

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

To: Members of the Combined Fire Authority

Mr. N. Bannister CC
Councillor Susan Barton
Councillor Kenneth A Bool
Mr Bill Boulter CC
Mr. S. L. Bray CC
Mr. B. Champion CC
Councillor Luis Fonseca
Mr. K. Ghattoraya CC
Mr. D. Grimley CC

Mr. R. Hills CC
Mr. B. Lovegrove CC
Ms Betty Newton CC
Mr. J. T. Orson CC
Councillor Elaine Pantling
Councillor Hemant Rae Bhatia
Mr Nicholas Rushton CC
Councillor Mahendra Valand

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 at **Leicestershire County Council, Glenfield (with officers joining remotely via Microsoft Teams)** on **Wednesday 28 July 2021** at **10:00am** for the transaction of business set out on the attached Agenda.

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, 28 July 2021 at 10.00 am**

Location **County Hall, Leicestershire County Council, Glenfield (with**

Officer to contact **Anna Poole (Tel. (0116 305 2583)**

E-Mail **anna.poole@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 16 June 2021 as a correct record.	(Pages 5 - 16)
7. To consider the minutes of the Corporate Governance Committee meeting held on 10 March 2021.	(Pages 17 - 26)
8. Revenue and Capital Outturn 2020-21	The Treasurer (Pages 27 - 34)
9. Our Plan 2020-2024 (2021 Refresh), Annual Report and Statement of Assurance 2020-21.	The Chief Fire and Rescue Officer (Pages 35 - 98)
10. Service Delivery Update.	The Chief Fire and Rescue Officer (Pages 99 - 104)
11. Urgent items.	
12. Date of Next Meeting.	

The next meeting of the Leicester, Leicestershire and Rutland Combined Fire Authority will be held on Wednesday 22 September 2021 at 10:00am.

Minutes of a meeting of the Leicester, Leicestershire and Rutland Combined Fire Authority held at County Hall, Glenfield on Wednesday, 16 June 2021.

PRESENT

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

Mr. N. D. Bannister CC	Cllr. L. Fonseca
Cllr. S. Barton	Mr. D. J. Grimley CC
Cllr. Hemant Rae Bhatia	Mr. R. Hills CC
Cllr. K. Bool	Ms. Betty Newton CC
Mr. G. A. Boulter CC	Mr. J. T. Orson JP CC
Mr. S. L. Bray CC	Cllr. Elaine Pantling
Mr. L. Breckon JP CC	Mr. C. A. Smith CC
Mr. B. Champion CC	Cllr. M. Valand

In attendance

Callum Faint, Interim Chief Fire and Rescue Officer
 Lauren Haslam, Monitoring Officer
 Alison Greenhill, Treasurer
 Paul Weston, Interim Assistant Chief Fire and Rescue Officer
 Mick Grewcock, Interim Assistant Chief Fire and Rescue Officer
 Matthew Wallace, Director of Estates, Leicester City Council
 Colin Sharpe, Deputy Director of Finance, Leicester City Council
 Sean Connor, Senior HR Partner, Derbyshire Fire and Rescue Service

1. Election of Chairman.

The Democratic Services Officer invited nominations for the position of Chairman.

It was moved by Councillor K. Bool and seconded by Mr. B. Champion CC that Mr. N. J. Rushton CC be elected Chairman of the Combined Fire Authority (CFA).

There being no other nominations, the Democratic Services Officer declared Mr. N. J. Rushton CC elected as Chairman of the CFA.

Mr. N. J. Rushton CC – in the Chair

2. Election of Vice Chairman.

It was moved by Mr. N. J. Rushton CC and seconded by Mrs. M. E. Newton CC that Councillor. E. Pantling be elected Vice Chairman of the CFA.

The motion was put and carried unanimously.

There being no other nominations, the Chairman declared Councillor E. Pantling elected as Vice Chairman of the CFA.

3. Apologies for absence.

Apologies were received from Mr. Lovegrove CC and Mr Ghattoraya CC.

4. Declarations by interests.

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

Mr. J. T. Orson CC declared a personal interest as he was a neighbour of the Democratic Services Officer.

No further declarations were made.

5. Urgent items.

There were no urgent items.

6. 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:

- Whole-time Recruitment Campaign
- Recognising Covid-19 Secondments
- Promotions in the Service

7. Member Questions.

It was reported that no questions had been received.

8. Minutes of the previous meeting.

The minutes of the CFA meeting held on 10 February 2021 were considered.

It was moved by Mr. N. Rushton CC and seconded by Mrs. M. E. Newton CC that the minutes of the CFA meeting held on 10 February 2021 should be taken as read, confirmed and signed.

The motion was put and carried unanimously.

RESOLVED:

That the minutes of the CFA meeting held on 10 February 2021 should be taken as read, confirmed and signed.

9. To consider the minutes of the Corporate Governance Committee meeting held on 20 January 2021.

The minutes of the Corporate Governance Committee meeting held on 20 January 2021 were considered.

It was moved by Councillor K. Bool and seconded by Mrs. M. E. Newton CC that the minutes of the Corporate Governance meeting held on 20 January 2021 be noted.

The motion was put and carried unanimously.

RESOLVED:

That the minutes of the Corporate Governance meeting held on 20 January 2021 be noted.

10. Schedule of Nominations and Appointments for the Municipal Year 2021/22.

The CFA considered a report of the Monitoring Officer concerning the Schedule of Nominations and Appointments for the Municipal Year 2021/22 for the Combined Fire Authority. A copy of the report marked "Agenda Item 10" and the supplementary report, is filed with these minutes.

It was moved by Mr. N. J. Rushton CC and seconded by Councillor E. Pantling that the membership of the Corporate Governance Committee, the Employment Committee and the Local Pension Board; and the appointment of the Equality Champion and a CFA representative for the Leicestershire Safer Communities Strategy Board and the LGA Fire Services Commission, as set out in the supplementary report, be approved.

The Motion was put and carried unanimously.

RESOLVED:

That the following appointments to Committees for 2021/22 be agreed:

Corporate Governance Committee

**5 Conservative (4 County and 1 Rutland) 3 Labour (1 County and 2 City)
1 Liberal Democrat (1 County)**

Cllr. K. Bool (Chairman)
Mr. N. Bannister CC
Mr. K. Ghattoraya CC
Mr. R. Hills CC
Mr. J. T. Orson CC
Mrs. B. Newton CC
Cllr. L. Fonseca
Cllr. M. Valand
Mr. S. L. Bray CC

Employment Committee

**5 Conservative (4 County and 1 Rutland) 3 Labour (1 County and 2 City)
1 Liberal Democrat (1 County)**

Mr. N. Bannister CC
Cllr. K. Bool
Mr. B. Champion CC
Mr. D. Grimley CC
Mr. B. Lovegrove CC
Mrs. B. Newton CC
Cllr. E. Pantling
Cllr. S. Barton
Mr. G. A. Boulter CC

Local Pension Board

Mr. J. T. Orson CC (Chairman)
Cllr. H. Rae Bhatia

Equality Champion 2021/22

Ms. B. Newton CC

Outside BodiesLeicestershire Safer Communities Strategy Board 2021/22

Mr. N. Bannister CC

LGA Fire Services Commission 2021/22

Mr. N. Bannister CC

11. Urgent Action taken by the Monitoring Officer and Treasurer - Recruitment of the Assistant Chief Fire and Rescue Officer.

The CFA considered a report of the Monitoring Officer concerning the urgent action taken by the Monitoring Officer and the Treasurer, following consultation with the Chair and Vice Chair, to put in place arrangements for the appointment of the Assistant Chief Fire and Rescue Officer following the departure of the previous post holder. A copy of the report marked "Agenda Item 11", is filed with these minutes.

It was moved by Mr. N. J. Rushton CC and seconded by Councillor E. Pantling that the urgent action taken by the Monitoring Officer and Treasurer to put in place arrangements for the recruitment of the Assistant Chief Fire and Rescue Officer following the departure of the previous post holder, be noted.

The Motion was put and carried unanimously.

RESOLVED:

That the urgent action taken by the Monitoring Officer and Treasurer to put in place arrangements for the recruitment of the Assistant Chief Fire and Rescue Officer following the departure of the previous post holder, be noted.

12. Urgent Action taken by the Chief Fire and Rescue Officer - Firefighter Pension Scheme Age Discrimination Remedy.

The CFA considered a report of the Interim Chief Fire and Rescue Officer concerning the urgent action taken, following consultation with the Chair and Vice Chair, related to the fire fighters' pension scheme as a result of the recent court ruling concerning age discrimination. A copy of the report marked "Agenda Item 12" is filed with these minutes.

Members were informed that without action this presented risks to the Combined Fire Authority which needed to be addressed immediately and could not wait for consideration at its next meeting. Taking action had mitigated the risk of litigation by the Fire Brigades Union.

It was moved by Mr. N. J. Rushton CC and seconded by Councillor E. Pantling that:

- a. The urgent action taken by the Chief Fire and Rescue Officer to mitigate the risks presented by recent court rulings relating to the Scheme, pension calculations and paying of pensions, be noted.
- b. The specific actions taken by the Interim Chief Fire and Rescue Officer, be endorsed, these being:
 - i. Cessation of the tapering of members on to the Firefighter Pension Scheme 2015 with immediate effect;
 - ii. Allowing Pension Scheme members who were approaching retirement and any ill health related cases the choice to have retirement benefits calculated in their legacy scheme or in the Fire Pension Scheme 2015;
 - iii. A retrospective review of the calculations for pensioners who retired after 1 April 2015 on the grounds of ill health with a view to moving them back into their legacy scheme at an early stage, where appropriate;
 - iv. A retrospective review of all retired members since 1 April 2015 with a view to moving them back to their legacy scheme, where appropriate.
- c. A further report be presented to a future meeting when further advice and guidance is received to enable the Local Pension Board and the CFA to consider the wider implications.

The Motion was put and carried unanimously.

RESOLVED:

That

- a. The urgent action taken by the Chief Fire and Rescue Officer to mitigate the risks presented by recent court rulings relating to the Scheme, pension calculations and paying of pensions, be noted.
- b. The specific actions taken by the Interim Chief Fire and Rescue Officer, be endorsed, these being:
 - i. Cessation of the tapering of members on to the Firefighter Pension Scheme 2015 with immediate effect;

- ii. Allowing Pension Scheme members who were approaching retirement and any ill health related cases the choice to have retirement benefits calculated in their legacy scheme or in the Fire Pension Scheme 2015;
 - iii. A retrospective review of the calculations for pensioners who retired after 1 April 2015 on the grounds of ill health with a view to moving them back into their legacy scheme at an early stage, where appropriate;
 - iv. A retrospective review of all retired members since 1 April 2015 with a view to moving them back to their legacy scheme, where appropriate.
- c. A further report be presented to a future meeting when further advice and guidance is received to enable the Local Pension Board and the CFA to consider the wider implications.

13. Pension Fund Scheme Manager and Treasurer Arrangements.

The CFA considered a report of the Treasurer concerning the on-going arrangements for the role of Treasurer and seeking approval to a change in the nominated Firefighters' Pension Fund Scheme Manager. A copy of the report marked "Agenda Item 13" is filed with these minutes.

Members were informed that Alison Greenhill had been appointed as the Chief Operating Officer at Leicester City Council at the beginning of March 2021. She would, however, retain the statutory responsibility of s151 Officer role for the CFA for the foreseeable future, although, in practice, due to the heavy workload, she would be supported in her role by the Deputy Director of Finance / Deputy s151 at the City Council.

Regarding the Fire Fighters' Pension Scheme, it was a requirement that the Pension Scheme Manager be named; this would now be Colin Sharpe, Deputy Director of Finance / Deputy s151.

It was moved by Mr. N. J. Rushton CC and seconded by Councillor E. Pantling that

- a. It be noted that the Director of Finance / s151 officer at Leicester City Council (the formal Treasurer to the CFA) proposes to formally delegate her powers to the Deputy s151 officer.
- b. The Deputy Director of Finance / Deputy s151 officer at Leicester City Council, be approved as the Scheme Manager for the Firefighters' Pension Scheme, with immediate effect; and
- c. Article 9.4 (g) of the Constitution be varied to read: "The Treasurer will usually undertake the role of Scheme Manager for the Firefighters' Pension Schemes on behalf of the CFA, subject to any limitations imposed by the CFA. However, the CFA may alternatively formally delegate this role to another senior officer of LFRS or a constituent authority."

The Motion was put and carried unanimously.

RESOLVED:

That

- a. It be noted that the Director of Finance / s151 officer at Leicester City Council (the formal Treasurer to the CFA) proposes to formally delegate her powers to the Deputy s151 officer.
- b. The Deputy Director of Finance / Deputy s151 officer at Leicester City Council, be approved as the Scheme Manager for the Firefighters' Pension Scheme, with immediate effect; and
- c. Article 9.4 (g) of the Constitution be varied to read: "The Treasurer will usually undertake the role of Scheme Manager for the Firefighters' Pension Schemes on behalf of the CFA, subject to any limitations imposed by the CFA. However, the CFA may alternatively formally delegate this role to another senior officer of LFRS or a constituent authority."

14. Training Facility - Service Leadership and Development Centre: Project Update.

The CFA considered a report of the Interim Chief Fire and Rescue Officer concerning the progress made with land acquisition and design of the Fire Behaviour Unit and clarifying the impact that the desired training delivery model had on the existing estate. Members also received a presentation from the Director of Estates and Building Services at Leicester City Council. A copy of the report marked "Agenda Item 14 and the presentation, is filed with these minutes.

Members were informed that officers would continue negotiations regarding the site at Desford, to be used as a dirty training facility, as this was preferable to having one in a more urban area. A new more modern fire behaviour unit would be far more environmentally friendly and more sympathetic to neighbours compared to the old ones still in use.

It was moved by Mr. N. J. Rushton CC and seconded by Councillor E. Pantling that

- a. The process of acquiring land suitable for fire behaviour training continues with the need to pursue and consider alternative sites, be noted;
- b. The fact that research and learning from interaction with other fire and rescue services had better informed and influenced the production of initial design plans for the fire behaviour unit, be noted;
- c. The use of new technology had changed the way in which learning and development was delivered so allowing better use of the existing estate, be noted; and
- d. A further progress update be presented to the CFA at its meeting on 22 September 2021.

The Motion was put and carried unanimously.

RESOLVED:

That

- a. The process of acquiring land suitable for fire behaviour training continues with the need to pursue and consider alternative sites, be noted;
- b. The fact that research and learning from interaction with other fire and rescue services had better informed and influenced the production of initial design plans for the fire behaviour unit, be noted;
- c. The use of new technology had changed the way in which learning and development was delivered so allowing better use of the existing estate, be noted; and
- d. A further progress update be presented to the CFA at its meeting on 22 September 2021.

15. Whole-time Recruitment.

The CFA considered a report of the Interim Chief Fire and Rescue Officer seeking approval of the strategy to recruit firefighters to meet the needs of Leicestershire Fire and Rescue Service up to the end of 2022/23. A copy of the report marked "Agenda Item 15" is filed with these minutes.

In response to questions the following issues were raised:

- i. During the Covid-19 pandemic, the increased use of technology had enabled LFRS to reach more sections of the community. LFRS was at the leading edge of Fire and Rescue Services (FRS) with levels of diversity in recruitment and the workforce. Practices undertaken would be shared with other FRS. However, whilst success was recognised, the Interim Chief Fire and Rescue Officer acknowledged that there was always room for improvement and more would be done.
- ii. The Service always recruited the right people with the right skills who could undertake the job. However, the process of recruitment needed to be repeated so as to continue to increase diversity and ensure that the workforce represented the community served.

It was moved by Mr. N. J. Rushton CC and seconded by Councillor E. Pantling that the

- a) Firefighter recruitment strategy for 2021/22 and 2022/23 (set out in paragraphs 14-17 of the report) be approved;
- b) Fact that analysis showed that the selection methods used in the recent recruitment campaign had not negatively impacted on diversity statistics, and particularly the increased success of Black, Asian and Minority Ethnic applicants in progressing through the recruitment process, be noted.

The Motion was put and carried unanimously.

RESOLVED:

That the

- a) Firefighter recruitment strategy for 2021/22 and 2022/23 (set out in paragraphs 14-17 of the report) be approved;
- b) Fact that analysis showed that the selection methods used in the recent recruitment campaign had not negatively impacted on diversity statistics, and particularly the increased success of Black, Asian and Minority Ethnic applicants in progressing through the recruitment process, be noted.

16. Service Delivery Update.

The CFA considered a report of the Interim Chief Fire and Rescue Officer which gave an update on the key service delivery performance for the previous year, April 2020 to March 2021. A copy of the report marked "Agenda Item 16" is filed with these minutes.

Members were informed that significant improvements had been made during a very challenging year. It was hoped that the performance would be continued. The Interim Chief Fire and Rescue Officer recognised the efforts of staff and volunteers in achieving this level of performance.

In response to questions, the following issues were raised:

- i. The invitation to tender for the new Aerial Ladder Platform closed last week and only one tender had been received. This would be assessed against the specification. The delivery schedule would be determined by the factory, and this was expected to be around 12-18 months. The 42-meter turntable ladder would increase the service officered to the community.
- ii. No residential buildings in the Leicester, Leicestershire and Rutland area had been clad like the Grenfell Tower; although it was recognised that this had been more than just a cladding issue.
- iii. Fire Protection Teams would be working with property owners to address the issues; the Service had a good track record of using legal powers to enforce action although preferred to use education and discussion rather than enforcement action.
- iv. Following the Grenfell enquiry, LFRS had increased resources in the Fire Protection area and had established two more Inspection Officers on a temporary basis following receipt of grant funding from the Government.
- v. Home Fire Safety Checks were now more focused on the most vulnerable. A nurturing approach had been taken with the community, working with partners to ensure that the most vulnerable were supported.
- vi. The work around high-rise buildings had been detailed in the Integrated Risk Management Plan (IRMP) and was a potential area of growth. LFRS was also a statutory partner for Building Control, so they were consulted on the design of new buildings. The increase in Fire Protection Officers enabled the Team to respond to and meet demand. Whilst this was supported by Government grant funding, the CFO would welcome this being added to the base budget for the Fire Authority.

Members commended the Interim CFO and his staff for completing the Fire Safety Audits of 109 high-rise premises, to meet the needs of the National Building Risk Review

following the Grenfell fire. The Interim CFO stated that all issues identified would be followed-up with property owners to ensure that concerns were addressed.

It was moved by Mr. N. J. Rushton CC and seconded by Councillor E. Pantling that the update provided on the key service delivery matters for the period April 2020 – March 2021, be noted, particularly

- a) The positive increase in performance for 2020/21 in Prevention and Protection;
- b) The significant increase in On-Call appliance availability; and
- c) The professional approach taken by the Service in supporting the response to the Covid-19 pandemic.

The Motion was put and carried unanimously.

RESOLVED:

That the update provided on the key service delivery matters for the period April 2020 – March 2021, be noted, particularly

- a) The positive increase in performance for 2020/21 in Prevention and Protection;
- b) The significant increase in On-Call appliance availability; and
- c) The professional approach taken by the Service in supporting the response to the Covid-19 pandemic.

17. On-Call Review Project.

The CFA considered a report of the Interim Chief Fire and Rescue Officer concerning the outcomes of the On-Call review project, following the update given at its meeting in February 2020. A copy of the report marked “Agenda Item 17” is filed with these minutes.

In response to questions, the following issues were raised:

- i. It was predicted that, post-Covid, there would be opportunity to recruit more on-call firefighters as it was expected that more people would continue to work from home. A range of options would be explored in order to attract more recruits, including offering the opportunity for those working from home on their main employment to work from a fire station, whilst being on-call.
- ii. On-Call firefighters were trained in the same techniques and equipment as wholetime firefighters. The initial training lasted for 10 weeks and this was followed by 24 months of supported training enabling them to build on their skills and increase their role. It was proposed to reduce the 24 months to a more intensive 10 months, following requests from on-call firefighters. A range of flexible options for training would be offered to enable the on-call staff to fit it in alongside their main employment and home life.
- iii. There would be a measured approach to delivering the outcomes detailed in the report which would be balanced against organisational capacity, over the next 12 months.
- iv. Regarding diversity in on-call recruitment, most on-call stations were located in rural areas in the county. As there was requirement for on-call firefighters to live

near to the station, the opportunity to increase diversity was limited as residents in rural areas were predominately white British. The blended approach to recruitment adopted by LFRS – i.e. taking new starters, on-call migrations and transferees from other FRS, was the best approach to meet the demand for firefighters, improve diversity of the workforce and to bring in a range of skills and experience to the Service. Approximately 30% of On-Call staff were also wholetime firefighters.

It was moved by Mr. N. J. Rushton CC and seconded by Councillor E. Pantling that outcome of the On-Call Review Project and the impact it has had on the On-Call appliance availability, which increased from 56.7% (2018-19) to 76.9% (2020-21), be noted

The Motion was put and carried unanimously.

RESOLVED:

That the outcome of the On-Call Review Project and the impact it has had on the On-Call appliance availability, which increased from 56.7% (2018-19) to 76.9% (2020-21), be noted.

18. Date of Next Meeting.

The next meeting of the Leicester, Leicestershire and Rutland Combined Fire Authority is scheduled to be held on Wednesday 28 July 2021.

19. Exclusion of the Press and Public.

It was moved by Mr. N. J. Rushton and seconded by Councillor E. Pantling 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 items of business as defined in the paragraphs of Schedule 12A of the Act detailed below:

- Appointment of the Chief Fire and Rescue Officer as defined in Paragraphs 1 and 2;
- Mobilising System as defined in Paragraph 3; and
- 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 items of business as defined in the paragraphs of Schedule 12A of the Act detailed below:

- Appointment of the Chief Fire and Rescue Officer as defined in Paragraphs 1 and 2;
- Mobilising System as defined in Paragraph 3; and
- that, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

20. Appointment of the Chief Fire and Rescue Officer.

The CFA considered a report of the Employment Panel concerning the appointment of a Chief Fire and Rescue Officer. A copy of the report marked "Agenda Item 21" is filed with these minutes.

It was moved by Mr. N. J. Rushton CC and seconded by Mrs. M. E. Newton CC that Callum Faint be appointed as the Chief Fire and Rescue Officer.

The Motion was put and carried unanimously.

RESOLVED:

That Callum Faint be appointed as the Chief Fire and Rescue Officer.

21. Mobilising System.

The CFA considered a report of the Chief Fire and Rescue Officer concerning the Mobilising System and the risks it presented to Service delivery. A copy of the report marked "Agenda Item 22" is filed with these minutes.

It was moved by Mr. N. J. Rushton CC and seconded by Councillor E. Pantling that the Chief Fire and Rescue Officer be authorised to explore options for the future that also include the ability to seek, tender and procure a replacement system.

The Motion was put and carried unanimously.

RESOLVED:

That the Chief Fire and Rescue Officer be authorised to explore options for the future that also include the ability to seek, tender and procure a replacement system.

Minutes of a meeting of the CFA - Corporate Governance Committee held at County Hall, Glenfield on Wednesday, 10 March 2021.

PRESENT

Cllr. K. Bool (in the Chair)

Cllr. S. Barton

Mr. I. E. G. Bentley CC

Mr. J. G. Coxon CC

Cllr. L. Fonseca

Mr. J. Kaufman CC

Mr. W. Liquorish JP CC

Ms. Betty Newton CC

Cllr. A. Thalukdar

In attendance

Callum Faint, Interim Chief Fire and Rescue Officer

Lauren Haslam, Monitoring Officer

Colin Sharpe, Deputy Director Finance at Leicester City Council

Mick Grewcock, Interim Assistant Chief Fire and Rescue Officer

Paul Weston, Interim Assistant Chief Fire and Rescue Officer

Andy Galway, Area Manager – Service Assurance

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

Matt Davis, Audit Manager, Leicestershire County Council

Gavin Barker, Mazars

Anna Poole, Democratic Services Officer

110. Apologies for absence.

Apologies were received from Mr. D. Harrison CC.

111. Declaration of interests.

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

No declarations were made.

112. Urgent items.

There were no urgent items.

113. Chairman's Announcements.

The Chairman's Announcements were tabled at the meeting, a copy of which is filed with these minutes. The announcements covered the following matters:

- Leicestershire Fire and Rescue Service – Covid-19 Testing
- Fire Fighters - New Personal Protective Equipment
- Christchurch, New Zealand earthquake – 10-year Anniversary

The Chairman commended the firefighters from LFRS who had supported the New Zealand earthquake.

114. Minutes of the previous meeting.

It was moved by Councillor Bool and seconded by Mrs Newton that the minutes of the meeting held on 20 January 2021 were taken as read, confirmed and signed.

The Motion was put and carried unanimously.

RESOLVED:

The minutes of the meeting held on 20 January 2021 were taken as read, confirmed and signed.

The Chairman informed the Committee that Item 7 “External Audit - Annual Audit Letter 2019/20” would be considered prior to Item 6 “External Audit Plan 2020/21 and Audit Progress Report”, following a request from the External Auditor.

115. External Audit - Annual Audit Letter 2019/20.

The CFA considered a report of the Treasurer which presented the External Auditor’s (Mazars’) Annual Audit Letter 2019/20. A copy of the report marked “Agenda Item 7” is filed with these minutes.

The Chairman welcomed Gavin Barker from Mazars to the meeting.

Members were informed that an unqualified opinion on the financial statements had been awarded, which was a positive outcome to the audit. The issuing of the audit opinion, and also the whole audit, had been delayed significantly due to the Covid pandemic and also the fact that the assurance on the Leicestershire Pension Fund had been awaited from its auditors, which reflected the national position. An unqualified opinion had also been issued for the Value for Money conclusion as the Authority had the proper arrangements in place to achieve economy, efficiency and effectiveness in its use of resources for the 2019/20 financial year.

Mazars assured members that the difficulties experienced with the audit in 2018/19, and reported to members in September 2020, had been overcome for the audit in 2019/20. There had been significant improvement in the arrangements for the production of the Financial Statements.

There had also been a significant increase in audit fees for 2019/20. This had previously been discussed with the Committee and also with officers, who had accepted the increase. The request for the increase was currently being considered by the Public Sector Audit Appointments Ltd (PSAA), which also approves audit fees.

It was moved by Councillor Bool and seconded by Councillor Barton that the External Audit - Annual Audit Letter 2019/20 be noted.

The Motion was put and carried unanimously.

RESOLVED:

That the External Audit - Annual Audit Letter 2019/20 be noted.

116. External Audit Plan 2020/21 and Audit Progress Report.

The CFA considered a report of the Treasurer concerning the External Audit Plan 2020/21 and the Audit Progress Report. A copy of the report marked "Agenda Item 6" is filed with these minutes.

Members were informed that the deadline for the finalisation of the accounts and audit had been extended by the Regulator to 30 September 2021, and this would be the case for the next two years, taking in to account the challenges that audit companies had faced. However, Mazars stated that they expected to complete the audit beyond this date in November 2021 due to the level of resource in place and assured members that they were actively recruiting additional resource.

Members commended officers for the fact that the audit did not identify any areas for concern.

In response to questions, members were informed that

- i. Mazars would not monitor achievement against the HMICFRS Improvement Plan. This would be followed up by HMICFRS;
- ii. The Annual Audit letter for 2019/20 covered the period up to March 2020, and so did not include reference to the Covid-19 pandemic and the additional pressure brought to the Service, as the issue had not escalated at this stage. However, this would be included in the assessment for this year

It was moved by Councillor Bool and seconded by Mrs Newton that the Audit Progress Report, attached at Appendix 1 to the report and the External Audit Plan for 2020/21, attached at Appendix 2, be noted.

The Motion was put and carried unanimously.

RESOLVED:

That the Audit Progress Report, attached at Appendix 1 to the report and the External Audit Plan for 2020/21, attached at Appendix 2, be noted.

117. Progress Against the Internal Audit Plan 2020-21.

The CFA considered a report of the Treasurer which gave an update of progress against the Internal Audit Plan for 2020-21. A copy of the report marked "Agenda Item 8" is filed with these minutes.

Members were informed that four High Importance (HI) recommendations had been carried forward from the previous audit year; work for three of them (Key ICT Controls, Key Financials, Contract Procedure Rules) was still being completed and it was expected that these would be signed off and reported to the Committee at its meeting in July. The final HI recommendation which related to the payroll system had been completed.

In introducing the report, the Audit Manager commended officers of LFRS for their support in completing audits on time, despite a challenging year due to the Covid-19 pandemic, the introduction of a new payroll system and pensions administrator, adjustments to working practices and remote working, as well as new staff joining the Service.

It was moved by Councillor Bool and seconded by Mrs Newton that the report and the progress made against the Internal Audit Plan 2020-21 be noted.

The Motion was put and carried unanimously.

RESOLVED:

That the report and the progress made against the Internal Audit Plan 2020-21 be noted.

118. Internal Audit Plan 2021-22.

The CFA considered a report of the Treasurer concerning the Internal Audit Plan 2021-22. A copy of the report marked "Agenda Item 9" is filed with these minutes.

It was moved by Councillor Bool and seconded by Mr Liquorish that

- a) the report and the Internal Audit Plan 2021-22 be noted; and
- b) that it be noted that the detail of the plan may change during the year in response to emerging issues and risks.

The Motion was put and carried unanimously.

RESOLVED:

That

- a) the report and the Internal Audit Plan 2021-22 be noted; and
- b) that it be noted that the detail of the plan may change during the year in response to emerging issues and risks.

119. Financial Monitoring to the end of December 2020.

The Committee considered a report of the Treasurer presenting the key issues arising from the revenue budget and capital programme to the end of December 2020 (Financial Period 9 in 2020/21 year). A copy of the report marked 'Agenda Item 10' is filed with these minutes.

In response to questions, members were informed that the underspend for the premises budget detailed in the report had been caused by the response to the pandemic. For example, some premises, such as the headquarters building, had not been used as much as normal as people were working remotely, resulting in a reduction in the costs of the operating the estate and also slippage to routine maintenance work.

It was moved by Councillor Bool and seconded by Mr Kaufman that

- a) the revenue budget and capital programme position as at the end of December 2020 be noted; and that
- b) the transfer of £363,900 grant income to implement the recommendations from the Grenfell Tower Inquiry to an earmarked reserve to fund expenditure in 2021/22, when the work is planned to be completed, be approved.

The Motion was put and carried unanimously.

RESOLVED:

That

- a) the revenue budget and capital programme position as at the end of December 2020 be noted; and that
- b) the transfer of £363,900 grant income to implement the recommendations from the Grenfell Tower Inquiry to an earmarked reserve to fund expenditure in 2021/22, when the work is planned to be completed, be approved.

120. Performance Monitoring April 2020 - January 2021.

The Committee considered a report of the Chief Fire and Rescue Officer which presented an update on the performance of the Leicestershire Fire and Rescue Service (LFRS) for the period April 2020 – January 2021. A copy of the report marked ‘Agenda Item 11’ is filed with these minutes.

In presenting the report, the CFO said that the data for KCI 3.2 Response times to life threatening incidents, had increased since the last report to the Committee as there had been a number of fire related incidents in prisons, for which the travel time was greater due to their location in the area.

There had been a positive increase in KCI 4 Home Fire Safety Checks and in KCI 5a – number of fire safety audits, as officers had worked hard to reach out to communities to demonstrate that despite the pandemic, the Service was able to improve the offer to communities.

In response to questions, members were informed that during December and January, managing attendance times had been a challenge, especially due to the winter weather. The increase in attendance times brought about by incidents in more distantly located rural areas was balanced by those incidents in the City, which could be reached more quickly.

It was moved by Councillor Bool and seconded by Mr Kaufman that the performance of the Leicestershire Fire and Rescue Service for the period April 2020 to January 2021 be noted.

The Motion was put and carried unanimously.

RESOLVED:

That the performance of the Leicestershire Fire and Rescue Service for the period April 2020 to January 2021 be noted.

121. Service Development Programme and 'Our Plan 2020-24' Update.

The Committee considered a report of the Chief Fire and Rescue Officer concerning progress made since January 2021 in delivering projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2019-22. A copy of the report marked 'Agenda Item 12' is filed with these minutes.

Members were informed that a significant number of tall buildings had been identified in Leicester, Leicestershire and Rutland following the Grenfell Tower Inquiry and the Service would be recruiting an individual on a fixed term contract to manage the grant funding allocated.

It was moved by Councillor Bool and seconded by Mr Bentley that the progress made since January 2021 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2020-24 be noted.

The Motion was put and carried unanimously.

RESOLVED:

That the progress made since January 2021 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2020-24 be noted.

122. Organisational Risk Register.

The Committee considered a report of the Chief Fire and Rescue Officer concerning the Organisational Risk Register (ORR). A copy of the report marked 'Agenda Item 13' is filed with these minutes.

In response to questions, members were informed that

- i. all staff had a Covid Passport which was reviewed monthly to identify signs of anxiety and depression related to Covid-19. This process had been highlighted as good practice nationally by the HMICFRS in their reporting of inspections.
- ii. The risk of industrial action remained on the ORR at the same level although actions had been put in place to mitigate the risk. Officers had engaged with representative bodies to identify an alternative duty system; a third-party supplier had been identified following the agreement of the CFA and a good relations had been built with the FBU both locally and nationally.

It was moved by Councillor Bool and seconded by Mrs Newton that the content of the report and the Organisational Risk Register, attached at the Appendix, be noted.

The Motion was put and carried unanimously.

RESOLVED:

That the content of the report and the Organisational Risk Register, attached at the Appendix, be noted.

123. Industrial Action Business Continuity Planning.

The Committee considered a report of the Chief Fire and Rescue Officer concerning the arrangements in place within Leicestershire Fire and Rescue Service to support the third-party providers with the activation of the business continuity plan, should the arrangements be called upon. A copy of the report marked 'Agenda Item 14' is filed with these minutes.

It was moved by Councillor Bool and seconded by Councillor Thalukdar that this item be closed and that no additional reports be presented to the Committee unless the 'Industrial Action Business Continuity' arrangements need to be activated, or arrangements need to be significantly adjusted.

The Motion was put and carried unanimously.

RESOLVED:

That this item be closed and that no additional reports be presented to the Committee unless the 'Industrial Action Business Continuity' arrangements need to be activated, or arrangements need to be significantly adjusted.

124. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Improvement Plan.

The Committee considered a report of the Chief Fire and Rescue Officer concerning progress made with the implementation of the Improvement Plan which was developed in response to the inspection report by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services. A copy of the report marked 'Agenda Item 15' is filed with these minutes.

It was moved by Councillor Bool and seconded by Mr Coxon that the progress made with the Improvement Plan to address the HMICFRS recommendations be noted.

The Motion was put and carried unanimously.

RESOLVED:

That the progress made with the Improvement Plan to address the HMICFRS recommendations be noted.

125. The Government's Response to the Redmond Review Recommendations.

The Committee considered a report of the Treasurer and Monitoring Officer concerning the Government's response to the Redmond Review into the effectiveness of local (external) audit and the transparency of local authority financial reporting. A copy of the report marked 'Agenda Item 16' is filed with these minutes.

It was moved by Councillor Bool and seconded by Mr Coxon that the report and the update provided on the Government's response to the Redmond Review be noted.

The Motion was put and carried unanimously.

RESOLVED:

That the report and the update provided on the Government's response to the Redmond Review be noted.

126. Exclusion of the Press and Public.

It was moved by Councillor Bool and seconded by Mr Coxon that under Section 100A of the Local Government Act 1972, the public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information:

- Mobilising System as defined in Paragraph 3; and
- 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 100A of the Local Government Act 1972, the public be excluded for the following item of business on the grounds that it involves the likely disclosure of exempt information:

- Mobilising System as defined in Paragraph 3; and
- that, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

127. Mobilising System.

The Committee considered an exempt report of the Chief Fire and Rescue Officer concerning the Mobilising System. A copy of the report marked 'Agenda Item 18' is filed with these minutes.

It was moved by Councillor Bool and seconded by Mr Kaufman that the report on the Mobilising System be noted and that the matter be escalated to the Combined Fire Authority for discussion.

The Motion was put and carried unanimously.

RESOLVED:

That the report on the Mobilising System be noted and that the matter be escalated to the Combined Fire Authority for discussion.

128. Date of Next Meeting.

The next meeting of the Corporate Governance Committee is scheduled to be held on 14 July 2021 at 2.00pm via Microsoft Teams.

2.00 - 3.52 pm
10 March 2021

CHAIRMAN

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Status of Report: Public

Meeting: Combined Fire Authority

Date: 28 July 2021

Subject: Revenue and Capital Outturn 2020-21

Report by: The Treasurer

Author: Manjora Bisla (Finance Manager)

For: Decision

Purpose

1. The report informs the Combined Fire Authority (CFA) of the final revenue and capital outturn figures for 2020/21. The figures will be subject to External Audit Review before the final Statement of Accounts is submitted to the CFA for approval. The report also seeks approval to carry forward funds for specific purposes, which are detailed in paragraphs 8-15 of the report.

Recommendations

2. The CFA is asked to
 - a. Note the revenue and capital outturn position for 2020/21 (subject to the external audit).
 - b. Approve the carry forward of £3,372,000 of capital funding into 2021/22.
 - c. Approve the transfer of the revenue underspend and one-off monies totalling £1,336,000 to the Budget Strategy and COVID-19 Reserve to support future budgets.
 - d. Approve the transfer of £1,622,000 of government grant accounted for in 2020/21 to an accounting reserve to enable the offsetting of collection fund deficits that are recognised in 2021/22 and future years.

Executive Summary

3. The CFA agreed the revenue and capital budgets for 2020/21 at its meeting on the 12 February 2020. Subsequently, carry forwards from 2019/20 were added and budget virements agreed during the year. These are reflected in the budget figures in this report.
4. The final outturn shows an underspend against the updated revenue budget of £1,336,000 and £3,372,000 slippage on the capital programme. The increased revenue underspend has occurred due to a refund on business rates and the

release of a pay award provision no longer required totalling £686,000. This is one-off money.

Background

Revenue Budget

5. The revenue budget shows an overall underspend of £1,336,000 over a number of budget headings. It is proposed to move the underspend to the budget strategy and COVID-19 earmarked reserve to support future budgets.
6. An underspend of £650,000 is attributable to on-going operations in 2020/21. This is in line with the forecast of £731,000 reported to the Corporate Governance Committee on 10 March 2021. Two further one-off adjustments brought into account at the financial year end relating to the business rates and firefighter pay have resulted in a further £686,000 underspend.

Table 1 - 2020/21 Revenue Budget	Annual Budget £000	Outturn £000	One-off £000	Variance (Under)/Over Spend £000
Employees	29,283	28,469	(352)	(1,166)
Premises	2,459	2,688	(334)	(105)
Transport	983	814	0	(169)
Supplies and Services	3,460	3,849	0	389
Capital Financing	3,328	3,333	0	5
Total Expenditure	39,513	39,153	(686)	(1,046)
Income	(39,513}	(39,804)	0	(291)
(Under)/Over Spend	0	(650)	(686)	(1,336)

7. The main variances are summarised below:

Employees

- i. Firefighters' pay underspent by £449,000. This is mainly relating to firefighters on trainee and development salaries during the year.

- ii. The support staff pay budget underspent by £76,000. This is due to several vacancies within the establishment, offset by temporary agency cover.
- iii. Retained staffing underspent by £268,000 due to the reduced level of activity experienced during the COVID-19 pandemic lockdown and being below full establishment.
- iv. A provision of £352,000 held for a potential backdated firefighters' pay award has been released as it is no longer required.

Other Expenditure

- v. Premises costs underspent overall by £105,000. A one-off refund of business rates relating to successful appeals against the 2017 revaluations totalling £334,000 (net of professional fees) was received. This was offset by a number of costs including £130,000 directly attributable to COVID, for example additional cleaning. The Authority received additional grant from the Government to fund costs associated with COVID. There was also an overspend on utilities of £47,000 and maintenance costs of £51,000, this includes works completed that are being reimbursed by East Midlands Ambulance Service (EMAS). These budgets will be reviewed.
- vi. Transport costs underspent by £169,000. Approximately £126,000 of this was due to reduced fuel consumption and travel expenses as a direct result of the pandemic.
- vii. Supplies and services overspent by £389,000. Of this £154,000 is directly attributable to additional COVID costs, for example additional ICT equipment and licenses. The Authority received an additional grant from the Government to fund costs associated with COVID. Professional fees overspent by £87,000, due to procurement and project management required to enable the change in payroll and pension providers. There was also significant overspends relating to ICT and subscriptions, which will be reviewed as part of the 2022/23 budget setting process.

Income

- viii. Additional unbudgeted grant income of £134,000 has been received since the last report, including additional Firelink funding and grant to support the pension remedy following the McCloud judgement. Costs of £66,000 were awarded by the court following a successful Fire Protection prosecution.
- ix. During 2020/21, EMAS entered a new lease agreement for building space at Coalville Station. This generated a further £40,000 of unbudgeted income. However, the majority of this amount was to

recover one-off costs incurred in making the space suitable for EMAS prior to them moving.

- x. In addition, the Government provided grant funding of £1,622,000 in 2020/21 towards collection fund deficits that occurred due to additional business rate reliefs and collection shortfalls on council tax and business rates due to the pandemic. However, due to the way local tax is accounted for, in accounting terms the reliefs do not affect the Authority's income until 2021/22 and future years. Therefore, it is proposed to transfer this to a COVID-19 deficit reserve, essentially this is an accounting reserve to match grant income with the associated shortfalls. The outturn table assumes this transfer.

Capital Programme

8. After inclusion of carry forwards totalling £2,068,000 the capital programme for 2020/21 totalled £4,887,000. This is summarised in Table 2 below.

Table 2 2020/21 Capital Programme	Programme after Carry Forwards	Actual Outturn	Variance	Slippage	(Savings)/ Overspends
	£'000	£'000	£'000	£'000	£'000
Vehicles	2,586	1,045	(1,541)	1,541	0
Property	630	90	(540)	540	0
IT and Equipment	1,303	297	(1,006)	923	(83)
Fire Control	318	0	(318)	318	0
Life Safety Sprinkler	50	0	(50)	50	0
TOTAL	4,887	1,432	(3,455)	3,372	(83)

Vehicles

9. The slippage relates to five vehicles, four are appliances where the order has been placed but they will not be delivered until 2021/22. The fifth is the Aerial Ladder Platform, for which the procurement has started and is expected to be ordered during 2021/22.

Property

10. The majority of the slippage relates to the scheme to remodel the HQ canteen area, which has been delayed by the pandemic and will be subject to further review.

IT and Equipment

11. The slippage of £923,000 relates to ICT provisions and development and the operational equipment replacement programme. Savings of £83,000 have been declared in relation to operational equipment no longer required.

Fire Control

12. Slippage of £318,000 is attributable to the Fire Control Project. This represents the balance of the £1,800,000 capital grant awarded by the Government for the Tri-Service Control Project. Final payments to the supplier are anticipated to occur in 2021/22.

Reserves

13. As noted above, the following earmarked reserve transfers are proposed:

- i. The £1,336,000 revenue underspend to be transferred to the Budget Strategy and COVID-19 reserve.
- ii. The Government grant of £1,622,000 to be transferred to the COVID-19 Deficit Reserve to fund collection fund deficits that have occurred during 2020/21 but will not be recognised by the Authority until 2021/22 and future years.

14. Following the transfers above, the current balances held in general and earmarked reserves will be:

	Funds available
	£000
General Reserve	2,587
Capital Fund Earmarked Reserve	6,481
Estates Strategy Reserve	6,026
Budget Strategy and COVID 19 Reserve	2,929
COVID 19 – Collection Fund Deficit Reserve	1,622
ESN Infrastructure Reserve	986
Recruitment Over - Establishment Reserve	400
Emergency Services Mobile Communications Programme Reserve	326
Implementation of Grenfell Enquiry Recommendations	319
Ill Health Retirement Reserve	153
TOTAL RESERVES	21,829

15. Detail on the main reserves in the above table are provided below:

- i. The **General Reserve** currently stands at £2,587,000 after £440,000 has been transferred in year as part of the 2020/21 revenue budget.

- ii. The **Capital Fund Earmarked Reserve** is set aside to fund the capital programme and future programmes. This avoids incurring any borrowing or leasing charges and will generate on-going revenue savings as current leases reach the end of their terms.
- iii. The **Estates Strategy Reserve** exists to facilitate a longer-term review of the operational estate. Improving the operational efficiency of buildings is a key plan in the strategy to improve operational effectiveness and increase financial resilience.
- iv. The **Budget Strategy and COVID-19 Reserve** includes both unspent covid funding for 2021/22 and a consolidation of a number of reserves including the former Management of Change Earmarked Reserves.
- v. The **COVID-19 Collection Fund Deficit Reserve** is set aside to be fully utilised in 2021/22 and future years. The Government provided grant funding in 2020/21 to fund collection fund deficits that had occurred due to additional business rate reliefs and losses in income from business rates and council tax due to the pandemic. However, due to the way local tax is accounted for, the reliefs do not affect the Authority until future years.

Treasury Management

- 16. There are no departures from the Treasury Management Policy Statement, which was agreed by the CFA at its meeting on the 12 February 2020 in respect of prudential indicators or sources and methods of borrowing.

Report Implications/Impact

- 17. Legal (including crime and disorder)

There are no legal implications arising from this report.

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

These are included in the main body of the report.

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

It is important that the budget is monitored throughout the year as it enables early action to be taken to address any issues as they arise. The outturn position shows that the financial risk was well managed.

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

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

21. Environmental

There are no environmental implications arising from this report.

22. Impact upon “Our Plan” Objectives

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

Background Papers

Report to the Combined Fire Authority 12 February 2020 - Budget Strategy 2020/21 to 2021/22

<https://leics-fire.gov.uk/your-fire-service/decision-making/cfa-meetings/>

Report to the Combined Fire Authority 29 July 2020 - Revenue and Capital Outturn 2019/20

<https://leics-fire.gov.uk/wp-content/uploads/2020/07/revenue-and-capital-outturn-2019.pdf>

Report to the Corporate Governance Committee 16 September 2020 – Financial Monitoring to end of July 2020

<https://leics-fire.gov.uk/wp-content/uploads/2020/09/financial-monitoring-final.pdf>

Report to the Corporate Governance Committee 18 November 2020 – Financial Monitoring to end of September 2020

<https://leics-fire.gov.uk/wp-content/uploads/2020/11/item-6-budget-monitoring.pdf>

Report to the Corporate Governance Committee 10 March 2021 – Financial Monitoring to end of December 2020

<https://leics-fire.gov.uk/wp-content/uploads/2021/03/item10-financial-monitoring-december-2020.pdf>

Officers to Contact

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Status of Report: Public

Meeting: Combined Fire Authority

Date: 28 July 2021

Subject: Our Plan 2020-2024 (2021 Refresh), Annual Report and Statement of Assurance 2020-2021

Report by: The Chief Fire and Rescue Officer

Author: Chris Moir, Planning Manager

For: Information Only

Purpose

1. The purpose of this report is to present Our Plan 2020-2024 (2021 Refresh) and the Annual Report and Statement of Assurance for 2020-2021.

Recommendation

2. It is recommended that the Combined Fire Authority (CFA) notes the refreshed version of Our Plan 2020-2024 and the Annual Report and Statement of Assurance for 2020-2021, and authorises the Chief Fire and Rescue Officer to make any minor amendments where necessary.

Executive Summary

3. Our Plan 2020-2024 (attached at Appendix A) is the Corporate and Integrated Risk Management Plan (IRMP) for 2020-24 and contains the 2020-2024 IRMP proposals approved in February 2020 for implementation by the CFA.
4. The Annual Report for 2020-2021 (attached at Appendix B) presents an overview of the levels of performance that have been achieved during the previous financial year. The report also includes some key Service deliverables and achievements, including Leicestershire Fire and Rescue Service's response and activities during the Covid-19 Pandemic.
5. The publication of the Annual Statement of Assurance (also attached at Appendix B) is a statutory requirement required in accordance with the Fire and Rescue National Framework for England.

Background

6. The Fire and Rescue Framework for England requires that every fire and rescue service has an Integrated Risk Management Plan. As in previous years, this IRMP has been combined with the Service's Corporate Plan. The Corporate Plan, known as 'Our Plan' contains the planning framework, the 5

strategies and the aims, outcomes and objectives of the organisation, all of which have been refreshed for 2021 following the appointment of new Area Managers who are responsible for delivery of the strategies.

7. Delivery of the strategies is supported by individual District and Department Plans, progress against which is reported to the Senior Management Team.
8. The Fire and Rescue Framework also requires that a Statement of Assurance is published annually by all fire and rescue services. Its purpose is to provide assurance to their community and to the Government on financial, governance and operational matters.
9. The CFA publishes an annual report every year, highlighting previous year's performance and providing information on how it is meeting agreed aims and outcomes.
10. The report also contains a number of links to other documents or areas; these include the Annual Governance Statement and will include the Annual Statement of Accounts when finalised.
11. There are also links to various operational assurance acts that the CFA complies with in order to discharge all statutory duties.

Report Implications/Impact

12. Legal (including crime and disorder)

The production of an IRMP and an annual statement of assurance are statutory requirements as detailed in the Fire and Rescue National Framework for England. The statement of assurance must be signed by an elected member on behalf of the authority.

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

The Annual Report and Statement of Assurance for 2020-2021 incorporates a section on financial assurance.

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

Failure to publish a statement of assurance would not meet with the statutory requirements of the National Framework.

Publication of our annual performance figures mitigates any organisational reputational risk and that of not meeting the Local Governance Transparency Code 2015.

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

The relevant departments will deal with any actions arising from performance or assurance outcomes.

16. Environmental

The documents will only be available in an electronic format unless hard copies are specifically requested.

17. Impact upon “Our Plan” Objectives

Publication of these documents meets the aim of ‘providing assurance’ by ensuring that we have well-informed staff and communities.

Background Papers

None.

Appendices

Appendix A – Our Plan 2020-2024 (Refreshed 2021)

Appendix B – Annual Report and Statement of Assurance 2020-2021.

Officers to Contact

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Our Plan

**Corporate and Integrated
Risk Management Plan (IRMP) 2020 – 2024**

2021 Refresh





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Foreword

Our purpose is **Safer People, Safer Places** in both our communities and our workplaces. This plan sets out how we will achieve this.

We must understand who our service users are and what services they need to ensure we can continue to deliver a well-managed service, focused on the end users and to direct our resources efficiently and effectively.

This corporate plan describes our service priorities and aims; departmental and district plans will detail how we will successfully achieve our desired outcomes.

Our prevention, protection and response teams will continue to manage the number and impact of incidents and will react effectively when they do happen. Our support teams will enable prevention, protection and response to deliver.

Our staff and our communities must feel safe and have confidence in the quality of the service we provide and the way in which we deliver it. We've agreed a range of activities within our plan to make sure we continue to achieve our statutory duties and deliver an excellent fire and rescue service.



Callum Faint

Chief Fire and Rescue Officer



Nicholas Rushton

Chair of the Combined Fire Authority

About Us

We have 20 fire stations and a fleet of fire engines and other operational vehicles. We employ just over 700 staff; 562 are firefighters, and the remainder are specialist support staff. We attend and resolve over 8,000 emergency incidents each year; fires in buildings, complex rescue incidents involving road traffic collisions, hazardous materials, buildings collapsing and rescuing people trapped in water.

Leicestershire Fire and Rescue Service

Leicester, Leicestershire and Rutland cover an area of more than 979 square miles. It has a network of major motorways, an international airport, large scale businesses, buildings of historical importance and protected wildlife sites.

It has mix of urban, semi-rural and rural localities. The population is growing and ageing. At present it stands at just over 1.1 million people living in over 430,000 domestic properties. There are over 45,000 business premises.

Leicester, Leicestershire and Rutland is diverse and multicultural, with varying degrees of affluence and social deprivation. About 25% of the population are from minority ethnic communities, with Leicester City having the highest proportion of Black, Asian and mixed-race communities at 55%.

The Combined Fire Authority

The Leicester, Leicestershire and Rutland Combined Fire Authority (CFA) govern the fire and rescue service. The CFA is responsible for delivering both an effective fire and rescue service to Leicester, Leicestershire and Rutland and this Corporate Plan and Integrated Risk Management Plan (IRMP). It provides clear leadership for residents and communities to ensure we operate with transparency and accountability.



Key Facts

-  **20 fire stations**
-  **a fleet of fire engines and other operational vehicles**
-  **700 staff (562 firefighters)**
-  **8,000 emergency incidents attended each year**
-  **979 square miles coverage**
-  **over 1.1 million people**
-  **over 420,000 domestic properties**
-  **over 45,000 business premises**

Our Plan

This plan sets out what we want to achieve over the next four years. It combines our corporate plan and our IRMP containing our planning priorities and objectives. We've considered how we'll respond to the key risks and challenges facing our local communities and the organisation itself.

The plan is supported by five corporate strategies that provide more detail about how we'll achieve our aims in each of our priority areas:

 **Safer Communities**

 **Response**

 **Finance and Resources**

 **People**

 **Governance**

Delivery of this plan and the five strategies will be facilitated by annual department and district level plans which will link to the development needs and prioritises for all our staff. The Service Development Programme will support all the corporate projects arising from this plan. Our management and governance structure enables us to monitor progress of the day-to-day activities of the Service, ensuring that risk is managed and our plans are carried out.

We use indicators to monitor the performance of the Service. We measure our own annual performance as well as benchmark against other fire and rescue services.

We publish our levels of performance each year in our Statement of Accounts, Annual Report and Statement of Assurance documents. The Annual Report identifies what we've achieved in the previous financial year, which helps to inform future plans.

Appendix A to this document sets out our action plan and establishes what we intend to do during the next four years. The action plan is reviewed, refreshed and published each year in line with our performance, the progress we make in implementing our priorities, and any change to risk affecting our communities or the organisation.

Our Planning Framework

Direction

Purpose

Our Plan 2020 - 2024

Corporate Plan

Supporting Strategies

Safer Communities • Response
Finance and Resources • People • Governance

Delivery

Service Development Programme • Departmental and District Plans • Appraisals

Monitoring and Assurance




Regular Monitoring and Performance Management • Annual Report and Statement of Assurance

Purpose

Our purpose describes what we are all working towards and is at the heart of everything we do as a Service:

Safer People, Safer Places

We aim to:

-  **prevent incidents from happening**
-  **limit their impact when they do happen**
-  **respond in the right way at the right time when we're needed**

We want our staff, partners and communities to work for, with and alongside us, to create safer people and safer places.



Our Values and Behaviours

The values and behaviours of the Service should reflect how our people actually feel about working within LFRS.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) recommended that **"the service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation"**

An initiative was undertaken in 2019 which included a number of activities designed to provide all members of staff the opportunity to contribute towards establishing an agreed set of values and behaviours for the Service. These included workshop events, a staff survey and advocates seeking the views of staff.

The outcome of these activities were the behaviours our staff most commonly admired and what we will strive to be. These are:



These will become what we are and be embedded throughout the Service by positively influencing recruitment, promotion, appraisals and performance management.

Additional attributes and meanings for each behaviour were identified for clarity, and these are:

Professional

 **Competent**

 **Reliable**

 **Respectful**

Positive

 **Constructive**

 **Confident**

 **Enthusiastic**

Honest

 **Truthful**

 **Trustworthy**

 **Fair**

Code of Ethics

The National Fire Chief's Council and the Local Government Association has recently introduced a Core Code of Ethics (Core Code) which is designed to guide all Fire & Rescue Service (FRS) employees in their day-to-day conduct, providing professional standards of practice and behaviour to carry out business honestly and with integrity and to underpin organisational culture. It provides the expectations for how employees should behave in any given situation, to assist with decision-making. This code complements our own values and behaviours of Positive, Professional and Honest.

Fire and Rescue Authorities (FRAs) and FRSs will strive to conduct all our activities efficiently, to the highest ethical standards and in compliance with legal obligations.

Ethics are a cornerstone of professionalism. Ethical behaviour is crucial to maintain public trust and confidence, and to continue to build a reputation which people value and are aware of. This Core Code will also support the fire and rescue service in improving the culture and the diversity within it, and will also ensure that an ethical approach is embedded into all areas of service.

The Core Code reflects best practice principles and has been designed to underpin the way we serve our communities, carry out our role, and work together. It is intended to become the common foundation across all services in England.

The FRS Core Code of Ethics identifies five primary ethical principles that are specifically applicable to the FRS. Each of these primary principles is described by a statement that, taken together, signify what good practice by all employees of the FRSs will look like. They lay out the precise forms of ethical conduct and behaviour that every FRS will adhere to in all its activities and in ensuring its employees, feel valued and respected.

The Five Fire and Rescue Service Ethical Principles

Community at our Heart: We will put the interest of the public, the community, and service users first.

Integrity: We will act with integrity including being open, honest, truthful, accurate and consistent in our actions, words, decisions, methods, and outcomes.






Dignity and Respect: We will treat people with dignity and respect, making decisions objectively based on evidence, without discrimination or bias.

Leadership: We will be positive role models, always demonstrating flexible and resilient leadership.

We will be accountable for our behaviour, decisions, and actions, and challenge all behaviour that falls short of the highest standards.

Equality, Diversity & Inclusion (EDI): We will continually recognise and promote the value of EDI, both within the FRS and the wider communities in which we serve.


We will stand against all forms of discrimination, create equal opportunities, promote equality, foster good relations, and celebrate difference.

Priority	Aims	Outcomes
 Safer Communities	Fewer incidents with lower impact	<ul style="list-style-type: none"> • Targeted prevention and protection activities • Recognise and reduce the impact of hazards • Resilient operational risk information • Effective partnership working
 Response	Respond effectively to incidents	<ul style="list-style-type: none"> • Manage calls to fires and other emergency incidents • Provide 24/7 response to local, regional and international incidents • Supply the appropriate resources and attend incidents to meet the needs of our communities • Meet our communities' expectations in resolving emergencies
 Finance and Resources	Deliver value for money quality services	<ul style="list-style-type: none"> • A well-managed and transparent budget • Robust and efficient procurement activities • Reliable, secure and effective ICT systems • Fit for purpose estate, vehicles and operational equipment
 People	An engaged and productive workforce	<ul style="list-style-type: none"> • The right people • In the right place • Doing the right thing • In the right way
 Governance	Provide assurance	<ul style="list-style-type: none"> • Well-informed communities • Well-informed staff • We'll know what our communities think • We'll know what our staff think

Strategies

Our five strategies direct how we'll achieve our aims and objectives. The strategies meet our legislative responsibilities, outline the challenges we face and how we plan to meet them.

Our Strategies

-  **Safer Communities Strategy**
-  **Response Strategy**
-  **Finance and Resources Strategy**
-  **People Strategy**
-  **Governance Strategy**

There are core statutory duties and other legislation we have to satisfy. These require us to be accountable to the diverse communities we serve and to central government. We have to embed equality, improve our performance, show we are open and accountable, and give value for money.

The most significant driver for change is the requirement to re-align the service delivery model to reflect changes in demand and risk levels. We are going to fewer fires, however other incident types are increasing and becoming more complex due to new vehicle/building technologies, designs and construction methods. This complexity in our role requires different skills and a flexible approach, particularly when working with other services, businesses and local partners to protect our communities.

Financial uncertainty will continue to present challenges whilst legislative change will direct future governance, placing broader duties on us to collaborate with others in the interests of efficiency and effectiveness. All our staff will be exposed to changes in processes and systems with greater dependence on ICT and finding out information for themselves.

During 2018, we were inspected by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for the first time.

The inspection focused on three pillars which were Effectiveness, Efficiency and People. We were inspected on:

- **How effective are we at keeping people safe and secure from fire and other risks?**
- **How efficient are we at keeping people safe and secure?**
- **How well do we look after our staff**

The details of the inspection are listed in the table. Overall, we were judged as requiring improvement, although we were marked as good in four areas.

Effectiveness	Requires
Understanding the risk of fire and other emergencies	Good
Preventing fires and other risks	Good
Protecting the public through fire regulation	Requires
Responding to fires and other emergencies	Requires
Responding to national risks	Good
Efficiency	Requires
Making best use of resources	Requires
Making the fire and rescue service affordable now and in the future	Good
People	Requires
Promoting the right values and culture	Requires
Getting the right people with the right skills	Requires
Ensuring fairness and promoting diversity	Requires
Managing performance and developing leaders	Requires

We have created an HMICFRS Improvement Plan to address the areas identified for improvement following the inspection. The tasks involved are linked to our strategies and will be delivered through department and district plans. The next HMICFRS inspection will take place in 2022.



Safer Communities Strategy

The Challenge:

Fire deaths and injuries have a strong link with social deprivation and the health and wellbeing of individuals. Fire has more of an impact on the elderly and vulnerable groups within our community. Reducing the risk to these represents a sizeable challenge, particularly when set against an ageing population.

We need to continue to identify and engage with those who are vulnerable to fire and other emergencies. Prevention and protection through education, encouragement and enforcement reduces the likelihood and impact of these emergencies.

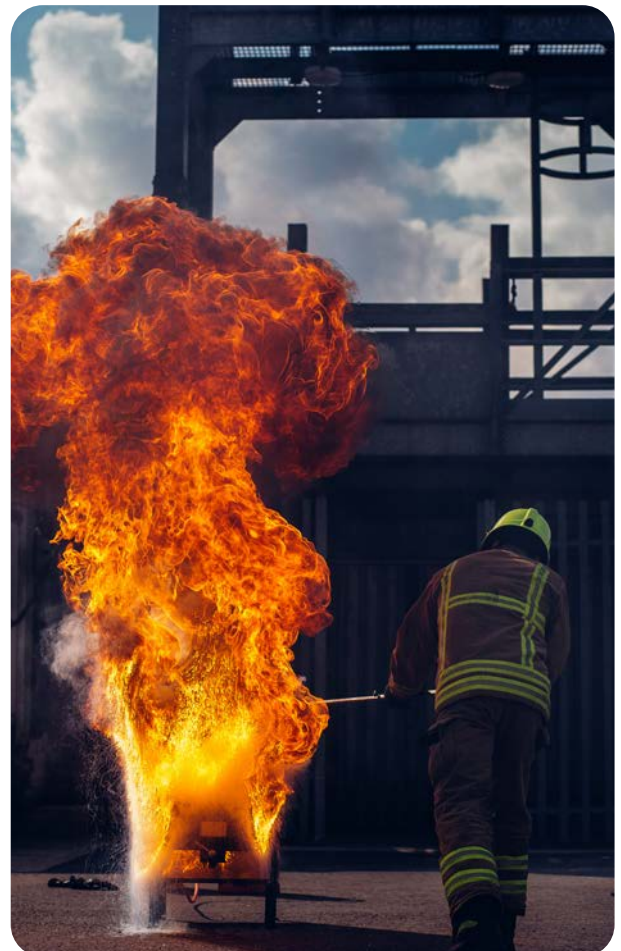
We want to deliver effective services in many communities. To do this efficiently we need to work with partners. Pressures on finances, competing priorities and the impact of the pandemic presents a challenge. Evaluating our partnerships, and their work, will show the benefits of collaborating.

We must be prepared to meet any challenge that reduces our ability to keep our communities safe and secure. We can do this by planning for and responding to incidents that impact on our staff, estate, equipment, business functions and core services.

We need to better understand our communities so we can improve how we deliver services to them and know that we are doing this well.

Identifying the cause to incidents can be difficult but it can help us prevent further incidents.

Planning both internally and externally with our partners can assist us in preventing, protecting and mitigating against the impact of these occurrences. This planning will assist us with our operational preparedness and again help us in our aim of achieving safer people, safer places.





Safer Communities Strategy Cont'd

Meeting the Challenge:

To achieve safer people, safer places we will:

- ✓ improve productivity of our workforce to provide improved outcomes for our communities
- ✓ deliver targeted, innovative safety education and inspections through skilled staff
- ✓ seek out new methods to engage with our communities to deliver safety messages and interventions
- ✓ improve information sharing agreements with partners to enable us to identify those vulnerable to emergencies
- ✓ work with partners to help our communities to become warned and informed of risks as well as active and healthy
- ✓ work closely with partners to identify causes of incidents
- ✓ expand our relationships with the diverse communities we serve by ensuring our staff understand our equality, diversity and inclusion strategy and what this means to them
- ✓ ensure that we have relevant and timely risk information
- ✓ create a proactive health, safety and wellbeing culture which supports our staff and the people we encounter
- ✓ put planning arrangements in place to protect our own business from the impact of incidents and emergencies.

Our Plan





Response Strategy

The Challenge:

The nature and range of emergency incidents we respond to has changed in recent years, but the expectation of the community remains the same. When emergencies happen, we respond in the most effective and safe way to protect and limit damage to life, property and the environment.

We need to ensure that our staff are competent and our firefighting vehicles are available. We will continue to be flexible in the way we manage and deal with emergencies, from receiving the call to after the incident, whilst seeking to develop collaborative opportunities in our response to emergencies.

Our key priorities must be to ensure that we have the right people, in the right place, doing the right thing, in the right way, maximising capacity, to enable us to meet our communities' expectations.

We need to understand what our communities expect and what is important to them; only then can we deliver an effective response.

Meeting the Challenge:

To meet community expectations of the right people, in the right place at the right time, we need to adopt different ways of working to support the availability of emergency response vehicles.

We will:

- ✓ **Be ready to respond to emergency incidents;**
 - Emergency calls answered and managed effectively
 - Equipment and PPE well maintained
 - Appliances available to respond with competent staff
 - Support the health and wellbeing of our staff
- ✓ **Understand the risk**
 - Identify the risks to the public and review plans to minimise these risks
 - Understand, plan and exercise for the risks our Firefighters may face
- ✓ **Identify those that may be vulnerable to fire**
 - Reduce accidental fires in the home
- ✓ **Review how we perform**
 - Review post incident and training debriefs to identify improved ways of working community are satisfied in the way we dealt with it
 - o Ask those who used our services how we performed.



Finance and Resources Strategy

The Challenge:

We need to continue to develop, review and work in partnership internally and externally to provide quality services, evaluating their effectiveness to maximise our resources against a backdrop of continuing financial uncertainty.

We need to harness and develop ideas, encourage innovation and ensure that our systems are available, accessible and secure, with effective and efficient processes to support service delivery.

We need to continue to maintain, modernise and develop our estate, fleet and equipment, considerate of our environmental impact, diverse workforce and changing delivery models.

Meeting the Challenge:

To meet the challenge, we will:

- ✓ develop and agree a medium-term financial plan, set a balanced budget for each financial year, manage and report spend against it
- ✓ deliver effective financial services to current and ex-employees, suppliers and customers
- ✓ develop our workforce and work with partners to improve procurement arrangements
- ✓ improve the security, accessibility and functionality of our ICT infrastructure
- ✓ listen to the ideas of our workforce and deliver innovative solutions that benefits service delivery, the environment, our workforce, or realises efficiencies
- ✓ work with others where it is financially, corporately or operationally advantageous to do so without reducing the quality of service
- ✓ evaluate and produce plans to develop, maintain and modernise our estate, fleet and equipment provisions, ensuring they are fit for purpose, cost effective, considering the impact they have on the environment and service delivery.





People Strategy



The Challenge:

The safety of our workforce and communities is the priority but the external environment in which we operate continues to change. This can affect the type of work performed by our workforce, how much money we have to spend and the profile of our workforce.

As the environment changes, there is the need for people to lead in a way that communicates our purpose of 'safer people, safer places' and supports people to achieve it; someone who can encourage innovation and creativity; motivate the people that work with them and create an engaging environment and listening to the values and views of our diverse workforce. Our recent staff survey tells us we are heading in the right direction but also show us some areas that we should focus our efforts on.

As well as those leadership skills, we should aim to have people who can effectively manage their teams by providing clarity and consistency along with policies and procedures that enable them to manage in a way that balances the needs of the individual with the needs of the organisation.

But this is not just people in management roles, we need to help our staff understand the changing demands and role of the fire and rescue service; working in partnership with others and embracing ownership and accountability.

It's difficult to predict the rate at which people will leave the Service. There are new duty systems, pension regulations and changes in tax laws that affect levels of reward and retention. Limited opportunities exist for career progression for our support staff.

Operationally, fewer fires mean more training and

simulation is needed that immerses people in realistic training scenarios to equip and prepare for emergency response.

Exposure to different experiences and emotions within the broader range of activities means our challenge is to minimise the impact that this has on an individual's physical and mental wellbeing.

An additional challenge is making our workforce more representative of the communities we serve. The challenge is to identify which aspects need to change to appeal to women, black and minority ethnic groups and other protected characteristics.

On-Call availability is an increasing challenge with a reduction in available people, reduced incidents and an expanding role that needs new skills. Our challenge is to attract, recruit and train within a reduced time frame and retain their services.



People Strategy Cont'd

Meeting the Challenge:

We recognise that staff need clear direction along with developing new skills. This strategy acknowledges the value of diversity of thought, values and beliefs of our workforce. If we are to build on our success, we need to develop leadership behaviours that generate trust, encourage a sense of responsibility and communicate a shared purpose.

We need multi-skilled, flexible staff who engage effectively with people in different environments who focus on customer service. An essential component to all this is having a workforce that reflect the communities we serve.

We will:

- ✓ provide clear expected standards of technical and behavioural competence and ways for people to understand their own performance, governed and assured against national guidelines
- ✓ embed our values and behaviours and the NFCC Core Code of Ethics into all our actions
- ✓ include our competency framework in relevant people processes
- ✓ deliver worthwhile, regular situational feedback and performance and development reviews
- ✓ provide a blended range of training resources that support the development of knowledge, skills and behaviours for growth in role as well as promotion
- ✓ develop people to be able to lead people through change, create an inclusive environment and empower their teams to come up with solutions and make decisions for themselves
- ✓ design and communicate fair and transparent career pathways that supports people in reaching their full potential
- ✓ review the individuals and the organisation's experience of all people processes and policies; from selection through to exit
- ✓ align and evolve the activities that enable us to get the right people, with the right skills, in the right roles, at the right time and at the right costs; this is workforce planning
- ✓ understand the needs and deliver interventions to prevent physical and mental ill health. Direct people to support services when they need them
- ✓ seek to address the barriers to recruiting a diverse workforce and creating an inclusive working environment.



Governance Strategy

The Challenge:

The core principles of good governance encourage openness and comprehensive stakeholder engagement.

To do this, we need to understand what our communities need. We need to engage with them and have reliable, timely and understandable information to help us make informed decisions. We need to know how well we are doing and make effort to do better in areas identified for improvement.

We also need to engage internally to ensure that those who work for our organisation are given opportunities and have the ability to communicate openly and transparently. By doing this we will work together to deliver a clear direction for the future and better explain any change.

With robust governance arrangements in place, we will be ensuring that we are able to act with integrity and demonstrate a strong commitment to ethical values. This will be supported by implementing good practices in transparency reporting.

We want to be sure we are doing the right things for our diverse workforce and the different communities we serve.

Meeting the Challenge:

We will:

- ✓ engage with staff and all communities on major changes affecting our Service
- ✓ promote open and honest communication across the Service
- ✓ make our plans and policies available and easy to understand
- ✓ seek the views of our communities on how we do things
- ✓ collect, manage and use information effectively publishing what we are legally required to do
- ✓ monitor and report on our performance so everyone knows how we are doing
- ✓ support independent audits and inspections.



Monitoring and Review

Monitoring the successful delivery of our Corporate Plan/IRMP, our strategies and our district and departmental plans is undertaken throughout the year.

Our plans will have a diverse range of activities within them that link into the outcomes of the strategies. Governance arrangements for these tasks will vary. The Combined Fire Authority and Corporate Governance Committee will oversee key areas, with other tasks monitored and challenged throughout the year depending on their corporate significance through the Senior Management Team, Tactical Management Team, Service Development Programme, departmental and other management meetings.



TECHNICAL
RESCUE

Measuring Success

The success of these strategies will come from measuring how well we achieve the outcomes.

To do this, we will compare ourselves with other fire and rescue services and ask our communities how well they think we are doing. Things we do will have their own success criteria and will feature within all our departmental and district team plans and projects.

We will:

- ✓ know how well we engaged with staff and our communities on major changes affecting the Service and if our plans were available and easy to understand
- ✓ obtain community feedback on our performance
- ✓ have audit and inspection reports telling us how we've done
- ✓ share the key decisions we make with staff and communities
- ✓ have effective data capture and management reporting
- ✓ publish our data and key performance indicators
- ✓ share information about our successes
- ✓ have an external audit unqualified opinion on our annual Statement of Accounts, Value for Money conclusion and Annual Governance Statement
- ✓ have no significant loss of functionality through ICT system downtime
- ✓ achieve all compliance standards
- ✓ meet statutory requirements for responding to Freedom of Information requests
- ✓ measure delivery against time, cost and quality on projects
- ✓ publish an Annual Report and Statement of Assurance



Integrated Risk Management Plan (IRMP)

What is an IRMP?

An IRMP must assess all foreseeable fire and rescue related risks to our 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 consultation and be accessible and cost-effective. The planning process should also have regard to risks of a cross-border, multi-authority and national nature.



Our IRMP process is designed to keep people and places safe and takes account of the risks faced by our communities, including the consequence of fires, road traffic collisions, flooding and collapsed buildings amongst others. It's focused on how best our resources can be used to manage and/or reduce and limit the risks.

Reviewing Our Risks

When we develop an IRMP, we engage with multiple partners and use a variety of sources to review existing risks and identify new ones. These sources include historical incident data, demographic data, performance data, high risk location information and local development strategies. We also consider the impact of wider changes in society, including government policy, economic growth and technological progress.

For our emergency response capability, the key areas we look at are availability of resources, response times to incidents and the individual station demand profiles. We also consider our prevention and protection activities in our future planning, reviewing the use and allocation of our available resources to mitigate the impact of identified risks.

All this data and information helps us understand the needs of our communities, identify locations of potential peak demand, and assess our capacity

to respond. It's also used to anticipate trends that may result in an increase in demand as well as opportunities to reduce the current levels.

Assessing Risks

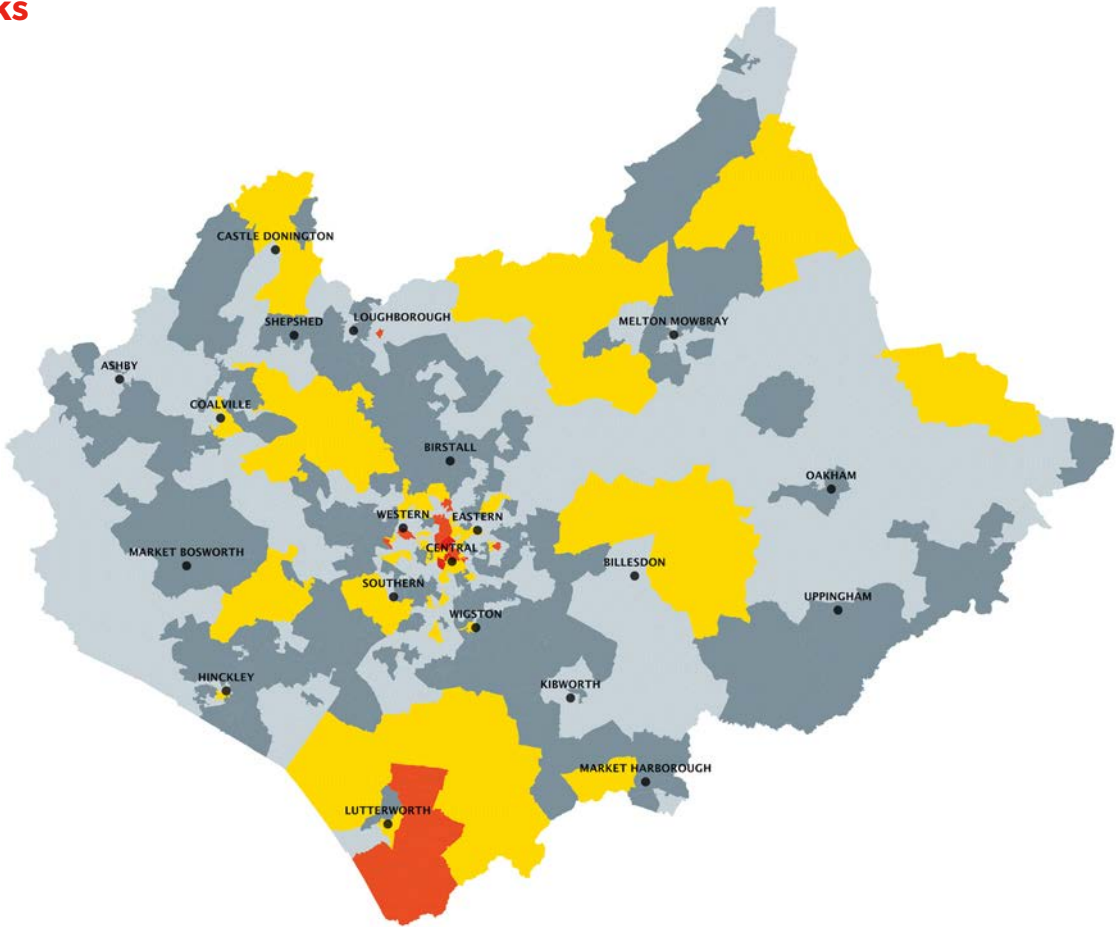
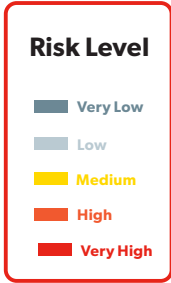
Our Community Risk Model (CRM) uses all this information to predict where a serious incident is more likely to occur, relative to other locations within our area. It combines the overall level of deprivation with historic incident data and identifies localities which are more likely to require our response, relative to other localities. The result is a broad view of risk at a locality level, which then informs our decisions about where we should best allocate our resources.

We've mapped our station locations on to the CRM to show how they are currently placed to reflect the potential risks within our communities.

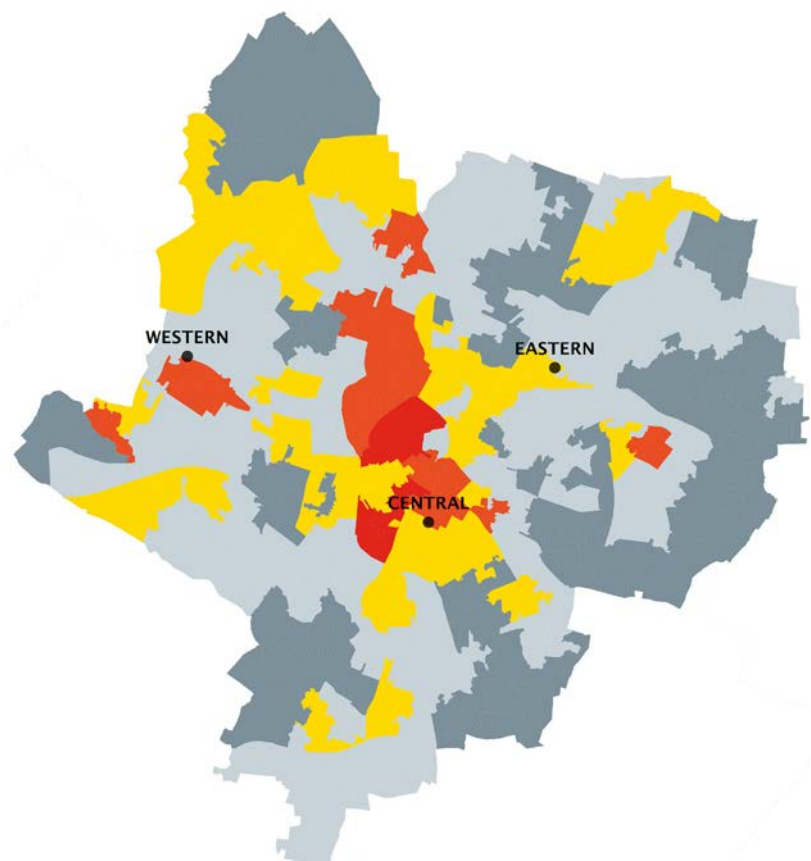
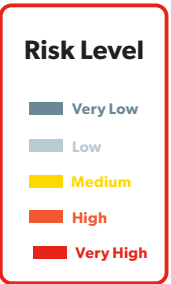
The map shows how each locality has been given a risk category depending on the level and types of incidents attended and overall levels of deprivation. Incidents which are more likely to result in death or injury have been weighted higher.

We've mapped our station locations on to the CRM to show how they are currently placed to reflect the potential risks within our communities.

County Risks



City Risks



Managing the Risks

Risks can come from anywhere. They can make things harder to do as activities need more resources or time to complete or they present opportunities to do things better, more efficiently or in a shorter timescale. All risks, whether legal, financial, operational, safety or project related, will be managed effectively using our Organisational Risk Management process. The Organisational Risk Register will list the most significant risks and what's done to reduce the impact and severity of them. For wider risks affecting our communities, please refer to our Community Risk Register.

Having identified the areas of risk, we use a variety of methods to minimise the risks to our communities. All our risk management work will be contained within individual district and departmental plans.



Our 2020 - 2024 IRMP

Proposals and Consultation

The data we have analysed supports our view that we should use our staff and fire engines efficiently and effectively in undertaking our prevention, protection and response activities. The 2020-2024 IRMP proposals will provide us with the flexibility to do this in a way that ensures we maximise the use of these resources.

The location of our stations meets the foreseeable demand and risk that the Service has to respond to. As such we will not be suggesting any changes to the locations or number of our stations during the 2020-2024 IRMP. We will need to refurbish or redesign elements of them for our staff, partners and community needs.

The seven proposals which were agreed by the CFA in June 2019 were subject to public consultation which ran for 12 weeks from 3 September to 25 November 2019.

They were to:

- ✓ use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes
- ✓ use our firefighters efficiently and flexibly to maximise our appliance availability
- ✓ purchase a second high reach appliance to replace the older one of the two vehicles
- ✓ continue to undertake our education and enforcement activities, targeting those most at risk
- ✓ continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places
- ✓ enable our staff to do the right thing to help our communities
- ✓ implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system

It is estimated that over 70,000 individuals, businesses, schools, councils, community and minority groups, charities, disability and voluntary groups, staff members and interested members of the public have been engaged in the consultation via a range of different communication methods. The outcomes of the consultation were contained in the consultation summary report which was presented to the CFA in February 2020. The CFA agreed that all seven of the proposals should be implemented.

Educating and advising communities on fire and other safety matters to prevent fires and other emergencies

Responding efficiently and effectively to incidents and limiting the impact of an emergency on communities



Enforcing fire safety legislation amongst businesses and public bodies to protect them from harm in the event of an incident

Ensuring we can continue to provide our services irrespective of major unplanned or unforeseen local or national risks



Prevention

We believe prevention is better than cure. We recognise that risk reduction begins with safe behaviours at home, at work, or on the road. We work with local organisations and partners to target those people who are more vulnerable and likely to be affected by fire and other emergencies. This is done by sharing information and risk profiling.



Protection

We have a legal duty to give advice and enforce fire safety standards across a wide range of commercial and public buildings to keep people safe. The focus of our protection activity is guided by a combination of the features of the building, risks of the premises type, local and national incident trends, or fire safety concerns from our communities. We carry out a programme of inspections at a variety of buildings based on risk. The level of enforcement action we take increases in line with the severity of risk at each building.



Response

There are times when prevention and protection activity cannot stop incidents from occurring, and when they do our priority is to ensure we can respond effectively to them. We send the right number of people with the right skills and the right equipment to manage and resolve the incident.



Resilience

We look to provide an effective emergency response service even when the levels of demand are high. To meet this requirement, we already have agreements in place with all our neighbouring fire and rescue services to provide mutual assistance and support. We are part of a national agreement and network of resources and can provide and receive support from all over the country.

In addition to the fire and rescue network of which we are a part of, we are also members of the Local Resilience Forum (LRF) and play a key role in the development and exercising of plans to deal with major incidents and risks across Leicester, Leicestershire and Rutland and those highlighted in the Community and National Risk Registers. This multi-agency approach ensures high levels of confidence in the emergency plans and business continuity arrangements we've developed.

Work with the LRF also encourages community resilience, working in collaboration with our partners to make our communities self-reliant and resilient in the event of an incident or challenging scenario e.g. severe weather, floods, snow, or water shortages.

Our Future Resources

Our budget strategy summarises the proposed budget and shows the forecast position until 2022.

Budget and Income

	2021-22 (£m)	2022-23 (£m)
Total Forecast Spending	40.2	40.7
Council Tax	22.7	23.5
Revenue Support Grant	4.3	4.3
Business Rates Income	4.3	4.5
Business Rates Top Up Grant	5.6	5.6
Other Grants	1.1	0.8
Actuarial Review Compensation Grant	1.8	1.5
Future Authority Income	0.4	0.3
Total Forecast Income	40.2	40.5

*Note – Our Band D Council Tax cost is £69.29 per year. This is the cheapest in the East Midlands and will remain in the lowest quartile of combined fire authorities in England.

Financial Resources

Revenue Budget and Capital Programme

Our **revenue budget** pays for day-to-day firefighting and prevention work. Our **capital programme** pays for works of long-term benefit. Our programme up until 2023 consists of improvements to fire stations, purchasing response vehicles and equipment and purchasing ICT systems and equipment.

How Our Financial Strategy Supports the IRMP

The challenge for our plan is to support the re-alignment of the service delivery model described in the IRMP at a time of financial uncertainty.

We've managed to make savings and balance the budget from 2020-21 to 2022-23. This has provided capacity for limited growth, but the position beyond 2021 remains very uncertain. To secure longer term sustainability, we aim to:

- (a) avoid new borrowing or leasing, funding replacement firefighting vehicles from revenue wherever possible
- (b) set aside a budget for our estate, which we will use to improve the operational efficiency of buildings

Our Fire Stations and Firefighting Vehicles



Wholetime

Birstall 

Castle Donington 

Central  

Eastern  

Loughborough  

Southern 

Western 



On-Call

Ashby 

Billesdon 

Kibworth 

Market Bosworth 

Uppingham 

Shepshed 



Wholetime and On-Call

Coalville  

Hinckley  

Oakham  

Wigston  



Wholetime during day and On-Call at night

Lutterworth 

Market Harborough  

Melton Mowbray  

In total (as at 1 January 2021): 20 stations

Operational Staff Resources

As at 1 March 2021, we have 348 Wholetime and numerous On-Call staff working a variety of hours. We're planning further recruitment during 2021 to ensure we can balance both the Wholetime and On-Call establishment levels as staff retire or leave.

Corporate Resources

This plan is a combined document which sets out all our priorities between now and 2024. This section highlights what we plan to do to our non-operational or 'corporate resources'.

Our Estate

We maintain an estate that consists of twenty fire stations, a Service headquarters, an occupational health facility and a vehicle/equipment maintenance centre. We've completed condition surveys on these buildings and are undertaking a programme of works to deliver the required maintenance improvements. We also have a training and development centre which we are looking to relocate and improve. The level of work depends on the budget and the most cost effective solutions, be that refurbishment or redevelopment. At no time during any building works will we compromise our ability to deliver all the services we need to.

Our Fleet of Emergency and Non-Emergency Vehicles

We maintain a wide range of vehicles that enable us to respond to emergency incidents and carry out all the work we need to do each day. The fleet replacement programme is ongoing and we'll continue to replace special appliances and update our fire engines. Projects will be initiated to manage the replacements; the cost of doing so has been included within the 2021-22 capital budget.

Improving the Efficiency of Support Services

Our support services enable the frontline to operate efficiently. Some of these services are shared with other organisations to improve value for money. We'll continue to streamline processes to reduce bureaucracy and increase capacity across all support services.

Community Engagement

We're committed to transparency and openness in all that we do. We want to maintain a close relationship between decision makers, and those affected by the decisions made – our communities. Consultation and engagement with our communities is vital to us in shaping our future and our priorities.

Work to review the IRMP during 2019 involved full consultation with our communities whose feedback was used by the CFA in deciding which proposals to implement. Our plans set out how we will progress the decisions that were made and when they will be implemented.

We will review, update and publish our action plan annually, in line with progress and updated risk profiles, models and information. We will consult on any proposals that would affect the services to our communities, including the levels of emergency cover. The extent and the manner of consultation will depend on the nature of the proposal and who it will affect.

If you have any comments, or would like any more information on anything in this document, please contact us via one of the methods below.

If you wish to find out more about us, the work we do, or the authority itself, our website provides everything you need to know:

leics-fire.gov.uk

You can also keep in touch and find out more by following us on Facebook and Twitter @LeicsFireRescue.

Alternatively, you can contact us at:



Leicestershire Fire and Rescue Service

Headquarters, 12 Geoff Monk Way, Birstall, Leicester LE4 3BU

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Email info@leics-fire.gov.uk

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Glossary

Aerial Ladder Platform

A vehicle with an extendable ladder platform for fighting fires and facilitating rescues at height

Automatic Fire Alarm

Emergency incidents caused by the automatic operation of either a fire alarm or firefighting equipment (e.g. sprinklers), but on arrival there was no fire present

Day Crewing Plus

Fire engine crewed by wholetime employees who work a self-rostered 24-hour shift system and are immediately available to respond to emergency incidents

Day Crewing

Fire engine crewed by Wholetime employees who work a self-rostered 12-hour shift system and are immediately available to respond to emergency incidents

On-Call

Fire engine crewed by employees who are available to respond to emergency incidents from home or work, alerted by a pager

Primary Fires

Fires involving casualties, property or any other items that are insurable

RTC

Any emergency incident that involves a road traffic collision

Secondary Fires

Small fires, such as grass, rubbish, derelict or abandoned vehicles

Wholetime

Fire engine crewed by Wholetime employees who work a shift system and are immediately available to respond to emergency incidents

Appendices



Appendix A – Action Plan 2019-22

Our corporate action plan details the main pieces of work that we plan to carry out to meet our aims and achieve our outcomes. They are the larger, more significant packages that will be carried out as projects or reviews. They will be monitored and governed in line with our policies and procedures. They don't include our day-to-day work, which takes up the majority of our time.

The actions are grouped by corporate aim, but many of them will help us achieve multiple, or indeed all, aims and intended outcomes.

The majority of actions are from our integrated risk management planning process, others from our corporate planning, previous plans, capital programme and Central Government requirements. Our target date for completion is included within the table.

The plan is monitored, reviewed and updated regularly and refreshed each year. It will be published to ensure it's current, achievable and affordable.



AIM 1:

We want to achieve fewer incidents with lower impact

To do this we will:

Target completion date:

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



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



Undertake staff health and safety training at all levels and introduce a reference holder at each location



Effective management and communication of our tall building risk profile



**AIM 2:****We want to respond effectively to incidents****To do this we will:****Target completion date:**

Use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes



Use our firefighters efficiently and flexibly to maximise our appliance availability



Implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system



Increase the availability of our On-Call appliances to respond to incidents

**AIM 3:****We want to deliver value for money quality services****To do this we will:****Target completion date:**

Purchase a second high reach appliance to replace the older one of the two vehicles



Relocate and centralise our Learning and Development facilities



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



Develop the bistro area of the headquarters building to maximise office space and explore opportunities for leasing the space to generate income



Appendices

**AIM 4:****We want an engaged and productive workforce****To do this we will:****Target completion date:**

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



Implement improvements based on the staff survey results to improve the employee experience



Give leaders the skills to engage and motivate their teams



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

**AIM 5:****We want to provide assurance**

Implement the findings from the multiculturalism and fire safety research



Implement our HMICFRS Improvement Plan



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



Improve engagement with our communities







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Annual Report and Statement of Assurance

2020/21

Our Purpose

At Leicestershire Fire and Rescue Service, our purpose is:








**SAFER
PEOPLE
SAFER
PLACES**

This document provides a summary of our performance between April 2020 - March 2021 in pursuit of our purpose.

It highlights our key achievements against each of the our five strategies which are detailed in our corporate planning document 'Our Plan'.

2020-2021 was heavily influenced by the Covid 19 pandemic. National and local lockdowns resulted in the Service taking an innovative and creative approach to undertaking some traditional activities, whilst also taking the opportunity to engage in other community based and partner agency initiatives. Despite some staff having to self-isolate during the year, the Service continued to provide prevention, protection and response services to the communities of Leicester, Leicestershire and Rutland.

Our Strategies

-  **Response Strategy**
-  **Safer Communities Strategy**
-  **Finance and Resources Strategy**
-  **People Strategy**
-  **Governance Strategy**

! Response

Aim – Respond effectively to incidents

In 2020/21, we attended a total of **7,625** emergency incidents which included:

 **1,958** fires

 **568** road traffic collisions

 **2,759** fire alarms

 **2,340** non-fire incidents

We rescued a total of **968** members of the public from incidents. Unfortunately, there were **6** fire related deaths.



The total average response times to life threatening incidents was **10 minutes 15 seconds**

Fire engines used flexibly on **1,088** occasions by moving them from their usual base to another location when other fire engines were committed to incidents, undertaking training events or community engagements, to provide an operational response.

Utilised On-Call staff on **303** occasions to provide cover at wholtime stations where there were crewing deficiencies, for reasons such as; sickness, training events or Covid 19 partnership working.

693 community safety activities totalling **over 4,000** hours of time engaging with members of the public.



88.39% fire engine availability
99.14% wholetime and **76.90%**
On-Call



Wholetime crews responded
to incidents on a total of **9229**
occasions. The average response
time to mobilise was **1 minute and**
36 seconds



On-Call crews mobilised on a total
of **1,442** occasions. The average
response time to mobilise was
5 minutes and 46 seconds

236 After the Incident questionnaires
received of which:

100% were satisfied with the initial contact

99.6% rated the service received as
'satisfactory' or better.

99.6% said the first fire engine arrived
as 'expected' or 'quicker than expected'





We received a total of **16,635** 999 calls



94.1% of 999 calls were answered within 7 seconds



4.36 seconds average time for 999 calls to be answered



2 minutes 6 seconds average time to send a fire engine to life risk incidents



Out of the 16,635 calls we received, **183** were hoax calls. **83** of the hoax calls were attended

The first 'virtual' station open day held at Loughborough Fire and Rescue Station. This was delivered through Facebook social media and achieved a "reach" of over **250,000** interactions.

125 training exercises that included 3 fire engines or more. These included 'cross border' with other fire and rescue services, multi-agency (Police and Ambulance), at risk locations and specialist exercises, such as Urban Search and Rescue.

Completion of the On-Call review project which has seen: training

reduced from **24 months to 10 months**, an increased number of recruitment campaigns and new contracts of employment allowing a flexible approach to hours of availability.

Union Representatives working with Service managers to find a suitable alternative to the Day Crewing Plus shift pattern.

Rutland Shoe Box Appeal, delivering **400** shoe boxes containing food and gifts to vulnerable individuals and families

8,867

Successful Home Safety Check (HSC) visits of which:

- 1,222 full visits,
- 1,196 in person and
- 26 on video call

5,738

advice given via a variety of methods:

- 2247 on the doorstep
- 3413 on the telephone
- 2 text/emails
- 76 via website presentation

1,506

follow-up visits

- 273 in person
- 1220 telephone
- 13 text/email

267

HSCs as part of our Vulnerable Person intervention

- 89 in person
- 59 on the doorstep
- 119 telephone

134

carried out by our partners (Hinckley & Bosworth Borough Council & Charnwood Borough Council)

2,322

'extra mile' visits, offering practical support to resolve non-fire related problems

1,614

home safety check questionnaires

99.9%

were satisfied with the service provided



Safer Communities

Aim – Fewer incidents with lower impact



1,167 smoke alarms supplied and fitted. (1,105 standard alarms and 62 deaf alarms)



40 carbon monoxide detectors



35 primary school visits engaging with over **2,077** children



20 road safety events engaging with over **3,000** people

Fire safety and road safety videos created for schools to replace physical events and presentations

10,037 routine fire hydrant inspections

146 water riser inspections completed at high rise buildings

272 vulnerable person referrals received, of which:

- **23** FireCare (juvenile fire-setters) engagements
- **246** vulnerable adult and 3 child referrals
- **493** active vulnerable cases as of 1/4/2020
- **1300** interventions completed
- **129** cases closed

18 of the 46 Grenfell Phase 1 inquiry recommendations have been completed and closed. The Building Risk Review Programme is an outcome of the Phase 1 Grenfell Tower Inquiry. This has identified 115 tall buildings in LLR. All Responsible Persons for the identified tall buildings have been contacted and offered guidance with regards to the recommendations contained in the Phase 1 report. 78 of the premises have been fully triaged so far.

We carried out:

366 fire safety advice requests

420 fire safety concerns

681 building regulations inspections

703 fire safety audits. 90 of these were conducted remotely due to Covid

 **183** licensing consultations

 **155** specific inspections

 **125** desk-based inspections

All of this work resulted in the following being served:

- 56** action plans
- 15** interim measures
- 8** prohibition notices
- 23** formal enforcement notices
- 128** deficiency notices
- 7** alteration notices





We had a total of
55,320
followers on our corporate
and fire station Facebook
accounts

1,054
posts offering advice
and safety tips,

157,455
engagements from
followers who either
liked, shared or
commented on our
corporate posts, reaching
over **2.5 million** people



27,822
twitter followers,
748 tweets reaching
over **1.3 million** people

29,318
engagements from
followers who either liked,
retweeted or commented
on our corporate posts

21 Twitter posts related to Wholetime recruitment, reached over **33,000** people with **1,820** engagements and **21** Facebook posts reached over **218,000 people**, receiving **13,484** engagements.

77 Twitter posts were published to cover celebrations including: Diwali, Halloween, bonfire night and Christmas reaching nearly **100,000** people, generating **1,571** engagements. On Facebook, a total of **88** posts were published reaching **241,023** people, and engaging with **2,231** people.

We've recently started using Instagram and have **557** followers to date.

We delivered:



4 replacement fire engines

21 replacement fleet vehicles

The replacement High Reach appliance design specification has been produced, the procurement process is underway



Zoom conferencing implemented to facilitate home working during the pandemic



Fire station building improvements following condition surveys



New Personal Protective Equipment provided to all firefighters

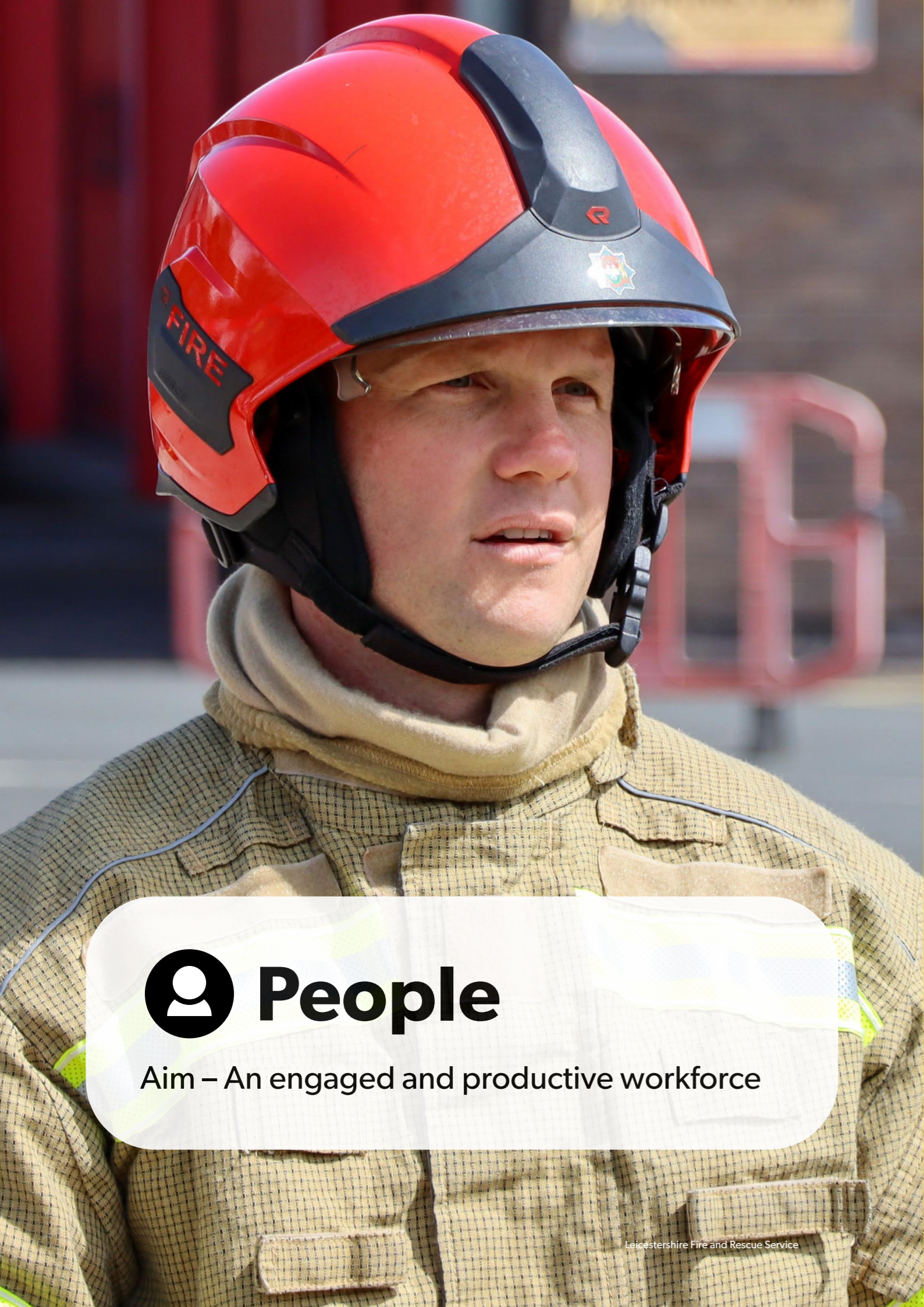


New smoke hoods purchased and available on all fire engines to assist safe evacuation from building fires



Finance and Resources

Aim – Deliver value for money quality services



People

Aim – An engaged and productive workforce



59

new staff (filling vacant positions, replacing leavers and retirements)



12

wholtime firefighters



16

On-Call firefighters



31

Support Staff

1,396

applications received for 61 vacancies, including:

- **385** applications for wholtime firefighter roles
- **144** internal transfer requests

124

applications for firefighter promotions to internal 'talent pools'

Over 25,000

new users registered on the recruitment site

Over 300,000

page views of the site, 81% of people looking for the first time

394

firefighter fitness tests completed.

4.60

average firefighter sickness days/shifts lost per person (7.90 including Covid sickness)

4.86

average support staff sickness days/shifts lost per person (7.21 including Covid sickness)

The first stage of Learning Management System launched, providing on-line learning material including safeguarding and mental health and wellbeing.

Numerous communications sent out and presentations delivered Service-wide throughout the lockdown period, covering a range of topics, including: home schooling, mental health, diet and exercise and managing stress.

Wellbeing support network contacts made available to all staff who were feeling isolated or required assistance during the pandemic.

Following an inspection in November 2018 by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), which focussed on three areas – effectiveness, efficiency and people, the Service was graded as 'Requires Improvement'.

24 'Areas for Improvement' were identified and the Service found 20 other comments or observations contained within the report which required consideration. Of the 88 actions on the improvement plan,

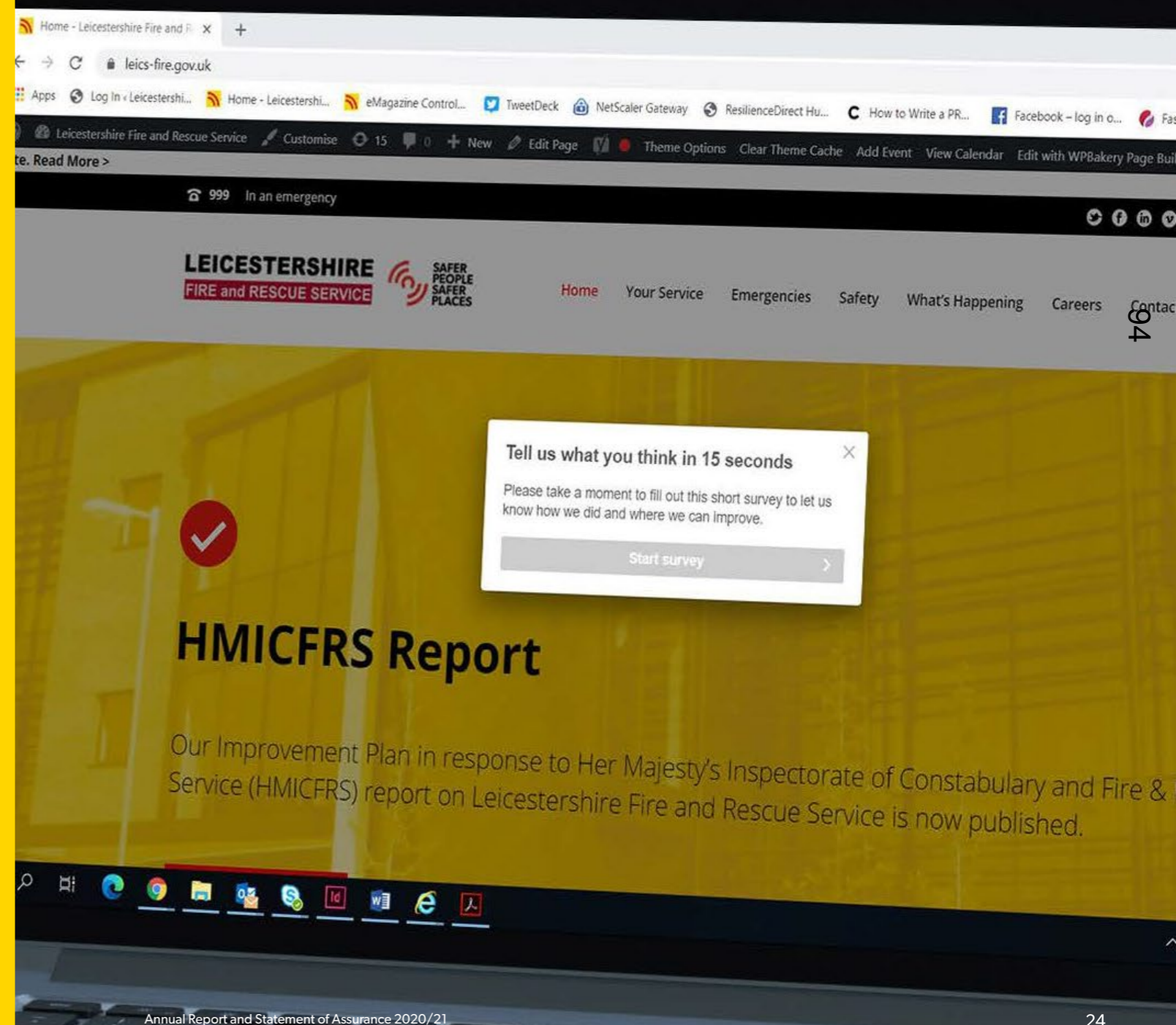
47 are now complete with work continuing on the outstanding actions. The next HMICFRS inspection of LFRS is due to take place in Spring/Summer 2022.

Research undertaken with the University of Leicester has identified ways for improving engagement with Black, Asian and Minority Ethnic communities. The recommendations involve building trust and creating a visual strategy for a person-centred approach to fire safety and the creation and delivery of a training package for community engagement. Both of these are being progressed.

- The 2020 staff survey was completed and the results shared with staff.
- Creation of an improved performance reporting system, using dashboards to better present and make available key Service statistics to assist in decision making.
- Data Protection Officer's Report provided a strong statement of assurance in relation to our data protection compliance status.
- **80% of our staff** have now completed their data protection 2-year refresher training.

Governance

Aim – Provide assurance



HMICFRS Covid 19 Inspection

The HMICFRS were commissioned by the Home Secretary to inspect how fire and rescue services in England responded to the Covid 19 pandemic. LFRS were inspected between 26 October and 6 November 2020.

The HMICFRS were grateful for the positive contribution the Service has made to communities across Leicester, Leicestershire and Rutland during the pandemic.

Importantly, HMICFRS praised that LFRS was well prepared for the pandemic and has continued to provide its core statutory functions throughout, continuing to respond to calls from the public and respond to emergencies.

The full HMICFRS response can be viewed [here](#)

How we have supported our communities during COVID-19



Provided staff to East Midlands Ambulance Service as Urgent Care patient transport workers



Helped to deliver prescriptions and controlled drugs to vulnerable people



Tested the face masks of local care workers, to ensure the safety of staff and service users



Delivered and stored Personal Protective Equipment (PPE)



Gave fire safety advice to care homes



Checked the COVID compliance of hotels and guest houses in Leicester



Made and delivered visors for the health and care sector

Delivered food parcels to households and food banks



Carried out home safety checks in new ways - via social distancing or telephone



Set up a waste referral scheme to remove waste that could be harmful



Statement of Assurance

Operational Assurance

The Combined Fire Authority (CFA) maintains key responsibilities that they are bound to carry out. These are primarily found within:

-  [The Fire and Rescue Services Act 2004](#)
-  [The Civil Contingencies Act 2004](#)
-  [The Regulatory Reform \(Fire Safety\) Order 2005](#)
-  [The Fire and Rescue Services \(Emergencies\) \(England\) Order 2007](#)
-  [The Localism Act 2011](#)
-  [The Fire and Rescue National Framework for England](#)

This section provides assurance that our service is delivered in line with our statutory responsibilities.

To meet the requirements of the Fire and Rescue Services Act 2004 and The Fire and Rescue National Framework for England, we publish an [Integrated Risk Management Plan \(IRMP\)](#) that identifies and assesses all foreseeable fire and rescue related risks.

Our risk identification and monitoring processes take into account historical incident data and trends, demographic data and local development strategies. We have a Community Risk Model (CRM) that suggests where a serious incident is more likely to occur relative to other locations within our area. We also have regard to our local resilience forum [community risk register](#) as well as national risks, and the arrangements we have in place with our neighbouring services for mutual assistance in response and fire investigation. All of this information is used to help make decisions on where our resources are best placed according to risk, helping us to make proposals.

By combining the IRMP and the corporate plan, we have one plan for responding to all of the risks and challenges facing our local communities, as well as to the organisation itself.

All of our corporate and IRMP objectives can be found in Our Plan which is updated each year. Our five priorities (response, safer communities, finance and resource and people and governance) each have a strategy that provides details on how we will achieve their aims. They underpin our planning framework and will guide us until 2024.

Financial Assurance

As a public service we are responsible for ensuring that public money is properly accounted for and used economically, efficiently and effectively. As part of financial assurance, our key financial systems are audited every year.

In line with the [Accounts and Audits \(England\) Regulations 2015](#), we publish our [statement of accounts](#) annually. This document sets out the costs of providing our service for the financial year 2020/21. It includes information on income and expenditure, a balance sheet, cash flow statement and a pension fund statement.

Our draft statement for 2020/21 will be published in September 2021. Regulations state that the final audited accounts must be published with the audit opinion and certificate and be approved by the CFA by 31 July each year.

In February 2021, we published our [budget strategy, capital programme](#) and [revenue budget](#), setting out our spending plans for 2020/22. This is effectively our Medium Term Financial Plan (MTFP). The budget strategy links with the planned actions from our corporate plan and IRMP.

The statutory requirement to publish the [Gender Pay Gap](#) information was achieved prior to April 2021.

Assurance

In line with the requirements of the Accounts and Audit (England) Regulations 2015, we published an [Annual Governance Statement \(AGS\)](#). This document is produced in accordance with the CIPFA/SOLACE framework and provides a self-assessment of the CFA's performance, along with a review of the effectiveness of our system of internal control and overall corporate governance arrangements.

Our AGS for 2020/21 is signed by the Chair of the CFA and the Chief Fire and Rescue Officer and is due to be approved by the CFA at its meeting in July 2021.




We are committed to being open and transparent to the public. Part of this includes meeting the [Local Governance Transparency Code 2015](#) where we are required to publish specific information on a regular basis. All of the transparency information can be accessed via one link on our website, found by visiting leics-fire.gov.uk/transparency.

Health and Safety

The Health, Safety and Welfare Committees have been constituted under Section 2 (7) of the Health and Safety at Work Act etc. 1974, and the

Safety Representatives and Safety Committees Regulations 1977. The committees enable communications between staff and management supporting the health, safety and welfare of staff at work. We acknowledge our legal duty and seek to embrace this joint working approach. This process helps our managers liaise with the workforce and ensures that chief officers have a thorough picture of the management of health, safety and welfare within the Service through leadership of the committee structure.

The organisational structure of the main consultative committees is: Under these committees we evaluate risks, and proactively plan for:

-  Health, Safety, Welfare and Corporate Risk Committee
-  Infrastructure Risk Committee
-  Operational Risk Committee
-  Road Risk Committee

the management of hazards and risks. This improves our ability to predict the likelihood of emerging risks and therefore aim to prevent them from occurring in the first place.

Assurance Declaration

This statement of assurance informs and assures our communities and other relevant stakeholders



Callum Faint
Chief Fire and Rescue Officer

that we are meeting national operational, financial and governance expectations; and declares that we are meeting the requirements set out in the [Fire and Rescue National Framework for England](#).

We are committed to continuing to provide an excellent level of service to you, our communities, whilst continuing to meet our statutory requirements and keeping you informed.



Nicholas Rushton
Chair of the Combined Fire Authority



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LEICESTERSHIRE
FIRE and RESCUE SERVICE

Status of Report: Public
Meeting: Combined Fire Authority
Date: 28 July 2021
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 the key Service Delivery performance for the period 1 April – 30 June 2021.

Recommendation

2. The CFA is requested to note the update provided on the key service delivery matters for the period April – June 2021, particularly:
 - a) The positive increase in both fire safety and fire protection activities;
 - b) The establishment of the Premises Risk Reduction Group;
 - c) The flexible use of appliances to meet the 10-minute attendance time to life critical incidents.

Executive Summary

3. This report sets out the progress; or otherwise, that has been achieved in relation to Service Delivery for the first quarter 2021/22. The subject matter areas that are covered in this report include:
 - Prevention;
 - Protection;
 - Response;
 - Performance;
 - Incidents of note.
4. The report also highlights the positive increase within Community Safety and Fire Protection activities with an increased number of inspections in both areas for the first quarter along with the number of alarms fitted by the Service. Also detailed in the report is the increased number of non-fire related incidents attended involving fatalities.

Background

Prevention

5. The Service is still working with a number of restrictions due to the Covid-19 pandemic, however, it has successfully completed 3,793 home safety checks for the first quarter of 2021/22 compared to 1,245 checks for the same period

the previous year. Whilst the Service has adapted to new and innovative ways of working, over two-thirds of this year's visits have involved face-to-face interaction with the community.

6. A total of 1,048 alarms have been fitted, including 935 smoke alarms, 58 carbon monoxide alarms and 55 smoke alarms for those hard of hearing. This is a significant increase from the 133 during the same period last year and supports the Service's aim of safer people, safer places.

Protection

7. The Fire Protection team has completed 175 fire safety audits in the first quarter against the risk-based inspection program compared to 17 in 2020/21 and 87 in 2019/20 for the same period. It should be noted that 2020/21 was detrimentally impacted by Covid-19 lockdown restrictions.
8. As a result of the fire safety audits, 12 action plans and two enforcement notices have been issued to premises that require improvement. Fire Protection Officers will work with the building owners to ensure compliance.
9. As a result of the Grenfell inquiry, the Service has established a Premises Risk Reduction Group dedicated to reviewing tall buildings. The group analyses data from fire protection inspections, existing fire service data along with community safety data. This ensures that any premises of concern are addressed directly with the building owner and/or the responsible person to ensure mitigation measures are put in place to safeguard the safety of the residents. There are currently 12 such buildings of concern that the Service is addressing with owners directly.

Response

10. The Service attended 2,010 incidents in the first quarter of 2021/22 compared to 1,965 for the same period last year. Of the 2,010, 769 (38%) were non-fire incidents, 688 (34%) were fire false alarms and 553 (28%) were fire incidents.
11. It should be bore in mind that the number of incidents last year was significantly impacted by the national lockdown restrictions. Compared to the 3-yearly benchmark, this year has seen a reduction in incidents of 3%.
12. The Service respond to 19 incidents involving fatalities, which includes:
 - i. 1 x Fire related;
 - ii. 4 x Road Traffic Collisions;
 - iii. 14 x Special Services.
13. There was one fire fatality in fires which is five less than the same period last year and four below the 3-year average of five.
14. There were 18 fatal casualties in non-fire incidents, which is an increase of two from the same period last year and six over the 3-yearly benchmark of 12.

15. The Service continues to support crews exposed to fatalities through the Trauma Risk Incident Management (TRiM) and support from the Occupational Health department.
16. In line with the Integrated Risk Management Plan 2020-2024 (IRMP), the Service is utilising the flexibility of fire appliances to maintain the aim of attending life threatening incidents within an average of 10 minutes.
17. In this case, the Service has chosen to relocate the tactical response vehicle from Coalville Station to Hinckley Station on a temporary basis due to lower than expected On-Call crewing levels and the difficulty in maintaining a crew of four.
18. The Service has replaced the tactical response vehicle at Coalville Station with a standard fire appliance due to the increased On-Call availability there following a number of successful On-Call recruitment campaigns for the Station.
19. The outputs of this temporary move are being reviewed on a monthly basis to ensure any impacts can be addressed at an early stage without detrimentally impacting the response to operational incidents.

Performance

20. On-Call availability for the first quarter of 2021/22 is 69% compared to 76% for the same period the previous year This decrease is due to the lifting of lockdown restrictions and the ending of furlough with staff now returning to their primary employment.
21. When bench marked to pre-Covid times, the On-Call availability has increased by 13% from 2019/20. Whole-time availability is consistent at 99.2%, above the previous year's average of 99.1%.
22. Turnout times for Whole-time appliances remain consistent with the previous year at 1 minute 33 seconds.
23. Turnout times for On-Call appliances again remain consistent at 6 minutes 5 seconds.
24. Attendance times to life critical incidents was slightly above the 10-minute attendance time at 10 minutes 9 seconds.
25. In the first quarter of 2021/22, 168 public responses have been received to the After the Incident Survey, of which 100% of people responding to the survey stated that they are 'satisfied or very satisfied' with the overall service they received from Leicestershire Fire and Rescue Service.
26. Feedback comments include:

'Very professional team, reassuring and helpful. I thought they were very efficient too. Provided fire safety advice and installed two smoke alarms and a carbon monoxide detector. Great service and very unexpected. I feel safe'.

'The firefighters who came to the incident were amazing. Really helpful and kind, who arrived quickly and released my toddler from the radiator. I couldn't fault them at all. I am very very happy with the service I received from each one of them'.

'Calming, reassuring, caring and mostly very quick to respond'

'Having had to force entry to gain access to the elderly occupant, the Firefighters made every effort to repair the door to ensure the security of the property for the occupant. This was done willingly and with good humour at the same time as fire safety checks and advice was being given'.

Incidents of Note

27. The following are incidents of note during April 2021 – June 2021:

May 2021

Building fire, Lutterworth - 6 Appliances, Ariel Ladder Platform plus specials
Cause – Believed to be deliberate ignition

May 2021

Building fire, Long Clawson - 6 Appliances, Ariel Ladder Platform plus specials
Cause – Believed to be deliberate ignition

May 2021

Public Protest, Leicester - Support to Leicestershire Police over a 5-day period to protesters demonstrating on a roof top.

June 2021

Flat fire (3-storey), Loughborough - 1 fatality – male aged 41
Cause – Believed to be discarded smoking material

Report Implications/Impact

28. Legal (including crime and disorder)

There are no legal implications arising from this report.

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

There are no direct financial implications from this report.

30. 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.

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

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

32. Environmental

There are no environmental implications arising from this report.

33. 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.

Background Papers

Integrated Risk Management Plan 2020-2024:

<https://leics-fire.gov.uk/wp-content/uploads/2019/09/integrated-risk-management-plan-2020-2024-proposals-consultation.pdf>

Officers to Contact

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