

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

To: Members of the Combined Fire Authority

Mr Nicholas Rushton CC (Chairman)

Councillor Susan Barton

Mr Iain Bentley CC

Councillor Kenneth A Bool

Mr Bill Boulter CC

Mr. John Coxon CC

Councillor Luis Fonseca

Mr Dan Harrison CC

Mr Jeffrey Kaufman CC

Mr Bill Liquorish CC

Mr Michael Mullaney CC

Ms Betty Newton CC

Councillor Hemant Rae Bhatia

Mr. T. Parton CC

Councillor Kulwinder Singh Johal (Vice
Chairman)

Councillor Aminur Thalukdar

Mrs. M. Wright CC

Copies to: Chief Fire Officer, Directors and Area Managers, 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 **via Microsoft Teams**
on **Wednesday 10 February 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, 10 February 2021 at 10.00 am**

Location **Via Microsoft Teams**

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 December 2020 as a correct record.	(Pages 5 - 12)
7. To consider the minutes of the Corporate Governance Committee meeting held on 18 November 2020.	(Pages 13 - 18)
8. Revenue Budget and Capital programme 2021/22.	The Chief Fire and Rescue Officer and the Treasurer. (Pages 19 - 46)
9. Day Crewing Plus Duty System.	The Chief Fire and Rescue Officer (Pages 47 - 54)
10. Pay Policy Statement 2021/22.	The Chief Fire and Rescue Officer (Pages 55 - 70)
11. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services - Covid-19 Inspection Outcome.	The Chief Fire and Rescue Officer (Pages 71 - 84)

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| 12. | Recruitment of the Chief Fire and Rescue Officer. | Treasurer and Monitoring Officer | (Pages 85 - 88) |
| 13. | Whole-time Recruitment. | The Chief Fire and Rescue Officer | (Pages 89 - 96) |
| 14. | Training Facility - Service Leadership and Development Centre: Project Update. | The Chief Fire and Rescue Officer | (Pages 97 - 104) |
| 15. | Service Delivery Update. | The Chief Fire and Rescue Officer | (Pages 105 - 110) |
| 16. | Calendar of meetings 2021/22. | The Monitoring Officer | (Pages 111 - 114) |
| 17. | Urgent Action. | | |
| 18. | Date of Next Meeting. | | |

The next meeting of the Leicester, Leicestershire and Rutland Combined Fire Authority will be held on Wednesday 16 June 2021 at 10:00am via Microsoft Teams.

Minutes of a meeting of the Combined Fire Authority held via Microsoft Teams on Wednesday, 16 December 2020.

PRESENT

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

Cllr. S. Barton	Cllr. K. Singh Johal
Mr. I. E. G. Bentley CC	Mr. J. Kaufman CC
Cllr. Hemant Rae Bhatia	Mr. W. Liquorish JP CC
Cllr. K. Bool	Mr. M. T. Mullaney CC
Mr. G. A. Boulter CC	Ms. Betty Newton CC
Mr. J. G. Coxon CC	Mr T. Parton CC
Cllr. L. Fonseca	Cllr. A. Thalukdar
Mr. D. Harrison CC	Mrs. M. Wright CC

In attendance

Lauren Haslam, Monitoring Officer
 Alison Greenhill, Treasurer
 Callum Faint, Interim Chief Fire and Rescue Officer
 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
 Amy Oliver, Chief Accountant Leicester City Council
 Leanne McMahon, Service Liaison Lead, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

113. Apologies for absence.

No apologies were received.

114. Declarations 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.

115. Urgent items.

There were no urgent items.

116. Chair'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:

- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services;
- The Covid Inspection by HMICFRS;
- Prosecution;
- Shoe Box Initiative.

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

It was reported that no questions had been received.

118. Minutes of the previous meeting.

The minutes of the CFA meeting held on 23 September 2020 were considered.

It was moved by Mr. N. J. Rushton and seconded by Councillor K. Singh Johal that the minutes should be taken as read, confirmed and signed.

RESOLVED:

That the minutes of the meeting of the Combined Fire Authority held on 23 September 2020 should be taken as read, confirmed and signed.

119. Minutes of the Corporate Governance Committee meetings held on 11 March and 16 September 2020.

The minutes of the Corporate Governance Committees held on 11 March and 16 September 2020 were considered.

It was moved by Councillor K. Bool and seconded by Mrs. Betty Newton CC that the minutes should be noted.

RESOLVED:

That the minutes of the Corporate Governance Committees held on 11 March and 16 September 2020 be noted.

120. Whole-time Recruitment - Urgent Action taken by the Chief Fire and Rescue Officer.

The CFA considered a report of the Chief Fire and Rescue Officer which advised of urgent action taken by the Chief Fire and Rescue Officer, following consultation with the Chair and Vice Chair, to commence whole-time recruitment on the earlier date of 25 November 2020 due to the impact of the Covid-19 pandemic and related social distancing restrictions. The report also updated the Authority on action required to recruit firefighters to meet the needs of the Leicestershire Fire and Rescue Service up to 2021/22. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

In response to member questions, the following points were raised:

- i. The establishment numbers were sufficient to continue to deliver a service. The uncertainty around when individuals may choose to retire was something experienced across the country by other Fire and Rescue Services (FRS) due to a

period of industrial action in the 1970s, which led to a new four-watch duty system and the recruitment of more firefighters to manage the system. It was from now, and over the next four years, that those recruited at that time would be due to retire. The McLeod/Sargeant case presented additional uncertainty as it may lead to more retirements. The Police and Ambulance Service did not experience the same issues.

- ii. There had been 382 applications in the current recruitment exercise, which included new applicants, transfers in from other FRS and migrations of on-call firefighters. A maximum of 25 would be appointed. Training would commence in May 2021, and would be tailored to the needs of the individual and whether they had previously been a serving firefighter.
- iii. The overall cost of the training of new recruits would be significantly reduced as the Service participated in the apprenticeship scheme. The Service had received a Government grant of £950,000 to cover increased expenditure caused by Covid; so far £300,000-350,000 had been spent.
- iv. A targeted social media campaign had been conducted to promote the Service and opportunities available to under-represented groups. The Chief Fire and Rescue Officer agreed to share further details of this targeted recruitment with members outside of the meeting. Mrs. Newton CC, the Equalities and Diversity Champion, assured members that officers were firmly committed to increasing the diversity of the workforce and added that a great deal of activity had been undertaken to attract under-represented groups. She reminded members that the Service had received an award earlier in the year for the positive action undertaken.
- v. There were no national requirements to include qualifications in the entry requirements to join the FRS, although the Service had included the requirement for GCSEs in the recent recruitment. The skills test would relate to the skills required to do the job as research had shown that this would attract a wider and more diverse range of applicants.

It was moved by Mr. N. Rushton CC and seconded by Councillor K. Singh Johal that

- a) the urgent action taken by the Chief Fire and Rescue Officer to commence whole-time recruitment on the earlier date of 25 November 2020 due to the impact of the Covid-19 pandemic and related social distancing restrictions be noted; and
- b) the suggested approach to the recruitment of firefighters, set out in the Firefighter Recruitment Plan for 2020/21 attached as the appendix to the report, be endorsed.

RESOLVED:

That

- a) the urgent action taken by the Chief Fire and Rescue Officer to commence whole-time recruitment on the earlier date of 25 November 2020 due to the impact of the Covid-19 pandemic and related social distancing restrictions be noted; and
- b) the suggested approach to the recruitment of firefighters, set out in the Firefighter Recruitment Plan for 2020/21 attached as the appendix to the report, be endorsed.

121. Amendment to Statement of Accounts 2019-20 - Urgent Action taken by the Chief Fire and Rescue Officer and the Treasurer.

The CFA considered a report of the Treasurer which advised of urgent action taken by the Chief Fire and Rescue Officer and the Treasurer, following consultation with the Chair and Vice Chair, to make a minor amendment to the Statement of Accounts. In addition, the report sought delegated authority for the Treasurer to approve any further minor amendments to the Annual Accounts and Annual Governance Statement. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

Members were assured that the delay with the audit of the Pension Scheme did not materially affect the financial position of the Fire Authority. All Pension Schemes were facing the same issue, and it was expected that it would be resolved imminently.

It was moved by Mr. N. Rushton CC and seconded by Councillor K. Singh Johal that

- a. the urgent action taken by the Chief Fire and Rescue Officer and the Treasurer to make a minor amendment to the Authority's Statement of Accounts 2019/20 be noted; and
- b. the Treasurer be authorised to approve any further minor amendments to the Annual Accounts and Annual Governance Statement, subject to a report to the CFA at its next meeting.

RESOLVED:

That

- a. the urgent action taken by the Chief Fire and Rescue Officer and the Treasurer to make a minor amendment to the Authority's Statement of Accounts 2019/20 be noted; and
- b. the Treasurer be authorised to approve any further minor amendments to the Annual Accounts and Annual Governance Statement, subject to a report to the CFA at its next meeting.

122. Covid-19 and Leicestershire Fire and Rescue Service.

The CFA considered a report of the Chief Fire and Rescue Officer concerning actions taken by the Service in response to the Covid-19 pandemic. A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

Members commended the Service and staff for the work undertaken to respond to the pandemic in order to support the communities of Leicester, Leicestershire and Rutland.

In response to questions, members were informed that the grant paid to the Service to cover Covid-related work totalled £950,000 which had been paid in two separate instalments. All costs associated with Covid totalled £300,000-£350,000 so far. The remaining grant would be used to cover the continuing impact of Covid on the Service, which was expected to last for a number of months.

It was moved by Mr. N. Rushton CC and seconded by Councillor K. Singh Johal that the report and the Appendix detailing the high level of work undertaken in the pandemic above and beyond the normal requirements of a Fire and Rescue Service, be noted and the Fire Authority's thanks to all concerned be recorded.

RESOLVED:

That the report and the Appendix detailing the high level of work undertaken in the pandemic above and beyond the normal requirements of a Fire and Rescue Service, be noted and the Fire Authority's thanks to all concerned be recorded.

123. Day Crewing Plus Duty System.

The CFA considered a report of the Chief Fire and Rescue Officer concerning the identification of an alternative duty system following the decision taken at its meeting on 29 July 2020 to move away from the current DCP system in preparedness for the next IRMP 2024. A copy of the report, marked 'Agenda Item 11', is filed with these minutes.

Members were informed that officers were working jointly with the Fire Brigades Union and Fire Officers Association to identify an alternative duty system.

In response to questions, the following points were raised:

- i. The first meeting of the joint Working Group to agree the Terms of Reference had been delayed due to Covid; the first formal meeting would be held on 22 January 2021.
- ii. A response from the Health and Safety Executive to the submission of a joint statement as an agreed way forward had not been expected, as the statement reduced the risk of enforcement action being taken;
- iii. The representative bodies that would be involved in the joint working group included Unison, the Fire Brigades Union, the Fire Officers Association, and the Fire and Rescue Services Association, which demonstrated the significant progress made in improving relationships.

It was moved by Mr. N. Rushton CC and seconded by Councillor K. Singh Johal that the progress made to identify an alternative duty system following the decision taken at its meeting on 29 July 2020 to move away from Day Crewing Plus in preparedness for the next IRMP 2024, be noted.

RESOLVED:

That the progress made to identify an alternative duty system following the decision taken at its meeting on 29 July 2020 to move away from Day Crewing Plus in preparedness for the next IRMP 2024, be noted.

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

The CFA considered a report of the Chief Fire and Rescue Officer concerning the design and build of the Service's new Training Facility – Leadership and Development Centre. A copy of the report, marked 'Agenda Item 12', is filed with these minutes.

Members were informed that there would be a 'tactical pause' in the project while a concurrent review of the estate was undertaken. Negotiations with Caterpillar regarding the site at Desford would continue during this time.

It was moved by Mr. N. Rushton CC and seconded by Councillor K. Singh Johal that:

- a) The detail of the final project would take into account the timing presented by the concurrent review of the estate and that negotiations with Caterpillar would continue;
- b) The risk around the acquisition of land owned by Caterpillar at Desford be noted;
- c) The need to consider alternative sites for dirty training be noted; and
- d) a further progress update be made to the CFA at its meeting on the 10 February 2021.

RESOLVED:

That:

- a) The detail of the final project would take into account the timing presented by the concurrent review of the estate and that negotiations with Caterpillar would continue;
- b) The risk around the acquisition of land owned by Caterpillar at Desford be noted;
- c) The need to consider alternative sites for dirty training be noted; and
- d) a further progress update be made to the CFA at its meeting on the 10 February 2021.

125. Service Identity.

The CFA considered a report of the Chief Fire and Rescue Officer seeking approval for the introduction of a new Service identity/badge, detailed at Figure 1 in the report, that incorporated symbols of Leicester, Leicestershire and Rutland. A copy of the report, marked 'Agenda Item 13', is filed with these minutes.

Members commended the design for the new Service badge.

In response to questions, members were informed that the whole Service would be issued with shirts detailing the new badge at a cost of £20,000. Thereafter, jackets, jumpers, engines and building signage would be replaced as needed. The delayed delivery time of 4-6 months was at the behest of the suppliers.

It was moved by Mr. N. Rushton CC and seconded by Councillor K. Singh Johal that:

- a) the new service identity that incorporates Leicester, Leicestershire and Rutland shown in Figure 1 of the report, be approved; and
- b) the Chief Fire and Rescue Officer be authorised to introduce the Service Badge across the Service with immediate effect.

RESOLVED:

That:

- a) the new service identity that incorporates Leicester, Leicestershire and Rutland shown in Figure 1 of the report, be approved; and
- b) the Chief Fire and Rescue Officer be authorised to introduce the Service Badge across the Service with immediate effect.

126. Equalities Annual Progress Report 2019-20.

The CFA considered a report of the Chief Fire and Rescue Officer seeking approval for the draft Annual Equalities report for 2019 - 20. A copy of the report, marked 'Agenda Item 14', is filed with these minutes.

Members were informed that progress was being made to improve the diversity of the workforce, although this was slower than would be hoped. A Watch Manager would be temporarily moved to the Equality, Diversity and Inclusion Team in order to increase resources and focus on this area.

Mrs. Newton CC, the Equalities and Diversity Champion, informed members that the Strategic Equalities and Diversity Board, of which she was a member, had conducted an annual progress review of the activity undertaken by the Service to increase the diversity of the workforce. She reminded members that the Service had won an award earlier in the year for the positive action undertaken, although it was recognised that more activity was needed to improve diversity in the workforce.

It was moved by Mrs. Betty Newton CC and seconded by Mr. T. Parton CC that the draft Annual Equalities Report for 2019-20 be approved.

RESOLVED:

That the draft Annual Equalities Report for 2019-20 be approved.

127. Service Delivery Update.

The CFA considered a report of the Chief Fire and Rescue Officer which provided an update on the key service delivery matters since the meeting of the CFA on 23 September 2020. A copy of the report marked 'Agenda Item 15' is filed with these minutes

Members were appalled to hear that a fire engine and fire fighters attending an incident in Braunstone on the previous evening were attacked by a group of people and a bottle was thrown at the fire engine breaking the windscreen. This resulted in the removal of the fire engine from service, and a replacement being deployed. Councillor K. Singh Johal, as Councillor for Braunstone, apologised for the incident.

The Chairman asked that it be recorded that the number of incidents involving fatalities had increased in recent months, caused by an increase in the number of requests to gain entry to premises for the ambulance service. Fire fighters were often the first to arrive at the scene and dealt with some quite upsetting incidents. The Chief Fire and Rescue

Officer assured members that details of fire related incidents would be notified to the relevant CFA member.

Performance for reaching life critical incidents had risen slightly above the target, caused by deliberate fires in HMP Stocken, the travel distance for which was longer than the target of 10 minutes. Members were reassured that the prison had excellent fire protection measures, and the fires had usually been extinguished before the fire fighters arrived. However, it was still recorded as a life risk incident due to the nature of the fire and therefore affected performance.

It was moved by Mr. N. Rushton CC and seconded by Councillor K. Singh Johal that the update provided on the key Service delivery matters for the period between August to October 2020, particularly the increased exposure of fire crews to fatalities either through fire related incidents or in support of assisting other agencies, and the support in place for crews following such incidents, be noted. Additionally, that the Fire Authority's disgust at the event in Braunstone on the previous evening be recorded.

RESOLVED:

That the update provided on the key Service delivery matters for the period between August to October 2020, particularly the increased exposure of fire crews to fatalities either through fire related incidents or in support of assisting other agencies, and the support in place for crews following such incidents, be noted. Additionally, that the Fire Authority's disgust at the event in Braunstone on the previous evening be recorded.

128. Date of Next Meeting.

The next meeting of the Leicester, Leicestershire and Rutland Combined Fire Authority will be held on 10 February 2021 at 10:00am via Microsoft Teams.

10.00 - 11.36 am
16 December 2020

CHAIRMAN

Minutes of a meeting of the CFA - Corporate Governance Committee held via Microsoft Teams on Wednesday, 18 November 2020.

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. D. Harrison CC

Mr. J. Kaufman CC

Ms. Betty Newton CC

Cllr. A. Thalukdar

In attendance

Callum Faint, Chief Fire and Rescue Officer

Lauren Haslam, Monitoring Officer

Alison Greenhill, Treasurer

Mick Grewcock, Assistant Chief Fire and Rescue Officer

Paul Weston, Assistant Chief Fire and Rescue Officer

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

Amy Oliver, Chief Accountant, Leicester City Council

Matt Davis, Audit Manager, Leicestershire County Council

Anna Poole, Democratic Services Officer

87. Apologies for absence.

No apologies were received.

88. Declarations of Interest.

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

No declarations were made.

89. Urgent items.

There were no urgent items.

90. Chair's Announcements.

The Chairman announced that the Service continued to respond well to the ongoing pandemic, both in terms of a Fire and Rescue Service and in supporting the Local Resilience Forum to support the community. He added that this remained a very challenging period but one that the Service was standing up to very well.

He also highlighted the recent successful prosecution against a previous member of the Service and a landlord, which was the culmination of a lot of hard work by the Fire Protection Team, supported by the County Council's Legal Team.

91. Minutes of the previous meeting.

The minutes of the meeting held on 16 September 2020 were taken as read, confirmed and signed.

92. Financial Monitoring to the end of September 2020.

The Committee considered a report of the Treasurer concerning the position of the revenue budget and capital programme as at the end of September 2020. A copy of the report, marked 'Agenda Item 6', is filed with these minutes.

Members were informed that an underspend had been forecast for the financial year; the Service was continuing to deliver despite the underspend. Agency staff were being used to fill vacancies.

The Chief Fire and Rescue Officer had considered the inspection report from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services to clarify resource needs in order to address the feedback received. Going forward, it was expected that the financial environment would be challenging due to the economic challenges ahead.

It was moved by Mr. D. Harrison CC and seconded by Councillor K. Bool that the revenue budget and capital programme position as at the end of September 2020 be noted.

RESOLVED:

That the revenue budget and capital programme position as at the end of September 2020 be noted.

93. Performance Monitoring April - September 2020.

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– September 2020. A copy of the report, marked 'Agenda Item 7', is filed with these minutes.

Arising from discussion, the following points were raised:

- i. The performance report showed an extremely positive picture, however, this had been distorted by the Covid-19 pandemic and would probably be unsustainable in the longer term;
- ii. The figures for KCI 2.1 - Fatalities in fire, had increased to a total of three following the death in November of a resident involved in an incident in early October. The Community Safety Team was working hard to raise awareness of the risks with residents;
- iii. In addition to the performance detailed in the report, the Service was also supporting the Local Resilience Forum with addressing the impacts of the Covid-19 pandemic;
- iv. It was recognised that the report did not reflect the usual picture presented in performance reports due to the current climate.

Members expressed concern about On-Call availability at Billesdon and Uppingham stations and were informed that both had access to one full sized appliance and one Tactical Response Vehicle (TRV), although both were not present at the stations 100% of the time. As such, the data illustrated a misleading picture, and the CFO agreed to refresh and clarify the data for the next meeting of the Committee. He assured members that the TRV was used for supporting incidents and maintaining on-call availability where the crew numbered less than four, which was required for a full appliance.

It was moved by Councillor K. Bool and seconded by Mrs. Betty Newton CC that the performance of the Leicestershire Fire and Rescue Service for the period April to September 2020 be noted.

RESOLVED:

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

94. Progress against the Internal Audit Plan 2020/21.

The Committee considered a report of the Treasurer concerning the progress made in delivering the Internal Audit Plan 2020 – 21. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

Members were informed that no significant issues had been found with the audit. Work would be completed on the High Importance Recommendations detailed in the report and this would be reported to the Committee by the end of the Financial Year. No new High Importance recommendations had been identified; this was a positive picture.

It was moved by Councillor K. Bool and seconded by Mr. D. Harrison CC that the progress made against the Internal Audit Plan 2020-21 be noted.

RESOLVED:

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

95. Update on Developments on Local (External) Audit Arrangements.

The Committee considered a report of the Treasurer concerning the developments in local (external) audit arrangements that are associated with the Committee's responsibilities. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

Arising from discussion, the following points were raised:

- i. It was important that good governance arrangements were in place as, if they were ineffective in terms of challenge, this could illustrate to the auditor a weakness in the effective audit arrangements.
- ii. There would be a great deal of work undertaken by officers to explore the impact on the CFA of the developments outlined in the report.

- iii. The audit environment was extremely complex and fragile, particularly with the move to more closely align the approach in the public and private sector; something with which the Treasurer did not agree.
- iv. The report set out a clear and balanced view of the audit arena; the Treasurer would work with the Head of Internal Audit Service to define the future approach for the CFA in light of the recent developments in local audit.

It was moved by Councillor S. Barton and seconded by Mrs. Betty Newton CC that the outcome of the Redmond Review and developments in local (external) audit arrangements that are associated with the Corporate Governance Committee's responsibilities be noted.

RESOLVED:

That the outcome of the Redmond Review and developments in local (external) audit arrangements that are associated with the Corporate Governance Committee's responsibilities be noted.

96. Industrial Action Business Continuity Planning.

The Committee considered a report of the Treasurer concerning the progress made on the Industrial Action Business Continuity planning arrangements, specifically the employment of a third-party contingency provider, to ensure that appropriate arrangements were in place to continue service delivery in the event of industrial action and to satisfy the minimum response requirements of the Home Office. A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

It was moved by Mr. D. Harrison CC and seconded by Councillor K. Bool that the arrangements in place to employ a third-party contingency provider in order to put in place appropriate business continuity arrangements, should the Leicestershire Fire and Rescue Service be exposed to periods of industrial action, be noted.

RESOLVED:

That the arrangements in place to employ a third-party contingency provider in order to put in place appropriate business continuity arrangements, should the Leicestershire Fire and Rescue Service be exposed to periods of industrial action, be noted.

97. 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 September 2020 in delivering projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2020-24. A copy of the report, marked 'Agenda Item 11', is filed with these minutes.

Members commended officers for the positive results detailed in the Staff Engagement Survey.

It was moved by Councillor K. Bool and seconded by Mrs. Betty Newton CC that the progress made since September 2020 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2020-24 be noted.

RESOLVED:

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

98. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Improvement Plan and Covid-19 Inspection.

The Committee considered a report of the Treasurer concerning the 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 (HMICFRS), following the report to the Committee in September 2020. This report also detailed the recent HMICFRS COVID-19 inspection of the Service. A copy of the report, marked 'Agenda Item 12', is filed with these minutes.

Members were informed that the Covid-19 inspection had been carried out virtually by HMICFRS across the country. Formal written feedback was awaited, but informal verbal feedback had been received. This was positive and recognised that there had been unique circumstances in Leicester, Leicestershire and Rutland, which had not really emerged from the first wave of the pandemic, placing the Fire and Rescue Service in constant response mode.

The Chief Fire and Rescue Officer said that the FRS had been broadly unaffected by Covid in the first wave of the pandemic in terms of sickness levels and the number of staff self-isolating. However, this had changed with the second wave; with 19 cases of Covid since the outset, the majority of these were in the previous three weeks. The peak for self-isolation was the previous weekend, with 94 people affected. Members were assured that this had now reduced, and fire cover had not been adversely affected, with service delivery remaining significantly high. The majority of absences were due to the need to self-isolate, mainly due to family contact or life outside the Service. It was expected that a continued level of absence would be evident for some time to come.

Members asked that their best wishes and thanks be passed on to staff for their continued working during such a difficult period.

Following questions, the CFO added that the business continuity arrangements set out under item 10 on the agenda could be used should the Service be adversely affected by Covid. The CFO reassured members that the Service was quite some way off needing to call on these arrangements.

In response to questions, Members were informed that the Service had considered actions required for Brexit to ensure continued service delivery for some months. Earlier reports to the Committee had explained the plans in place and action to be taken by the Service, which was also involved in the Local Resilience Forum. The mobilising system was provided Systel, a French Company, and the necessary arrangements had been put in place to continue the project.

It was moved by Mrs. Betty Newton CC and seconded by Mr. Kaufman CC that the progress made with the Improvement Plan since the last update in September 2020, and also the verbal feedback given on the outcome of the recent HMICFRS Covid-19 inspection, be noted.

RESOLVED:

That the progress made with the Improvement Plan since the last update in September 2020, and also the verbal feedback given on the outcome of the recent HMICFRS Covid-19 inspection, be noted.

99. Annual Procurement Report 2019-20.

The Committee considered a report of the Treasurer concerning procurement related activity and compliance for the financial year 2019/20. A copy of the report, marked 'Agenda Item 13', is filed with these minutes.

It was highlighted to members that there had been no breaches of the rules and no legal action taken against the CFA.

It was moved by Councillor. K. Bool and seconded by Mrs. Betty Newton CC that the summary of procurement activity in 2019/20, as required by Rule 19.2 of the Contract Procedure Rules, be noted.

RESOLVED:

That the summary of procurement activity in 2019/20, as required by Rule 19.2 of the Contract Procedure Rules, be noted.

100. Date of Next Meeting.

The next meeting of the Corporate Governance Committee will be held on Wednesday 20 January 2021 at 2pm via Microsoft Teams.

2.00 - 3.24 pm
18 November 2020

CHAIRMAN

Status of Report: Public

Meeting: Combined Fire Authority

Date: 10 February 2021

Subject: Budget Strategy 2021/22 to 2022/23

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

Author: Amy Oliver (Chief Accountant, Leicester City Council)

For: Decision

1. Purpose

1.1 The purpose of this report is to seek the authority's approval to the budget for 2021/22, and the proposed budget strategy and capital programme for the period to 2022/23.

2. Executive Summary

2.1 The Fire Authority is funded through the local government finance settlements and as such has been subject to severe financial cutbacks since 2011/12.

2.2 The Revenue Support Grant payable to LFRS has fallen from £11.8m in 2013/14 to an estimated £4.3m in 2021/22.

2.3 Added to this, the budget is made more difficult because the level of funding available beyond 2021/22 is not known, nor the extent to which the COVID-19 pandemic and/or consequent economic downturn will continue to impact.

2.4 As a consequence, the proposed budget has limited any growth required and avoided using reserves in 2021/22 other than to fund the capital programme. We continue to avoid new borrowing or leasing, and existing lease charges will more or less cease after 2022/23.

2.5 Additionally there are significant risks in this year's budget in respect of:-

(a) Employers' contributions to firefighters' pensions, which have increased substantially. Whilst Government support is available in 2021/22, there is no clarity beyond this;

(b) Future levels of income to be expected from Business Rates and Council Tax.

2.6 A 2-year capital programme is also proposed in this report. This will be funded from revenue, without recourse to debt finance.

2.7 The report proposes a Band D council tax of £69.29, an increase of 2% on the tax for 2020/21 and the most we can set without a referendum. The authority's tax is currently amongst the lowest of all combined fire authorities and will continue to be amongst the very lowest in 2021/22. Tax at the average level would have enabled the authority to increase spending by £3.5m in 2020/21.

- 2.8 The budget strategy includes two key measures to secure organisational resilience and longer term financial sustainability:-
- (a) An estates review. A reserve of £6m has been set aside for this purpose.
 - (b) The avoidance of borrowing or leasing for routine capital expenditure. This will generate savings as current leases reach the end of their terms.
- 2.9 The CFA has a number of earmarked reserves, in addition to the estates strategy reserve. These include the capital fund (£3m) and COVID-19 and budget strategy reserves (£1.6m). Earmarked reserves are described at section 11, along with proposed changes.
- 2.10 More detailed risks to delivery of the budget are identified at paragraph 12.

3. Recommendations

- 3.1 The Authority is asked to:-
- (a) Approve the budget strategy described in this report, and the formal (technical) budget resolution for 2021/22 which will be circulated separately;
 - (b) Approve the capital programme described at paragraph 9, and authorise the Chief Fire and Rescue Officer to commit expenditure on schemes;
 - (c) Approve the changes to the earmarked reserves described in section 11;
 - (d) Note that no comments were received from stakeholders on the draft budget;
 - (e) Note the Treasurer's view that reserves are adequate during 2021/22, and that estimates used to prepare the budget are robust;
 - (f) Note the medium-term financial strategy and forecasts presented at Appendix six, and the financial challenges ahead;
 - (g) Approve the treasury strategy and prudential indicators described in paragraph 14 of this report and Appendices Three and Four;
 - (h) Approve the proposed capital strategy described in paragraph 15 of this report and Appendix Four, and confirm that the CFA would not wish to undertake commercial investment;
 - (i) Note the equality implications arising from the budget, as described in paragraph 16;
 - (j) Approve the scheme of virement described at Appendix Five to this report;
 - (k) Approve the addition of posts to the establishment as detailed in paragraph 8 of this report.

4. Budget Overview

4.1 The table below summarises the proposed budget for 2021/22, and the forecast position for 2022/23. Risks and caveats are described in section 12 below.

<u>Spending</u>	<u>21/22</u> <u>£m</u>	<u>22/23</u> <u>£m</u>
Approved budget 20/21	37.5	37.5
Technical changes:-		
• Inflation	0.6	1.4
• Other	(0.3)	(0.2)
Proposed growth	0.6	0.4
Contribution to capital	1.4	1.3
Contribution to General Fund Reserve	0.4	0.0
Planning provision		0.3
Forecast Spending	40.2	40.7
<u>Income</u>		
Council tax	22.7	23.5
Revenue Support Grant	4.3	4.3
Business Rates Income	4.3	4.4
Business Rates Top Up Grant	5.6	5.7
Other grants	1.1	0.8
Actuarial Review Compensation Grant	1.8	1.5
Fire authority income	0.4	0.3
Total Income	40.2	40.5
Forecast Budget Gap*	0.0	0.2

*The budget gap would be funded from the budget strategy reserve.

4.2 The budget for 2022/23 is presented in broad terms only and is volatile. This is due to the uncertainty around future funding and the medium to long-term impacts of COVID-19.

4.3 A more detailed breakdown of the budget is provided at Appendix One to this report.

5. Council Tax

- 5.1 The Authority's proposed Band D Council Tax for 2021/22 is £69.29, an increase of just below 2% on 2020/21. This is the maximum allowed without a referendum. The tax will remain in the lowest quartile of combined fire authorities. Indeed, if the service charged the average tax of all combined fire authorities, income would be £3.5m per year higher than it is in 2020/21.
- 5.2 The Authority's Council Tax is charged to taxpayers across Leicester, Leicestershire and Rutland. It comprises only a small part of the amount payable by taxpayers; the bulk of the tax payable is charged by Leicester City Council, Leicestershire County Council and Rutland County Council in the three areas respectively.
- 5.3 In 2020/21, average Band D taxes in the three areas were:-

Authority Area:-	£
Leicester City	1,915.42
Leicestershire County	1,835 – 1920
Rutland	2,074.40

- 5.4 The actual amounts people pay, however, depend on the valuation band their property is in, and their entitlement to any discounts, exemptions or benefits. The formal resolution to this report will show the amount payable for property in each band. It will also show the precepts payable by the City Council, district councils and Rutland.

6. Construction of the Budget

- 6.1 Constructing the budget commences with the approved budget for 2020/21 and reflects the current establishment.
- 6.2 The 2020/21 budget has been adjusted for the following:-
- Technical changes: these are cost increases and savings which take effect without any change in policy. They consist principally of the costs of inflation and pensions, offset by savings arising from reducing lease costs, and are detailed in paragraph 7;
 - Proposed growth: the growth proposed in this year's budget relates to four items detailed in paragraph 8;
 - A contribution to the General Fund reserve to provide for the costs of covering any strike action;
 - A contribution to pay for the capital programme, avoiding the need to lease vehicles or borrow money;
 - A planning provision of £0.3m, which is added in 2022/23. The provision is a contingency, which reflects the difficulty in making accurate forecasts and acts

as a hedge against uncertainty. It is only included in future years' projections and is reviewed annually.

7. Technical Changes

7.1 Money has been added to the budget for **inflation**. This has been calculated as follows:-

- (a) A provision of £0.4m has been made for **pay**, it is noted that the Chancellor has stated there will be a public sector pay freeze in 2021/22. However, this formally relates to Central Government and Firefighters pay is negotiated separately. Therefore, it is prudent to allocate some funding in a provision in case one is agreed. The forecast budget for 2022/23 assumes a 2.5% pay award. This budget will be held centrally and will only be used if a pay award is confirmed. The risk of higher awards is explored in paragraph 12 below.
- (b) A small provision for **price inflation** has been provided of £20,000, rising to £40,000 in 2022/23. Most areas of service are therefore required to manage within the level of funding available in 2020/21. Whilst some costs are seeing price increases above inflation, recent experience with underspending suggests this can be managed within overall budgets.

7.2 In 2021/22 it is assumed that the additional cost of the **firefighters' pension scheme**, will continue to be funded by a Government compensation grant at the same level as 2020/21. However, to be prudent we are currently forecasting that the grant will reduce by £0.3m in 2022/23

7.3 The budget has been reduced for other technical changes. This saving arises in respect of **capital financing** costs. These occur because lease rentals cease once vehicles are fully paid for, and no new leases are being entered into, as capital spend is now financed directly from revenue. By 2023/24, lease costs will fall to just £50,000 per year (from nearly £0.6m in 2020/21).

8. Growth Proposed

8.1 The budget position allows scope for a limited amount of growth, and the following totalling some £0.6m is proposed for the CFA's approval:-

- (a) £100,000 for two Fire Protection Officers to assist the Authority meet the recommendations of the HMICFRS.
- (b) £200,000 to provide additional resources within HR that would have previously been funded from the management of change reserve.
- (c) £86,000 to resource the Finance Team, which will reduce the dependency on support from third parties and increases the skills and expertise of the team.
- (d) £203,000 for one year to provide additional resources within Learning and Development that would have previously been funded from the management of change reserve.

- (e) £15,000 to fund the additional cost of the retainer element of the strike cover contract.

9. Capital Programme

- 9.1 Capital expenditure pays for works of lasting benefit. It can be contrasted with the revenue budget, which pays for day-to-day firefighting and prevention.
- 9.2 Due to the uncertainty around funding, it is only proposed to set a two-year capital programme. The budget for the 2021/22 programme has been amended from that presented to the Combined Fire Authority in February 2020.
- 9.3 The table at paragraph 4.1 shows a contribution from the revenue budget to fund capital expenditure. This amounts to £3.4m over 2 years; this would leave limited funding for future years. However, as detailed in paragraph 11 it is proposed to move the management of change reserve, along with a number of smaller reserves into the capital fund so the capital programme can continue to be funded from revenue for the short term. Any receipts from sales of vehicles or property will be available to supplement this.
- 9.4 The proposed capital programme is shown at Appendix Two. This also shows how the costs will be financed from the capital fund. Expenditure required for vehicles, premises and equipment has been reviewed since last year; consequently, this supersedes the second of the 2 years of the two-year budget approved last year.
- 9.5 A sum of £3.2m has been provided for **operational vehicles**. This is sufficient to enable vehicles to be replaced in accordance with the replacement policy, agreed as part of the fleet review. It includes nine pumping appliances, station and department vans and cars.
- 9.6 A provision of £250,000 per annum has been provided for **planned maintenance of premises**. In addition, £32,000 has been provided to improve the drainage system at Western Fire and Rescue Station. £136,000 is available to improve the facilities at a number of fire stations to ensure they are suitable for our diverse workforce. The total planned spend on premises is £668,000.
- 9.7 £316,000 has been provided for **firefighting equipment**. Examples of what will be purchased are detailed below:
- Safe Work at Height equipment
 - Automated defibrillators
 - Decontamination washing/showers
 - Rescue platforms, technical rescue.
 - Urban search and rescue building monitoring equipment
 - Breathing apparatus
- 9.8 A sum of £260,000 has been included for ongoing ICT developments. This includes £100,000 annually to support development of systems. In addition, £60,000 has been set a-side to replace servers which have reached the end of their useful lives.

10. Resources

- 10.1 This section of the report describes the income available to the service (the bottom half of the table at paragraph 4.1). At the time of writing, we only have provisional grant figures from the government. Final figures are expected to be available in February.
- 10.2 The most significant source of income (£22.8m) is **Council Tax**. Council Tax levels are set by the CFA, but the tax is collected on our behalf by the City, Rutland and the district councils (the “billing authorities”).
- 10.3 The proposed Band D Council Tax for 2020/21 is £69.29, an increase of just below 2% on 2020/21. Any higher increase would be subject to a local referendum. A further 2% has been assumed for planning purposes in 2022/23.
- 10.4 The tax is charged on properties and reflects the number of properties advised by the billing authorities (an increase of 1% over 2020/21). Future projections assume a 1% increase each year in the relevant number of properties. This is believed to be prudent, however is significantly lower than what we have previously seen.
- 10.5 The table at paragraph 4 also shows income from the **business rates retention scheme**. This scheme involves local authorities retaining a share of rates achieved locally. Those whose needs exceed their ability to raise rates receive a **top-up grant**.
- 10.6 The share retained by local authorities is 50% (the fire authority’s share being 1%). The service also receives a top-up grant.
- 10.7 Both Council Tax and business rates are being impacted by the Covid-19 pandemic and therefore the figures can be volatile. However, the budget strategy and Covid-19 reserve can be used to mitigate any such impacts.
- 10.8 A change to the funding system was anticipated for 2021/22 but this has been delayed by the government.
- 10.9 At this time it is not possible to accurately predict how this will affect the Fire Authority.
- 10.10 The billing authorities have until 31 January to advise of rates income due in 2021/22. Final figures will be included in the formal resolution which will be available at the CFA meeting.
- 10.11 **Other grants** include:-
- (a) New Dimensions – this is payable for the maintenance of certain equipment which has to be made available to support other services when required. It has been around £0.9m per year. However, the Government only confirms the grant for periods of six months at a time. There is a distinct possibility that the grant will eventually disappear, and therefore to be prudent the budget assumes the amount received will fall to £0.5m in 2021/22 and remain at this level in 2022/23.
 - (b) Firelink, for radio transmission systems.

- 10.12 **Fire authority income** is income earned by the service itself. It chiefly arises from money received for siting radio masts on the service's property, income earned from the wholly owned trading company Forge Health, and interest achieved on cash balances.
- 10.13 The service has previously seen surpluses on the **collection fund**. These arise when collection of council tax or business rates by the billing authorities exceeds the budget for previous years. Conversely, where billing authorities perform worse than the budget, a deficit arises. At present, it is assumed that there will be an overall deficit of £0.6m in 2020/21 due to problems with collection and extra council tax support in the pandemic. However, the position will not be confirmed until 31 January, when rates income forecasts are complete. In addition, the Government has confirmed they will be funding 75% of any collection fund deficit and any deficit should be spread over 3 years.

11. Reserves

- 11.1 The authority holds a number of reserves for various purposes. As part of this report we are proposing to repurpose some.
- 11.2 The table shows the forecast balance on reserves at 31 March 2021 after the proposed changes detailed in this report.

	<u>Forecast Balance</u> <u>£000</u>
General reserves	2,590
Estates Strategy Reserve	6,026
Capital Fund	3,013
Management of Change Reserve	0
Budget Strategy and COVID-19 Reserve	1,636
Other	879
Total	<u>14,144</u>

- 11.3 **General reserves** are held as a buffer in case of unexpected problems or emergencies during the course of a year and are available as a last resort. It has previously been agreed to increase the level of general reserves over the next few years, to cover against the cost of providing strike cover. As previously agreed, we are putting £0.4m in into the reserve during 2021/22 to get the balance to £3m at the end of the next financial year, which is believed to be sufficient to fund any unexpected emergencies.
- 11.4 The **capital fund** exists to finance the capital programme and is topped up each year from the revenue budget. This is more fully described at paragraph 9 above, and Appendix Two. The balance shown above allows for commitments from the capital programmes in 2020/21. A contribution of £1.4m is required for 2021/22 to enable the Authority to continue to fund the capital programme from revenue.
- 11.5 The **management of change** reserve was previously set aside to support the required actions following the outcomes of the Integrated Risk Management Plan

(IRMP) and the HMICFRS inspection plan. As part of this report the costs previously funded by this reserve are included in the base budget for the Authority and it is proposed to transfer the balance of £1.2m to the capital fund to continue to support the capital programme from revenue. That movement is assumed in the table above.

- 11.6 The reserve for the **estates strategy** exists to facilitate a longer term review of the operational estate. Improving the operational efficiency of buildings is a key plan in our strategy to improve operational effectiveness and increase financial resilience. As the CFA is aware from previous committee reports this will assist with financing a Learning and Development facility.
- 11.7 The budget strategy and Covid-19 reserve is available to assist with any budget gaps in the future and to assist with any medium to long term impacts of Covid-19.
- 11.8 The authority also has a number of **other reserves**. These include:-
- (a) A reserve to cover costs when the workforce is over establishment (which will only occur in the immediate aftermath of a recruitment exercise) and to meet the costs of any recruitment exercise;
 - (b) A mobile communications reserve, to meet costs arising from any change required to national secure networks;
 - (c) A reserve to meet costs which need to be paid to the Government when firefighters retire due to ill health;
- 11.9 The Authority also held a number of smaller reserves totalling £0.2m for insurance, relocation and occupational health. These reserves are no longer required so it is proposed as part of this report they are transferred to the Capital Fund to assist with funding the future capital programme.
- 11.10 The scheme of virement at Appendix Five proposes authorisations to spend these reserves.

12. Risk Assessment and Adequacy of Estimates

- 12.1 Best practice requires the Treasurer to identify any risks associated with the budget, and the Local Government Act 2003 requires me to report on the adequacy of reserves and the robustness of estimates.
- 12.2 In my view, the budget for 2021/22 is achievable.
- 12.3 As described above, the forecast position beyond 2021/22 is highly sensitive to change, and small changes can have a significant impact on available finances.
- 12.4 A key risk to delivery of the budget in 2021/22 is the cost of pay awards, if these exceed the assumed 1.5% provided for in the budget (notwithstanding the public sector pay freeze). Each 1% for firefighters would cost the authority a further £0.2m per annum. Savings may need to be identified to cover the additional costs.
- 12.5 The key risks to delivery of the strategy beyond 2021/22 are:-

- a) As above, any cost of pay awards which exceed current provisions;
- b) The cost of employers' contributions to firefighters' pensions, if a more substantial proportion of cost is passed to the service than assumed. For this budget it is assumed the grant received will remain at £1.8m in 2021/22 but reduce to £1.5m in 2022/23. However, it should be noted the support provided could reduce further;
- c) The financial implications of the McCloud and Sergeant cases, in relation to pension transitional arrangements;
- d) The impact of any continued Government cuts from 2022/23 (if these exceed forecasts) and the Government's Fair Funding Review;
- e) The impact of changes to Day Crewing Plus.

12.6 Brexit may also pose some risk to the cost of goods; the impact of this on the capital programme is being monitored closely.

12.7 The risks are mitigated by:-

- (a) The inclusion of a planning provision in future forecasts;
- (b) Our policy of funding capital from the revenue budget, which is reducing the costs of debt financing;
- (c) A strategic approach to reviewing the operational estate, with a view to achieving savings;
- (d) An increase in general reserves, which will mitigate an overspend in any given year and provide funds towards any necessary strike cover.

12.8 I believe the Authority's general and earmarked reserves to be adequate for 2021/22, and that estimates made in preparing the budget are robust. Whilst no inflation is provided for the generality of running costs in 2021/22, some exceptions are made, and it is believed that the service will be able to manage without an allocation (as has been achieved in recent years).

13. Consultation on the Draft Budget

13.1 Consultation on the draft budget with business ratepayers (who are statutory consultees) and other partners took place between 17 December 2020 to 15 January 2021. No comments have been received.

14. Borrowing and Investment

14.1 Local authority capital expenditure is self-regulated, based upon a code of practice (the "prudential code").

14.2 The authority complies with the code of practice, which requires us to demonstrate that any borrowing would be affordable, sustainable and prudent. To comply with the code, the authority must approve limits and indicators at the same time as it agrees

the budget. The substance of the code pre-dates the recent huge cutbacks in public spending. In practice, no borrowing is proposed in the budget. The proposed limits and indicators are shown in Appendix Three and Appendix Four.

- 14.3 The service's treasury activities are carried out by the City Council on the Authority's behalf. The service does not need to take new borrowing and takes no risk on its investments (counterparty risk is borne entirely by the City Council). Any opportunities to prematurely repay or reschedule existing debt will be taken, where this generates long term savings. However, as the cost of premature repayment is now prohibitively expensive, such opportunities are unlikely to be presented.

15. Capital Strategy

- 15.1 Under guidance published by the Government and the Chartered Institute of Public Finance and Accountancy (CIPFA), the CFA is required to publish a capital strategy. This is included at Appendix Four.
- 15.2 The reasons for this requirement are Government concerns about certain local authorities who are borrowing substantial amounts to invest in commercial property (in some cases, many times their net budget). The main impact of the new rules is to increase transparency over "non-financial" investments, especially where paid for by borrowing. In this context, a non-financial investment is any investment outside of the normal treasury management strategy.
- 15.3 The CFA does not undertake any non-financial investment, and its approval of the recommended budget will confirm that this should be the position for the future. In practice, unlike larger local authorities, LFRS does not have the skills or capacity to manage such a portfolio.

16. Equality Implications

- 16.1 The Authority is committed to promoting equality of opportunity in service provision, through its operational policies aimed at reducing inequality of outcomes, its practices aimed at ensuring fair treatment for all, and the provision of culturally sensitive response and prevention services that meet local people's needs.
- 16.2 In accordance with section 149 of the Equality Act, the Authority is required to "have due regard" to the following aims of the public sector equality duty:
- (a) to eliminate discrimination;
 - (b) to advance equality of opportunity between those who share a protected characteristic and those who do not;
 - (c) to foster good relations between those who share a protected group and those who do not.
- 16.3 Protected groups under the public sector equality duty are characterised by age, disability, gender re-assignment, pregnancy/maternity, race, religion or belief, sex and sexual orientation.
- 16.4 There are no proposals to reduce spending on services which would have a disproportionate impact on protected groups. Should there be any proposed changes

to services, policy or procedure at an operational level, an impact assessment will be conducted.

- 16.5 However, the budget strategy does recommend a proposed tax increase for residents. As the recommended increase could have an impact on those required to pay it, an assessment has been carried out to inform decision makers of the potential equalities implications.
- 16.6 The impact of the tax rise is 3p per week for a band D property, rising to 5p per week for the highest band of properties in the area (before any discounts or exemptions). This will not create a significant additional burden on residents, and the increase will help maintain and improve services from which all protected groups benefit. The likely impact does, however, need to be considered in the context of other changes which might affect low income residents (although most low income households will not pay the full increase).
- 16.7 Ongoing welfare reform systems will also have a disproportionate effect on some lower-income groups, in particular the rollout of Universal Credit. Research before the pandemic by Joseph Rowntree Foundation (JRF) has identified certain groups likely to be on low income and may therefore see a disproportionate effect from a small (in absolute terms) increase in council tax. These include lone parents, single-earner couples and larger families (with 3 or more children).
- 16.8 Billing authorities have mitigating actions in place to address specific hardship, although cost increases arising from other authorities' contributions to local council tax bills are likely to far exceed the cost of the LFRS tax increase.

17. Financial Implications

- 17.1 This report is exclusively concerned with financial issues.
- 17.2 There are no significant revenue costs arising from the proposed capital programme. There will be maintenance and running costs associated with new vehicles, but these are likely to be lower than the costs of vehicles coming out of service. There may be revenue costs arising from investment in ICT, but the aim is to use ICT to reduce cost in the medium term. Any revenue implications will be based on actual investment decisions taken.

18. Legal Implications

- 18.1 As this report deals with next year's budget, section 106 of the Local Government Finance Act 1992 will apply to members in arrears of council tax. All other legal implications are contained within the main body of the report.
- 18.2 Compliance with the CIPFA Prudential Code for Capital Finance in Local Authorities is required under Part 1 of the Local Government Act 2003.

19. Appendices

Appendix One – Budget 2020/21

Appendix Two – Capital Programme

Appendix Three – Recommended Treasury Limits and Indicators

Appendix Four – Capital Strategy

Appendix Five – Proposed Scheme of Virement

Appendix Six – Medium Term Financial Strategy

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Appendix One**Budget 2021/22**

	<u>2020/21</u> <u>£000</u>	<u>2021/22</u> <u>£000</u>	<u>2022/23</u> <u>£000</u>
<u>Expenditure</u>			
Employees	28,151	29,270	29,891
Fire pensions administration	313	313	313
Other employee related expenditure	619	619	619
Premises	2,441	2,441	2,441
Transport	983	983	983
Supplies and Services	3,287	3,372	3,342
Capital financing	3,369	2,812	2,851
Contribution to reserves	440	400	0
Planning Provision			300
Total Expenditure	39,603	40,210	40,740
<u>Income</u>			
Council tax	22,387	22,816	23,500
Business rates	4,530	4,330	4,551
Collection Fund Surplus/(Deficit)	134	(166)	(127)
Business rates top up grant	5,550	5,546	5,657
Revenue Support Grant	4,321	4,343	4,330
Actuarial Review Compensation Grant	1,538	1,795	1,500
Other grant	787	1,190	787
Fees and charges	356	356	363
Total Income	39,603	40,210	40,561
Budget Gap to be Funded from Reserves	0	0	179

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Appendix Two**Capital Programme**

<u>Proposed Programme</u>	<u>21/22</u> <u>£000</u>	<u>22/23</u> <u>£000</u>	<u>Total</u> <u>£000</u>
Vehicles	1,577	1,649	3,226
Premises	418	250	668
Firefighting Equipment	238	78	316
ICT	160	100	260
	<u>2,393</u>	<u>2,077</u>	<u>4,470</u>

Use of Capital Fund

Balance on 1 st April	3,013	2,015
<u>Add</u> monies from revenue budget	1,395	1,350
<u>Less</u> capital spending	<u>(2,393)</u>	<u>(2,077)</u>
Balance on 31 st March	<u>2,015</u>	<u>1,288</u>

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Appendix Three**Treasury Limits and Indicators****1. Introduction**

1.1 This appendix details the expected indicators and limits arising from the treasury management function.

2. Proposed Indicators of Affordability

2.1 The ratio of financing costs to net revenue budget:

21/22	4.16%
22/23	3.44%
23/24	2.49%

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

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

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

End of:	<u>Debt</u> <u>£000</u>	<u>Leases</u> <u>£000</u>	<u>Total</u> <u>£000</u>
21/22	12,137	347	12,484
22/23	11,137	118	11,255
23/24	11,137	74	11,211

3. Treasury Limits for 2021/22

3.1 The proposed limits on borrowing and leasing for 2021/22 are:-

	<u>£000</u>
Authorised Limit	14,484
Operational Boundary	12,484

- 3.2 The authorised limit is a legal maximum which cannot be exceeded. The operational boundary is a day to day ceiling which ordinarily would not be exceeded, and must be reported if it is.
- 3.3 Recommended upper limits on fixed and variable rate debt exposures are shown in the table below. The figures shown are the principal sums outstanding on borrowing but not leasing (in practice these are only relevant in the event of debt repayment or rescheduling):-

	£%
Fixed interest rate	100%
Variable interest rate	60%

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

Upper Limit

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

Lower Limit

	%
Less than 5 years	0
Over 5 years	60

- 3.5 Other than money retained in the bank for day to day purposes, all investments are made with the City Council. Balances on this account will not exceed £0.85m, except when there is no reasonable operational alternative.

Proposed Capital Strategy**1. Introduction**

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

2. Capital Expenditure

- 2.1 The authority's capital expenditure plans are approved by the CFA, as part of the budget report each year.
- 2.2 The capital programme is usually restricted to:-
- (a) Investment in operational buildings – e.g. fire stations, workshops, and administrative offices;
 - (b) Renewal of operational fleet;
 - (c) New and replacement firefighting equipment;
 - (d) Investment in ICT.
- 2.3 The budget report each year sets out authorities delegated to the Chief Fire and Rescue Officer. These are subject to the normal requirements of the constitution.
- 2.4 Capital expenditure on **buildings**, where funded from the capital programme, is principally directed to maintaining the fitness of the operational estate. Major property investments are considered as part of the overall estates strategy.
- 2.5 Expenditure on **fleet renewals** is directed by the fleet renewals strategy which has been approved by the CFA.

- 2.6 Capital expenditure on **firefighting equipment** ensures equipment is replaced when it has reached the end of its useful life, or has become technologically obsolescent. It also enables the service to invest in new technology.
- 2.7 Capital expenditure on **ICT** is determined by the Chief Fire and Rescue Officer, based on a small minor provision each year. Significant requirements would be added to the capital programme in their own right.
- 2.8 Monitoring of capital expenditure is carried out by the Corporate Governance Committee. Reports are presented on three occasions during the year, and at outturn.
- 2.9 LFRS does not capitalise expenditure, except where it can do so in compliance with proper practices: it does not apply for directions to capitalise revenue expenditure.
- 2.10 Past and forecast capital expenditure is:-

	£000
20/21	4,766
21/22	2,393
22/23	2,077

3. **Financing of Capital Expenditure**

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

End of:	£000
21/22	15,982
22/23	15,284
23/24	14,785

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

4. Debt Repayment

4.1 As stated above, LFRS pays for capital spending as it is incurred. However, this has not always been the case. In the past, the Government encouraged borrowing and money was made available in Revenue Support Grant each year to pay off the debt (much like someone paying someone else's mortgage payments).

4.2 LFRS makes charges to the budget each year to repay debt incurred for previous years' capital spending. This is known as "Minimum Revenue Provision" (MRP). The general principle is that LFRS seeks to repay debt over the period for which taxpayers enjoy the benefit of the spending it financed. The calculations are:-

- (a) For all past borrowing, MRP will be charged at a rate of 3% of the capital financing requirement each year. This is a weighted rate, reflecting the portfolio of assets purchased by debt;
- (b) For leases, MRP will be charged at a rate equal to the principal element of the rental;
- (c) For any new borrowing, MRP will be charged to revenue such that debt is repaid at the same time as the authority benefits from the capital expenditure. For new appliances, this would be the useful life of the appliance. For works to buildings, it will be the period over which the authority benefits from these works.

5. Commercial Activity

5.1 Government guidance now requires us to specify our policy towards non-financial investments.

5.2 The CFA makes no such investments.

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Proposed Scheme of Virement

1. This appendix explains the scheme of virement which will apply to the budget, if it is approved by the Authority.
2. The expenditure headings described at Appendix One shall act as budget ceilings, and provide limits on the amount which can be spent on each heading during 2021/22.
3. The Chief Fire Officer (CFO) is authorised to vire sums within budget ceilings without limit, providing such virement does not give rise to a change in the Authority's policy.
4. The CFO is authorised to vire money between any two budget ceilings, provided such virement does not give rise to a change in the Authority's policy. The maximum amount by which any budget ceiling can be increased or reduced during the course of a year is £500,000. This money can be vired on a one-off or permanent basis.
5. The CFO is responsible, in consultation with the Chair and Vice Chair if necessary, for determining whether a proposed virement would give rise to a change of policy.
6. The Treasurer may vire money between budget ceilings where such movements represent changes in accounting policy, or other changes which do not affect the amounts available for service provision.
7. In respect of reserves:
 - (a) Spending general reserves shall require a decision of the CFA;
 - (b) Authorities to use the capital fund flow from the capital programme;
 - (c) The Chief Fire Officer, in consultation with the Chair and Vice-Chair, may commit up to £100,000 of the Estates Strategy Reserve for a single purpose. Higher sums require a decision of the CFA or the Corporate Governance Committee;
 - (d) All other reserves may be committed by the Chief Fire Officer, in accordance with the purpose for which the reserve is held.
8. Changes to the capital programme shall require a decision of the CFA or Corporate Governance Committee. Nonetheless, the Chief Fire Officer may make changes to proposed expenditure within the overall headings at Appendix Two, after consultation with the Chair and Vice-Chair.

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Medium Term Financial Outlook 2022/23 – 2023/24

1. A two-year budget has been presented as part of this report. However, after March 2022, we have (at the time of writing) very little certainty about funding arrangements or the future economic outlook. As a result, medium-term planning is a somewhat precarious exercise.
2. Our central forecasts for the period up to 2023/24 are set out in the table below. The key assumptions (and the associated risks and uncertainties) are further explained below.

	2021/22 £'000	2022/23 £'000	2023/24 £'000
Expenditure total	40,210	40,740	41,221
Business rates income	4,330	4,551	4,551
Top-up payment	5,546	5,657	5,657
Revenue Support Grant	4,343	4,330	4,514
Less assumed future cuts	0	0	(300)
Council Tax	22,816	23,500	24,094
Collection Fund	(166)	(127)	(127)
Actuarial Review Compensation Grant	1,795	1,500	1,200
Other Grant	1,190	787	787
Fees and Charges	356	363	368
Income Total	40,210	40,561	40,744
Budget gap	0	179	477

Expenditure

3. The expenditure budgets include the permanent growth detailed as part of this report and assumptions around pay inflation going forward, along with a planning provision in 2022/23 onwards.
4. The main area of risk for the Fire Authority's budget is in relation to the assumptions around pay awards as this is the large proportion of the total budget.
5. Income
6. We assume that council tax increases will continue to be restricted by the referendum rules, although we do not yet know the rules. For planning purposes, the table above assumes council tax increases of 2% per year. If the economic downturn is longer, or more severe, than our projections this will have a further effect on income.
7. The rates forecasts presented above assume no substantial changes to the funding we receive. The government has proposed significant reforms to the funding system, although these have now been delayed several times. These

include increasing the proportion of rates retained locally to 75%. In itself, the change should be financially neutral, as other funding elements will be reduced to offset the additional retained rates. There may also be reforms to the system to cushion the impact of appeals.

8. There is likely to be a more substantial effect on finances from the “fair funding review” planned for the same date, which will redistribute resources in Local Government. At the time of writing, it is unclear what the impact will be on Fire Authorities.
9. For planning purposes, the budget figures for 2022/23 and 2023/24 assume additional real-terms cuts.
10. A longer or more severe economic downturn will also pose a risk to income projections. This could result in new cuts to grant; falling business rate income; and increased cost of council tax reductions for taxpayers on low incomes.

Summary of Medium-Term Projections.

11. The projections above show a funding gap in 2022/23 onwards. This is manageable for the Fire Authority initially using the budget reserve they have available. This will enable time to plan the best approach to be taken by the Fire Authority without having to make in year budget cuts.

Status of Report: Public

Meeting: Combined Fire Authority

Date: 10 February 2021

Subject: Day Crewing Plus Duty System

Report by: Callum Faint – Chief Fire and Rescue Officer

Author: Paul Weston – Assistant Chief Fire and Rescue Officer

For: Information and Decision

Purpose

1. The purpose of this report is to update the Combined Fire Authority (CFA) on the progress made regarding the identification of an alternative duty system following the decision taken at its meeting on 29 July 2020 to move away from the current Day Crewing Plus (DCP) system in preparedness for the next Integrated Risk Management Plan (IRMP) 2024.

Recommendation

2. The CFA is requested to:
 - a) Note progress made to identify an alternative duty system following the decision taken at its meeting on 29 July 2020 to move away from Day Crewing Plus in preparedness for the next IRMP 2024; and
 - b) Agree to receive further updates on DCP on a six-monthly basis in September and February each year.

Executive Summary

3. Day Crewing Plus is a shift system that is operated on six fire stations within Leicestershire Fire and Rescue Service. The DCP system sits outside of the nationally agreed systems and officers have not been able to agree a local collective agreement with representative bodies.
4. Due to these factors there is a possibility that DCP, if not removed, may be subject to a legal challenge.
5. The Combined Fire Authority considered an exempt report on Day Crewing Plus at its meeting on 29 July 2020 and agreed that:
 - a) *“the LFRS proposal to move away from the current DCP crewing system in preparedness for the next IRMP 2024 be approved”*; and
 - b) *“that alternative options to replace the current DCP duty system, via an officer group working party of relevant stakeholder representatives, be developed.”*

Background

6. The Service has established a Shift Working Group comprising of Officers, Fire Brigades Union and the Fire Officers Association and this met on 22 January 2021 and established the terms of reference, a copy of which is appended to this report. This will ensure that staff and representative bodies are involved in the process and able to make recommendations for any new future provision at an early stage.
7. The Shift Working Group's aim is to review all relevant data to understand the impact of moving away from DCP and with this data in mind, create a number of recommendations of what other systems or shifts could be put in place to ensure a suitable level of fire cover is maintained within the budgetary constraints of the Authority.
8. It should be noted that the Shift Working Group will make recommendations to the Senior Management Team. Any recommendations that are pursued will be done through the formal negotiation stage via the existing route of the Staff Consultation Forum and in line with the National Joint Committee (NJC) protocols prior to presentation to the CFA.
9. The Shift Working Group has acknowledged that communication is key to all staff and will therefore provide regular updates, notifying them of the timescales and intentions in order for those individuals affected to make an informed decision.
10. At its meeting in February 2020, the CFA requested that a report be presented to each CFA meeting to provide and update on the current position with DCP. As this issue has moved forward significantly since that time, it is recommended that the CFA consider reducing these reporting requirements to a 6-monthly basis to enable the group to review tangible options.
11. Legal (including crime and disorder)

The legal issues in relation to the DCP system have been covered in earlier reports to the CFA and are not therefore repeated here. The progress outlined in this report reduces the risk of challenge from the representative bodies and enforcement by the Health and Safety Executive.

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

There is no financial risk arising from this report. However, any agreed alternative duty system may place pressure on the current budget which remains both vulnerable from the impacts of Covid-19 and the single year financial settlement from Government.

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

There is no risk arising directly from this report. The risk of litigation by the Fire Brigades Union has been mitigated following the CFA's decision at its meeting on 29 July 2020 to move away from the current DCP system.

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

There is no staff risk arising directly from this report. Any proposed change will need to be consulted upon with staff as there will be a need to change contracts of employment.

The decision to move away from DCP in preparedness for the next IRMP 2024, does allow those staff undertaking DCP some certainty over the next few years allowing them to consider future implications.

15. Environmental

There are no environmental implications arising from this report.

16. Impact upon "Our Plan" Objectives

There is no impact on the objectives in 'Our Plan' arising from this report. Changes to the duty systems may have implications to the fire cover provisions and will need to be subject to future public consultation. Due to the nature of any future proposals it is not yet possible to define the long-term implications.

Background Papers

CFA meeting 16 December 2020 Agenda item – Day Crewing Plus Duty System
<https://leics-fire.gov.uk/wp-content/uploads/2020/12/11-cfa-day-crewing-plus-duty-system-update-16-december-2020-final.pdf>

Appendix

Shift Working Group - Terms of Reference

Officers to Contact

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Joint Working Group – Shift Working Group

Terms of Reference

Introduction

On the 29 July 2020 the Leicester, Leicestershire and Rutland Combined Fire Authority made the decision that Leicestershire Fire and Rescue Service would move away from the Day Crewing Plus (DCP) duty system. This was supported by the Fire Brigades Union who agreed through a joint statement, that the move away from DCP was acceptable with any proposed changes being consulted upon in the planned 2024 Integrated Risk Management Plan public consultation.

For this to be an achieved a joint working group would be established to review data, existing or new shift systems. With the aim of making recommendations to facilitate the move away from DCP with as little effect on fire cover and finances whilst also being compliant with the Grey Book and Working Time Regulations.

Aim of the Shift Working Group

The groups aim is to review all relevant data to understand the impact of moving away from DCP and with this data in mind, create a number of recommendations of what other systems or shifts could be put in place to ensure a suitable level of fire cover is maintained within the budgetary constraints of the authority.

It should be noted that the Shift Working Group will make recommendations to the Senior Management Team. Any recommendations that are pursued will done so through formal negotiation stage via the existing route of the Staff Consultation Forum and in line with the National Joint Committee (NJC) protocols.

Shift Working Group make up

The Shift Working group will be made up from two distinct types of members, these being:

- 1) Permanent group members, who will attend all meetings and work through building the recommendations, comprising of:
 - Service representatives will be a Principal officer and two supporting officers.
 - Fire Brigades Union will be three local officials
 - Fire Officers Association will be two local official

- 2) Subject matter experts, these will be called into the group when their area of expertise is required, such as the data and planning experts.

The guiding principle for the groups is that it is non-hierarchical and whilst it is recommended someone facilitates the meetings, that facilitator is not a chair and does not hold a casting vote.

Meetings should focus on achieving a consensus in approach with a clear focus on solutions.

To aid progress it is preferable for attendees to remain consistent rather than sending substitutes.

Meeting administration

The Shift Working Group will initially meet two weekly, however this can be altered by the group as it progresses.

The Service will facilitate the meetings in terms of diary appointments, rooms and note takers if required.

The service regards this matter of real importance and will make every reasonable effort to facilitate attendance at the meetings by use of covers or Overtime, however group members must ensure reasonable notice for any requirement is given.

The Shift Working Group is expected to report work areas and progress to the Chief Fire Officer and FBU Executive Council member of a two-monthly basis, this can be verbal and/or in a written format. The Chief Fire Officer and FBU Executive Council Member shall endeavour to receive the verbal report at the same time.

The Chief Fire Officer will then update the Combined Fire Authority (CFA) on a quarterly basis by way of an agenda item and a written paper. In the continuing spirit of collaboration and joint working, the paper will be shared, under embargo, prior to submission to the CFA for consultation. Please note timescales for submission are set by the CFA and are non-negotiable.

Overarching Principles

- The decision to move away from DCP has been made.
- Any new system should be Grey Book compliant
- Any new system should be compliant with the Working Time Regulations.
- Nothing is agreed until everything is agreed
- All communications from the group will be agreed by the group and circulated when necessary, but as a minimum on a monthly basis.
- Any recommendations need to be reasonable and based on the budget available to the service
- Any recommendations should take a holistic view of fire cover and skill sets across Leicester, Leicestershire and Rutland.
- Any data or information requested or used by the group will be made available to all the group equally (being very aware of the GDPR requirements).

Timelines

It is anticipated that the Shift Working Group will review a number of options, including the impacts and data associated, therefore the timings listed below are not fixed points in time or deadlines but are guidance on milestones.

January 2021	Working Group Established and Terms of Reference agreed
September 2021	Suite of recommendations identified
January 2022	Preferred recommendations identified
April 2022	Detailed analysis of preferred options presented
January 2023	Draft report on recommendations
April 2023	Final report on recommendations

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Status of Report: Public

Meeting: Combined Fire Authority

Date: 10 February 2021

Subject: Pay Policy Statement 2021-22

Report by: Chief Fire and Rescue Officer

Author: Mick Grewcock. Assistant Chief Fire Officer, Service Support

For: Decision

Purpose

1. This report seeks the approval of the Combined Fire Authority (CFA) for the Leicestershire Fire and Rescue Service's Pay Policy Statement for 2021-22 for subsequent publication on the CFA's website.

Recommendation

2. The CFA is asked to approve the Leicestershire Fire and Rescue Service Pay Policy Statement 2021-22 for subsequent publication on the CFA's website.

Executive Summary

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

Background

4. On 15 November 2011, the Localism Act received Royal Assent. Sections 38 to 40 of the Localism Act requires the CFA to publish an agreed annual Pay Policy Statement for each financial year.
5. This Statement must set out the CFA's policies in relation to:
 - i. The remuneration of its Chief Officers;
 - ii. The remuneration of its lowest-paid employees; and
 - iii. The relationship between the remuneration of its Chief Officers and the remuneration of its employees who are not Chief Officers.
6. For the purposes of this Statement, remuneration includes basic salary, bonuses and other allowances or entitlements related to employment.

7. This Statement has been drawn up based on the existing terms and conditions of those relevant senior managers and existing Service policies. It includes information on the current locally determined pay package for the Chief Fire and Rescue Officer (CFO) and two Operational Assistant Chief Fire and Rescue Officers.
8. The format of the Statement was subject to a comprehensive review by the Monitoring Officer and the CFO in 2017-18. There are no plans to revise the style of the statement at the stage.
9. The 2021-22 Statement, appended to this report, incorporates detailed information about middle and senior management remuneration arrangements.

Background

10. Legal (including crime and disorder)

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

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

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

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

There is a risk of a legal challenge if the Pay Policy Statement 2021-22 is not approved and published by 31 March 2021.

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

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

14. Environmental

There are no environmental implications arising from this report.

15. Impact upon Our Plan Objectives

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

Background Papers

None.

Appendix

Leicestershire Fire and Rescue Service Pay Policy Statement 2021-22.

Officers to Contact

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Leicestershire Fire and Rescue Service Pay Policy Statement 2021-22

Introduction

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

Purpose

The purpose of this statement is to provide transparency to the Pay Policy adopted by Leicestershire Fire and Rescue Service and to meet the objective of delivering a fair and equitable policy covering pay and other benefits.

Accountability

The CFA is responsible for establishing the Pay Policy for the employees of Leicestershire Fire and Rescue Service.

The CFA is directly responsible for reviewing the pay structure for Principal Officers including the Chief Fire and Rescue Officer and the Assistant Chief Fire Officers.

The Chief Fire and Rescue Officer has delegated responsibility to establish appropriate grading and salaries for all other employees of Leicestershire Fire and Rescue Service.

Pay Negotiating Bodies

The CFA applies the annual pay settlements negotiated by:

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

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

- The Fire Brigade's Union;
- The Fire Officers Association;
- The Association of Principal Fire Officers;
- The Fire and Rescue Services Association;
- UNISON.

Publication

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

Section One - General Pay Policy

- 1.1 The CFA applies the pay scales adopted by the respective National Joint Councils (NJC) for all its employees up to the level of Principal Officer. In relation to this, the CFA introduced the principles of the 'National Living Wage' in 2015 and subsequently the Foundation National Living Wage in October 2017. No employee will be paid at an hourly rate below the Foundation National Minimum Wage.
- 1.2 Local pay arrangements for Principal Officers (Chief Officers) are established through the provisions of the NJC for Brigade Managers of Local Authority Fire and Rescue Services and are reviewed bi-annually by the Fire Authority. Further details are set out in Section 2.
- 1.3 Upon appointment, Principal Officers are remunerated at a 'single point' scale.
- 1.4 The number and level of roles within the Service are determined by the CFA on advice from the Chief Fire and Rescue Officer.
- 1.5 Pay Policy reflects the different roles, duties and responsibilities undertaken by Service employees. This is reflected in pay differentials between different groups of workers and between workers in the same pay group. The pay bands established are based on nationally applied role maps (operational employees) or grading bands established through a job evaluation process (support employees). Upon appointment, staff are normally paid in accordance with the lowest point in the relevant scale. This can be adjusted if there is a justifiable reason that is supported by a Principal Officer.
- 1.6 Pay Policy reflects adherence to the principle of "equal pay for work of equal value".
- 1.7 In applying its policy, the CFA will work to eliminate any elements which may, directly or indirectly, discriminate unfairly on the grounds of sex, race, colour, nationality, ethnic or national origin, age, marital status, having dependants, sexual orientation, gender reassignment, religion or belief, trade union activity, disability or any other factors. Part-time workers receive the same pay and remuneration as full-time workers undertaking the same job role on a pro-rata basis.

Definition of Lowest Pay

- 1.8 The Government's Foundation National Living Wage rates are used to set the lowest levels of pay. The rates are announced in November each year and implemented from 1 April the following year in line with the annual support staff pay increase. The Foundation National Living Wage agreed November 2020 is £9.50 per hour (£18,525 per annum).

Pay Multiples

- 1.9 The idea of publishing the ratio of the pay of an organisation's top earner to that of its lowest earner has been recommended in order to support the principles of Fair Pay (Will Hutton 2011) and transparency.

As of 1 January 2021, the lowest level of pay that can be paid to a full-time member of staff is £18,562. The highest level of pay that can be paid to a full-time member of staff is £135,317. This ratio is 7.29:1.

The median annual salary is £34,182. The ratio between this figure and that of the highest paid full-time member of staff is 3.96:1

Subscriptions

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

Benefits In Kind

- 1.11 Leicestershire Fire and Rescue Service provides uniform clothing for its operational firefighting and Fire Control staff and some support staff roles engaged in public facing activities such as prevention work. In addition, operational firefighting staff are issued with and required to wear Personal Protective Equipment when undertaking operational duties.
- 1.12 Leicestershire Fire and Rescue Service provides an Occupational Health Service to all its staff which seeks to keep them fit and well to undertake their duties and to ensure their speedy and safe return to work when they are injured or sick.
- 1.13 Leicestershire Fire and Rescue Service offers a Provided Vehicle User Scheme to staff who are required to use vehicles in connection with their official duties. As indicated in Section 2, most senior managers are provided with a vehicle which can be used for private purposes if they choose to. This scheme is kept under review by the CFA with the most recent review subject to CFA approval in February 2019.

Relocations Expenses

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

Section Two - Pay Policy for Principal Officers and Senior Managers

Principal Officers

- 2.1 National pay awards negotiated by the NJC for Brigade Managers of Local Authority Fire and Rescue Services are applied to Principal Officers by the CFA on an annual basis. This represents a cost-of-living increase.
- 2.2 Upon appointment, all Principal Officers are paid in accordance with a single point pay scale. A review of Principal Officer pay is undertaken every two years by the CFA. This is currently managed through the Employment Committee under delegated power from the CFA.
- 2.3 Principal Officer roles covered by the review include the Chief Fire and Rescue Officer and the two Assistant Chief Fire and Rescue Officers.
- 2.4 The base salary for the Chief Fire and Rescue Officer role at Leicestershire Fire and Rescue Service is currently set at £135,317 per annum. This has been established through a local pay review. A vehicle is provided for operational and business use, with the option to use it for private purposes.
- 2.5 The Service makes an employer pension contribution of 28.8%. This is in accordance with the contributions made for all members of the Firefighters Pension Scheme (2015). The employee contribution is 13.5% of pensionable pay. The contribution levels reflect the Government's Actuary Department's re- evaluation of firefighter pension schemes.
- 2.6 The CFA has established a policy that Principal Officer roles below that of Chief Fire and Rescue Officer will be paid as a proportion of the locally agreed Chief Fire and Rescue Officer base pay rate. The two Assistant Chief Fire and Rescue Officers are paid at a rate that represents 80% of the Chief Fire and Rescue Officers annual salary. Both Assistant Chief Fire and Rescue Officers receive an annual salary of £108,221.
- 2.7 A vehicle is provided to both Assistant Chief Fire and Rescue Officers for operational and business use, with the option to use them for private purposes.
- 2.8 Details of Principal Officer Pay are published on the Leicestershire Fire and Rescue Service website. <http://www.leicestershire-fire.gov.uk/your-fire-service/who-we-are/organisation-structure/organisational-chart>
- 2.9 The Service does not have a policy of direct correlation between the highest and lowest paid roles (it does not apply a pay multiple in establishing Principal Officer pay). As of 1 January 2021, the lowest level of pay that can be paid to a full-time member of staff is £18,562. The highest level of pay that can be paid to a full-time member of staff is £135,317. This ratio is 7.29:1.
- 2.10 The other defined Chief Officers are the Monitoring Officer and Treasurer to the Combined Fire Authority and they are unremunerated.

Senior Managers

- 2.11 The pay, including rota allowances, of the most senior officers below Principal Officer (Operational Area Managers) is 58.4% of the Chief Fire and Rescue Officer pay. Three Operational Area Managers receive an annual salary of £78,983. A vehicle is provided to all Operational Area Managers for operational and business use, with the option to use them for private purposes.
- 2.12 The pay of the most senior support roles below Principal Officer (Area Manager People and Organisational Development and Area Manager Business Support) is 44.9% of the Chief Fire and Rescue Officers pay. This equates to an annual salary of £60,756.
- 2.13 The CFA employs an additional senior support role manager (Head of Tri-Service Control). This manager receives a salary that is equal to 42.2% of the Chief Fire Officers pay (£57,049). This is a shared cost and the CFA pays one third of the total. A vehicle is provided for operational and business use, with the option to use it for private purposes.
- 2.14 The CFA also employs five Operational Group Managers. Each manager receives an annual salary of £62,761. A vehicle is provided to all Operational Group Managers for operational and business use, with the option to use them for private purposes.
- 2.15 The CFA also employs twenty Operational Station Managers. Each manager receives an annual salary of £54,220. A vehicle is provided to all Operational Station Managers for operational and business use, with the option to use them for private purposes.
- 2.16 Finally, the CFA employs 1 Fire Control Station Manager. The manager receives an annual salary of £51,509. An essential car user allowance is paid.
- 2.17 It should be taken into account that the salaries of Principal Officers and other operational managers include an allowance for the associated additional responsibility and hours of work required to provide duty cover on a 24/7, 365 basis. The full details applicable to all managers with salaries of £50,000 per annum or above (at 1 January 2021) are set out with employer's costs and benefits in appendix 1 of this Pay Policy Statement.

Re-engagement

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

Severance Payments

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

Section Three - Pay Policy for Firefighters

General

- 3.1 This policy applies to Whole-time, On-Call Firefighters and Fire Control staff.
- 3.2 National pay awards negotiated by the NJC for firefighters of Local Authority Fire and Rescue Services are applied by the Authority on an annual basis. This represents a cost-of-living increase. A 2% pay award has been applied by the NJC for Local Authority Fire and Rescue Services in 2020-21 although a final settlement remains under negotiation.
- 3.3 Pay is based upon the role undertaken and the stage of competence of each individual for example, trainee, in development and competent.
- 3.4 A formal assessment of individuals is undertaken at each stage of development before moving to the next salary level. Maintenance of competence is a requirement at all levels of the Service and is reviewed annually.
- 3.5 Progression between roles is subject to a competitive promotion process.

On-Call Duty System

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

Fire Control

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

Other Allowances and Payments

- 3.8 Pension contributions (as Jan 2021): The Service makes an employer contribution of 37.3% of salary (1992 scheme) or 27.4% of salary (2006 scheme) and 28.8% of salary (2015 scheme) for members of the Firefighters Pension Scheme. The employee will make a contribution of between 11.0% and 17.0% (1992 scheme); between 8.5% and 12.5% (2006 scheme); and between 11.0% and 14.5% (2015 scheme) of pensionable pay.
- 3.9 Pension arrangements for Fire Control staff are under the Local Government Pension Scheme as details in paragraph 4.6.
- 3.10 Under national conditions of service, a flexible duty payment is made to all Operational Area, Group and Station Managers to provide flexible duty cover on a rota basis to attend emergency incidents when required. This is paid as an allowance at 20% of base salary.
- 3.11 Under local arrangements, Operational Area Managers are paid an additional allowance of 10% of base salary to provide operational cover on the Strategic rota.
- 3.12 An allowance is paid on a daily basis where employees temporarily undertake the duties of a higher graded role. This is paid at the rate applicable to the role being undertaken; employees must be qualified to undertake the higher level role.

- 3.13 Overtime rates are paid for roles below Station Manager at time and a half or double time on public holiday, or time may be granted in lieu at the appropriate enhanced rate.
- 3.14 An allowance is paid for detachments at locally agreed rates when operational employees are required to provide cover at other stations.
- 3.15 Recall to duty and/resilience payments are paid to staff in the event that operational circumstances dictate a necessity to bring managers back on duty at times when they would normally be free from all work related responsibilities. The amounts paid are locally agreed.
- 3.16 Under national conditions of service, a Continuous Professional Development Payment (CPD) is approved annually on an individual basis for employees with more than five years of service (since attaining competence in role). It is an annual payment of £691 for whole-time and the on-call receive 25% of the whole-time figure. The payment is made by application and authorised at a middle or senior management level. To be eligible, an individual must demonstrate evidence of CPD over and beyond that required for competence and have a good attendance, performance and disciplinary record.
- 3.17 Additional Responsibility Allowance (ARAs) are only paid as and when required.
- 3.18 A travel allowance to cover additional travel costs when an operational employee is compulsorily transferred to another work base. A payment is made of the difference in mileage undertaken and is paid for two years following a compulsory transfer.
- 3.19 Reimbursement of medical fees only applies to employees whose service commenced before November 1994. The reimbursement of fees covers dental, optical and prescription fees and is paid at NHS rates.

Section Four - Pay Policy for Support Roles

General

- 4.1 This policy applies to employees covered by the NJC for Local Government Services and includes all non-operational staff.
- 4.2 National pay awards negotiated by the NJC for Local Government Services are applied by the Authority on an annual basis and represent a cost-of-living increase. A 2.75% pay award was applied by the NJC for Local Government Services for 2020-21. The pay awards for the support Area Managers is in line with the arrangements for firefighters outlined in paragraph 3.2.
- 4.3 The pay structure is aligned to a spinal column point system. Spinal column points are configured into groups to provide incremental pay points. The incremental rises occur on 1 April and 1 October annually and employees progress incrementally through their respective grade until they reach the maximum point.
- 4.4 All employees will be generally paid at the lowest point in the relevant scale. Starting salary may be uplifted along the incremental structure if experience and knowledge warrant this approach. Movement between grades is through a competitive selection process.
- 4.5 Leicestershire Fire and Rescue Service apply the Local Government Job Evaluation Scheme that systematically ranks each job objectively and fairly. Local Government Job Evaluation Scheme is a recognised best practice, non-discriminatory method of ranking jobs against a predetermined scale. The evaluation process assesses all roles and allocates an appropriate grade according to the duties and responsibilities undertaken. Employees may apply for a review of their grade where permanent, substantial and material changes have increased the level of duties and responsibilities attached to their role. Any substantive changes to grade must be authorised by a Director.

Other Allowances and Payments

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

Section Five - Policy on Re-engagement and Pension Abatement

General

- 5.1 This applies where individuals retire from the Service, draw pension benefits and are subsequently re-engaged into the same or other role with Leicestershire Fire and Rescue Service. The policies set out below apply to all employees, including senior officers.
- 5.2 Leicestershire Fire and Rescue Service operates a Re-Engagement Policy, which has been authorised by the CFA, for operational employees. This permits re-engagement if there is a tangible business benefit. During any period of re-engagement, the employee has full abatement of pension i.e. when combined with salary, their pension cannot make them earn more than they did in their previous role. This complies with the provisions of the Firefighters Pension Scheme.
- 5.3 Leicestershire Fire and Rescue Service operates a Flexible Retirement Policy for employees in the Local Government Pension Scheme which allows employees to take their pension benefits and be re-employed on reduced hours or at a lower grade without abatement of pension. This complies with the provisions of the Local Government Pension Scheme.
- 5.4 Where employees who have taken retirement benefits (either as former Service employees or employees of another public sector organisation) apply for a support role with Leicestershire Fire and Rescue Service as part of a competitive selection process and are successful, no abatement of pension is applied.

Section Six - Severance Payments

General

- 6.1 In the event of redundancy, the Service applies redundancy payments under the provisions of its Redundancy Policy. This applies to both compulsory and voluntary redundancy situations.
- 6.2 In 2020-21 there were two settlement agreements; when the employment of an employee is terminated by the Service, or in settlement of a claim. Such agreements are subject to confidentiality clauses.
- 6.3 Early Payment of Pension Benefits; under the provisions of the Local Government Pension Scheme employees aged over 55 who are made redundant, or who are retired from Service on the grounds of efficiency, are awarded early payment of pension benefits. In this case, a charge is made against the Fire Authority by the pensions fund; this is referred to as actuarial strain.
- 6.4 In 2020-21 the Service had no agreements for the early payment of pension.

Section Seven – Bonus Payments and Performance Related Pay

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

Summary of Annual Remuneration for All Principal Officers and Senior Managers

Annex 1

Role/ Position	Function	Salary (£)	Provided Car (£)	Employers Costs (£)	Total Cost (£)
Chief Fire Officer	Chief Executive/ Head of Paid Service	£135,317	£4,733	£56,432	£196,482
Assistant Chief Fire Officer (1)	Director of Service Delivery	£108,221	£4,733	£44,889	£157,843
Assistant Chief Fire Officer (1)	Director of Service Support	£108,221	£4,733	£44,889	£157,843
Operational Area Manager (1)	Head of Operational Response	£78,983	£3,114	£32,434	£114,531
Operational Area Manager (1)	Head of Community Risk	£78,983	£3,114	£39,148	£121,245
Operational Area Manager (1)	Head of Assurance	£78,983	£3,114	£32,434	£114,531
Area Manager People and Organisation Development	Head of Function	£60,756	£0	£20,842	£81,598
Area Manager Business Support	Head of Function	£60,756	£0	£20,842	£81,598
Area Manager Tri-Service Control	Head of Function	£57,049	£3,381	£19,496	£79,926
Operational Group Manager (1)	Geographical Group Manager	£62,761	£3,114	£30,858	£96,733
Operational Group Manager (2)	Geographical Group Manager	£62,761	£3,114	£30,858	£96,733
Operational Group Manager (3)	Operational Risk	£62,761	£3,114	£30,858	£96,733
Operational Group Manager (4)	Safer Communities	£62,761	£3,114	£30,858	£96,733
Operational Group Manager (5)	Service Support	£62,761	£3,114	£30,858	£96,733

Summary of Annual Remuneration for All Principal Officers and Senior Managers

Annex 1

Role/ Position	Function	Salary (£)	Provided Car (£)	Employers Costs (£)	Total Cost (£)
Operational Station Manager (1)	District Manager	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (2)	District Manager	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (3)	District Manager	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (4)	District Manager	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (5)	District Manager	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (6)	District Manager	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (7)	District Manager	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (8)	District Manager	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (9)	District Manager	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (10)	District Manager	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (11)	Operational Guidance	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (12)	Operational Planning	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (13)	Operational Intelligence	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (14)	Community Safety	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (15)	Fire Protection	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (16)	Fire Protection	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (17)	Business Assurance	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (18)	Health and Safety	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (19)	Training and Development	£54,220	£3,114	£26,494	£83,828
Operational Station Manager (20)	Training and Development	£54,220	£3,114	£26,494	£83,828
Fire Control Station Manager (1)	Fire Control	£51,509	£1,239	£17,485	£70,233

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Status of Report: Public
Meeting: Combined Fire Authority
Date: 10 February 2021
Subject: Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Covid-19 Inspection Outcome
Report by: The Chief Fire and Rescue Officer
Author: Callum Faint – Chief Fire and Rescue Officer
For: Information

Purpose

1. The purpose of this report is to inform the Combined Fire Authority of the outcome from the recent Covid-19 related inspection by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services.

Recommendation

2. It is recommended that the Combined Authority not the outcome letter of the Covid-19 specific inspection from Her Majesty's Inspectorate of Constabularies, Fire and Rescue Services (HMICFRS) which is appended to this report.

Executive Summary

3. The HMICFRS is an independent body set up to inspect Police and Fire and Rescue Services and report back its findings to central government based on evidential findings during their inspections.
4. In August 2020, HMICFRS were tasked by the Home Secretary to inspect how Fire and Rescue Services in England were responding to the Covid-19 pandemic. The inspection was to focus on the early stages of the pandemic from February through to June 2020.
5. The inspection was carried out virtually between 26 October and 6 November 2020. It involved a number of officers from the Service and the Chairman of the Combined Fire Authority, all supported by data and policies.
6. On 22 January 2021, HMICFRS published the outcome of the inspections for all the Services inspected including Leicestershire Fire and Rescue Service.
7. The overarching theme of the outcome letter (appended to this report) is incredibly positive and recognises the immense effort and achievements of the Service in a very challenging time.

Background

8. The HMICFRS is an independent body set up to inspect Police and Fire and Rescue Services and report back its findings to central government based on evidential findings during their inspections.
9. In August 2020, HMICFRS were tasked by the Home Secretary to inspect how Fire and Rescue Services in England were responding to the Covid-19 pandemic. The inspection was to focus on the early stages of the pandemic from February through to June 2020.
10. In preparation for the inspection officers submitted relevant materials (policies, procedures, communications and risk assessments) to HMICFRS.
11. The Inspecting Officer reviewed this information and then, through virtual meetings, tested this and sought to triangulate the Service's response to the pandemic.
12. Officers were interviewed at a number of levels within the Service to ensure policy had been shared, communicated and implemented. It was also pleasing to see that, as well as managing the Service, officers were able to directly influence the national agreements in place (at the time) to allow more support to be offered.
13. The inspection covered the initial stages of the pandemic (February – June 2020) focusing on how the Service responded not only to its core statutory duties but how it further supported the community. These lines of questioning were consistent across all Fire and Rescue Services in England.
14. The outcome letter details HMICFRS's all the individual areas of activity and how the Service has responded.
15. The overarching theme of the outcome letter (appended to this report) is incredibly positive and recognises the immense effort and achievements of the Service in a very challenging time.

Report Implications/Impact

16. Legal (including crime and disorder)

The letter details how the Service met its statutory responsibilities throughout the pandemic.

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

The letter details how the Service met its financial responsibilities throughout the pandemic.

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

The letter details how the Service met the risks faced throughout the pandemic.

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

The letter details how the Service engaged with staff and stakeholders throughout the pandemic.

20. Environmental

There are no environmental implications arising from this report.

21. Impact upon Our Plan Objectives

The pandemic has impacted upon the Service in many ways. In all areas where possible and reasonable the Service continued to operate and contribute towards “Our Plan”.

Background Papers

Report to Combined Fire Authority 16 December 2020 – “Covid-19 and Leicestershire Fire and Rescue Service”

<https://leics-fire.gov.uk/wp-content/uploads/2020/12/10-covid-pandemic-update-final.pdf>

and Appendix

<https://leics-fire.gov.uk/wp-content/uploads/2020/12/10-appendix-covid-19-our-response.pdf>

Appendix

Covid-19 Inspection: Leicestershire Fire and Rescue Service

Officers to Contact

Callum Faint

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in policing and fire & rescue
services to make everyone safer

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Her Majesty's Inspector of Fire & Rescue Services
Her Majesty's Inspector of Constabulary

Callum Faint
Chief Fire Officer
Leicestershire Fire and Rescue Service

Councillor Nicholas Rushton
Chair
Leicester, Leicestershire and Rutland Fire and Rescue Authority

22 January 2021

Dear Mr Faint and Cllr Rushton,

COVID-19 INSPECTION: LEICESTERSHIRE FIRE AND RESCUE SERVICE

In August 2020, we were commissioned by the Home Secretary to inspect how fire and rescue services in England are responding to the COVID-19 pandemic. This letter sets out our assessment of the effectiveness of your service's response to the pandemic.

2. The pandemic is a global event that has affected everyone and every organisation. Fire and rescue services have had to continue to provide a service to the public and, like every other public service, have had to do so within the restrictions imposed.

3. For this inspection, we were asked by the Home Secretary to consider what is working well and what is being learned; how the fire sector is responding to the COVID-19 crisis; how fire services are dealing with the problems they face; and what changes are likely as a result of the COVID-19 pandemic. We recognise that the pandemic is not over and, as such, this inspection concerns the service's initial response.

4. I am grateful for the positive and constructive way your service engaged with our inspection. I am also very grateful to your service for the positive contribution you have made to your community during the pandemic. We inspected your service between 26 October and 6 November 2020. This letter summarises our findings.

5. In relation to your service, the Leicester, Leicestershire and Rutland strategic co-ordination group declared a major incident on 24 March 2020.

6. In summary, the service maintained its response, prevention and protection statutory duties. It worked proactively to provide additional support to partners and the community in the initial stages of the pandemic.

7. Fire and rescue service staff, including firefighters, took on several additional roles to support the needs of their local communities. For example, station and control room staff assembled over 5,250 face shields, which were then distributed throughout the county to hospitals, care homes and surgeries.
8. On behalf of its local resilience forum (LRF), the service took responsibility for being the single point of contact for sourcing and organising keyworker accommodation. Over 300 nights of accommodation were provided for keyworkers across Leicester, Leicestershire and Rutland.
9. The service communicated well with its staff throughout the pandemic, introducing new virtual ways of communicating, including video logs and virtual tea breaks. The service increased wellbeing support for staff, including weekly updates via its Service Matters e-bulletin, a health and wellbeing support pack, and individual risk assessments.
10. The service was well prepared for the pandemic, because it had already put provisions in place for effective home working. When the pandemic started, it provided extra IT and introduced new flexible working arrangements.
11. Compared with other areas of England, parts of the service's area have faced more serious continuing restrictions since lockdown began in March. This has affected both the service and its staff.
12. We recognise that the arrangements for managing the pandemic may carry on for some time, and that the service is now planning for the future. To be as efficient and effective as possible, Leicestershire Fire and Rescue Service should focus on the following areas:
- (a) It should determine how it will adopt for the longer-term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements.
- (b) It should update its community risk profiles, of both people and premises, to take account of the changes the pandemic has caused. It should make sure that its prevention and protection activity remains focused on those areas at highest risk.
- (c) It should evaluate how effective all its extra activities have been. It should then consider how its activities can give local communities the most benefit in future.

Preparing for the pandemic

13. In line with good governance, the service had a pandemic flu plan and business continuity plans in place, which were both in date. These plans were activated.
14. The plans were detailed enough to enable the service to make an effective initial response, but understandably they didn't anticipate and mitigate all the risks presented by COVID-19.
15. The service has reviewed its pandemic flu plan to reflect the changing situation and what it has learned during the pandemic.

16. The service's degradation procedure, which was in place prior to the pandemic, includes detail on how the service could maintain its response capability if staff absence is greater than normal. Its pandemic plans now cover social distancing, making premises 'COVID secure', remote working, mutual aid, supply of personal protective equipment (PPE), health screening, training, communication and risk assessments.

Fulfilling statutory functions

17. The main functions of a fire and rescue service are fire safety, firefighting, fire prevention, rescuing people in road traffic collisions, and responding to emergencies.

18. The service has continued to provide its core statutory functions throughout the pandemic in line with advice from the National Fire Chiefs Council (NFCC). This means the service has continued to respond to calls from the public and to emergencies. It has also continued to use social media to share fire safety messages, and has delivered food and medicines to vulnerable members of the community.

Response

19. The service told us it attended fewer incidents between 1 April and 30 June 2020 than it did during the same period in 2019.

20. The overall availability of fire engines was better during the pandemic than it was during the same period in 2019. Between 1 April and 30 June 2020, the service's average overall fire engine availability was 90.1 percent compared with 80.9 percent during the same period in 2019. We were told that this was as a result of lower sickness levels and an increased number of on-call firefighters being available to respond to emergencies as a result of being furloughed or terminated from their primary employment.

21. The service didn't change its crewing models or shift patterns during this period.

22. The service told us that its average response time to fires improved during the pandemic compared with the same period in 2019. This was due to several reasons, including lower sickness levels, better fire engine availability and less road traffic during this period. This may not be reflected in [official data recently published by the Home Office](#), because services don't all collect and calculate their data the same way.

23. The service had good arrangements in place to make sure that its control room had enough staff during the pandemic.

24. This included effective resilience arrangements, such as further training staff with previous control experience, training managers to undertake extra tasks, collaborating with other services, adapting ways of working, and ensuring the environment was COVID-19-compliant.

Prevention

25. The NFCC issued guidance outlining how services should take a risk-based approach to continuing prevention activity during the COVID-19 pandemic. The service adopted this guidance.

26. The service conducted fewer home fire safety checks than it would normally undertake. It didn't review which individuals and groups it considered to be at an increased risk from fire as a result of the COVID-19 pandemic.

27. The service decided to continue offering face-to-face home fire safety checks on a risk-assessed basis because it could give staff suitable PPE.

28. The service introduced the option of a home fire safety check by telephone instead of face-to-face. It also trialled and evaluated other options, including undertaking home fire safety checks from the doorstep.

Protection

29. The NFCC issued guidance on how to continue protection activity during the COVID-19 pandemic. This includes maintaining a risk-based approach, completing desktop audits and issuing enforcement notices electronically. The service adopted this guidance.

30. In the early stages of the pandemic, the service didn't review how it defines premises as high risk. Instead, it decided to wait until its pre-planned review in June 2020 to do this.

31. The service conducted fewer fire safety audits than it would normally undertake. It decided to continue face-to-face fire safety audits and enforcement activity on a risk-assessed basis because it could give staff suitable PPE. It introduced risk-based desktop appraisals instead of face-to-face audits to minimise face-to-face contact between members of staff and the public.

32. The service continued with ongoing enforcement activity but didn't need to issue any alteration notices, enforcement notices or prohibition notices. It did continue responding to statutory building control consultations.

33. It also introduced other measures to reduce social contact, such as using telephone and email to make the initial contact, completing more desktop assessments, sending and receiving still images electronically, using electronic documents to replace hard-copy letters, reducing the number of staff carrying out visits, maintaining 'COVID secure' measures, and adjusting visits to minimise contact.

34. The service has continued to engage with those responsible for fire safety in high-risk premises with cladding similar to that at Grenfell Tower, in particular, premises where temporary evacuation procedures are in place. However, the service experienced some difficulties in contacting responsible persons due to lockdown restrictions in place in Leicester City and surrounding areas.

35. A convalescence centre was located in the service area. The service worked with the building's responsible person to put in place suitable and reasonable fire safety measures.

Staff health and safety and wellbeing

36. Staff wellbeing was a clear focus for the service during the pandemic. Senior leaders actively promoted wellbeing services and encouraged staff to discuss any worries they had. However, more could have been done earlier to talk to staff about their needs so that the right support could be put in place.

37. Most staff survey respondents told us that they could access services to support their mental wellbeing if needed. Support put in place for staff included a health and wellbeing support pack, occupational health, counselling, peer support, mental health first aid, domestic violence support, and access to external resources such as a chaplaincy and a 24-hour helpline.

38. More structure could have been put in place at an earlier stage to identify and address the specific needs of staff members most at risk from COVID-19, including those from a black, Asian and minority ethnic background and those with underlying health problems. The service developed and implemented processes working with staff to manage the risk. An individual risk assessment in the form of a 'health and wellbeing passport' was introduced on 26 June 2020. This includes any agreed alterations to working arrangements that are put in place to support a staff member's individual needs. At the time of the inspection, the service told us that it had completed this assessment with just over half its staff.

39. Wellbeing best practice was also shared with other services. The service has discussed with its staff how it should plan for the potential longer-term effects of COVID-19 on its workforce.

40. The service made sure that firefighters were competent to do their work during the pandemic. This included keeping up to date with most of the firefighter fitness requirements.

41. The service assessed the risks of new work to make sure its staff had the skills and equipment needed to work safely and effectively.

42. The service provided its workforce with suitable PPE on time and made sure it achieved value for money. But it had limited participation in the national fire sector scheme to procure PPE as, at the time of the inspection, it believed its own arrangements were cheaper.

Staff absence

43. Absences have decreased compared with the same period in 2019. The number of shifts lost due to sickness absence between 1 April and 30 June 2020 decreased by 7.2 percent compared with the same period in 2019.

44. The service updated its absence procedures so that it could better manage staff wellbeing and health and safety, and make more effective decisions about how to allocate work.

This included information about recording absences, self-isolation and testing. Data was routinely collected on the numbers of staff either absent, self-isolating or working from home.

Staff engagement

45. Most staff survey respondents told us that the service did provide regular and relevant communication to all staff during the COVID-19 pandemic. This included regular virtual team meetings, written correspondence, one-to-ones with a manager, and video logs with staff about wellbeing and health and safety.

46. Most on-call firefighter survey respondents told us that they received the same amount of communication as usual during the pandemic. The service made use of telephone, email, virtual meeting platforms, video logs, its intranet and Service Matters e-bulletin when communicating with on-call staff during COVID-19.

47. The service intends to maintain changes it has made to its ways of working in response to COVID-19, including virtual ways of communicating.

Working with others, and making changes locally

48. To protect communities, fire and rescue service staff were encouraged to carry out extra roles beyond their core duties. This was to support other local blue light services and other public service providers that were experiencing high levels of demand, and to offer other support to its communities.

49. The service carried out the following new activities: assisting vulnerable people; face fitting for masks; delivering PPE; ambulance transport; assembling and delivering face shields; delivering food; delivering prescription medicines; delivering controlled drugs; sourcing and arranging keyworker accommodation; COVID-19 testing; COVID-19 compliance checks; and supporting Leicester City Council with waste referrals.

50. A national 'tripartite agreement' was put in place to include the new activities that firefighters could carry out during the pandemic. The agreement was between the NFCC, National Employers, and the Fire Brigades Union (FBU), and specifies what new roles firefighters could provide during the pandemic. Each service then consulted locally on the specific work it had been asked to support, to agree how to address any health and safety requirements, including risk assessments. If public sector partners requested further support outside the tripartite agreement, the specifics would need to be agreed nationally before the work could begin.

51. The service consulted locally with the FBU to implement the tripartite agreement.

52. Other unions were engaged, including UNISON, if their members were asked to do extra work, including under the tripartite agreement.

53. All of the new work done by the service under the tripartite agreement was agreed on time for it to start promptly and in line with the request from the partner agency.

54. There were extra requests for work by partner agencies that fell outside the tripartite agreement, including COVID-19 testing. In addition, the service obtained local agreement with the FBU to ensure COVID-19 compliance measures were in place within business premises on behalf of Leicester City Council. For example, providing advice to hotels and boarding houses to ensure they were complying with COVID-19 regulations.

55. All new work, including that done under the tripartite agreement, was risk-assessed and complied with health and safety requirements.

56. The service hasn't yet fully reviewed and evaluated its activities to support other organisations during this period. It hasn't identified which to continue.

Local resilience forum

57. To keep the public safe, fire and rescue services work with other organisations to assess the risk of an emergency, and to maintain plans for responding to one. To do so, the service should be an integrated and active member of its LRF. Leicestershire Fire and Rescue Service is a member of Leicester, Leicestershire and Rutland's LRF.

58. The service was an active member of the LRF during the pandemic. The service told us that the LRF's arrangements enabled the service to fully engage in the multi-agency response.

59. As part of the LRF's response to COVID-19, the service chaired a 'blue light cell' which supported the LRF's overall strategy to manage COVID-19. In addition, it was a member of the following operational cells: strategic co-ordinating group, tactical co-ordinating group, logistics cell (supporting the delivery and distribution of PPE), and the communications cell. The service was able to allocate suitable qualified staff to participate in these groups without affecting its core duties.

Use of resources

60. The service's financial position hasn't yet been significantly affected by the pandemic.

61. The service has made robust and realistic calculations of the extra costs it has faced during the pandemic. At the time of our inspection, its main extra costs were £112,000 staffing costs, £64,000 technology, £51,000 PPE, and £27,000 cleaning and decontamination supplies. It fully understands the effect this will have on its previously agreed budget and anticipated savings. Where possible, it has exploited opportunities to make savings during this period and used them to mitigate any financial risks it has identified.

62. The service received £986,000 of extra government funding to support its response. At the time of our inspection, it had spent £289,000 of this money on staffing costs, technology, PPE, and cleaning, decontamination and ancillary supplies. The remaining money has been set aside to cover future costs incurred by the pandemic and future income shortfalls. It has shown how it used this income efficiently, and that it mitigated against the financial risks that arose during this period.

63. The service didn't use any of its reserves to meet the additional costs that arose during this period.

64. When used, overtime was managed appropriately. The service made sure that its staff who worked overtime had enough rest between shifts.

Ways of working

65. The service changed how it operates during the pandemic. For example, it put in place a blended approach to home working, meetings and training. It had the necessary IT to support remote working where appropriate. Where new IT was needed, it made sure that procurement processes achieved good value for money.

66. The service could quickly implement changes to how it operates. This allowed its staff to work flexibly and efficiently during the pandemic. The service plans to consider how to adapt its flexible working arrangements to make sure it has the right provisions in place to support a modern workforce.

67. The service has had positive feedback from staff on how they were engaged with during the pandemic. As a result, the service plans to adopt these changes in its usual procedures and consider how they can be developed further to help promote a sustainable change to its working culture.

68. The service made good use of the resources and guidance available from the NFCC to support its workforce planning, and help with its work under the tripartite agreement.

Staffing

69. The service had enough resources available to respond to the level of demand during the COVID-19 pandemic and to reallocate resources where necessary to support the work of its partner organisations.

70. Arrangements put in place to monitor staff performance across the service were effective. This meant the service could be sure its staff were making the best contribution that they reasonably could during this period. Extra capacity was identified and reassigned to support other areas of the service and other organisations.

71. As well as performing their statutory functions, wholetime firefighters volunteered for extra activities, including those under the tripartite agreement.

72. The on-call workforce took on extra responsibilities covering some of the roles agreed as part of the tripartite agreement, the shifts of absent wholetime staff, and other responsibilities.

Governance of the service's response

73. Each fire and rescue service is overseen by a fire and rescue authority. There are several different governance arrangements in place across England, and the size of the authority varies between services. Each authority ultimately has the same function, namely to set the service's priorities and budget and make sure that the budget is spent wisely.

74. During the pandemic, members of the fire and rescue authority were kept informed of decisions the service made in order to discharge its statutory functions. The service regularly updated them about how it was responding to the pandemic and the extra activities of its staff. This included work carried out as part of the tripartite arrangements. Members maintained regular communication with the chief fire officer and received the service's written briefings.

75. The fire and rescue authority put arrangements in place to give its members relevant and regular information about how the service responded to the pandemic. It made use of technology and held meetings virtually.

Looking to the future

76. During the pandemic, services were able to adapt quickly to new ways of working. This meant they could respond to emergencies and take on a greater role in the community by supporting other blue light services and partner agencies. It is now essential that services use their experiences during COVID-19 as a platform for lasting reform and modernisation.

77. Leicestershire Fire and Rescue Service has improved its collaboration with partners. It is looking at ways it can maintain positive links and support these organisations in the future. The service transformed its use of technology and aims to employ a blended use of technology and physical attendance for training, assessments, meetings and general communication. It will continue developing the use of virtual reality for training. It's also reviewing the benefits of remote working and hopes to retain some working from home, with some time spent in the office, so that staff still feel connected and supported. The service intends to finish developing departmental business plans, and remains a part of the NFCC business continuity group.

78. Good practice and what worked was shared with other services locally through the LRF, regionally through established forums, and nationally through the NFCC. The chief fire officer participates in a weekly call between regional senior officers, including East Midlands Ambulance Service NHS Trust. This enabled the senior leaders of those organisations to compare some of the issues being experienced. Leicestershire Fire and Rescue Service shared its experience of local lockdown with regional senior officers. It also contributed to Dame Mary Ney's report, *Rapid Stocktake of Lessons Learnt and Good Practice in the Management of Local COVID-19 Outbreaks*. The service worked with its supplier of breathing apparatus to find an alternative wash for its masks, as supply of the original wash was disrupted by the pandemic. This information was shared with other services.

Next steps

79. This letter will be published on our website. We propose restarting our second round of effectiveness and efficiency fire and rescue inspections in spring 2021, when we will follow up on our findings.

Yours sincerely,

A handwritten signature in black ink that reads "Zoë Billingham". The signature is written in a cursive style with a large 'Z' and 'B'.**Zoë Billingham**

Her Majesty's Inspector of Fire & Rescue Services

Her Majesty's Inspector of Constabulary

Status of Report: Public

Meeting: Combined Fire Authority

Date: 10 February 2021

Subject: Recruitment of Chief Fire and Rescue Officer

Report by: The Monitoring Officer and the Treasurer

Author: Lauren Haslam, The Monitoring Officer

For: Information

Purpose

1. The purpose of this report is to advise the Combined Fire Authority of the proposed arrangements to recruit on a permanent basis to the post of Chief Fire and Rescue Officer.

Recommendation

2. It is recommended that the Combined Fire Authority
 - a) Note the proposed arrangements for the recruitment and appointment of a new Chief Fire and Rescue Officer (CFO); and
 - b) appoint a panel of 5 members drawn from the membership of the CFA Employment Committee to serve on the Employment Panel (Appointment of CFO) with delegated powers to consider and agree the following:
 - i) A revised job description and person specification for the post;
 - ii) The terms and conditions for the post;
 - iii) The interview process including the type of tests and assessments to be undertaken; and to make recommendations to the CFA regarding the appointment of a new Chief Fire and Rescue Officer.

Executive Summary

3. The previous Chief Fire and Rescue Officer resigned with effect from 4 September 2020.
4. At its meeting on 29 July, the CFA approved the urgent action taken by the Monitoring Officer and Treasurer to recruit internally on an interim basis until a permanent appointment could be made. Callum Faint, Assistant Chief Fire and Rescue Officer was appointed from 4 September 2020 until May/June 2021.
5. It is now timely to advertise the vacancy to ensure that permanent arrangements are in place from 1 June 2021 to bring stability to the Service.

Background

6. Following the resignation of the previous Chief Fire and Rescue Officer (CFO) on 4 September 2020, the Monitoring Officer and Treasurer took urgent action to appoint an interim CFO and this was reported to the CFA under an exempt report at its meeting on 29 July 2020. With the many challenges facing the Leicestershire Fire and Rescue Service over the following few months, it was agreed that an interim internal appointment be made until a permanent CFO could be appointed in May/June 2021. Callum Faint, the Assistant Chief Fire and Rescue Officer was appointed on an interim basis from 4 September 2020.
7. At the meeting on 29 July 2020, the CFA also authorised the Monitoring Officer and the Treasurer to jointly progress the permanent appointment of a Chief Fire and Rescue Officer depending on the current national situation and the challenges facing the Leicestershire Fire and Rescue Service. It is now felt timely to advertise the post to bring stability to the Service within such a challenging operating environment.
8. The appointment of the CFO is vested in the CFA on the recommendations of the Employment Panel appointed for the purpose.

Suggested approach

9. It is proposed that the following approach is adopted for the appointment of a CFO on a permanent basis. This mirrors the approach used for previous appointments to the CFO post. Candidates will:
 - Submit a written report;
 - Make a presentation;
 - Undertake a technical test led by a CFO from another area (and any other tests as advised);
 - Meet with senior officers within the Service;
 - Undergo an interview undertaken by an Employment Panel.

Review of job description

10. The post was previously appointed to on a permanent basis in 2018, and before proceeding with this current recruitment process, it is recommended that consideration should be given to the nature of the post in this changing and challenging environment. As such, the job description will be reviewed by the Employment Panel prior to advertising the vacancy as well as the terms and conditions to ensure that these are up to date and fit for purpose.
11. The Employment Panel (CFO Salary Review) convened from the Employment Committee on 8 June 2020 resolved that the vacancy for the position of Chief Fire and Rescue Officer be advertised for future recruitment with a salary band of £130,000 - £140,000. This current vacancy will be advertised at this level.

12. If the CFA wishes to proceed as outlined above, it is recommended that the Group Leaders be invited to nominate 5 members of the Employment Committee to serve on the Employment Panel (Appointment of CFO) with delegated powers to consider and agree the following:-
- i) A revised job description and person specification for the post (Note – any decision to significantly increase or reduce the current remuneration package will require the approval of the CFA or be dealt with using urgency powers set out in the Constitution);
 - ii) The recruitment and appointment process including the type of tests and assessments to be undertaken.
13. The interview will be undertaken by the Panel, assisted by the Monitoring Officer, Treasurer and the Area Manager People and Organisational Development. The recommendation of the Committee will be made to the CFA for approval.
14. The following indicative timetable is proposed.

ACTION	DATE
Review of current role and responsibilities of the CFO and agreement to new job description, person specification, job advert and interview process and report to the CFA if required (if a change in designation or a significant change in the remuneration package is proposed)	February / March
Advertisement of vacancy (2 weeks).	w/c 22 March
Closing Date.	w/c 4 April
Employment Panel – Shortlisting meeting advised by the Monitoring Officer, Treasurer and Area Manager People and Organisational Development and any other persons as previously determined by the Committee. Agree presentation topic/format and questions for final interviews.	w/c 10 May
Technical Interviews	w/c 17 May
Circulation of agenda for final interviews to include candidate packs	w/c 24 May
Employment Panel - Final Interviews.	w/c 7 June
Meeting of CFA to consider the recommendations of the Employment Committee.	16 June 2021
Start Date (assuming 3 months' notice)	September 2021

Report Implications/Impact

9. Legal (including crime and disorder)

The process proposed accords with the provision in the CFA Constitution.

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

The cost of the recruitment process will be met from existing budgets. The proposed salary is as was agreed by the Employment Committee (CFO Salary Review) on 8 June 2020, following analysis by external consultants and is in line as published in the Leicestershire Fire and Rescue Service's pay policy statement. Any changes to the existing remuneration package for the CFO will need to be agreed by the CFA and will be reflected in the statutory pay policy statement for 2021/22.

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

The need to recruit permanently to the position of Chief Fire and Rescue Officer has been identified at a time when the service is facing significant challenges. It is important that there is a strong leadership and management of the Authority, and stability, both in the interim and in the longer term. The recommendations in this report will achieve this.

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

The overriding equality objective is to ensure a fair recruitment process and the public sector equality duty requires the CFA and Leicestershire Fire and Rescue Service to have regard to the requirement to advance equality of opportunity. An external recruitment process achieves these objectives.

13. Environmental

There are no environmental implications arising from this report.

14. Impact upon "Our Plan" Objectives

None.

Officer to Contact

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Status of Report: Public

Meeting: Combined Fire Authority

Date: 10 February 2021

Subject: Whole-time Recruitment

Report by: The Chief Fire and Rescue Officer

Author: Georgina Coop, Area Manager People and Organisational Development

For: Information Only

Purpose

1. The purpose of this report is to provide the Combined Fire Authority with an update of the Whole-time recruitment campaign.

Recommendation

2. It is recommended that the Combined Fire Authority note the update provided on the Whole-time Recruitment campaign, particularly that recorded data shows that selection methods have not negatively impacted on diversity statistics.

Executive Summary

3. Following the impact of the Covid-19 pandemic, the subsequent national lockdown and local restrictions, urgent action was taken by the Chief Fire and Rescue Officer, in consultation with the Chair and Vice Chair, to commence recruitment for whole-time firefighters on the earlier date of 25 November to enable the appointment of new recruits from May 2021.
4. The positions were advertised on 25 November 2020 and 370 applications were received. Following job related testing, 48 will now be invited to interview comprising 28 external delegates plus 17 migrations and 3 transfers.
3. Data on diversity, media effectiveness and the origin of candidate (external, migration or transferee) has been recorded for the receipt of applications and following shortlisting and will continue to be recorded at each stage of the campaign.

Background

Recruitment at Leicestershire Fire and Rescue Service

4. As at 31 December 2020, the actual staff establishment was 347, with a further 3 retirements predicted before 31 March 2020.
5. Based on the current establishment and predicted leavers for 2021/22 (as outlined in the report to the Combined Fire Authority on 16 December 2020), it is intended that 20 new recruits will be appointed. At this stage, the proposal includes the appointment of 16 external recruits and the remaining from migrations and transfers. This will be dependent on the numbers and balance of successful applications.
6. A total of 370 applications were received and after shortlisting, the number of candidates reduced to 81. 52 external applicants attended the job-related testing session and 28 people were successful. These people, plus 17 migrations and 3 transfers, means 48 will be now be invited to interview.
7. The Appendix contains the full breakdown of data detailing diversity, media effectiveness and the type of candidate (External, Migration and Transferee) has been recorded at each stage of the campaign. In summary this shows:
 - i. The total number of applications from non-male groups was 48 which represented 13% of applications. This rose to 15% post shortlisting and on-line testing;
 - ii. The total number of applications from BAME candidates was 62 which represented 17% of applications. This rose to 20% following the shortlisting process and post on-line testing;
 - iii. The total number of applications from the 17-24 age group was 107 which represented 29% of applications. This decreased to 24% after shortlisting and on-line testing;
 - iv. The total number of applicants declaring a disability was 31 which represented 11% of applications. This rose to 11% after shortlisting and on-line testing;
 - v. The total number of applications non-heterosexual groups was 44 which represented 12% of applications. This rose to 13% after shortlisting and on-line testing;
 - vi. External applications represented 87% of applications and that number reduced to 75% after shortlisting. Applications from White British migrations moved from 8% to 20% after shortlisting;
 - vii. When asked where they found out about our recruitment campaign, the data suggests that the top three media methods were the Service's

recruitment website (54%), Facebook (18%) and word of mouth (13%); and

8. The data recorded so far suggests that the Whole-time recruitment campaign did not adversely impact any applications from underrepresented groups and a full review will be carried out at the end of the process.

Covid-19

9. Covid-19 impacted on the Service's ability to carry out numerical and verbal testing face-to-face. The recruitment team engaged with an independent advice service which provided advice and support to the testing sourced on-line. This gave greater reassurance that these tests would not adversely impact underrepresented groups than the previous tests which were conducted face-to-face.
10. Face-to-face testing of aerobic (endurance) fitness was cancelled due to the move into lockdown and the venue provider (a local university) no longer offering LFRS the use of their facilities due to Covid-19 restrictions. This was replaced with a blood pressure test completed at the start of the job-related tests.
11. Interviews will be held face-to-face at Service headquarters. A risk assessment has been completed and control measures designed to ensure compliance with Government guidance on Covid-19 safety.

Next steps

12. Interviews will be held between 1 to 5 February 2021 and selection recommendations will be reviewed in the second week of February. Conditional offers will be made between 8-31 March, following medicals. New recruits appointed from outside the fire and rescue service will join on 4 May 2021.
13. These new recruits will again complete the Firefighter Apprenticeship programme delivered through the Fire Service College.
14. The recruitment portal has enabled a review of the data at each stage of the process. A full debrief of the process will take place after 4 May 2021 to capture lessons learnt that will feed into future processes.
15. To further mitigate the risks associated with the potential staff projection, a plan is being put together to keep in touch with all candidates who are deemed appointable but not included in the 2021 intake. They will be asked if their information can be retained on file and at agreed points over 2021 as vacancies arise, these future potential recruits will be contacted, enabling potential efficiencies to be made in the next round of recruitment.
16. The intention is to ensure positive action to recruit is embedded across the Service in all aspects of community interaction and it becomes a year-round activity. The findings of the multicultural research project and the introduction

of cultural awareness training will ensure positive action is embedded. Links with community groups continue to be built, together with the promotion of the Fire Cadets as a career pathway into the Fire Service.

Report Implications/Impact

17. Legal (including crime and disorder)

The Fire and Rescue Service Act 2004, Part 2, section 7, paragraphs 1 and 2, places a requirement on Fire Authorities to make suitable provision for Fire and Rescue Services, including staffing and training of staff to respond to emergency incidents.

The Equality Act 2010 generally prohibits positive discrimination i.e., treating a person with a 'protected characteristic' more favourably than people who do not share that characteristic (unless it is an occupational requirement or the protected characteristic is disability).

The Act does however permit "positive action" in recruitment and promotion to overcome or minimise disadvantages that the employer reasonably believes are faced by persons with a protected characteristic but this is subject to certain conditions being met to avoid any such favourable treatment from constituting unlawful positive discrimination.

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

The adaptations to the whole-time selection process will create increased financial costs (extra equipment, extra assessment schedules, increased staffing), however as the impact is caused by Covid-19, Government grant funding will be used to meet these costs.

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

Not having enough and sufficiently skilled operational resources at the right time could impact on the delivery of services and the Integrated Risk Management Plan improvement projects

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

Open and transparent promotions and recruitment processes are taking place with plans that will be publicised.

Equality Impact Assessments have been completed in the separate stages of recruitment and any issues identified were addressed.

21. Environmental

There are no environmental implications arising from this report.

22. Impact upon “Our Plan” Objectives

The recruitment of staff across the Service is key to us delivering the highest levels of response. By recruiting high quality, talented and motivated staff, not only will the operational requirements be met but prevention, protection and engagement with the community will also be improved. This is covered in Our plan and specifically contributes to Response and people elements.

Background Papers

Report to the Combined Fire Authority 16 December 2020 – Wholetime Recruitment – Urgent Action Taken by the Chief Fire and Rescue Officer

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

Appendix

Appendix – Recruitment data up to point of entry in text format.

Officers to Contact

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Appendix

RECRUITMENT DATA UP TO POINT OF ENTRY IN TEXT FORMAT

Number of applications (Total 370)									
Gender		Ethnicity		Age		Disability		Sexual Orientation	
322	Men	207	White British	107	17-24	337	No	298	Heterosexual
42	Women	62	BAME	207	25-34	31	Yes	38	Bisexual
4	Prefer not to say			50	36-45	2	Prefer not to say	28	Prefer not to say
2	Trans			3	46-55			6	Gay/ Lesbian
				3	Prefer not to say				
Post shortlisting									
Gender		Ethnicity		Age		Disability		Sexual Orientation	
69	Men	65	White British	19	17-24	72	No	64	Heterosexual
10	Women	16	BAME	43	25-34	9	Yes	10	Bisexual
1	Prefer not to say			18	36-45	0	Prefer not to say	6	Prefer not to say
1	Trans			0	46-55			1	Gay/ Lesbian
				1	Prefer not to say				
Post numerical and verbal testing									
Gender		Ethnicity		Age		Disability		Sexual Orientation	
68	Men	64	White British	19	17-24	71	No	63	Heterosexual
10	Women	16	BAME	43	25-34	9	Yes	10	Bisexual
1	Prefer not to say			17	36-45	0	Prefer not to say	6	Prefer not to say
1	Trans			0	46-55			1	Gay/ Lesbian
				1	Prefer not to say				

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Status of Report: *Public*

Meeting: Combined Fire Authority

Date: 10 February 2021

Subject: Training Facility – Service Leadership and Development Centre:
Project Update.

Report By: Callum Faint Chief Fire and Rescue Officer

Author: Matthew Wallace – Director Estates Leicester City Council

For: Information only

Purpose

1. This report provides the Combined Fire Authority (CFA) with an update on the progress of the design and build of the Service's new Training Facility – Leadership and Development Centre.

Recommendation

2. It is recommended that the CFA acknowledge and note:
 - a) The time it will take to review the utilisation of the operational estate for training purposes means that progress with the Training Facility – Service Leadership and Development Centre project will appear to have slowed; and
 - b) The need to consider alternative sites for fire behaviour training and support functions only; and
 - c) That a further progress update be presented to the CFA at its meeting on 16 June 2021.

Executive Summary

3. At its meeting on 16 December 2020, the CFA recognised the risk around the ability to secure a favourable land deal at Desford suitable to build a dirty training site. It further recognised the need to seek alternative, market rate sites for dirty training.
4. This report provides an update on project progress and highlights risks, and measures being taken to mitigate those risks. It further re-iterates the need to take a pause in the project process to assess new factors that are impacting on the proposed output.
5. The increasing likelihood of not achieving a favourable land deal at Desford and consequently having to pay market rates for an alternative site has caused the project team to initiate searches for suitable alternatives and re-assess the

requirements of the dirty site. Ongoing discussion with Caterpillar is ongoing as the site suitability is favourable.

Background

6. At its meeting in December 2020, the CFA acknowledged that market forces and the COVID-19 situation had changed how training was delivered for LFRS. It further acknowledged that maximising the use of the existing estate would reap financial benefit.

Progress

7. This report follows the Christmas period where there has been a two-week shut down across many public and private sector organisations, including Caterpillar and elements of LFRS. This has had an impact on progress in the reporting period.
8. LFRS senior management have challenged the Learning and Development team to consider their need for delivering dirty training in terms of the have-to-have requirements and to consider COVID-19 driven remote training and maximising the use of the existing estate. A consolidated requirements schedule is in the process of being produced focussing on the minimum provision of being able to deliver real fire breathing apparatus training. Training must continue to meet the operational requirements of the Service
9. A property agent has been commissioned to identify potential sites within Leicestershire and asked to consider arterial route access, local planning uses and a size suitable for a Fire Behaviour Unit and supporting infrastructure only which is around 1.5 – 2.5 acres.
10. It is anticipated that by the CFA meeting on 16 June 2021 the value managed requirement will be agreed and a shortlist of suitable market rate sites will have been identified. This will, in the event of further delays from, or an unfavourable deal offered by Caterpillar, allow the project team to propose a leaner option that considers the likely future financial limitations.

Opportunities

11. The project team continues to work with the Learning and Development team to assess the training requirements and overlay these onto the existing estate and assets.
12. By utilising existing assets and reducing the new requirement to fire behaviour training and support functions alone, there is an opportunity to pay market value for a reduced sized site within the project budget.
13. By utilising existing estate and assets there is an opportunity to build an upgrade of the operational estate into the project.

Next Steps

14. The project team continue to work with senior LFRS personnel to ensure that the requirement captures the change in approach given the fundamental shift in the property market and the need to focus on LFRS owned assets in the first instance.
15. The project team will continue to attempt to secure a favourable land deal at Desford in conjunction with searching for alternative sites. A further update will be presented to the CFA at its meeting on 16 June 2021 regarding progress, focussing on movement on the land deal at Desford, availability of suitable alternative sites and a rationalisation of the use of existing assets.
16. The user requirements for the dirty training site will be developed / agreed based on three size-based specifications to meet minimum provisions through to delivery of all practical training on one site. The minimum provision is to build a fire behaviour unit with necessary supporting structures, which dependant on the size of the site, could restrict the level of activity able to be facilitated. The same buildings on larger plots of land increases capacity and capability. The most suitable specification will be determined once land availability is established.
17. User requirements to facilitate clean training will be agreed, assessing the existing estate to determine the locations where developments are needed to accommodate them.

Report Implications/Impact

18. Legal (including crime and disorder)
 - a) All stages of the design and build will comply with CFA Procedure Rules, Contract Procurement Rules and Financial procedure Rules
 - b) Redevelopment or refurbishment work is likely to require planning permission and approvals from building control.
 - c) Legal support will be provided by the County Council's Legal Team in the usual way.
19. Financial (including value for money, benefits and efficiencies)
 - a) An earmarked reserve of circa £6m is available to support this project. Utilising the refurbishment of existing infrastructure will significantly reduce the need for additional funding requirements – representing reduced scope as a control within current financial uncertainty.
 - b) At this stage it is not feasible to achieve cost certainty.
 - c) Caterpillar at Desford represents an opportunity to secure provision or use of land at a much-reduced rate.

- d) The sum of £90,000 has been set aside for this project to develop the business case.
- e) The table below identifies a potential overspend of £720. This may be reduced following a measure of actual works carried out.
- f) The option to ‘buy-in’ fire behaviour, Breathing Apparatus training has been discounted by cost benefit analysis undertaken in 2019 and included in previous CFA reports.

Table 2 – Current Project Budget Overview			
Item	Description	Budget	Spend to Date
PM	LCC Project Manager	£19,500	£19,500
Surveying	Topographical surveys of Loughborough and Desford	£2,020	£12,020
RIBA 0+ Report	Consultancy support	£20,950	£20,950
2 no. RIBA 2 Reports	Consultancy and architectural support	£48,250	£5,200
		£90,720	£57,670

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

- a) LFRS current resource expertise in this area is limited, therefore the entire programme of works is being led by the Estates and Building Services (EBS) department of Leicester City Council.
- b) To mitigate risks around project delivery, the building design and construction process will be undertaken within the shared framework of Royal Institute of Building Architects (RIBA) Plan of Work 2013.
- c) A detailed risk log is included in the business case and key issues are outlined below:
 - i. This proposal addresses the risk around a potential land deal at Desford by considering reducing the requirements and thus the footprint of a dirty site.
 - ii. Limiting the scale and nature of development at the Loughborough site will reduce the risk that planning conditions may be too onerous. In particular, re-developing the existing site into a “clean” training

environment will negate any future planning conditions likely to be imposed by the provision of a new Fire Behaviour Unit on the site.
 Note – The existing Fire Training Unit does not include carbonaceous capability. i.e. it does not produce products of combustion/thick black smoke.

- iii. Split site effectively scales back initial proposals removing risk of not being in budget.
 - iv. Split site will significantly reduce the risk of requiring temporary accommodation whilst work is undertaken.
 - v. Split site significantly reduces the risk of breaching CFA's VAT Partial Exemption. If this were to occur, then all CFA supplies rated as exempt VAT will not be recoverable from Her Majesty's Revenue and Customs and would incur significant cost to the CFA. The impact of VAT will be fully assessed and calculated as part of the overall financial evaluation.
 - vi. The Royal Institution of Chartered Surveyors' Building Cost Information Service is forecasting that tender prices will rise between 4.5% and 5.5% every year at least. The risk of a rise thereafter is potentially aggravated by Brexit and the post Covid-19 impact has yet to be quantified.
- d) Focusing on a split site with Caterpillar is dependent on the continuation of Caterpillar's willingness to collaborate and agree reduced rates. It is accepted that this is an "eggs in one basket" scenario. The split site option will reduce developer costs in the event of having to source and build from the open market.

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

- a) Refurbishment and redevelopment work can have a significant impact on operational personnel and their ability to provide continuity of service. If temporary accommodation is required, it should be of a standard that is fit for purpose and provides the firefighters with the facilities required to remain effective.
- b) In accord with the LFRS People Strategy there has been early engagement with staff and representative bodies regarding user requirements and subsequent design specifications within the program of works.
- c) All changes will be subject to a People Impact Assessment and transport plans within Project methodology. i.e. identify impact on travel for staff/environment.
- d) Split site may increase travel for instructional staff.
- e) Re-development of the Loughborough site would include a refurbishment of the Fire Station and would provide an opportunity to improve the use of the site by Staff, Service Users and Stakeholders.

22. Environmental

- a) Following completion of the build, environmental issues are potentially improved based on the use of modern building techniques and materials (subject to the identified risks on the complexity of building services).
- b) Design and build of the Fire Behaviour Unit will include engagement with the Environment Agency to ensure emissions are within prescribed limits.
- c) Split site may increase travel for instructional staff.
- d) The re-development and refurbishment involved in a split site will allow integration of modern methods of construction, and their environmental effects, in existing infrastructure.
- e) The profile of staff movements will be assessed with a view to achieving these in the most environmentally friendly way including electric vehicles and different ways of working. For example, to introduce multi-site working arrangements to reduce financial costs and impact on the environment.

23. Impact upon “Our Plan” Objectives

- a) An improved estate should contribute towards LRFS aims to ‘respond effectively to incidents’ and having ‘an engaged and productive workforce’. Improvements should also present ‘value for money’ as running costs and ongoing maintenance costs should reduce.
- b) The provision of a new Development Centre secures the future of LRFS delivering Safer People Safer Places in the work place; ensuring that there are the right people in the right place doing the right thing in the right way.

Background Papers

Report to the CFA 12 December 2018 - Estates Plan Update

<https://leics-fire.gov.uk/wp-content/uploads/2018/12/estates-planning-final.pdf>

Report to the CFA 6 February 2019 - Estates Review Update

<https://leics-fire.gov.uk/wp-content/uploads/2016/06/estates-review-update-final.pdf>

Report to the CFA 19 June 2019 - Review of Non-Operational Estates including Support Service Accommodation

<https://leics-fire.gov.uk/wp-content/uploads/2019/06/estates-review-report.pdf>

Leicestershire Fire and Rescue Service Leadership and Development Facility – Strategic Business Case – September 2019 included as an Annex to

<https://leics-fire.gov.uk/wp-content/uploads/2019/09/service-training-facility-strategic-business-case-final.pdf>

Report to the CFA 22 January 2020 - Project Update: Training Facility – Service Leadership and Development Centre

<https://leics-fire.gov.uk/wp-content/uploads/2020/01/training-facility-update.pdf>

Report to the CFA 23 September 2020 – Training Facility – Service Leadership and Development Centre: Project Update

<https://leics-fire.gov.uk/wp-content/uploads/2020/09/item-8-training-facility-service-leadership-and-development-centre-final.pdf>

Report to the CFA 16 December 2020 – Training Facility – Service Leadership and Development Centre: Project Update

<https://leics-fire.gov.uk/wp-content/uploads/2020/12/12-training-facility-final.pdf>

Royal Institute of Building Architects (RIBA) Plan of Work (2020)

<https://www.architecture.com/-/media/GatherContent/Test-resources-page/Additional-Documents/2020RIBAPlanofWorkoverviewpdf.pdf?la=en>

Officers to Contact

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Status of Report: Public

Meeting: Combined Fire Authority

Date: 10 February 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 key Service Delivery matters since the CFA meeting on 16 December 2020.

Recommendation

2. The CFA is requested to note the update provided on the key service delivery matters for the period October – December 2020, particularly:
 - a) The innovative ways the Service is addressing Community Safety during the Covid-19 pandemic which is leading to increased Home Safety Checks and the additional work with the Fire Safety department;
 - b) The additional work being completed by the Fire Protection team as part of the National building risk review; and
 - c) The significant increase in On-Call appliance availability compared to previous years.

Executive Summary

3. This report sets out the progress; or otherwise, that has been achieved in relation to Service Delivery and provides an overview of the current operational position from October to December inclusive. The subject matter areas that are covered in this report include:
 - Prevention;
 - Protection;
 - Response;
 - Performance;
 - Covid-19 Update;
 - Incidents of note.
4. The report highlights the innovative ways the Service is addressing Community Safety during the Covid-19 pandemic which is leading to increased Home Safety Checks and the additional work with the Fire Safety department.

Background

Prevention

5. National Covid-19 restrictions continue to hamper the Service's ability to deliver Community Safety activities, in particular Home Safety Checks. That said however, the Service continues to find innovative ways to deliver Community Safety to those most vulnerable in the community and this is demonstrated within the performance figures.
6. One such initiative was the 'shoebox' campaign ran in Melton and Oakham during December. The initiative encouraged members of the community and local businesses to make donations of small items that could then be gifted to those less fortunate and who may otherwise have gone without.
7. Members of the public could also nominate someone to receive a Christmas shoebox, or request one themselves. Fire crews then delivered the gifts in a Covid-compliant way and utilised the opportunity to offer fire safety advice and encourage a home safety self-referral.
8. Between October and December inclusive, a total of 1,934 successful safety checks were completed compared to 1,396 in the same period last year.

Protection

9. The Fire Safety team is continuing to deliver Fire Safety Audits during the National lockdown having revised their program to target those premises that are remaining open during this period, as well as those where Fire Safety concerns are raised.
10. The Fire Safety work generated from the Grenfell fire is still progressing well with the Fire Safety team gathering information on evacuation strategies, external wall systems and fire-fighting systems on 109 High-rise premises as part of the building risk review. This has led to a number of Fire Safety concerns being raised which is being addressed by working with the property owners.

Response

11. Between October and December inclusive, Leicestershire Fire and Rescue have attended 26 fatalities at a variety of incidents, to include:
 - i. 3 x Fire related;
 - ii. 6 x Road Traffic Collisions;
 - iii. 17 x Special Services.
12. As mentioned in previous reports, the monitoring of the crews' mental health and wellbeing after dealing with these type of incidents is being managed by the Trauma Risk Incident Management (TRiM) process and supported by the Occupational Health department.

Performance

13. On-Call availability is currently 72% which is a significant increase from the previous year's figure of 66%. This is in part due to the number of On-Call staff either working from home or absent from their primary employment due to being furloughed. Wholetime availability is consistent at 98.99%, above the previous year's average of 98.18%.
14. Mobilising times for Wholetime remains in line with the previous year's performance of 1 minute 36 seconds. On-Call mobilising times have seen a slight improvement from 5 minutes 52 seconds to 5 minutes 48 seconds.
15. The Service has attended 238 life critical incidents during October – December 2020, with the average attendance time being 10 minutes 21 seconds, slightly above the target of 10 minutes.
16. Further analysis highlights Rutland as adversely affecting the Service target, with their attendance time to 13 incidents being 16 minutes 44 seconds. 5 of those calls were to deliberate fires at HMP Stocken where it is recognised travel distance is greater than the Service target of 10 minutes.
17. As highlighted within previous reports, these premises have excellent fire protection measures; including misting systems which prevent fire escalation and limit spread and damage. That said however, the District Manager is liaising with the Prison Governor to ascertain if further work by the Fire Service can be undertaken to reduce calls to this location.

Covid-19 Response

18. The Service continues to support partner agencies in the response to the Covid-19 pandemic including:
 - i. Face-fit testing for Health Care staff;
 - ii. Support to East Midlands Ambulance Service;
 - iii. Covid compliance inspections on behalf of Charnwood District Council and Leicester City Council.

Incidents of note

19. The following are incidents of note during October – December 2020:

October 2020

House Fire, Loughborough, 1 male casualty aged 46. Cause of fire is under investigation.

House Fire, Shepshed, 1 male casualty aged 46. Cause of fire due to unattended cooking.

December 2020

Flat Fire, Leicester, 1 male casualty aged 52. Cause of fire due to discarded smoking material

Large Factory Fire, Leicester, no casualties. 10 Appliances plus support vehicles. Cause of fire due to electrical fault

Report Implications/Impact20. Legal (including crime and disorder)

None identified at this time.

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

There are no direct financial implications from this report.

22. 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.

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

There are no Staff, Service User or Stakeholder implications arising from this report.

24. Environmental

There are no environmental implications arising from this report.

25. 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

Report to the Combined Fire Authority 16 December 2020 – Service Delivery Update
<https://leics-fire.gov.uk/your-fire-service/decision-making/cfa-meetings/>

Officers to Contact

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Status of Report: Public

Meeting: Combined Fire Authority

Date: 10 February 2021

Subject: Calendar of Meetings 2021-22

Report by: The Solicitor and Monitoring Officer

Author: Lauren Haslam

For: Decision

Purpose

1. The purpose of this report is to seek approval from the Combined Fire Authority for the proposed dates for meetings of the Combined Fire Authority, the Corporate Governance Committee and the Local Pension Board for 2021-22 (as set out at the Appendix to this report).

Recommendation

2. It is recommended that the Combined Fire Authority approve the Calendar of meetings 2021-22 (attached at the Appendix to this report), which sets out the dates for meetings of the Combined Fire Authority, the Corporate Governance Committee and the Local Pension Board for 2021-22.

Background

3. According the CFA Constitution:
 - i. Article 4 (4.3) requires that, in addition to the annual meeting, the CFA meets at least 4 times thereafter;
 - ii. Article 5 (5.3) requires that the Corporate Governance Committee meets at least 4 times per year;
 - iii. Article 7 (7.8) requires that the Local Pension Board meets at least twice per year.
4. Meetings of the CFA and its Committees have been scheduled in accordance with these requirements.
5. A meeting of the CFA has been scheduled on 27 July 2022, to enable the CFA to approve the Statement of Accounts and Annual Governance Statement, as required by the Financial Regulations.

Report Implications/Impact

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

Appendix

Calendar of meetings 2021-22

Officers to Contact

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LEICESTER, LEICESTERSHIRE AND RUTLAND**COMBINED FIRE AUTHORITY****CALENDAR OF MEETINGS 2021/2022**

DATE	TIME	MEETING
16 June 2021	10.00am	COMBINED FIRE AUTHORITY
16 June 2021	To follow CFA	LOCAL PENSION BOARD
14 July 2021	2.00pm	CORPORATE GOVERNANCE COMMITTEE
28 July 2021	10.00am	COMBINED FIRE AUTHORITY
15 September 2021	2.00pm	CORPORATE GOVERNANCE COMMITTEE
22 September 2021	10.00am	COMBINED FIRE AUTHORITY
22 September 2021	To follow CFA	LOCAL PENSION BOARD
17 November 2021	2.00pm	CORPORATE GOVERNANCE COMMITTEE
15 December 2021	10.00am	COMBINED FIRE AUTHORITY
15 December 2021	To follow CFA	LOCAL PENSION BOARD
19 January 2022	2.00pm	CORPORATE GOVERNANCE COMMITTEE
9 February 2022	10.00am	COMBINED FIRE AUTHORITY
9 February 2022	To follow CFA	LOCAL PENSION BOARD
9 March 2022	2.00pm	CORPORATE GOVERNANCE COMMITTEE
15 June 2022	10.00am	COMBINED FIRE AUTHORITY
15 June 2022	To follow CFA	LOCAL PENSION BOARD
13 July 2022	2.00pm	CORPORATE GOVERNANCE COMMITTEE
27 July 2022	10.00am	COMBINED FIRE AUTHORITY

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