting entry/exit entry, medical Incident - co-responder/first responder and flooding incidents. It is important to recognise that the 3-year average will have been affected somewhat by the COVID 19 pandemic.

August 2023

Of the 825 incidents in August, 313 (38%) were non-fire incidents, 267 (32%) were fire false alarm incidents and 245 (30%) were fire incidents. This has increased from July (774) and can be put down largely due to increases in secondary fires, primary fires, road traffic

collisions and assist other agency incidents. There were 245 fire incidents in August, compared to 192 in July. There were also 267 fire false alarm incidents in August, compared to 289 in July and there were 313 non-fire incidents in August, compared to 293 in July. Most incidents occurred in Central, Western and Charnwood. August has been slightly better weatherwise compared to July in that there hasn't been as much rain, although nothing like the hot period of weather during August the previous year.

Table 3: Total incidents – August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Aug 2023
1.1	**Total incidents**	120	110	117	62	33	35	27	66	111	75	69	825

Chart 1: The total number of incidents by day in August 2023 shows the number of incidents by day, ranging from 18 at its lowest in a day on 25 August and 27 August, to 43 incidents at its peak on 10 August. The number of incidents has remained consistent as the month has progressed. On average, there were 26.61 incidents attended each day.
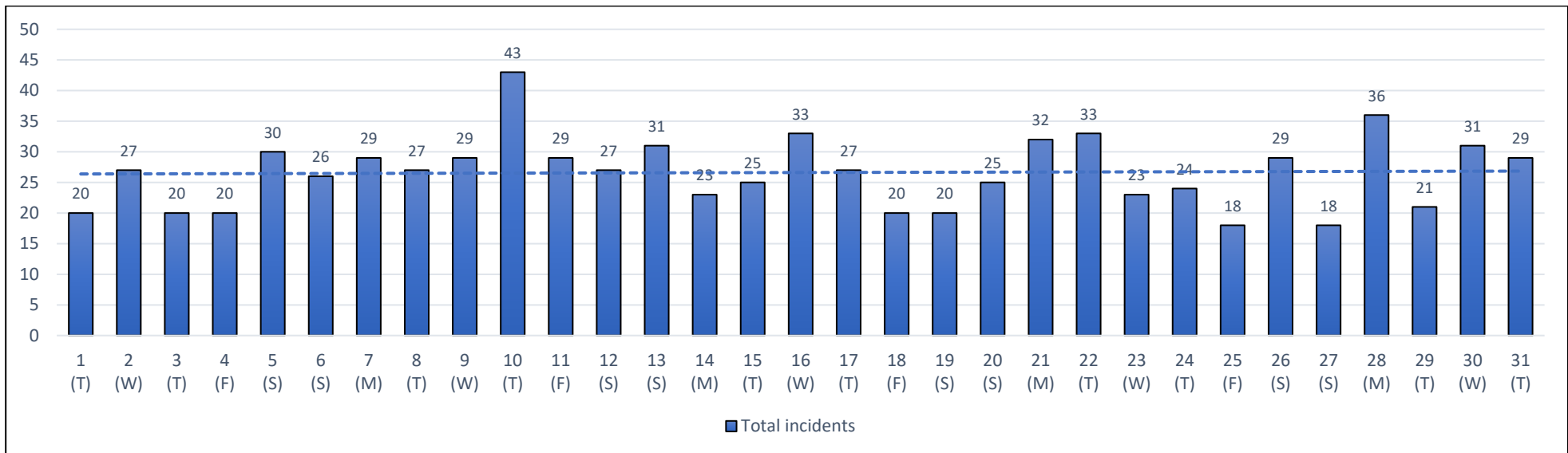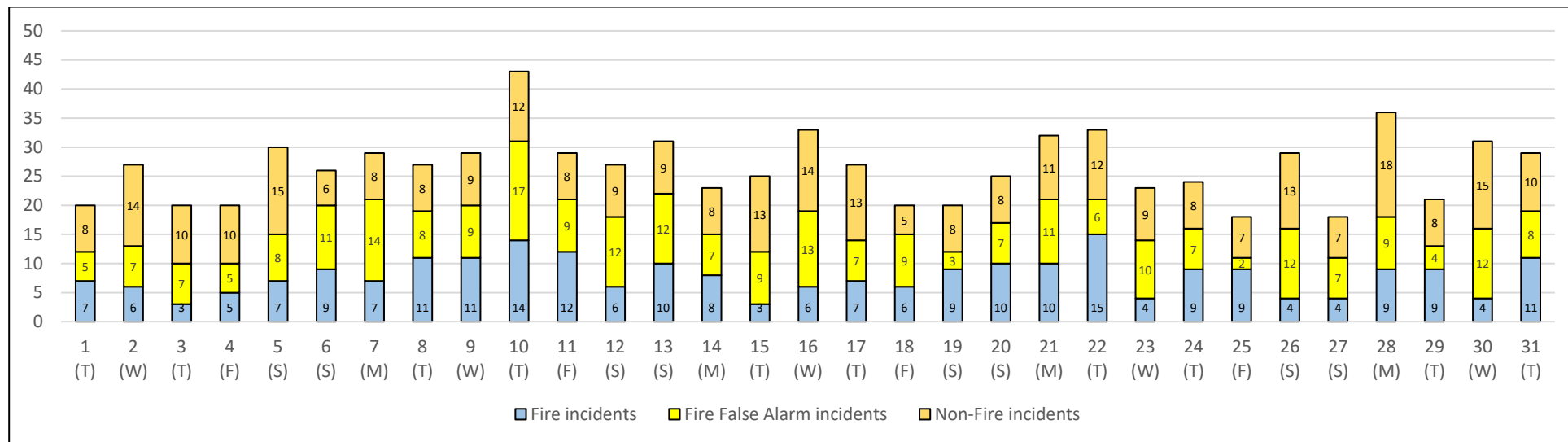

Chart 2: The total number of incidents broken down by type and day in August 2023 show the 43 incidents on 10 August broken down into 17 fire false alarm incidents, 14 fire incidents and 12 non-fire incidents.

1.2 Fire incidents – April to August 2023

Of the 1082 fire incidents April to August 2022, 494 were primary fires, 582 were secondary fires and 6 were chimney fires. Most incidents occurred in Western, Central and Charnwood. The 3-year average is 1139, so in comparison to this, there are 57 fewer incidents. The number of secondary fire incidents increases throughout the summer months because of the warmer weather and lighter nights. June was one of the hottest months on record and secondary fires increased, July was one of the wettest months on records and secondary fires decreased and August was a little better than July and secondary fires increased again.

Table 4: Fire incidents – April to August 2023

| Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Aug 2023
1.2	Fire incidents	155	120	208	84	52	22	40	89	138	75	99	1082
a	Primary fire incidents	48	55	65	54	20	14	31	43	69	46	49	494
b	Secondary fire incidents	107	64	143	30	31	8	9	45	69	27	49	582
c	Chimney fire incidents	0	1	0	0	1	0	0	1	0	2	1	6

August 2023

Of the 245 incidents in August, 123 (50%) were secondary fires, 122 (50%) were primary fires and there were no chimney fires. Most incidents occurred in Western, Central and Eastern. This is an increase of 53 incidents from July (192).

Table 5: Fire incidents – August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Aug 2023
1.2	Fire incidents	39	30	41	22	12	5	9	20	24	18	25	245
a	Primary fire incidents	15	17	15	14	2	1	7	10	15	13	13	122
b	Secondary fire incidents	24	13	26	8	10	4	2	10	9	5	12	123
c	Chimney fire incidents	0	0	0	0	0	0	0	0	0	0	0	0

Chart 3: The total number of fire incidents by day in August 2023 show the number of incidents by day, ranging from 3 incidents in a day on 3 August and 15 August, to 15 incidents at its peak on 22 August. The number of incidents has remained consistent as the month has progressed. On average, there were 7.90 fire incidents attended each day.
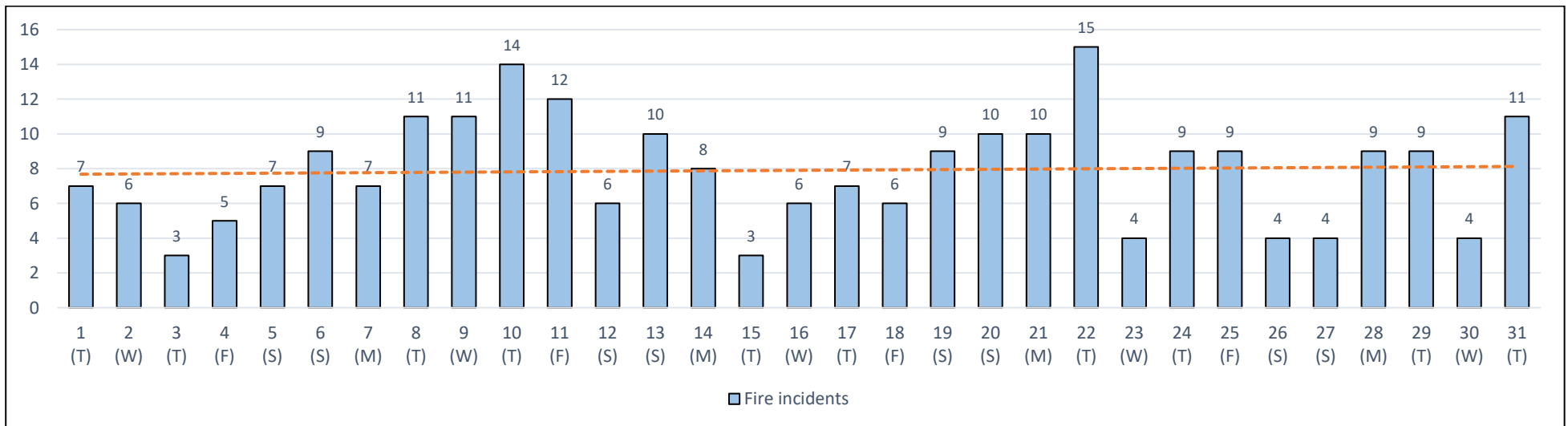
1.2a Primary fire incidents

There were 122 primary fire incidents in August, which is 33 more than July (89). Of these, 84 were accidental fires, 36 were deliberate fires and 2 were not known. Eastern had the most incidents with 17, followed by Charnwood 16, Central 15 and Western 15.

Of the 84 accidental fires, the main property categories were dwelling 33 and road vehicle 26. The main fire cause show fault in equipment or appliance 22 and overheating, combustible articles too close to heat source (or fire) 13. The main ignition source show electricity supply 18 and vehicles only 16. The main times of the incidents show 11 of the incidents occurring between the hours of 5.00pm – 6.00pm.

Of the 36 deliberate fires, the main property categories were road vehicle 15, public admin security and safety (prison) 7 and grassland woodland and crops 5. There were 5 deliberate fires at H M Prison Stocken Hall Road and 2 deliberate fires at H M Prison Welland Avenue Gartree. Of the 36 deliberate fires the main times of the incidents show 4 of the incidents occurring between the hours of 12.00pm – 1.00pm.

Of the 2 not known fires, the property categories were dwelling 1 and religious 1. The main cause was combustible articles too close to heat source (or fire) 1 and overheating, unknown cause 1. The main times of the incidents show 1 incident occurring between the hours of 1.00pm – 2.00pm and 6.00pm – 7.00pm.

1.2b Secondary fire incidents

There were 123 secondary fire incidents in August, which is 20 more than July (103). Of these, 35 were accidental fires, 86 were deliberate fires and 2 were not known. The number of deliberate secondary fires historically has always increased when there are prolonged periods of warmer weather. August has not been as wet as the previous month and the number of deliberate secondary fires has increased from 67 in July to 86 in August.

Of the 35 accidental fires, the main types of property were grassland woodland and crops 20 and outdoor structure 12. The main times of the incidents show 5 of the incidents occurring between the hours of 3.00pm – 4.00pm.

Of the 86 deliberate fires, the main types of property were other outdoors (inc land) 32 and grassland woodland and crops 26. The main times of the incidents show 26 of the incidents occurring between the hours of 7.00pm – 9.00pm.

Of the 2 not known fires, the property categories were grassland woodland and crops 1 and non-residential 1. The main times of the incidents show 1 incident occurring between the hours of 6.00pm – 7.00pm and 7.00pm – 8.00pm.

1.2c Chimney fire incidents

There were no chimney fire incidents in August, which is the same as July (0).

1.3 Fire false alarms – April to August 2023

Of the 1332 fire false alarm incidents April to August 2023, 671 were due to apparatus, 621 were good intent and 40 were malicious. Most incidents occurred in Central 228, Eastern 207 and Western 189. The 3-year average is 1208, so compared to the average, figures have increased by 124.

Table 6: Fire false alarms – April to August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Aug 2023
1.3	Fire false alarms	228	207	189	82	47	58	57	103	178	106	77	1332
A	Due to apparatus	162	114	101	39	22	20	34	40	88	31	20	671
B	Good intent	56	85	78	43	24	37	20	60	88	74	56	621
C	Malicious attended	10	8	10	0	1	1	3	3	2	1	1	40

August 2023

Of the 267 fire false alarm incidents in August, 145 were due to apparatus, 115 were good intent and 7 were malicious Most incidents occurred in Eastern 45, Charnwood 38 and Western 38. There were 289 in July, so August has seen a decrease of 22 incidents.

Table 7: Fire false alarms – August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Aug 2023
1.3	Fire false alarms	33	45	38	15	10	11	12	24	38	25	16	267
A	Due to apparatus	22	26	24	6	5	6	6	10	21	14	5	145
B	Good intent	10	17	13	9	5	4	5	14	16	11	11	115
C	Malicious attended	1	2	1	0	0	1	1	0	1	0	0	7

Chart 4: The total number of fire false alarm incidents by day in August 2023 show the number of incidents by day, ranging from 2 at its lowest in a day on 25 August, to 17 incidents at its peak on 10 August. The number of incidents has decreased as the month has progressed. On average, there were 8.61 incidents attended each day.
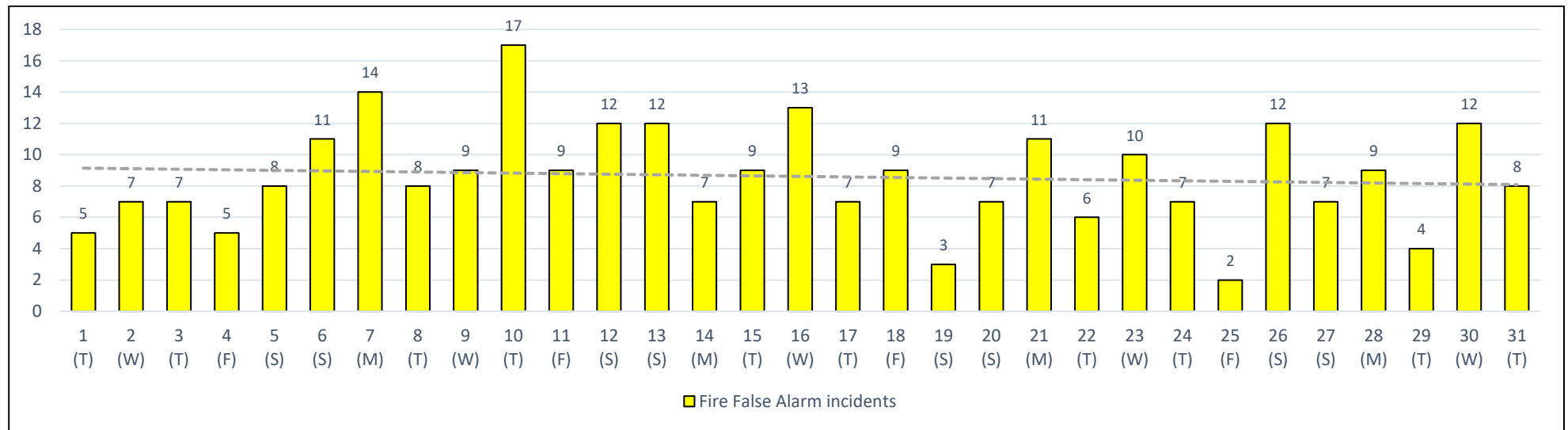
1.3a Due to apparatus

There were 145 false alarms due to apparatus in August, an increase of 11 from July (134). Of these, the main categories were dwelling 96 and non-residential 28.

Of the false alarms due to apparatus, the main causes were cooking/burnt toast 35, faulty 28 and unknown 22. The main times of the incidents show 11 of the incidents occurring between the hours of 9.00am – 10.00am.

1.3b Good intent

There were 115 good intent false alarms in August, a decrease of 31 from July (146). Of these, the main categories were dwelling 45 and grassland, woodland and crops 21.

Of the good intent false alarms, the main causes were bonfire 19, controlled burning and 18 other cooking 18. The main times of the incidents show 9 of the incidents occurring between 5.00pm – 6.00pm.

1.3c Malicious attended

There were 7 malicious false alarms in August, a decrease of 2 from July (9). Of these, 2 were in Eastern, 1 was in Central, 1 was in Charnwood, 1 was in Oadby and Wigston, 1 was in Rutland and 1 was in Western.

1.4 Non-fire incidents – April to August 2023

Of the 1514 non-fire incidents April to August 2023, 45 were non-fire false alarms and 1469 were special service. The table below shows the most incidents occurred in Charnwood 208, Eastern 203 and Central 186. The 3-year average is 1310, so compared to the average, figures have increased by 204. Data is provided for road traffic collision, assist other agencies, effecting entry / exit, medical incident - co-responder/first responder, flooding and suicide / attempts, which are some of the categories in special service. There are however many other categories and analysis will be provided if figures spike in any of those.

Table 8: Non-fire incidents – April to August 2023

| Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Aug 2023
1.4	Non-fire incidents	186	203	181	119	82	70	44	113	208	165	143	1514
a	Non-fire false alarms	4	9	2	7	6	1	0	5	6	1	4	45
b	Special service	182	194	179	112	76	69	44	108	202	164	139	1469
-	Road traffic collision (RTC)	27	38	27	42	21	12	9	25	48	54	52	355
-	Assist other agencies	32	40	39	19	22	13	7	21	38	27	19	277
-	Effecting entry / exit	21	35	29	7	3	14	5	14	25	21	12	186
-	Medical incident - co-responder/first responder	16	8	7	17	4	5	10	9	11	14	12	113
-	Flooding	16	26	17	2	1	6	3	4	11	5	4	95
-	Suicide/attempts	5	6	7	0	0	2	1	3	6	6	1	37
	- suicides	1	2	0	0	0	0	0	0	0	0	0	3

August 2023

Of the 313 incidents in August, 14 were non-fire false alarms and 299 were special service. Looking at the table below, the most incidents occurred in Charnwood 49, Central 48 and Western 38. There were 293 in July, so August has seen an increase of 20.

Table 9: Non-fire incidents – August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Aug 2023
1.4	Non-fire incidents	48	35	38	25	11	19	6	22	49	32	28	313
a	Non-fire false alarms	1	3	1	4	1	0	0	0	2	0	2	14
b	Special service	47	32	37	21	10	19	6	22	47	32	26	299
-	Road traffic collision (RTC)	9	8	5	11	0	4	1	4	12	12	6	72
-	Assist other agencies	13	6	4	3	4	5	1	3	12	7	5	63
-	Effecting entry / exit	8	6	10	2	0	4	1	5	7	2	2	47
-	Medical incident - co-responder/first responder	3	1	2	1	1	0	0	2	1	2	2	15
-	Flooding	1	1	2	0	0	0	0	0	1	1	0	6
-	Suicide/attempts	2	2	0	0	0	1	0	1	1	1	0	8
	- suicides	0	1	0	0	0	0	0	0	0	0	0	1

Chart 5: The total number of non-fire incidents by day in August 2023 show the number of incidents by day, ranging from 5 at its lowest in a day on 18 August, to 18 incidents at its peak on 28 August. The number of incidents has increased slightly as the month has progressed. On average, there were 10.10 incidents attended each day.
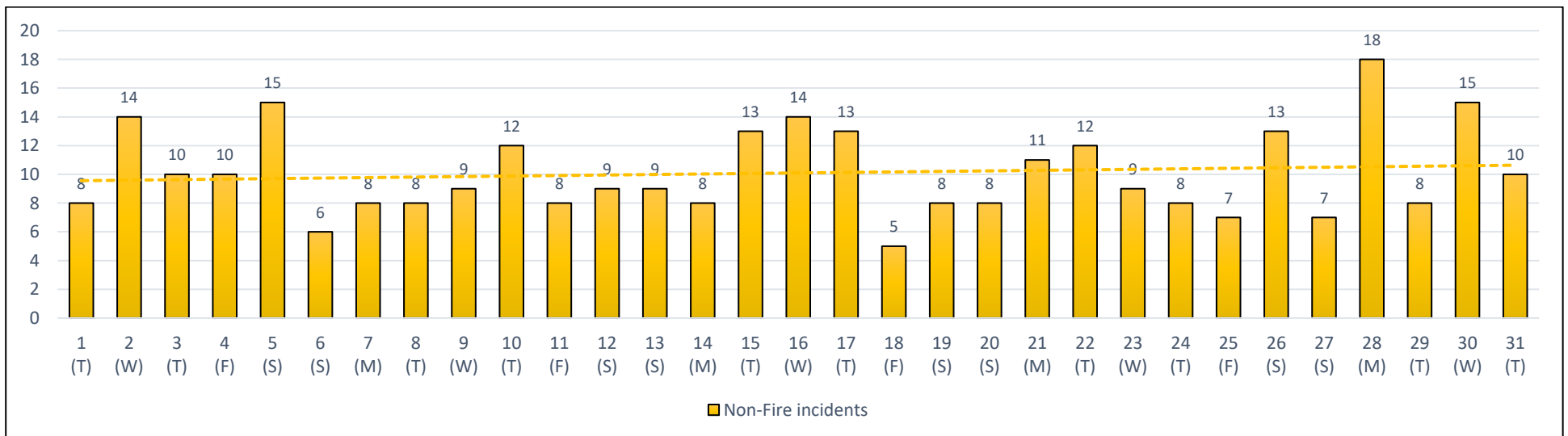
1.4a Non-fire false alarms

Of the 14 non-fire false alarms in August, 4 were in Harborough, 3 were in Eastern, 2 were in Charnwood, 2 were in North West Leicester, 1 was in Central, 1 was in Melton and 1 was in Western. This is an increase of 5 from July (9).

1.4b Special service

There were 299 special service incidents in August, an increase of 15 from July (284). Of these, there were 72 road traffic collisions, 63 assist other agencies and 47 effecting entry/exit. Central and Charnwood had the most incidents with 47 each, followed by Western with 37. The number of road traffic collisions has increased this month and has increased overall this year with 355 April to August 2023, compared to the 3-year average of 257. Assist other agencies has had 63 incidents in August and this type of incident has increased substantially over the past few years, although this year so far there has been a noticeable reduction. There has now been 277 assist other agency incidents April to August 2023, which is 67 lower than the 3-year average of 344. The vast majority of assist other agency incidents are effecting entry/exit incidents on behalf of other agencies and also includes bariatric incidents. Effecting entry/exit where the Service was called by members of the public has had 186 incidents April to August 2023, compared to the 3-year average of 126 and this type of incident has increased substantially. Medical incident - co-responder/first responder has had 113 incidents April to August 2023, compared to the 3-year average of 88. Flooding has had 95 incidents April to August 2023, compared to the 3-year average of 57. There have been 37 suicide / attempts April to August 2023, compared to the 3-year average of 34. Of those, there were 3 actual suicides, compared to the 3-year average of 5.

2.1 Fatalities in fires – April to August 2023

There has been 1 fatality in fires recorded in April to August 2023. This the same as the 3-year average of 1 fatality.

The first fire fatality occurred on the morning of Thursday 4 May in Knighton Ward in the City. An appliance from Eastern station was mobilised to a 'Fire in the open P3'. Two passers-by had reported the incident to fire control as believed drum or container involved in fire. They informed there was a strong smell of petrol. The fire was in a ditch/hedge line within the borders of some allotments. The officer in command instructed personnel to extinguish the fire utilising a hose reel jet through a hedgerow. Further access was gained through the hedgerow where it became apparent at the fire location there was a person in a sitting/reclining position, which had been involved in fire. Near to the casualty there was a can of fuel and a disposable lighter. The officer in command requested the relevant multi agency response with an additional fire appliance. The gentleman had suffered severe burns and was pronounced deceased at the scene. Scene preservation was established with large cordons. Both EMAS and police attended including Fire Investigation.

2.2 Non-fatal casualties in fires – April to August 2023

There have been 33 non-fatal casualties in fires April to August 2023. This is 10 more than the 3-year average of 23. Of the 33 non-fatal casualties, 8 have occurred in fires in Melton (6 in 1 incident), 6 in Central, 5 in Eastern, 4 in Hinckley and Bosworth, 2 in Blaby, 2 in Charnwood, 2 in Harborough, 2 in Rutland, 1 in North West Leicester and 1 in Oadby and Wigston. Out of the 33 non-fatal casualties in fires, 17 casualties occurred in dwellings, 10 in road vehicles and 6 in non-residential. Of the 33 non-fatal casualties, 27 were accidental and 6 were deliberate, with the circumstances leading to the injuries showing the main categories were caused by fighting fire (including attempts) 7 and other 3.

Table 10: Non-fatal casualties in fires – April to August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Aug 2023
2.2	Non-fatal casualties in fires	6	5	0	2	8	1	2	2	2	4	1	33

August 2023

There were 8 non-fatal casualties in fires in August, compared to 4 in July, with 3 in Eastern (2 in same incident), 2 in Central, 2 in Hinckley and Bosworth (same incident) and 1 in Blaby.

Of the 8 non-fatal casualties, 6 were accidental and 2 were deliberate. The circumstances leading to the injuries shows they were caused by fighting fire (including attempts) 4, trapped by smoke 2, injured escaping 1 and suspected under the influence of drugs 1.

2.3 Fatalities in non-fire incidents – April to August 2023

There have been 23 fatal casualties in non-fire incidents April to August 2023. This is 2 lower than the 3-year average of 25.

Of the 23 fatalities, 10 were attended to assist other agencies, 4 were effecting entry/exit, 4 were road traffic collisions, 2 were suicide/attempts, 1 was no action (not false alarm), 1 was other transport incident and 1 was rescue or evacuation from water. There were 4 in Eastern, 4 in Melton, 3 in Hinckley and Bosworth, 2 in Blaby, 2 in Charnwood, 2 in North West Leicester, 2 in Rutland, 1 in Harborough, 1 in Oadby and Wigston, 1 in Central and 1 in Western.

Table 11: Fatalities in non-fire incidents – April to August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Aug 2023
2.3	Fatalities in non-fire incidents	1	4	1	1	4	1	2	2	2	3	2	23

August 2023

There were 6 fatalities in non-fire incidents in August, compared to 6 in July.

Of the 6 fatalities, 3 were effecting entry/exit, 2 were road traffic collisions and 1 was another transport incident. There were 2 in Hinckley and Bosworth, 1 in Blaby, 1 in Harborough, 1 in Melton and 1 was in North West Leicester.

Table 12: Fatalities in non-fire incidents – August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Aug 2023
2.3	Fatalities in non-fire incidents	0	0	0	1	1	0	0	1	0	2	1	6

2.4 Non-fatal casualties in non-fire incidents – April to August 2023

There have been 281 non-fatal casualties in non-fire incidents April to August 2023. This is 9 lower than the 3-year average of 290.

Of the main property types of non-fatal casualties, 178 were road vehicle, 71 were dwellings and 18 were outdoor. Charnwood has had most non-fatal casualties with 51. These can be related somewhat to the high number of road traffic collisions.

Table 13: Non-fatal casualties in non-fire incidents – April to August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Aug 2023
2.4	Non-fatal casualties in non-fire incidents	15	34	20	23	30	7	11	26	51	32	32	281

August 2023

There were 42 non-fatal casualties in non-fire incidents in August, compared to 62 in July.

Of the 42 non-fatal casualties, the main property types of non-fatal casualties were road vehicle 26 and dwelling 10. The districts with the most non-fatal casualties in non-fire incidents in August was Eastern 8, Hinckley and Bosworth 7 and Charnwood 6.

Table 14: Non-fatal casualties in non-fire incidents – August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Aug 2023
2.4	Non-fatal casualties in non-fire incidents	2	8	4	3	3	1	0	4	6	7	4	42

2.5 Number of TRiM (Trauma Risk Management) – April to August 2023

The indicator Trauma Risk Management has now been running for just over 3 years and looks at the number of notifications. There have been 37 TRiM notifications April to August 2023. This is the same as the average of the previous 3 years figures of 37 during the same period.

August 2023

There was a total of 12 notifications that came from different sources in August, compared to 8 in July. Of the 12 notifications, 4 were road traffic collisions, 3 were to assist EMAS, 2 were to assist Police, 1 was a fire, 1 was a glider crash and 1 was humanitarian assistance. Of note, there were 2 requests for screening (suicides), 2 rescues at a fire on Evington Drive and a road traffic collision in Cotersbach, resulting in the death of a child.

2.6 Number of LFRS employees injured whilst attending incidents – April to August 2023

There have been 10 personal injuries whilst attending incidents April to August 2023. This is 5 more than the 3-year average of 5. Of the 10 personal injuries, 8 were classed as minor and 2 were classed as moderate, with 2 occurring at Birstall Station, 2 at Lutterworth Station, 2 at Southern Station, 2 at Loughborough Station, 1 at Coalville Station and 1 at Melton Station.

The personal injuries were categorised further as injured from change in floor levels/height 2, suffered a cut/abrasion at a fire incident 2, injured from manual handling at a road traffic collision 2, injured by animal or insect 1, injured by contact with something fixed or stationary 1, other - injured using hand tools 1 and other – injured hand opening seized hydrant cover 1.

Of the 10 personal injuries, 7 injuries occurred whilst at a fire incident and 3 injuries occurred at a special service incident. Based on the RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) reporting, 5 injuries resulted in no sickness or modified duties, 1 injury resulted in under 3 days sickness, 1 injury resulted in sickness for 7 days, 1 injury resulted in sickness over 7 days, 1 resulted in under 7 days sickness and 1 injury resulted in sickness/modified duties check added to team calendar.

August 2023

There were no personal injuries whilst attending incidents in August, compared to 2 in July.

3.1 Number of emergency calls received – April to August 2023

There have been 8560 emergency calls received April to August 2023. This is 310 more than the 3-year average of 8250.

August 2023

There were 1676 emergency calls received in August, which is 1 more than July (1675). Emergency calls are dealt with by our Control Centre at Southern Fire and Rescue Station. Not all of these calls would have led to mobilisations and there will have been multiple calls for one incident.

3.2 The total average response times of life threatening incidents – April to August 2023

There have been 372 incidents classed as life risk by Control April to August 2023. This is 42 more than the 3-year average of 330. The total average response time for the 372 incidents was 11 minutes 15 seconds, compared to the 3-year average of 10 minutes 1 second.

The 11 minutes 15 seconds can be broken down further:
Average call handling was 2 minutes 14 seconds, an increase of 10 seconds on the 3-year average time (2 minutes 4 seconds).
Average mobilisation time was 1 minute 29 seconds, an increase of 4 seconds on the 3-year average time (1 minute 25 seconds).
Average drive time was 7 minutes 32 seconds, an increase of 1 minute on the 3-year average time (6 minutes 32 seconds).

The 372 life risk incidents average response time of 11 minutes 15 seconds can also be broken down by incident type:
59 Fire incidents attended with an average response time of 11 minutes 5 seconds. This looks high compared to previous years. Of the 59 life risk fire incidents, there were 12 at Stocken Hall Road Prison which on average takes 16 minutes 54 seconds to attend and 7 were at Welland Avenue Gartree Prison which on average takes 9 minutes 32 seconds to attend. The other 40 life risk fire incidents took on average 9 minutes 37 seconds to attend.
25 Fire false alarm incidents attended with an average response time of 10 minutes 13 seconds.

288 Non-fire incidents attended with an average response time of 11 minutes 23 seconds. Of the 288 non-fire incidents, there were 215 RTC incidents attended with an average response time of 11 minutes 42 seconds.

Any incidents that take over 3 minutes in call handling, 3 minutes in mobilisation time for Wholetime, 7 minutes in mobilisation time for On-Call and 10 minutes in drive time, are investigated. During April to August 2023 there have been 54 investigations carried out by Control, 14 mobilisation investigations and 80 drive time investigations. This highlights anomalies with the system and any possible areas of concern.

Table 15: The total average response times of life threatening incidents (mins) – April to August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Aug 2023
3.2	The total average response times of life threatening incidents (mins)	8:50	7:31	8:44	14:09	13:08	11:58	15:36	11:39	10:35	10:54	11:51	11:15
a	Average call handling time	1:52	1:58	1:53	2:28	2:44	1:46	1:52	2:29	2:06	2:15	2:35	2:14
b	Average appliance mobilisation time	1:32	0:53	1:15	1:53	1:44	1:16	1:53	1:19	1:14	1:49	1:28	1:29
c	Average time to drive to the incident	5:26	4:40	5:36	9:48	8:40	8:56	11:51	7:51	7:15	6:50	7:48	7:32
d	Number of life threatening incidents attended	25	32	33	50	20	8	21	30	58	48	47	372

August 2023

There have been 71 incidents classed as life risk by Fire Control in August 2023. This is 7 lower than July (78).
The total average response time for the 71 incidents was 11 minutes 8 seconds, compared to 10 minutes 43 seconds in July.
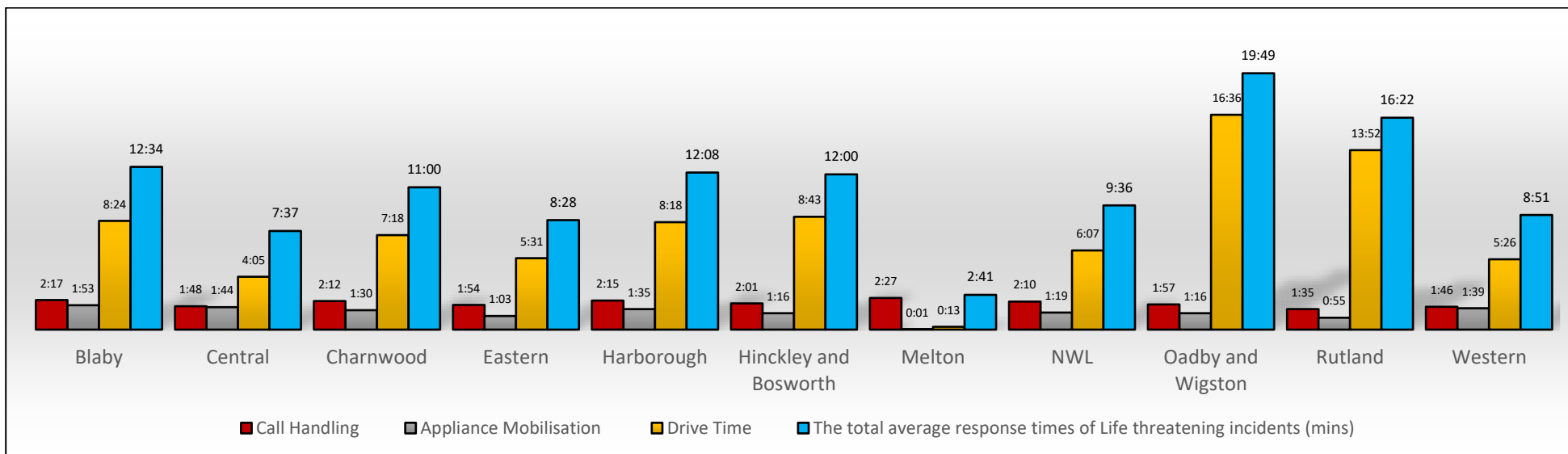
The 11 minutes 8 seconds can be broken down further:
Average call handling was 2 minutes 2 seconds, a reduction of 11 seconds on the time in July (2 minutes 13 seconds).
Average mobilisation time was 1 minute 26 seconds, a reduction of 8 seconds on the time in July (1 minute 34 seconds).
Average drive time was 7 minutes 40 seconds, an increase of 44 seconds on the time in July (6 minutes 56 seconds).

During August there have been 3 investigations carried out by Control, 3 mobilisation investigation and 11 drive time investigations. This picks up any anomalies with the system and highlights any possible areas of concern.
Please note that small numbers are being analysed.

Table 16: The total average response times of life threatening incidents (mins) – August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Aug 2023
3.2	The total average response times of life threatening incidents (mins)	7:37	8:28	8:51	12:08	2:41	19:49	16:22	12:34	11:00	12:00	9:36	11:08
a	Average call handling time	1:48	1:54	1:46	2:15	2:27	1:57	1:35	2:17	2:12	2:01	2:10	2:02
b	Average appliance mobilisation time	1:44	1:03	1:39	1:35	0:01	1:16	0:55	1:53	1:30	1:16	1:19	1:26
c	Average time to drive to the incident	4:05	5:31	5:26	8:18	0:13	16:36	13:52	8:24	7:18	8:43	6:07	7:40
d	Number of life threatening incidents attended	8	5	6	11	1	3	5	4	13	8	7	71

Chart 6: The total average response times of life threatening incidents in August 2023 shows the average call handling time, average mobilisation time, average time to drive and average total response time broken down by district. Melton shows the quickest average response time and Oadby and Wigston shows the longest average response time to life threatening incidents.

3.3 The total average response times of non-life threatening incidents – April to August 2023

There have been 3485 incidents classed as non-life risk by Control April to August 2023. This is 189 more than the 3-year average of 3296. The total average response time for the 3485 incidents was 10 minutes 0 seconds, compared to the 3-year average of 10 minutes 3 seconds.

The 10 minutes 0 seconds can be broken down further:
Average call handling was 2 minutes 8 seconds, an increase of 2 seconds on the 3-year average time of 2 minutes 6 seconds.
Average mobilisation time was 1 minute 37 seconds, an increase of 1 second on the 3-year average time of 1 minute 36 seconds.
Average drive time was 6 minutes 15 seconds, a reduction of 6 seconds on the 3-year average time of 6 minutes 21 seconds.

The 3485 non-life risk incidents average response time of 10 minutes 0 seconds can also be broken down by incident type:
1020 Fire incidents attended with an average response time of 10 minutes 5 seconds.
1353 Fire false alarm incidents attended with an average response time of 9 minutes 12 seconds.
1112 Non-fire incidents attended with an average response time of 10 minutes 55 seconds.

Of the 1112 non-fire incidents, there were 259 Assist other agencies incidents with an average response time of 10 minutes 52 seconds.

Please note: There were a total of 3556 non-life risk incidents attended April to August 2023. 71 incidents have been excluded as per Home Office guidelines. Some examples of exclusions are incidents with a total response time of less than a minute, or over an hour and any incident where any call handling, mobilisation time or drive time has a null value.

Table 17: The total average response times of non-life threatening incidents (mins) – April to August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Aug 2023
3.3	The total average response times of non-life threatening incidents (mins)	8:35	8:41	9:09	12:45	11:11	8:53	11:37	11:03	9:34	11:11	12:08	10:00
a	Average call handling time	1:57	1:57	2:04	2:24	2:06	1:53	2:33	2:21	2:07	2:14	2:23	2:08
b	Average appliance mobilisation time	1:24	1:14	1:20	2:05	2:51	1:49	1:39	1:32	1:25	1:54	2:07	1:37
c	Average time to drive to the incident	5:14	5:30	5:45	8:16	6:14	5:11	7:25	7:10	6:02	7:03	7:38	6:15
d	Number of non-life threatening incidents attended	532	486	540	233	156	136	118	273	457	288	266	3485

42

August 2023

There have been 745 incidents classed as non-life risk by Control in August. This is 68 more than July (677).
The total average response time for the 745 incidents was 10 minutes 11 seconds, compared to 9 minutes 53 seconds in July.

The 10 minutes 11 seconds can be broken down further:
Average call handling was 2 minutes 4 seconds, a reduction of 9 seconds on the time in July (2 minutes 13 seconds).
Average mobilisation time was 1 minute 41 seconds, the same as the time in July (1 minute 41 seconds).
Average drive time was 6 minutes 26 seconds, an increase of 27 seconds on the time in July (5 minutes 59 seconds).

Currently no investigations are required.

Table 18: The total average response times of non-life threatening incidents (mins) – August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Aug 2023
3.3	The total average response times of non-life threatening incidents (mins)	9:10	8:23	9:19	13:14	11:21	8:28	11:57	11:40	9:33	11:21	11:55	10:11
a	Average call handling time	1:52	1:50	2:17	2:17	1:55	1:57	2:01	2:18	1:53	2:21	2:12	2:04
b	Average appliance mobilisation time	1:39	1:18	1:18	2:03	3:05	2:20	1:34	1:37	1:21	1:52	2:12	1:41
c	Average time to drive to the incident	5:39	5:15	5:44	8:54	6:21	4:11	8:22	7:45	6:19	7:08	7:31	6:26
d	Number of non-life threatening incidents attended	110	102	112	52	31	32	22	62	98	65	59	745

Chart 7: The total average response times of non-life threatening incidents in August 2023 shows the average call handling time, average mobilisation time, average time to drive and average total response time broken down by district. Eastern shows the quickest average response time and Harborough shows the longest average response time to non-life threatening incidents.

43

The chart shows response time data by area (Blaby, Central, Charnwood, Eastern, Harborough, Hinckley and Bosworth, Melton, NWL, Oadby and Wigston, Rutland, Western) with bars for Call Handling, Appliance Mobilisation, Drive Time, and The total average response times of Non life threatening incidents (mins).

Area	Call Handling	Appliance Mobilisation	Drive Time	Total average response time
Blaby	2:18	1:37	7:45	11:40
Central	1:52	1:39	5:39	9:10
Charnwood	1:53	1:21	6:19	9:33
Eastern	1:50	1:18	5:15	8:23
Harborough	2:17	2:03	8:54	13:14
Hinckley and Bosworth	2:21	1:52	7:08	11:21
Melton	1:55	3:05	6:21	11:21
NWL	2:12	2:12	7:31	11:55
Oadby and Wigston	1:57	2:20	4:11	8:28
Rutland	2:01	1:34	8:22	11:57
Western	2:17	1:18	5:44	9:19

3.4 The total average response times to primary fires (as recorded by Home Office) – April to August 2023

There was a total of 494 primary fires attended April to August 2023. 51 incidents have been excluded as per Home Office guidelines. So, the response time calculations for primary fires are based on 443 primary fires April to August 2023. The total average response time for the 443 primary fires is 10 minutes 4 seconds, compared to the 3-year average of 9 minutes 52 seconds.

The 10 minutes 4 seconds can be broken down further:
Average call handling was 1 minute 40 seconds, an increase of 3 seconds on the 3-year average time of 1 minutes 37 seconds.
Average mobilisation time was 1 minute 34 seconds, an increase of 5 seconds on the 3-year average time of 1 minute 29 seconds.
Average drive time was 6 minutes 50 seconds, an increase of 4 seconds on the 3-year average time of 6 minutes 46 seconds.

44

Table 19: The total average response times of primary fire incidents (mins) – April to August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Aug 2023
3.3	The total average response times of primary fire incidents (mins)	7:38	7:50	7:57	12:22	14:22	8:53	13:52	10:40	8:45	10:40	11:29	10:04
a	Average call handling time	1:32	1:28	1:39	1:46	1:38	1:31	1:35	1:37	1:41	1:48	1:55	1:40
B	Average appliance mobilisation time	1:17	1:10	1:04	1:26	3:38	1:28	1:42	1:20	1:27	2:14	1:56	1:34
c	Average time to drive to the incident	4:49	5:12	5:14	9:10	9:06	5:54	10:35	7:43	5:37	6:38	7:38	6:50
D	Number of primary fire incidents attended	43	55	48	51	20	13	28	40	61	40	44	443

August 2023

There have been 115 primary fires in August. This is 33 more than July (82).
The total average response time for the 115 incidents was 10 minutes 16 seconds, compared to 9 minutes 34 seconds in July.

The 10 minutes 16 seconds can be broken down further:
Average call handling was 1 minute 40 seconds, the same as the time in July (1 minute 40 seconds).
Average mobilisation time was 1 minute 29 seconds, a reduction of 13 seconds on the time in July (1 minute 42 seconds).
Average drive time was 7 minutes 7 seconds, an increase of 55 seconds on the time in July (6 minutes 12 seconds).

Table 20: The total average response times of primary fire incidents (mins) – August 2023

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Aug 2023
3.3	The total average response times of primary fire incidents (mins)	8:07	8:25	8:31	11:41	13:01	5:22	15:07	11:41	9:01	12:16	10:29	10:16
a	Average call handling time	1:36	1:28	1:55	1:34	1:30	1:41	1:30	1:53	1:35	1:51	1:50	1:40
B	Average appliance mobilisation time	1:37	1:11	1:23	1:01	1:36	1:14	1:01	1:11	2:03	2:03	1:43	1:29
c	Average time to drive to the incident	4:54	5:46	5:13	9:06	9:55	2:27	12:36	8:37	5:23	8:22	6:56	7:07
D	Number of primary fire incidents attended	15	17	10	14	2	1	7	11	13	12	13	115

Chart 8: The total average response times of primary fire incidents in August 2023 shows the average call handling time, average mobilisation time, average time to drive and average total response time broken down by district. Oadby and Wigston shows the quickest average response time and Rutland shows the longest average response time to primary fire incidents.
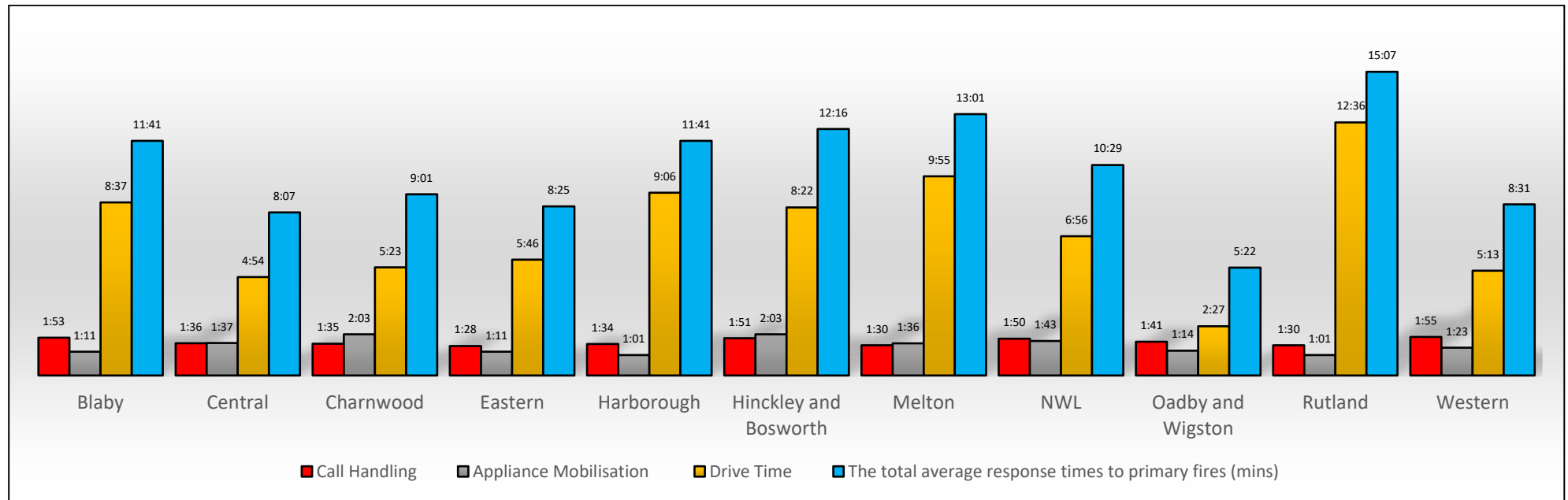
3.5 The % availability of Wholetime fire appliances – April to August 2023

No data is currently available.

3.6 The % availability of On-Call fire appliances – April to August 2023

No data is currently available.

3.7 The % of people overall satisfied with our response – April to August 2023

We have received 136 public responses to our After the Incident Survey April to August 2023. 100% of people responding to the survey stated that they were 'satisfied or very satisfied' with the overall service they received from Leicestershire Fire and Rescue Service. This is the same as the 3-year average figure of 100%. Any dissatisfaction taken place is investigated and appropriate action taken place where required.

August 2023

For August, we have received 19 responses to our After the Incident Survey, which is 8 lower than we have received in July (27). Of the 19 responses, all 19 stated that they were 'satisfied or very satisfied' with the overall service.

3.7a The % of people satisfied with their initial contact with the service – April to August 2023

We have received 78 public responses to this question in our After the Incident Survey April to August 2023. 98.7% of people responding to the survey stated that they were 'satisfied or very satisfied' with the initial contact when they called Leicestershire Fire and Rescue Service, with 1.3% of people responding stating they were neither 'satisfied' nor 'dissatisfied' with the initial contact. This is 0.3% less than the 3-year average figure of 99%. Any dissatisfaction taken place is investigated and appropriate action taken place where required.

August 2023

For August, we have received 12 responses to this question in our After the Incident Survey, which is 2 lower than we have received in July (14). Of the 12 responses, all 12 stated that they were 'satisfied or very satisfied' with the initial contact with the service.

3.7b The % of people satisfied with the service they received at the scene – April to August 2023

We have received 127 public responses to this question in our After the Incident Survey for April to August 2023. 100% of people responding to the survey have stated that they are 'satisfied or very satisfied' with the service they received at the scene from Leicestershire Fire and Rescue Service. This is the same as the 3-year average figure of 100%. Any dissatisfaction taken place is investigated and appropriate action taken place where required.

August 2023

For August, we have received 18 responses to our After the Incident Survey, which is 7 lower than we have received in July (25). Of the 18 responses, all 18 stated that they were 'satisfied or very satisfied' with the service they have received at the scene.

4.1 Home safety checks – April to August 2023

The number of home safety checks includes the number of successful initial, successful follow up and successful vulnerable person.

There have been 6792 home safety checks April to August 2023. This is 1973 more than the 3-year average of 4819. The previous year shows there were 5576 home safety checks completed during the same period.

The 6792 home fire safety checks can be broken down further:
Successful initial 4678, an increase of 434 home safety checks on last year's (4244).
Successful follow up 2022, an increase of 783 home safety checks on last year's (1239).
Successful vulnerable person 92, a decrease of 1 home safety check on last year's (93).

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr to Aug 2023
4.1	Home safety checks	1317	1490	1322	1404	1259								6792
a	Successful initial	992	996	879	905	906								4678
b	Successful follow up	304	474	430	486	328								2022
c	Successful vulnerable person	21	20	13	13	25								92

The number of home safety checks are carried out by stations, community safety educators, control, partners, LFRS (website) and unknown.

The 6792 home fire safety checks can be broken down further:
Stations 4746, an increase of 641 home safety checks on last year's (4105).
Community safety educators 1795, an increase of 436 home safety checks on last year's (1359).
Control 0, the same number of home safety checks on last year's (0).
Partners 241, an increase of 136 home safety checks on last year's (105).
LFRS (Website) 0, the same number of home safety checks on last year's (0).
Unknown 10, an increase of 3 home safety checks last year's (7).

Table 24: Home safety checks carried out by stations, community safety educators, control, partners, LFRS (website) and unknown – April to August 2023

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr to Aug 2023
4.1	Home safety checks	1317	1490	1322	1404	1259								6792
a	Stations	947	1042	949	1042	766								4746
b	CSE	319	385	320	314	457								1795
c	Control	0	0	0	0	0								0
d	Partners data	50	60	52	45	34								241

e	LFRS (Website)	0	0	0	0	0										0
f	Unknown	1	3	1	3	2										10

The 4746 home safety checks carried out April to August 2023 by stations are shown below.

Chart 9: The Total Successful HSCs by Station April to August 2023 shows the number home safety checks completed by stations, ranging from 1 to 491. The stations delivering less than 25 home safety checks were On-Call stations. The stations delivering the most home safety checks were Western 491, Eastern 408 and Loughborough 401.
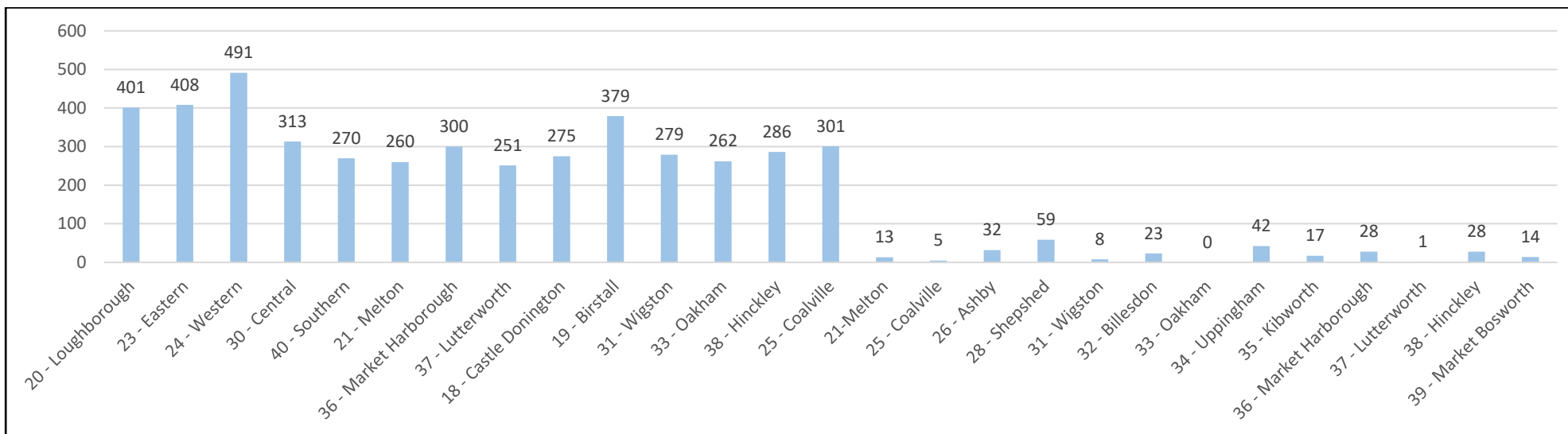
August 2023

For August, there were 1259 home safety checks, which is 145 lower than July (1404).

Of the 1259, there were 906 successful initial, 328 successful follow up and 25 successful vulnerable person. There were 766 carried out by stations, 457 carried out by community safety educators, 34 were carried out by partners and 2 were unknown.

4.2 Home safety feedback surveys – April to August 2023

There have been 533 home safety feedback surveys April to August 2023. This is 343 lower than the 3-year average figure of 876.

Of the 533 surveys, 480 were first visits and 53 were repeat visits. Of the 480 first visits, 100% were satisfied and of the 53 repeat visits, 100% were satisfied. The previous year shows there were 1276 surveys, with 1075 first visits and 201 repeat visits.

August 2023

For August, we have received 120 home safety feedback surveys, which is 22 more than in July (98). Of this, 116 were first visits in August, which is 28 more than in July (88) and 100% were satisfied. There were 4 repeat visits in August, which is 6 lower than in July (10) and 100% were satisfied.

5.1 The % of fire safety audits that result in action plans and enforcement notices – April to August 2023

There have been 529 fire safety audits carried out April to August 2023 and there have been 87 action plans or enforcement notices. The number of fire safety audits carried out is 215 more than the 3-year average of 314 and the number of action plans or enforcement notices is 44 more than the 3-year average of 43.

The Fire Protection Department continues to benefit from an increase in establishment and therefore an increase in the number of qualified Fire Safety Inspecting Officers. This is reflected in the annual target figure for the Risk Based Inspection Programme (RBIP). Integral to the RBIP is the percentage figure of Fire Safety Audits that result in action plans and enforcement notices as this serves as a barometer as to whether the RBIP is identifying suitable premises to carry out a Fire Safety Audit in order to ensure 'safer people' 'safer places'.

August 2023

For August, there were 96 fire safety audits carried out, which is 7 more than in July (89). There were 21 action plans or enforcement notices issued, which is 7 more than was issued in July (14).

5.2 Fire protection Survey – Overall how satisfied were you with the service received – April to August 2023

There have been 93 completed surveys received April to August 2023 and 93 were satisfied with the service they have received. At present surveys are only sent to people after a fire safety audit has been completed. The number of completed surveys received is 38 more than the 3-year average of 55.

August 2023

For August, there were 13 completed surveys received and all 13 were satisfied with the service they have received. This is 3 lower than there were completed in July (16).

50

6.1 Average number of days/shifts lost to sickness by operational staff per person – April to June 2023

An average of 1.68 days/shifts per person were lost to sickness of operational staff during April to June 2023, compared to the 3-year average of 1.57 days/shifts lost per person. Covid data is now included in the 1.68 days/shifts lost, so if that was compared to the average when Covid data was reported separately, it would be 0.18 days/shifts lost lower (1.86 days/shifts lost). In total, there have been 649.78 days/shifts lost to sickness, compared to the 3-year average of 588.80 days/shifts lost. With Covid data included on the previous 2-year average, there were 752.62 days/shifts lost. Covid data is averaged on the previous 2 years' data.

The 649.78 days/shifts lost April to June 2023 can be broken down further:
There were 187.87 short term days/shifts lost, a decrease of 10.69 days/shifts lost compared to the 3-year average of 198.56 days/shifts lost.

There were 461.91 long term days/shifts lost, an increase of 71.67 days/shifts lost compared the 3-year average of 390.24 days/shifts lost.

In total, there have been 16.21 days/shifts lost to Covid April to June 2023, compared to the 2-year average of 163.82 days/shifts. The Covid data for comparison is based on the last 2 years from the start of the pandemic.

In respect of the number of times personnel had short term sickness, there were 85 instances, of which 6 instances were Covid related sickness, as well as 25 long term sickness instances, so the impact of Covid has significantly reduced compared to the previous 2 years. There was a total of 104 instances of Covid related sickness in 2022/23 and 432 instances of Covid related sickness in 2021/22, so there has been a significant reduction. A full detailed report on sickness, including reasons for sickness is produced quarterly.

Table 25: The total operational sickness – April to June 2023

Operational Sickness

Wholetime	Short Term Sickness Days/Shifts Lost	Long Term Sickness Days/Shifts Lost	Total Sickness Days/Shifts Lost	Average FTE	Average No of Days/Shifts Lost per person
20 - Loughborough	19.50	41.00	60.50	29.33	2.06
23 – Eastern	20.00	72.00	92.00	35.00	2.63
24 – Western	16.10	122.50	138.60	23.00	6.03
30 – Central	13.00	37.00	50.00	33.67	1.49
40 – Southern	19.00	0.00	19.00	24.00	0.79
Total	87.60	272.50	360.10	145.00	2.48
DC					
21 – Melton	1.27	0.00	1.27	9.00	0.14
36 – Market Harborough	8.21	0.00	8.21	7.33	1.12
37 – Lutterworth	4.48	24.19	28.67	7.33	3.91
Total	13.96	24.19	38.15	23.67	1.61
DCP					

51

18 – Castle Donington	2.54	0.00	2.54	7.00	0.36
19 – Birstall	6.58	7.27	13.85	10.50	1.32
31 – Wigston	9.84	0.00	9.84	7.00	1.41
33 – Oakham	13.26	0.00	13.26	8.33	1.59
38 – Hinckley	6.99	11.01	18.00	5.00	3.60
Total	39.21	18.28	57.49	37.83	1.52
1212					
25 – Coalville	14.60	9.44	24.04	21.00	1.14
Total	14.60	9.44	24.04	21.00	1.14
Control	9.50	87.00	96.50	27.00	3.57
Non Station	23.00	50.50	73.50	132.50	0.55
Total Operational	187.87	461.91	649.78	387.00	1.68

6.2 Average number of days/shifts lost to sickness by support staff per person – April to June 2023

An average of 1.45 days/shifts per person were lost to sickness by support staff during April to June 2023, compared to the 3-year average of 1.47 days/shifts lost per person. Covid data is now included in the 1.45 days/shifts lost, so if that was compared to the average when Covid data was reported separately, it would be 0.45 days/shifts lost lower (1.90 days/shifts lost). In total, there have been 183.17 days/shifts lost to sickness, compared to the 3-year average of 168.33 days/shifts lost. With Covid data included on the previous 2-year average, there were 239.28 days/shifts lost. Covid data is averaged on the previous 2 years' data.

The 183.17 days/shifts lost April to June 2023 can be broken down further:

There were 47.72 short term days/shifts lost, an increase of 7.14 days/shifts lost compared to the 3-year average of 40.58 days/shifts lost.

There were 135.45 long term days/shifts lost, an increase of 7.70 days/shifts lost compared the 3-year average of 127.75 days/shifts lost.

In total, there have been 8.00 days/shifts lost to Covid April to June 2023, compared to the 2-year average of 70.95 days/shifts lost. The Covid data for comparison is based on the last 2 years data from when the pandemic started. The loss (in productivity) would likely be minimal in comparison to natural 'shifts lost' data. A full detailed report on sickness, and reasons for sickness is produced quarterly.

In respect of the number of times personnel had short term sickness, there were 23 instances, of which 2 instances were Covid related sickness, as well as 6 long term sickness instances. There was a total of 18 instances of Covid related in 2022/23 and 100 instances of Covid related sickness in 2021/22, so there has been a significant reduction.

Table 26: The total support sickness – April to June 2023

Support Sickness

Support	Short Term Sickness Days/Shifts Lost	Long Term Sickness Days/Shifts Lost	Total Sickness Days/Shifts Lost	Average FTE	Average No of Days/Shifts Lost per person
Business Support	10.45	93.00	103.45	37.22	2.78
People and Organisational Development	6.16	0.00	6.16	22.49	0.27
Community Risk	4.00	0.00	4.00	29.98	0.13
Corporate Support	5.00	0.00	5.00	2.00	2.50
Operational Response	8.00	4.00	12.00	13.41	0.89
Service Assurance	14.11	38.45	52.56	21.23	2.48
Total Support	47.72	135.45	183.17	126.34	1.45

6.3 Average number of staff on modified duties for the entire month – April to August 2023

There have been on average 5.00 members of staff that have been on modified duties for the entire month from April to August 2023. This is 1.32 lower than the 3-year average of 6.32.

The breakdown includes 3.00 from Wholetime, 2.00 from On-Call and 0.00 from Support.

August 2023

The breakdown of 3 members of staff on modified duties for the entire month in August:
- Wholetime - 1 – 1 Non-Station.
- On-Call – 2 – 1 Lutterworth and 1 Market Harborough.
- Support - 0.

6.4 Average number of staff on modified duties at some point throughout the month – April to August 2023

There have been on average 15.60 members of staff that have been on modified duties at some point throughout the month from April to August 2023. This is 2.54 more than the 3-year average of 13.06.

The breakdown includes 11.80 from Wholetime, 3.20 from On-Call and 0.60 from Support.

August 2023

53

The breakdown of 14 members of staff on modified duties at some point throughout the month in August:
- Wholetime – 9 – 3 Central, 1 Control, 1 Eastern, 1 Loughborough,1 Melton, 1 Southern and 1 Western.
- On-Call – 3 – 2 Coalville and 1 Kibworth.
- Support – 2 – 1 Community Risk and 1 Training School.

54

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 20 September 2023

**Subject: Service Development Programme and 'Our Plan 2020-24' –
                Appendix A tasks**

Report by: Callum Faint, Chief Fire and Rescue Officer (CFO)

Author: Chris Moir, Planning Manager

For: Information

Purpose

1.   The purpose of this report is to inform the Corporate Governance Committee
      (CGC) of progress made since July 2023 in the delivery of projects within the
      Service Development Programme and the tasks included in Appendix A of Our
      Plan 2020-24.

Recommendation

2.   The Corporate Governance Committee is asked to note the progress made
      since July 2023 in the delivery of projects within the Service Development
      Programme and the tasks that are included in Our Plan 2020-24.

Executive Summary

3.   Progress is reported in respect of 13 projects that are currently in various
      stages of development or implementation. The report also includes progress
      against the 20 tasks from Appendix A of Our Plan 2020-24.

Background

4.   A summarised update is provided on the status of the projects that are currently
      being delivered by staff and officers.

Service Development Programme - Project Updates

Views Replacement

5.   The project will replace the decommissioned 'views system' previously used for
      performance management and will seek to implement additional planning, risk
      management and project monitoring capability.

6.   Following the appointment of the BI Developer, most of the reports currently
      provided from the initial data warehouse have now been replicated to run from
      the replacement data warehouse and tabular model. Following final checks, all

replacement IRS Key Performance Indicators (KPIs) reports will be available from the replacement data warehouse, this includes incidents, casualties and fatalities and response times for life risk, non-life risk and primary fires. Reports have also been developed for Fire Protection and Community Safety KPI monitoring and are currently being reviewed by subject matter experts to verify data.

<u>FireWatch Project</u>

7.   This is a project to develop and improve the functionality of FireWatch, the HR and personnel recording system.

8.   Following the completion of stage 2 elements and the decision to focus upon the cloud migration of FireWatch, a highlight report was provided to the Tactical Management Team (TMT) and Senior Leadership Team (SLT) Programme Board regarding this position. It has now been identified that a cloud solution for FireWatch would not allow data to be surfaced for the replacement mobilising system, and as a result it is proposed that the project be paused. SLT has requested an update report be provided to clarify the current position and the proposed way forward. The project board will meet shortly to discuss the current issues and agree a way forward, at which point an updated report will be submitted.

<u>Learning Management System (Oracle) Project</u>

9.   This is a project to develop a comprehensive Learning Management System.

10.   The SLT Programme Board recognised the significant work that has been completed in delivering this project. The board also acknowledged that further work is required in some key areas to support essential changes to ways of working and embedding deliverables.

11.   It is acknowledged that end users are concerned that the oracle system could be more user friendly and would benefit from additional work to further embed champions across stations and automate data transfer between Oracle and other systems.

12.   Following discussion at the Programme Board in July, the Project Board has been tasked to review the current position regarding the Oracle system and identify further actions and a way forward to address concerns. The board has not yet had an opportunity to meet to discuss the issues and an update report will be provided once a way forward is agreed.

<u>Microsoft 365 Migration Programme</u>

13.   This is a Programme of three projects to migrate LFRS to cloud based Microsoft 365 in the Cloud. The individual projects are:

-    Exchange Migration – now complete

- Microsoft 365 Information Architecture and Governance
- SharePoint Migration, OneDrive and Teams

14. The three projects are governed by the same Programme Board and each of the projects will have an individual Project Initiation Document (PID) and separate project teams appropriate to the project. The PID for the final project within the programme - SharePoint Migration and Rollout - was approved by SMT Project and Programme Board in January 2023. The programme was due to be completed by July 2023 but following approval of an exception report in July this has been extended to January 2024.

SharePoint Migration and Rollout Project

15. This project is the final project in the Microsoft 365 Programme, and will complete the migration of Officer's OneDrives, introduce a new intranet, and migrate SharePoint team sites for support departments and stations.

16. Following engagement with the project board regarding licence options for deploying to station computers it is proposed to provide device-based licences, rather than individual licences. To evaluate the suitability of this, eight licences have been purchased to facilitate a trial at Birstall Station. If the licence arrangements are considered successful, minimising disruption to operational staff using shared computers, further licences will be purchased, and arrangements deployed to all shared station computers during August and September.

17. To allow OneDrive and Teams training to be cascaded to operational staff, a train the trainer approach is being adopted. Several station-based volunteers have been trained over three sessions and a further two sessions are scheduled.

Corporate Workwear Project

18. A project to procure replacement corporate workwear and undress uniform provision.

19. The project has completed the Undress Uniform element of the project and details of how staff may access this have been communicated. The Standards of Appearance Procedure has now been approved by TMT and is expected to be published in September subject to consultation and approval at Staff Consultation Forum (SCF).

20. The project has been subject to delays due to international supply issues related to some items of workwear. Hunter Apparel, the chosen supplier, has now resolved these issues and outstanding items have been received by the supplier and are expected to be in Service over the coming month, enabling the replacement workwear to be rolled out from 1 October 2023.

Western Station Redevelopment Project

21. This is a project to refurbish Western Fire and Rescue Station to update and futureproof facilities.

22. An above ground diesel tank has now been installed at the station and works to rewire and refresh the appliance bay have now been completed. Some snagging issues are still outstanding. Following completion of these the project will be closed, which is expected to take place by the end of September 2023. An opening event has been planned for 24 October 2023.

Fleet Replacement Project 2022-2024

23. This project includes: seven new appliances, the provision of Variable Response Vehicles (VRVs), ten electric vans, replacement of the estates and workshop vans and a refurbishment of one command support vehicle).

24. Fire Protection cars have been provided and the seven type B pumping appliances are currently on order from Emergency One following completion of a procurement exercise.

25. Project budgets have now been updated to reflect CFA approvals on the fleet replacement programme, and the inclusion of additional vehicles within the project.

26. The first Variable Response Vehicle has been delivered to Workshops, with the second expected during October. All required equipment is now stowed on the first vehicle, and following a period of training and familiarisation the vehicle will be available for operational activity.

Contaminants Project

27. The project will oversee the implementation of tasks, identified from several sources, in relation to reducing the potential impact of contaminants on staff, partners and members of the public who are in contact with effluents during or following fire related incidents.

28. The first two stages of the project are now complete and following approval of an exception report at the July TMT, stage 3 will now end in December, allowing completion of an extended trial across five operational sites to ensure the revised cleaning procedures etc. are suitable and robust.

Market Bosworth Station Refurbishment Project

29. The project will implement the refurbishment of Market Bosworth Fire Station.

30. Following approval of an exception report in April, stage 1 of the project was extended to August 2023 and stage 2 to October. Stage 1 is progressing well; planning permission has now been granted and final internal designs are being

developed with the ongoing engagement of operational staff. Designs include full consideration of the impact of contaminants with support of the Health and Safety team. A tender process, which is being managed with the support of external specialists, is in progress as the final element of the current stage.

Community Risk Management Plan Project 2024-2028

31.   This project will develop proposals for the Community Risk Management Plan 2024-28. The project will develop and complete a public consultation regarding the proposals and analyse and present the outcomes of the consultation to the Combined Fire Authority (CFA) for review and approval. A communication plan is being implemented and the consultation questionnaire has been agreed with support from Leicestershire County Council.

32.   Following approval of the consultation proposals at the CFA meeting in July, stage 1 of the project is now complete, with the public consultation having gone live on 1 September 2023 for a 12 week period.

Water Rescue Capability Uplift Project

33.   This project will carry out a trial to identify suitable equipment and specialist Personal Protective Equipment (PPE) before facilitating additional water rescue capability at Loughborough, Birstall, Oakham and Wigston as part of the CRMP. Training will be provided as part of the project, mobilising arrangements updated, including upskilling of Flexi Officers. The first stage of the project will review existing arrangements for water rescue, complete a training needs analysis for the project and carry out a trial to identify preferences for specialist PPE provision and will be completed by October 2023.

Replacement Mobilising System Project

34.   The Service has contracted with Motorola to provide a cloud based mobilising system to replace the current Systel system. This will be a Leicestershire standalone solution moving away from the existing Tri Service arrangement. The first stage of the project will begin to clarify data requirements and facilitate the installation of a replacement ICCS (Integrated Communication Control System) which is due to be implemented by December 2023. The full replacement solution is expected to be in place for July 2024, allowing the decommissioning of the current Systel system at the end of October 2024.

Our Plan Action Plan 2020-24 - Appendix A Tasks

Aim 1 – We want to achieve fewer incidents with lower impact

Continue to undertake our education and enforcement activities, targeting those most at risk.

35. During the first quarter of 2023-24 the Fire Protection team completed 289 Audits against the Risk Based Inspection Programme, meaning the service is on course to meets its 2023-24 target of 1040. A further 50 Audits have been completed, generated by concerns from partner agencies, members of the public and operational crews.

36. The Fire Protection Team is progressing well in meeting its HMICFRS areas for improvement with 97.3% of Building Regulation consultations completed on time. This is an increase from 80% at the same point last year. This has been achieved by putting in place a new process to manage the incoming consultations and upskilling staff using the Protection Uplift Grant.

37. The Service continues to prepare for changes in legislation coming into force in October 2023. This will see the Building Safety Regulator go live. This is being managed for the East Midlands region by Leicestershire. This will lead to improved regulation and compliance of higher risk buildings including Tall Buildings.

38. The Community Safety team has completed 1024 home safety checks this year so far. They target the most vulnerable in the community by using a person centred approach, providing advice and onward referrals to ensure visits improve quality of life outcomes, and lead to reduced demand for services. Community Educators continue working with partner agencies on high risk cases by contributing in multi-agency meetings, carrying out follow up visits to check and support behaviour change to improve safety.

39. The Road Safety Team engaged with the young farming community, delivering fatal four presentations and hazard express. A targeted approach was adopted as recent statistics show that rural young drivers are 37% more likely to be involved in a collision than those who live in an urban area. School engagement continues to target 16-21 year old students by visiting schools delivering road safety presentations. A Biker Down course has also been delivered in conjunction with Harley Davison who are also encouraging motor cyclists to attend the course.

40. In response to a water fatality involving a child, the team, in partnership with The Canal and River Trust, is working with local businesses to improve water safety. In addition, a school water safety presentation has been designed and filmed for 7-13 year olds.

Deliver the required improvements identified in the reports following the Grenfell fire.

41. LFRS has six actions remaining open from the 46 total actions associated with the Grenfell Fire Enquiry, all of which are receiving ongoing work. The actions are managed via the Organisational Learning Board, which has recently been re-titled from the Operational Learning Board to recognise the wider scope of its work across LFRS.

42. The Control Room Manager is in liaison with East Midlands Ambulance Service to follow on work from the previous quarter with Leicestershire Police to be able to provide standardised and consistent fire survival guidance across all three blue light services.

43. An interim checklist solution for inspections of tall buildings by operational crews (Fire Service Act 2004, section 7.2.d) has been drafted to provide enhanced site specific risk information relative to these types of complex buildings. This interim solution is designed to dovetail to a future electronic software solution to improve the management of premises risk, including tall buildings within Leicester, Leicestershire and Rutland.

Ensure effective risk management at incidents by improving assurance processes.

44. The software solution for reporting of safety events is now embedded and access to improved data to analysis direct and root causes has become established. This is facilitating more efficient and effective safety event reports to inform changes to practices and equipment. Ongoing development of the system is still in progress to facilitate mobile device access.

45. Operational Assurance has reacted to the need to share learning more quickly from incident debriefs and assurance processes by publishing a number of Organisation Learning Notes (OLN's) and undertaking Short Operational Audits. OLNs are published where equipment and procedures are sufficient but a gap in knowledge of staff has been identified via assurance processes. An OLN will reconfirm the correct procedures to follow for identified themes. A recent example includes the correct use and capability of the gas monitoring equipment.

46. Short Operational Audits are undertaken to review the 'on the ground practices' against the published procedure to assure compliance. Recent short audits include Asbestos contamination recording and breathing apparatus briefing log usage.

Develop and maintain plans or procedures for the top 10 risks identified on the Community Risk Register.

47. The Service's Corporate Risk and Resilience Manager has set up and chairs a new Local Resilience Forum Risk Assessment Working Group. This has been brought together to assess local risk and develop a Community Risk Register, as required by the Civil Contingencies Act 2004.

48. Within the Service, the department has completed the programme to test back up power arrangements at all fire stations and assisted the Estates Department in the making improvements and addressing issues found. This is linked to the programme of works to improve resilience to the widespread power outage risk.

Aim 2 – Respond effectively to incidents

<u>Use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes.</u>

49.   During April to August, the Service has attended a total of 372 life risk incidents. The average response time is 11 minutes 15 seconds. To assist in achieving this, the Service relocates its appliances from their usual base, whilst other crews are committed at operational incidents or whilst they are training. Tactical Response Vehicles are used at locations where crewing levels are reduced, to help crews reach life risk incidents as quickly as possible. Within the City areas, attendance is under 10 minutes. Other districts are over the 10 minutes response time due to the travel times.

<u>Use our firefighters efficiently and flexibly to maximise our appliance availability.</u>

50.   To support maximum appliance availability, the Service has relocated Firefighters from their usual work base to support other stations on 424 occasions. This included On-Call staff working at whole-time stations on 41 occasions, whole-time staff working at On-Call stations on 25 occasions, and whole-time staff working at another whole-time station on 358 occasions.

<u>Implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus (DCP) duty system.</u>

51.   The CFA has previously approved changes to Day Crewing Plus (DCP) duty system operating stations and these have now commenced. On 6th February 2023 Coalville Station was the first station to transition from DCP to a 12 hour self-rostering shift. Five further stations will transition to alternative shift patterns with the final station transitioning in April 2025. The Service is currently working to change Hinckley station to 12 hour self-rostering shifts in January 2024.

<u>Undertake Operational exercises with neighbouring Fire and Rescue Services and multiagency partners to test our interoperability and ensure efficient and effective response.</u>

52.   This year operational exercises have been completed with other Fire and Rescue Services and partner agencies. These have included a multi agency flood exercise, prisons, tall buildings and rail.

Aim 3 – Deliver value for money quality services

<u>Purchase a second high reach appliance to replace the older one of the two vehicles.</u>

53.   The CFA approved the procurement of a replacement high reach appliance in February 2020 as proposal three of the 2020-2024 Integrated Risk Management Plan (IRMP). The vehicle is now operational and actively attending incidents.

<u>Relocate and centralise our Learning and Development facilities.</u>

54. A report outlining the current progress was presented to the CFA at its meeting on 21 June 2023. A formal project to manage the build of the facility will be established when the location has been finalised and the land purchased.

Continue to collaborate with other blue light services and our partner agencies to support our purpose of 'safer people, safer places'.

55. The Service organised a Biker Down and Hazard Express event at the meet point of the Rutland TT route, engaging with motorcyclists and local residents.

56. An event to inform and educate Bradgate Park Rangers (a water risk site) on methods adopted by the Fire Service at water incidents has taken place. The aim is to work collaboratively with the Police and North West Leicestershire District Council to deliver water safety messages to children and young people through the people zone initiative.

57. Engagement has taken place with Rutland Health 'Housebound Review' Group to identify vulnerable people and referals for HSC's.

58. A Joint Action Group collaborative initiative, targeting areas for anti social behaviour around Eastern Station, whilst giving advice regarding all multi-agency priorities, has been established. This includes a multi-agency patch walk with numerous agenices including identifying anti social behaviour, pest control, City wardens, housing officers, local councillors, police, PCSO's and pest dogs. Fly tipping, fire risks, and pest risks were identified, and engagment with the community regarding fire safety and providing the opportunity to have HSC's took place.

59. Work has taken place, in partnership with AGE UK Dementia, to provide a safe space for their stakeholder group and this will lead to better partnership work and education between the organisations. This may be rolled out to further stations if successful.

60. A new Community Safety Focus Group with Police and local primary and high schools in Melton has been developed. The aim is to meet each half term and discuss community safety related issues. The schools can publish this in emails etc. to parents, and the Fire Service and Police can be reactive to information provided by schools.

Develop the bistro area of the headquarters building to maximise office and training space.

61. Work on the refurbishment of fire stations is currently taking priority, therefore the Bistro development has been delayed.

Refurbish Western Fire and Rescue Station.

62. Project progress is outlined in paragraphs 21 - 22 above.

Aim 4 – An engaged and productive workforce

Design and deliver learning and development interventions that ensure we have a competent, professional workforce who can help our communities.

63.   A series of Core Code of Ethics Workshops have been delivered across LFRS by the Learning and Organisational Development (L&OD) manager, sessions have been facilitated allowing open and productive conversations about ethical behaviour within the workplace and whilst serving our communities. The few outstanding sessions are being planned in for October and November.

64.   A bespoke e-Learning course has been procured to increase staff awareness of Neuro-Diversity (ND). The online course will go live on the Service's learning and development application (Oracle) and will be available to all staff. A day long course by the ND specialist who designed the e-Learning was run in Training and Development for instructors and more have been scheduled, aimed at people who line manage those with ND from September.

65.   Sessions have been delivered by L&OD to a range of staff to support them in interview skills using competencies. More have been scheduled to support the upcoming promotion campaigns, the On-call campaign and ongoing in Service transfers.

66.   Development pathways and portfolios have been designed (Firefighter to Watch Manager initially) to support operational staff who wish to work towards promotion. These will be trialled with various stakeholders during the remainder of the year to gain feedback.

67.   The EDI Manager will be delivering Equality Impact Assessment training which will commence with SLT after September and will then be cascaded out to appropriate managers/authors to ensure understanding and compliance. The existing online material will also be reviewed as part of this initiative.

68.   Collaborating with L&OD in relation to internal positive action initiatives to support retention and progression processes and support available to under-represented groups. The Positive Action statement has been revised and published.

Implement improvements based on the staff feedback to improve the employee experience.

69.   L&OD has reviewed a series of data sets, including the results of recent the cultural survey, HMICFRS reports and historical staff surveys, which has resulted in a report and action plan being created that includes tasks and recommendations for areas of interventions across the Service.

70.   The Personal Development Discussion process has been reviewed and, based on ongoing and extensive feedback, it is now simplified into a one page

document. The 'how to guides' and additional coaching training will accompany the relaunch in October.

71. An EDI Maturity Model exercise has been completed using the National Fire Chief's Council maturity model. This will assist in determining key areas of focus and feed into other appropriate meetings/forums to support standards and behaviours.

72. A number of EDI Champions have been identified across departments and stations who will support the advancement of EDI principles across the organisation.

73. The EDI Manager will be looking to reinvigorate the Staff Networks which have, based on email correspondence with leads, either disbanded or lost membership. WOLFF would appear to be the only proactive staff network currently.

Develop the knowledge, skills and behaviours of our leaders in order for them to engage and motivate their teams.

74. A two day leadership programme for supervisory leaders has been designed in conjunction with an external provider. Five courses have been delivered to support and operational staff with excellent feedback. More courses have been scheduled from September. A two day course for middle managers has been designed and will be delivered from September. Additonal day long courses to further provide bespoke support to Leadership and Management Development such as presentation skills, chairing meetings and effective feedback have been advertised.

75. The introduction of bitesize and EDI specific content is being created which will support leaders across a range of EDI topics – these are being created based on discussions had with crews and identified areas where additional support would be appreciated.

76. Equality Impact Assessment training is also due to be rolled out to managers and policy/procedure owners.

Introduce a range of interventions that prevent workplace stress and help people manage stressful situations.

77. Usage of counselling services provided by Amica remains at a consistent usage level, with 0.8 new cases presenting to Amica each week. Primary reasons for presenting are related to Mental Health, Non-Work-Related Stress and Work-Related Stress. This information will be used to focus future health promotions and interventions.

Take action to get the right people, with the right skills, in the right roles, at the right time and at the right costs who represent the communities we serve.

78. Wholetime Recruitment - The first tranche of firefighters are now in Service, and the second tranche joined the Service on 29 August and will start at the Fire Service College (FSC) on 18 September.

79. The current Wholetime campaign opened on 23 August and closed on 6 September. 292 external applicants and transferees have progressed to interview stage, along with 37 on-call migrations.

80. The On-Call 03/23 campaign has eight successful applicants at conditional offer stage. The On-Call 04/23 campaign achieved 27 applicants, and following the point of entry selection tests, there are five candidates (plus three already in process from the 03/23 campaign) to interview on 13 September. The On-Call 01/24 campaign opened on 16 August and six applications have been received to date.

81. Three Have a Go Days took place before and during the wholetime campaign application stage, on 19 and 20 August at Central Station, and on 27 August at Loughborough Station. Female and BAME only time slots were available.

82. The Station Manager Direct Entry initiative has successfully recruited two candidates,one with a background in the leisure industry, and one from the NHS. Pre-employment checks are underway, including medicals (which take place on 15 September) and fitness testing, and they will join the Service in November / December 2023, and attend the Fire Service College in January 2024.

83. The Internship project was successful, with two interns from Leicester University joining LFRS from 19 June 2023 for six weeks as a Campaigns and Recruitment Communications Intern and Website and Digital Communications Intern.

84. The Diversity Community Engagement Officer has attended Pride, the Caribbean Carnival, the Mela events, and various events held by local communities, schools, colleges and running clubs, and undertaken networking opportunities with Leicestershire Police, West Midlands Fire and Rescue Service, and St. Nicholas Church (an inclusive church in Leicester with a significant LGBTQ+ community). It was also arranged for Radio Leicester to interview a firefighter at Southern Station, to encourage under-represented groups to apply to the Fire Service and promote the upcoming Wholetime campaign.

85. A series of meetings to gather the specific development needs of staff for the next financial year have taken place with the L&OD Advisor and Departmental Heads/Middle Managers.

86. A series of roadshows to Stations and Departements have been booked and these will allow L&OD team to ensure staff are aware of what is available to support their development.

Aim 5 – Provide assurance

Implement the findings from the multiculturalism and fire safety research.

87. The research from the University of Leicester has shaped the Service's approach to multiculturalism. Many elements of the work are now included within the recruitment and positive action activity. The work undertaken by the Diversity Community Engagement Officer is testament to that. The new EDI Manager is now in role and will continue this work as business as usual moving forward.

88. The creation of an EDI calendar to promote key religious/belief days, national EDI initiatives/campaigns and other key Inclusion days/dates has been created and is being populated – this will link to all Station pages and communications will be sent out to encourage the use of the calendar to support local engagement.

Implement our HMICFRS Improvement Plan.

89. The latest HMICFRS inspection concluded on the 23 June 2022. The Inspection Report has been shared with CFA members, staff and the public. The Service achieved the grades of 'Good' for Effectiveness, 'Requires Improvement' for Efficiency and 'Good' for People. The report was overwhelmingly positive with 9 of the 11 categories being rated as 'Good' and only two as 'Requires Improvement'.

90. A new Improvement Plan has been created and is being worked through, which contains 13 Areas For Improvement identified by the Inspectorate. The Service has also decided to include a further four Service Improvement Initiatives, which are additional areas that can be developed despite not being a specific area for improvement. A new HMICFRS Service Liaison Lead is also in place and is visiting the Service regularly.

Achieve compliance with the fire standards approved by the Fire Standards Board.

91. The role of the Fire Standards Board is to oversee the identification, organisation, development and maintenance of professional standards for Fire and Rescue Services in England. 16 Fire Standards have now been published.

92. Leicestershire Fire and Rescue Service recognises these professional standards and are currently working towards compliance. Any identified areas for development will be added to an improvement plan. The standards are now being referenced within the corporate documentation. Further standards are forthcoming, with 18 expected to be in place by the end of 2023. The Fire Standards Board members are visiting the Service in November to meet the Senior Leadership Team and discuss progress.

Improve engagement with our communities.

93. A revitalised approach to the Service's social media strategy has been implemented, emphasising the use of video content to provide the public with a more immersive understanding of the Fire Service's work. The integration of

Nextdoor into outreach efforts has yielded great results, enabling officers to engage with over 73,000 residents from July to early September. These interactions encompassed educational and informative posts, including event promotions. Additionally, Nextdoor has seen its membership surge to over 143,000 residents in Leicestershire

94. Coalville station now has a monthly feature in its local magazine, reaching over 28,000 households across North-West Leicestershire. Collaborating with Community Safety, the Service has contributed articles to the Hinckley and Bosworth Council magazine.

95. The launch of the Community Risk Management Plan (CRMP) consultation has been extensive, spanning all social media channels, the LFRS website, news releases, and email outreach. This comprehensive 12-week campaign includes a Royal Mail leaflet drop. The Service's involvement in the promotion of the Ben Nevis Charity Challenge, British Firefighters Challenge and Station Open Days has further solidified its presence within local communities.

96. Design work within the Service to meet ongoing legal obligations and Service requirements is ongoing. Over this period, various materials have been created, including social media graphics for Business Safety, Wholetime recruitment, charity posters, station open day promotions, student campaign materials, CRMP document and materials, and health and wellbeing booklets. Banners, lamppost signage and more have been produced to allow Stations to promote their activities and campaigns.

97. The Wholetime recruitment campaign was exucuted, achieving fantastic results. The total social media reach was 100,680. Have A Go Day attendees was 83 and there were 358 applications in total.

98. The Communications Team also provided photography and videography services for 34 activities during this period, and are also leading a new initiative to create a professional video for the BikerDown campaign #DoItForDave.

99. During this period, the team has offered crucial support during several significant incidents, notably the Evington Drive incident. Numerous media inquiries were handled, radio interviews arranged, and communities were well-informed about ongoing developments and vital safety information. 31 media enquiries were managed, radio interviews were conducted for the British Firefighter Challenge, Radio Leicester Make a Difference Awards, the Great North Run and Firefighter recruitment. Press releases were created for advertising the CRMP, the wholetime recruitment launch and the house fire on Evington Drive.

100. The Annual Equalities Report has been finalised and has been presented to CFA and signed off. The report is now live both internally and externally. The EDI Manager will be reviewing the report provided for 2023 – 24 to include relevant comparison data with regional fire services, and against relevant census data, which will provide a more transparent and inclusive element to the report going forward.

Report Implications/Impact

101. Legal (including crime and disorder)

   Legal issues are dealt with within each project or task. There are no legal impacts arising from this report.

102. Financial (including value for money, benefits and efficiencies)

   Financial issues are dealt with within each project or task. There are no financial impacts arising from this report.

103. Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)

   None.

104. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

   Stakeholder engagement is considered within the delivery of each project or task. An Equality Impact Assessment will be undertaken where necessary on all activities.

105. Environmental

   Environmental impacts are considered within the delivery of each project or task. There are no environmental impacts arising from this report.

106. Impact upon Our Plan Objective

   These projects and tasks are designed to assist the CFA in meeting all of the objectives detailed in 'Our Plan 2020-24'.

Background Papers

None.

Officers to Contact

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<p align="right"># Agenda Item 9</p>

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 20 September 2023

Subject: Progress against the Internal Audit Plan 2023/24

Report by: The Treasurer

Author: Neil Jones, Head of Internal Audit and Assurance Service Leicestershire County Council

For: Information Only

Purpose

1. The purpose of this report is to provide the Corporate Governance Committee (the Committee) with an update of progress against the Internal Audit Plan for 2023/24.

Recommendation

2. The Committee is asked to note the report and in particular that:

   a) Three legacy partial assurance report ratings containing high importance recommendations remain outstanding and the ACFO (Service Support) continues to work to bring timely resolutions to these outstanding actions;

   b) Work is progressing well with the 2023/24 audit plan and is at the stage anticipated for this time of year.

Executive Summary

3. One of the functions of the Corporate Governance Committee is to monitor the adequacy and effectiveness of the internal audit function and, specifically, to monitor progress against the internal audit plan through the receipt of periodic progress reports. Background information on the statutory and constitutional requirements for internal audit, working arrangements and information on assurance gradings is contained in Appendix 2 to this report.

4. The Internal Audit Plan for 2023/24 was approved by the Committee at its meeting on 15 March 2023. Progress against planned work is summarised below and is then reported in more detail in Appendix 1. Updates to the 2023/24 plan are shown in **bold** font.

5. The approved plan identified auditable areas, which also included follow-up on the implementation of high importance recommendations, and an allowance for 'client' management activity (report to committees, planning, advisory etc.). The number of days purchased is 85 days per annum.

6. Three legacy partial assurance reports containing high importance recommendations (Contract Procedure Rules, Key ICT Controls and BACS audits) respectively remain in the Committee's domain as further testing has indicated these have not yet been addressed. Detail is included at paragraph 12 below.

    Progress against the 2023/24 Internal Audit Plan:

7. There were ten potential auditable areas within the approved 2023/24 Internal Audit plan. At the meeting of this committee on 13 July 2023, it was agreed that one audit (relating to Learning and Development) would be replaced by an audit of the of the Risk Based Inspection Programme. Of these ten individual pieces of work, progress can be summarised as follows:

    - All prior year (22/23) audits have been completed
    - Two current year audits have been finalised and reported
    - One current year audit is at draft report stage
    - Six current year audits are at various stages of work in progress
    - One current year audit has not yet started

Background

8. The Committee is provided with a summary report of internal audit work undertaken in the period since the last meeting. Where applicable, an individual 'opinion' on each audit assignment is reported, for example to what extent risk is being managed. The four levels of assurance are: full; substantial; partial and little. Further details explaining the levels of assurance are included at Appendix 2.

9. An assurance type audit report containing at least one high importance recommendation (see Appendix 2) would normally be classified as 'partial' assurance. Consulting type audits might also result in high importance recommendations.

10. The current position (and any outcomes) as at 8 September 2023 has been mapped onto the plan agreed by the Committee at its meeting on 15 March 2023. This forms Appendix 1 and is summarised as:

Status of work	Additional Commentary
Eight Prior Year 202223 Reports Completed *Reference in 2023/24 plan is 24/01*	• Safeguarding – 23/02 • Fire Protection – 23/03 • Key Financial Systems – Reconciliations and Balances 2022/23 (*) – 23/04 • Key Financials Payroll (*) – 23/05 • Key Financials Pensions (*) – 23/06 • ICT Controls 2022/23 (*) – 23/07 • Human Resources – 23/10 • Counter Fraud: Bank Mandate Fraud – 23/11
Two audits finalised and reports issued	• Counter Fraud National Fraud Initiative – 24/07 – Report stage • Contingency – Emerging Issues – Counter Fraud VAT Numbers – 24/11a
One audit at draft report stage	• Contract Procedure Rules and associated Policies and Processes – 24/08
Six audits at various stages of work in progress	• Key Financial Systems – Reconciliations and Balances – 24/03 • Key Financials Payroll – 24/04 • Key Financials Pensions – 24/05 • ICT Controls – 24/06 • Human Resources – Recruitment and onboarding processes – 24/09 • Risk Based Inspection Programme (RBIP) – 24/10b
One audit not yet started	• ICT System and Process Connectivity – 24/02
One audit where a change to plan has been approved by the committee	• Learning and Development 24/10a (replaced with a Risk Based Inspection Programme (RBIP) audit)

* May be utilised by the external auditor in planning their audit risk-assessment and their work in forming an opinion on the CFA's value for money arrangements.

Changes to Plan/Additional Time

11. The approved plan was a statement of intent and whilst every effort will be made to deliver it, it is recognised that this needs to be flexible and it may be

necessary to revise activities in response to changing circumstances or emerging risks. Therefore, during the year, Leicestershire County Council Internal Audit Service (LCCIAS) will report to the Committee any audits that will not be undertaken as part of the 85-day coverage and the rationale for such decisions, including where other lines of defence are deemed sufficient. Any additional audits that have been requested will also be reported. As stated previously, at the meeting of this Committee on 13 July 2023, it was agreed that one audit (relating to Learning and Development) would be replaced by an audit of the of the Risk Based Inspection Programme.

High Importance Recommendations

12. Three partial assurance reports and associated high importance recommendations currently require progress updates to be reported back to the Committee in order to provide assurance that they have been adequately addressed. Updates in respect of these audits are as follows:

Audit Name/Date	Ref	Area of focus/Date for review/date to report back to committee
Contract Procedure Rules	Ref 22-09	The areas we have re-tested relate to: • All contract documentation being held on the Blue Light Database (BLPD) • All contracts located or a copy obtained from the supplier • Holding records electronically on the database. • Training procuring managers and administrators • Monitor successful delivery of training • Periodic benchmarking or market testing is completed and retained to ensure value for money when purchasing multi-items from a single supplier with no contract. The collective effect of the control weaknesses in the areas above previously resulted in the original report(s) being a partial assurance rating. A draft follow up report has been issued and a further update will be made to the next Committee as an

		extensive 'requirements assessment' has been led by the ACFO Service Support in order to identify and address all outstanding issues in a timely manner.
ICT Controls 2021/22 (*)	Ref 22/07	The two high importance recommendations in respect of Disaster Recovery (DR), originally due for implementation approximately one year ago, were retested, as part of our 2022/23 coverage and were found to remain outstanding.

As notified at the meeting of this Committee on 13 July 2023 the agreed Management plan to address the recommendations is on a staged basis, through to the end of the calendar year. This will mean these two high recommendations will be within the committee's monitoring for several more meetings. |
| Accounts Receivables – BACS Payment Process | Ref 22/11 | This recommendation was followed up as part of our 22/23 Counter Fraud Bank Mandate fraud coverage. There has been an on-going delay in producing an independent non-editable daily report of supplier bank account changes. A report has now been produced in a test environment and will be tested by Internal Audit prior to sign off.

Note: Interim checks and controls have been implemented, which provide a certain level of assurance. |

Report Implications/Impact

13. Legal (including crime and disorder)

Section 112 of the Local Government Finance Act 1988 requires that the CFA '…shall make arrangements for the proper administration of its financial affairs' and to ensure that '…one of its officers has responsibility for the administration of those affairs'. Within the CFA this officer is the Treasurer, and this is reflected in the CFA's Constitution.

The Accounts and Audit Regulations 2015 require under Part 2 'Internal Control' at Regulation 5(1) that, 'A relevant authority (including fire authorities) must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance'.

14. Financial (including value for money, benefits and efficiencies)

There are no direct financial implications arising from this report. However, as a result of the work carried out, assurance regarding the operation of key financial systems is gained and there would be an expectation that implementing internal audit recommendations could improve effectiveness, efficiency and economy. – Stuart McAvoy, Head of Finance, Leicester City Council, 0116 454 4004 stuart.mcavoy@leicester.gov.uk

15. Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)

Internal audit provides reassurance that effective governance, risk management and internal control procedures are in place. Internal audit reports are used to inform the Treasurer and the Chief Fire and Rescue Officer of the detailed findings of the audit and highlight actions that are required to safeguard the CFA's interests.

16. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)

None.

17. Environmental

None.

18. Impact upon Our Plan Objectives

The provision of a robust internal audit function assists both effective and efficient management and good corporate governance. This should assist with meeting the challenges outlined in the CFA's Finance and Resources and Governance Strategies.

Background Papers

Internal Audit Plan 2023-24 (Corporate Governance Committee - 15 March 2023)

https://leics-fire.gov.uk/wp-content/uploads/2023/03/item-10-internal-audit-plan-202324.pdf

https://leics-fire.gov.uk/wp-content/uploads/2023/03/item-10-appendix-internal-audit-plan-for-leicestershire-fire-and-rescue-service-20232024.pdf

Internal Audit Charter (Corporate Governance Committee - 13 March 2019)
https://leics-fire.gov.uk/wp-content/uploads/2019/03/the-internal-audit-charter-for-the-cfa-february-2019-1.pdf

https://leics-fire.gov.uk/wp-content/uploads/2019/03/appendix-1-the-internal-audit-charter-for-the-cfa-february-2019-1.pdf

Appendices

Appendix 1 - Progress against the Internal Audit Plan 2023/24 as at 8 September 2023

Appendix 2 - Statutory and constitutional requirements and working arrangements

Officers to Contact

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Appendix 1 – Progress against the Internal Audit Plan 2023-24 at 8 September 2023

Audits marked (*) may be utilised by the external auditor in their annual assessment of the likelihood of material misstatement in the Authority's financial accounts so the detailed scope will be subject to the External Auditor's (EA's) approach

ToE – terms of engagement

HI – *high importance recommendation*

Institute of Internal Auditors definitions: -

- The first line of defence – functions that own and manage risk
- The second line of defence – functions that oversee or specialise in risk management, compliance
- The third line of defence – functions that provide independent assurance, including internal audit.

Work completed (to at least draft report issued stage or complete for the financial year)

No.	Category	Auditable area	Potential assurance requirements….	Position at 08/09	Summary of High Importance recommendations	Opinion
24/1	Various	Completion of any residual work on 22/23 audits	Completion of any residual work on 22/23 audits	All 8 Final Reports issued as follows: Safeguarding Fire Protection HR Recruitment & Retention Key Financial Systems Recs & Balances Key Financials Payroll Key Financials Pensions Key Financials ICT Controls *1 Bank Mandate Fraud *1	All prior year reports issued	6 x Substantial and 2 x partial (see *1)
24/7	Internal Control	Counter Fraud: National Fraud Initiative	• Ensure relevant output reports are assessed with the overall objective of results being correctly interpreted and investigated with	**Final Report Issued closing off all work undertaken during the for the 22/23 National Fraud Exercise.**	N/A	N/A

			due regard for a segregation of duties.			
24/8	Internal Control	Contract Procedure Rules and associated Policies and Processes	Further follow up of key areas that previously resulted in partial assurance reporting	**Draft report with client**	N/A	N/A
24/11	Various	Contingency - Emerging Issues				
		Counter Fraud VAT Numbers	Data Analytics check that supplier VAT numbers are valid	**Final report issued**	N/A	Substantial
		Advice	Contributions to reports on mobilisation and governance update including providing additional controls in the revised Anti-Fraud and Corruption policy and procedure	Complete	N/A	N/A
			Assist the Monitoring Officer in planning the appointment of Independent Members	**On-Going**		

			of the Corporate Governance Committee			

Work in progress

No.	Category	Auditable area	Potential assurance requirements….	Position at 28/06	Summary of High Importance recommendations	Opinion
24/3	Internal Control	Key Financial Systems – Reconciliations and Balances	• Key reconciliations and other agreed in scope processes are undertaken accurately and promptly (*Note, where applicable this will include follow up of any recommendations in the Auditor's Annual Report*).	Terms of engagement being compiled in order to start testing in a timely manner in late Q3 *Note: Testing could not be completed until quarter 4 to allow enough testing periods from the current financial year in order to provide a representative 23/24 sample.*	N/A	N/A
24/4	Internal Control	Key Financials Payroll	• Payroll Starters, leavers, and variations to pay are valid and accurately accounted for	Terms of engagement being compiled in order to start testing in a timely manner in late Q3 *Note: Testing could not be completed until quarter 4 to allow enough testing periods from the current financial year in order to*	N/A	N/A

24/5	Internal Control	Key Financials Pensions	To provide assurance regarding operational processes for Fire Fighter Pensions. Topic area(s) will be risk assessed and then selected from the following: • Starters, leavers, and variations to pension are accurately accounted for in respect of pensionable adjustments required. • Contribution banding, pensions increases, and dependants' pension requirements are correctly applied. • To review the validity and accuracy of	*provide a representative 23/24 sample.* Terms of engagement being compiled in order to start testing in a timely manner in late Q3 *Note: Testing could not be completed until quarter 4 to allow enough testing periods from the current financial year in order to provide a representative 23/24 sample.*	N/A	N/A

84

			calculations with regard to payments for new pensions and lump sums			
24/6	Internal Control	ICT Controls	• Robustness and integrity of the ICT infrastructure and associated applications that either directly or indirectly contribute to the production of the financial statements or associated management decision making	Terms of engagement being compiled in order to start testing in a timely manner in late Q3, however updates regarding the DR Strategy and testing will be undertaken in an on-going timely manner in order to report back to each committee. *Note: Testing could not be completed until quarter 4 to allow enough testing periods from the current financial year in order to provide a representative 23/24 sample.*	N/A	N/A
24/9	Internal Control	Human Resources – Recruitment and onboarding processes	• Recruitment and onboarding processes is robust and maximises system-based efficiencies and	**Testing commenced**	N/A	N/A

7

No.	Category	Auditable area	Potential assurance requirements….	Position at 08/09	Summary of High Importance recommendations	Opinion
24/10 b	Internal Control	Risk Based Inspection Programme (RBIP)	• Risk Based Inspection Programme is robust and targets the correct high-risk buildings within its remit.	**Terms of Engagement Agreed** **At testing stage**	N/A	N/A

Audits not started

No.	Category	Auditable area	Potential assurance requirements….	Position at 08/09	Summary of High Importance recommendations	Opinion
24/2	Governance	ICT System and Process Connectivity	• A high-level review to ensure that all key ICT systems and processes within the service and/or outsourced by the service are able to seamlessly connect/communica	Timing to be agreed	N/A	N/A

			te where required/desired			

Areas of the original plan that will not be undertaken and associated rationale/associated substitute job(s)

No.	Category	Auditable area	Potential assurance requirements….	Position at 08/09	Summary recommendations	Opinion
24/10a	Internal Control	Learning and Development	• Mandatory learning and development requirements are identified, addressed and evidenced within a satisfactory period for all new starters and refresher training is undertaken and evidenced in a timely manner for all existing employees.	**Committee approval on 13 July 2023 to replace this audit with the Risk Based Inspection Programme Audit detailed above** *(Due to a service restructure which has seen the roles and responsibilities for the function move Directorate. To give the new managers the opportunity to embed within the function, it has been agreed that the audit be deferred for a period of*	N/A	N/A

			time')		

Statutory & constitutional requirements and working arrangements

Section 112 of the Local Government Finance Act 1988 requires that any combined fire authority '…shall make arrangements for the proper administration of its financial affairs' and to ensure that '…one of its officers has responsibility for the administration of those affairs'. Within the Constitution of the CFA (the Constitution) approved by the CFA at its meeting on 20th June 2018, Part 2 - The Constitutional Framework sets out under Article 9.4(f) – Functions of the Treasurer, that 'The Treasurer will ensure an efficient and effective internal audit of the CFA's activities is maintained'. Further detail is contained in Financial Procedure Rule 23.1.

A further statutory requirement for the CFA to have an effective internal audit function is contained within the Accounts and Audit Regulations 2015.

Article 5 of the Constitution explains the composition and functions of the Corporate Governance Committee (the Committee) including at 5(f) that the Committee has a function to 'Monitor the adequacy and effectiveness of the Internal Audit Service', and specifically to 'Monitor progress against the (Internal Audit) plan through the receipt of periodic progress reports…consider major internal audit findings and recommendations and monitor the response to implementation of (those) recommendations.'

The CFA's internal audit function is outsourced to Leicestershire County Council's Internal Audit Service (LCCIAS) led by the Head of Internal Audit Service (HoIAS). Additionally, in November 2017, Leicester City Council delegated its internal audit function to the County Council.

LCCIAS plans and undertakes audits and provides reports to the Treasurer. Most planned audits undertaken are 'assurance' type, which requires undertaking an objective examination of evidence to reach an independent opinion on whether risk is being mitigated. Other planned audits are 'consulting' type, which are primarily advisory and guidance to management. These add value, for example, by commenting on the effectiveness of controls designed before implementing a new system. An opinion isn't formed in these circumstances. Unplanned 'investigation' type audits may be undertaken.

To enable it to fulfil its monitoring function, the HoIAS provides the Committee with a summary report of work undertaken in the period prior to the meeting. Each audit has a designated reference number to assist with tracking progress from planned to complete. Audits are categorised so that the HoIAS can meet a requirement of the Public Sector Internal Audit Standards to form an opinion on the overall adequacy and effectiveness of the CFA's control environment (the framework of governance, risk management and internal control). The HoIAS opinion informs the Annual Governance Statement.

Where applicable an individual 'opinion' on each audit assignment is also reported i.e. based on the answers and evidence provided during the audit and the testing undertaken, what assurance can be given that the internal controls in place to reduce exposure to those risks currently material to the system's objectives are both adequate and are being managed effectively (see table overleaf). There are usually four levels of assurance: full; substantial; partial; and little/no. An assurance type audit report containing at least one high importance (HI) recommendation would normally be classified as 'partial' assurance. Consulting type audits might also result in high

importance recommendations.

All internal audit recommendations are assessed in terms of risk exposure using the CFA's Risk Management Framework. If audit testing revealed either an absence or poor application of a key control, judgement is applied as to where the risk would fall (in terms of impact and likelihood), if recommendations to either install or improve control were not implemented. If material risk exposure is identified, then a high importance (HI) recommendation is likely. It is important that management quickly addresses those recommendations denoted as HI and implements an agreed action plan without delay.

The Committee is tasked with considering major internal audit findings and (HI) recommendations and monitoring the response to implementation of (those) recommendations. Progress against implementing HI recommendations will be reported to the Committee and will remain in its domain until the HoIAS is satisfied, based on the results of specific re-testing, that the HI recommendation has been implemented.

LEVELS OF ASSURANCE

OUTCOME OF THE AUDIT	ASSURANCE RATING
No recommendations or only a few minor recommendations	**Full assurance**
A number of recommendations made but none considered to have sufficient significance to be denoted as **HI** (high importance)	**Substantial assurance**
Recommendations include at least one **HI** recommendation, denoting that (based upon a combination of probability and impact) in our opinion a significant weakness either exists or potentially could arise and therefore the system's objectives are seriously compromised.	**Partial assurance** A HI recommendation denotes that there is either an absence of control or evidence that a designated control is not being operated and as such the system is open to material risk exposure. It is important that management quickly addresses those recommendations denoted as **HI** and implements an agreed action plan without delay. Alternatively, whilst individually none of the recommendations scored a HI rating, collectively they indicate that the level of risk to is sufficient to emphasise that prompt management action is required.
The number and content of the **HI** recommendations made are sufficient to seriously undermine any confidence in the controls that are currently operating.	**Little or no assurance**

Agenda Item 10

Status of Report: Public

Meeting: **Corporate Governance Committee**

Date: **20th September 2023**

Subject: **Organisational Risk Register**

Report by: **The Chief Fire and Rescue Officer**

Author: **Stuart Brewer, Corporate Risk and Resilience Manager**

For: **Information**

Purpose

1.   This report informs the Corporate Governance Committee (CGC) of the progress made in the identification, documentation and management of organisational risk through the Organisational Risk Register (ORR).

Recommendation

2.   The Committee is asked to note the content of the report and the Organisational Risk Register (attached at the Appendix).

Executive Summary

3.   The ORR details risks that have been subject to an assessment using a Risk Assessment Template, a Project Risk Assessment or has been identified as relevant by the Health & Safety Department. It contains high level detail of the risks faced by the Service and the control measures applied to mitigate the likelihood and/or consequence of the risk.

4.   The ORR consists of three parts:

   a. Corporate Risk Register (CRR) – hazards posing a potential for significant risk to day to day running of the Service;
   b. Project Risk Register (PRR) – highest level risks affecting the delivery of Service projects; and
   c. Health, Safety Risk – highest level risk identified by the Health & Safety Department through it's own process and procedure.

5.   The Organisational Risk Register has been reformatted remains unchanged from last report.

6.   The overall level of assessed risk has remained steady due to the implementation of planned control measures. However, two risks have been lifted into the CORPORATE level for management oversight.

7. Four risks have been identified by the Program Management Board that meet the threshold for inclusion in Chapter 2 of the ORR. There are some minor changes to the Health & Safety chapter of the Register; although it remains substantially unchanged. Details of changes made are contained in section 12 - 15.

8. A programme of validation of the risks identified in Chapters 1 and 3 has been undertaken. Risks in Chapter 1 have been subject to review by the management committee appropriate to the level of risk. Risks in Chapter 3 have been reviewed by the Health & Safety Committee.

9. Work has begun on linking the risks identified in the Community Risk Management Plan more closely with the Organisational Risk Register. This should be reflected in the next report to the Committee.

Background

10. The ORR is a live document. Regular review is essential to ensure it remains current and accurate, reflecting risks and the control measures applied to mitigate them. The current ORR was validated by the Senior Management Team (SMT) in August 2023. The revised Register can be found at the Appendix to this report.

11. The ORR does not cover areas of risk to the Service where the hazard can be adequately managed within existing risk management processes such as health and safety reporting or debriefs. This helps to prevent duplication of effort.

12. The underpinning detail that supports the Corporate Risk Register (CRR) is recorded on Risk Assessment Templates (RATs). These are created by Risk Owners and are subject to regular review.

13. The overall level of risk has decreased slightly. This is mainly as a result of the implementation of control measures. Changes of note include:

    a. 15-04 – "Failure of the mobilising system" and 20/04 – "Inability to receive 999 calls" remain the two most significant risks on the Register and work continues to apply suitable control measures.

    b. 16/06 – "Targeted Theft" has been reworded and re-titled as "Service Premises" to better reflect the wider hazards present across our estate. This assessment also better links to the relevant hazard in the draft Community Risk Management Plan. The risk assessment has increased slightly due to a wider impact associated with the broader hazardous event descriptor.

    c. 17/05 – "Grenfell Tower" has had the control measures updated although this has not yet changed the outcome of the risk assessment.

    d.   21/05 – "Loss of Data" has reduced in likelihood with a resulting reduction in overall risk from VERY HIGH to HIGH. This due to the implementation of control measures.

    e.   21/06 – "Outsourced ICT Services failure" - has reduced in likelihood with a resulting reduction in overall risk from VERY HIGH to HIGH. This due to the implementation of control measures.

    f.   21/07 – "ICT Services not meeting requirements" has reduced in likelihood with a resulting reduction in overall risk from VERY HIGH to HIGH. This due to the implementation of control measures.

14.   Four project risks have been elevated into Chapter 2 of the Register. These cover two building refurbishment projects, Western and Market Bosworth and two ICT projects, Views replacement and Oracle.

15.   Health and Safety risk information detailed in the Register has been updated to reflect the ongoing work to ensure and improve firefighter safety. Control measures have been updated and 22/HS01 – "Fitness Training Injuries" has reduced slightly due to control measures introduced.

Report Implications/Impact

16.   <u>Legal (including crime and disorder)</u>

Anticipating and responding to emerging risks will assist the Service in meeting its legal obligations.

17.   <u>Financial (including value for money, benefits and efficiencies)</u>

The financial expenditure needed to mitigate risk will vary according to the control measures applied to them. Adopting best value principles ensures expenditure does not outweigh the benefits. Early identification and mitigation of risks has been shown to reduce potential costs, through avoidance of risk or reduction in impact where risks come to fruition.

18.   <u>Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)</u>

The effective management of risk enables the Service to deliver all of its Strategy Outcomes. Failure to manage risk appropriately may result in criticism in future audits/peer reviews.

19. <u>Staff, Service Users and Stakeholders (including the Equality Impact Assessment)</u>

Risk owners should ensure that timely reviews of their risks are carried out and the Risk Assessment Template (RAT) updated accordingly. This will assist in embedding the risk management process into mainstream activities.

20. <u>Environmental</u>

None.

21. <u>Impact upon Our Plan Objectives</u>

Effective management of risk will assist in early identification and treatment of hazards that threaten our ability to deliver all of our objectives.

Background Papers

Report to the Corporate Governance Committee 15th March 2023 - Organisational Risk Register. Corporate Governance Committee Meeting 15th March (leics-fire.gov.uk)

Appendix

Appendix– Organisational Risk Register

Officers to Contact

Callum Faint, Chief Fire and Rescue Officer
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0116 229 2030

Stuart Brewer, Corporate Risk and Resilience Manager
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0116 259 6360

Organisational Risk Register

2023

SAFER PEOPLE SAFER PLACES

Created: January 2022

Reviewed: August 2023

Owner: Corporate Risk

Chapter 1 – Corporate Risk Register

SAFER COMMUNITIES

AIM: FEWER INCIDENTS WITH LOWER IMPACTS

OUTCOMES:

1) Targeted prevention and protection activities
2) Manage business and community risk effectively
3) Effective partnership working

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
17/05	We fail to meet Central Government and public expectations in relation to the Grenfell Tower review	Additional workload, resources and training	The inability to deliver our core functions and priorities identified in Our Plan 2020-24	1,2,3	Collaboration Policy and Procedure Communications Training and Exercising	2	2	M	OP	Further training and exercising to improve understanding and embed new processes	Service Delivery	March 2024	2	2	M	OP	Tolerate

RESPONSE

AIM: RESPOND EFFECTIVELY TO INCIDENTS

OUTCOMES:

1) Manage calls to fires and other emergency incidents

2) Provide a 24/7 response to local, regional, national and international incidents

3) Supply the appropriate resources and attend incidents to meet the needs of our communities

4) Meet our communities' expectations in resolving incidents

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
15/04	There will be a partial or complete failure of the mobilising system	ICT equipment failure, loss of staff and/or failure of the joint enterprise between Leicestershire, Derbyshire and Nottinghamshire Fire and Rescue Services	Delays to mobilisation, reduced Service performance, impacts on Firefighter and public safety and or impacts on other Service departmental functions	1,2,3,4	Collaboration Assurance Learning and Development Resources	4	4	VH	ST	First Line fault identification, troubleshooting and resolution guide provided for Control Automated monitoring and reporting of all mobilisation critical elements of the mobilising system Scheduled System maintenance plan for updates, hot fixes, patches and preventative works Business Continuity Plans LFRS ICT Risk Register Item R004: detailing control measures to ensure LFRS	Tri-Service SDM SYSTEL FRANCE / Tri-Service ICT DEPTS SYSTEL UK / SYSTEL FRANCE / Tri-Service SDM / Tri-Service ICT DEPTS Fire Control ICT Manager	March 2020 November 2022 March 2020 November 2022 April 2024	4	4	VH	ST	Treat

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
										systems can support Systel mobilisation							
										Upgrade of mobilising system software to latest version (V117)	Tri-Service ICT Manager	November 2022					
										Business continuity plans for emergency maintenance of system be put in place. Stage 1 – initial report to Tri-Service Exec.	Tri-Service ICT Manager	October 24					
										A new mobilising system has been purchased and is to be integrated into the service.	Replacement mobilising system project	October 24					

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
15/05	There will be a significant reduction in operational capacity	Industrial action by one or more of the main representative bodies involving some or all operational staff including Fire Control staff	An inability to maintain basic operational response capability as set out in the Service Operational Degradation Procedure	1,2,3,4	Collaboration Policy and Procedures Communications Assurance	5	3	H	ST	Fire Control business continuity plans	Fire Control	January 2024	5	3	H	ST	Treat
15/07	A higher than usual number of employees are unable to work, or attend their workplace	Pandemic Disease	The inability to deliver our core functions and priorities identified in Our Plan 2020-24	1,2,3,4	Collaboration Policy and Procedure Communication	3	3	H	TC	NONE	N/A	N/A	3	3	H	TC	Tolerate
17/01	The Service will have too few On-Call Duty System appliances available	Lack of appropriate skill sets, reliance on dual contractors with limited hours of availability, inability to fill vacancies at On-Call Stations or lack of succession planning	Insufficient resources available in the right place at the right time to meet the 10-minute turnout time	2,3,4	Policy and Procedure Learning and Development Resources	3	3	H	TC	Implementation of recommendations from On-call Availability Project	Director of Service delivery	June 2023	3	3	H	TC	Treat

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
20/04	We will be unable to fulfil our core statutory duties or meet governance and/or financial legislation and/or regulation.	The failure of a key supplier to the Service due to influences outside of the Service's control.	Potential inability to receive 999 calls, failure of mobilising systems. Possible failure, loss or inability to supply Personal Protective Equipment, Breathing Apparatus, Operational vehicles and critical ICT systems.	1,2,3,4	Policy and Procedure	4	5	VH	C	Confirmation process to ensure key suppliers have adequate business continuity plans of their own in place	Procurement Managers	December 2023	4	5	VH	C	Treat
										Robust contract management process in place that includes assessment of long-term viability of potential suppliers of significant size	Business Support	December 2023					
										Ongoing review of alternative suppliers	Project Managers	December 2023					

100

FINANCE AND RESOURCES

AIM: DELIVER VALUE FOR MONEY QUALITY SERVICES

OUTCOMES:

1) A well-managed and transparent budget
2) Robust and efficient procurement activities
3) Reliable and effective ICT systems
4) Fit for purpose estate, vehicles and operational equipment

Finance and Resources

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
16/06	Service premises, vehicles and/or equipment is lost, damaged, does not meet equality, environmental or corporate standards in training and protecting our staff and keeping our communities safe.	Changes in legislation, damage in the course of training or operational incidents, theft and criminal activity and or loss.	Loss or delay to operational response and financial cost	4	Policy and Procedure Assurance Communications Resources	3	2	M	OP	Estates 5 year plan Condition survey completed on a 5 year cycle Suitably trained Estates staff	Estates Estates Estates	September 2023 April 2024 April 2024	2	1	L	OP	Treat

101

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
18/02	ICT technologies / services will be disrupted and/or data leaked from unauthorised sources	A failure of ICT security controls to prevent a cyber-attack, including malware, spamming, scams, spyware, ransomware or phishing, or loss/ theft of ICT assets	Buildings/ ICT infrastructure components inaccessible, inability to deliver of processes and outcomes, loss of data, reputational damage, financial loss, unauthorised use of data including passwords or personal data to cause further damage, including denial of service and communications overload	3	Policy and Procedure Communications Resources	3	5	VH	ST	LFRS ICT Risk Register Item R008	ICT Manager	Dec 2024	2	3	M	TC	Treat
18/03	The Service fails to respond adequately to the financial challenges it faces	A reduction in spending power as a consequence of increased inflationary pressures and/or pay and pension issues	An inability to provide a balanced budget and/or being unable to fund additional statutory requirements placed on the Service	1	Assurance Resources	2	2	M	OP	NONE	N/A	N/A	2	2	M	OP	Treat

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
21/05	Data is deleted, access to data is removed or data is inaccessible	Human error and/or non-compliant data storage practices	Permanent loss of data, temporary unavailability of data, disruption of key processes and outcomes, inability to comply with legislation such as FOI, GDPR etc. and/or reputational damage	3	Policy and Procedure Assurance	2	4	H	TC	LFRS ICT Risk Register Item R001	ICT Manager	April 2024	2	4	H	TC	Treat
21/06	Outsourced, e.g. cloud-based, ICT services are not available or that data entrusted to a service provider is inaccessible, lost or compromised	Inadequate security or resilience of third party and/or inadequate outsourcing governance	Reputational damage, financial loss, unauthorized use of data such as passwords or personal data to cause further damage, loss of data, unavailability of data, disruption of key processes and outcomes and/or inability to migrate to another cloud service provider	3	Policy and Procedure	2	4	H	TC	LFRS ICT Risk Register Item R010	ICT Manager	December 2024	2	3	M	TC	Treat

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
21/07	ICT technologies and services do not meet corporate and business requirements and/or users do not yield the maximum benefit of ICT technologies	Inadequate engagement with users, inadequate funding, inadequate expertise of ICT staff, implementation of changes delayed and/or system redundancy	Disruption of outcomes, increased demand on the ICT helpdesk, increased user errors, suboptimal use of ICT technologies and/or reputational damage	3	Policy and Procedure Communications Resources	2	4	H	T	LFRS ICT Risk Register Item R009	ICT Manager	December 2024	2	3	M	TC	Treat
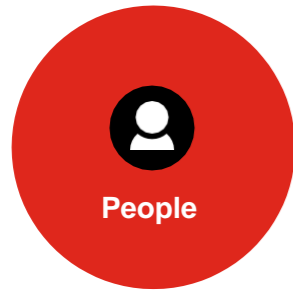
PEOPLE

AIM: AN ENGAGED AND PRODUCTIVE WORKFORCE

OUTCOMES:

1) The right people
2) In the right place
3) Doing the right thing
4) In the right way

People

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
19/01	A Service employee or member of the public comes to harm	A failure to operate safe systems of work on the incident ground or other location such as workshops or whilst travelling to/from locations of work	Death or serious injury to one or more individuals	1,2,3,4	Policy and procedure Assurance Learning and Development Resources Communications	1	3	M	OP	Review of Health & Safety risk assessments	Health & Safety Department	December 2023	1	3	M	OP	Treat

105

GOVERNANCE

Governance

AIM: PROVIDE ASSURANCE

OUTCOMES:

1) Well informed communities
2) Well informed staff
3) We'll know what our communities think of us
4) We'll know what our staff think of us

RAT ID	HAZARDOUS EVENT			STRATEGY OUTCOME AT RISK	EXISITING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
	THE IS A CHANCE THAT	CAUSED BY	RESULTING IN			L	C	R	ML				L	C	R	ML	
18/01	**We fail to achieve compliance with UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018**	**The actions of our staff and agents working for us processing our personal data; or failure of our technical security to protect against external threats**	**A breach of Statutory obligation as a Public Authority**	1,2	Assurance Learning and Development Resources	4	3	H	TC	Find a solution to replace use of WhatsApp as a dynamic group information tool and implement. Following the dissolution of Forge Health treat the residual Data Protection risks still associated with Occupational Health (as identified in the independent review). New SIRO – Discussions to take place with the new role holder and what skills, knowledge and training they may have and what else is needed. Compliance with the NFCC Fire Data Standard – Data Management.	ICT Manager ICT Manager/Comm ercial Procurement Manager IG Manager (DPO) IG Manager (DPO)/ICT Manager	30 April 2023 30 June 2023 31 December 2023 31 December 2023	3	2	M	OP	Treat

Assessments Removed or Archived During the Current Calendar Year

RAT ID	HAZARDOUS EVENT	STRATEGY OUTCOME AT RISK	FINAL RISK SCORE				REASON FOR REMOVAL	DATE REMOVED
			L	C	R	ML		
NONE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Chapter 2 - Project Risks

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	C	R	ML	
23/P01	**Western Refurbishment Project** There is an issue regarding the availability of supplier resources from the Estates Team. This may affect the ability to deliver the project within timescales.	3	4	VH	ST	Consider other internal resource to assist with project management, consider use of YMD Boon to support wider elements of project.
23/P02	**Market Bosworth Refurbishment Project** There is a risk that there is not sufficient service project manager resource available.	3	4	VH	ST	Communicate risk with senior managers, consider additional internal resource, consider expanding role of building surveyors, clarify internal responsibilities and communicate contacts with key internal contacts/ resource.
23/P03	**Views Replacement Project** There is a risk that issues with other systems or resource outside of the project could result in delays (e.g. FireWatch project progress, Systel warehouse, HR availability to support sickness data validation, replacement data warehouse)	2	4	H	TC	Review project task timelines - re prioritise data sources to manage delays. Close engagement with other projects and data owners around expected completion of tasks and availability. Consider alternative data sources.
23/P04	**Oracle Project** T&D not using LMS to record all training/qualification activity as their primary system. There are multiple recording methods that were in use pre-LMS, which have not been phased out and take precedence over the LMS. This is leading to error within the data sets of the LMS and subsequently impacting upon the confidence of LMS reporting with the end user.	2	4	H	TC	Learning & Organisational Development plan to support Training & Development in moving to using the LMS as their primary system has been sent to T&D for contracting agreement.

Chapter 3 - Health, Safety and Welfare Risks

H&S REF	HAZARD STATEMENT	RATIONALE	RISK ASSESSMENT SCORES				CONTROL MEASURES	Date of last Assurance at H&S Committee
			L	C	R	ML		
21/HS01	**Management of contaminants (Specific Hazard)** There is a possibility that staff could come to harm as a result of exposure to contaminants during their employment with the Service. LFRS has a moral and legal obligation to reduce the risk posed to staff in the long, medium and short term.	The interim guidance from the UCLAN / FBU research has now been published. The HSE has been asked for this to form the basis of risk control for contaminants The scientific review identifies significant potential risks for Firefighters and other staff who attend fire scenes and identify control measures which will require planning, investment and cultural changes to implement. The impact of the risk is very high as it is linked to fatal illness as well as other issues such as morale. The likelihood is medium/low as the impact is likely to be experienced in the long term.	2	5	VH	ST	• Review how risk information is passed on to other organisations re contaminants • Review of risk assessments in relation to working in the appliance bay, BA workshop, fire investigators. Post fire activities, working with other organisations or allowing them to enter fire scenes • Review PPE and equipment provision particularly gloves, water bottles and bags for soiled kit • Review washing protocols and the implications for warranties for fire hoods and helmet cradles • Review the welfare procedure in relation to food, rest and hygiene requirements. Hydration, crew rotation and the delivery of fresh PPE to scenes should also be included • Review how exposure to contaminants can be managed for high exposure roles such as in learning and development and consider whether the service needs to introduce standards around tenure • PPE surveys to resume • Review deployment of crews returning to stations with bagged up kit	January 2023
21/HS02	**Management of manual handling (Specific Hazard)** There is a possibility that staff may come to harm as a result of the failure to apply appropriate manual handling techniques. LFRS has a morale and legal obligation to reduce the risk posed to staff in the long, medium and short term.	Manual handling is especially problematic within fire services as lifts have to take place in time critical scenarios when staff are already fatigued. This puts the individual at greater risk as they are less likely to lift in a textbook manner and are more vulnerable to injury when already fatigued. In non-fire scenarios, lifts are often undertaken in poor postural positions due to the layout of domestic premises. The impact of this risk is significant as many lifts could have the potential to injure operational staff as textbook technique cannot be applied due to the limitations detailed above plus there is a specific risk of injuring a vulnerable person such as a bariatric person or elderly, infirm or end of life patient as lifting them could be inherently hazardous. Likelihood is medium high as these lifts are commonplace and the standard control measures in the hierarchy of control are not	3	4	VH	ST	• Training improvements. • Lifting sheet roll out. • Manual handling procedure. • Liaison regarding care plans. • Manual handling assessments to be developed further. • Introduction of targeted fitness training trial to build core strength and reduce potential for manual handling injury.	July 2023

ID	Risk	Description	L	I	Rating	Status	Actions	Date
		available to the service in most instances.			VH	ST		
21/HS03	**Health and Safety training provision (Management Risk)** There is a risk that LFRS may not meet its obligations to provide effective health and safety training for staff resulting in a potential for harm and possible breach of statutory duty.	The service has a legal responsibility to provide effective H&S training for managers to ensure that these managers understand their responsibilities and implement the control measures relevant for the protection of our staff and others. This lack of training may result in the service being found directly in breach of its duties or it may lead to a breach in another statutory H&S duty. The risk's impact is significant due to the potential for statutory breach, however, likelihood should reduce.	2	5	VH	ST	• Completion of roll out of management training. • Health and safety training input delivered to new recruits. • IOSH Supervising Safely delivered to Level 1 ICS qualified staff – currently 36% Completed course. • Station Managers are nominated for NEBOSH General certificate.	July 2023
21/HS04	**Failure to complete suitable and sufficient Health and Safety Risk Assessments (Management Risk)** There is a risk that LFRS may fall in its duty to ensure an adequate and effective system of H&S risk assessment is in place, which may result in harm to staff and failure to meet statutory obligations.	A number of LFRS staff have successfully passed the IOSH risk assessment course provided by Leicestershire Police. Despite this cadre of trained staff being available, fewer risk assessments have been developed than was originally intended. Impact is high as lack of risk assessments and the actions that they drive can be a breach of duty, however, the likelihood of this happening will diminish under the new system when implemented.	2	5	VH	ST	• Monitor roll out and adoption of the new form. • Internal QA process by Health and Safety Team. • TBRA Scrutiny through use of existing risk management committees. • Risk assessments covered in IOSH and NEBOSH training.	July 2023
21/HS05	**Inability to maintain fire fighter competence for basement firefighting**	Concerns have been raised regarding the safety of basement firefighting. The Balmoral bar incident in Scotland is the highest profile of these incidents and involved the death of a fire fighter who was unable to reach safety. LFRS firefighters have received burns during basement fire training at the fire service college. Until we can train our firefighters to an appropriate standard of competency we are at risk of a firefighter becoming injured at a basement fire due to competency gaps.	2	5	VH	ST	• Introduce an effective training course through outsourcing, expansion of the Hot Fire Training Unit at the Caterpillar site or await new training facility becoming available.	July 2023
22/HS01	**There is a risk that our staff could injure themselves whist carrying out fitness training within Service premises.**	While this risk exists, the provision of fitness and gym facilities should always be regarded within a wider context as a control measure within the operational environment and contributor to health and wellbeing for staff in general.	3	2	M	TC	• Maintenance of gym equipment • Inspection of gym equipment • Monitoring of inspection outcomes • Creation of risk-based inspection regime • Purchasing of equipment to follow trend analysis of inspection failures • Purchasing of equipment to eliminate additional fixings and complicated design • Official approval process for new equipment • Gym surveys • Inspection improvements based on Microsoft 365 form	January 2023

							• Official system put in place to defect equipment that has broken or failed inspection or maintenance	
							• Prioritisation system for purchasing equipment for space limited gyms	
							• Review of options for safety event reporting	

Risk Assessment Matrix

CONSEQUENCE \ LIKELIHOOD	1	2	3	4	5
5		21/HS01 21/HS03 21/HS04 21/HS05	18/02	15/04 20/04	
4		21/05 21/06 21/07 23/P03 23/P04	21/HS02 23/P01 23/P02		
3	19/01		15/07 17/01	18/01	15/05
2		17/05 18/03	16/06 22/HS01		
1					

CONSEQUENCE

LIKELIHOOD

RISK VALUE	
VERY HIGH	High level risk with the potential to cause catastrophic damage to the reputation, finances or governance of the Service
HIGH	Mid-high level risk possibly requiring significant amendment to policy/procedure and significant financial outlay
MEDIUM	Low-mid level risk possibly requiring new policy and/or some financial outlay
LOW	Low level risk capable of being managed within normal service policy and procedure

Risk Management Matrix

CONSEQUENCE		LIKELIHOOD 1	2	3	4	5
	5		21/HS01 21/HS03 21/HS04 21/HS05	18/02	15/04 20/04	
	4		21/05 21/06 21/07 23/P03 23/P04	21/HS02 23/P01 23/P02		
	3	19/01		15/07 17/01	18/01	15/05
	2		17/05 18/03	16/06 22/HS01		
	1					

LIKELIHOOD

MANAGEMENT LEVEL	
CORPORATE	Those risks likely to require management oversight by the CFA and/or SLT
STRATEGIC	Those risks likely to require management oversight by SLT
TACTICAL	Those risks likely to require management oversight by the HSW Committee and sub-groups, Tactical Manager's Team (TMT) and/or individual Directors
OPERATIONAL	Those risks likely to require management oversight by individual Group and Station Managers and/or TMT

Glossary of Terms and Abbreviations

Hazardous Event - A potential event that can cause harm

Likelihood (L) - The chance of something happening. May be described by the probability, frequency or uncertainty of event

Consequence (C) - The outcome of an event. Specifically, the severity or extent of harm caused by an event

Operational (OP) - Those risks likely to require management oversight by individual Group and Station Managers and/or GMT

Tactical (TC) - Those risks likely to require management oversight by the HSW and CRM Committee and sub-groups, Group Manager's Team (GMT) and/or individual Director

Strategic (ST) - Those risks likely to require management oversight by SLT

Corporate (C) - Those risks likely to require management oversight by the CFA and/or SLT

Low (L) - Low level risk capable of being managed within normal service policy and procedure

Medium (M) - Low –mid level risk possibly requiring new policy and/or some financial outlay

High (H) - Mid-high level risk possibly requiring significant amendment to policy/procedure and significant financial outlay

Very High (VH) – High level risk with the potential to cause catastrophic damage to the reputation, finances or governance of the Service

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 20th September 2023

Subject: People Programme of Work

Report by: The Chief Fire & Rescue Officer

Author: ACFO Judi Beresford

For: Information

Purpose

1.   The purpose of the report is to provide an update on the actions arising from the Cultural Survey and other people related plans, including the HMICFRS 'Spotlight' report and the Service's external cultural review.

Recommendation

2.   It is recommended to note the People Plan and programme of work being implemented across the Service.

Executive Summary

3.   In October 2022, the Service commissioned a cultural survey undertaken by an external company called People Insight. The findings of the survey were published in December 2022 and the Committee has previously received reports detailing any feedback.

4.   In March 2023, HMICFRS circulated a report into the culture of the Fire and Rescue Service nationally, which described thirty-seven requirements for action.

5.   In April 2023 an independent consultant was engaged to undertake an analysis of Leicestershire Fire and Rescue Service's position in relation to those required actions. This analysis has resulted in a number of recommendations specifically for Leicestershire.

6.   There were also areas for improvement arising from the HMICFRS Inspection and that three of those related to the People pillar of inspection which are;

- The service should monitor secondary contracts to make sure working hours are not exceeded

- The service should fully evaluate Personal Development Discussions (PDD's) to ensure they are effective to manage staff development and performance.
- The service should put in place an open and fair process to identify support and develop high potential staff and aspiring leaders.

Background

7.   There is now increased scrutiny of culture and values across all public sector organisations and in particular the Fire and Rescue Sector.

8.   Values and culture across the Service are areas particularly championed both by the Strategic Leadership Team (SLT), but also by the Combined Fire Authority and its Members. It is essential that together the Service continues to ensure the promotion of positivity and inclusion at all levels of Leicestershire Fire and Rescue Service.

9.   The Service has been subject to, or has invited the scrutiny of, several of its people related areas of work. In addition to those identified above, the Service has its our Equality and Inclusion action plan, a Health and Wellbeing Survey and the implementation of the Core Code of Ethics. In short, there are some seven action plans and recommendations with impacts and implications across people related activity.

10.   To help manage activities and resources, and to avoid duplication of work, a decision was taken to have oversight of all actions and requirements combined into one plan – (The People Plan). The aim of the People Plan is to take a holistic (systemic) view of the actions required to drive the service forward in implementing the revised People Strategy, which is one of the key strategies in the Community Risk Management Plan (CRMP).

11.   In the production of the plan, several stakeholders were brought together to consider the areas of consistency or key themes emerging from the various reports and these have been grouped together as either a people issue, a process issue or a systems issue. Those have then been further identified as the following:

      a.   Leadership Development
      b.   Inclusion and Positive Action
      c.   Communications and Engagement

12.   It is proposed that these three areas form workstreams for focused work activity, to be reported and performance managed through the Strategic Equality and Diversity Inclusion Board (SEDIB) and Tactical Equality and Diversity Inclusion Board (TEDIB) governance arrangements and quarterly updates provided to the Corporate Governance Committee.

13.   It is pleasing to report that several work activities have already been completed and are now embedded into LFRS practice. This is particularly the case with

the Service's commitment to Leadership and Management Development, which has seen excellent levels of progress.

Report Implications/Impact

14. <u>Legal (including crime and disorder)</u>

The Service takes people development and a positive culture consistent with its service values very seriously. Employees must feel safe and secure at work without fear of bullying or harassment which is both illegal and immoral. The Service will do all it can to continue to develop its culture and will continue to progress as part of the People Strategy.

15. <u>Financial (including value for money, benefits and efficiencies)</u>

There are no financial implications arising directly from this report.

16. <u>Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)</u>

The Service's reputation as an employer of choice will be at risk if it is not seen to have a positive healthy working environment.

17. <u>Staff, Service Users and Stakeholders (including the Equality Impact Assessment)</u>

Clearly this is a significant area of interest for all employees. They will be key to the ongoing development of the Service.

18. <u>Environmental</u>

None directly arising from this report

19. <u>Impact upon "Our Plan" Objectives</u>

The People Strategy is a key supporting document within the CRMP, 'Our Plan'.

Background Papers

None.

Appendices

None.

Officers to Contact

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