

**LEICESTER, LEICESTERSHIRE AND RUTLAND COMBINED FIRE  
AUTHORITY**

**To: Members of the Combined Fire Authority**

**Leicestershire County Council**

Mr. Nicholas Rushton CC  
Mr. Neil Bannister CC  
Mr. Richard Allen CC  
Mr. Kamal Ghattoraya CC  
Mr. Barry Champion CC  
Mr. Stuart Bray CC

Mr. John Coxon CC  
Mr. Bertie Harrison-Rushton CC  
Mr. Daniel Grimley CC  
Ms Betty Newton CC  
Mr. Dean Gamble CC

**Leicester City Council**

Councillor Susan Barton  
Councillor Melissa March

Councillor Abdul Osman  
Councillor Hemant Rae Bhatia

**Rutland Council**

Councillor Samantha Harvey

Copies to: 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** which will be held on **WEDNESDAY 14 FEBRUARY 2024** at **10.00am** at **Leicestershire Fire and Rescue Service Headquarters** for the transaction of business set out on the attached Agenda.



**Leicestershire Fire and Rescue Service**

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Yours Faithfully



Lauren Haslam  
Monitoring Officer



**Leicestershire Fire and Rescue Service**

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# LEICESTER, LEICESTERSHIRE AND RUTLAND COMBINED FIRE AUTHORITY

*Date/Time*            **Wednesday, 14 February 2024 at 10.00 am**

*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

<u>Item</u>	<u>Report by</u>
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. Public Participation/ CFA Rules of Procedure Rule 9 - Member Questions.	
6. To confirm the minutes of the meeting of the Combined Fire Authority held on 29 November 2023.	(Pages 5 - 10)
7. Budget Strategy 2024/25 to 2026/27.	The Chief Fire and Rescue Officer and the Treasurer. (Pages 11 - 34)
8. Pay Policy Statement 2024-25.	The Chief Fire and Rescue Officer (Pages 35 - 50)
9. Service Delivery Update.	The Chief Fire and Rescue Officer (Pages 51 - 54)
10. Community Risk Management Plan Public Consultation Results.	The Chief Fire and Rescue Officer (Pages 55 - 116)
11. Attendance at "Special Service" Incidents.	The Chief Fire and Rescue Officer (Pages 117 - 124)
12. Review of Members' Allowance Scheme - Report of the Independent Remuneration	The Solicitor and Monitoring Officer (Pages 125 - 134)

Panel.

13. Calendar of Meetings 2024/25. The Solicitor and Monitoring Officer (Pages 135 - 138)
14. Urgent items.
15. Date of Next Meeting.

The next meeting of the Leicester, Leicestershire and Rutland Combined Fire Authority will be held on 19 June 2024 at 10am at Leicestershire Fire and Rescue Headquarters.



Minutes of a meeting of the Leicester, Leicestershire and Rutland Combined Fire Authority held at County Hall, Glenfield on Wednesday, 29 November 2023.

PRESENT

Mr. N. J. Rushton CC (in the Chair)

Cllr. Nags Agath	Mr. K. Ghattoraya CC
Mr. R. G. Allen CC	Mr. D. J. Grimley CC
Mr. N. D. Bannister CC	Mr. B. Harrison-Rushton CC
Cllr. S. Barton	Cllr. S. Harvey
Mr. B. Champion CC	Cllr. M. March
Mr. J. G. Coxon CC	Ms. Betty Newton CC
Mr. D. A. Gamble CC	Cllr. A. Osman

In attendance

Callum Faint, Chief Fire and Rescue Officer  
 Paul Weston, Assistant Chief Fire and Rescue Officer  
 Judi Beresford, Assistant Chief Fire and Rescue Officer  
 Lauren Haslam, Solicitor and Monitoring Officer  
 Amy Oliver, Treasurer  
 Gemma Duckworth, Senior Democratic Services Officer  
 Matt Cane, Area Manager  
 Gavin Barker, Mazars (for Minute No 60)  
 Tom Greensill, Mazars (for Minute No 60)

52. Apologies for absence.

Apologies were received from Mr. S. Bray CC and Councillor H Rae Bhatia.

53. 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.

54. Urgent Items.

There were no urgent items.

55. Chairman's Announcements.

The Chairman's announcements were circulated in advance of the meeting, a copy of which is filed with these minutes. The announcements covered the following matters:

- Variable Response Vehicle
- Direct Entry Candidates
- Christmas Carol Service

In addition, attention was drawn to the fact that LFRS was attending an increasing number of humanitarian incidents. Leicestershire Police had introduced an initiative – Most Appropriate Agency – which would potentially see them stepping back from a number of incident types which other agencies would then need to attend. There was some concern that this had the potential to significantly impact on the core profile of LFRS and it would be necessary to ensure that the Service did not become overwhelmed with an increase in call volume. This also increased the exposure of staff to fatalities but assurance was given that there was excellent welfare provision in place. The situation would continue to be monitored and a report on humanitarian assistance would be presented to a future meeting, highlighting the increase in incidents along with information on where there had been a positive outcome.

56. Public Participation/ CFA Rules of Procedure Rule 9 - Member Questions.

It was reported that no questions had been received.

57. Minutes.

The minutes of the CFA meeting held on 4 October 2023 were considered.

It was moved by Mr. N. J. Rushton CC and seconded by Mrs. M. E. Newton CC that the minutes of the CFA meeting held on 4 October 2023 be taken as read, confirmed and signed.

The motion was put and carried unanimously.

**RESOLVED:**

That the minutes of the CFA meeting held on 4 October 2023 be taken as read, confirmed and signed.

58. Minutes of the Corporate Governance Committee.

The minutes of the Corporate Governance Committee meeting held on 20 September 2023 were considered.

It was moved by Mrs. M. E. Newton CC and seconded by Mr. N. Bannister CC that the minutes of the Corporate Governance meeting held on 20 September 2023 be noted.

The motion was put and carried unanimously.

**RESOLVED:**

That the minutes of the Corporate Governance meeting held on 20 September 2023 be noted.

59. Service Delivery Update.

The CFA considered a report of the Chief Fire and Rescue Officer which gave an update on the key service delivery performance for the period April to September 2023. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

Arising from the discussion, the following points were raised:

- i) There had been a continued increase in Home Safety Checks, which had led to a decrease in the number of domestic fires. The Chief Fire and Rescue Officer had produced a vlog for staff to highlight the positive impact this work was having on communities. It was also noted that the Fire Protection teams had had significant engagement with businesses, organisations and individuals seeking advice on fire safety measures. Further work was being expanded across the region and videos on fire prevention were being developed which would be available to view on YouTube.
- ii) On-Call availability remained an issue nationally, although locally the introduction of the Variable Response Vehicles would hopefully improve this. It was acknowledged that more on-call staff were now working non-traditional hours. However, the introduction of the 12:12 self-rostering duty system (and ultimately a move away from Day Crewing Plus) would ensure a better work life balance.
- iii) Attendance times had increased, partly due to the challenges around rural road traffic collisions. LFRS included call handling in its attendance time, but new technology was being explored which should hopefully reduce this. In response to a query around whether there were hotspots across the county where there were particular problems, the Chief Fire and Rescue Officer explained that road safety prevention activity was being targeted in specific areas and was delivered jointly with the Police. It was suggested that a workshop be held to highlight to members the areas where the majority of incidents occurred.
- iv) It was stated that education around fire prevention was being delivered to older people. However, due to the transient nature of the county, it was important to ensure that the right people were being targeted and this was being looked into.

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

**RESOLVED:**

That the report be noted.

60. Statement of Accounts and Annual Governance Statement 2022/23 and External Audit Update.

The CFA considered a report of the Treasurer which sought approval for the Authority's Annual Statement of Accounts and Annual Governance Statement 2022/23 and presented the Audit Completion Report from the External Auditor (Mazars), detailing its audit work and recommendations. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

It was reported that the Value for Money assessment had not yet been completed but no issues were expected and an update would be provided in due course. It was the intention for Mazars to issue its audit opinion by the end of the year.

The CFA noted that this would be the last external audit undertaken by Mazars and thanks were given for the work carried out.

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

**RESOLVED:**

- a) That the External Auditor's Audit Completion Report (ISA 260 Report) to those charged with Governance and the recommendations contained within it be noted;
- b) That the Statement of Accounts 2022/23 be approved, subject to any technical changes that may be required following the completion of outstanding audit work;
- c) That the Annual Governance Statement 2022/23 be approved;
- d) That the letter of representation submitted by the Treasurer be approved; and
- e) That the Treasurer be authorised to make any technical changes including those that related to the updated pension figures. Such changes will be reported back to the CFA.

61. Review and Revision of the Constitution of the Combined Fire Authority.

The CFA considered a report of the Monitoring Officer which presented proposed changes to the CFA's Constitution. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

It was noted that further amendments would be presented to the CFA in the Spring relating to Contract Procedure Rules and Finance Procedure Rules, which were being reviewed.

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

**RESOLVED:**

That the proposed changes to Part 2 – Constitutional Framework, as set out in the Appendix to the report, be approved.

62. Date of Next Meeting.

The next meeting of the Leicester, Leicestershire and Rutland Combined Fire Authority will be held on 14 February 2024 at 10am.

63. Exclusion of the Press and Public.

It was moved by Mr Rushton CC and seconded by Mrs Newton CC that under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting on the grounds that it will involve the likely disclosure of exempt information during consideration of the following item of business as defined in the paragraphs of Schedule 12A of the Act detailed below:

- Mobilising System Progress Update



That in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The motion was put and carried unanimously.

**RESOLVED:**

That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting on the grounds that it will involve the likely disclosure of exempt information during consideration of the following item of business as defined in the paragraphs of Schedule 12A of the Act detailed below:

- Mobilising System Progress Update

That, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

64. Mobilising System Progress Update.

The CFA considered an exempt report of the Chief Fire and Rescue Officer which provided an update on the progress made in implementing the new mobilising system in the Service. A copy of the report marked 'Agenda Item 14' is filed with these minutes.

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

**RESOLVED**

That the report be noted.

10.00 - 10.45 am  
29 November 2023

CHAIRMAN

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**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 14 February 2024**

**Subject: Budget Strategy 2024/25 to 2026/27**

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

**Author: Amy Oliver (Treasurer)**

**For: Decision**

### **Purpose**

1. The purpose of this report is to seek the Authority's approval of the budget for 2024/25, and the proposed budget strategy and capital programme for the period to 2026/27. The formal technical resolution will be presented at the CFA meeting for approval.

### **Summary**

2. The CFA is funded through government grant, business rates and council tax.
3. Whilst a balanced revenue budget can be set for 2024/25, the medium term outlook is difficult. Partly, this is a consequence of service growth which has been included in the budget, costing £2.5m in a full year. This principally arises from the dismantling of the Day Crew Plus crewing system and from the implementation of the new mobilisation system. It is compounded by continued central government austerity as it seeks to rein in public borrowing. It is expected that reserves will need to be used to support the budget in 2025/26 and 2026/27. Recognising the pressures the Authority faces there will be a significant transformation and efficiency programme taking place over the next 18 months. In the future, it is expected that any growth will only be affordable if commensurate savings can be demonstrated.
4. Future risks to the forecasts include pay awards exceeding the estimates, pension costs not being funded to the same extent by Government and inflation costs being higher than expected. A planning provision is included in future years by way of mitigation.
5. A three year capital programme is proposed for Fleet, ICT and Equipment with a one year programme for estates. Following the recent condition survey across the entire estate, a revised estates strategy plan is currently being produced. This will be presented later in the year to the CFA. Borrowing to fund the long-term estates strategy plan will also be considered as part of this. Any borrowing will have revenue costs and the strategy will need to demonstrate that borrowing is affordable by savings generated by the strategy.

6. The Authority's Council Tax remains amongst the lowest of all combined fire authorities, even after the £5 increase in Council Tax Band D taxes in 2023/24. This limits the CFA (and similar authorities) to a relatively low level of spending due to the Government's rules regarding referenda on council tax increases above the set threshold. Following the final local government finance settlement for 2024/25, fire authorities cannot increase Band D taxes by 3% (or more) in 2024/25, without a referendum. This report proposes to set the full increase of just less than 3%, in order to make the financial position more sustainable and protect services. The Authority's Band D tax would be £81.65, before any individual discounts.
7. The CFA has a number of earmarked reserves. These include reserves to fund the future capital programme of £10.8m and the budget strategy reserve of £1.3m (forecast balances at March 2024). Earmarked reserves are described in paragraphs 45-51.
8. More detailed risks to delivery of the budget are identified in paragraphs 52-58.

### **Recommendations**

9. The CFA is asked to: -
  - (a) Approve the budget strategy described in this report, and the formal (technical) budget resolution for 2024/25 which will be circulated separately;
  - (b) Approve the capital programme described in paragraphs 23-30, and authorise the Chief Fire and Rescue Officer to commit expenditure on schemes;
  - (c) Note any comments received from business ratepayers, to be reported to the meeting;
  - (d) Note the Treasurer's view that reserves are adequate during 2024/25, and that estimates used to prepare the budget are robust;
  - (e) Note the medium-term financial outlook and forecasts presented at Appendix Six, and the financial challenges ahead;
  - (f) Approve the treasury strategy and prudential indicators described in paragraphs 60-62 and Appendices Three and Four
  - (g) Approve the capital strategy described in paragraphs 63-65 and Appendix Four, and confirm that the CFA would not wish to undertake commercial investment;
  - (h) Note the equality implications arising from the budget, as described in paragraphs 66-73;
  - (i) Approve the scheme of virement described at Appendix Five to this report;

### **Budget Overview**

10. The table below summarises the proposed budget for 2024/25, and the forecast position for 2025/26 & 2026/27. Risks and caveats are described in paragraphs 52-58.

<b><u>Spending</u></b>	<b><u>24/25</u></b> <b><u>£m</u></b>	<b><u>25/26</u></b> <b><u>£m</u></b>	<b><u>26/27</u></b> <b><u>£m</u></b>
Approved budget 23/24	42.8	42.8	42.8
Technical changes:-			
• Inflation	2.9	3.9	4.9
• Other	(0.1)	(0.1)	(0.2)
Proposed growth	1.6	2.5	2.5
Contribution to Capital	2.7	2.0	2.0
Planning provision	0.0	0.3	0.6
<b>Forecast Spending</b>	<b>49.9</b>	<b>51.4</b>	<b>52.6</b>
<b><u>Income</u></b>			
Council Tax (3% increase at Band D)	28.0	29.1	30.0
Revenue Support Grant	7.1	7.1	7.1
Business Rates Income	6.2	6.3	6.4
Business Rates Top Up Grant	6.8	7.0	7.1
Actuarial Review Compensation Grant	0.5	0.5	0.5
Fire authority income	0.2	0.2	0.2
Services Grant	0.1	0.1	0.1
Other Grants	1.0	0.9	0.9
<b>Total Income</b>	<b>49.9</b>	<b>51.2</b>	<b>52.3</b>
<b>Forecast Budget Gap</b>	<b>0.0</b>	<b>0.2</b>	<b>0.3</b>
<b>Contribution from the Budget Strategy Reserve to fund gap</b>	<b>0.0</b>	<b>(0.2)</b>	<b>(0.3)</b>
<b>Remaining Budget Gap</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

11. The budget for 2025/26 and 2026/27 is presented in broad terms only and is subject to various assumptions, in particular pay awards and future funding. A planning provision of £0.3m has been set aside in 2025/26 rising to £0.6m in 2026/27 to protect the Authority from the level of uncertainty for the future.
12. A more detailed breakdown of the budget is provided at Appendix One to this report.

### **Council Tax**

13. The local government finance settlement prevents Fire Authorities from increasing Band D Council Tax by 3% or more in 2024/25, without a referendum. It is proposed to increase the Band D Council Tax by the maximum permitted, from £79.29 to £81.65. The actual range of increases would be from £1.57 at Band A to £4.72 at Band H, before any discounts.
14. Not taking advantage of the 3% Band D Council Tax increase would impact the Service's ability to fund its capital programme and manage any higher pay and prices increases.
15. The Authority's Council Tax is charged to taxpayers across Leicester, Leicestershire and Rutland. It comprises only a small part of the amount payable by taxpayers, the bulk of the tax payable is charged by Leicester City Council, Leicestershire County Council and Rutland County Council in the three areas respectively.

16. In 2023/24, average total Band D taxes in the three areas were: -

<b>Authority Area:-</b>	<b>£</b>
Leicester City	2,185.52
Leicestershire County	2,090.22 – 2,184.24
Rutland	2,365.56

17. The actual amounts people pay, however, depend on the valuation band their property is in, and their entitlement to reductions from any discounts, exemptions or benefits. Some 85% of households are in Bands A – D, so would pay an extra £2.36 or less before any reductions (less than 5p per week). The formal resolution to this report will show the amount payable for property in each band. It will also show the sums payable to the Authority by Leicester City Council, district councils and Rutland Council.

### **Construction of the Budget**

18. Constructing the budget commences with reviewing the approved budget for 2023/24, which reflects the current establishment.
19. The 2024/25 budget has been adjusted to take account of the following:-
- Technical changes: these are cost increases and savings which take effect without any change in policy. They consist principally of the costs of pay, price inflation and increases in pensions costs, offset by savings mainly arising from reducing lease costs: these are detailed in paragraphs 20-21;
  - Proposed growth: the growth proposed in this year's budget relates to five items detailed in paragraph 22;
  - A contribution to fund the capital programme, avoiding the need to lease vehicles or borrow money for 2024/25;
  - A planning provision of £0.3m, which is added in 2025/26, rising to £0.6m in 2026/27. The provision is a contingency, which reflects the difficulty in making accurate forecasts and acts as a hedge against uncertainty. It is only included in future years' projections and is reviewed annually.

### **Technical Changes**

20. Money has been added to the budget for **pay and price inflation**. This has been calculated as follows:-
- A provision of £0.7m has been set aside for the 2022/23 and 2023/24 **pay award** shortfall. The firefighters' pay award of 7% for 2022/23 and 5% for 2023/24 was agreed on 1 March 2023. However, the amount budgeted was 5% and 4% for 2022/23 and 2023/24 respectively. Further to this, the support staff pay award was greater than the 4% budgeted. This provision seeks to fill this budget gap on an on-going basis from 2024/25.
  - A provision of £1.3m has been made for **pay awards** in 2024/25, noting that offers have not yet been made and are difficult to predict. This provision is the

equivalent of a 4% pay award. In the subsequent years 2025/26 and 2026/27, a 3% pay award is provided for annually. This budget will be held centrally and will only be used to the extent required. The risk of higher awards is explored in paragraphs 52-58 below.

- (c) **Price inflation** is not normally funded, with departments expected to live within the same cash amount. Given the recent increase in inflation, however, a sum of £0.5m is provided for known and expected **price inflation**. Around £0.3m of this is property related, including inflation for repairs and maintenance and contracted cleaning. £0.1m has been set aside for ICT to meet the inflationary increases across various contracts. The remaining £0.1m has been allocated for insurance and operational equipment cost increases. It is expected that further allocations will not be made after 2024/25.
- (d) A provision of £0.5m has been provided for the anticipated increase in **employers' pension contributions** to the Firefighters Pension Fund. The contribution rates are due to increase from April 2024. The forecasts assume a 3% increase in contributions which is to be funded by the Home Office.

21. The budget has been reduced for other **technical changes**. These include savings arising in respect of **capital financing costs**. These occur because lease rentals cease once vehicles are fully paid for, and no new leases are being entered into, as capital spend is now financed directly from revenue. The final lease is due to end during 2026/27.

### Growth Proposed

22. Five growth items are proposed for the 2024/25 budget, costed at an indicative £1.6m rising to £2.5m p.a.:
- (a) £740,000 to meet the expected costs from removal of the Day Crewing Plus shift system in 2024/25 with £1,530,000 set aside for future years following a phased transition concluding in 2025/26.
  - (b) £491,000 for the new Mobilising System used by the service to take calls (including 999 and emergency calls), take details of emergencies and mobilise an emergency response to incidents. This will rise to £0.7m in later years.
  - (c) £192,000 of funding for additional posts and resourcing in training and ICT. As the service transitions away from the Day Crewing Plus shift system and employs more operational staff, this funding will increase the capacity in the training department. Funding has also been set aside in ICT for the development of dashboards and data modelling.
  - (d) £121,000 to enhance the water rescue capability of the service following a significant increase in water related incidents over the years as well as the cessation of the Day Crewing Plus shift system. This will increase the number of stations that can provide a response to water related incidents from three to five. The funding will cover the initial training roll out and will be reduced to £43,000 per annum from 2025/26 for any ongoing training requirements.

- (e) £32,000 of funding for an up to date Disclosure and Barring Service (DBS) check for all staff. This was one of the recommendations in the Values and Culture report that was published by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in March 2023. This will also be a regular requirement.

## Capital Programme

23. Capital expenditure pays for works of lasting benefit. It can be contrasted with the revenue budget, which pays for day-to-day firefighting and prevention.
24. A one year property investment programme and a separate 3 year capital programme for ICT, vehicles and equipment is proposed. £0.9m is to be set aside for the estates programme in 2024/25, in addition to the £6.4m already earmarked for the new Learning and Development site.
25. The Estates Strategy Plan is being updated and will be presented later in the year to the CFA. Borrowing to fund the long term Estates Strategy Plan will be considered as part of the longer term capital programme. This will, however increase the size of the future funding gap we need to close.
26. The proposed capital programme is shown at Appendix Two. This also shows how the costs will be financed from the capital fund and the estates reserve. Expenditure required has been reviewed since last year; consequently, this supersedes the next two years' budget approved last year.
27. A sum of £7.9m has been provided for **operational vehicles** for the next three years. This is sufficient to enable vehicles to be replaced in accordance with the replacement policy, agreed as part of the fleet review. It includes 12 pumping appliances, station and department vans and cars.
28. A sum of £0.9m has been provided for **property works** in 2024/25. Around £0.6m of this has been set aside for building works at Wigston Station following the identification of Reinforced Aerated Autoclaved Concrete (RAAC). The remaining £0.3m will be used to increase the budget for building works at Eastern station from £1.3m to £1.6m.
29. £1m has been provided for replacing and updating **firefighting equipment**. Examples of the equipment to be purchased are detailed below:
- E-draulic & Hydraulic Rescue Tools
  - Water Rescue Provision
  - Electronic Personal Dosimeters
  - Firefighting branches and other equipment
30. A sum of £0.5m has been included for **ICT to support the development of systems** as required over the three years. The funding will support the refresh of IT hardware and the bolstering of fleet connectivity across the service.

## Resources

31. This section of the report describes the income expected to be available to the service (the bottom half of the table at paragraph 10). At the time of writing, only provisional



grant figures were available from the government. Final figures became available too late to be included in this report, and will be reflected in the final resolution. They are unlikely to change the figures to any significant degree.

32. The most significant source of income (£28.0m) is **Council Tax**. Council Tax levels are set by the CFA. The Council Tax is collected on the CFA's behalf by Leicester City Council, Rutland County Council and the district councils (the "billing authorities").
33. The proposed Band D Council Tax for 2024/25 is £81.65, an increase of just below 3% from 2023/24. A further 2% increase has been assumed for planning purposes in each of 2025/26 and 2026/27. The service remains in the lowest charging quartile of fire and rescue authorities for precepts.
34. The tax income reflects the estimated number of properties (an increase of 1% has been assumed from 2023/24 in the absence of better data from districts). Final figures will be included in the formal resolution. Future projections assume a 1.5% increase in each of 2025/26 and 2026/27.
35. The table at paragraph 10 also shows income from **business rates**. Local authorities retain a share of rates achieved locally. Those whose needs exceed their ability to raise rates receive a top-up grant. An increase of 6.7% in line with the CPI has been estimated across all business rates sources; there is however an element of uncertainty, due to the increasing complexity of the system nationally. Final estimates from billing authorities will be included in the formal resolution. A further 2% increase has been assumed in each of 2025/26 and 2026/27.
36. The share retained by local authorities is 50% (the CFA's share being 1%). The Service receives a top-up grant.
37. Government support is provided through **Revenue Support Grant (RSG)** and the **Services Grant**. The RSG is set to increase by 6.7% in line with CPI, generating an additional £0.3m for 2024/25. Given the national economic outlook, it is assumed that RSG will be the same in cash terms from 2025/26 onwards (i.e. a real terms cut). In addition, the provisional settlement noted that the current **Fire Pensions Grant** allocation of £1.8m will also be included within future Revenue Support Grant allocations. The Fire Pensions Grant meets the costs of previous increases in contributions to the firefighters' pension scheme.
38. The government has committed to providing funding for any increase in contributions to the Firefighters pension scheme from April 2024 as a separate Grant.
39. The **Services Grant** will reduce by 84% in 2024/25 to £0.1m. Services grant is a legacy from earlier settlements, designed to give the Government flexibility over future resource allocation. The same level of grant has been estimated for future years.
40. At the time of writing the report the final settlement and not all final Council Tax and Business Rates income has been confirmed. Final figures will be included in the formal resolution which will be available at the CFA.
41. **Other grants** include:-

- (a) **New Dimensions** – this is payable for the maintenance of certain equipment which is made available as part of a regional and national response to support other services when required. The grant received has been £850k per year. The future of this grant remains uncertain, but it is assumed it will continue into 2024/25 and beyond.
- (b) **Firelink**, for radio transmission systems. This grant is being phased out, with the last instalment to be received in 2025/26.
42. **Fire authority income** is income earned by the Service itself. It chiefly arises from money received for siting radio masts on the Service’s property and rental income from Leicestershire Police and the East Midlands Ambulance Service (EMAS) for the occupation of office space at two properties.
43. The Service saw surpluses on the **collection fund** for 2022/23 which increased resources available in 2023/24. This arises when the collection of council tax or business rates raised by the billing authorities is more than the budget for previous years. Conversely, where billing authorities perform worse than the budget, a deficit arises. At present, not all the figures are available but will be included in the formal resolution which will be available at the CFA.

## Reserves

44. The Authority holds a number of reserves for various purposes, details of which are set out in the paragraphs below.
45. The table shows the forecast balance on reserves at 31<sup>st</sup> March 2024.

	<b>Forecast 31<sup>st</sup> March 2024 £000</b>
General reserves	3,408
Estates Strategy Reserve	6,956
Capital Fund	3,837
Budget Strategy Reserve	1,316
ESN Infrastructure Reserve	732
Recruitment Over-Establishment Reserve	394
Grenfell Reserve	196
<b>Total</b>	<b><u>16,839</u></b>

46. **General reserves** are held as a buffer in case of unexpected problems or emergencies during the course of a year, being available as a last resort. It has previously been agreed to increase the level of general reserves to cover against the cost of providing strike cover. The forecast balance of £3.4m is believed to be sufficient to fund any unexpected emergencies.
47. The reserve for the **estates strategy** exists to facilitate improvements to the operational estate. Improving the operational efficiency of buildings is a key plank in the strategy to improve operational effectiveness and increase financial resilience. Most of the reserve (£6.4m) is set aside for the new Learning and Development Facility

(which will require future specific approval by the CFA at the appropriate point). The remainder is committed in the proposed capital programme.

48. The **capital fund** exists to finance the capital programme and is topped up each year from the revenue budget. This is more fully described in paragraphs 23-30, and Appendix Two. The balance shown above allows for commitments from the capital programme in 2023/24.
49. The **budget strategy reserve** is available to assist with any budget gaps or investment requirements in the future.
50. The Authority also has a number of **other reserves**. These include:-
  - (a) A reserve to cover costs when the workforce is over establishment, for example, following a firefighter recruitment exercise or short-term staffing to support particular needs and projects;
  - (b) An emergency services network (ESN) reserve, to meet costs arising from any change required to national secure networks; and
  - (c) A reserve to meet costs which are needed to deliver the outcomes that have arisen from the Grenfell incident recommendations.
51. The scheme of virement at Appendix Five proposes authorisations to spend these reserves. The CFA's Financial Procedure Rules (which form part of the Constitution) require that the budget shall include a virement scheme, which conveys and limits the authority to make in-year virements between budgets.

### **Risk Assessment and Adequacy of Estimates**

52. Best practice requires the Treasurer to identify any risks associated with the budget, and the Local Government Act 2003 requires the Treasurer to report on the adequacy of reserves and the robustness of estimates.
53. In the Treasurer's view, the budget for 2024/25 is achievable.
54. As described above, the forecast position beyond 2024/25 is sensitive to change, and small changes can have a significant impact on available finances longer term.
55. The key risk to delivery of the budget in 2024/25 is the cost of pay awards, if these exceed the assumed 4%. Each 1% pay award would cost the Authority a further £0.3m per annum. Future savings may need to be identified to cover the additional costs.
56. The key risks to delivery of the strategy beyond 2024/25 are:-
  - a) As above, any cost of pay awards which exceed current assumptions;
  - b) The impact of any Government funding cuts nationally
  - c) Inflation exceeding current assumptions. Key aspects are pay, energy costs and supplies/labour for the capital programme;

- d) The Government changing the funding for firefighter pensions. This is considered unlikely, however the cost could be significant should this occur.
- e) The financial implications of the McCloud and Sergeant cases, in relation to pension transitional arrangements;

57. The risks are mitigated by:-

- (a) The inclusion of a planning provision in future forecasts;
- (b) The continued policy to fund capital from the revenue budget as the preferred approach.
- (c) The development of a transformation programme to bridge future budget gaps;
- (d) The existence of a budget strategy reserve, and a £3.4m balance in the general reserve, although using these will expedite the need for future efficiency savings.

58. The Authority's general and earmarked reserves are assessed to be adequate for 2024/25, and the estimates made in preparing the budget are robust.

### **Consultation on the Draft Budget**

59. Consultation with representatives of business ratepayers has so far generated no responses. Once the consultation is complete, responses will be analysed and reported to the CFA meeting.

### **Borrowing and Investment**

60. Local authority capital expenditure is self-regulated, based upon a code of practice (the "prudential code") issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) and which applies to the CFA.

61. The Authority complies with the code of practice, which requires the CFA to demonstrate that any borrowing would be affordable, sustainable and prudent. To comply with the code, the Authority must approve limits and indicators at the same time as it agrees the budget. The substance of the code pre-dates the more recent cutbacks in public spending. In practice, no borrowing is proposed in the budget. The proposed limits and indicators are shown in Appendix Three and Appendix Four.

62. The Service's treasury activities are carried out by Leicester City Council on the Authority's behalf. The Service does not currently need to borrow and takes no risk on its investments (counterparty risk is borne entirely by the City Council). Any opportunities to prematurely repay or reschedule existing debt will be taken, where this generates long term savings. Future borrowing will be considered as part of the revised estates strategy to be presented to the CFA later 2024/25.

### **Capital Strategy**

63. Under guidance published by the Government and CIPFA, the CFA is required to publish a capital strategy. This is included at Appendix Four.

64. The reasons for this requirement are to address the Government's concerns about certain local authorities which have borrowed substantial amounts to invest in commercial property (in some cases, many times their net budget). The main impact of the rules is to increase transparency over "non-financial" investments, especially where paid for by borrowing. In this context, a non-financial investment is any investment outside of the normal treasury management strategy.
65. The CFA does not undertake any non-financial investment, and the CFA's approval to the recommended budget will confirm that this should be the position for the future. In practice, unlike larger local authorities, LFRS does not have the skills or capacity to manage such a portfolio.

### **Equality Implications**

66. The Authority is committed to promoting equality of opportunity in service provision, through its operational policies aimed at reducing inequality of outcomes, its practices aimed at ensuring fair treatment for all, and the provision of culturally sensitive response and prevention services that meet local people's needs.
67. In accordance with section 149 of the Equality Act, the Authority is required to "have due regard" to the following aims of the public sector equality duty:
- (a) to eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
  - (b) to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not;
  - (c) to foster good relations between persons who share a relevant protected characteristic and persons who do not.
68. Protected groups under the public sector equality duty are characterised by age, disability, gender re-assignment, pregnancy/maternity, race, religion or belief, and sex and sexual orientation.
69. There are no proposals to reduce spending on services which would have a disproportionate impact on any protected groups. Should there be any proposed changes to services, policy or procedure at an operational level, an equality impact assessment will be conducted.
70. However, the budget strategy does recommend a proposed tax increase for residents. As the recommended increase could have an impact on those required to pay it, an assessment has been carried out to inform decision makers of the potential equalities implications.
71. The impact of the tax rise is 5p per week for a band D property, rising to 9p per week for the highest band of properties in the area (before any discounts or exemptions). This will not, in isolation, create a significant additional burden on residents, and the increase will help maintain and improve services from which all protected groups benefit. The likely impact does, however, need to be considered in the context of other changes which will affect low income residents which include the rapid, and regularly fluctuating increase in prices of everyday goods, services, bills and fuel (although it is acknowledged that most low income households will not pay the full tax increase).

72. Households at all levels of income have seen their real-terms income decline due to cost of living increases, and wages that have failed to keep up with inflation. These pressures are not limited to any protected group; however, there is evidence that low-income families spend a greater proportion of their income on food and fuel (where price rises have been highest), and therefore may be more affected by current price increases. The cut in Universal Credit in 2021 affected almost 6 million people, and left many extremely exposed to the rapid increases in the price of everyday goods, services, and bills. These include lone parents, single-earner families and families with three or more children (larger families).
73. Billing authorities have mitigating actions in place to address specific hardship, although cost increases arising from other authorities' contributions to local council tax bills are likely to far exceed the cost of the LFRS tax increase. Whilst mitigating actions may be put in place by other billing authorities to address specific hardship based on cost increases outside of our control, LFRS cannot disregard its own duty to show due regard to the impact of any proposals made by the service.

### Financial Implications

74. This report is exclusively concerned with financial issues.
75. There are no significant revenue costs arising from the proposed capital programme. There will be maintenance and running costs associated with new vehicles, but these are likely to be lower than the costs of vehicles coming out of service. The replacement mobilising system has added significant costs to the revenue budget.

### Legal Implications

76. As this report deals with next year's budget, section 106 of the Local Government Finance Act 1992 will apply to members. This means that a member of the CFA who has not paid an amount due in respect of Council Tax for at least two months after it has become payable is subject to various restrictions if they attend a meeting at which matters relating to the calculation of the precept are considered. The effect of the restriction means that a member in this position:
- Is **required to disclose** the fact that this provision applies to them at the meeting;
  - Is **permitted to speak** on the budget; but
  - Is **not permitted to vote**.

Failure to comply with the provisions above is a criminal offence liable on summary conviction to a fine not exceeding level 3 on the standard scale (currently £1,000).

77. The CFA is required to set a balanced budget each year following the processes set out in the Local Government Finance Act 1992. The Treasurer as the statutory Chief Finance Officer under section 112 of the Local Government Finance Act 1988 has a number of duties relating the CFA's financial administration and resilience, including to report on the robustness of the CFA's budget estimates and the adequacy of its reserves. There is a further duty to issue a formal report if the s112 Officer believes that the CFA is unable to set or maintain a balanced budget.

78. The CFA is further charged with a duty to secure best value by making “arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. This duty is supplemented by statutory guidance to which the CFA must have regard. The CFA is also required to comply with the CIPFA Prudential Code for Capital Finance in Local Authorities under Part 1 of the Local Government Act 2003.
79. The function of the CFA in setting its budget engages the public sector equality duty as set out in paragraphs 66-73.
80. The CFA as a major precepting authority is required to consult representatives of business rate payers; details of the budget consultation and its outcome will be reported to the CFA at its meeting. There is a requirement for the precept to be approved by the CFA and notified to the billing authorities by no later than 1<sup>st</sup> March 2024.

## **Appendices**

Appendix One - Budget and Future Projections

Appendix Two - Capital Programme

Appendix Three - Treasury Limits and Indicators

Appendix Four - Capital Strategy

Appendix Five - Scheme of Virement

Appendix Six - Medium Term Financial Outlook

## **Officers to Contact**

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**Appendix One****Budget (2024/25 and projections for future years)**

	<b><u>2023/24</u></b> <b><u>£000</u></b>	<b><u>2024/25</u></b> <b><u>£000</u></b>	<b><u>2025/26</u></b> <b><u>£000</u></b>	<b><u>2026/27</u></b> <b><u>£000</u></b>
<b><u>Expenditure</u></b>				
Employees	32,981	36,299	38,067	39,048
Fire pensions administration	238	238	238	238
Other employee related expenditure	613	816	763	763
Premises	3,218	3,736	3,736	3,736
Transport	986	986	986	986
Supplies and Services	3,741	4,232	4,397	4,443
Capital financing	6,036	3,610	2,853	2,798
Planning Provision	0	0	300	600
<b>Total Expenditure</b>	<b><u>47,813</u></b>	<b><u>49,917</u></b>	<b><u>51,340</u></b>	<b><u>52,612</u></b>
<b><u>Income</u></b>				
Council tax	26,980	28,062	29,050	30,073
Business rates	5,830	6,221	6,345	6,472
Collection Fund Surplus/(Deficit)	246	0	0	0
Business rates top up grant	6,389	6,817	6,953	7,092
Revenue Support Grant	4,929	7,050	7,050	7,050
Actuarial Review Compensation Grant	1,795	496	496	496
Services Grant	364	57	57	57
Other grant	1,050	984	917	850
Fees and charges	230	230	230	230
<b>Total Income</b>	<b><u>47,813</u></b>	<b><u>49,917</u></b>	<b><u>51,098</u></b>	<b><u>52,320</u></b>
<b>Budget Gap Funded from Reserves</b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>242</u></b>	<b><u>292</u></b>



Capital Programme – new starts

<u>Proposed Programme</u>	<u>24/25</u> <u>£000</u>	<u>25/26</u> <u>£000</u>	<u>26/27</u> <u>£000</u>	<u>Total</u> <u>£000</u>
Vehicles	2,434	2,800	2,700	7,934
Premises	923	0	0	923
Firefighting Equipment	375	257	320	952
ICT	280	100	100	480
	<b>4,012</b>	<b>3,157</b>	<b>3,120</b>	<b>10,289</b>

<u>Capital Resources</u>	<u>24/25</u> <u>£000</u>	<u>25/26</u> <u>£000</u>	<u>26/27</u> <u>£000</u>	<u>Total</u> <u>£000</u>
Capital Fund	3,089	3,157	3,120	9,366
Estates Strategy Reserve	923	0	0	923
Total Resources	<b>4,012</b>	<b>3,157</b>	<b>3,120</b>	<b>10,289</b>

Treasury Limits and Indicators**1. Introduction**

1.1 This Appendix details the expected indicators and limits arising from the treasury management function. The limits and indicators may be revisited in the event that additional borrowing is undertaken following the updated estates strategy.

**2. Proposed Indicators of Affordability**

2.1 The ratio of financing costs to net revenue budget:

24/25	1.85%
25/26	1.65%
26/27	1.51%

2.2 In line with our strategy of financing capital expenditure from revenue, these ratios are reducing.

2.3 The estimated incremental impact on council tax of capital investment decisions proposed in the budget, over and above capital investment decisions that have previously been taken by the Authority is nil, because no new borrowing is proposed.

2.4 Estimated debt at the end of future years is:-

<b>End of:</b>	<b><u>Debt</u></b> <b><u>£000</u></b>	<b><u>Leases</u></b> <b><u>£000</u></b>	<b><u>Total</u></b> <b><u>£000</u></b>
24/25	10,137	50	10,187
25/26	8,137	26	8,163
26/27	7,547	26	7,573

**3. Treasury Limits**

3.1 The proposed limits on borrowing and leasing for 2024/25 are:-

	<b><u>£000</u></b>
Authorised Limit	12,187
Operational Boundary	10,187

3.2 The authorised limit is a legal maximum which cannot be exceeded. The operational boundary is a day-to-day ceiling which ordinarily would not be exceeded, and must be reported if it is.

3.3 Recommended upper limits on fixed and variable rate debt exposures are shown in the table below. The figures shown are the principal sums outstanding on borrowing but not leasing (in practice these are only relevant in the event of debt repayment or rescheduling):-

	<u>%</u>
Fixed interest rate	100%
Variable interest rate	60%

- 3.4 The Authority has also to set upper and lower limits for the remaining length of outstanding loans that are fixed rate as a percentage of the total of all loans. This table also excludes leasing. Again, these limits are only relevant in the event of debt rescheduling. Recommended limits are:-

Upper Limit

	<u>%</u>
Under 12 months	30
12 months and within 24 months	40
24 months and within 5 years	60
5 years and within 10 years	60
10 years and within 25 years	100
25 years and over	100

Lower Limit

	<u>%</u>
Less than 5 years	0
Over 5 years	60

- 3.5 Other than money retained in the bank for day-to-day purposes, all investments are made with Leicester City Council. Balances on these locally held accounts will not exceed £1.6m, except when there is no reasonable operational alternative.

## Capital Strategy

### 1. Introduction

- 1.1 There is a requirement on local authorities (including fire services) to prepare a capital strategy each year, which sets out the approach to capital expenditure and financing at a high level. The requirement to prepare a strategy arises from Government concerns about a small number of authorities borrowing substantial sums (relative to their budget) to invest in commercial property, often outside the vicinity of the authority concerned.
- 1.2 There is also a requirement on local authorities to prepare an investment strategy, which specifies the approach to making investments other than day to day treasury management investments (note, however, that all investments over and above day-to-day bank account balances are made with Leicester City Council). As the CFA makes no such investments, an investment strategy has not been prepared.
- 1.3 This Appendix sets out the proposed capital strategy for the CFA's approval. It incorporates our policy on repaying debt, which used to be approved separately.

### 2. Capital Expenditure

- 2.1 The authority's capital expenditure plans are approved by the CFA, as part of the budget report each year.
- 2.2 The capital programme is usually restricted to:-
  - (a) Investment in operational buildings – e.g. fire stations, workshops, and administrative offices;
  - (b) Renewal of operational fleet;
  - (c) New and replacement firefighting equipment;
  - (d) Investment in ICT.
- 2.3 The budget report each year sets out authorities delegated to the Chief Fire and Rescue Officer. These are subject to the normal requirements of the constitution.
- 2.4 Capital expenditure on **buildings**, where funded from the capital programme, is principally directed to maintaining and improving the operational estate. Major property investments are to be considered as part of the overall estates strategy.
- 2.5 Expenditure on **fleet renewals** is directed by the fleet renewals strategy which has been approved by the CFA.
- 2.6 Capital expenditure on **firefighting equipment** ensures equipment is replaced when it has reached the end of its useful life, or has become technologically obsolescent. It also enables the service to invest in new technology.

- 2.7 Capital expenditure on **ICT** is determined by the Chief Fire and Rescue Officer, based on a small minor provision each year. Significant requirements would be added to the capital programme in their own right.
- 2.8 Monitoring of capital expenditure is carried out by the Corporate Governance Committee. Reports are presented on three occasions during the year, and at outturn.
- 2.9 LFRS does not capitalise expenditure, except where it can do so in compliance with proper practices: it does not apply for directions to capitalise revenue expenditure.
- 2.10 Past and forecast capital expenditure is:-

	<b>£000</b>
23/24	3,860
24/25	4,012
25/26	3,157
26/27	3,120

### 3. Financing of Capital Expenditure

- 3.1 It is the CFA's policy to fund all capital expenditure from the revenue budget.
- 3.2 The CFA will, however, consider spending which cannot be financed in this way in strictly limited circumstances. Such spending is termed "prudential borrowing" as the CFA is permitted to borrow money to pay for it. Circumstances in which the CFA may consider "prudential borrowing" are:-
- (a) Where spending facilitates a future disposal, and it is estimated that the proceeds will be sufficient to fully cover the initial costs;
  - (b) For major building projects, which are integral to the CRMP;
  - (c) "Spend to save" schemes where the initial cost is paid back from revenue savings.
- 3.3 LFRS measures its capital financing requirement, which shows how much would need to be borrowed if it borrowed for all unfinanced capital spending (and no other purpose). This is shown in the table below:-

<b>End of:</b>	<b>£000</b>
24/25	14,320
25/26	13,867
26/27	13,426

- 3.4 Projections of actual debt are part of the treasury management indicators at Appendix Three.

#### **4. Debt Repayment**

- 4.1 As stated above, LFRS pays for capital spending as it is incurred. However, this has not always been the case. In the past, the Government encouraged borrowing and money was made available in Revenue Support Grant each year to pay off the debt (much like someone paying someone else's mortgage payments).
- 4.2 LFRS makes charges to the budget each year to repay debt incurred for previous years' capital spending. This is known as "Minimum Revenue Provision" (MRP). The general principle is that LFRS seeks to repay debt over the period for which taxpayers enjoy the benefit of the spending it financed. The calculations are:-
- (a) For all past borrowing, MRP will be charged at a rate of 3% of the capital financing requirement each year. This is a weighted rate, reflecting the portfolio of assets purchased by debt;
  - (b) For leases, MRP will be charged at a rate equal to the principal element of the rental;
  - (c) For any new borrowing, MRP will be charged to revenue such that debt is repaid at the same time as the authority benefits from the capital expenditure. For new appliances, this would be the useful life of the appliance. For works to buildings, it will be the period over which the authority benefits from these works.

#### **5. Commercial Activity**

- 5.1 Government guidance now requires us to specify our policy towards non-financial investments.
- 5.2 The CFA makes no such investments.

**Scheme of Virement**

1. This appendix explains the scheme of virement which will apply to the budget, if it is approved by the Authority.
2. The expenditure headings described at Appendix One shall act as budget ceilings, and provide limits on the amount which can be spent on each heading during 2024/25.
3. The Chief Fire Officer (CFO) is authorised to vire sums within budget ceilings without limit, providing such virement does not give rise to a change in the Authority's policy.
4. The CFO is authorised to vire money between any two budget ceilings, provided such virement does not give rise to a change in the Authority's policy. The maximum amount by which any budget ceiling can be increased or reduced during the course of a year is £500,000. This money can be vired on a one-off or permanent basis.
5. The CFO is responsible, in consultation with the Chair and Vice Chair if necessary, for determining whether a proposed virement would give rise to a change of policy.
6. The Treasurer may vire money between budget ceilings where such movements represent changes in accounting policy, or other changes which do not affect the amounts available for service provision.
7. In respect of reserves:
  - (a) Spending general reserves shall require a decision of the CFA;
  - (b) Authority to use the capital fund and estates strategy reserve flows from the capital programme. The new learning and development site will require a decision of the CFA, at the appropriate time;
  - (c) All other reserves may be committed by the Chief Fire Officer, in accordance with the purpose for which the reserve is held.
8. Changes to the capital programme shall require a decision of the CFA or the Corporate Governance Committee. Nonetheless, the Chief Fire Officer may make changes to proposed expenditure within the overall headings at Appendix Two, after consultation with the Chair and Vice-Chair.

### Medium Term Financial Outlook 2024/25 – 2026/27

1. A three-year budget has been presented as part of this report. However, after March 2025, there is (at the time of writing) limited certainty about funding arrangements or the future economic outlook. As a result, medium-term planning continues to be a somewhat precarious exercise.
2. The Treasurer's central forecasts for the period up to 2026/27 are set out in the table below. The key assumptions (and the associated risks and uncertainties) are further explained below.

	2024/25 £m	2025/26 £m	2026/27 £m
<b>Expenditure total</b>	<b>49.9</b>	<b>51.3</b>	<b>52.6</b>
Council Tax	28.0	29.0	30.0
Revenue Support Grant	7.1	7.1	7.1
Business rates income	6.2	6.3	6.4
Top-up payment	6.8	7.0	7.1
Actuarial Review Compensation Grant	0.5	0.5	0.5
Fire Authority Income	0.2	0.2	0.2
Service Grant	0.1	0.1	0.1
Other Grant	1.0	0.9	0.9
<b>Income Total</b>	<b>49.9</b>	<b>51.1</b>	<b>52.3</b>
<b>Budget gap</b>	<b>0</b>	<b>0.2</b>	<b>0.3</b>

#### Expenditure

3. The expenditure budgets include the permanent growth detailed as part of this report and assumptions around pay and price inflation going forward, along with a planning provision in 2025/26 onwards.
4. The main area of risk for the Authority's budget is in relation to the assumptions around pay awards, pay being a large proportion of the total budget.

#### Income

5. It is assumed tax increases will again be restricted to 2% per year after 2024/25.
6. The business rates forecasts presented assume that they will continue to increase in line with CPI from 2025/26. An estimated 2% increase has been used for both 2024/25 & 2025/26.
7. The planned review of local government funding allocations "the "fair funding review" is now likely to be delayed until at least 2025. We do not know the



outcome of any review and are therefore unclear what the impact will be on Fire Authorities.

Summary of Medium-Term Projections.

8. The projections above show a funding gap from 2025/26 & 2026/27 onwards. Both budget gaps are manageable through the use of the budget strategy reserve. However, a transformation programme will be developed to address future budget gaps rather than relying on the use of reserves.

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**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 14 February 2024**

**Subject: Pay Policy Statement 2024-25**

**Report by: Callum Faint - Chief Fire and Rescue Officer**

**Author: Judi Beresford- Assistant Chief Fire Officer, Service Support**

**For: Decision**

### **Purpose**

1. The purpose of this report is to seek the approval of the Combined Fire Authority (CFA) of the Leicestershire Fire and Rescue Service's Pay Policy Statement for 2024-25 for subsequent publication on the CFA's website.

### **Recommendation**

2. The CFA is asked to approve the Leicestershire Fire and Rescue Service Pay Policy Statement 2024-25 for subsequent publication on the CFA's website.

### **Executive Summary**

3. It is a statutory requirement to publish an annual Pay Policy Statement, including the pay and benefits of employees classified as Chief Officers. The statement should confirm the level of pay and other benefits for all posts and provide a comparison between the highest and lowest paid employees. It should also include the CFA's policy on certain other employment matters such as pensions and termination payments.

### **Background**

4. The Localism Act 2011 requires the CFA to approve and publish a Pay Policy Statement for each financial year.
5. This Statement must set out the CFA's policies in relation to:
  - i. The remuneration of its Chief Officers;
  - ii. The remuneration of its lowest-paid employees; and
  - iii. The relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers.
6. For the purposes of this Statement, remuneration includes basic salary, bonuses and other allowances or entitlements related to employment.

7. The Statement for 2024-25 has been drawn up based on the existing terms and conditions of those relevant senior managers and existing Service policies. It includes information on the current locally determined pay package for the Chief Fire and Rescue Officer (CFO) and two Operational Assistant Chief Fire and Rescue Officers.
8. The format of the Statement was subject to a comprehensive review by the Monitoring Officer and the CFO in 2017-18. There are no plans to revise the style of the statement at this stage.
9. The 2024-25 Statement, appended to this report, incorporates detailed information about middle and senior management remuneration arrangements.

## **Background**

### 10. Legal (including crime and disorder)

Under Section 38(1) of the Localism Act 2011, there is a requirement to publish the statement by the end of March each year.

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

Provision is made for the salaries and allowances within existing budgets.

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

There is a risk of a legal challenge if the Pay Policy Statement 2024-25 is not approved and published by 31 March 2024.

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

The approval of the Pay Policy Statement provides clarity on terms associated with the various elements of remuneration relating to chief officers.

### 14. Environmental

There are no environmental implications arising from this report.

### 15. Impact upon Our Plan Objectives

The adoption, publication and use of the Pay Policy Statement will contribute towards achieving the outcomes of the Governance Strategy; "Well Informed Communities", and "Well Informed Staff".

**Background Papers**

None.

**Appendix**

Leicestershire Fire and Rescue Service Pay Policy Statement 2024-25.

**Officers to Contact**

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## **APPENDIX A**

### **Leicestershire Fire and Rescue Service Pay Policy Statement 2024/25**

#### **Introduction**

This Pay Policy Statement is provided in line with Section 38(1) of the Localism Act 2011 and is authorised by Leicester, Leicestershire, and Rutland Combined Fire Authority (the CFA).

#### **Purpose**

The purpose of this statement is to provide transparency to the Pay Policy adopted by Leicestershire Fire and Rescue Service (LFRS). It explains the key principles that underpin its policies towards a range of issues relating to the pay of its workforce. A Pay Policy Statement must be prepared for each financial year and must be approved by the CFA. This Statement covers the year 2024/25. It meets the objective of delivering a fair and equitable policy covering pay and other benefits.

#### **Policy Objectives**

The CFA is directly responsible for a budget of £43.4M and a staff headcount of 632 FTE's (as of 31<sup>st</sup> January 2024). It is responsible for reviewing the pay structure for Principal Officers namely, the Chief Fire and Rescue Officer and the Assistant Chief Fire Officers. The CFA publishes details of senior officers (classified as the CFO and direct reports) and of all other employees receiving more than £50,000 remuneration in its Annual Statement of Accounts. The publication of this Statement brings information on remuneration into a single document for the sake of transparency as a public service.

Pay bands are established on nationally applied role maps for operational employees and grading bands established through a job evaluation process for support employees. In applying its Pay Policy, the Authority ensures it abides by its policy on equality and inclusion.

#### **Pay Negotiating Bodies**

The CFA applies the annual pay settlements negotiated by:

- The National Joint Council for Local Government Services;
- The National Joint Council for Local Authority Fire and Rescue Services;
- The National Joint Council for Brigade Managers of Local Authority Fire and Rescue Services.

The CFA undertakes negotiation with its recognised representative bodies on local agreements which affect the terms and conditions of its employees, and which may include agreement of local allowances. The representative bodies recognised for negotiating purposes are:

- The Fire Brigades Union (FBU).
- The Fire Officers Association (FOA).
- The Association of Principal Fire Officers (APFO).
- The Fire and Rescue Services Association (FRSA).
- UNISON.

## **Publication**

The Pay Policy will be published on the Service website together with the Pay and Grading structure and information relating to senior management remuneration.

## **Section One - General Pay Policy**

- 1.1 In determining the pay and remuneration of its employees, the CFA will comply with all relevant employment legislation. This includes the Equalities Act 2010, Part Time Employment (Prevention of Less Favourable Treatment) Regulation 2000, the Agency Workers Regulation 2010 and where relevant the Transfer of Undertakings (Protection of Earnings) Regulations.
- 1.2 The CFA applies the pay scales adopted by the respective National Joint Councils (NJC) for all its employees up to the level of Principal Officer. The National Living Wage (the legal minimum) increased in April 2023 to £10.42 per hour for workers over the age of 23. There are no employees within LFRS on an hourly rate of less than the national living wage.
- 1.3 Local pay arrangements for Principal Officers (Chief Officers) are established through the provisions of the NJC for Brigade Managers of Local Authority Fire and Rescue Services and are reviewed annually by the Fire Authority. Further details are set out in Section 2.
- 1.4 Upon appointment, Principal Officers are remunerated at a 'single point' scale.
- 1.5 The number and level of roles within the Service are determined by the CFA on advice from the Chief Fire and Rescue Officer.
- 1.6 This Pay Policy reflects the different roles, duties and responsibilities undertaken by Service employees. This is reflected in pay differentials between different groups of workers and between workers in the same pay group. The pay bands established are based on nationally applied role maps (operational employees) or grading bands established through an agree job evaluation process (support employees). Upon appointment, staff are normally paid in accordance with the lowest point in the relevant scale. This can be adjusted if there is a justifiable reason that is supported by a Principal Officer.
- 1.7 Pay Policy reflects adherence to the principle of "equal pay for work of equal value."

- 1.8 In applying its policy, the CFA will work to eliminate any elements which may, directly or indirectly, discriminate unfairly on the grounds of sex, race, colour, nationality, ethnic or national origin, age, marital status, having dependants, sexual orientation, gender reassignment, religion or belief, trade union activity, disability, or any other factors. Part-time workers receive the same pay and remuneration as full-time workers undertaking the same job role on a pro-rata basis.

### **Definition of Lowest Pay**

- 1.9 The Resolution Foundation's Real Living Wage rates are used to inform the lowest levels of pay. The rates are announced in November each year and implemented from 1 April the following year in line with the annual support staff pay increase. The Foundation Real Living Wage from April 2024 is £12.00 per hour (£23,500 per annum). The rates were announced in 2023 to reflect the extraordinary rises to the cost of living. As of 1 January 2024, the lowest level of pay that can be paid to a full-time member of staff is £23,500, this being the national scale point 5 and equivalent to £12.18 per hour.

### **Pay Multiples**

- 1.10 The idea of publishing the ratio of the pay of an organisation's top earner to that of its lowest earner has been recommended in order to support the principles of Fair Pay and transparency.

As of 1 January 2024, the lowest level of pay that can be paid to a full-time member of staff is £23,500. The highest level of pay that can be paid to a full-time member of staff is £158,934.15. This ratio is 6.76:1.

The median annual salary is £35,747. The ratio between this figure and that of the highest paid full-time member of staff is 3.84:1.

### **Subscriptions**

- 1.11 Individuals required by Leicestershire Fire and Rescue Service to be members of professional bodies in relation to their duties will have their subscription fees paid.

### **Benefits In Kind**

- 1.12 Leicestershire Fire and Rescue Service provides an Occupational Health Service to all its staff which seeks to keep them fit and well to undertake their duties and to ensure their speedy and safe return to work when they are injured or sick.
- 1.13 Leicestershire Fire and Rescue Service offers a Provided Vehicle User Scheme to staff who are required to use vehicles in connection with their official duties. This scheme is kept under review by the CFA with the most recent review in March 2022.



## **Relocations Expenses**

- 1.14 Upon appointment and only if relocation expenses are incurred, the CFA reimburses new employees in accordance with the Relocation Expenses Scheme. The CFA does not pay any bonuses sometimes expressed as 'golden hello' or 'golden goodbye' payments to any employees.

## **Section Two - Pay Policy for Principal Officers and Senior Managers**

### **Principal Officers**

- 2.1 National pay awards negotiated by the NJC for Brigade Managers of Local Authority Fire and Rescue Services are applied to Principal Officers by the CFA on an annual basis. This represents a cost-of-living increase.
- 2.2 Upon appointment, all Principal Officers are paid in accordance with a single point pay scale. A review of Principal Officer pay is undertaken every two years by the CFA. This is currently managed through the Employment Committee under delegated power from the CFA.
- 2.3 Principal Officer roles covered by the review include the Chief Fire and Rescue Officer and the two Assistant Chief Fire and Rescue Officers.
- 2.4 The base salary for the Chief Fire and Rescue Officer role at Leicestershire Fire and Rescue Service is currently set at £154,305 per annum. This is inclusive of a recent nationally agreed increase of 3%.
- 2.5 As at 31<sup>st</sup> January 2024, the Service currently makes an employer pension contribution of 28.8%. This is in accordance with the contributions made for all members of the Firefighters Pension Scheme (2015). The employee contribution rate varies between 11% and 14.5% of pensionable pay. The contribution levels reflect the Government's Actuary Department's re-evaluation of firefighter pension schemes.
- 2.6 The CFA has established a policy that Principal Officer roles below that of Chief Fire and Rescue Officer will be paid as a proportion of the locally agreed Chief Fire and Rescue Officer base pay rate. The two Assistant Chief Fire and Rescue Officers are paid at a rate that represents 80% of the Chief Fire and Rescue Officers annual salary. Both Assistant Chief Fire and Rescue Officers receive an annual salary of £127,150.62 however, the ACFO Service Support is currently in a developmental role and as such is in receipt of £120,793.09 pa which will rise incrementally upon successful completion of the development plan.
- 2.7 A vehicle is provided to Chief Fire and Rescue Officer and both Assistant Chief Fire and Rescue Officers for operational use and to ensure that they can meet the requirements of continuous duty.
- 2.8 Details of Principal Officer Pay are published on the Leicestershire Fire and Rescue Service website. <https://www.leics-fire.gov.uk/your-fire->

service/who-we-are/organisation-structure/organisational-chart

- 2.9 The Service does not have a policy of direct correlation between the highest and lowest paid roles (it does not apply a pay multiple in establishing Principal Officer pay). As of 1 January 2023, the lowest level of pay that can be paid to a full-time member of staff is £23,500. The highest level of pay that can be paid to a full-time member of staff is £158,934.15. This ratio is 6.76:1.
- 2.10 The other defined statutory roles are the Monitoring Officer and Treasurer to the CFA, and they are not directly employed and being remunerated in their wider employing council roles.

### **Senior Managers**

- 2.11 The pay, including rota allowances, of the most senior officers below Principal Officer (Operational Area Managers) is 58.4% of the Chief Fire and Rescue Officer pay. Four Operational Area Managers receive an annual salary of £90,068.00. A vehicle is provided to all Operational Area Managers for operational and business use, with the option to use them for private purposes.
- 2.12 The pay of the most senior support roles below Principal Officer (Area Manager People and Organisational Development and Area Manager Business Support) is 44.9% of the Chief Fire and Rescue Officers pay. This equates to an annual salary of £69,283.08.
- 2.14 The CFA also employs five Operational Group Managers. Each manager receives an annual salary of £71,570.45. A vehicle is provided to all Operational Group Managers for operational and business use, with the option to use them for private purposes.
- 2.15 The CFA also employs twenty Operational Station Managers. Each manager receives an annual salary of £61,830.00. A vehicle is provided to all Operational Station Managers for operational and business use, with the option to use them for private purposes.
- 2.16 Finally, the CFA employs 1 Control Station Manager. The annual salary of this post is £58,738.90. An essential car user allowance is paid.
- 2.17 It should be taken into account that the salaries of Principal Officers and other operational managers include an allowance for the associated additional responsibility and hours of work required to provide duty cover on a 24/7, 365 basis. The full details applicable to all managers with salaries of £50,000 per annum or above (as at 1 January 2024) are set out with employer's costs and benefits in annex 1 of this Pay Policy Statement.

### **Re-engagement**

2.18 All Principal and Senior Managers are subject to the same re-engagement provisions as other Service employees; these are set out in more detail in Section 5.

### **Severance Payments**

2.19 All Principal and Senior Managers are subject to the same severance arrangements as other Service employees; these are set out in more detail in Section 6.

## **Section Three - Pay Policy for Firefighters**

### **General**

- 3.1 This policy applies to Whole-time, On-Call Firefighters and Fire Control staff.
- 3.2 National pay awards negotiated by the NJC for firefighters of Local Authority Fire and Rescue Services are applied by the Authority on an annual basis. This represents a cost-of-living increase. No pay award has yet been agreed by the NJC for Local Authority Fire and Rescue Services for the financial year 2024-25.
- 3.3 Pay is based upon the role undertaken and the stage of competence of each individual for example, trainee, in development and competent.
- 3.4 A formal assessment of individuals is undertaken at each stage of development before moving to the next salary level. Maintenance of competence is a requirement at all levels of the Service and is reviewed annually.
- 3.5 Progression between roles is subject to a competitive promotion process.

### **On-Call Duty System**

- 3.6 Employees subject to the On-Call Duty System are paid an annual retaining fee and receive subsequent payments based on attendance at incidents and other activity including disturbance fees, turnout fees, attendance fees, training fees, other authorised duties, and compensation for loss of earnings. All payments are made in line with nationally agreed pay scales and rates.

### **Fire Control**

- 3.7 The pay for Fire Control staff is 95% of the nationally agreed NJC rate for firefighters of Local Authority Fire and Rescue Services.

### **Other Allowances and Payments**

- 3.8 Pension contributions (as of April 2023-24): The Service makes an employer

contribution of 28.8% of salary (2015 scheme) for members of the Firefighters Pension Scheme. The employee will contribute between 11.0% and 14.5% (2015 scheme) of pensionable pay. The 1992 & 2006 schemes both closed on 31st March 2022.

- 3.9 Pension arrangements for Fire Control staff are under the Local Government Pension Scheme as detailed in paragraph 4.6.
- 3.10 Under national conditions of service, a flexible duty payment of 20% allowance additional to base salary if made to all Operational Area, Group and Station Managers to recognise the provision of operational cover on a rota basis to attend emergency incidents when required.
- 3.11 Under local arrangements and in an addition to the 20%, Operational Area Managers are paid a further allowance of 10% of base salary to provide operational cover on the Strategic rota.
- 3.12 An allowance is paid daily where employees temporarily undertake the duties of a higher graded role. This is paid at the rate applicable to the role being undertaken; employees must be qualified to undertake the higher-level role.
- 3.13 Overtime rates are paid for roles below Station Manager at time and a half or double time on public holiday, or time may be granted in lieu at the appropriate enhanced rate.
- 3.14 An allowance is paid for detachments at locally agreed rates when operational employees are required to provide cover at other stations.
- 3.15 Recall to duty and/resilience payments are paid to staff in the event that operational circumstances dictate a necessity to bring managers back on duty at times when they would normally be free from all work-related responsibilities. The amounts paid are locally agreed.
- 3.16 Under national conditions of service, a Continuous Professional Development Payment (CPD) is approved annually on an individual basis for employees with more than five years of service (since attaining competence in role). It is an annual payment of £788 (2023-24) for whole-time and the on-call receive 25% of the whole-time figure. The payment is made by application and authorised at a middle or senior management level. To be eligible, an individual must demonstrate evidence of CPD over and beyond that required for competence and have a good attendance, performance, and disciplinary record.
- 3.17 Additional Responsibility Allowance (ARAs) are only paid as and when required.
- 3.18 A travel allowance to cover additional travel costs when an operational employee is compulsorily transferred to another work base. A payment is made of the difference in mileage undertaken and is paid for two years following a compulsory transfer.

- 3.19 Reimbursement of medical fees only applies to employees whose service commenced before November 1994. The reimbursement of fees covers dental, optical and prescription fees and is paid at NHS rates.

## **Section Four - Pay Policy for Support Roles**

### **General**

- 4.1 This policy applies to employees covered by the NJC for Local Government Services and includes all non-operational staff.
- 4.2 National pay awards negotiated by the NJC for Local Government Services are applied by the Authority on an annual basis and represent a cost-of-living increase. A pay award of £1,925 was applied by the NJC for Local Government Services for 2023/24. The pay awards for the support Area Managers are in line with the arrangements for firefighters outlined in paragraph 2.12.
- 4.3 The pay structure is aligned to a spinal column point system. Spinal column points are configured into groups to provide incremental pay points. The incremental rises occur on 1 April and 1 October annually and employees progress incrementally through their respective grade until they reach the maximum point.
- 4.4 All employees will be generally paid at the lowest point in the relevant scale. Starting salary may be uplifted along the incremental structure if experience and knowledge warrant this approach. Movement between grades is through a competitive selection process.
- 4.5 Leicestershire Fire and Rescue Service apply the Local Government Job Evaluation Scheme that systematically ranks each job objectively and fairly. Local Government Job Evaluation Scheme is a recognised best practice, non-discriminatory method of ranking jobs against a predetermined scale. The evaluation process assesses all roles and allocates an appropriate grade according to the duties and responsibilities undertaken. Employees may apply for a review of their grade where permanent, substantial, and material changes have increased the level of duties and responsibilities attached to their role. Any substantive changes to grade must be authorised by a director.

### **Other Allowances and Payments**

- 4.6 The Service makes a total employer pension contribution of 19.2% of salary for all members of the Local Government Pension Scheme. The employee will make a contribution of between 5.5% and 12.5% of pensionable pay depending on their salary band.
- 4.7 An allowance is paid if an employee is required to fill a higher-level role for a period of more than one month.
- 4.8 A discretionary Honorarium payment may be made, with the approval of a director, for duties undertaken outside of the normal job requirements for an extended period of time.
- 4.9 A disturbance payment will be paid when an employee is required to move work location; actual additional mileage is paid for a period of two years.

## **Section Five - Policy on Re-engagement and Pension Abatement**

### **General**

- 5.1 This applies where individuals retire from the Service, draw pension benefits, and are subsequently re-engaged into the same or other role with Leicestershire Fire and Rescue Service. The policies set out below apply to all employees, including senior officers.
- 5.2 Leicestershire Fire and Rescue Service will consider the retirement and re-engagement of operational employees at its own discretion and where a substantial tangible business benefit can be justified. During any period of re-engagement, if the employee's new salary and pension earnings are higher than the salary for their previous role the employee would be subject to inter-service abatement. This would require abatement of part or all of their pension, so as to reduce the combined total of their new salary and pension earnings back down to their previous salary. This complies with the provisions of the Firefighters Pension Scheme.
- 5.3 Leicestershire Fire and Rescue Service operates a Flexible Retirement Policy for employees in the Local Government Pension Scheme which allows employees to take their pension benefits and be re-employed on reduced hours or at a lower grade without abatement of pension. This complies with the provisions of the Local Government Pension Scheme.
- 5.4 Leicestershire Fire and Rescue Service monitor all job applicants to ensure anyone in receipt of an applicable public sector pension is advised that if they breach the remuneration threshold once their new salary is combined with their pension they are liable for abatement of their pension. Leicestershire Fire and Rescue Service will advise the relevant previous employer of this potential breach and it will be their responsibility to ensure any abatement is applied.
- 5.5 Where an applicant was previously an employee of Leicestershire Fire and Rescue Service we will carry out our own calculations and apply abatement where the individual's new salary and pension combined is higher than their old salary. This will be recalculated on a yearly basis and the employee will be advised of any changes.
- 5.6 Leicestershire Fire and Rescue Service expect other public sector organisations to make contact should one of our retired employees be successful in obtaining employment with them. We will then undertake the relevant calculations to ascertain whether abatement should apply. This will be recalculated on a yearly basis and the retired employee advised of any changes.

## **Section Six - Severance Payments General**

- 6.1 In the event of redundancy, the Service applies redundancy payments under the provisions of its Redundancy Policy. This applies to both compulsory and voluntary redundancy situations.

- 6.2 In 2023-24, as of 1<sup>st</sup> January 2024, there have been no settlement agreements; when the employment of an employee is terminated by the Service, or in settlement of a claim. In the event that there is a settlement, such agreements are subject to confidentiality clauses.
- 6.3 Early Payment of Pension Benefits; under the provisions of the Local Government Pension Scheme employees aged over 55 who are made redundant, or who are retired from Service on the grounds of efficiency, are awarded early payment of pension benefits. In this case, a charge is made against the Fire Authority by the pensions fund; this is referred to as actuarial strain.
- 6.4 In 2023-24 the Service had no agreement for the early payment of pension.

### **Section Seven – Bonus Payments and Performance Related Pay**

- 7.1 The CFA does not pay any groups of employees a bonus or operate a system of Performance Related Pay.

Summary of Annual Remuneration for All Principal Officers and Senior Managers

Annex 1

Role/ Position	Function	Salary (£)	Provided Car (£)	Employers Costs (£)	Total Cost (£)
Chief Fire Officer	Chief Executive/ Head of Paid Service	£158,934.15	£4,733	£66,450.15	£225,384.30
Assistant Chief Fire Officer (1)	Director of Service Delivery	£127,150.62	£4,733	£52,910.36	£180,060.98
Assistant Chief Fire Officer (1)	Director of Service Support	£120,793.09	£4,733	£42,108.92	£162,902.01
Operational Area Manager (1)	Head of Operational Response	£90,068.00	£3,114	£37,113.17	£127,181.17
Operational Area Manager (1)	Head of Community Risk	£90,068.00	£3,114	£37,113.17	£127,181.17
Operational Area Manager (1)	Head of Assurance	£90,068.00	£3,114	£37,113.17	£127,181.17
Area Manager People and Organisation Development	Head of Function	£69,283.08	£0	£23,616.83	£92,899.91
Area Manager Business Support	Head of Function	£69,283.08	£0	£23,616.83	£92,899.91
Operational Group Manager (1)	Geographical Group Manager	£71,570.45	£3,114	£29,233.21	£100,803.66
Operational Group Manager (2)	Geographical Group Manager	£71,570.45	£3,114	£29,233.21	£100,803.66
Operational Group Manager (3)	Operational Risk	£71,570.45	£3,114	£29,233.21	£100,803.66
Operational Group Manager (4)	Safer Communities	£71,570.45	£3,114	£29,233.21	£100,803.66
Operational Group Manager (5)	Training and Development	£71,570.45	£3,114	£29,233.21	£100,803.66



Summary of Annual Remuneration for All Principal Officers and Senior Managers

Annex 1

Role/ Position	Function	Salary (£)	Provided Car (£)	Employers Costs (£)	Total Cost (£)
Operational Station Manager (1)	District Manager	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (2)	District Manager	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (3)	District Manager	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (4)	District Manager	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (5)	District Manager	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (6)	District Manager	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (7)	District Manager	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (8)	District Manager	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (9)	District Manager	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (10)	District Manager	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (11)	Operational Assurance	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (12)	Operational Assurance	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (13)	Operational Planning & Water	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (14)	Community Safety	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (15)	Fire Protection	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (16)	Fire Protection	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (17)	Business Assurance	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (18)	Health & Safety	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (19)	Training and Development	£61,830	£3,114	£25,083.78	£86,913.78
Operational Station Manager (20)	Training and Development	£61,830	£3,114	£25,083.78	£86,913.78
Control Station Manager (1)	Fire Station Control Manager	£58,738.90	£1,239	£18,128.04	£76,866.94

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**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 14 February 2024**

**Subject: Service Delivery Update**

**Report by: Callum Faint – Chief Fire and Rescue Officer**

**Author: Paul Weston – Assistant Chief Fire and Rescue Officer**

**For: Information**

### **Purpose**

1. The purpose of the report is to update the Combined Fire Authority (CFA) on key Service Delivery performance for the first three quarters of 2023/24, April to December 2023 inclusive.

### **Recommendation**

2. The CFA is requested to note the contents of this report.

### **Executive Summary**

3. This report sets out the progress, or otherwise, that has been achieved in relation to Service Delivery and provides an overview of the performance and activities within the first three quarters of 2023/24. The subject matter areas that are covered in this report include:
  - Prevention.
  - Protection.
  - Response.
  - Performance.

### **Background**

#### Prevention

4. Prevention refers to a proactive approach the Service takes, aimed at minimising the risk of fires and other emergencies before they occur. Fire prevention involves a range of activities and initiatives designed to educate the public and communities about fire safety and to implement measures that reduce the likelihood of fires through a Home Safety Check.
5. The Service utilises a risk matrix to identify those who are at a greater risk of fire as well as working with partner agencies to ensure that the most vulnerable members of the community are prioritised, and prevention activities are targeted accordingly.
6. The intent of the Home Safety Check (HSC) is to identify potential hazards, educate homeowners or occupants about fire safety measures, and provide recommendations to minimise the risk of fires and enhance overall fire safety.

7. Between April and December 2023, a total of 11,245 successful home safety checks were completed, an increase of 1,543 compared to the same reporting period the previous year. Among these successful home safety checks, 2,739 were referrals from partner agencies.
8. During the reporting period, the Service also installed 4,051 alarms, comprising of 3,739 standard smoke alarms, 152 Carbon Monoxide alarms and 160 smoke alarms for those individuals with hearing impairments.

### Protection

9. Leicestershire Fire and Rescue Service is responsible for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 within Leicester, Leicestershire and Rutland.
10. The order applies to all non-domestic premises, including common areas of residential buildings and aims to simplify and consolidate fire safety regulations into a single piece of legislation. It places the responsibility for fire safety on the "responsible person", who is typically the employer, owner, or occupier of the premises. This person is required to carry out a fire risk assessment, implement appropriate fire safety measures, and maintain them.
11. In order to fulfil its duty to manage risk within the communities it serves, Fire Protection Team staff will carry out fire safety audits on premises that the legislation applies to as part of a risk-based inspection programme (RBIP).
12. Fire Safety Inspectors have completed 1,107 Fire Safety Audits (FSAs), of which 782 were within the risk-based inspection programme for 2023/24. This is compared to 1,078 the previous year.
13. Following the 1,107 Fire Safety Audits, the Service has issued 48 fire safety enforcement notices and 109 action plans. This represents a 67% rise compared to the three-year benchmark. It also underscores the effectiveness of the risk-based inspection programme in focusing on the appropriate premises as part of the Service's commitment to achieving Safer People, Safer Places.
14. Partnership and Collaboration: Fire safety teams continue collaboration with businesses, industry associations, and trade organisations in promoting fire safety. They have engaged in joint initiatives, such as Better Business for All, as well as providing engagement events to support businesses in working together to address fire safety challenges specific to certain industries or sectors.

### Response

15. The Service attended 7,026 incidents between 1 April and 31 December 2023, of which 2,782 (39%) were non-fire incidents, 2,570 (37%) were fire false alarms and 1,674 (24%) were fire incidents. This is an increase of 492 more incidents than the 3-yearly average of 6,534.
16. The surge in incidents can be further explained by an 84% rise in the number of occurrences that the Service responds to, specifically related to gaining entry to

premises since 2020. This rise underscores the evolving landscape of challenges and demands faced by the Service.

17. Regrettably, during the reporting period, the Service has attended 70 fatalities at a variety of incidents, including:
  - a) 4 x Fire related.
  - b) 15 x Road Traffic Collisions.
  - c) 51 x Special Services (*assisting partner agencies/gaining entry/suicide*).

### Performance

18. On-Call availability for April - December 2023 has seen a slight increase from 63.5% to 64.2% compared to the previous year. However, On Call availability remains an issue, and one that is being experienced nationally, and can be attributed to several factors:
  - a. **Changing Demographics:** The demographics of the population have changed over time, with more people working non-traditional hours or having commitments that make it challenging for them to be On-Call firefighters. This shift in demographics has resulted in a smaller pool of potential applicants.
  - b. **Increased Employment Commitments:** Many individuals have taken on full-time employment or multiple jobs, making it difficult for them to commit to On-Call availability. The demands of their primary occupations may not allow them to be readily available for emergency response.
  - c. **Lifestyle Changes:** Modern lifestyles have become increasingly busy and demanding, leaving less time for individuals to commit to On-Call availability. People often have multiple personal and family responsibilities, limiting their ability to respond to emergencies at a moment's notice.
  - d. **Training and Commitment:** The training and commitment required to become an On-Call firefighter can be extensive, requiring individuals to balance their regular occupations, personal lives, and the demands of the fire service. This can discourage some potential recruits from pursuing this role.
19. The Service has recognised these issues and is developing several strategies to address these challenges and maintain an effective level of On-Call availability including:
  - Flexible contracts
  - Revised initial basic training
  - Employer recognition events
  - Introduction of Variable Response Vehicles.
20. As previously communicated to the CFA, the Service has implemented two Variable Response Vehicles (VRVs), with the first one introduced in November at Market Bosworth station. This initiative has promptly resulted in increased availability, rising from 65% between April and October to 90% in November and December.

21. Whole-time availability has seen a decrease on the previous year from 98.30% to 97.91% for the reporting period.
22. The response time to life-critical incidents slightly exceeded the 10-minute target, standing at 11 minutes and 33 seconds. A closer examination reveals that road traffic collisions (RTC's) significantly contribute to the delay in meeting the 10-minute response time, primarily due to the rural nature and extended travel distances in these areas.
23. Removing RTC's from the data reveals that attendance at life risk residential dwelling fires reduces the attendance time to an average of 8 minutes 22 seconds.

### **Report Implications/Impact**

24. Legal (including crime and disorder)  
None identified at this time.
25. Financial (including value for money, benefits and efficiencies)  
There are no direct financial implications from this report.
26. Risk (including corporate and operational, health and safety and any impact on the continuity of Service delivery)  
None arising from this report.
27. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)  
None identified at this time.
28. Environmental  
None identified at this time.
29. Impact upon "Our Plan" Objectives  
This report sets out relevant developments and performance achieved by the Service Delivery Directorate in pursuance of the objectives set out in Our Plan.

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<b>Status of Report:</b>	<b>Public</b>
<b>Meeting:</b>	<b>Combined Fire Authority</b>
<b>Date:</b>	<b>14 February 2024</b>
<b>Subject:</b>	<b>Community Risk Management Plan Public Consultation Results</b>
<b>Report by:</b>	<b>Callum Faint, Chief Fire and Rescue Officer</b>
<b>Author:</b>	<b>Chris Moir, Planning Manager</b>
<b>For:</b>	<b>Discussion</b>

### **Purpose**

1. The purpose of this report is to present the final results of the public consultation in relation to the Community Risk Management Plan (CRMP) 2024-2028.

### **Recommendation**

2. The Combined Fire Authority (CFA) is asked to note the contents of this report and the supporting appendices and approve the 2024-2028 CRMP.

### **Executive Summary**

3. The CFA has a legal duty in accordance with the Fire and Rescue Act 2004, the Fire and Rescue National Framework for England 2018 and the Fire Standards Board CRMP Fire Standard to periodically review its fire and rescue service provisions to ensure that they are fit for purpose and appropriate to community needs. To comply with this requirement a formal project has been delivered to undertake public consultation on the CRMP which was agreed by the CFA at its meeting in July 2023.
4. The 12-week period of public consultation commenced on 1 September 2023 and concluded on 24 November 2023. The outcomes of the consultation have been collated and analysed and the results are presented as Appendix 1 to this report.
5. Non-survey based responses have also been included as Appendices to provide CFA members with all the information which was submitted in response to the consultation. Appendix 2 is the formal response from the Fire Brigades Union which was received as an open letter to the Chair of the CFA on 27 November 2023. Appendix 3 is the Chief Fire Officer's response to the FBU's letter. Appendices 4 and 5 are shortened, easy read versions of the consultation summary report.

## Background

6. A CRMP must assess all foreseeable fire and rescue-related risks to communities and put in place arrangements to respond to and deal with them. It must cover at least a three-year time period, be regularly reviewed, reflect local risk, be developed through extensive consultation with multiple partners and be accessible and cost-effective. The planning process should also have regard for cross border, multi-agency risks and national incidents.
7. At its meeting in July 2023, the CFA approved the proposed CRMP 2024-2028 for public consultation.

## Consultation Methodology

8. The consultation summary report, presented as Appendix 1, includes the background to the consultation and the principles which were followed in undertaking it. It summarises the engagement activity completed and details of the consultation responses.
9. Appendix 1 also includes a summary regarding the demographics of those who responded and a brief summary of the results for each strategy. It also contains detailed analysis of the consultation results and a summary of the comments received in the questionnaire.

## Consultation Findings

10. The CRMP Consultation Results Report contains the results of the consultation. In total, 188 survey responses were received; 61% of the survey respondents were members of the public, and 25% were serving firefighters or support staff.
11. The majority of respondents agreed with the five strategies within the CRMP.

## Next Steps

12. Assuming the CRMP is approved, a number of projects and activities will be initiated to deliver the actions and benefits outlined in the plan.
13. Activities to achieve successful delivery of the CRMP will be recorded on local District and Department Plans, with regular progress updates being presented to the Corporate Governance Committee at their quarterly meetings. All of the actions will be successfully delivered by the end of 2028.

## Report Implications/Impact

14. Legal (including crime and disorder)

In delivering the CRMP consultation, the CFA has complied with 'best practice' as described by the 'Gunning' principles. In addition, the CFA has also complied with the requirement of the Fire and Rescue National Framework for England 2018 to have a valid CRMP.



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

Delivery of the CRMP 2024-2028 public consultation incurred costs of £8,085. In addition to these costs there was significant resource effort incurred by staff in creating, managing, and communicating the consultation.

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

Through compliance with 'best practice' as described by the 'Gunning' principles, the CFA has eliminated risk associated with the delivery of its public consultation and the CRMP.

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

The detail and full analysis of participation in the public consultation are contained in Appendix 1.

The public consultation Equality Impact Assessment (EIA) was completed prior to the commencement of the consultation. EIAs also exist for each of the five supporting strategies.

18. Environmental

Environmental factors including climate change are factored into the risks within the CRMP, proposals for mitigating them are included as suggested actions.

19. Impact upon Our Plan Objectives

Undertaking effective consultation achieves the 'aim' of our Governance Strategy of 'proving assurance.' It also delivers the four 'outcomes' of well-informed communities, well-informed staff and knowing what our staff and communities think. The 'objectives' of the Governance Strategy which states that 'we will engage with staff and all communities on major changes affecting our Service' and 'inform staff and communities about the key decisions that we make' have been successfully accomplished.

## **Background Papers**

Community Risk Management Plan 2024-2028 Document – July 2023 CFA.

## **Appendices**

Appendix 1 – CRMP 2024-2028 Consultation Results Report.

Appendix 2 – Fire Brigades Union Response to LFRS CRMP 2024-2028.

Appendix 3 – CFO Response to FBU regarding LFRS CRMP 2024-2028.

Appendix 4 – CRMP 2024-2028 Consultation Summary Report – One Pager

Appendix 5 – CRMP 2024-2028 Consultation Summary Report – Brief Summary

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# Community Risk Management Plan 2024-2028

## Consultation results

Published January 2024



# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

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- Corporate Communications Team, Leicestershire Fire and Rescue Service
- Communications Team, Leicestershire County Council

Whilst every effort has been made to ensure the accuracy of the information contained within this report, Leicestershire County Council cannot be held responsible for any errors or omission relating to the data contained within the report.

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## Executive Summary

### Introduction

This report focuses on the results of the consultation carried out on behalf of Leicestershire Fire and Rescue Service (LFRS) on their Community Risk Management Plan (CRMP) 2024-28. The CRMP consisted of five strategies aimed at mitigating risks. These are:

1. Safer Communities Strategy
2. Response Strategy
3. Finance and Resources Strategy
4. People Strategy
5. Governance Strategy

The consultation survey ran over a 12 week fieldwork window from 1 September to 24 November 2023.

### Analysis

In total, 188 survey responses were received with three-fifths (60.6%) of respondents being members of the public. Just under a quarter (24.5%) were serving firefighters or support staff.

For each of the five proposed strategies, the majority of respondents were in agreement. Strategy 1 - Safer Communities (91.4%) and 3 - Finances and Resources

(87.0%) received the highest levels of agreement, with the majority of respondents saying they strongly agreed to each.

Although each strategy was met with high levels of agreement by the majority of respondents, Strategy 2 - Response received the lowest level of agreement (72.1%), the highest level of disagreement (12.6%) and the highest level of neutrality (i.e. neither agree nor disagree) (15.3%) compared to the four other strategies.

The survey contained seven open-ended questions, which received a combined total of 335 comments. All of the comments were read and coded into themes.

**Strategy 1 - Safer Communities Strategy:** Fewer incidents with reduced consequences

The vast majority (91.4%) of respondents agreed with the proposed actions to deliver the aims of the Safer Communities Strategy. Over half of respondents (59.9%) said they strongly agreed. In contrast, very few disagreed (4.3%). Out of the five strategies, this strategy had the highest positive response from those surveyed.

In the open comments, many respondents agreed with the strategy and were positive (22). Several respondents felt the actions within the strategy were important to ensure public

## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

safety (11). Many suggestions were made, including partnership working (14) and raising awareness about how to prevent fires (10). Respondents also referenced fire safety checks in their comments, including the suggestion that vulnerable people should be prioritised for home safety checks (4). Others expressed dissatisfaction with fire safety checks (6).

**Strategy 2 - Response Strategy:** Respond effectively to incidents

Over seven-in-ten (72.1%) agreed with the proposed actions to deliver the aims of the Response Strategy, and the largest proportion of respondents (41.5%) said they strongly agreed. Just over a tenth (12.6%) of respondents said they disagreed (evenly split between tend to disagree and strongly disagree). This proposed strategy had the highest level of disagreement (12.6%) and neutrality (15.3% neither agree nor disagree).

In the open comments, respondents believed this proposal needed to be clearer and raised several questions (25). There were many concerns about potential consequences of the proposed actions to deliver the aims of this strategy, in particular, the proposal to replace fire engines with Variable Response Vehicles and the impact on response time (20). There were some positive comments (21), with respondents agreeing with the strategy and noting that efficiency could be achieved. Other respondents raised concerns about

staffing (18), cost and resources (12), or equipment and vehicles (10).

**Strategy 3 - Finance and Resources Strategy:** Deliver value for money quality services

Over eight-in-ten (87.0%) respondents agreed with the proposed actions to deliver the aims of the Finance and Resources Strategy. Notably, the majority of all respondents (54.3%) said they strongly agreed. Only a small proportion (4.9%) disagreed.

In the open comments, respondents emphasised that they agreed with the strategy (17). Many made comments that the life of the equipment should be extended and well maintained (13). Modernisation, the need for efficient processes and greater investment featured in the comments (7), along with a request for a review of the recruitment process and training of the workforce (7). Several felt the strategy could be clearer or had questions (9). Additionally, disagreement and concerns were raised about waste of money (5) or the focus on Net-Zero and carbon reduction (4).

## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

**Strategy 4 - People Strategy:** An engaged and productive workforce

Over eight-in-ten (85.3%) respondents agreed with the proposed actions to deliver the aims of the People Strategy. Over half of all respondents (58.2%) strongly agreed. In total, 6.5% of respondents disagreed.

In the open comments, respondents made suggestions about the wellbeing of staff and believed this should be something that LFRS prioritise (19). Diversity was a key theme, with some respondents stating that the workforce should be representative of the population (15), whilst others felt that diversity is not as important as recruiting those who are capable of doing the job (8). Positive comments focused on agreeing with the proposed actions to deliver the aims of this strategy, including improving employee engagement (11).

**Strategy 5 - Governance Strategy:** Provide Assurance

Over eight-in-ten (85.6%) respondents agreed with the proposed actions to deliver the aims of the Governance Strategy. The largest proportion (58.0%) said they strongly agreed. In contrast, a small minority (2.8%) disagreed with the proposed actions.

Some of the open comments were positive, including respondents that felt that the proposed actions had covered the essential areas or the actions were as they expected (6).

Other positive comments included support for continuous improvement (5) and engagement of staff and/or communities (4), along with general positive comments of support (4). Some respondents expressed concern about the implementation of the actions proposed for the strategy (4), with other comments indicating concern about a lack of clarity or detail (2).

### Alternative proposals

When asked whether there were any alternative actions that should be considered in the CRMP, respondents suggested a number of changes to staffing (11), including a change in recruitment methods, training and the way work was organised. There were some comments relating to how resources were being used and the desire for more funding (8). Other suggestions were made, such as improving specific areas of work (6), the location of stations (4); and for LFRS to consider different groups within their workforce and the communities they work with (3).

### Any other comments

When asked whether they had any other comments for LFRS, respondents provided a mixed response. Many respondents were positive, either praising the work of LFRS (14), or about the consultation strategies and the fact that there was a consultation on the CRMP (7). Others felt they needed more detail (8) or responded negatively about the strategy document (7).



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## Chapter 1: Introduction and methodology

### Overview of the process

A Community Risk Management Plan (CRMP) must assess foreseeable community related risks and put in place arrangements to mitigate, respond to and deal with them. It must cover at least a three-year time period, be regularly reviewed, reflect local risk, be developed through consultation and be accessible and cost-effective.

A consultation survey was made available on the website of Leicestershire Fire and Rescue Service (LFRS) from 1 September 2023. This was accompanied by the CRMP Strategy document and a range of other supporting information.

The survey asked for views on the five CRMP Strategies.

The consultation closed on 24 November 2023 (a 12 week fieldwork window).

### Communications and engagement activity

LFRS provided the following information about the communication and engagement activity carried out for the CRMP consultation. The consultation was shared with key stakeholders, businesses, schools, councils, community and minority groups, charities, disability and voluntary groups, staff members and interested members of the public, via a range of different communication methods.

'All staff' emails were sent during the consultation period and information about the consultation was shared on LFRS screen savers. The consultation was shared with the Leicestershire Police Diversity & Inclusion Unit and their Independent Advisory Groups for onward sharing within their communities/ contacts. LFRS paid for social media 'boosts' to encourage demographic groups that have been proportionately under-represented in previous consultations, compared to the population as described by the Census.

## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

It is estimated that over 144,000 public interactions were made with the consultation. This figure is arrived at from the following information provided by LFRS:

- 119,377 impressions, likes and shares via social media
- 3,000 leaflets were sent to stations and Community Educators for sharing during home safety checks, a Pride Event, Have a Go Days, Charity Car Washes and community safety events
- 16,289 leaflets were dropped via Royal Mail to postcodes in Leicester City with diverse communities
- 2,305 views were received on the CRMP consultation website
- 4,245 emails were sent to stakeholders
- An article about the consultation was placed on LFRS's internal portal and was read by 316 members of staff

### Analysis methodology

In total, 188 responses were received to the online survey. Although made available, no paper surveys were returned during the consultation period. Analysis of results from the survey are presented in Chapter 2.

Graphs and tables have been used to assist explanation and analysis. Survey question results have been reported based on those who provided a valid response, i.e. taking out the 'don't know' responses and no replies. Percentage totals may not add up to 100% due to survey questions being optional and some respondents choosing not to answer, rounding of figures or multiple-choice questions.

Postcodes supplied by respondents to the survey were used to assign geographical information, including lower-tier local authority and deprivation (IMD national quintile).

A statistical test (chi-square test) was used to test if the differences observed in the responses of different groups were statistically significantly different to the average response. The results of this are available in Appendix 4.

The survey contained seven open-ended questions, which received a total of 335 comments. All of the comments were read and coded into themes. All open comment themes are available in Appendix 3. The comments in full have been passed to LFRS for their consideration.

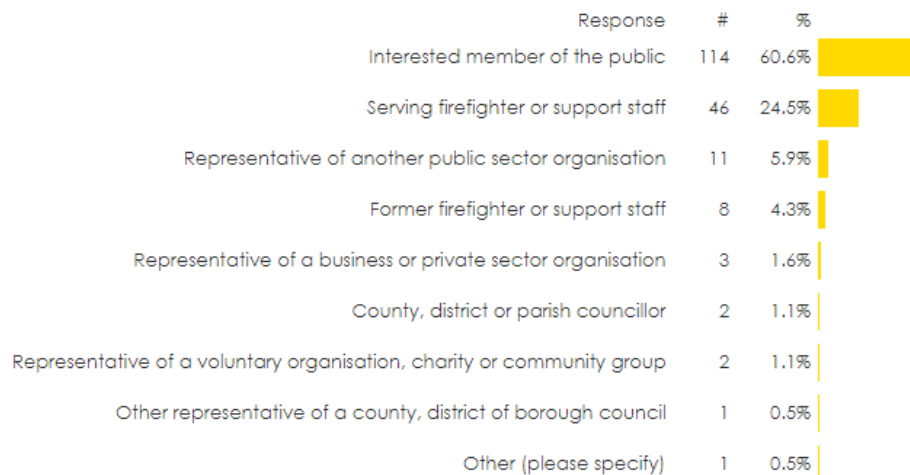
# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

## Survey respondent profile

Over three fifths (60.6%) of survey respondents were members of the public and just under a quarter (24.5%) were serving firefighters or support staff.

Slightly more females (48.4%) than males (41.5%) responded to the survey and the majority ethnic profile was White (82.0%). Those from an ethnic minority group (9.9%) were underrepresented in the survey. Just under a fifth (18.5%) of respondents said they had a long-standing illness, disability or infirmity. The highest proportion of respondents were residents of Charnwood (18.4%), closely followed by Harborough (16.9%). The lowest resident response rate was from Oadby and Wigston (4.4%). A full respondent profile can be found in Appendix 2.

**Chart 1:** Survey respondent roles



Base = 188

In total, 19 stakeholders responded to the consultation survey, of which 10 (52.6%) said they were providing the official response of their organisation. Six were responding as a representative of a public sector organisation, three were a representative of a business or private sector organisation and one was a representative of a voluntary sector organisation, charity or community group.

Official responses were received from: Oadby and Wigston Borough Council, Ellesmere College, Rutland Plastics, Kingsway Primary School, South Wigston High School, Out of Hours Club Rutland, Direct Cosmetics Ltd, The Islamic Foundation and LOROS.

**Chart 2:** Stakeholders - Official responses

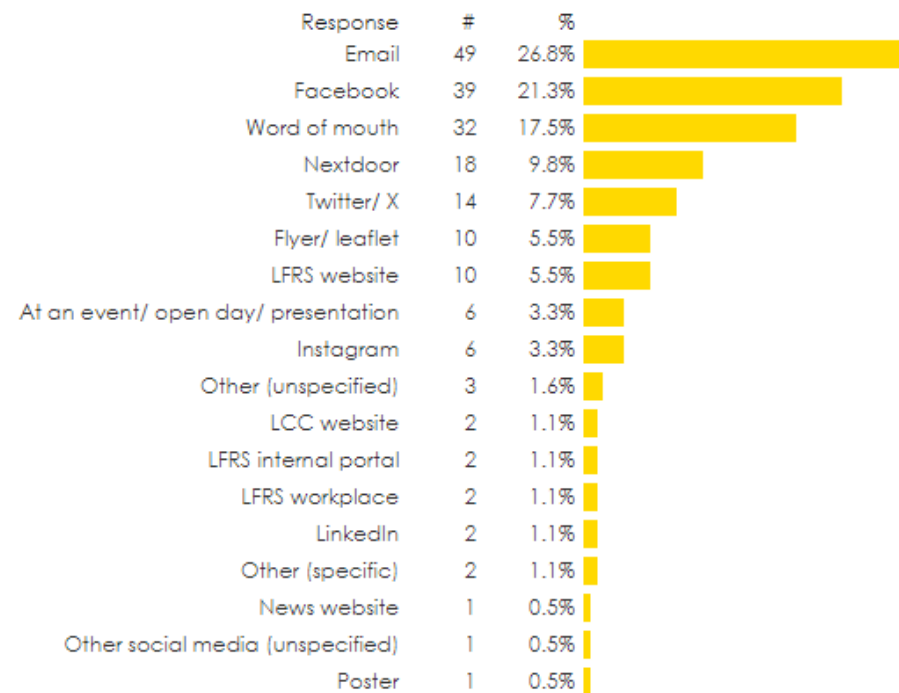


## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

Respondents were asked how they heard about the CRMP consultation. Note that during the data cleaning process, the open text responses to this question were coded to relevant categories or grouped into new categories, for example, 'Instagram'.

Chart 3 shows that most heard about the consultation via email (26.8%), followed by Facebook (21.3%) and word of mouth (17.5%).

**Chart 3:** How respondents heard about the consultation



%s may not add up to 100% as respondents could select more than one response  
Base = 183

## Chapter 2: Survey response analysis

### CRMP proposed strategies

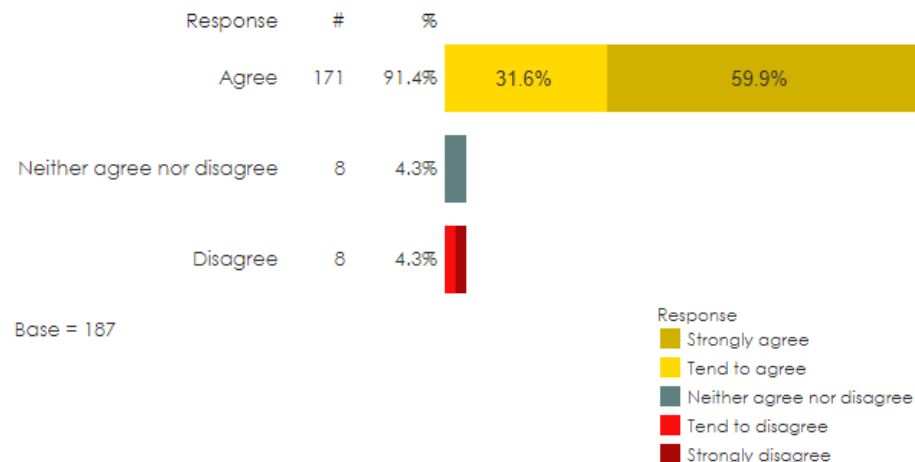
Survey respondents were asked for their views on each of the five strategies within the CRMP:

1. Safer Communities: Fewer incidents with reduced consequences
2. Response: Respond effectively to incidents
3. Finance and Resources: deliver value for money and quality services
4. People Strategy: An engaged and productive workforce
5. Governance Strategy: Provide assurance.

**Strategy 1 - Safer Communities Strategy:** Fewer incidents with reduced consequences

Respondents were asked to what extent they agreed or disagreed with the proposed actions to deliver the aims of the Safer Communities Strategy. Chart 4 shows the majority (91.4%) agreed. The largest proportion of all respondents (59.9%) said they strongly agreed. In total, only a small proportion (4.3%) disagreed.

**Chart 4:** Strategy 1 - To what extent respondents agree/disagree



Respondents were then asked to provide comments. Overall, 66 respondents answered this question (35.1%). Chart 5 lists the codes for this question.

Many respondents agreed with the proposed actions to deliver the aims of this strategy (22). Some of these respondents said that the actions seemed reasonable, achievable and strategically sound. Other positive comments mentioned that the actions seemed important to ensure public safety and prevent fires in the first instance, as this would not only mitigate risks but also save lives (11). Some respondents also felt that any action taken towards reducing

## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

fires is always a positive thing. A few mentioned their respect for the fire service and their efforts of reducing harm (9).

A number of suggestions were made. Respondents suggested that working together as a community and collaborating with organisations (such as local councils) can help reduce risk (14). Others emphasized the importance of raising awareness within the community (for example to schoolchildren and members of the public) would help increase knowledge and educate everyone about the danger of fires (10). Some respondents suggested home that safety checks should be prioritised for the elderly and vulnerable, whilst others felt that quality of home safety checks could be improved, as they felt these were carried out more effectively in the past (4).

Some respondents raised questions regarding the strategy or felt additional information was necessary for their understanding (9). These respondents said that they would like to know how effective this strategy is, asked whether home safety checks are only carried out for the vulnerable or for everyone, and requested to know more about the role and decisions of the fire service.

There were some negative comments. These were particularly around home safety checks (6) or about the Safer Communities Strategy (3).

*"It is the right thing to do. Prevention is always better than cure. Fire can cost lives."*

*"I believe this is a good strategy and covers all risk points."*

*"The actions seem fair, reasonable and with the intention to protect people from harm, or reduce the impact of harm"*

*"I want my fire service to keep people safe in homes and buildings. It is important to me to work with others to improve safety and community spirit"*

*"It is important to work with the community, organisations etc, not only on awareness but also helping across the community"*

*"This can be helpful to get members of the public and school children to learn about fire safety and how it affects the risk of other businesses and houses if you respond to a deliberate fire in a area that is in a high risk environment"*

*"Raising awareness is a positive step in the community in which we can all play our part to be more aware of our actions to hopefully reduce the risks"*

*"Preventive measures are best practice, reduce the risk increase knowledge and hopefully we will all be safer"*

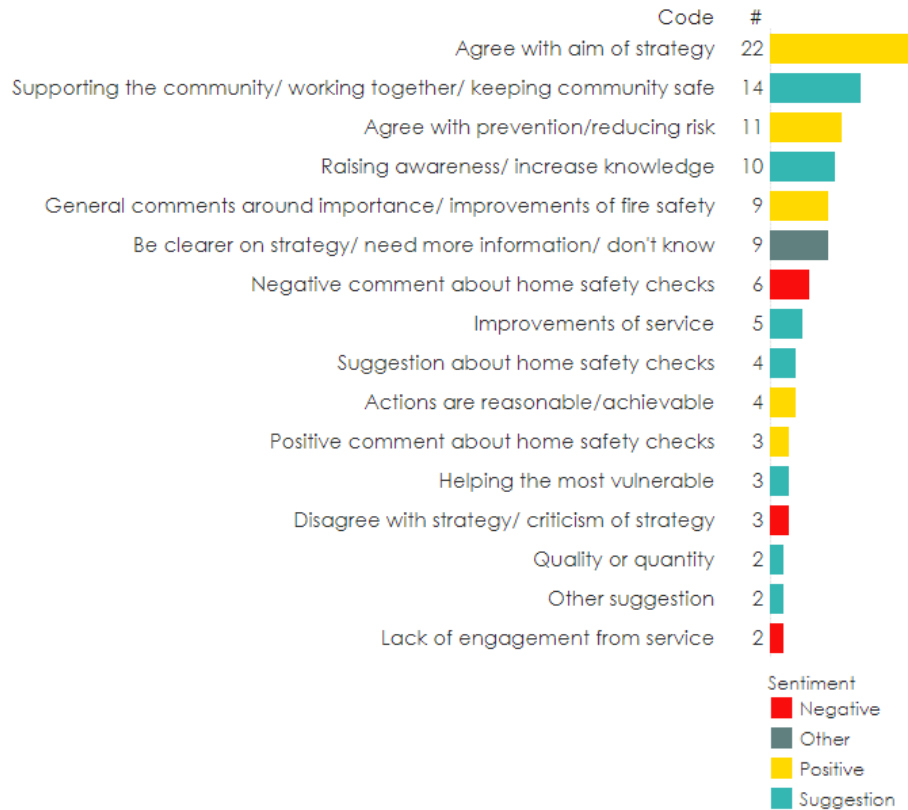
*"Could home safety checks be done in a better way?"*

*"I have had a really good home fire safety check 5 or 6 years ago where your firefighters installed 2 new smoke alarms and went through all my electrics, kitchen etc... To look for anything unsafe. They were with me for over an hour and a half. Same with my elderly neighbour. I recently had a knock on the door from some firefighters who asked if I had smoke alarms and when I said yes, they gave me a booklet. I much preferred the amazing service on the first visit compared to the government stats driven effort more recently. Maybe you should think quality of quantity."*

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

*"I would like to know how effective the 'home fire safety Strategy' actually is? Has it reduced house fire numbers? Has there been a reduction in fires spreading from room of origin? Has there been a study done to evaluate its effectiveness? Have less people died or been injured year on year as a result of HSCs? I believe a lot of time and effort is wasted - and I would like to see greater evaluation in all areas but definitely in HSCs. This will ensure value for money and time spent is worthwhile."*

**Chart 5:** Strategy 1 - All open comment codes

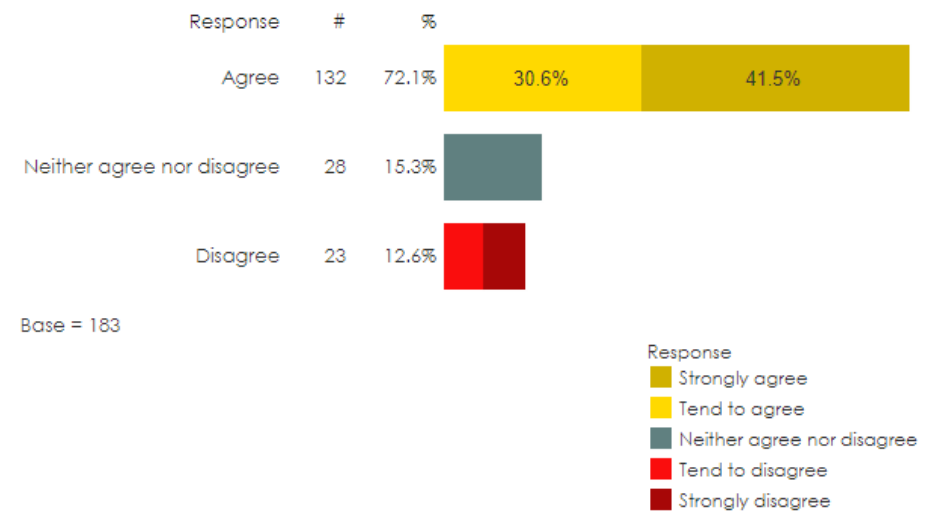


## Strategy 2 - Response Strategy: Respond effectively to incidents

Respondents were asked to what extent they agreed or disagreed with the proposed actions to deliver the aims of the Response Strategy. Chart 6 shows the majority of respondents (72.1%) agreed. The largest proportion of respondents (41.5%) said they strongly agreed. In total, just over a tenth (12.6%) of respondents disagreed. One sixth (15.3%) said they neither agreed nor disagreed. Despite the majority of respondents supporting the proposed actions, compared to the four other strategies, this received the lowest level of agreement and the highest level of neutrality and disagreement.

Respondents aged 35 to 54 (18.6%) were significantly more likely to disagree, when compared to the average (12.6%).

**Chart 6:** Strategy 2 - To what extent respondents agree/disagree





## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

Respondents were then asked to provide comments. In total, 69 (36.7%) provided a response. Chart 7 lists the codes for this question.

Many respondents (25) felt the proposals needed to be clearer and said they needed more information to comment further. Some of these respondents had questions about Variable Response Vehicles (VRVs), certain fire stations or how communities will be affected. Some respondents suggested that they did not fully understand the strategy, but felt that the actions seemed reasonable and said they hoped they were implemented (8).

Several respondents expressed concerns about the potential consequences that could arise from this strategy (20). Some respondents said they were worried that the proposed actions would cause service delays, posing risks to the public. There were criticisms about the proposal to replace fire engines with Variable Response Vehicles. These respondents questioned how this will improve response times or how this will ensure all areas of Leicestershire will be covered, particularly at night.

Respondents also raised concerns about LFRS's crew and staffing (18). Some of these comments related to the proposed on-call section at Loughborough, including difficulties when recruiting, training new firefighters, and concerns about the impact this could have on those that

live in Castle Donington. Respondents highlighted other issues that could arise, including additional pressure on staff, and the potential risk to the safety of both residents and crew members.

Others mentioned resources and cost-related issues (12). Some respondents felt that cutting costs would lead to a poorer service and would not improve fire cover or response times, whilst others said they did not agree with any proposals that would mean less resources for communities. Other comments were in reference to tax-payers money, Council Tax increases and over-stretched budgets.

Some comments were related to LFRS's equipment and vehicles (10). There were concerns raised about the use of Variable Response Vehicles instead of Tactical Response Vehicles or fire engines, suggesting that they were not a suitable replacement.

Other concerns were more specific (11). These respondents were apprehensive about the Day Crewing Plus (DCP) duty system (particularly the change to Castle Donington) and the action to increase water rescue capability to five stations across Leicestershire.

There were some positive comments (21) with respondents agreeing with the proposals. Some believed that these actions would improve response times and efficiency, whilst

## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

others agreed with the proposal to reduce the impact of contaminants from fires on staff.

Various suggestions were made (9), including regular reviews of safe staffing and retaining Melton Mowbray station. There was also a request for a new fire station to be considered around Walton on the Wolds due to the flooding around Soar Valley.

*"Our group does not understand the differences between what was there now and what you are proposing"*

*"I think I would need to understand what you call a Variable Response Vehicle? Is this the same as a Fire Engine or is it a smaller vehicle?"*

*"They all seem very reasonable expectations to me"*

*"Positive drive imbedded... hope it works to utilise resources"*

*"So cutting numbers at night to cover other stations is OK? Fires at night usually take longer to be discovered and the risk of people being asleep in the properties is also a lot higher. You need a full response, not a reduced one"*

*"There is always a worry with all cut backs in staffing, whether there will be adequate cover for all districts of Leicestershire"*

*"Regular reviews of safe staffing should be ongoing, however the replacement of underutilised equipment and stations is a positive thing, as long as investment in staffing isn't cut back to the bone as a result"*

*"I don't agree with any proposals which would mean communities have less resources available to them or longer waiting time for a response vehicle to arrive to an emergency. I'm not sure from reading this if Castle Donington will have a reduced service"*

*"My understanding is this duty system is voluntary and has been used for over 6 plus years the changes proposed increase the cost of staff ? Considerably and does not improve fire cover or response times. The areas that will have additional resources are not areas that demand exceeds current capacity or capability. Seems a waste of financial resources that will no doubt in the future be under financial pressure to sustain when budgets or council taxes increases are constrained or capped"*

*"Do not see the benefit of an on-call section at Loughborough University—this will offer great challenge and cost to the service in implementing for minimal benefit"*

*"VRVs aren't a great replacement for fire engines and will lead to service accepting lower on call numbers without a Strategy to improve establishment in order to meet targets at the expense of crew and public safety"*

*"DCP results in a happy and productive workforce, furthermore it offers good value for money during a period of austerity and over stretched budgets as well as efficient crewing, losing it and dishing out pay cuts may as well also result in some experienced crew leaving the job"*

*"A wide range of areas and aspects covered here, including water safety, with specific regions stated and ways to implement strategies"*

*"It strikes me that this will improve response times and effectiveness"*

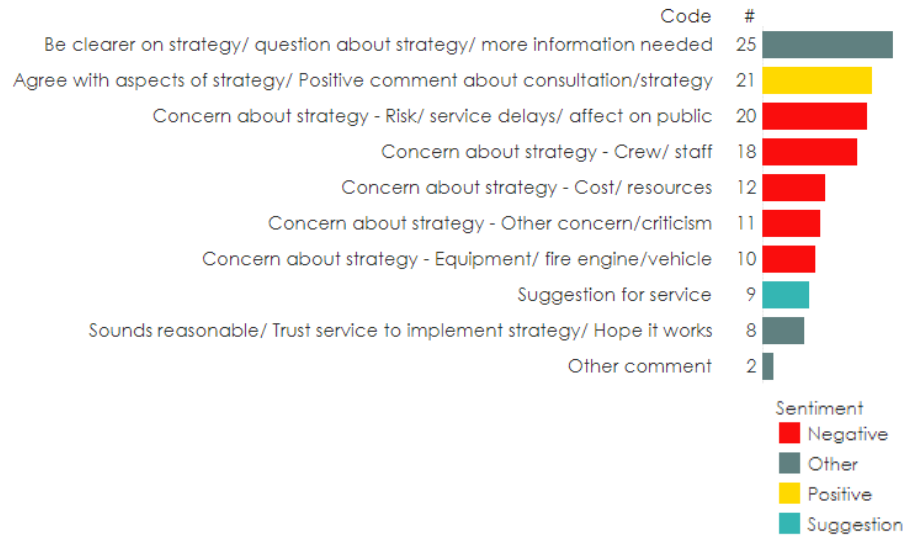
*"Good that LFRS are complying to the HSE and looking at crews welfare from contaminants"*

*"My suggestion would be to crew it (at the airport) whole time on self-rostering 12/12 and fund by not introducing additional vehicles at Western and Loughborough if the funding is not available to do both"*

*"The response when Soar Valley floods is getting too slow. A new fire station somewhere around the Six Hills or Walton on the Wolds..."*

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

**Chart 7:** Strategy 2 - All open comment codes

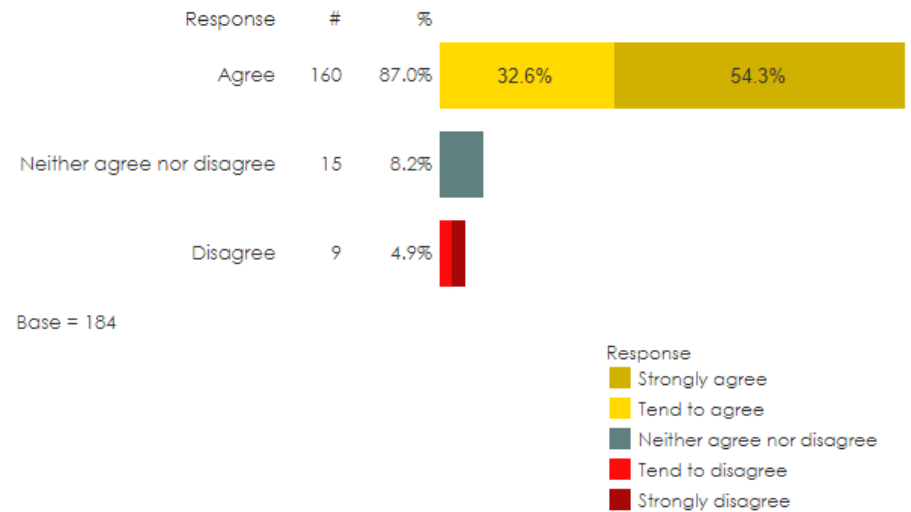


**Strategy 3 - Finance and Resources Strategy:** Deliver value for money and quality service

Respondents were asked to what extent they agreed or disagreed with the proposed actions to deliver the aims of the Finance and Resources Strategy. Chart 8 shows that the majority (87.0%) agreed. Of all respondents, over half (54.3%) said they strongly agreed. In contrast, only a small proportion (4.9%) disagreed.

Male respondents (93.8%) were significantly more likely to agree, when compared to the average (87.0%)

**Chart 8:** Strategy 3 - To what extent respondents agree/disagree



## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

Respondents were then asked to provide comments. In total, 53 (28.1%) provided a response. Chart 9 lists the codes for this question.

Comments were mainly positive, indicating agreement with the strategy (17). Some respondents were positive about the strategy because it addressed important concerns, for example cyber security. Suggestions were made to extend the life or maintain the equipment that was already purchased by LFRS (13). Further comments were made about the equipment, including respondents who felt that having the correct equipment was essential (5).

Other comments raised a question or indicated that further detail or explanation was required (9). Several comments indicated a desire for more or continued investments and improvements in LFRS, in addition to making systems more efficient (7). Comments were also made related to staffing decisions, training and concerns about the impact of financial decisions on staff (7).

Some respondents took the opportunity to express that public safety is important, and that any changes should be made with the public's safety in mind (7). Other comments were themed around value for money and the need for more funding (7). Other specific suggestions included building training facilities and using local radio to improve safety awareness communications (3).

There were some negative views that money was being wasted or that value for money was not present in this strategy (5). There were also some negative comments about the aim to achieve the Government's carbon reduction targets and the service's commitment to sustainability (4).

*"All good targets"*

*"I strongly agree for this due to the safety of cyber exposures in the service and the upgrades to our fleet with some pumps being 10+ years and our specials ageing"*

*"New is not always better. Servicing and maintenance of equipment are probably better."*

*"To be effective in their roles, firefighters need to have the correct fully working equipment including stations and trucks which are also maintained to the highest standards"*

*"Equipment new? All equipment can't be new. Regularly maintained - define. "*

*"Some points are vague."*

*"Investment is crucial to long term success and enable Leicestershire to have a forward facing modern fire service"*

*"Our systems need to work better and work together to reduce the time spent repeating work on the different systems by making things simpler"*

*"How much more can an employer push staff to go the extra mile and for them to have a balanced home and work life."*

*"It is important that the community is in safe hands which means equipment should be at a high standard as well as staff. There is no point in having staff if the equipment isn't working as it should."*

*"All depends on monies available and allocated from Central Government and Local Authorities."*

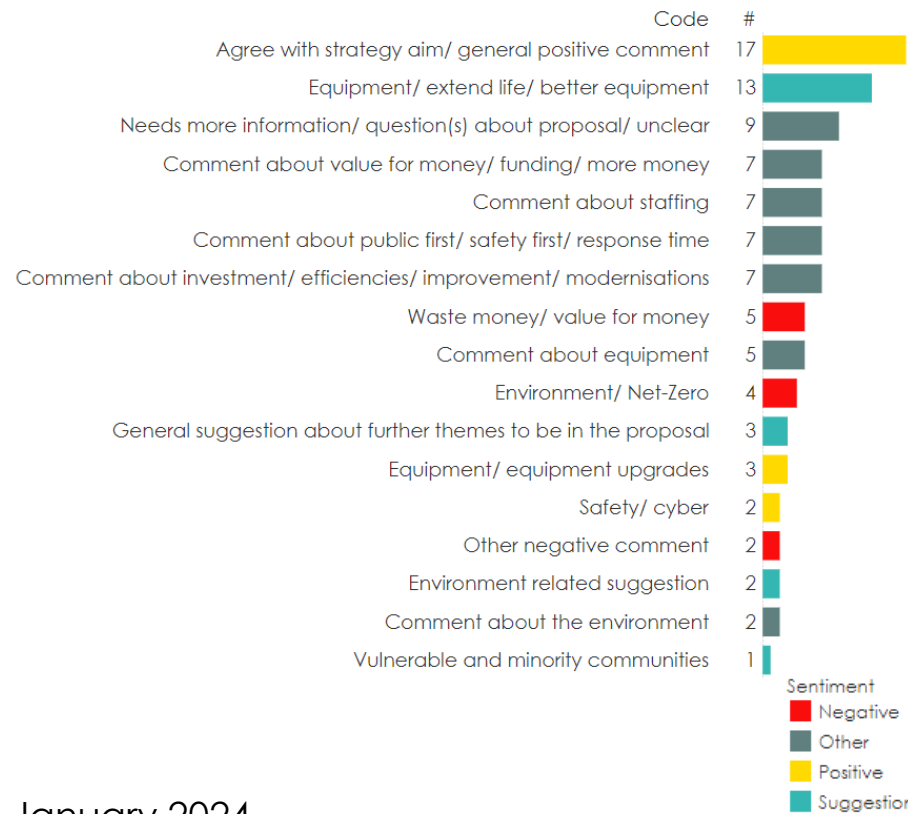
# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

"I understand a new training centre is finally being agreed. Why does this not feature in this Strategy as a stand alone item? Surely being committed to 'developing people' in the next Strategy would warrant a CRMP commitment to building, staffing and running such a facility. I would like to see this included as part of this Strategy."

"Government Carbon Strategy - personally think you should be more worried at providing service than that. You should be worrying more about being cost effective"

"I don't have an opinion on appliance fleet, but service vehicles and officers cars etc aren't that old and some station vehicles have barely any milage. Is it cost effective to replace these?"

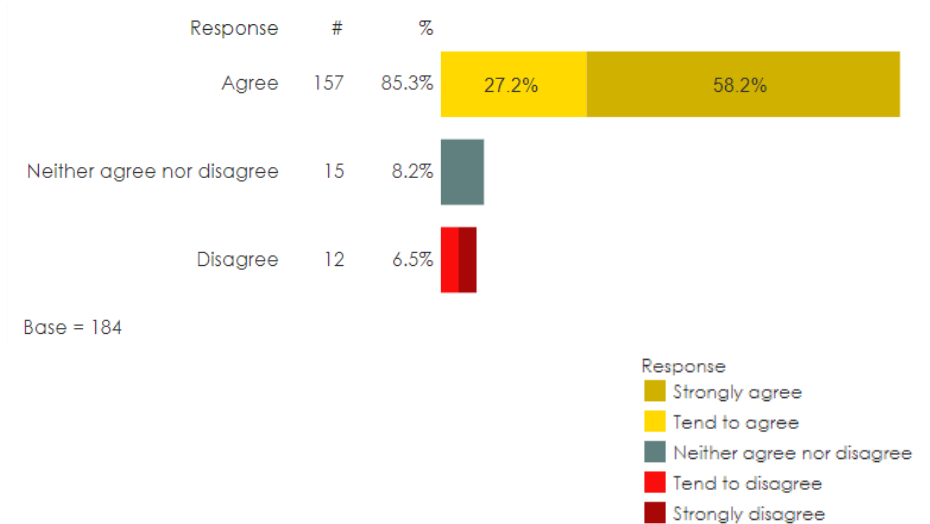
**Chart 9:** Strategy 3 - All open comment codes



**Strategy 4 - People Strategy:** An engaged and productive workforce.

Respondents were asked to what extent they agreed or disagreed with the proposed actions to deliver the aims of the People Strategy. Chart 10 shows that the majority (85.3%) agreed. Notably, the majority of respondents (58.2%) said they strongly agreed. In contrast, a small proportion (6.5%) disagreed.

**Chart 10:** Strategy 4 - To what extent respondents agree/ disagree



## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

Respondents were then asked to provide comments. In total, 58 (30.9%) provided a response. Chart 11 lists the codes for this question.

Many respondents left a suggestion around the wellbeing of LFRS staff (19). These respondents emphasised the importance of focusing on the wellbeing of employees, ensuring that they are well looked after and feel supported. Respondents also felt that employees should be made to feel valued for the role they play within the service.

Other respondents felt that the service lacks diversity and should be more representative of the population (15). Alternatively, other respondents were critical about the diversity aspect of this strategy, as they believed the service had certain diversity quotas and therefore people were not being employed fairly. Similarly some respondents were concerned that the proposed equality policies may result in recruitment prioritising diversity ahead of capability (8).

Some suggestions were made that the service should invest more in staff and training (7), and having good management (3).

Several respondents made positive comments and agreed with the actions to deliver the aims of the People Strategy (11). They felt the aims were positive, responsible and would help support the community better. Other respondents

commented that they liked or agreed with various aspects of the strategy, such as providing opportunities and improving employee engagement.

Some respondents had left questions regarding the proposal or felt additional information was needed to aid their understanding (8). Respondents mentioned they would like to know how diversity would be improved, if there are finances available to carry out the plans specified in the strategy and said they required more information around the implementation of these plans.

A few respondents were critical of the consultation (5), as they felt that reviews should be more meaningful rather than just a 'tick box exercise'. Others felt that the actions within the People Strategy should already be in place rather than being something that the service aspire towards.

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

*"To carry out work within dangerous and challenging situations requires a workforce who feel supported at every level"*

*"It is essential to look after all your staff"*

*"LFRS need to do more to increase the diversity of it's workforce considering how diverse LLR is"*

*"Fire service lacks diversity. This should be addressed as a matter of urgency so that you staff composition is more reflective of the population that you serve"*

*"Because I have concerns about equality and diversity in the service, most particularly in relation to female firefighters"*

*"Whilst these are doubtless noble aims, what we need is a sufficient number of firefighters that can do the job and if that means that certain groups are either under-represented or over-represented then so be it. If there is a candidate that wants the job and can do the job they much not be denied the job just because they don't tick a particular diversity requirement box, what ever area of diversity that might be."*

*"Get the best people, not the most diverse"*

*"Most of the People Strategy clearly shows a commitment to improvement for staff, but the focus for EDI needs to expand beyond colour and sex, involving hidden disabilities, neurodiversities and other protected characteristics. The service needs to be braver and take a stronger approach to supporting diverse communities more openly"*

*"In order to develop people at all levels I believe further investment in the Operational Training department is required. Managerial and leadership skills are taken care of – but operational training needs to appear here also, in order to produce effective and safe ffs [firefighters]"*

*"All the elements are there, but how will we know they have been implemented?"*

*"Are there any finances available to instigate these strategies effectively?"*

*"These actions should already be in place, and NOT aspirational"*

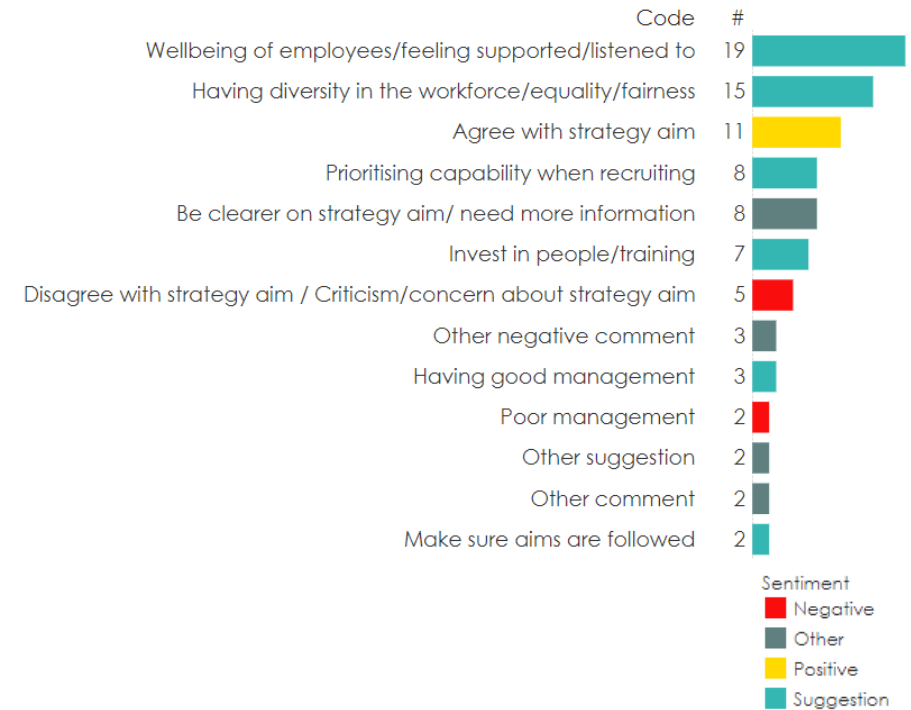
*"Make reviews meaningful not a tick box exercise"*

*"I agree that these actions will build in the community to be as strong as possible"*

*"Seems a responsible approach"*

*"Again positive aims... hope they are stuck to and followed"*

**Chart 11:** Strategy 4 - All open comment codes

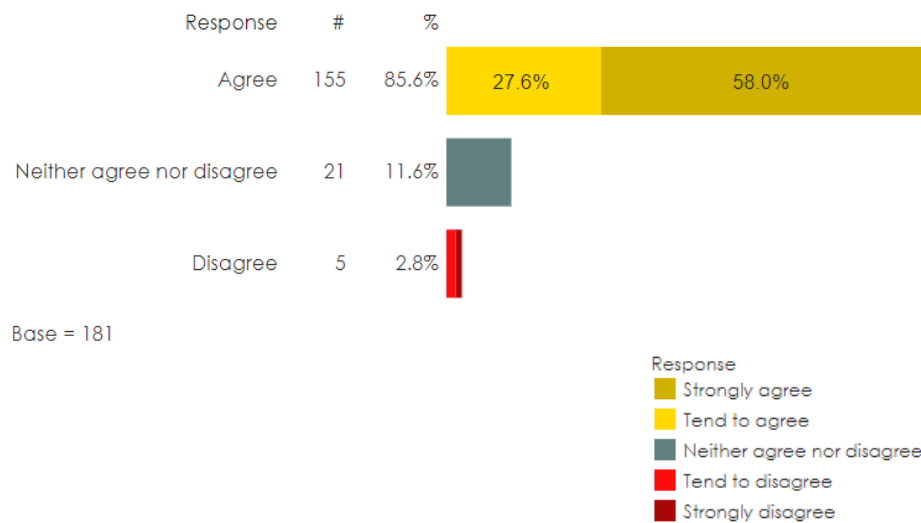


## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

### Strategy 5 - Governance Strategy: Provide Assurance

Respondents were asked to what extent they agreed or disagreed with the proposed actions to deliver the aims of the Governance Strategy. Chart 12 shows most (85.6%) agreed with the proposal. The largest proportion of respondents (58.0%) said they strongly agreed. In total, only a small proportion (2.8%) disagreed.

**Chart 12:** Proposal 5 - To what extent respondents agree/disagree



Respondents were then asked to provide comments. In total, 37 (19.7%) provided a response. Chart 13 lists the codes for this question.

Many responses were positive. Several comments indicated that respondents agreed that essential aspects had been covered and the strategic aims were as expected (6). Other positive comments included support for continuous improvement (5) and engagement of staff and/or communities (5), along with general support for this strategy (4). Joint working (2), supporting trust/confidence (2) and supporting measurables and evaluation (2) were also noted by respondents as positive aspects.

Some of the positive themes referenced above are closely related to a number of suggestions indicated amongst the comments, in particular the need for staff and/or communities to be engaged and informed (5). Other suggestions included the need for measures and evaluation (3), continuous improvement within LFRS (3) and ensuring value for money (3).

Some respondents expressed concern about the implementation of the actions (4), with others mentioning the document's lack of clarity or detail (2). Other comments made by respondents included those which indicated that the actions should already be in place (2) and concern about trust in His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).



# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

*"Addresses essential areas of governance"*

*"All these measures if implemented will only go to improve the fire brigade"*

*"The concerns and suggestions of staff, as well as people on the community are being considered and addressed"*

*"You have my respect on these matters."*

*"I am unclear at a practical level how this will be achieved"*

*"I can agree again with all these actions but, would like to see more about how you will improve trust and engagement with communities and how you will measure outcomes"*

*"LFRS need to continually improve and consider all actions from the recent culture reports. They also need to ensure the work they do is being checked and evaluated so the public are getting value for money"*

*"People need to be in the loop to provide feedback and ensure that confidence, trust and safety is felt in the system."*

*"It is vital to have measurable standards and values."*

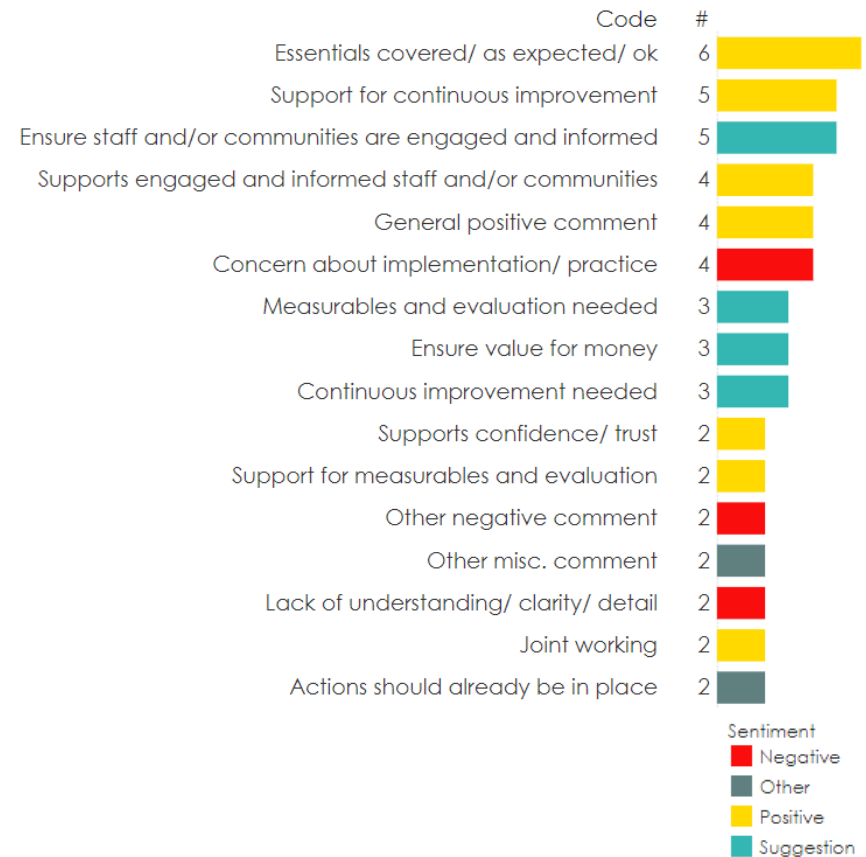
*"Shows a good work together to build a stronger sustainable service"*

*"Provide satisfaction to all involved with the objectives of the service provided."*

*"These actions should already form part of LFRS's core ethos and, as stated before, should not need to be aspirational."*

*"I agree with all of it except I have zero trust in HMICFRS."*

**Chart 13:** Strategy 5 - All open comment codes



# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

## All proposals

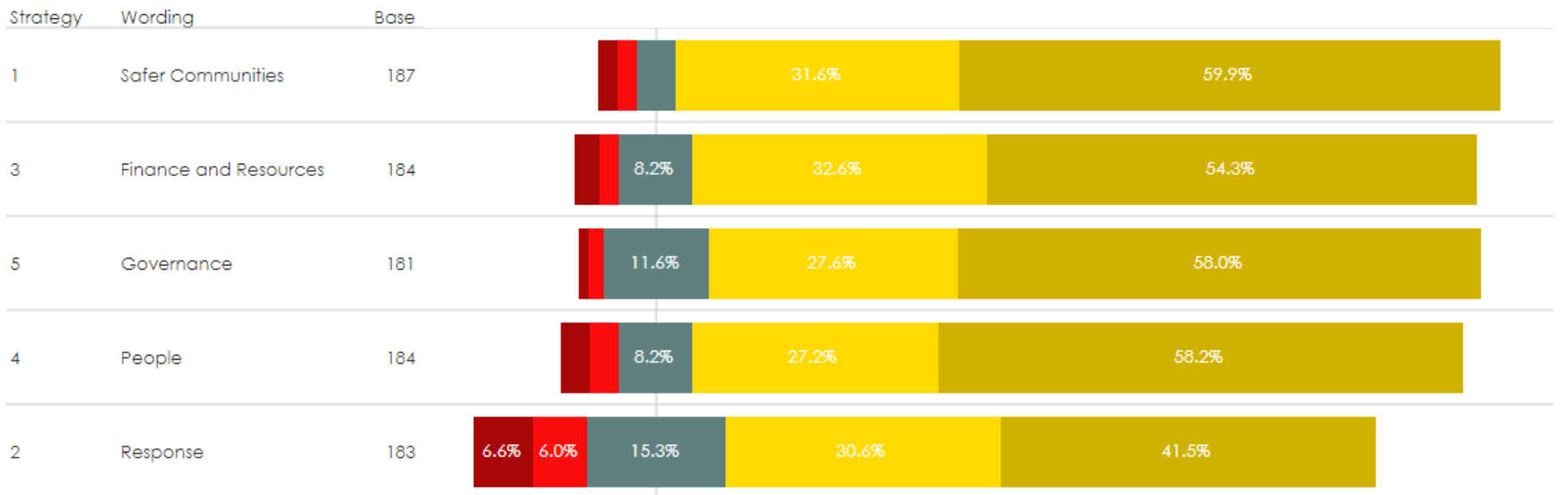
Chart 14 shows how respondents responded to the proposed actions to deliver the aims of the five strategies.

For each of the five proposed strategies, the majority of respondents were in agreement. Strategy 1 - Safer Communities (91.4%) and Strategy 3 - Finance and Resources (87.0%) received the highest levels of agreement, with the majority of respondents saying they strongly agreed.

Although the proposed actions of each strategy was met with agreement by the majority of respondents, the highest levels of disagreement were noted for Strategy 2 - Response (12.6%), followed by Strategy 4 - People (6.5%).

Strategy 2 - Response (15.3%) and Strategy 5 - Governance (11.6%) received the highest proportions of respondents neither agreeing nor disagreeing.

**Chart 14:** Proposed Strategies 1 to 5 (ordered by level of agreement)



Response

- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree

## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

### Alternative proposals

Respondents were asked whether there were any alternative proposals that should be considered in the CRMP. In total, 50 (26.6%) provided a response. Chart 15 lists the codes for this question.

The highest proportion of respondents answered 'No' or 'None' (20).

Most comments were around the way work was organised, staffing and training (11). Respondents indicated that recruitment processes should be reviewed, or that they wanted LFRS to consider the skills of the workforce, whilst others had suggestions for ways of working.

Respondents asked for a more careful approach to resources, made suggestions for how they should be distributed, as well as asking LFRS to lobby the Government for more support (8). Similar to responses to the other open comment questions, respondents took the opportunity to ask for clarification, and in a limited number of cases, express dissatisfaction with the way the CRMP was communicated (8). These respondents felt the document needed more detail or simpler wording. A small number of respondents criticised the strategies or believed there were gaps (5).

Some respondents were positive (4), and took this opportunity

to praise the work of LFRS. Similar to other open comment questions, respondents queried how effective the strategies will be (2).

Others suggested that the strategies should consider the diversity in communities, including ethnicity, age, vulnerable people and rural areas (3). Respondents also suggested improvements or alternative aims, such as responding to wildfires and terrorism (6). Other suggestions included further reviews of vehicles, water capabilities and the location of

*"Ensure that interview processes are followed, ensure job applications are accurate and clear prior to recruiting."*

*"Look at your workforce in more detail and what they can bring to the brigades table! You have a skilled work force which are fading into the background and depart the brigade."*

*"Lobby for more money and spend it on expanding the workforce, better equipment and training."*

*"I don't believe the CRMP is worded or structured for the public. Members of the public would not understand wording as DCP"*

*"Are your response times based on all of those stations having a fire engine there and ready for a call?"*

*"Lobby for correct funding to facilitate training, development and resource our crews for changing impact of climate. No wildfire provisions, no/poor incident welfare provisions, we struggle to train the 3 water stations now, how will we train 5 stations? Within the document imagery for TRV/VRV is same as fire engine and this is misleading, they are not one and the same."*

*"No you're doing everything brilliantly"*

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

*"Have the work regularly assessed by an outside independent organisation."*

*"More community engagement in rural areas."*

*"Given the ongoing threat from terrorism and lone actors, as seen in Notts recently should a consideration be to equip a ballistically protected FF team be considered to operate in the warm zone at a marauding style attack."*

*"Look at the location of water capability proposals. Birstall and Loughborough are in close proximity to each other and would attend the same locations in terms of water based risk. Consider water capability remaining at Castle Donington to spread the water capability for cross border and the west side of the county."*

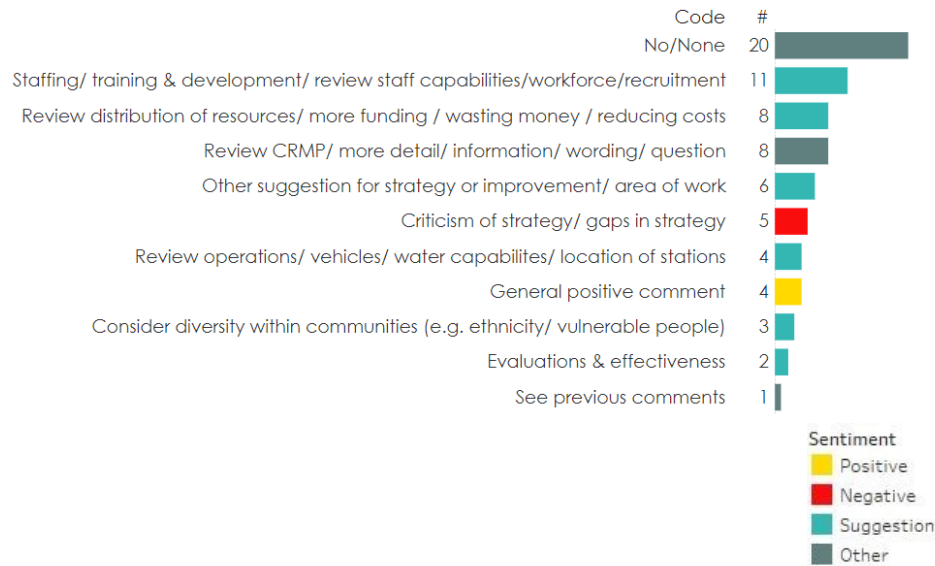
## Any other comments

Respondents were asked whether they had any other comments on the CRMP. In total, 52 (27.7%) provided a response. Chart 16 lists the codes for this question.

Apart from those who responded 'No' or 'N/A' (12), the response to this question was mixed.

A number of respondents (14) made positive comments about LFRS, highlighting the great work they do and how much they value the service. Some of these respondents provided positive feedback about their own personal experience of an incident that LFRS attended.

**Chart 15:** Alternative proposals - Open comment codes



There were some overall positive comments about the consultation (7). These respondents felt the survey was a good way to engage and collect views from the public. Others (5) said they agreed with the strategy aims but hoped that the changes will be implemented.

Some respondents (8) queried the proposals or felt that more information was needed for them to understand the proposed changes. Some of these respondents said that the consultation document was too vague, whilst others thought the proposals were too complex for the public. Other respondents asked specific questions around the proposals and how the service intends to fulfil the aims of the strategies.

## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

Similarly, there were some criticisms about the consultation (7). These respondents mentioned that the document was difficult to understand and felt they needed the information in a more accessible format to make meaningful comments, whereas others asked for additional detail on the strategies.

Several suggestions were made. Some (5) were in relation to LFRS improving how they engage with minority communities and residents that are digitally excluded. Other suggestions were more specific (6), these comments included one suggestion for the fire and rescue service to utilise the most up-to-date technology and equipment, and one idea to publicise the consultation through local organisations and the mainstream media.

There were some comments specifically about the consultation (4) and others which were miscellaneous (6). A couple (2) said they wanted to feel reassured that the service would be there when needed.

*"This survey is a good way of canvassing local people's opinions and concerns. Perhaps send this to other organisations, such as schools, sports clubs, hospitals, charities, etc (if not done so already)"*

*"A step in the right direction to improve the service for everyone"*

*"Good plans. NOW LET'S IMPLEMENT THEM"*

*I cannot praise them enough for the work they do, and the help they give behind the scenes"*

*"My experience has been very positive. Although the incident I attended was on behalf of neighbours, who were very traumatised, the firefighters were sensitive to their needs in addition to carrying out their role to ensure the safety of the property"*

*"It's quite a top level political approach which feels intimidating and difficult to engage with. It would be better to have it in more accessible formats"*

*"It does not consider those members of your diverse communities who may not have access to computers or a smart phone to be able to complete it..."*

*"You do a fantastic job, I couldn't do it, I think it is important that the service utilises the most up to date technology and equipment for our overall safety"*

*"How is this consultation being publicised? This sort of consultation process should be publicised through ALL Local Authorities and Police Forces and in the local, regional and national mainstream media!"*

*"I want reassurance that when I need a fire engine it has a fully trained maximum crew and there is a fully staffed station nearby"*

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

**Chart 16:** Any other comments - Open comment codes



## Appendix 1 - Questionnaire



**LEICESTERSHIRE**  
FIRE and RESCUE SERVICE



### Your Service, Your Say

### Have your say on our draft Community Risk Management Plan 2024-2028

Our Community Risk Management Plan (CRMP), sets out how we will continue to keep the people of Leicester, Leicestershire and Rutland safe from fires and other emergencies.

This consultation is an opportunity for you to tell us what you think about our aims for the next 5 years.

It is open for a 12-week period and closes at midnight on **24th November 2023** after which date a summary of the feedback will be presented to the Combined Fire Authority and made available on our website.

Please read the supporting information provided before completing the survey. You can find this here:

[www.leics-fire.gov.uk/crmp](http://www.leics-fire.gov.uk/crmp)

Thank you in advance for your time. Your views are important to us.

If you have any other queries regarding the survey please email [CRMPConsultation@leics-fire.gov.uk](mailto:CRMPConsultation@leics-fire.gov.uk) or call 0116 2105555.

This questionnaire is voluntary, and all of the data collected in this questionnaire will be treated in the strictest confidence and will only be used to see what people think to our draft Community Risk Management Plan 2024-2028. Further information on how and why Leicestershire Fire and Rescue Service uses your information can be found here:

[www.leics-fire.gov.uk/privacy](http://www.leics-fire.gov.uk/privacy)

### Your role

Q1 In what role are you responding to this consultation? Please select one option only.

- Interested member of the public Go to Q4
- Serving firefighter or support staff Go to Q4
- Former firefighter or support staff Go to Q4
- Trade union representative Continue
- County, district or parish councillor Continue
- Other representative of a county, district or borough council Continue
- Representative of another public sector organisation Continue
- Representative of a business or private sector organisation Continue
- Representative of a voluntary sector organisation, charity or community group Continue
- Representative of another emergency service Continue
- Other (please specify) Go to Q4

If 'Other', please specify

Q2 If you indicated that you represent an organisation, business or community group please provide your details.

Name:

Role:

Organisation:

This information may be subject to disclosure under the Freedom of Information Act 2000

Q3 Are you providing your organisations official response to the consultation? Please select one option only.

- Yes
- No

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

## Our 2024-2028 CRMP Strategies

### Strategy 1 - Safer Communities Strategy

**The Aim: Fewer incidents with reduced consequences**

**Actions to deliver this aim:**

- Collaborate and work with partners to reduce the risk to our communities
- Continue to implement an effective Fire Protection Risk Based Inspection Programme for commercial buildings
- Continue to implement an effective programme of Home Safety Check visits to reduce domestic dwelling fires
- Continue to target and help those vulnerable to fire and rescue related incidents
- Improve community engagement and equality of access

Q4 To what extent do you agree or disagree with the actions to deliver the aims of the **Safer Communities Strategy**?  
Please select one option only.

- |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| Strongly agree           | Tend to agree            | Neither agree nor disagree | Tend to disagree         | Strongly disagree        | Don't know               |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Why do you say this?

### Strategy 2 - Response Strategy

**The Aim: Respond effectively to incidents**

**Actions to deliver this aim:**

- Amend the crewing and fire engine allocation at the following stations to address the concerns of the Health and Safety Executive with the Day Crewing Plus (DCP) duty system and meet the needs and demands of the communities
- Castle Donington - Change from DCP duty system to Day Crewed. Fire engine crewed at night by combining the tactical response crews from Loughborough and Western Stations
- Loughborough - Introduction of an On-Call section and an additional fire engine. Tactical Response Vehicle to relocate to Castle Donington at night
- Western - Introduction of a Tactical Response Vehicle during the day (relocating to Castle Donington at night), in addition to the existing fire engine
- Deploy Variable Response Vehicles to either replace 'end of life' fire engines or Tactical Response Vehicles to improve appliance availability following a successful trial period
- Provide additional water rescue capability, increasing the total to five stations across the Service (Birstall, Loughborough, Oakham, Southern and Wigston)
- Education and process change to reduce the impact of contaminants from fires on our staff

Q5 To what extent do you agree or disagree with the actions to deliver the aims of the **Response Strategy**?  
Please select one option only.

- |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| Strongly agree           | Tend to agree            | Neither agree nor disagree | Tend to disagree         | Strongly disagree        | Don't know               |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Why do you say this?



# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

## Strategy 3 - Finance and Resources Strategy

The Aim: Deliver value for money quality services

**Actions to deliver this aim:**

- Successfully implement the five-year Fleet Replacement Plan
- Ensure our equipment is new or serviced regularly
- Successfully implement the five-year Estate plan of station improvements and refurbishments
- Implement the ICT plan, reviewing and updating systems and processes (including cyber prevention activities)
- Deliver improvements towards achieving the Government's carbon reduction targets and our own commitment to sustainability

Q6 To what extent do you agree or disagree with the actions to deliver the aims of the **Finance and Resources Strategy**? Please select one option only.

- Strongly agree    Tend to agree    Neither agree nor disagree    Tend to disagree    Strongly disagree    Don't know
- 

Why do you say this?

## Strategy 4 - People Strategy

The Aim: An engaged and productive workforce

**Actions to deliver this aim:**

- Deliver our Annual Equalities Plan and improve the diversity of our workforce
- Enhance our approach to employee engagement
- Enable a positive working environment for all our employees and hold people to account against the core values
- Develop our people at all levels
- Ensure appropriate health and wellbeing interventions are implemented and maintained to support our staff.
- Delivery of effective workforce planning and succession planning to ensure progression and opportunity throughout the Service

Q7 To what extent do you agree or disagree with the actions to deliver the aims of the **People Strategy**? Please select one option only.

- Strongly agree    Tend to agree    Neither agree nor disagree    Tend to disagree    Strongly disagree    Don't know
- 

Why do you say this?

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

## Strategy 5 - Governance Strategy

**The Aim: Provide Assurance**

**Actions to deliver this aim:**

- Implement the most recent HMICFRS Inspection Improvement Plan and the Values and Culture Report recommendations
- Implement improvements and suggestions identified by our staff
- Deliver compliance with the Fire Standards Board Fire Standards
- Comply with our responsibilities from a data protection and GDPR perspective
- Build improved trust and engagement with our communities, ensuring that communication methods are effective
- Evaluate activities to inform future initiatives and improvements
- Manage our organisational risks and ensure our business continuity plans are effective and tested regularly

\* HMICFRS = His Majesty's Inspectorate of Constabulary and Fire & Rescue Services  
\* GDPR = General Data Protection Regulation

Q8 To what extent do you agree or disagree with the actions to deliver the aims of the **Governance Strategy**?  
Please select one option only.

- |                          |                          |                            |                          |                          |                          |
|--------------------------|--------------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| Strongly agree           | Tend to agree            | Neither agree nor disagree | Tend to disagree         | Strongly disagree        | Don't know               |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Why do you say this?

## Any other comments

Q9 Are there any alternative actions you think we should consider in the CRMP?

Q10 Do you have any other comments about this consultation or Leicestershire Fire and Rescue Service?

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

## How you heard from us

Q11 Please could you tell us how you heard about the consultation? Please tick all that apply.

- Facebook
- Twitter/ X
- Nextdoor
- Other social media (please specify)
- Email
- At an event/ open day/ presentation
- Print media (newspaper or magazine)
- Radio
- TV
- News website
- Other website (please specify)
- Flyer/ leaflet
- Poster
- Word of mouth
- Other (please specify)

If 'Other social media', please specify

If 'Other website', please specify

If 'Other', please specify

Please continue if you said in Q1 that you are responding as any of the following:

- Interested member of the public
- Serving firefighter or support staff
- Former firefighter or support staff

Otherwise, please skip to the instructions at the end of the survey on page 12.

## About you

Leicestershire Fire & Rescue Service is committed to ensuring that its services, policies and practices are free from discrimination and prejudice and that they meet the needs of all sections of the community.

We would therefore be grateful if you would answer the following questions. You are under no obligation to provide the information requested, but it would help us greatly if you did.

Q12 What is your gender?

Please tick one option only.

- Male
- Female
- I use another term
- Prefer not to say

Q13 What was your age on your last birthday?

Q14 What is your full postcode?

This will help us understand the different areas people are responding from. It will not identify your house.

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

Q15 What is your ethnic group?

Please tick one option only.

- White - English/Welsh/Scottish/Northern Irish/British
- White - Irish
- White - Gypsy or Irish Traveller
- White - Roma
- Any other White background (please specify)
- Mixed/multiple ethnic groups - White and Black Caribbean
- Mixed/multiple ethnic groups - White and Black African
- Mixed/multiple ethnic groups - White and Asian
- Any other mixed/multiple ethnic background (please specify)
- Asian or Asian British - Indian
- Asian or Asian British - Pakistani
- Asian or Asian British - Bangladeshi
- Asian or Asian British - Chinese
- Any other Asian background (please specify)
- Black or Black British - African
- Black or Black British - Caribbean
- Any other Black/African/Caribbean background (please specify)
- Arab
- Any other ethnic group (please specify)
- Prefer not to say

Please specify 'other ethnic group'

Q16 Do you have a long-standing illness, disability or infirmity?

Please tick one option only.

- Yes
- No
- Prefer not to say

Q17 What is your sexual orientation?

Please tick one option only.

- Bi
- Gay or Lesbian
- Straight/ Heterosexual
- I use another term
- Prefer not to say

Thank you for your assistance. Your views are important to us.

When the consultation closes midnight **Friday 24th November 2023**, we will report the results back to the Combined Fire Authority on **Wednesday 14th February 2024**.

**Please return your completed survey using the pre-paid envelope.**

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

## Appendix 2 - Survey respondent profile

Gender identity	Survey Responses			2021 Census*
	#	% Inc NR	% Ex NR	%
Male	66	35.1	41.5	49.5
Female	77	41.0	48.4	50.5
Prefer to self-describe	2	1.1	1.3	
Prefer not to say	14	7.4	8.8	N/A
No reply	29	15.4		

Age	Survey Responses			2021 Census*
	#	% Inc NR	% Ex NR	% (15+)
15-24	11	5.9	7.5	16.5
25-34	10	5.3	6.8	15.6
35-44	39	20.7	26.5	15.4
45-54	32	17.0	21.8	15.9
55-64	29	15.4	19.7	14.8
65-74	16	8.5	10.9	11.9
75-84	10	5.3	6.8	7.2
85 and over	0	0.0		2.8
No reply	41	21.8		

Ethnic group	Survey Responses			2021 Census*
	#	% Inc NR	% Ex NR	%
Asian or Asian British	8	4.3	5.0	19.5
Black or Black British	2	1.1	1.2	3.3
White	132	70.2	82.0	72.5
Mixed	4	2.1	2.5	2.7
Other ethnic group	2	1.1	1.2	2.0
Prefer not to say	13	6.9	8.1	
No reply	27	14.4		

\*2021 Census figures for Leicester, Leicestershire and Rutland  
NR = No reply

Illness, disability or infirmity*	Survey Responses			2021 Census
	#	% Inc NR	% Ex NR	%
Yes	29	15.4	18.5	16.2
No	108	57.4	68.8	83.8
Prefer not to say	20	10.6	12.7	
No reply	31	16.5		

Sexual orientation	Survey Responses			2021 Census
	#	% Inc NR	% Ex NR	%
Bisexual	1	0.5	0.6	1.3
Gay or Lesbian	6	3.2	3.8	1.2
Heterosexual/straight	125	66.5	79.1	89.5
Other	0	0.0	0.0	0.3
Prefer not to say	26	13.8	16.5	
No reply	30	16.0		7.8

Lower-tier authority	Survey Responses			2021 Census
	#	% Inc NR	% Ex NR	%
Blaby	11	5.9	8.1	9.2
Charnwood	25	13.3	18.4	16.4
Harborough	23	12.2	16.9	8.7
Hinckley & Bosworth	15	8.0	11.0	10.1
Melton	7	3.7	5.1	4.6
North West Leicestershire	14	7.4	10.3	9.3
Oadby & Wigston	6	3.2	4.4	5.1
Leicester	21	11.2	15.4	32.8
Rutland	10	5.3	7.4	3.7
Other authority	4	2.1	2.9	N/A
No reply	52	27.7		

\*2021 Census asks respondents if they are Disabled under the Equality Act and if their day-to-day activities are limited

## Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

National IMD quintile 2019	Survey Responses		2021 Census
	#	% Inc NR	% Ex NR
1 (most deprived)	10	5.3	7.6
2	11	5.9	8.3
3	25	13.3	18.9
4	43	22.9	32.6
5 (least deprived)	43	22.9	32.6
No reply	56	29.8	

\*Figures calculated using LSOA 2011 boundaries.  
NR = No reply

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

## Appendix 3 - Proposal statistical matrices

% of respondents who said 'Tend to agree' or 'Strongly agree' per proposed strategy

Strategy	Avg, %	Gender Identity				Age group			Current/former LFRS employee			District							LCC IMD quintile								
		Female	Male	I use another term	Prefer not to say	Under 35	35 to 54	55 and over	Yes - current employee	Yes - former employee	No	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Leicester	Melton	North West Leicestershire	Oadby & Wigston	Rutland	Other authority	1 (most deprived)	2	3	4	5 (least deprived)	
Strategy 1	91.4%	94.7%	93.9%			91.4%	90.9%	95.6%		91.0%																95.3%	85.7%
Strategy 2	72.1%	79.2%	73.4%			68.6%	77.4%	69.6%		76.0%																78.6%	62.8%
Strategy 3	87.0%	89.5%	93.8%			85.5%	89.1%	87.0%		87.8%																83.7%	86.0%
Strategy 4	85.3%	88.2%	87.7%			89.9%	81.8%	91.1%		85.5%																93.0%	78.6%
Strategy 5	85.6%	89.6%	84.1%			85.5%	87.3%	88.9%		87.5%																88.4%	77.5%

Significance  
■ Significantly higher  
■ Similar  
■ Significantly lower  
■ Suppressed

# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

## % of respondents who said 'Neither agree nor disagree' per proposed strategy

Strategy	Avg, %	Gender Identity				Age group			Current/former LFRS employee			District							LCC IMD quintile								
		Female	Male	I use another term	Prefer not to say	Under 35	35 to 54	55 and over	Yes - current employee	Yes - former employee	No	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Leicester	Melton	North West Leicestershire	Oadby & Wigston	Rutland	Other authority	1 (most deprived)	2	3	4	5 (least deprived)	
Strategy 1	4.3%	5.3%	3.0%			4.3%	7.3%	2.2%		4.5%																4.7%	7.1%
Strategy 2	15.3%	16.9%	12.5%			12.9%	15.1%	13.0%		15.5%																7.1%	18.6%
Strategy 3	8.2%	7.9%	4.6%			8.7%	3.6%	8.7%		8.4%																9.3%	9.3%
Strategy 4	8.2%	9.2%	7.7%			5.8%	10.9%	2.2%		9.9%																4.7%	14.3%
Strategy 5	11.6%	9.1%	12.7%			11.6%	9.1%	8.9%		11.7%																9.3%	20.0%

- Significance
- Significantly higher
  - Similar
  - Significantly lower
  - Suppressed



# Community Risk Management Plan (CRMP) 2024-2028 - Consultation results

## % of respondents who said 'Tend to disagree' or 'Strongly disagree' per proposed strategy

Strategy	Avg, %	Gender Identity				Age group			Current/former LFRS employee			District								LCC IMD quintile							
		Female	Male	I use another term	Prefer not to say	Under 35	35 to 54	55 and over	Yes - current employee	Yes - former employee	No	Blaby	Charnwood	Harborough	Hinckley & Bosworth	Leicester	Melton	North West Leicestershire	Oadby & Wigston	Rutland	Other authority	1 (most deprived)	2	3	4	5 (least deprived)	
Strategy 1	4.3%	0.0%	3.0%			4.3%	1.8%	2.2%		4.5%																0.0%	7.1%
Strategy 2	12.6%	3.9%	14.1%			18.6%	7.5%	17.4%		8.5%																14.3%	18.6%
Strategy 3	4.9%	2.6%	1.5%			5.8%	7.3%	4.3%		3.8%																7.0%	4.7%
Strategy 4	6.5%	2.6%	4.6%			4.3%	7.3%	6.7%		4.6%																2.3%	7.1%
Strategy 5	2.8%	1.3%	3.2%			2.9%	3.6%	2.2%		0.8%																2.3%	2.5%

Significance  
■ Significantly higher  
■ Similar  
■ Significantly lower  
■ Suppressed



**LEICESTERSHIRE**  
**FIRE and RESCUE SERVICE**



**SAFER  
PEOPLE  
SAFER  
PLACES**

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**Harry Brant Brigade Secretary** | Leicestershire  
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 | [harry.brant@fbu.org.uk](mailto:harry.brant@fbu.org.uk)

Monday 27<sup>th</sup> November 2023

Nicholas Rushton CC

C/O Members Secretariat

Combined Fire Authority  
 County Hall  
 Glenfield  
 Leicester  
 LE3 8RA

Dear Councillor Rushton and all members of the Leicester, Leicestershire and Rutland Combined Fire Authority,

This is an open letter on behalf of the Fire Brigades Union to express our concerns regarding Leicestershire Fire and Rescue Service's Community Risk Management Plan (CRMP), which is out for consultation, to the Combined Fire Authority. Our concerns encompass various aspects that impact the safety and effectiveness of the service, as well as the well-being of our dedicated firefighters and members of the public.

**Issues Within CRMP:**

- **Night Cover at Castle Donington Fire Station:** We are troubled by the plan to facilitate night cover at Castle Donington Fire Station by moving personnel from other fire stations. This approach raises questions about resource allocation, reduction in night cover in Loughborough and will also cause wellbeing issues for on station personnel. There is no detail in how this will be facilitated, no details around how crew will be made up. This is a great concern.
- **An Increase in Water Rescue Resources:** The Fire Brigades Union has long argued that response to water-based incidents should be included within the responsibilities of a Firefighter, however this is not currently within the role of a Firefighter as no

agreement with the Fire Brigades Union has been agreed for response to these incident types within the rolemap of a Firefighter. We are concerned about where the resources are coming from for the additional water resources that are proposed within the CRMP.

- **Skilled Drivers:** We note a lack of skilled drivers at the firefighter level service wide. This deficiency can hinder emergency response capabilities and impacts appliance's ability to be on the run. We are aware of the services strategy to attempt to increase these numbers, however in the short-term, current drivers are missing out on not being part of Breathing Apparatus teams. This will result in skills fading, driver fatigue and decline in wellbeing.
- **Positive Industrial Relations –** We note within the CRMP the intentions from the service to build positive Industrial Relations and the Fire Brigades Union welcome this approach. Positive industrial relations with recognised Trade Unions are paramount to progress for all affected stakeholders.

#### **Issues not addressed in CRMP:**

- There are several aspects not addressed in the CRMP, including the establishment profile for safe-to-command junior officers and emergency response drivers. We seek clarification on how these important matters will be handled and our own members be championed and developed accordingly.
- **Self-Rostering Shift Systems:** The introduction of self-rostering shift systems raises concerns about potential shortfalls and their impact on primary carers. We urge a comprehensive assessment of the impact of such shift systems on the well-being of firefighters and the service's overall effectiveness.
- **Service Inefficiencies and Direct Entry at Station Manager level:** The exclusion of Direct Entry in the CRMP raises concerns about safety and cost. Inexperienced individuals commanding complex incidents may compromise firefighter and public safety. We urge a re-evaluation of this decision. Further to this, currently, LFRS have 2 Senior Managers who provide no cover at Strategic Level and with Direct Entry 2 Station Managers who will provide no operational cover for 3 years of their training period. The inefficiency in this process rather than promoting from within the rank and file appears to be a waste of taxpayers' money that could be used elsewhere.
- **Wildfires and Flooding Incidents:** The plan does not adequately address the challenges facing firefighters during increasing wildfires and flooding incidents, including prolonged exposure to harsh conditions without the correct resources and PPE.
- **Crewing Levels:** We are concerned about the potential reduction of crewing levels on new Variable Response Vehicles (VRVs) and its impact on firefighter safety and

operational effectiveness. We don't want the vehicles' ability to be crewed with just 2 people, down from the usual 4, or the ideal number of 5 to become the norm.

- Moving Resources to cover short falls in 'on-call' cover – Not mentioned within the document is the frequent covering of essential station areas, not limited to but most frequently Market Harborough, by 'City' resources. We urge the service to look at improvement of recruitment and retention of our On-Call Stations and urge caution at the continued approach of taking resources from the city to cover these short falls.
- Response Times: The increase in response times to life risk incidents from 10 to 12 minutes is worrisome. The 10-minute attendance at life risk at Primary Building fires and an increase to 12-minutes at all other life risk incidents, does this not a different priority on different incident types where lives are at risk?

In summary, a lot of these issues can be resolved with an increase in funding to the service from local sources and central government. It is evident the brutal impacts that cuts are having on all public services up and down the country and is truly apparent within the fire service. Not only are these cuts impacting our previous workload but they have also increased workloads coming in from partner agencies such as the Police and East Midlands Ambulance Service. A lot of time and resources are spent assisting those agencies at incidents. We urge our Chief Fire Officer and the CFA to lobby for adequate funding for the Fire Sector which will only bring positive outcomes to the communities we protect and serve.

We trust that you will take these concerns seriously and consider the implications of the CRMP on the safety and well-being of both firefighters and the wider public. We are open to dialogue and collaboration to ensure the best possible outcomes for all stakeholders.

Thank you for your attention to these critical matters. We look forward to your response and the opportunity to discuss these concerns further.

Yours sincerely,

Harry Brant  
Brigade Secretary  
On behalf of Leicestershire Fire Brigades Union

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Our Ref: 2406/CF/JG  
Your Ref:  
Please ask for: CFO Callum Faint (Callum.Faint@leics-fire.gov.uk)  
Date: 4 December 2023

**PRIVATE AND CONFIDENTIAL**

FAO All Members of the  
Leicester, Leicestershire and Rutland  
Combined Fire Authority

Dear CFA Member,

I have been made aware that Leicestershire's Fire Brigades Union has shared a letter with you regarding the Community Risk Management Plan (CRMP) consultation. In discussion with the Monitoring Officer, we felt it wise to share this with you along with my comments relating to its contents.

Traditionally this would have all been captured in the independent CRMP consultation report hosted by Leicestershire County Council and accompanying CFA paper however, the FBU response was not submitted within the consultation period nor through the consultation response route, it has come directly to you as CFA members.

I will address each point raised within the FBU's letter.

- *“Night Cover at Castle Donington Fire Station: We are troubled by the plan to facilitate night cover at Castle Donington Fire Station by moving personnel from other fire stations. This approach raises questions about resource allocation, reduction in night cover in Loughborough and will also cause wellbeing issues for on station personnel. There is no detail in how this will be facilitated, no details around how crew will be made up. This is a great concern.”*

The History and journey here is crucial. The FBU raised their concerns with the legality of the Day Crewing Plus duty system with the Service following a court case ruling in South Yorkshire (Circa 2015). From this ruling it was deemed that the system could not continue unless there was a local collective agreement with the FBU. In 2019, Leicestershire's FBU were clear that they would not enter into a local collective agreement on this matter and as such the Service needed to work towards removing the system. The FBU signed a Joint Statement of Intent (Appendix 1) to this effect.

A joint working group was formed which included the Leicestershire FBU representatives. This group meet frequently and consistently over an 18-month period and produced a number of options of how this could be achieved in accordance with the Grey book conditions of Service and the FBU's considerations were accommodated at every stage. Once again, the outcomes of this were not only presented to FBU officials from Leicestershire FBU, but also regional and National FBU Officials. This outcome was agreed by these officials and accepted as being the best possible outcome given the parameters involved. As part of this a Self-Rostering Shift system was devised and introduced. This was only possible by way of a local collective agreement with the FBU (Appendix 2), this was locally negotiated with Leicestershire's FBU and signed by the Assistant General Secretary of the national FBU following extensive work with the FBU at all levels.

Continued.../



**Leicestershire Fire and Rescue Service**

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[leics-fire.gov.uk](http://leics-fire.gov.uk)

Follow @LeicsFireRescue



The FBU understood the proposed change at Castle Donington were to be included in the CRMP consultation as it was a change in Service delivery. The delivery model for this has been communicated and is well known across the Service (moving of the existing Tactical Response Vehicle from Loughborough and new and additional vehicle, at Western at night). For this to be included in the CRMP response feels extremely disingenuous given the extensive negotiation, working groups and agreements that have led to this point.

In addition to this, as part of the proposal, other additional operational resources were put forward to be introduced, these additions appear to have been omitted within the FBU's letter. This included:

- a) A new and additional pumping appliance introduced at Loughborough, meaning night-time cover is not being reduced at night and actually increases during the daytime.
  - b) The additional TRV at Western. Again, means night cover is maintained but day cover increases—the times when almost all of our prevention and protection work is undertaken, and operational demand is at its highest.
- *“An Increase in Water Rescue Resources: The Fire Brigades Union has long argued that response to water-based incidents should be included within the responsibilities of a Firefighter, however this is not currently within the role of a Firefighter as no agreement with the Fire Brigades Union has been agreed for response to these incident types within the role map of a Firefighter. We are concerned about where the resources are coming from for the additional water resources that are proposed within the CRMP.”*

The “Fire and rescue national framework for England” places a duty on FRS's to:

#### *Identify and Assess*

*2.1 Every fire and rescue authority must assess all foreseeable fire and rescue related risks that could affect their communities, whether they are local, cross-border, multiauthority and/or national in nature from fires to terrorist attacks. Regard must be had to Community Risk Registers produced by Local Resilience Forums and any other local risk analyses as appropriate.*

*2.2 Fire and rescue authorities must put in place arrangements to prevent and mitigate these risks, either through adjusting existing provision, effective collaboration and partnership working, or building new capability. Fire and rescue authorities should work through the Strategic Resilience Board where appropriate when determining what arrangements to put in place.*

The Civil Contingencies Act 2004 (Statutory Legislation for FRS's) also requires the following:

#### **Duty to assess, plan and advise**

*(1) A person or body listed in **[F1] Part 1, 2 or 2A of Schedule 1** shall—*

*(a) from time to time assess the risk of an emergency occurring,*

*(b) from time to time assess the risk of an emergency making it necessary or expedient for the person or body to perform any of his or its functions,*

*(c) maintain plans for the purpose of ensuring, so far as is reasonably practicable, that if an emergency occurs the person or body is able to continue to perform his or its functions,*



(d) maintain plans for the purpose of ensuring that if an emergency occurs or is likely to occur the person or body is able to perform his or its functions so far as necessary or desirable for the purpose of—

(i) preventing the emergency,

(ii) reducing, controlling or mitigating its effects, or

(iii) taking other action in connection with it,

Given the topography of Leicester, Leicestershire and Rutland it is entirely foreseeable that water emergencies may occur and that as a result life may need saving, and in these instances safe systems of work need to be established ensure and protect the health, safety and welfare of responders.

The CRMP states that

*“Climate change will see an increase in flooding, water rescue and wildfire incidents.”*

The data and analysis behind this is contained in the CRMP analysis document ([item-7-appendix-a.pdf](#) [leics-fire.gov.uk](#)). But it is also fairly apparent to most that the likelihood of extreme weather incidents is increasing (both in terms of winter and summer events). Given this it is only correct that as a CFA and a Service we look to put in place and mitigate the effects of this in advance.

Currently Leicestershire Fire and Rescue Service already undertake water rescue capabilities and have done so for many years. All other Fire and Rescue Services have the same or similar capabilities for their communities. The provision is being increased in line with the analysis and increasing risks posed by climate change.

- *“Skilled Drivers: We note a lack of skilled drivers at the firefighter level service wide. This deficiency can hinder emergency response capabilities and impacts appliance’s ability to be on the run. We are aware of the services strategy to attempt to increase these numbers, however in the short-term, current drivers are missing out on not being part of Breathing Apparatus teams. This will result in skills fading, driver fatigue and decline in wellbeing.”*

It is agreed that the current number of qualified drivers within the Service is lower than our desirable numbers. The Service have several lines of work in place to look to resolve these shortfalls, including additional investment in the driver training functions. It should be noted that changes in the law regarding driver training has placed additional time burdens on the course durations and this is influencing capacity.

I disagree with the latter parts of the FBU’s assertion. Skills can and should be maintained by regular training and exercising of all the skills of a firefighter. The actual driving times within the Service are significantly lower than professional drivers (accepting that emergency driving is a challenging skill) so do not believe there is any evidence to support the statement regarding fatigue and wellbeing.

- *“Positive Industrial Relations – We note within the CRMP the intentions from the service to build positive Industrial Relations and the Fire Brigades Union welcome this approach. Positive industrial relations with recognised Trade Unions are paramount to progress for all affected stakeholders.”*

Continued.../

I welcome and support this statement. My officers and I work tirelessly to deliver on this. Our efforts through the Day Crewing Plus exit are testament to this at a local, regional, and national level. It is then very demotivating and disingenuous for that approach and work to then be omitted and criticised in the CRMP response. An industrial relationship needs to be reflected on both sides and recent tactics and approach by the FBU have only damaged this and remove trust. My officers and I are looking to address this with local and regional representatives in the very near future, but this will need to be evident on both sides for this to be achievable.

***“Issues not addressed in CRMP:”***

The CRMP was constructed in line with the independent National Fire Standard and all relevant issues are contained within it along with the data analysis. The following comments do not sit within the CRMP and should be dealt with under the long running Staff Consultation Forum, where the FBU and indeed all other representative bodies can feed their concerns and observation into the Service. For fullness I will address the points raised.

- *There are several aspects not addressed in the CRMP, including the establishment profile for safe-to-command junior officers and emergency response drivers. We seek clarification on how these important matters will be handled and our own members be championed and developed accordingly.”*

Throughout the Day Crewing Plus duty system the Service met consistently and regularly with the FBU. As the working groups worked through the multiple options being considered each proposal has associated crewing requirements including the number of Firefighters, Crew and watch managers. This included costings for each model at all levels (see appendix 3 and 4). Once again, the omission of this information is somewhat frustrating for us and is contradictory to that of a positive industrial relationship.

Regarding the development of staff, the Service, with the support of the CFA have invested heavily into staff development over the past three years, with multiple routes for staff to develop both in role and for progression through the Service now being available, delivered and promoted.

I find it disappointing that FBU raise these areas when there are clear, evident and varied offerings across the Service available for all staff to develop and am left unsure of the intent and validity of the statements.

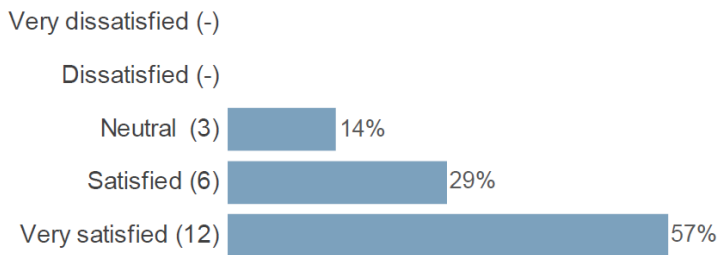
- *“Self-Rostering Shift Systems: The introduction of self-rostering shift systems raises concerns about potential shortfalls and their impact on primary carers. We urge a comprehensive assessment of the impact of such shift systems on the well-being of firefighters and the service's overall effectiveness.”*

As part of the local collective agreement with the FBU regarding this shift system, we undertook to conduct a review. Whilst not yet published the feedback from staff directly working the system does not meet with the FBU's assertions in their letter.

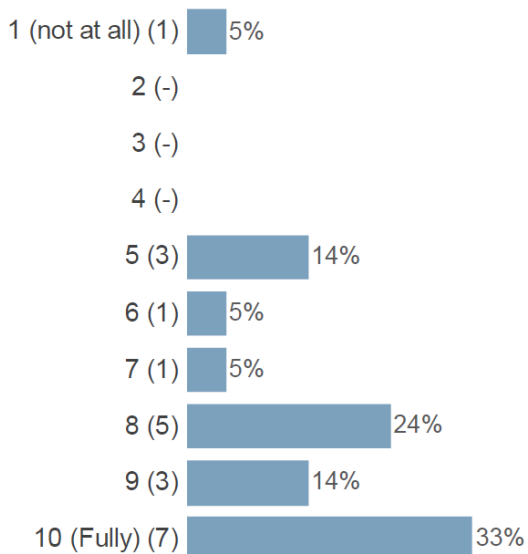
Continued.../

Below is an extract from the staff survey of the staff working the shift system:

Taking everything into account, how satisfied are you with the new self rostering system?



To what extent do you agree... (1= not at all, 10 = fully) (...it is easier to plan personal activities or family commitments due to self rostering)



There are also several comments relating to the positivity of the shift system for childcare and work/life balance, not shared on here as they may be deemed as identifiable data.

- “Service Inefficiencies and Direct Entry at Station Manager level: The exclusion of Direct Entry in the CRMP raises concerns about safety and cost. Inexperienced individuals commanding complex incidents may compromise firefighter and public safety. We urge a re-evaluation of this decision. Further to this, currently, LFRS have 2 Senior Managers who provide no cover at Strategic Level and with Direct Entry 2 Station Managers who will provide no operational cover for 3 years of their training period. The inefficiency in this process rather than promoting from within the rank and file appears to be a waste of taxpayers' money that could be used elsewhere.”

Continued.../

The Direct Entry scheme has allowed the Service to appoint new leaders into the Service, with a rich and varied background, adding different managerial and leadership skills and experiences into the Service. This also brings the added ability to potentially recruit diversity into the Service at a level not previously open to many and is very much seen as a positive addition to diversifying the Service in both protected characteristics terms and diversity of thought/experience. It should be noted that the direct entry scheme was open to existing members of the Service as well as external candidates. The candidates appointed are part of a cohort that will be trained and exposed to all the correct skills, courses, and incidents, at the right time and with the correct supervision. They will not take charge of incidents without being assessed at the same level of competence as any other manager within the Service.

I would also add that the direct entry scheme has enabled us to effectively bring two additional (super nummary) leaders into the Service to alleviate workloads on officers for their development period, addressing a concern that has been previously raised by the FBU to the Service.

Regarding the Strategic Leadership Team (SLT) make up, the facts presented by the FBU are not entirely correct. SLT agreed establishment has always has two non-operational members this continues to be the case. However, one of the currently non-operational members in fact is qualified to Multi-Agency Gold Incident Command (MAGIC or strategic Coordinating Group) level and is working towards full command skills, meaning our capabilities and resilience at strategic levels have improved.

- *“Wildfires and Flooding Incidents: The plan does not adequately address the challenges facing firefighters during increasing wildfires and flooding incidents, including prolonged exposure to harsh conditions without the correct resources and PPE.”*

This point seems to directly conflict with the second point raised by the FBU in their letter.

This is addressed through the CRMP Data analysis document. It also leads into the FBU's next point regarding Variable Response Vehicles (VRV's). These vehicles bring many operational benefits and additions to our capabilities for extreme weather events such as water misting systems (very effective for rural and wildfires), off road capabilities to minimise physical impact on firefighter transporting equipment, higher ground clearance and 4x4 for flood/ice/snow/mud and un-made road surface conditions.

- *“Crewing Levels: We are concerned about the potential reduction of crewing levels on new Variable Response Vehicles (VRVs) and its impact on firefighter safety and operational effectiveness. We don't want the vehicles' ability to be crewed with just 2 people, down from the usual 4, or the ideal number of 5 to become the norm.”*

Variable Response Vehicles (VRV's) employ the same crewing models as the existing TRV's, this model was agreed by the FBU. This system has been running for 7 years and proven to be both safe and successful over that time.

- *“Moving Resources to cover short falls in 'on-call' cover – Not mentioned within the document is the frequent covering of essential station areas, not limited to but most frequently Market Harborough, by 'City' resources. We urge the service to look at improvement of recruitment and retention of our On-Call Stations and urge caution at the continued approach of taking resources from the city to cover these short falls.”*

The moving of operational assets is both common place and necessary within emergency services. The priority must always be public safety and ensuring the best possible operational response. We are keen to achieve this through on-call crews when at all possible, this is a well-known, documented and national challenge to achieve, where we are unable to, we take other measures (such as introduction of VRV's to maximise availability). This commonly involves moving appliances to locations with lower fire cover, this is

done for large operational incidents and for availability reasons. Whilst assets are based at stations, they are always deployable to any location so are not seen as a "city" or fixed location asset.

- *Response Times: The increase in response times to life risk incidents from 10 to 12 minutes is worrisome. The 10-minute attendance at life risk at Primary Building fires and an increase to 12-minutes at all other life risk incidents, does this not a different priority on different incident types where lives are at risk?*

I would suggest this comment should be regarded within the CRMP section as it does directly relate to the consultation point. The rationale and analysis of this point is contained within the CRMP consultation and documentation.

As a Service we will continue to work to reduce the attendance times to all incidents, to do this we will need to move resources, utilise TRV's and a number of other tactics to do so, most of which the FBU appear to be resistant to in this letter.

*"In summary, a lot of these issues can be resolved with an increase in funding to the service from local sources and central government. It is evident the brutal impacts that cuts are having on all public services up and down the country and is truly apparent within the fire service. Not only are these cuts impacting our previous workload but they have also increased workloads coming in from partner agencies such as the Police and East Midlands Ambulance Service. A lot of time and resources are spent assisting those agencies at incidents. We urge our Chief Fire Officer and the CFA to lobby for adequate funding for the Fire Sector which will only bring positive outcomes to the communities we protect and serve."*

I do not disagree with the spirit of this summary but would like to add some context and perspective. My officers and I have a large amount of pride for the Service. We have worked extremely hard, with the full support of the CFA, and secured increased funding for the CFA through precept increases for the past two full financial years and work continues once again to secure better funding for the next financial year.

We have been able to make improvements across the Service with this increased funding. However, this has been limited. Approx. 60% of the new funding had to be used to fund the exit from the Day Crewing Plus duty system (broadly speaking, keeping the same level of Service). Had a local collective agreement been possible with the FBU we would have been able to invest over £2 million per year back into the Service for improved and additional Prevention, Protection and Response resources. Sadly, without the FBU's support this was not possible.


Appendix 1 – Joint statement of intent

Appendix 2 – Local collective agreement, 12-hour self-rostering

Appendix 3 – DCP briefing pack – shift options

Appendix 4 – Day Crewing Plus Briefing Pack (including staff level breakdowns for each option)

Yours sincerely



Callum Faint  
Chief Fire and Rescue Officer

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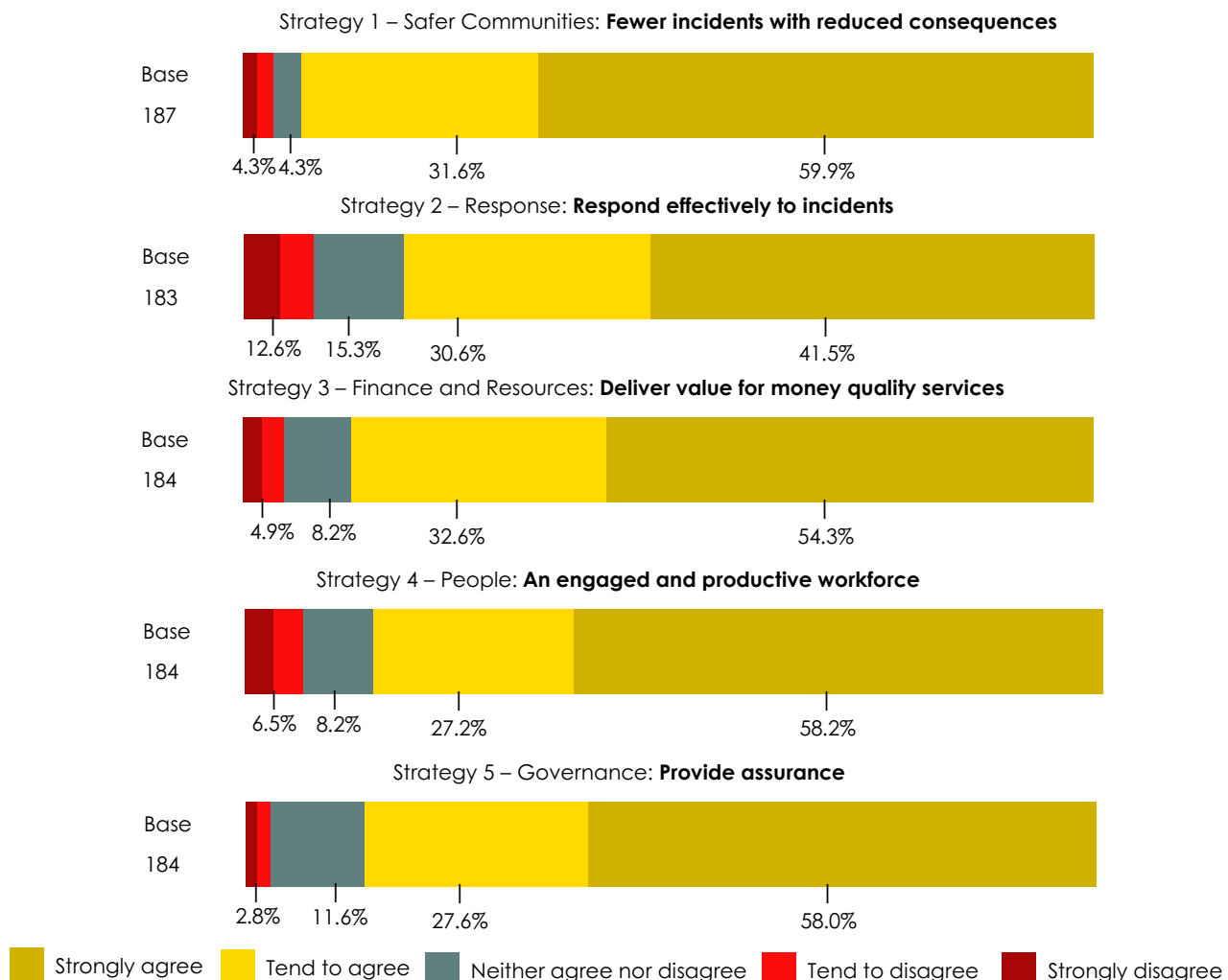
### Community Risk Management Plan 2024-2028 Consultation Results Summary

The consultation survey ran for 12 weeks from 1 September to 24 November 2023. In total, 188 survey responses were received with three-fifths (60.6%) of respondents being members of the public. Just under a quarter (24.5%) were serving firefighters or support staff.

It is estimated that over 144,000 public interactions were made during the consultation:

- 119,377 impressions, likes and shares via social media
- 3,000 leaflets were distributed to stations and Community Educators for sharing during home safety checks, a Pride Event, Have a Go Days, charity car washes and community safety events
- 16,289 leaflets delivered by the Royal Mail to postcodes in Leicester City with diverse communities
- 2,305 views were received on the Community Risk Management Plan consultation website
- 4,245 emails were sent to stakeholders
- Internal news articles read by 316 members of staff

The consultation results were based on the respondent's satisfaction with the 'Aims' of the 5 Service Strategies and the actions planned to address them.



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## CRMP 2024-2028 Consultation Results Summary

This is a summary of the results from the CRMP public consultation results report, provided by Leicestershire County Council in January 2024.

### Background

Every 5 years the main risks faced by our communities are reviewed and a plan is created to detail how they can be mitigated. This is known as our Community Risk Management Plan (CRMP) also known as Our Plan. The plan is consulted on with the public, staff and stakeholders and this most recently took place over a 12-week period ending in November 2023.

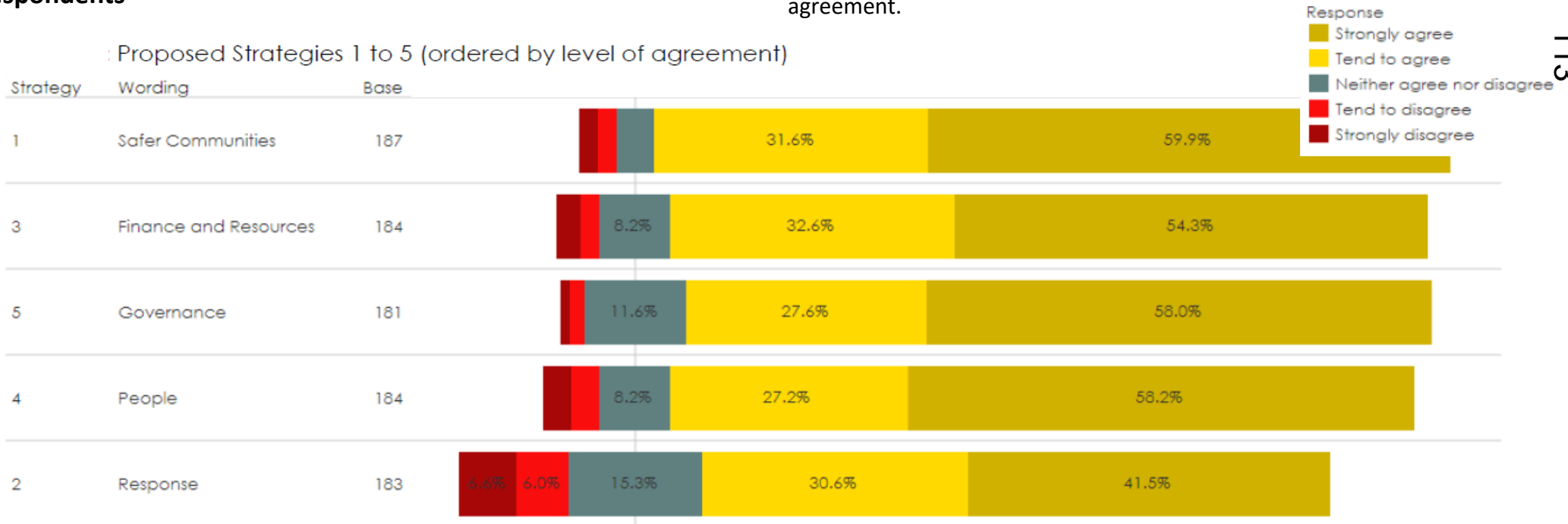
### Respondents

It is estimated that over 144,000 public interactions were made during the consultation period including: 119,377 impressions, likes and shares via social media, 16,298 leaflets dropped by Royal Mail in Leicester and 4,245 emails to stakeholders. This resulted in 188 respondents with 60.6% being members of the public and 24.5% being current staff.

Demographically there were slightly more female respondents (48.4%), many were aged 35-65 (68%) and the main group was White British (82%).

### Results

As part of the consultation, people were asked to state the level of agreement with the Aims and Actions of the 5 strategies. The results are captured in the chart below. For each of the 5 strategies there was broad agreement.





The highest level of agreement was for the Safer Communities strategy (91.4%) and the lowest level (72.1%) was the Response strategy. Below is a flavour of the themes emerging from comments with the strength of theme indicated in brackets. e.g. 11 people said this...

### **Strategy 1. Safer Communities Strategy: Fewer incidents with reduced consequences**

Many respondents agreed with the strategy and were positive (22). Several respondents felt the actions within the strategy were important to ensure public safety (11). Many suggestions were made, including partnership working (14) and raising awareness about how to prevent fires (10). Respondents also referenced fire safety checks in their comments, including the suggestion that vulnerable people should be prioritised (4). Others expressed dissatisfaction with fire safety checks (6).

### **Strategy 2. Response Strategy: Respond effectively to incidents**

Many respondents believed this proposal needed to be clearer and raised several questions (25). There were concerns about potential consequences of the proposed actions to deliver the aims of this strategy, in particular, the proposal to replace fire engines with Variable Response Vehicles and the impact on response time (20). There were some positive comments (21), with respondents agreeing with the strategy and noting that efficiency could be achieved. Other respondents raised concerns about staffing (18), cost and resources (12), or equipment and vehicles (10).

### **Strategy 3. Finance and Resources Strategy: Deliver value for money quality services**

Many respondents emphasised that they agreed with the strategy (17). Many made comments that the life of the equipment should be extended and well maintained (13). Modernisation, the need for efficient processes

and greater investment featured in the comments (7), along with a request for a review of the recruitment process and training of the workforce (7). Several felt the strategy could be clearer or had questions (9). Additionally, disagreement and concerns were raised about waste of money (5) or the focus on Net-Zero and carbon reduction (4).

### **Strategy 4. People Strategy: An engaged and productive workforce**

Respondents made suggestions about the wellbeing of staff and believed this should be something that LFRS prioritise (19). Diversity was a key theme, with some respondents stating that the workforce should be representative of the population (15), whilst others felt that diversity is not as important as recruiting those who are capable of doing the job (8). Positive comments focused on agreeing with the proposed actions to deliver the aims of this strategy, including improving employee engagement (11).

### **Strategy 5. Governance Strategy: Provide Assurance**

Some of the open comments were positive, including respondents that felt that the proposed actions had covered the essential areas or the actions were as they expected (6). Other positive comments included support for continuous improvement (5) and engagement of staff and/or communities (4), along with general positive comments of support (4). Some respondents expressed concern about the implementation of the actions proposed for the strategy (4), with other comments indicating concern about a lack of clarity or detail (2).

## Alternative proposals

When asked whether there were any alternative actions that should be considered in the CRMP, respondents suggested a number of changes to staffing (11), including a change in recruitment methods, training and the way work was organised. There were some comments relating to how resources were being used and the desire for more funding (8). Other suggestions were made, such as improving specific areas of work (6), the location of stations (4); and for LFRS to consider different groups.

## Any other comments

When asked whether they had any other comments for LFRS, respondents provided a mixed response. Many respondents were positive, either praising the work of LFRS (14), or about the consultation strategies and the fact that there was a consultation on the CRMP (7). Others felt they needed more detail (8) or responded negatively about the strategy document (7).

## Next Steps

The Consultation results will be presented to the Combined Fire Authority in February 2024 for their consideration and approval. Subject to agreement being received, the CRMP will then be published, and work will begin on delivering the actions.

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**Status of Report:** Public

**Meeting:** Combined Fire Authority

**Date:** 14 February 2024

**Subject:** Attendance at “Special Service” Incidents

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

**Author:** Callum Faint, Chief Fire and Rescue Officer

**For:** Discussion

### **Purpose**

1. The purpose of this report is to provide the Combined Fire Authority (CFA) with an update on the number and type of non-fire (Special Service) incidents that are attended by Leicestershire Fire and Rescue Service (LFRS) and to provide a breakdown of the impact of the incidents attended.
2. The report also provides details in relation to Leicestershire Police’s “Most Appropriate Agency” initiative, which may impact on call demand placed upon LFRS.

### **Recommendation**

3. It is recommended that the CFA notes the update and acknowledges the Most Appropriate Agency Initiative being deployed by Leicestershire Police.

### **Executive Summary**

4. The Fire and Rescue Service attends a broad range of calls for emergency assistance. Incidents that don’t involve fires are referred to as “Special Service” calls. Examples of Special Service incidents are listed in paragraph 8 below.
5. In more recent years the number and types of these calls has increased. This is for many reasons but mainly due to supporting other agencies or attending incidents on their behalf.
6. This is having an impact on the welfare of FRS employees, particularly due to the nature of some incidents being attended. LFRS is managing this through an increased internal welfare provision for staff.
7. Leicestershire Police has introduced a Most Appropriate Agency initiative to manage its workload and capacity. This is likely to impact on the number of calls to and the workload of the Service, particularly for incidents where it doesn’t have a statutory duty to attend. Although to date this has not been problematic, the situation will be monitored and managed accordingly if it presents itself as an issue.

## Special Service Calls

8. Fire and Rescue Services are called to many different types of incidents which can be incredibly wide and varied in nature. These incidents are generally categorised into four main areas:
  - a. Primary Fires – Fires involving property with a value, such as houses, factories, cars etc.
  - b. Secondary Fires – Fires involving items with no insurable value, such as rubbish, trees, grass etc.
  - c. False Alarms – Either through an automatic fire alarm system or a person.
  - d. Special Services – encompassing everything else, such as Road Traffic Collisions (RTC's), floodings, water rescue, effecting entry to properties and hazardous material incidents.
  
9. The Fire and Rescue Services Act 2004 (FRSA 2004) is the primary legislation that set out the statutory duties of the CFA and subsequently Fire and Rescue Services. This legislates two specific duties for attending incidents;
  - “A fire and rescue authority must make provision for the purpose of (a) extinguishing fires in its area and, (b) protecting life and property in the event of fires in its area” (section 7(1) FRSA 2004) and,
  - “A fire and rescue authority must make provision for the purpose of (a) rescuing people in the event of road traffic accidents in its area, and (b) protecting people from serious harm, to the extent that it considers it reasonable to so, in the event of road traffic accidents in its area.” (, section 8(1)FRSA 2004).
  
10. The FRSA 2004 provides a power (but not a duty) to respond to other eventualities if the authority considers it appropriate (section 11(1) and(2)
  - (1)A fire and rescue authority may take any action it considers appropriate (a)in response to an event or situation of a kind mentioned in subsection (2); (b)for the purpose of enabling action to be taken in response to such an event or situation.
  - (2) The event or situation is one that causes or is likely to cause (a)one or more individuals to die, be injured or become ill; (b)harm to the environment (including the life and health of plants and animals).
  
11. Except for Road Traffic Collisions all other special services fall under s.11 FRSA (above) so are not statutory duties but undertaken with the view of reducing harm from incidents to the local community and environment.
  
12. In the last five years, the number of Special Service incidents has increased. A significant contributory factor in this was a national trial of approximately half of the UK Fire and Rescue Services (including Leicestershire) responding to medical incidents as first responders. This also encompassed responding to

people who had fallen in the home. The national trial concluded prior to the Covid-19 pandemic but no conclusion has been determined from this.

13. In collaboration with partner services (most notably the Police and East Midlands Ambulance Services), LFRS agreed to undertake effecting entry to buildings when there is a concern for welfare. This was agreed to alleviate the workload on the Police Service and to reduce the wait time for the Ambulance Service in gaining entry to buildings.
14. Undertaking this work has resulted in Fire Service staff being exposed to more occurrences of death and the impacts to family members who are also commonly at the scene. This has had a welfare impact on LFRS staff, and the Service has invested in its supporting arrangements to assist them. This is multilayered and bespoke to individual needs and circumstances, but includes:
  - Informal discussions with peers
  - Discussions with line managers
  - Trauma Incident risk Management (TRiM) – trained individuals, who can help and guide staff to more specialist support.
  - Occupational Health team – including trained Doctors, Nurses, and specialists.
  - AMICA – this is an external counselling Service provided and funded by the FRS but outside of any span of control for confidentiality and impartial advice and support outside of any management chain.
  - The Firefighter’s Charity offers independent specialist advice and support.
15. If more specialist support is needed this can be accessed through the Occupational Health team but also an individual’s GP and the NHS. Table 1 below shows the number of special service incidents attended in the last 12 and 24 month periods.

Table 1

	22/1/23 - 22/1/24 12 months	22/1/22 - 11/1/24 24 months
Assist other agencies (such as supporting with bariatric patients and extrications, screening off sensitive scenes, washing down of scenes)	761	1577
RTC (This is a statutory duty under the Fire and Rescue Services Act 2004)	795	1497
Effecting entry/exit	432	818
Medical incident - First Responder (encompassing co-responder and other medical incidents)	295	580
Flooding	258	461
Lift release	135	283
No action (not false alarm)	146	285
Animal assistance incidents	104	237
Removal of objects from people	109	187
Other rescue/release of people	92	186
Making safe (Not RTC)	72	135
Hazardous Materials incidents	68	140
Suicide/attempts	81	169
Removal of people from objects	56	121
Rescue or evacuation from water	73	94

16. In responding to this range of incidents, responders need appropriate training, equipment, and knowledge to be able to safely resolve the situation. For example, to safely respond to wide area floodings or fast flowing water flooding, crews need Personal Protective Equipment (fitted dry suits, helmets, boots, personal floatation devices) and then suitable rescue equipment (Throw lines, reaching equipment, inflatable rescue paths, un-powered sleds and then boats with engines). Purchase of this equipment is not currently funded through any government grant, but from the Service's budget.
17. This is especially relevant considering the likelihood of flooding is increasing (as identified within the Community Risk Management Plan) along with the need for more specialist teams. However, there is no statutory or legislative requirement on the Fire and Rescue Service to do this.



### **Most Appropriate Agency – Leicestershire Police**

18. Leicestershire Police has been consulting with local partners for some time regarding its initiative called Most Appropriate Agency (MAA). This includes all aspects of the “Health” structures of the NHS, along with other category 1 responders (as described in the Civil Contingencies Act 2004).
19. The Police is concerned that its officer’s time and resources are being overly utilised at incidents and calls that they are not best placed to resolve. This is draining capacity for the Police Force to adequately meet its statutory requirements and has at times been reported negatively in the media. This is commonly reported as “mental health crisis” incidents in national media, but in fact covers a much broader range of incident types and involvement.
20. Leicestershire Police has stressed that under the MAA initiative it will continue to respond to all calls where there is a threat to life.
21. The MAA initiative seeks to ensure that the Police Force’s resources are available to deal with its statutory duties and incidents that it is best placed to resolve and seeks to shift other incident types back to other agencies under the MAA principles.
22. The impact of this is not yet known but there is a potential that “other” services or partners may not be able to cope with the MAA’s shift of demand. This may result in a gap or perceived gap from the community that may add more pressure or calls to service onto the Fire and Rescue Service. If this is not correctly monitored and managed, there is concern that it may quickly outstrip resources.
23. This potential has not currently become a reality and will continue to be monitored to ensure that LFRS continues to support the community as best as possible, whilst not becoming overrun by non-statutory duties that are best performed by other agencies.

### **Report Implications/Impact**

#### **24. Legal (including crime and disorder)**

The main legal implications are set out above. In addition, s12 of the FRSA 2004 enables the LFRS to provide services of any of their employees or any equipment to any person for any purpose that appears to the authority to be appropriate, including outside of the CFA’s area.

S.44 of the FRSA 2004 provides authorised employees with the power to do anything they reasonably believe to be necessary if they reasonably believe an emergency to have occurred, for the purpose of discharging any function conferred on the fire and rescue authority in relation to the emergency. This includes a power to enter premises by force if necessary, to move or break into a vehicle, deal with traffic and restrict access to premises.

As well as the statutory duties and powers referred to arising from the FRSA 2004, LFRS is categorised as a 'First Responder' under the Civil Contingencies Act 2004 which confers a duty to assess and plan for the risk of an emergency.

The arrangements for the special services incidents will be subject to a governance arrangement under the MAA.

Although the activities referred to in this report are within the scope of the powers and duties of the LFRS, the LFRS insurers have been notified of the arrangements to ensure transparency around insured activities.

In the event of spate conditions and/or major incident the decision may be taken by the Chief or Assistant Chief Fire and Rescue Officers to cease any non-statutory functions to ensure that resources are appropriately focused to discharge functions appropriately.

The CFA has a duty under the Health and Safety at Work Act 1974 to ensure, so far as is reasonably practicable, the Health Safety and Welfare at work of all its employees and to conduct its business in such a way as to ensure, so far as is reasonably practicable, that its employees are not exposed to risks to their health and safety.

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

The costs associated with Flooding/water Rescue uplift as proposed in the CRMP is included within the 2024/25 budget setting. Any further increase would need to be determined.

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

There is a risk that the MAA initiative may shift a high workload on to the Service that could drain all capacity and mean that attendance times for statutory duties are negatively impacted.

The impact of increased activity on the Fire and Rescue Service under MMA, may see an increase not only in demand, but also staff exposure to traumatic incidents. The CFA have previously been advised of the range of welfare provisions we have in place to mitigate and minimise the impact of this.

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

The CFA has a duty under the Health & Safety at Work Act 1974 to ensure, so far as is reasonably practicable, the Health Safety and Welfare at work of all its employees (ii) to conduct its business in such a way as to ensure, so far as is reasonably practicable, that persons not in its employment who may be affected directly are not thereby exposed to risks to their health and safety.

28. Environmental

No Environmental impact

29. Impact upon Our Plan Objective – Please detail from “Our Plan”

Update paper – no current impact.

### **Background Papers**

Fire and Rescue Services Act 2004

[Fire and Rescue Services Act 2004 \(legislation.gov.uk\)](#)

Civil Contingencies Act 2004

[Civil Contingencies Act 2004 \(legislation.gov.uk\)](#)

Fire and Rescue National Framework 2018

[\[Title\] \(publishing.service.gov.uk\)](#)

### **Officers to Contact**

Callum Faint – Chief Fire and Rescue Officer

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**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 14 February 2024**

**Subject: Review of Members' Allowance Scheme – Report of the Independent Remuneration Panel**

**Report by: The Solicitor and Monitoring Officer**

**Author: Lauren Haslam**

**For: Decision**

### **Purpose**

1. This report presents the report of the Independent Remuneration Panel established to review the Leicester, Leicestershire and Rutland Combined Fire Authority's Members' Allowance Scheme and seeks approval of the recommendations made by the Panel.

### **Recommendation**

2. It is recommended that the report of the Independent Remuneration Panel (IRP), established to review the Leicester, Leicestershire and Rutland Combined Fire Authority's Members' Allowances Scheme, be noted.

### **Executive Summary**

3. The IRP met on 22 January 2024 to consider the CFA Members' Allowance Scheme and the report detailing the outcome of the Panel is appended to this report.
4. The Local Government (Members' Allowances) (England) Regulations 2003 do not require an Independent Remuneration Panel to be convened for CFA allowances and any review therefore is simply reflective of good practice and to achieve consistency with constituent member schemes.

### **Background**

#### The Regulations

5. The payment of allowances to members is governed by the Local Government (Members' Allowances) (England) Regulations 2003/1021. Briefly, these regulations cover the following:-
  - i. The amount of Basic Allowance which should be paid to Members;

- ii. The responsibilities or duties which roles should receive Special Responsibility Allowances and the amount of such allowances;
  - iii. The amount of Child Care and Dependants Carers Allowances;
  - iv. Travelling and Subsistence Allowances;
  - v. Independent and Co-opted members' allowances.
6. The Regulations contain a provision to increase allowances on an annual basis by reference to an index for no longer than a period of four years and states in Part 3 – 10 (4 and 5) that:
- (4) A scheme may make provision for an annual adjustment of allowances by reference to such index as may be specified by the authority and where the only change made to a scheme in any year is that effected by such annual adjustment in accordance with such index the scheme shall be deemed not to have been amended.
- (5) Where an authority has regard to an index for the purpose of annual adjustment of allowances it must not rely on that index for longer than a period of four years before seeking a further recommendation from the independent remuneration panel established in respect of that authority on the application of an index to its scheme.
7. The Local Authorities (Members' Allowances) (England) Regulations 2003/1021 require that the members basic allowance, special responsibility allowance and travel and subsistence allowance be set out in a scheme. There is no statutory requirement to have an Independent Remuneration Panel for CFA allowances and any review therefore is simply reflective of good practice and to achieve consistency with constituent member schemes. However, the Regulations do provide that before the authority makes or amends its Scheme, the Authority shall have regard to the recommendations made by any independent remuneration panels in relation to the local authorities which nominate members to the Fire and Rescue Authority. In the case of the CFA, therefore, the Leicester City Council, Leicestershire County Council and Rutland County Council. The Scheme in all constituent authorities are index-linked to the NJC Pay Award.

#### Current Arrangements - Indexation

8. Employees of the Leicestershire Fire and Rescue Service receive an annual pay award and it is the Service's policy to award officers the national pay award agreed by the National Joint Council (NJC) for Local Government Services or in default of an agreement the award set by the employer's side. The arrangement has been in place to use this index to increase on an annual basis the rates of the Basic and Special Responsibility Allowances for members.

#### CFA Independent Remuneration Panel

9. The Panel met on 22 January 2024 to review the CFA Members' Allowance Scheme, with specific regard to the indexation of Basic and Special Responsibility Allowances to the employee pay award determined by the National Joint Council (NJC) for Local Government Services.
10. CFA Members received a copy of the report considered by the IRP with opportunity to input to the review for consideration by the Panel. No comments were received.

### **Report Implications/Impact**

#### 11. Legal (including crime and disorder)

The Local Authorities (Members' Allowances) (England) Regulations 2003/1021 require that the members basic allowance, special responsibility allowance and travel and subsistence allowance be set out in a scheme. There is no statutory requirement to have an Independent Remuneration Panel for CFA allowances and any review therefore is simply reflective of good practice and to achieve consistency with constituent member schemes.

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

The costs associated with the indexation of the Members' Allowances rates to the NJC Pay Award for staff is included in the budgeting for the CFA. Should the CFA wish to conduct a full review of Members' Allowances rates, this could potentially lead to an increase in costs.

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

There are no risk implications arising from this report.

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

There are no Staff, Service Users, Stakeholders or equality implications arising from this report. All members of the CFA are being consulted on the arrangement to review the Members' Allowances Scheme through the presentation of this report and will also have the opportunity to input to the review carried out by the IRP.

#### 15. Environmental

There are no environmental impacts arising from this report.

#### 16. Impact upon "Our Plan" Objectives

There is no direct impact on "Our Plan" arising from this report.

## **Appendix**

Report of the CFA Independent Remuneration Panel.

### **Background Papers**

Report to the CFA - 4 October 2023 – Members' Allowances Scheme - <https://leics-fire.gov.uk/wp-content/uploads/2023/09/Item-10-1.pdf>

### **Officer to Contact**

Lauren Haslam

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**REPORT OF THE  
INDEPENDENT REMUNERATION PANEL  
ON MEMBERS' ALLOWANCES  
FOR THE  
LEICESTER, LEICESTERSHIRE AND RUTLAND COMBINED  
FIRE AUTHORITY**

**JANUARY 2024**

## **Introduction**

1. This report sets out the recommendations of the Independent Remuneration Panel (IRP) appointed by the Leicester, Leicestershire and Rutland Combined Fire Authority (CFA) to review the Members' Allowance Scheme with specific regard to the indexation of allowances. Although not a statutory requirement, the IRP was constituted applying the principles under the Local Authorities (Members' Allowances) (England) Regulations 2003/1021.
2. The Regulations require that the members' basic allowance, and where applicable, special responsibility allowance and travel and subsistence allowance be set out in a scheme. There is no statutory requirement; however, to have an Independent Remuneration Panel for CFA allowances, although the Regulations require that before a Fire and Rescue Authority makes or amends its Scheme, the Authority shall have regard to the recommendations made by any independent remuneration panels in relation to the local authorities which nominate members to the Fire and Rescue Authority. In the case of the CFA, therefore, this is Leicester City Council, Leicestershire County Council and Rutland Council.
3. Consequently, the IRP has on behalf of the CFA fulfilled the statutory duty to have regard to the recommendations of the constituent authority IRPs by considering the position taken by those authorities during this financial year.

## **Membership of the IRP**

4. Leicester, Leicestershire and Rutland Combined Fire Authority's Independent Remuneration Panel comprised the Chairmen of the IRPs in each of the constituent authorities of the CFA along with an additional panel member from Leicestershire County Council and Leicester City Council. These are:
  - Michael Pearson, Chairman of Leicestershire County Council IRP
  - Dr Declan Hall, Chairman of the Leicester City Council IRP
  - John Cade, Chairman of the Rutland Council IRP
  - Jayne Kelly, Member of Leicestershire County Council IRP
  - Mehrunnisa Lalani, Member of Leicester City Council IRP

## **Support to the IRP**

5. The IRP was supported by the Head of Civic and Member Support and the Head of Democratic Services from Leicestershire County Council who provided advice and background information to support the IRP's deliberations.

## Scope of the Review

6. At its meeting on 4<sup>th</sup> October 2023, the CFA agreed to convene an IRP and that it be asked to review the arrangements for :-
  - i. members' allowances rates and the arrangement for indexation;
  - ii. roles which should receive the Special Responsibility Allowances.
  - iii. Travel and Subsistence Allowances; and
7. At the subsequent CFA meeting, 29<sup>th</sup> November, the CFA agreed that the IRP's review relate to the indexation of allowances only.
8. The IRP also noted that the CFA, at its meeting on 4<sup>th</sup> October made reference to it reviewing the Dependent Carers' Allowance, as the CFA had felt that if this was capped, it could be a barrier to single parents becoming a member.

## Indexation

9. Member Allowances are governed by the Local Authorities (Members' Allowances) (England) Regulations 2000. Part 3 of the Regulations and in particular paragraphs 10 (4 and 5), set out below, allow the Panel to recommend an indexation figure.
  - (4) A scheme may make provision for an annual adjustment of allowances by reference to such index as may be specified by the authority and where the only change made to a scheme in any year is that effected by such annual adjustment in accordance with such index the scheme shall be deemed not to have been amended.
  - (5) Where an authority has regard to an index for the purpose of annual adjustment of allowances it must not rely on that index for longer than a period of four years before seeking a further recommendation from the independent remuneration panel established in respect of that authority on the application of an index to its scheme.
10. The CFA since 2011 and as recommended when it last met in 2021 has indexed CFA Allowances to the National Joint Committee (NJC) employee pay award which in the main has been a straight percentage increase.
11. However, in 2022/23 the NJC pay settlement was a fixed sum of £1925.00 per annum across all scale points. If the fixed amount of £1925.00 had been applied to the CFA Basic Allowance the Panel noted it would have resulted in an increase of 58.6%. The Panel therefore noted that Members of the CFA therefore decided to freeze their allowances in 2022/23 to the 2021/22 rate.
12. The NJC Pay Award for 2023/24 was agreed in November 2023. The settlement was in two parts, one part being a fixed amount of £1925.00 per annum up to SCP 43, the CFA use the same pay spines, of the green book pay scales and the other part being a 3.88% increase for those paid above the maximum pay spine but graded below deputy chief officer.

13. The IRP, therefore, considered whether it wished to recommend the continuation of the arrangement for the indexation of allowances to the NJC Pay Award and also considered the following alternatives for indexation:-

- Consumer Price Index;
- Average Earnings Indicator;
- Retail Price Index.
- Joint Negotiating Committee for Chief Officer pay

14. The IRP noted the alternatives for indexation and that for 2023/24 two of the three constituent authorities had implemented different indexation rates. Leicestershire County Council used the NJC offer of 3.88% for those on Spinal Column Point 43 whereas Rutland Council had used the JNC, Chief Officer, offer of 3.5%. Leicester City Council members had frozen their allowances and asked that their IRP carry out a review during the 2023/24 financial year.

15. After careful deliberation the IRP agreed that the applicable index should be the NJC for Local Government Services pay award which is also the most common index mechanism utilised across English local government.

16. The IRP noted that for the 2023/24 NJC pay award was in two parts a fixed amount of £1925.00 per annum up to an including the top of the pay spine, Spinal Column Point (SCP) 43, and a percentage figure of 3.88% for those above and up to but graded below deputy Chief Officer.

17. Once again following thoughtful deliberation, the IRP was therefore minded to recommend that the Basic and Special Responsibility Allowances increase by 3.88 % i.e. the equivalent percentage increase at the top of the pay spine, SCP 43, from 1<sup>st</sup> April 2024.

18. The IRP also concluded that Basic and Special Responsibility Allowances should continue to be index-linked to the equivalent percentage increase awarded to SCP 43 on the pay spine for a four-year period i.e. up to 31<sup>st</sup> March 2028.

### **Dependant Carers Allowance**

19. The IRP noted the request of the CFA at its meeting that it look at reviewing the Dependent Carers' Allowance. However, the IRP noted that this allowance was already covered in the CFA's Constitution, <https://leics-fire.gov.uk/wp-content/uploads/2023/03/constitution-2023.pdf>, Members' Allowance Scheme, in that members of the CFA should claim this from their constituent authority.

**Recommendations of the IRP**

The IRP recommends that:-

- a) That Basic and Special Responsibility Allowances increase by 3.88 % from 1<sup>st</sup> April 2024
- b) That the arrangement for indexation of the Leicester, Leicestershire and Rutland Combined Fire Authority's Members' Allowances Scheme to the NJC Pay Award continues until 31<sup>st</sup> March 2028 applied on an annual basis on 1 April each year, based upon the equivalent percentage increase on SCP 43 of the pay spine.
- c) That the Dependants Carers' Allowance continues to be claimed from the CFA member's constituent authority.

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**Status of Report:** Public

**Meeting:** Combined Fire Authority

**Date:** 14 February 2024

**Subject:** Calendar of Meetings 2024-25

**Report by:** The Solicitor and Monitoring Officer

**Author:** Lauren Haslam

**For:** Decision

### **Purpose**

1. The purpose of this report is to seek approval from the Combined Fire Authority for the proposed dates for meetings of the Combined Fire Authority, the Corporate Governance Committee and the Local Pension Board for 2024-25 (as set out at the Appendix to this report).

### **Recommendation**

2. It is recommended that the Combined Fire Authority approve the Calendar of meetings 2024-25 (attached at the Appendix to this report), which sets out the dates for meetings of the Combined Fire Authority, the Corporate Governance Committee and the Local Pension Board for 2024-25.

### **Background**

3. According to the CFA Constitution:
  - i. Article 4 (4.3) requires that, in addition to the annual meeting, the CFA meets at least 4 times thereafter;
  - ii. Article 5 (5.3) requires that the Corporate Governance Committee meets at least 4 times per year;
  - iii. Article 7 (7.8) requires that the Local Pension Board meets at least twice per year.
4. Meetings of the CFA and its Committees have been scheduled in accordance with these requirements.
5. A meeting of the CFA has been scheduled on 24 July 2024, to enable the CFA to approve the Statement of Accounts and Annual Governance Statement, as required by the Financial Regulations.

**Report Implications/Impact**

6. Legal (including crime and disorder)  
None identified.
7. Financial (including value for money, benefits and efficiencies)  
There are no direct financial implications arising from this report.
8. Risk (including corporate and operational, health and safety and any impact on the continuity of service delivery)  
There are no risks arising from this report.
9. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)  
There are no staff, service users and stakeholder implications arising from this report.
10. Environmental  
There are no environmental implications arising from this report.
11. Impact upon Our Plan Objectives  
There is no Impact on the objectives detailed in "Our Plan".

**Appendix**

Calendar of meetings 2024-25.

**Officers to Contact**

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**LEICESTER, LEICESTERSHIRE AND RUTLAND****COMBINED FIRE AUTHORITY****CALENDAR OF MEETINGS 2024/25**

<b>DATE</b>	<b>TIME</b>	<b>MEETING</b>
19 June 2024	10.00am	COMBINED FIRE AUTHORITY
10 July 2024	2.00pm	CORPORATE GOVERNANCE COMMITTEE
24 July 2024	10.00am	COMBINED FIRE AUTHORITY
4 September 2024	10.00am	LOCAL PENSION BOARD
11 September 2024	10.00am	CORPORATE GOVERNANCE COMMITTEE
2 October 2024	10.00am	COMBINED FIRE AUTHORITY
20 November 2024	2.00pm	CORPORATE GOVERNANCE COMMITTEE
10 December 2024	10.00am	COMBINED FIRE AUTHORITY
12 February 2025	10.00am	LOCAL PENSION BOARD
26 February 2025	10.00am	COMBINED FIRE AUTHORITY
12 March 2025	2.00pm	CORPORATE GOVERNANCE COMMITTEE
18 June 2025	10.00am	COMBINED FIRE AUTHORITY
9 July 2025	2.00pm	CORPORATE GOVERNANCE COMMITTEE
23 July 2025	10.00am	COMBINED FIRE AUTHORITY

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