

**LEICESTER, LEICESTERSHIRE AND RUTLAND COMBINED FIRE
AUTHORITY
CORPORATE GOVERNANCE COMMITTEE**

To: Members of the Corporate Governance Committee

Cllr. K. Bool (Chairman)

Mr. N. Bannister CC
Mr. S. Bray CC
Cllr. L. Fonseca
Mr. K. Ghattoraya CC

Mr. R. Hills CC
Mrs. M. E. Newton CC
Mr. J. T. Orson CC
Cllr. M Valand

Copies by email to:

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

Dear Sir/Madam,

You are invited to attend a meeting of the **Leicester, Leicestershire and
Rutland Combined Fire Authority's Corporate Governance Committee**
which will be held at **Leicestershire County Council, County Hall,
Glenfield, LE3 8RA** on **Wednesday 24 November 2021** at **2:00pm** 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
CORPORATE GOVERNANCE COMMITTEE
WEDNESDAY 24 NOVEMBER 2021 at 2:00PM**

Location **Leicestershire County Council, County Hall, Glenfield, LE3 8RA**

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. Minutes of the meeting held on 15 September 2021.		(Pages 5 - 12)
6. Performance Monitoring April - September 2021.	The Chief Fire and Rescue Officer	(Pages 13 - 50)
7. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Improvement Plan.	The Chief Fire and Rescue Officer	(Pages 51 - 86)
8. Financial Monitoring to the end of September 2021.	The Treasurer	(Pages 87 - 92)
9. Usage of in-year underspend.	The Chief Fire and Rescue Officer	(Pages 93 - 100)
10. Service Development Programme and 'Our Plan 2020-24' Update.	The Chief Fire and Rescue Officer	(Pages 101 - 112)
11. Progress against the Internal Audit Plan 2021/22.	The Treasurer	(Pages 113 - 136)
12. National Scheme for Auditor Appointments managed by the Public Sector Auditor Appointments Ltd.	The Treasurer	(Pages 137 - 150)

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|-----|--|------------------------|-------------------|
| 13. | Review and Revision of the Constitution of the Combined Fire Authority. | The Monitoring Officer | (Pages 151 - 156) |
| 14. | Review of the Member Allowances Scheme - Report of the Independent Remuneration Panel. | The Monitoring Officer | (Pages 157 - 166) |
| 15. | Urgent Items. | | |
| 16. | Date of Next Meeting. | | |

The next meeting of the Corporate Governance Committee will be held on 9 March 2022 at 2:00pm at Leicestershire Fire and Rescue Service Headquarters, Birstall.

Minutes of a meeting of the Leicester, Leicestershire and Rutland CFA - Corporate Governance Committee held at County Hall, Glenfield on Wednesday, 15 September 2021.

PRESENT

Ms. Betty Newton CC
(in the Chair)

Mr. N. D. Bannister CC
Cllr. L. Fonseca
Mr. K. Ghattoraya CC

Mr. R. Hills CC
Mr. J. T. Orson JP CC
Cllr. M. Valand

In attendance

Callum Faint, Interim Chief Fire and Rescue Officer

Lauren Haslam, Monitoring Officer

Colin Sharpe, Deputy Director Finance at Leicester City Council

Mick Grewcock, Interim Assistant Chief Fire and Rescue Officer

Paul Weston, Interim Assistant Chief Fire and Rescue Officer

Andy Galway, Area Manager – Service Assurance

Matt Davis, Audit Manager, Internal Audit and Assurance Service, Leicestershire County Council

Anna Poole, Democratic Services Officer

17. Apologies for absence.

Apologies were received from Councillor K. Bool and Mr S. Bray CC.

18. 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.

19. Urgent items.

There were no urgent items.

20. Chairman's Announcements.

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

- Business Engagement Seminars which were being run by the Service to promote the importance of fire protection to business owners.
- Have a Go Days which were being held ahead of the next round of firefighter recruitment.
- PRIDE – the annual event attended by the Service.

21. Minutes of the previous meeting.

It was moved by Ms. Newton CC and seconded by Mr. Bannister CC that the minutes of the meeting held on 14 July 2021 be taken as read, confirmed and signed.

The Motion was put and carried unanimously.

RESOLVED:

The minutes of the meeting held on 14 July 2021 be taken as read, confirmed and signed.

22. Draft Statement of Accounts and Annual Governance Statement.

The CFA considered a report of the Treasurer concerning the draft Statement of Accounts and Annual Governance Statement. A copy of the report marked "Agenda Item 6" is filed with these minutes.

Members were informed that the requirement of the Regulations to have audits completed by 30 September would not be met, which was also experienced by 40% of local authority audits. It was expected that the audit would be completed towards the end of November for consideration by the CFA at its meeting in December. It was recognised that this meeting had been moved forward to 3 December, and officers would discuss the potential impact on the production of the Annual Governance Statement in time for the meeting.

It was moved by Mrs. Newton CC and seconded by Mr. Bannister CC that the draft Statement of Accounts and Annual Governance Statement for 2020/21 be approved for submission to the Combined Fire Authority for approval, noting that they may be subject to amendment following the external audit.

The Motion was put and carried unanimously.

RESOLVED

That the draft Statement of Accounts and Annual Governance Statement for 2020/21 be approved for submission to the Combined Fire Authority for approval, noting that they may be subject to amendment following the external audit.

23. Performance Monitoring April - July 2021.

The Committee considered a report of the Chief Fire and Rescue Officer which presented an update on the performance of the Leicestershire Fire and Rescue Service (LFRS) for the period April – July 2021. A copy of the report marked 'Agenda Item 7', is filed with these minutes.

Members were informed that:

- i. Prevention and protection work was continuing via in-person visits and telephone calls, performance had significantly improved compared to the three-year average.
- ii. On-Call availability had risen to 61% following the low level of availability in July due to the pandemic and firefighters being 'pinged' to self-isolate.

- iii. Attendance times to life threatening incidents was currently at 10.13 seconds and although slightly above the target, was a significant improvement compared to the three-year average.

Arising from discussion, the following points were raised:

- i. The July performance figures had adversely affected performance figures overall, but it was expected that this would improve going forward as the Service was moving resources to ensure availability and with further On-Call recruitment starting last month, it was hoped that the improvement in availability would continue.
- ii. Absence rates had risen in two distinct peaks, with July being the most significant, reflecting experience in FRS across the country. As a result, FRS had been granted exemptions under Test and Trace. The CFO assured members that, going forward, measures were in place to ensure a high degree of operational availability and added that, whilst some appliances had not been available during July, attendance times to life threatening incidents had not been adversely affected.
- iii. Community Safety and Prevention work had been limited during the pandemic as the Service had been unable to interact with communities as would normally be the case. However, the CFO assured members that the legislative work related to fire safety had continued.
- iv. Home Fire Safety Checks were an important part of service delivery. The CFO acknowledged that the performance report showed that the number of surveys completed had reduced and agreed to research this and feedback to members.
- v. The Service used a variety of social media to engage with communities, especially young people. It was challenging as social media changed frequently. The use of the After the Incident Survey was key in seeking feedback on service delivery. Satisfaction rates were incredibly high; the Service was working to increase the number of respondents and would explore whether the right questions were included in the Survey.

Members commended the Service for the work done during the Covid-19 pandemic which had resulted an improvement in the average response times.

It was moved by Mrs Newton CC and seconded by Councillor Fonseca that the performance of the Leicestershire Fire and Rescue Service for the period April to July 2021 be noted.

The Motion was put and carried unanimously.

RESOLVED:

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

24. 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 July 2021 in delivering projects within the Service Development

Programme and the tasks included in Appendix A of Our Plan 2019-22. A copy of the report marked 'Agenda Item 8', is filed with these minutes.

Members were informed that the Virtual Fatal 4 replacement vehicle was launched on 14 September 2021 which 150+ people attended, including FRS from across the country. Following this, many bookings had been received for the VF4 to attend other FRS events.

Arising from discussion, the following points were raised:

- i. When the new appliances were purchased, old ones were decommissioned and these could be sold to other FRS in the UK and abroad in countries that did not have such modern appliances. This generated some income for LFRS.
- ii. There was a waiting list for the High Reach appliance, and it was understood that it was currently being built and would be delivered in time for December 2022.
- iii. The delays experienced with the Emergency Services Network were outside of the Service's control. The infrastructure necessary within the Service was prepared and awaited delivery.

It was moved by Mrs Newton CC and seconded by Councillor Fonseca that the progress made since July 2021 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2020-24, be noted.

The Motion was put and carried unanimously.

RESOLVED:

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

25. Financial Monitoring to the end of July 2021 (Period 4).

The Committee considered a report of the Treasurer concerning revenue budget and capital programme as at the end of July 2021 (Financial Period 4 in the 2021/22 year). A copy of the report marked 'Agenda Item 9', is filed with these minutes.

Arising from discussion, the following points were raised:

- i. Proposals were being explored for the use of the canteen space at Headquarters. The initial plans to convert it to office space with the aim to generate income was now looking unlikely due to the pandemic, with organisations seeking to rationalise their operations. Alternative options were being explored and proposals would be presented to the CFA at its meeting in December 2021.
- ii. Forge Health was an external company owned by the CFA to provide occupational health services. The company, which also provided services under contract to external organisations, had been unable to attract new customers due to the pandemic which had resulted in an income shortfall. However, there was capacity to increase private work undertaken so as to generate income without detriment to LFRS. The Treasurer added that, should Forge Health not be used by the Service for occupational health provision, then the cost to the CFA would increase.

It was moved by Mrs. Newton CC and seconded by Mr. Ghattoraya CC that

- a) The revenue budget and capital programme position as at the end of July 2021, be noted;
- b) The transfer of £440,000 of unbudgeted grant income to the Budget Strategy and COVID-19 earmarked reserve, be approved, to assist with future years' budget strategy; and
- c) That it be noted that the CFO intends to bring forward proposals to fund priority development and improvement initiatives from the forecast underspends.

The Motion was put and carried unanimously.

RESOLVED:

That

- a) The revenue budget and capital programme position as at the end of July 2021, be noted;
- b) The transfer of £440,000 of unbudgeted grant income to the Budget Strategy and COVID-19 earmarked reserve, be approved, to assist with future years' budget strategy; and
- c) That it be noted that the CFO intends to bring forward proposals to fund priority development and improvement initiatives from the forecast underspends.

26. Progress against the Internal Audit Plan 2021/22.

The Committee considered a report of the Treasurer concerning the progress made in delivering the Internal Audit Plan 2021 – 22. A copy of the report marked 'Agenda Item 10', is filed with these minutes.

Regarding progress against the plan, members were informed that since the report had been published, three audits were now completed to final stage. Of the three audits that had not yet been started, there were justifiable reasons as to why this was the case.

Regarding the High Importance recommendations detailed at paragraph 13 of the report, the Key Financials – Reconciliations and Balances had been included twice - one was for legacy issues found in 2019/20 and the other was for concerns identified in 2020/21 related to the imbalances on reconciled items.

The Audit Manager concluded by assuring the Committee that he was happy with the audit coverage and commended the officers at LFRS for their full cooperation and support in completing the audit.

It was moved by Mrs Newton CC and seconded by Mr Hills CC that the report be noted, particularly that

- a) two audits are completed;
- b) a key financials audit from the prior financial year was awarded a partial assurance; and
- c) two other legacy partial assurance ratings remain but there are no other partial assurance ratings in the current financial year to date.

The Motion was put and carried unanimously.

RESOLVED

That the report be noted, particularly that

- a) two audits are completed;
- b) a key financials audit from the prior financial year was awarded a partial assurance; and
- c) two other legacy partial assurance ratings remain but there are no other partial assurance ratings in the current financial year to date.

27. Organisational Risk Register.

The CFA considered a report of the Chief Fire and Rescue Officer concerning the Organisational Risk Register. A copy of the report marked "Agenda Item 11" is filed with these minutes.

Members were informed that

- i. Risk 15/05 – Much reduced levels of fire engine availability due to industrial action. As third-party provision, with six appliances, had been secured, the risk had reduced.
- ii. Risk 17/05 - Failure to meet central government and public expectations in relation to the Grenfell Tower review. The assessment of risk had included other national incidents such as The Cube and the Manchester Arena attack.

In response to questions, the following issues were raised:

- i. The Service was well prepared for potential activity from, for example, Extinction Rebellion. Any response to such an event would be delivered through the Local Resilience Forum (LRF). Members were assured that, to date, there had been very little, if any, such disruption in LLR and the Service was well linked to all LRF partners at an operational, tactical and strategic level.
- ii. Road closures were more common across LLR than people were aware. There was a strong information network operating across key agencies and LFRS were prepared to respond to potential incidents.

It was moved by Mrs Newton CC and seconded by Councillor Fonseca that the update provided within the report and the Organisational Risk Register be noted.

The Motion was put and carried unanimously.

RESOLVED

That the update provided within the report and the Organisational Risk Register be noted.

28. Date of Next Meeting.

The next meeting of the Corporate Governance Committee will be held on Wednesday 24 November 2021 at 2pm.

2.00 - 3.10 pm
15 September 2021

CHAIRMAN

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Status of Report: Public

Meeting: Corporate Governance Committee

Date: 24 November 2021

Subject: Performance Monitoring April 2021 to September 2021

Report by: Chief Fire and Rescue Officer

Author: Chris Moir, Planning Manager

For: Information Only

Purpose

1. The purpose of this report and the accompanying appendix is to present the Corporate Governance Committee with an update on the performance of the Leicestershire Fire and Rescue Service for the period April 2021 to September 2021.

Recommendation

2. The CFA Corporate Governance Committee is asked to note the performance of the Leicestershire Fire and Rescue Service for the period April 2021 to September 2021.

Executive Summary

3. A comprehensive performance update is attached at the Appendix to this report. It contains full details of the key performance indicators and provides further analysis and comparison information.
4. Service performance is measured through corporate performance indicators. Where the data is available, each indicator is monitored against an average of the previous three years.
5. Incident numbers and performance has remained consistent between April and September 2021. There were continued reductions in 'secondary' fires in August as a result of the variable weather, and numbers are considerably lower than the 3-year average. The average response times were slightly higher in September than in August, but the overall target of an average response time to life threatening incidents of 10 minutes is close to being achieved. On-Call appliance availability has shown further signs of recovery after it was adversely affected by the number of firefighters having to self-isolate during the summer. Fire prevention and protection work continues, with increases seen in all areas.

Background

6. The detailed Performance Report, attached at the Appendix, was created following consultation with members of the Corporate Governance Committee

at a Performance Reporting Workshop held in November 2019. The agreed changes became effective from April 2020.

7. One performance report is now published for the Committee, the Senior Management Team (SMT) and the Tactical Management Team (TMT). The report is more detailed and easier to understand. Targets and the Red, Amber, Green (RAG) status methodology is removed as requested by members, with performance now being compared against the last three-year average.
8. Life risk incident attendance times (KCI 3.2) are measured against a 10-minute average as agreed in the Integrated Risk Management Plan. To ensure consistency with the Home Office and the reporting mechanisms of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services the average response time to primary fires is also included.
9. There have been 400 life risk fire incidents this year to date against a 3-year average of 542. The total average response times to life threatening incidents was slightly above the target of 10 minutes at 10 minutes 13 seconds for the year to date. This was however an improvement on the previous 3-year average which was 10 minutes 20 seconds.
10. The average response times to non-life risk incidents is 10 minutes 01 seconds and primary fires is 10 minutes 09 seconds.
11. The number of special service incidents attended remains high compared to the 3-year average. This is despite the reduction in medical incidents - co-responder /first responder which continue to be extremely low with 20 incidents attended in July and 31 in August, a total of 128 so far this year, compared to the 3-year average for the same period of 196. This is primarily due to the suspension of emergency first responder incidents.
12. The appliance availability figure for the year is 98.0% for Wholetime appliances and 65.6% for On-Call appliances.
13. Fire prevention and protection work continues to utilise a mix of telephone and in-person visits. The number of home safety checks undertaken this year (7,027) remains significantly higher than the 3-year average (3,641). There is also an increase in the number of fire safety audits this year to date (401) which is nearly double the 3-year average (211).

Report Implications/Impact

14. Legal (including crime and disorder)

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

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

There are no financial implications arising from this report.

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

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

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

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

18. Environmental

There are no environmental implications arising from this report.

19. Impact upon Our Plan Objectives

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

Background Papers

None.

Appendix

Performance Update – April 2021 to September 2021

Officers to Contact

Callum Faint, Chief Fire and Rescue Officer

callum.faint@leics-fire.gov.uk

0116 2105555

Chris Moir, Planning Manager

chris.moir@leics-fire.gov.uk

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Performance Update: April to September 2021

Table 1: Key Performance Indicators

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Actual	3-Year Average	Differ
KCI 1 Incidents Attended																
I.1	Total incidents	706	608	715	726	626	746							4127	4294	-167
I.2	Fire incidents	236	138	184	174	152	186							1070	1315	-245
a	Primary fire incidents	99	81	89	96	83	96							544	614	-70
b	Secondary fire incidents	126	54	92	78	69	89							508	684	-176
c	Chimney fire incidents	11	3	3	0	0	1							18	17	1
I.3	Fire false alarm incidents	223	214	230	255	230	261							1413	1439	-26
a	Due to apparatus	102	111	110	124	121	134							702	784	-82
b	Good intent	115	101	117	125	96	118							672	608	64
c	Malicious attended	6	2	3	6	13	9							39	47	-8
I.4	Non-fire incidents	247	256	301	297	244	299							1644	1540	104
a	Non-fire false alarms	6	9	14	11	11	11							62	58	4
b	Special service	241	247	287	286	233	288							1582	1482	100
-	Road traffic collision (RTC)	49	60	61	54	52	63							339	332	7
-	Assist other agencies	66	54	62	64	62	70							378	361	17
-	Medical incident - co-responder/first responder	11	16	24	26	20	31							128	196	-68
-	Effecting entry / exit	19	28	32	34	29	36							178	142	36
KCI 2 Fatalities and casualties																
2.1	Fatalities in fires	0	0	1	0	0	0							1	4	-3
2.2	Non-fatal casualties in fires	3	10	4	0	1	1							19	34	-15
2.3	Fatalities in non-fire incidents	10	4	4	6	4	3							31	28	3
2.4	Non-fatal casualties in non-fire incidents	54	64	78	53	66	66							381	426	-45
2.5	Number of TRIM (Trauma Risk Management):															
a	Notifications	11	11	11	8	3	8							52	37	15

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Actual	3-Year Average	Differ
b	Interventions	3	4	30	2	1	4							44	18	26
c	1 to 1's	1	2	1	1	0	1							6	3	3
2.6	Number of LFRS employees injured whilst attending incidents	2	0	1	0	3	1							7	9	-2
KCI 3 Level of emergency response service provision																
3.1	Number of emergency calls received	1560	1341	1607	1564	1393	1640							9105	9313	-208
3.2	The total average response times of life threatening incidents (mins)	10:10	10:16	10:05	10:29	9:47	10:25							10:13	10.20	-0:07
a	Average call handling time	2:15	2:10	2:12	2:16	1:55	1:57							2:08	2:05	0:03
b	Average appliance mobilisation time	1:34	1:30	1:31	1:50	1:16	1:25							1:31	1:47	-0:16
c	Average time to drive to the incident	6:21	6:36	6:22	6:23	6:36	7:03							6:34	6:28	0:06
d	Number of life threatening incidents attended	62	64	79	70	54	71							400	542	-142
3.3	The total average response times of non-life threatening incidents (mins)	10:10	9:58	10:07	9:59	9:50	10:00							10:01	9:53	0:08
a	Average call handling time	2:12	2:17	2:12	2:11	2:08	2:08							2:11	2:11	0:00
b	Average appliance mobilisation time	1:36	1:36	1:41	1:38	1:37	1:36							1:37	1:41	-0:04
c	Average time to drive to the incident	6:22	6:05	6:14	6:10	6:05	6:16							6:13	6:01	0:12
d	Number of non-life risk incidents attended	635	536	625	644	570	666							3676	3560	116
3.4	The total average response times to primary fires (as recorded by Home Office)	10:13	10:08	9:58	9:27	10:33	10:40							10:09	9:43	0:26
a	Average call handling time	1:46	1:42	1:33	1:44	1:45	1:49							1:43	1:39	0:04
b	Average appliance mobilisation time	1:20	1:31	1:32	1:20	1:26	1:34							1:27	1:38	-0:11
c	Average time to drive to the incident	7:07	6:55	6:53	6:23	7:22	7:17							6:59	6:26	0:33
d	Number of primary fire incidents attended	90	76	77	88	70	82							483	560	-77
3.5	The % availability of Wholtime fire appliances	99.6%	99.6%	98.7%	94.6%	97.5%	98.2%							98.0%	98.7%	-0.7%
3.6	The % availability of On-Call fire appliances	73.6%	68.2%	65.8%	57.2%	62.1%	66.6%							65.6%	66.8%	-1.2%
3.7	The % of people satisfied with our overall response	100%	100%	100%	100%	100%	100%							100%	100%	0%
a	The % of people satisfied with their initial contact with the service	97%	97%	100%	100%	100%	95%							98%	100%	-2%
b	The % of people satisfied with the service they received at the scene	100%	100%	100%	100%	100%	95%							99%	100%	-1%

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Actual	3-Year Average	Differ
KCI 4 Home Fire Safety Checks																
4.1	Home safety checks	1126	1317	1475	1244	1017	848							7027	3641	3386
4.2	Home safety feedback surveys	84	81	82	61	198	241							747	1023	-276
a	Percentage satisfied	100%	100%	98%	100%	97%	100%							99%	100%	-1%
KCI 5 Fire Protection and Enforcement																
5.1	The % of fire safety audits that result in action plans and enforcement notices	10%	12%	18%	7%	12%	12%							12%	22%	-10%
a	Fire safety audits	78	65	68	54	61	75							401	211	190
b	Action plans and enforcement notices	8	8	12	4	7	9							48	47	1
5.2	Fire protection survey – Overall how satisfied were you with the service received	100%	100%	100%	83%	89%	100%							97%	100%	-3%
KCI 6 Capacity, staff and availability																
6.1	Average number of days/shifts lost to sickness by operational staff per person (inc COVID 19)		1.78 (1.95)			1.69 (2.77)								3.47 (4.72)	2.31 (3.14)	1.16 (1.58)
a	Days/shifts lost to short-term sickness		162.09			180.34								342.43	245.86	96.57
b	Days/shifts lost to long-term sickness		492.71			450.70								943.41	621.00	322.41
c	Total days/shifts lost to sickness (COVID 19)		654.80 (63.77)			631.04 (401.61)								1285.84 (465.38)	866.86 (399.85)	418.98 (65.53)
6.2	Average number of days/shifts lost to sickness by support staff per person (inc COVID 19)		1.20 (1.50)			1.66 (2.66)								2.86 (4.16)	3.63 (4.19)	-0.77 (-0.03)
a	Days/shifts lost to short-term sickness		41.00			60.59								101.59	83.95	17.64
b	Days/shifts lost to long-term sickness		96.66			130.49								227.15	292.05	-64.90
c	Total days/shifts lost to sickness (COVID 19)		137.66 (34.42)			191.08 (115.54)								328.74 (149.96)	376.00 (134.57)	-47.26 (15.39)
6.3	Average number of staff on modified duties for the entire month	8	5	8	5	8	8							7.00	8.05	-1.05
a	Wholetime	4	4	5	2	6	3							4.00	3.39	0.61
b	On-Call	4	1	2	2	2	5							2.67	4.27	-1.60
c	Support	0	0	1	1	0	0							0.33	0.39	-0.06
6.3	Average number of staff on modified duties at some point throughout the month	9	13	16	21	12	17							14.67	11.84	2.83
a	Wholetime	8	6	11	15	6	11							9.50	8.06	1.44
b	On-Call	0	3	1	5	5	4							3.00	2.67	0.33

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Actual	3-Year Average	Differ
c	Support	1	4	4	1	1	2							2.17	1.11	1.06

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

3.2 The total average response times of life threatening incidents (mins) is based on incidents categorised by control as being life risk when the emergency call is received. Comparisons for all response indicators is based on the previous 2 years, as data not available on IRS due to change of system.

1.1 Total incidents – April to September 2021

Of the 4127 incidents April to September 2021, 1644 (40%) were non-fire incidents, 1413 (34%) were fire false alarms and 1070 (26%) were fire incidents. Most incidents occurred in Western, followed by Charnwood and Central. The 3-year average is 3589, so in comparison to this, there are 237 fewer incidents.

Table 2: Total incidents – April to September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Sep 2021
1.1	Total incidents	537	524	654	328	211	165	156	326	558	330	338	4127

Looking at the 3 areas:

Fire incidents – reduction of 245 incidents compared to 3-year average.

Fire false alarm incidents – reduction of 26 incidents compared to the 3-year average.

Non-fire incidents – increase of 104 incidents compared to 3-year average.

The number of fire related incidents would normally be a lot higher at this stage of the year. However, incidents have remained low for both primary and secondary fires attended. The traditional increase in secondary fires during the summer months has simply not happened. The only area to increase is the number of special service incidents attended, although it is important to continue to recognise that the 3-year average will have been affected somewhat by last year’s low numbers, which were affected by the COVID 19 pandemic.

September 2021

Of the 746 incidents in September, 299 (40%) were non-fire incidents, 261 (35%) were fire false alarms and 186 (25%) were fire incidents. Most incidents occurred in Western, followed by Central, Charnwood and Eastern. There were 626 incidents in August, with September showing increases in all three areas of fire incidents, fire false alarm incidents and non-fire incidents.

Table 3: Total incidents – September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	September 2021
I.1	Total incidents	99	93	121	52	42	31	29	60	93	62	64	746

Chart 1: The total number of incidents by day in September 2021 shows the number of incidents by day, ranging from 14 at its lowest in a day on the 29 September, to 41 incidents at its peak on the 5 September. The number of incidents has reduced slightly as the month has progressed, from what was a really busy start to the month. On average, there were 24.87 incidents attended each day.

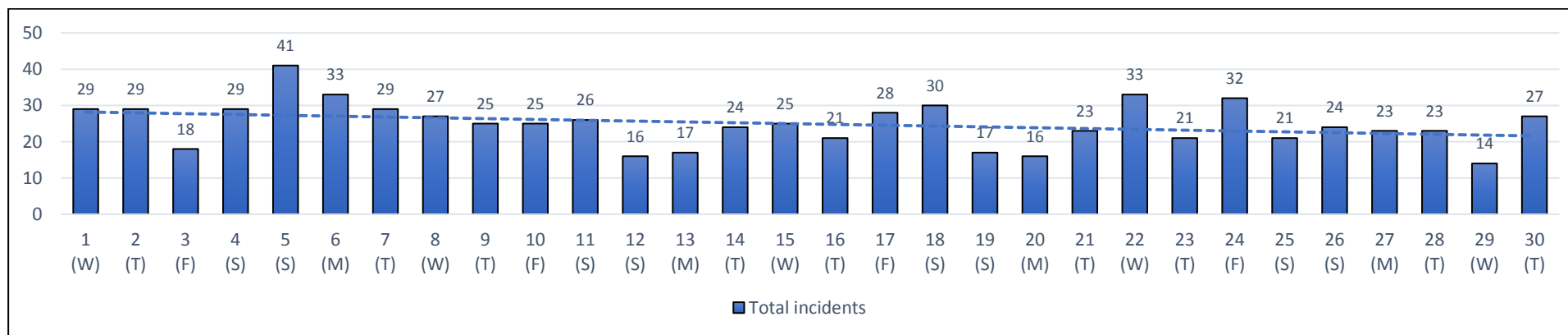
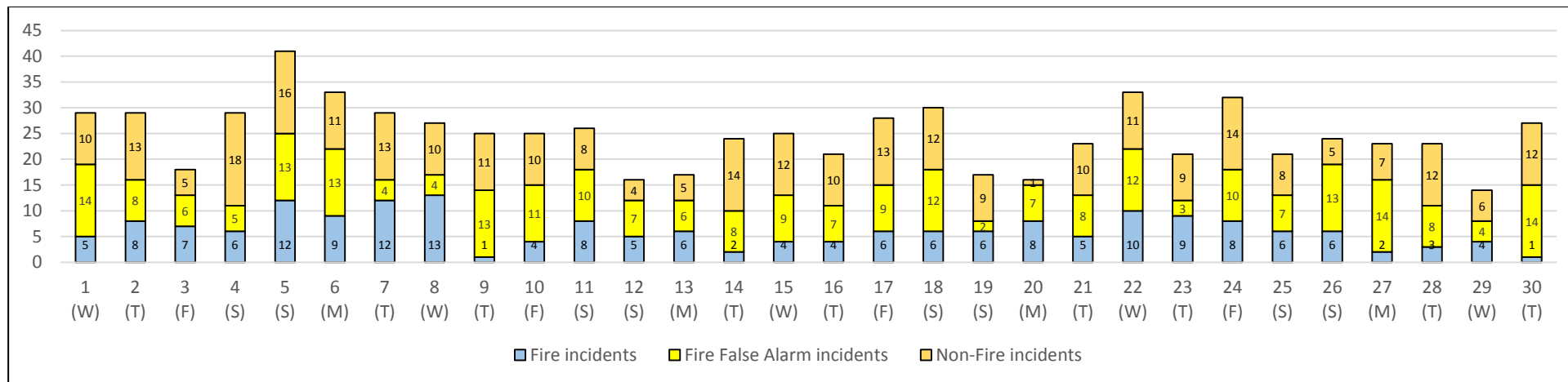


Chart 2: The total number of incidents broken down by type and day in September 2021 shows the 41 incidents on the 5 September broken down into 16 non-fire incidents, 13 fire false alarm incidents and 12 fire incidents.



1.2 Fire incidents – April to September 2021

Of the 1070 fire incidents April to September 2021, 544 were primary fires, 508 were secondary fires and 18 were chimney fires. Most incidents occurred in Western, Charnwood and Eastern. The 3-year average is 1315, so in comparison to this, there are 245 fewer incidents.

Table 4: Fire incidents – April to September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Sep 2021
1.2	Fire incidents	113	122	176	87	77	24	41	102	122	98	108	1070
a	Primary fire incidents	47	68	81	63	30	12	27	53	57	50	56	544
b	Secondary fire incidents	66	53	95	20	44	12	12	48	63	46	49	508
c	Chimney fire incidents	0	1	0	4	3	0	2	1	2	2	3	18

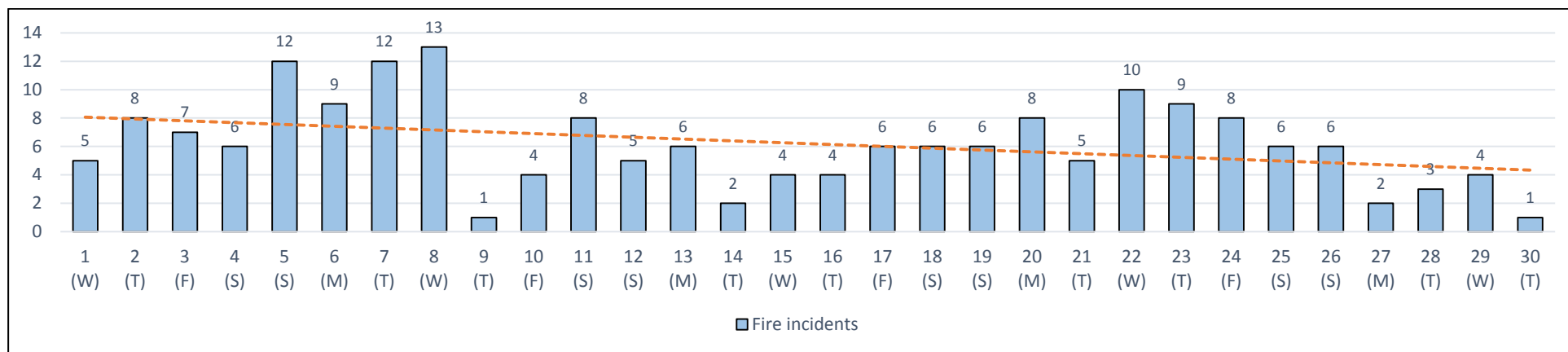
September 2021

Of the 186 incidents in September, 96 (52%) were primary fires, 89 (48%) were secondary fires and there was 1 chimney fire. Most incidents occurred in Eastern, Western and Central. This is an increase of 34 incidents from August (152). This is the 2nd highest month of the year so far, although the number of incidents is still considerably below the 3-year average.

Table 5: Fire incidents – September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	September 2021
I.2	Fire incidents	22	30	26	11	13	3	9	18	19	20	15	186
A	Primary fire incidents	10	12	13	7	6	1	7	9	8	15	8	96
B	Secondary fire incidents	12	17	13	4	7	2	2	9	11	5	7	89
C	Chimney fire incidents	0	1	0	0	0	0	0	0	0	0	0	1

Chart 3: The total number of fire incidents by day in September 2021 shows the number of incidents by day, ranging from 1 at its lowest on the 9 September and 30 September, to 13 incidents at its peak on the 8 September. The number of incidents has reduced slightly as the month has progressed, from what was a really busy start to the month. On average, there were 6.20 fire incidents attended each day.



1.2a Primary fire incidents

There were 96 primary fire incidents in September, an increase of 13 from August (83). Of these, 66 were accidental fires, 27 were deliberate fires and 3 were not known. Hinckley and Bosworth again had the most incidents with 15, followed by Western 13 and Eastern 12. Of the 15 primary fires at Hinckley and Bosworth, 7 were accidental, 7 were deliberate and 1 was not known. Hinckley and Bosworth has now had 50 primary fires since April, with 27 in the last 2 months.

Of the 66 accidental fires, there were 25 road vehicle, 22 dwelling, 12 non-residential, 3 outdoor, 2 other residential and 2 outdoor structure. The main fire cause shows there were 12 faulty fuel supply - electricity, 12 overheating unknown cause and 9 fault in equipment or appliance. The main ignition source shows 17 were vehicles only, 13 were cooking appliance and 13 were electricity supply. The main times of the incidents show 8 of the incidents occurring between the hours of 10.00am – 11.00am.

Of the 27 deliberate fires, the main property category was 11 road vehicle, 9 were outdoor, 4 non-residential and 3 dwelling. There were 2 incidents at HM Prison Stocken Stretton, which is the same number as there were in August.

1.2b Secondary fire incidents

There were 89 secondary fire incidents in September, which is 20 more than August (69). Of these, 41 were accidental fires, 47 were deliberate fires and 1 was not known. There have been a total of 508 secondary fires for the year so far, which is 176 fewer than the 3-year average of 684 incidents. It is one of the lowest number of secondary fire incidents recorded for Leicestershire Fire and Rescue. The number of deliberate secondary fires will always reduce when there are prolonged periods of wet weather and although there haven't been the prolonged periods as such, there has been quite variable weather through the summer months.

Of the 41 accidental fires, the main types of property were loose refuse (incl in garden) 10 and small refuse/rubbish/recycle container (excluding wheelie bin) 5. The main times of the incidents shows 6 incidents occurring between the hours of 2.00pm – 3.00pm and 6.00pm – 7.00pm each.

Of the 47 deliberate fires, the main types of property were loose refuse (incl in garden) 14 and tree scrub (includes single trees not in garden) 6. The main times of the incidents show 8 of the incidents occurring between the hours of 5.00pm – 6.00pm.

1.2c Chimney fire incidents

There was 1 chimney fire incident in September in Eastern, which is 1 more than August (0).

1.3 Fire false alarm incidents – April to September 2021

Of the 1413 fire false alarm incidents April to September 2021, 702 were due to apparatus, 672 were good intent and 39 were malicious. Most incidents occurred in Western, Central and Eastern. The 3-year average is 1439, so compared to the average, figures have decreased by 26.

Table 6: Fire false alarm incidents – April to September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Sep 2021
I.3	Fire false alarms	213	205	215	108	52	67	48	96	200	115	94	1413
A	Due to apparatus	141	104	120	51	24	30	33	40	88	46	25	702
B	Good intent	64	96	85	57	27	32	14	53	110	68	66	672
C	Malicious attended	8	5	10	0	1	5	1	3	2	1	3	39

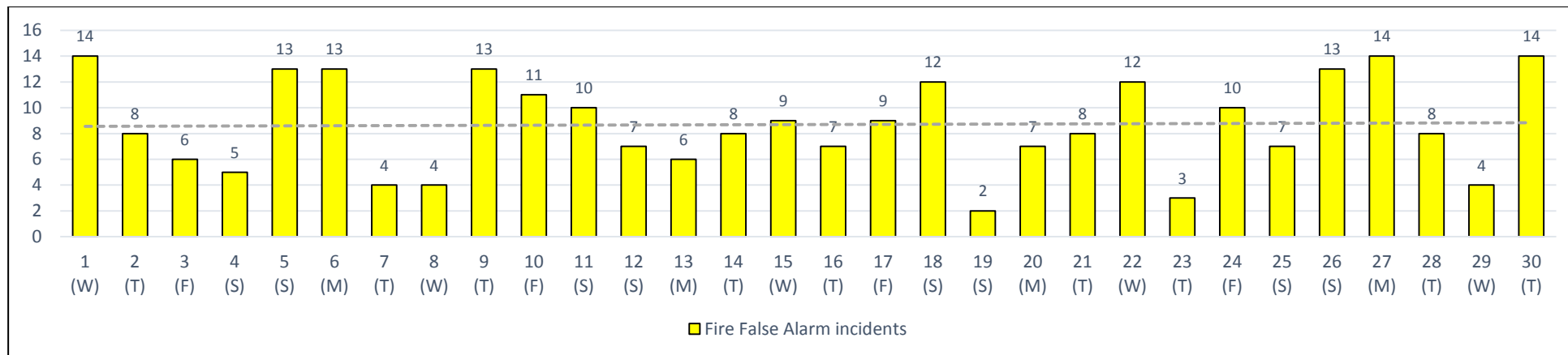
September 2021

Of the 261 fire false alarm incidents in September, 134 were due to apparatus, 118 were good intent and 9 were malicious. Most incidents occurred in Western, Charnwood and Central. There were 230 in August, so September has seen an increase of 31.

Table 7: Fire false alarm incidents – September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	September 2021
I.3	Fire false alarms	36	32	44	16	20	16	10	20	40	20	17	261
A	Due to apparatus	21	11	23	7	8	11	6	7	24	11	5	134
B	Good intent	13	20	18	9	2	4	4	12	15	9	12	118
C	Malicious attended	2	1	3	0	0	1	0	1	1	0	0	9

Chart 4: The total number of fire false alarm incidents by day in September 2021 shows the number of incidents by day, ranging from 2 incidents at its lowest on the 19 September, to 14 incidents at its peak on 3 different days. The number of incidents has remained quite consistent throughout the month. On average, there were 8.70 incidents attended each day.



1.3a Due to apparatus

There were 134 false alarms due to apparatus in September, an increase of 13 from August (121). Of these, 93 were dwelling, 22 were other residential and 19 were non-residential.

Of the false alarms due to apparatus in dwellings, the main causes were faulty 32 and cooking/burnt toast 22. The main times of the incidents show 10 of the incidents occurring between the hours of 7.00am – 8.00am and 5.00pm – 6.00pm each.

Of the false alarms due to apparatus in other residential, the main causes were accidentally/carelessly set off 7, cooking/burnt toast 3 and testing 3.

Of the false alarms due to apparatus in non-residential, the main causes were faulty 5 and unknown 4.

1.3b Good intent

There were 118 good intent false alarms in September, an increase of 22 from August (96). Of these, the main categories were dwelling 52, outdoor 39 and road vehicle 15.

Of the good intent false alarms, the main causes were other 26, other cooking 20 and other 19. The main times of the incidents show 15 of the incidents occurring between the hours of 7.00pm – 8.00pm.

1.3c Malicious attended

There were 9 malicious false alarms in September, a decrease of 4 from August (13). Of these, 3 were in Western, 2 Central, 1 Blaby, 1 Charnwood, 1 Eastern and 1 Oadby and Wigston.

1.4 Non-fire incidents – April to September 2021

Of the 1644 non-fire incidents April to September 2021, 62 were non-fire false alarms and 1582 were special service. Looking at the table below, the most incidents occurred in Western, Charnwood and Central. The 3-year average is 1540, so compared to the average, figures have increased by 104.

Data is provided for road traffic collision, assist other agencies, medical incident - co-responder/first responder and effecting entry / exit, which are the main categories in special service. There are many other categories in special service and analysis will be provided if figures spike. Suicide was one category along with flooding that was highlighted last year. So far after 6 months this year, we have attended 39 suicide attempts, with 3 in September. Of the 39 suicide attempts, 6 were actual suicides. There were a total of 50 suicide attempts in the whole of last year, of which 6 were actual suicides.

Table 8: Non-fire incidents – April to September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Sep 2021
I.4	Non-fire incidents	211	197	263	133	82	74	67	128	236	117	136	1644
a	Non-fire false alarms	7	7	16	3	0	4	4	4	6	4	7	62
b	Special service	204	190	247	130	82	70	63	124	230	113	129	1582
-	Road traffic collision (RTC)	23	30	41	44	19	7	14	46	51	30	34	339
-	Assist other agencies	56	37	60	24	17	17	14	25	61	30	37	378
-	Medical incident - co-responder/first responder	13	11	12	13	13	13	10	11	16	12	4	128
-	Effecting entry / exit	21	30	35	10	9	9	8	11	27	7	11	178

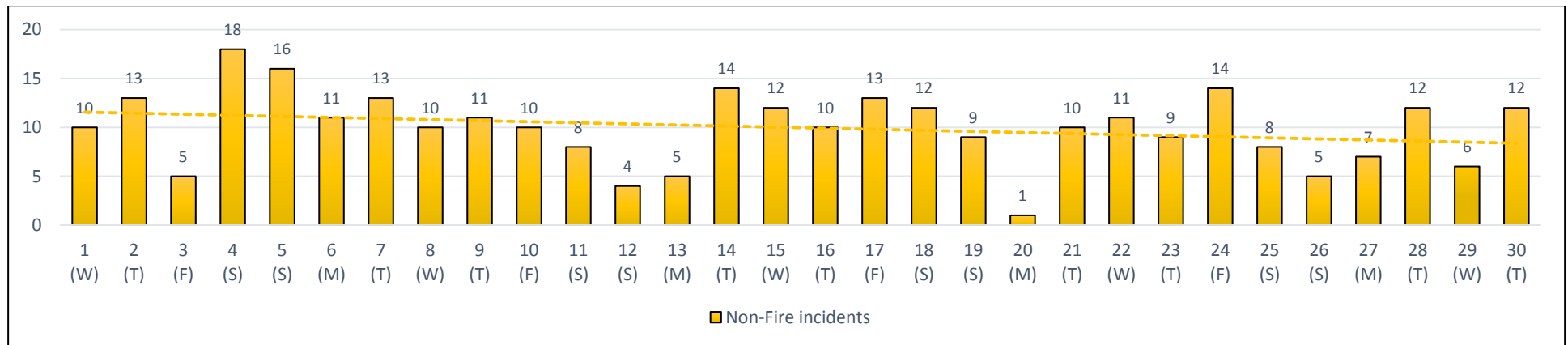
September 2021

Of the 299 incidents in September, 11 were non-fire false alarms and 288 were special service. Looking at the table below the most incidents occurred in Western, Central and Charnwood. There were 244 in August, so September has seen an increase of 55.

Table 9: Non-fire incidents – September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	September 2021
I.4	Non-fire incidents	41	31	51	25	19	12	10	22	34	22	32	299
A	Non-fire false alarms	2	0	3	2	0	1	0	0	2	1	0	11
B	Special service	39	31	48	23	19	11	10	22	32	21	32	288
-	Road traffic collision (RTC)	2	4	8	5	5	1	2	10	7	5	14	63
-	Assist other agencies	8	11	10	5	3	7	2	3	6	8	7	70
-	Medical incident - co-responder/first responder	3	0	6	2	3	1	5	3	4	4	0	31
-	Effecting entry / exit	7	5	6	2	4	0	1	3	6	0	2	36

Chart 5: The total number of non-fire incidents by day in September 2021 shows the number of incidents by day, ranging from 1 at its lowest in a day on the 20 September, to 18 incidents at its peak on the 4 September. The number of incidents has reduced slightly as the month has progressed. On average, there were 9.97 incidents attended each day.



1.4a Non-fire false alarms

Of the 11 non-fire false alarms in September, 3 were in Western, 2 Central, 2 Charnwood, 2 Harborough, 1 Hinckley and Bosworth and 1 Oadby and Wigston. This is exactly the same as the number in August (11).

1.4b Special service

There were 288 special service incidents in September, which is 55 more than the number in August (233). Of these, there were 70 assist other agencies, 63 road traffic collisions and 36 effecting entry/exit. Western had the most incidents with 48, followed by Central 39, Charnwood 32 and North West Leicester 32. Assist other agencies has had 70 incidents in September, which is an increase of 8 from August (62) and this type of incident remains consistently high. There have now been 378 assist other agency incidents from April to September 2021, which is slightly more than the 3-year average of 361. The number of road traffic collisions has increased slightly with 339 April to September 2021, compared to the 3-year average of 332. However, the 3-year average will have been affected by the significant reduction in traffic on the roads during April and September last year and this year's figures are consistent with pre-pandemic year's numbers. Medical incident - co-responder/first responder continues to be extremely low with 31 incidents attended in September and a total of 128 so far this year, compared to the 3 year-average of 196. This is due to co-responding still being suspended at the current time. The number of suicide attempts also belongs in this category as mentioned previously.

2.1 Fatalities in fires – April to September 2021

There was 1 fatality in a fire in June 2021. This is 3 less than the 3-year average of 4 fatalities.

The fire fatality occurred on Wednesday 2 June in the very early hours of the morning in Loughborough Hastings Ward in Loughborough. Firefighters were called to reports of smoke issuing and fire alarms sounding in purpose built flats which consisted of 3 floors. A total of 5 fire appliances attended the scene with both EMAS and the Police in attendance. Firefighters wearing breathing apparatus entered the flat and rescued a 39-year-old male adult. Despite the best efforts of the both Fire Service and EMAS, the male was declared deceased by paramedics. A Tier 2 fire investigation was carried out with crime scene investigation and the cause of the fire has been attributed to discarded smoking materials.

20

2.2 Non-fatal casualties in fires – April to September 2021

There have been 19 non-fatal casualties in fires April to September 2021. This is 15 less than the 3-year average of 34. Of the 19 non-fatal casualties, 5 have occurred in fires in Charnwood, 4 in the City, 4 in North West Leicester, 3 in Harborough, 1 in Blaby, 1 in Hinckley and Bosworth and 1 in Rutland. Out of the 19 non-fatal casualties in fires, 16 casualties occurred in buildings and 3 in the outdoors. The circumstances leading to the injuries, shows that of the 19 non-fatal casualties, the main categories were caused by discovering fire 6 and fighting fire (including attempts) 5.

Table 10: Non-fatal casualties in fires – April to September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Sep 2021
2.2	Non-fatal casualties in fires	0	2	2	3	0	0	1	1	5	1	4	19

September 2021

There was 1 non-fatal casualty in fires in September, which is exactly the same as August (1).

The non-fatal casualty in a fire occurred in the afternoon of Sunday 12 September in the Lutterworth West Ward in Harborough. Crews attended a fire on some land outdoors, which was started deliberately. A bonfire had been set alight consisting of waste building products within a building site. A 25-year-old male person had already been taken to hospital prior to the arrival of fire service and the injuries appear to be serious.

2.3 Fatalities in non-fire incidents – April to September 2021

There have been 31 fatal casualties in non-fire incidents April to September 2021. This is 3 more than the 3-year average of 28. Of the 31 fatalities, 13 were attended to assist other agencies, 6 were suicide/attempts, 5 were road traffic collisions, 2 were rescue or evacuation from water, 2 were medical Incident - first responder, 1 was effecting entry/exit, 1 was no action (not false alarm) and 1 was other transport incident. There were 6 in North West Leicester, 5 in Charnwood, 3 in Central, 3 in Eastern, 3 in Oadby and Wigston, 3 in Rutland, 3 in Western, 2 in Harborough, 1 in Blaby, 1 in Hinckley and Bosworth and 1 in Melton.

Table 11: Fatalities in non-fire incidents – April to September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Sep 2021
2.3	Fatalities in non-fire incidents	3	3	3	2	1	3	3	1	5	1	6	31

September 2021

There were 3 fatalities in non-fire incidents in September, compared to 4 in August.

Of the 3 fatalities, 2 were attended to assist other agencies and 1 was a road traffic collision. There were 2 in North West Leicester and 1 in Hinckley and Bosworth.

Table 12: Fatalities in non-fire incidents – September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	September 2021
2.3	Fatalities in non-fire incidents	0	0	0	0	0	0	0	0	0	1	2	3

2.4 Non-fatal casualties in non-fire incidents – April to September 2021

There have been 381 non-fatal casualties in non-fire incidents April to September 2021. This is 45 below the 3-year average of 426. Of the property types of non-fatal casualties, 226 were road traffic collisions, 131 were buildings, 23 were outdoor and 1 other transport vehicle. Charnwood has had most non-fatal casualties with 58. These can be related somewhat to the high number of special service incidents and road traffic collisions.

Table 13: Non-fatal casualties in non-fire incidents – April to September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Sep 2021
2.4	Non-fatal casualties in non-fire incidents	33	36	52	39	20	10	17	43	58	38	35	381

September 2021

There were 66 non-fatal casualties in non-fire incidents in September, compared to 66 in August. This is quite interesting in itself as there were considerably more incidents this month, than the number of incidents in August.

Of the 66 non-fatal casualties, the property types of non-fatal casualties were road traffic collisions 33, building 27 and outdoor 6. The districts with the most non-fatal casualties in non-fire incidents in September was Western with 14, North West Leicester 12 and Charnwood 9. The number of non-fatal casualties in Western can be related somewhat to the high number of special service incidents. Looking into the high number of non-fatal casualties in North West Leicester, there were 9 non-fatal casualties from road traffic collisions, with 3 from one incident, which was a result of a head on car collision, with 2 casualties taken to hospital by road ambulance and 1 casualty taken to hospital by air ambulance.

Table 14: Non-fatal casualties in non-fire incidents – September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	September 2021
2.4	Non-fatal casualties in non-fire incidents	7	4	14	2	5	1	4	3	9	5	12	66

2.5 Number of TRiM (Trauma Risk Management) – April to September 2021

The indicator Trauma Risk Management has now been running for over a year and looks at the number of notifications, interventions and 1 to 1's. There have been 52 TRiM notifications April to September 2021. This is 15 more than last year's figure of 37 during the same period.

September 2021

There were 8 TRiM notifications in September, compared to 3 in August. Of the 8 incidents that were reported, there were 3 road traffic collisions, including 1 pregnant female and 4-year-old child (1 fatality), a protracted incident involving 39 cattle that had to be destroyed at the scene, police assistance to retrieve a body, threat to crews by hand gun, chemical suicide, gain entry fatality and a community safety executive attended a property and found a fatality with the owner. Coordinators helped managers of crews/community safety executive with advice and the way forward on 3 occasions and there has been 1 x 1 to 1 carried out. An online learning/ information course has been completed by 380 personnel and 4 new practitioners completed initial training with Leicestershire Police, with 4 more to attend in October. TRiM Roadshows are being planned for teams/watches during November and December to raise the profile and inform individuals what TRiM is and how it can help individuals.

2.6 Number of LFRS employees injured whilst attending incidents – April to September 2021

There have been 7 personal injuries whilst attending incidents April to September 2021. This is 2 less than the 3-year average of 9. All 7 of the personal injuries were classed as minor, with 3 occurring at Eastern station, 1 at Hinckley station, 1 at Western station, 1 at Wigston station and 1 at Workshops. The personal injuries were categorised further as 1 cut to scalp, 1 injury whilst lifting or manual handling, 1 injury from change in floor levels/height, 1 slipped, tripped and fell on same level, 1 knee injury whilst running. 1 injury was caused when a firefighter was throwing out a hose at a house fire and the coupling hit the firefighter in the lip and 1 injury was caused from overexertion. Of the 7 personal injuries, 6 of the injuries occurred whilst at a fire and 1 occurred at a special service incident. Based on the RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013) reporting, 3 injuries resulted in no sickness or modified duties, 1 injury resulted in a period of sickness over 3 days, 1 injury resulted in a period of sickness under 3 days, 1 injury resulted in modified duties over 7 days and 1 injury resulted in a sickness/modified duties check added to team calendar.

September 2021

There was 1 personal injury whilst attending incidents in September, compared to 3 in August. The personal injury was classed as minor, occurred at Wigston station and was categorised further as overexertion. This involved a firefighter committed with breathing apparatus to the attic space involved in a fire. Based on the RIDDOR reporting the injury resulted in no sickness or modified duties.

3.1 Number of emergency calls received – April to September 2021

There have been 9105 emergency calls received April to September 2021. This is 208 less than the 3-year average of 9313.

September 2021

There were 1640 emergency calls received in September, which is 247 more than August (1393). Emergency calls are dealt with by our Control Centre at Southern Fire and Rescue Station. Not all of these calls would have led to mobilisations and there will have been multiple calls for one incident. On average, emergency calls were answered in 4.22 seconds in September.

3.2 The total average response times of life threatening incidents – April to September 2021

There have been 400 incidents classed as life risk by Control April to September 2021. This is 142 less than the 2-year average of 542. It is based on the average of the previous 2 years, as data is not available on IRS due to change of system in 2018. The total average response time for the 400 incidents was 10 minutes 13 seconds, compared to the 2-year average of 10 minutes 20 seconds.

The 10 minutes 13 seconds can be broken down further:

Average call handling was 2 minutes 8 seconds, an increase of 3 seconds on the 2-year average time (2 minutes 5 seconds).

Average mobilisation time was 1 minute 31 seconds, a reduction of 16 seconds on the 2-year average time (1 minute 47 seconds).

Average drive time was 6 minutes 34 seconds, an increase of 6 seconds on the 2-year average time (6 minutes 28 seconds).

The 400 life risk incidents average response time of 10 minutes 13 seconds can also be broken down by incident type:

48 Fire incidents attended with an average response time of 9 minutes 52 seconds.

36 Fire false alarm incidents attended with an average response time of 8 minutes 44 seconds.

316 Non-fire incidents attended with an average response time of 10 minutes 26 seconds.

Of the 316 Non-fire incidents, there were 209 RTC incidents attended with an average response time of 10 minutes 39 seconds.

Any incidents that take over 3 minutes in call handling, 3 minutes in mobilisation time for Wholetime, 7 minutes in mobilisation time for On-Call and 10 minutes in drive time, get investigated. During April to September 2021 there have been 57 investigations carried out by

Control, 21 mobilisation investigations and 58 drive time investigations. This picks up any anomalies with the system and highlights any possible areas of concern.

Table 15: The total average response times of life threatening incidents (mins) – April to September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Sep 2021
3.2	The total average response times of life threatening incidents (mins)	7:31	8:14	8:18	12:50	12:43	8:38	14:14	11:11	10:12	11:53	11:01	10:13
a	Average call handling time	1:57	1:55	2:01	2:33	2:01	2:10	2:03	2:27	2:01	2:14	2:08	2:08
b	Average appliance mobilisation time	1:12	0:57	1:09	2:00	2:22	1:36	2:06	1:41	1:16	1:48	1:50	1:31
c	Average time to drive to the incident	4:22	5:22	5:08	8:17	8:20	4:52	10:05	7:03	6:55	7:51	7:03	6:34
d	Number of life threatening incidents attended	50	34	70	45	17	11	20	34	48	28	43	400

September 2021

There have been 71 incidents classed as life risk by Control in September 2021. This is 17 more than August (54). The total average response time for the 71 incidents was 10 minutes 25 seconds, compared to 9 minutes 47 seconds in August.

The 10 minutes 25 seconds can be broken down further:

Average call handling was 1 minute 57 seconds, an increase of 2 seconds on the time in August (1 minute 55 seconds).

Average mobilisation time was 1 minute 25 seconds, an increase of 9 seconds on the time in August (1 minute 16 seconds).

Average drive time was 7 minutes 3 seconds, an increase of 27 seconds on the time in August (6 minutes 36 seconds).

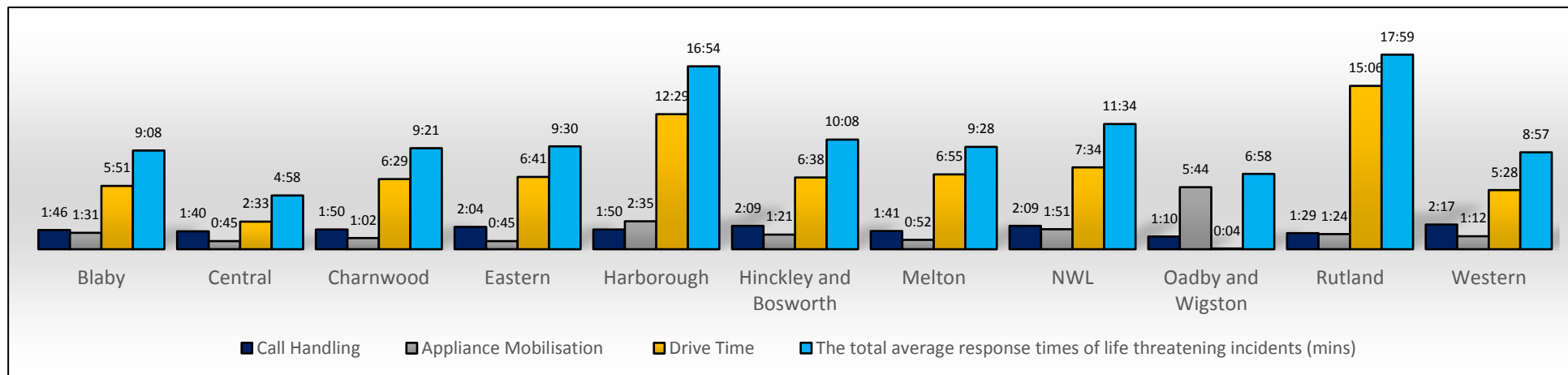
During September there have been 6 investigations carried out by Control, 4 mobilisation investigation and 13 drive time investigations. This picks up any anomalies with the system and highlights any possible areas of concern.

Please note that small numbers are being analysed here.

Table 16: The total average response times of life threatening incidents (mins) – September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	September 2021
3.2	The total average response times of life threatening incidents (mins)	4:58	9:30	8:57	16:54	9:28	6:58	17:59	9:08	9:21	10:08	11:34	10:25
a	Average call handling time	1:40	2:04	2:17	1:50	1:41	1:10	1:29	1:46	1:50	2:09	2:09	1:57
b	Average appliance mobilisation time	0:45	0:45	1:12	2:35	0:52	5:44	1:24	1:31	1:02	1:21	1:51	1:25
c	Average time to drive to the incident	2:33	6:41	5:28	12:29	6:55	0:04	15:05	5:51	6:29	6:38	7:34	7:03
d	Number of life threatening incidents attended	7	8	10	6	4	1	4	5	8	5	13	71

Chart 6: The total average response times of life threatening incidents in September 2021 shows the average call handling time, average mobilisation time, average time to drive and average total response time broken down by district. Central shows the quickest average response time and Rutland shows the longest average response time to life threatening incidents.



3.3 The total average response times of non-life threatening incidents – April to September 2021

There have been 3676 incidents classed as non-life risk by Control April to September 2021. This is 116 more than the 2-year average of 3560. The total average response time for the 3676 incidents was 10 minutes 1 second, compared to the 2-year average of 9 minutes 53 seconds.

The 10 minutes 1 second can be broken down further:

Average call handling was 2 minutes 11 seconds, which is exactly the same as the 2-year average time (2 minutes 11 seconds).

Average mobilisation time was 1 minute 37 seconds, a reduction of 4 seconds on the 2-year average time (1 minute 41 seconds).

Average drive time was 6 minutes 13 seconds, an increase of 12 seconds on the 2-year average time (6 minutes 1 second).

The 3676 non-life risk incidents average response time of 10 minutes 1 second can also be broken down by incident type:

1016 Fire incidents attended with an average response time of 10 minutes 8 seconds.

1436 Fire false alarm incidents attended with an average response time of 9 minutes 18 seconds.

1224 Non-fire incidents attended with an average response time of 10 minutes 45 seconds.

Of the 1224 Non-fire incidents, there were 353 Assist other agencies incidents attended with an average response time of 10 minutes 46 seconds.

Please note: There were a total of 3727 non-life risk incidents attended April to September 2021. 51 incidents have been excluded as per Home Office guidelines. Some examples of exclusions are incidents with a total response time of less than a minute, or over an hour and any incident where any call handling, mobilisation time or drive time has a null value.

Table 17: The total average response times of non-life threatening incidents (mins) – April to September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Sep 2021
3.3	The total average response times of non-life threatening incidents (mins)	8:07	8:35	8:56	12:06	11:22	9:04	11:14	12:00	9:38	11:45	11:33	10:01
a	Average call handling time	2:12	2:09	2:07	2:14	1:55	2:17	2:14	2:47	1:59	2:12	2:08	2:11
b	Average appliance mobilisation time	1:14	1:15	1:10	2:00	3:09	1:46	1:48	1:24	1:27	2:04	2:21	1:37
c	Average time to drive to the incident	4:41	5:11	5:39	7:52	6:18	5:01	7:12	7:49	6:12	7:29	7:04	6:13
d	Number of non-life threatening incidents attended	479	484	577	280	193	149	135	287	501	300	291	3676

September 2021

There have been 666 incidents classed as non-life risk by Control in September. This is 96 more than August (570).

The total average response time for the 666 incidents was 10 minutes 0 seconds, compared to 9 minutes 50 seconds in August.

The 10 minutes 0 seconds can be broken down further:

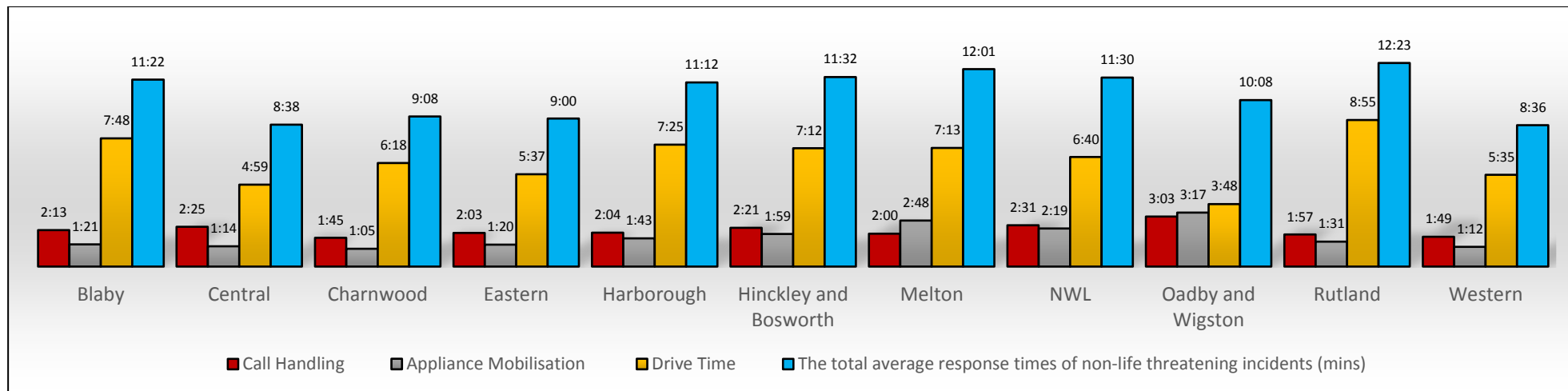
Average call handling was 2 minutes 8 seconds, which is exactly the same as the time in August (2 minutes 8 seconds).
 Average mobilisation time was 1 minute 36 seconds, a reduction of 1 second on the time in August (1 minute 37 seconds).
 Average drive time was 6 minutes 16 seconds, an increase of 11 seconds on the time in August (6 minutes 5 seconds).

Currently no investigations are carried out.

Table 18: The total average response times of non-life threatening incidents (mins) – September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	September 2021
3.3	The total average response times of non-life threatening incidents (mins)	8:38	9:00	8:36	11:12	12:01	10:08	12:23	11:22	9:08	11:32	11:30	10:00
a	Average call handling time	2:25	2:03	1:49	2:04	2:00	3:03	1:57	2:13	1:45	2:21	2:31	2:08
b	Average appliance mobilisation time	1:14	1:20	1:12	1:43	2:48	3:17	1:31	1:21	1:05	1:59	2:19	1:36
c	Average time to drive to the incident	4:59	5:37	5:35	7:25	7:13	3:48	8:55	7:48	6:18	7:12	6:40	6:16
d	Number of non-life threatening incidents attended	91	83	108	47	38	29	25	54	85	56	50	666

Chart 7: The total average response times of non-life threatening incidents in September 2021 shows the average call handling time, average mobilisation time, average time to drive and average total response time broken down by district. Western shows the quickest average response time and Rutland shows the longest average response time to non-life threatening incidents.



3.4 The total average response times to primary fires (as recorded by Home Office) – April to September 2021

There were a total of 544 primary fires attended April to September 2021. 61 incidents have been excluded as per Home Office guidelines. So, the response time calculations for primary fires are based on 483 primary fires April to September 2021. The total average response time for the 483 primary fires is 10 minutes 9 seconds, compared to the 2-year average of 9 minutes 43 seconds.

The 10 minutes 9 seconds can be broken down further:

Average call handling was 1 minute 43 seconds, an increase of 4 seconds on the 2-year average time (1 minutes 39 seconds).

Average mobilisation time was 1 minute 27 seconds, a reduction of 11 seconds on the 2-year average time (1 minute 38 seconds).

Average drive time was 6 minutes 59 seconds, an increase of 33 seconds on the 2-year average time (6 minutes 26 seconds).

Table 19: The total average response times of primary fire incidents (mins) – April to September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Sep 2021
3.3	The total average response times of primary fire incidents (mins)	7:00	7:26	8:14	12:20	13:10	7:56	12:06	10:58	9:42	12:25	11:50	10:09
a	Average call handling time	1:44	1:25	1:31	1:44	1:41	1:27	2:19	1:46	1:52	1:41	1:58	1:43
b	Average appliance mobilisation time	1:01	0:58	1:09	1:40	2:56	1:13	1:24	1:09	1:03	1:57	2:08	1:27
c	Average time to drive to the incident	4:15	5:03	5:34	8:56	8:33	5:16	8:23	8:03	6:47	8:47	7:44	6:59

d	Number of primary fire incidents attended	46	63	61	57	26	11	27	50	49	42	51	483
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September 2021

There have been 82 primary fires in September. This is 12 more than August (70).

The total average response time for the 82 incidents was 10 minutes 40 seconds, compared to 10 minutes 33 seconds in August.

This 10 minutes 40 seconds can be broken down further:

Average call handling was 1 minute 49 seconds, an increase of 4 seconds on the time in August (1 minute 45 seconds).

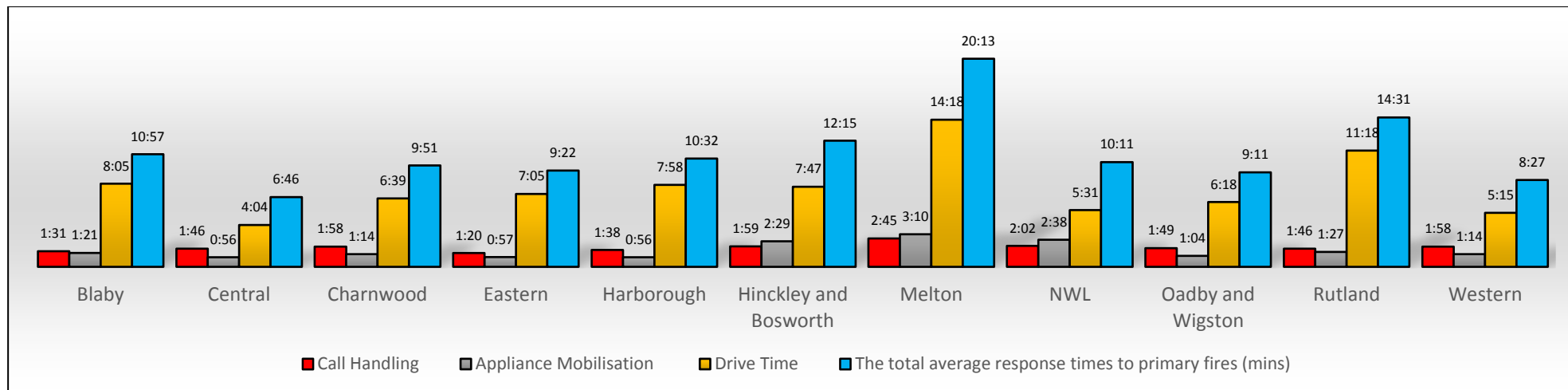
Average mobilisation time was 1 minute 34 seconds, an increase of 8 seconds on the time in August (1 minute 26 seconds).

Average drive time was 7 minutes 17 seconds, a decrease of 5 seconds on the time in August (7 minutes 22 seconds).

Table 20: The total average response times of primary fire incidents (mins) – September 2021

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	September 2021
3.3	The total average response times of primary fire incidents (mins)	6:46	9:22	8:27	10:32	20:13	9:11	14:31	10:57	9:51	12:15	10:11	10:40
a	Average call handling time	1:46	1:20	1:58	1:38	2:45	1:49	1:46	1:31	1:58	1:59	2:02	1:49
b	Average appliance mobilisation time	0:56	0:57	1:14	0:56	3:10	1:04	1:27	1:21	1:14	2:29	2:38	1:34
c	Average time to drive to the incident	4:04	7:05	5:15	7:58	14:18	6:18	11:18	8:05	6:39	7:47	5:31	7:17
d	Number of primary fire incidents attended	10	12	8	4	4	1	7	9	8	11	8	82

Chart 8: The total average response times of primary fire incidents in September 2021 shows the average call handling time, average mobilisation time, average time to drive and average total response time broken down by district. Central shows the quickest average response time and Melton shows the longest average response time to primary fire incidents.



3.5 The % availability of Wholetime fire appliances – April to September 2021

For April to September 2021, Wholetime fire appliances have been available 98.0% of the time due to crewing, a decrease of 0.7% compared to the 3-year average (98.7%). Please note these figures are calculated based purely on the crew/skill availability held on the Systel Data Warehouse. Any unavailability due to mechanical reasons are not included.

Table 21: The % availability of Wholetime fire appliances – April to September 2021

Station	Appliance	Type	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Castle Donington	18PI	Wholetime	100.00%	99.40%	99.86%	100.00%	100.00%	100.00%							99.88%
Birstall	19P2	Wholetime	100.00%	100.00%	100.00%	99.73%	99.73%	100.00%							99.91%
Loughborough	20PI	Wholetime	99.86%	99.87%	100.00%	99.60%	99.87%	98.33%							99.59%
Loughborough	20P3	Wholetime	99.12%	99.87%	94.65%	68.54%	83.77%	85.69%							88.53%
Melton	21PI	Wholetime (07.00 – 19.00)	97.64%	99.19%	96.67%	95.61%	99.28%	99.86%							98.04%
Eastern	23PI	Wholetime	99.86%	99.06%	100.00%	99.87%	100.00%	100.00%							99.80%
Eastern	23P2	Wholetime	99.65%	98.66%	99.72%	85.35%	93.28%	97.64%							95.66%
Western	24PI	Wholetime	99.03%	98.25%	99.72%	97.20%	99.87%	96.67%							98.46%
Coalville	25PI	Wholetime	100.00%	99.33%	99.79%	97.78%	97.94%	99.86%							99.10%

Central	30PI	Wholetime	100.00%	100.00%	100.00%	99.87%	100.00%	100.00%								99.98%
Central	30P2	Wholetime	99.93%	99.93%	91.18%	77.65%	91.06%	96.67%								92.68%
Wigston	31PI	Wholetime	100.00%	100.00%	100.00%	99.73%	99.93%	99.63%								99.88%
Oakham	33PI	Wholetime	100.00%	99.87%	99.86%	100.00%	100.00%	100.00%								99.96%
Market Harborough	36PI	Wholetime (07.00 – 19.00)	98.89%	100.00%	96.11%	99.19%	98.79%	99.58%								98.77%
Lutterworth	37PI	Wholetime (07.00 – 19.00)	99.44%	99.19%	100.00%	89.78%	99.42%	99.17%								97.81%
Hinckley	38PI	Wholetime	98.33%	99.69%	99.17%	98.25%	97.58%	98.31%								98.55%
Southern	40PI	Wholetime	100.00%	100.00%	99.58%	100.00%	99.87%	99.86%								99.89%
Total			99.60%	99.56%	98.70%	94.57%	97.53%	98.19%								98.01%

September 2021

For September, Wholetime fire appliances have been available 98.2% of the time due to crewing, compared to August (97.5%).

3.6 The % availability of On-Call fire appliances – April to September 2021

For April to September 2021, On-Call fire appliances have been available 65.3% of the time due to crewing, a decrease of 1.5% compared to the 3-year average (66.8%). Please note these figures are calculated based purely on the crew/skill availability held on the Systel Data Warehouse. Any unavailability due to mechanical reasons are not included.

Table 22: The % availability of On-Call fire appliances – April to September 2021

Station	Appliance	Type	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Melton	21P1	On-Call (19.00 – 07.00)	100.00%	99.82%	100.00%	99.32%	100.00%	99.86%							99.83%
	21P2	On-Call	97.06%	89.34%	86.53%	67.43%	78.00%	85.14%							83.82%
	Total	On-Call Station	98.20%	94.00%	93.75%	83.60%	88.20%	90.12%							91.26%
Coalville	25P2	On-Call	-	-	86.63%	69.26%	73.86%	72.43%							75.46%
	25P3	On-Call	94.07%	93.35%	-	-	-	-							93.70%
Ashby	26P2	On-Call	90.16%	84.61%	52.68%	58.74%	62.16%	65.00%							68.89%
Shepshed	28P2	On-Call	91.25%	76.97%	67.43%	57.59%	62.25%	58.03%							68.87%

Wigston	31P2	On-Call	68.89%	60.42%	54.24%	47.13%	48.25%	58.54%									56.17%
Billesdon	32P2	On-Call	10.90%	15.09%	-	-	-	-									13.03%
	32P3	On-Call	48.54%	48.49%	47.31%	46.59%	49.46%	53.91%									49.30%
	Either	Total	59.44%	63.58%	47.31%	46.59%	49.46%	53.91%									53.38%
Oakham	33P3	On-Call	73.73%	67.41%	56.85%	53.11%	55.35%	74.63%									63.43%
Uppingham	34P2	On-Call	69.33%	60.01%	62.24%	63.58%	63.46%	57.22%									62.64%
	34P3	On-Call	23.68%	28.39%	29.10%	22.13%	22.90%	27.36%									25.57%
	Either	Total	93.01%	88.40%	91.34%	85.71%	86.36%	84.58%									88.21%
Kibworth	35P2	On-Call	65.83%	58.74%	56.32%	53.61%	57.28%	57.94%									58.26%
Market Harborough	36P1	On-Call (19.00 – 07.00)	80.00%	77.46%	86.94%	73.21%	85.22%	88.43%									81.82%
	36P3	On-Call	18.10%	13.51%	34.15%	20.79%	16.76%	16.83%									19.97%
	Total	On-Call Station	53.73%	46.53%	65.81%	48.73%	54.48%	54.61%									53.91%
Lutterworth	37P1	On-Call (19.00 – 07.00)	98.10%	98.92%	98.89%	94.71%	95.25%	99.12%									97.48%
	37P3	On-Call	59.68%	58.92%	42.64%	29.26%	34.32%	52.25%									46.09%
	Total	On-Call Station	70.90%	70.00%	61.58%	56.41%	61.90%	65.53%									64.36%
Hinckley	38P2	On-Call	55.79%	42.63%	46.23%	26.14%	39.76%	41.64%									41.94%
	38P3	On-Call	-	-	32.03%	38.38%	39.74%	33.24%									35.90%
	Either	Total	55.79%	42.63%	78.26%	64.52%	79.50%	74.88%									65.87%
Market Bosworth	39P2	On-Call	61.60%	52.22%	57.20%	42.41%	56.99%	68.31%									56.36%
Total			73.63%	68.15%	65.82%	57.23%	62.12%	66.63%									65.55%

Please note: Where there is no figure for an appliance, indicates the appliance is not located there that month.

September 2021

For September, On-Call fire appliances have been available 66.6% of the time due to crewing, an increase of 4.5% compared to August (62.1%).

3.7 The % of people overall satisfied with our response – April to September 2021

We have received 282 public responses to our After the Incident Survey April to September 2021. 100% of people responding to the survey stated that they are 'satisfied or very satisfied' with the overall service they received from Leicestershire Fire and Rescue Service.

This is exactly the same as the previous 2-year average figure of 100%. The survey in this format has now been running for the past 2 years and comparisons are based on the 2-year average.

September 2021

For September, we have received 39 responses to our After the Incident Survey, which is 11 more than we have received in August (28). All 39 responses stated that they were 'satisfied or very satisfied' with the overall service.

3.7a The % of people satisfied with their initial contact with the service – April to September 2021

We have received 151 public responses to this question in our After the Incident Survey April to September 2021. 98% of people responding to the survey stated that they were 'satisfied or very satisfied' with the initial contact when they called Leicestershire Fire and Rescue Service. 2% of people responding stated they were neither 'satisfied' nor 'dissatisfied' with the initial contact. This is 2% less than the previous 2-year average figure of 100%. The survey in this format has now been running for the past 2 years and comparisons are based on the 2-year average.

September 2021

For September, we have received 19 responses to this question in our After the Incident Survey, which is 4 more than we have received in August (15). There were 18 responses stated that they were 'satisfied or very satisfied' with the initial contact with the service and 1 response stated they were neither 'satisfied' nor 'dissatisfied' with the initial contact.

3.7b The % of people satisfied with the service they received at the scene – April to September 2021

We have received 267 public responses to this question in our After the Incident Survey for April to September 2021. 99% of people responding to the survey have stated that they are 'satisfied or very satisfied' with the service they received at the scene from Leicestershire Fire and Rescue Service. 1% of people responding stated they were neither 'satisfied' nor 'dissatisfied' with the service they received at the scene. This is 1% less than the previous 2-year average figure of 100%. The survey in this format has now been running for the past 2 years and comparisons are based on the 2-year average.

September 2021

For September, we have received 39 responses to our After the Incident Survey, which is 14 more than we have received in August (25). There were 37 responses stated that they were 'satisfied or very satisfied' with the service they have received at the scene and 2 responses stated they were neither 'satisfied' nor 'dissatisfied' with the service they have received at the scene.

4.1 Home safety checks – April to September 2021

The impact by COVID 19 has resulted in new ways of working, as the service has not been able to carry out home safety checks as it has done previously. The number of home safety checks include the number of successful initial, successful follow up and successful vulnerable person.

There have been 7027 home safety checks April to September 2021. This is 3386 more than the 3-year average of 3641. The previous year shows there were 3581 home safety checks completed during the same period.

The 7027 home fire safety checks can be broken down further:

Successful initial 5081, an increase of 2082 home safety checks on last year's (2999).

Successful follow up 1795, an increase of 1311 home safety checks on last year's (484).

Successful vulnerable person 151, an increase of 53 home safety checks on last year's (98).

Table 23: Home safety checks – April to September 2021

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr to Sep 2021
4.1	Home safety checks	1126	1317	1475	1244	1017	848							7027
a	Successful initial	816	998	1033	871	739	624							5081
b	Successful follow up	282	289	407	352	259	206							1795
c	Successful vulnerable person	28	30	35	21	19	18							151

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

The 7027 home fire safety checks can be broken down further:

Stations 4984, an increase of 3511 home safety checks on last year's (1473).

Community safety educators 1958, a decrease of 77 home safety checks on last year's (2035).

Control 9, an increase of 9 home safety checks on last year's (0).

Partners 66, an increase of 9 home safety checks on last year's (57).

LFRS (Website) 1, exactly the same number of home safety checks as last year's (1).

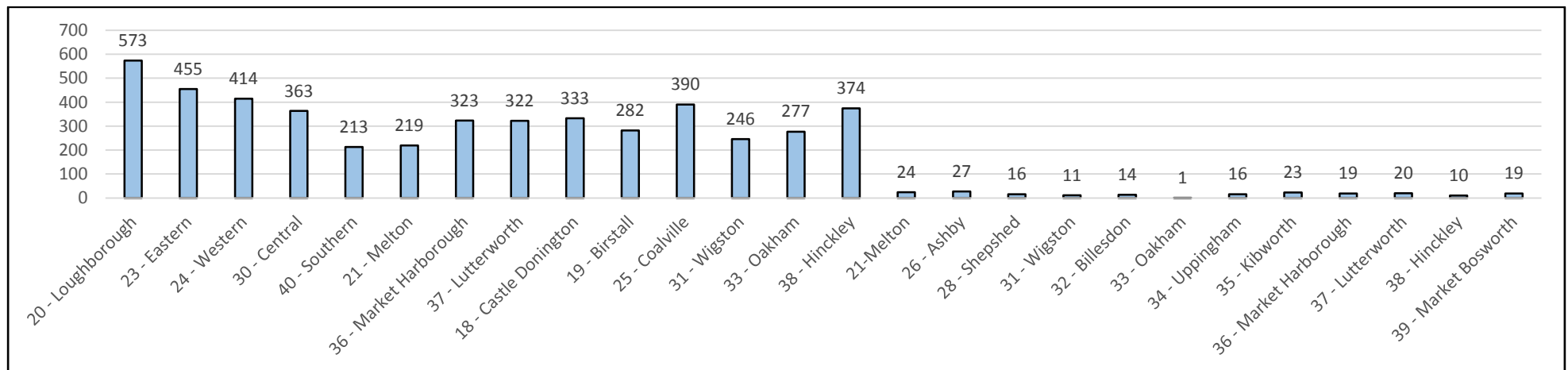
Unknown 9, a decrease of 6 home safety checks on last year's (15).

Table 24: Home safety checks carried out by stations, community safety educators, control, partners, LFRS (website) and other – April to September 2021

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr to Sep 2021
4.I	Home safety checks	1126	1317	1475	1244	1017	848							7027
a	Stations	683	965	1048	947	728	613							4984
b	CSE	405	331	419	287	288	228							1958
c	Control	4	2	0	0	0	3							9
d	Partners data	33	17	7	9	0	0							66
E	LFRS (Website)	0	0	1	0	0	0							1
f	Other	1	2	0	1	1	4							9

The 4984 home safety checks carried out April to September 2021 by stations are shown below.

Chart 9: The Total Successful HSCs by Station April to September 2021 shows the number of number completed by stations, ranging from 1 to 573. The stations delivering less than 25 home safety checks were On-Call stations. The stations delivering the most home safety checks were Loughborough (573), Eastern (455) and Western (414).



September 2021

For September, there were 848 home safety checks, which is 169 less than August (1017).

Of the 848, there were 624 successful initial, 206 successful follow up and 18 successful vulnerable person. There were 613 carried out by stations, 228 carried out by community safety educators, 4 were and unknown and 3 were carried out by control.

4.2 Home safety feedback surveys – April to September 2021

There have been 747 home safety feedback surveys April to September 2021. This indicator has now been in place since April 2020 and figures this year are compared to figures last year and not the 3-year average, as this is not available. This is 276 less than last year's figure of 1023 during the same period.

Of the 747 surveys, 585 were first visits and 162 were repeat visits. Of the 585 first visits, 99% were satisfied and of the 162 repeat visits, 99% were satisfied. The previous year shows there were 1023 surveys, with 872 first visits and 151 repeat visits.

September 2021

For September, we have received 241 home safety feedback surveys, which is 43 more than in August (198). Of this, 205 were first visits in September, which is 47 more than in August (158) and 100% were satisfied. There were 36 repeat visits in September, which is 4 less than in August (40) and 100% were satisfied.

5.1 The % of fire safety audits that result in action plans and enforcement notices – April to September 2021

There have been 401 fire safety audits carried out April to September 2021 and there have been 48 action plans or enforcement notices. The number of fire safety audits carried out is 190 more than the 3-year average of 211 and the number of action plans or enforcement notices is 1 more than the 3-year average of 47.

The Fire Protection Department has benefitted from additional funding as well as an increase in the number of Fire Safety Inspecting Officers. The increase in establishment has resulted in an annual increase in the target figure set for the annual Risk Based Inspection Programme (RBIP). The number of audits completed year to date demonstrates the continued improved effectiveness and efficiency within the Fire Protection Team.

September 2021

For September, there were 75 fire safety audits carried out, which is 14 more than in August (61). There were 9 action plans or enforcement notices issued, which is 2 more than in August (7).

5.2 Fire protection Survey – Overall how satisfied were you with the service received – April to September 2021

There have been 60 completed surveys received April to September 2021 and 58 were satisfied with the service they have received. As mentioned previously, at present, we only send the survey form to people after a fire safety audit has been completed. The number of completed surveys received is 14 more than the 3-year average of 46.

September 2021

For September, there were 8 completed surveys received and 8 were satisfied with the service they have received. There was 1 less completed than there was in August (9).

6.1 Average number of days/shifts lost to sickness by operational staff per person – April to September 2021

An average of 3.47 days/shifts per person were lost to sickness by operational staff during April to September 2021, compared to the 3-year average of 2.31 days/shifts lost per person. In total, there have been 1285.84 days/shifts lost to sickness, compared to the 3-year average of 866.86 days/shifts lost.

The 1285.84 days/shifts lost April to September 2021 can be broken down further:

There were 342.43 short term days/shifts lost, an increase of 96.57 days/shifts lost compared to the 3-year average of 245.86 days/shifts lost.

There were 943.41 long term days/shifts lost, an increase of 322.41 days/shifts lost compared the 3-year average of 621.00 days/shifts lost.

The result of COVID 19 has also had an impact on sickness. If you include this data, an average of 4.72 days/shifts would be lost by operational staff during April to September 2021. In total, there have been 465.38 days/shifts lost to COVID 19, compared to 399.85 days/shifts lost during the same period last year. There were only 63.77 days/shifts lost in the 1st Quarter, so the 2nd Quarter has shown a large increase with 401.61 days/shifts lost. Of the 465.38 days/shifts lost to COVID 19, 107.68 days/shifts were where people were self-isolating and actually working from home.

The COVID 19 for comparison is based on just last year's data as that's when the pandemic started.

In respect of the number of times personnel had short term sickness, there were 144 instances, as well as 42 long term sickness instances and 147 COVID 19 instances, so the scale of the impact COVID 19 can really be seen on the service here. A full detailed report on sickness and reasons for sickness has been produced.

Table 25: The total operational sickness – April to September 2021

Operational Sickness

Wholetime	Short Term Sickness Days/Shifts Lost	Long Term Sickness Days/Shifts Lost	Total Sickness Days/Shifts Lost	Average FTE	Average No of Days/Shifts Lost per person
20 - Loughborough	72.00	50.00	122.00	30.50	4.00
23 – Eastern	30.00	18.00	48.00	36.67	1.31
24 – Western	38.50	193.00	231.50	22.33	10.37
30 – Central	25.00	34.50	59.50	39.50	1.51
40 – Southern	32.00	75.00	107.00	23.17	4.62
Total	197.50	370.50	568.00	152.17	3.73
DC					
21 – Melton	9.15	226.00	235.15	11.17	21.06
36 – Market Harborough	2.16	0.00	2.16	11.00	0.20
37 – Lutterworth	18.75	67.62	86.37	11.00	7.85
Total	30.06	293.62	323.68	33.17	9.76
DCP					
18 – Castle Donington	7.69	15.30	22.99	11.17	2.06
19 – Birstall	2.47	0.00	2.47	11.83	0.21
25 – Coalville	14.56	26.00	40.56	10.00	4.06
31 – Wigston	5.91	20.69	26.60	11.00	2.42
33 – Oakham	15.16	24.80	39.96	11.00	3.63
38 – Hinckley	5.58	0.00	5.58	11.00	0.51
Total	51.37	86.79	138.16	66.00	2.09
Control	43.00	161.00	204.00	25.83	7.90
Non Station	20.50	31.50	52.00	93.50	0.56
Total Operational	342.43	943.41	1285.84	370.67	3.47

Operational Sickness including COVID 19

Total Sickness Days/Shifts Lost	Total Sickness Days/Shifts Lost to COVID 19	Total Sickness Days/Shifts Lost	Average FTE	Average No of Days/Shifts Lost per person
122.00	11.00	133.00	30.50	4.36
48.00	29.50	77.50	36.67	2.11
231.50	39.00	270.50	22.33	12.11
59.50	65.50	125.00	39.50	3.16
107.00	11.50	118.50	23.17	5.12
568.00	156.50	724.50	152.17	4.76
235.15	11.24	246.39	11.17	22.06
2.16	8.70	10.86	11.00	0.99
86.37	22.09	108.46	11.00	9.86
323.68	42.03	365.71	33.17	11.03
22.99	7.59	30.58	11.17	2.74
2.47	3.98	6.45	11.83	0.55
40.56	19.52	60.08	10.00	6.01
26.60	16.68	43.28	11.00	3.93
39.96	6.99	46.95	11.00	4.27
5.58	15.59	21.17	11.00	1.92
138.16	70.35	208.51	66.00	3.16
204.00	34.50	238.50	25.83	9.23
52.00	162.00	214.00	93.50	2.29
1285.84	465.38	1751.22	370.67	4.72

6.2 Average number of days/shifts lost to sickness by support staff per person – April to September 2021

An average of 2.86 days/shifts per person were lost to sickness by support staff during April to September 2021, compared to the 3-year average of 3.63 days/shifts lost per person. In total, there have been 328.74 days/shifts lost to sickness, compared to the 3-year average of 376.00 days/shifts lost.

The 328.74 days/shifts lost April to September 2021 can be broken down further:

There were 101.59 short term days/shifts lost, an increase of 17.64 days/shifts lost compared to the 3-year average of 83.95 days/shifts lost.

There were 227.15 long term days/shifts lost, a decrease of 64.90 days/shifts lost compared the 3-year average of 292.05 days/shifts lost.

The result of COVID 19 has also had an impact on sickness. If you include this data, an average of 4.16 days/shifts would be lost by operational staff during April to September 2021. In total, there have been 149.96 days/shifts lost to COVID 19, compared to 134.57 days/shifts lost during the same period last year. Of the 149.96 days/shifts lost to COVID 19, 76.99 days/shifts were where people were self-isolating and actually working from home.

The COVID 19 for comparison is based on just last year’s data as that’s when the pandemic started. The loss (in productivity) would likely be minimal in comparison to natural ‘shifts lost’ data. A full detailed report on sickness and reasons for sickness has been produced.

In respect of the number of times personnel had short term sickness, there were 49 instances, as well as 10 long term sickness instances and 38 COVID 19 instances, so the scale of the impact of COVID 19 can be seen on the service here, although not to the extent that it has operationally.

Table 26: The total support sickness – April to September 2021

Support Sickness

Support	Short Term Sickness Days/Shifts Lost	Long Term Sickness Days/Shifts Lost	Total Sickness Days/Shifts Lost	Average FTE	Average No of Days/Shifts Lost per person
Business Support	23.24	43.00	66.24	33.86	1.96
People and Organisational Development	12.12	106.16	118.28	26.29	4.50
Community Risk	30.00	12.00	42.00	27.61	1.52
Corporate Support	0.00	0.00	0.00	2.00	0.00
Operational Response	7.00	20.50	27.50	6.22	4.42
Service Assurance	28.57	45.49	74.06	18.74	3.95
Service Delivery	0.66	0.00	0.66	0.33	2.00
Total Support	101.59	227.15	3328.74	115.05	2.86

Support Sickness including COVID 19

Total Sickness Days/Shifts Lost	Total Sickness Days/Shifts Lost to COVID 19	Total Sickness Days/Shifts Lost	Average FTE	Average No of Days/Shifts Lost per person
66.24	51.08	117.32	33.86	3.46
118.28	51.60	169.88	26.29	6.46
42.00	27.00	69.00	27.61	2.50
0.00	0.00	0.00	2.00	0.00
27.50	0.50	28.00	6.22	4.50
74.06	19.78	93.84	18.74	5.01
0.66	0.00	0.66	0.33	2.00
328.74	149.96	478.70	115.05	4.16

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6.3 Average number of staff on modified duties for the entire month – April to September 2021

There have been on average 7.00 members of staff that have been on modified duties for the entire month from April to September 2021. This is 1.05 less than the 3-year average of 8.05.

The breakdown includes 4.00 from Wholetime, 2.67 from On-Call and 0.33 from Support.

September 2021

The breakdown of 8 members of staff on modified duties for the entire month in September:

- Wholetime – 3 – 1 Castle Donington, 1 Central and 1 Non Station.
- On-Call – 5 – 2 Billesdon, 1 Ashby, 1 Market Bosworth and 1 Melton.
- Support – 0.

6.4 Average number of staff on modified duties at some point throughout the month – April to September 2021

There have been on average 14.67 members of staff that have been on modified duties at some point throughout the month from April to September 2021. This is 2.83 more than the 3-year average of 11.84.

The breakdown includes 9.50 from Wholetime, 3.00 from On-Call and 2.17 from Support.

September 2021

The breakdown of 17 members of staff on modified duties at some point throughout the month in September:

- Wholetime – 11 – 2 Loughborough, 2 Non Station, 2 Southern, 1 Control, 1 Lutterworth, 1 Market Harborough, 1 Western and 1 Wigston.
- On-Call – 4 – 1 Kibworth, 1 Market Bosworth, 1 Shepshed and 1 Uppingham.
- Support – 2 – 1 Community Risk and 1 People and Organisational Development.

Status of Report: **Public**

Meeting: **Corporate Governance Committee**

Date: **24 November 2021**

Subject: **Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Improvement Plan**

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

Author: **Station Manager Andy Daybell, Business Assurance**

For: **Information**

Purpose

1. The purpose of this report is to inform the Corporate Governance Committee (CGC) of how the Service is progressing 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 Improvement Plan (HMICFRS), following the report to the Committee at its meeting in March 2021. An updated Plan, showing the progress made so far, is appended to this report.

Recommendation

2. The Committee is recommended to note the progress of the Improvement Plan.

Executive Summary

3. The HMICFRS inspection was completed in November 2018, with the inspection report issued in June 2019 identifying 24 areas for improvement. In response, the Service has produced an Improvement Plan addressing these areas and 20 other identifiable comments from within the report that required attention. This Improvement Plan consists of a total of 88 actions for the Service to progress.
4. A report was presented to the CGC in March 2021 showing progress made against the Improvement Plan, in which 47 actions were completed. This report details progress to September 2021, and shows that 54 actions are now complete. Work continues to complete the outstanding actions.

Background

5. Following the inspection in November 2018, HMICFRS produced a report in June 2019 detailing its findings, which focussed on three areas – effectiveness, efficiency and people. Leicestershire Fire and Rescue Service was graded as ‘Requires Improvement’ in all three areas.
6. Within the report, HMICFRS has recommended that 24 ‘Areas for Improvement’ (AFI) are considered. In addition to these, the Service found 20 other comments or observations contained within the report which require consideration. The Improvement Plan was produced to put in place actions to address the areas highlighted within the report. There are 88 actions in total.
7. The table below indicates the number of areas for improvement for each pillar and the number of actions within the Improvement Plan that required attention:

Table showing Areas for Improvement and Actions to be Undertaken		
HMICFRS Pillar	Areas for Improvement	Actions to be undertaken
Effectiveness	10	29
Efficiency	4	8
People	10	31
Other comments	N/A	20
TOTAL	24	88

8. Since the Improvement Plan was published in August 2019, the Service has been working hard to improve. The table below shows the position reported to CGC in March 2021:

Table showing progress made by March 2021				
HMICFRS Pillar	Total actions	Actions in progress	Actions complete	Actions not started
Effectiveness	29	10	19	0
Efficiency	8	2	6	0
People	31	16	14	1
Other comments	20	12	8	0
TOTAL	88	40	47	1

This compares to progress made as of September 2021:

Table showing progress made by September 2021				
HMICFRS Pillar	Total actions	Actions in progress	Actions complete	Actions not started
Effectiveness	29	8	21	0
Efficiency	8	1	7	0
People	31	15	16	0
Other comments	20	10	10	0
TOTAL	88	34	54	0

9. As the table above for September 2021 shows, an additional seven actions are complete. Below is a brief overview of how the Improvement Plan has progressed since March 2021:
- i. Increased knowledge of the built environment and fire protection is being achieved through Level 3 Fire Protection courses. All Watch Managers will have completed this course by Spring 2022. Crew Managers will also all have had an introductory hazard spotting course, completed within a similar timescale.
 - ii. Exercising of the Marauding Terrorist Attack procedure has now taken place, under the code name 'Operation Mercian Warrior'. This was a multi-agency-based exercise. Learnings and evaluations have been recorded into actions for each agency. The Service now has a plan for addressing those actions and recommendations.
 - iii. Department Business Continuity plans are now complete for all Service areas.
 - iv. Quality Assurance (QA) of staff who undertake Home Safety Checks is now in place, with evaluations feeding back into training.
 - v. A Health and Wellbeing strategy has now been produced. This incorporates all of the excellent work, procedures and support that are available. Trauma Risk Incident Management is now fully embedded, providing useful support and information for staff that have been exposed to traumatic incidents.
 - vi. The Service has an intranet site which is used by all departments to log any areas of collaboration with partners. This site is kept up to date and is reviewed by the Tactical Management Team (TMT) every six months.

When an item of collaboration is closed, it is reviewed by TMT and lessons learnt are shared with department heads.

- vii. The Service's Equalities, Diversity and Inclusion (EDI) team and Tactical EDI Board continue to meet monthly, providing updates to TMT to share learning across all departments. All district plans and department plans report on EDI and any policies or procedures that are agreed now contain an equality impact assessment. Phase 1 of EDI training has been completed, with Phase 2 commencing soon.
 - viii. The new learning management system – Oracle- is now in place and is used by managers to view their team's development and by staff to access e-learning courses. Work is currently ongoing to evaluate and improve the system.
10. There are many other areas of work in progress. Examples of actions near to completion include:
- i. A QA plan is in place for staff who undertake Fire Protection audits. This plan will ensure consistency of performance. This needs to be evaluated over the next few months to ensure this is fully embedded.
 - ii. Work continues to reduce the number of repeat false alarms (or unwanted fire signals (UFS)). A procedure is now in place that will allow the Service to monitor premises with higher UFS and ensures that these are dealt with appropriately with an elevated response for premises with repeat calls. This will be closed once Operational Response is satisfied that their individual actions are evidenced and aligned with the procedure.
 - iii. The new promotion procedure is in place and has been used for Station Manager and Watch Manager promotions. These have produced Talent Pools of individuals ready for promotion. It also identifies development opportunities for individuals placed in a Development Pool. This procedure continues to be reviewed and evaluated.
 - iv. The On-Call review project is now complete and the outcomes have been reviewed by the Senior Management Team (SMT). Actions and implementation of the recommendations are being managed within TMT.
11. The Service Liaison officer continues to monitor progress and updates the SMT and TMT. A new HMICFRS liaison lead has now been appointed and will be available to the Service towards the end of November 2021.
12. The Improvement Plan Update was made available on the Service website in September 2021 and has been subject to widespread engagement with Service staff. Progress with actions detailed within this report and preparation for the inspection in 2022 is well under way. An implementation and communications plan has been devised, that will ensure continued progress.

Report Implications/Impact

13. Legal (including crime and disorder)

The HMICFRS inspection programme is the Governmental check that fire and rescue services are carrying out their statutory duties as laid out in the Fire and Rescue Services National Framework contained within the Fire and Rescue Services Act 2004. By embracing the inspection process and by detailing an Improvement Plan, the Service is committed to showing progress and diligence in its function in carrying out these duties.

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

The costs of delivering the Improvement Plan is factored into the agreed 2021-22 budget. Senior officers are responsible for improvements within their specific areas and any requirements for additional resources to deliver the Improvement Plan will need a business case to be created and approved by SMT.

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

There is reputational risk to the Service if it fails to achieve improvement in areas that are identified in the Improvement Plan. This could lead to negative media reporting and lower community confidence in the Service.

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

The actions contained within the Improvement Plan may require prioritisation against other work-streams. In some areas, it may increase workload for departments.

17. Environmental

There are no environmental implications arising from this report.

18. Impact upon Our Plan Objective

Delivery of the Improvement Plan will positively contribute towards the aims and objectives of Our Plan 2020-24.

Background Papers

Report to the Corporate Governance Committee March 2021 – Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Improvement Action Plan.

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

Appendix

Improvement Plan Update September 2021

Officers to Contact

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LEICESTERSHIRE

FIRE and RESCUE SERVICE

HMICFRS Improvement Plan

Progress Update - September 2021



HMICFRS Improvement Plan

Effectiveness: Preventing fires and other risks

Area for improvement:		Background information:
Ref No. E1		The report identified that only our Community Educators are trained to carry out 'Safe and Well' checks in people's homes. These checks include social welfare, wellbeing and advice on security, as well as fire safety in the home. HMICFRS would like all staff who carry out Home Safety Checks to now be trained in, and deliver 'Safe & Well' checks.
'The Service should make sure it appropriately trains staff to undertake prevention activity'		
Ref:	Action:	Achievements:
E1.1	There will be a review of the Home Safety Check (HSC) policy and associated procedures.	<ul style="list-style-type: none"> Community Safety Policy published Vulnerable person module established HSC procedure ready for approval by Representative Bodies
E1.2	'Maximising capacity' training has taken place with the majority of crews. However, a continuing training programme to ensure all staff have the skills to deliver 'Safe and Well' Home Safety Checks is needed. All relevant staff will be trained by the end of 2019.	<ul style="list-style-type: none"> Max Cap training delivered to all Wholetime and On Call firefighters Training presentation delivered to non station staff
E1.3	The database that we use to prioritise our HSCs will be reviewed to ensure that it is 'fit for purpose' for the Safe and Well visits. Once reviewed, any changes will be adopted and appropriate training will be given. It is expected that this work will be completed by November 2019.	<ul style="list-style-type: none"> Principles to prioritise HSC agreed Revised HSC questionnaire established
E1.4	An assurance process will be put in place that demonstrates continued and consistent outcomes are maintained by all staff who deliver HSCs.	<ul style="list-style-type: none"> Quality Assurance (QA) form created supporting Community Educators to assess crews Commenced QA of station based HSCs Plan in place to QA rest of station based staff
E1.5	A review of the approach of Disclosure and Barring Service (DBS) checks on our staff will ensure that our Service, staff members and vulnerable people are offered an appropriate level of protection.	<ul style="list-style-type: none"> New employees are subject to DBS checks Staff working with vulnerable people are subject to enhanced checks NFCC guidance being considered

Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

Effectiveness: Preventing fires and other risks

Area for improvement:

Background information:

Ref No. E2

'The Service should better evaluate its prevention work, so it has a clearer understanding of the benefits'

The report from HMICFRS recognises the valuable prevention work that we carry out. They mention many prevention activities that our staff are involved with on a regular basis. These include initiatives like Fatal 4, Biker Down, and Fire-Beat and also includes the work we do with our diverse communities. They would like us to evaluate our prevention work more, to help us to understand how effective these activities are.

Ref	Action:	Achievements:
E2.1	A team will be established to identify a preferred option for a tool that allows us to evaluate our Community Safety activities. This will be a survey tool that allows the Service to monitor public opinion at all community events and Home Safety Checks. Staff will be trained to use this tool and it will be embedded in all Community Safety activities.	<ul style="list-style-type: none">• Survey project complete• Evaluation work commenced using identified survey tool
E2.2	The Service will review how it evaluates its Community Safety activities by looking at behaviour change, targeting risk and service user satisfaction. This information will be used for future plans.	<ul style="list-style-type: none">• Survey now widely used by all staff carrying out HSCs.• Now looking at how the results will influence department plans• Evaluation of Community Safety activities is now part of a project

Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

Effectiveness: Protecting the public through fire regulation		
Area for improvement:		Background information:
Ref No. E3		HMICFRS recognised that we take a targeted, risk based approach to inspect high risk premises within the Service area. Examples of high risk premises includes sleeping risks such as care homes, hotels and high rise flats. The Service is not on schedule to meet all those premises it has targeted. HMICFRS have asked that we ensure we allocate resources to address this.
'The Service should ensure it allocates enough resources to a prioritised and risk based inspection programme'		
Ref	Action:	Achievements:
E3.1	Policies and procedures affecting this area will be reviewed and updated. This includes such items as the Fire Safety Audit procedure and the Enforcement procedure.	<ul style="list-style-type: none"> • Fire Protection Policy published • Work ongoing on procedures
E3.2	<p>Concluding in October 2019 there will be a review of work activities of the Fire Protection (FP) team to ensure they are working effectively and efficiently. This will include a review of how we manage:</p> <ul style="list-style-type: none"> • Building regulations • Fire Safety audits • Primary Authority scheme • Day duty officer roles <p>Following evaluation, any changes will be embedded within the FP department.</p>	<ul style="list-style-type: none"> • Review of Fire Protection work activities complete • Identified improvements established
E3.3	There will be a review of the size of the Fire Protection team with a clear rationale on what resources are required.	<input type="checkbox"/> Risk and Resource Methodology produced and agreed by senior management
E3.4	We will develop an approach to train relevant staff outside of the Fire Protection department. This will allow us to maintain an appropriate risk based inspection programme and this work will also support the departmental succession plan.	<ul style="list-style-type: none"> • All operational staff have received Fire Protection input • Level 3 Fire Protection course being delivered to station based staff
Strategic Lead: Area Manager Community Risk		

HMICFRS Improvement Plan

Effectiveness: Protecting the public through fire regulation

Area for improvement:	Background information:
Ref No. E4	At present, the Service works with local businesses and organisations to help educate in fire regulations compliance. It does this through, for example, the Better Business for All, fire safety education following Grenfell and the Leicester and Leicestershire Enterprise Partnership. The report states that HMICFRS would like us to extend our work in this area, taking a more proactive approach to educate businesses.
'The Service should ensure its staff work with local businesses to share information and expectations on compliance with fire safety regulations'	

Ref	Action:	Achievements:
E4.1	<p>We will develop an engagement approach to interact with businesses. This approach will consider:</p> <ul style="list-style-type: none"> Planned events calendar Business seminars Social media interaction which will include promotion of fire safety along with encouraging economic growth 	<ul style="list-style-type: none"> Success of Fire Protection social media output examined using Facebook and twitter analytics
E4.2	<p>We will look at 'maximising capacity' with specific fire crews, training them to enable them to give advice on compliance with appropriate fire safety regulations for businesses.</p>	<ul style="list-style-type: none"> Operational staff have received Fire Protection input Level 3 Fire Protection course being delivered to station based staff

Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

Effectiveness: Protecting the public through fire regulation

Area for improvement:	Background information:
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Ref No. E5		The report from HMICFRS recognises the burden on the Service caused by false alarms. Currently, the Service has seen a 48% reduction of false alarms since 2011/12 which is the third best percentage reduction in the country. The report has asked that we continue to try to identify ways to further challenge and reduce false alarms.
'The Service should ensure it has an effective system in place to address repeat false alarms'		
Ref	Action:	Achievements:
E5.1	The procedure that is currently in place for addressing repeat false alarms will be reviewed to ensure that they are fit for purpose. This will indicate areas of responsibility for identifying repeat offenders and monitoring them. It will also ensure that appropriate actions to tackle repeat 'offenders' are delegated accordingly to departments (Operational Risk, Response).	<ul style="list-style-type: none"> Review shows the effectiveness of call challenging by Fire Control Process flow now in place to allow escalation of response to repeat false alarms Repeat false alarms are monitored and premises reported to District Managers
E5.2	Response teams (fire crews) will also receive training which will allow them to give suitable fire safety advice to help reduce unwanted fire signals.	<ul style="list-style-type: none"> Operational staff have received Fire Protection input Operational staff are being trained in Level 3 Fire Protection Repeat false alarms now feature on District Plans with targets for reduction
Strategic Lead: Area Manager Community Risk		

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HMICFRS Improvement Plan	
Effectiveness: Responding to fires and other emergencies	
Area for improvement:	Background information:
Ref No. E6	The report recognised that the Service has new Tactical Response Vehicles (TRVs) available. These can be crewed with two firefighters and can be sent by the Fire Control Operators to deal with smaller incidents or as an additional resource at larger incidents. HMICFRS state that some staff may be unsure of when it is appropriate to send a TRV and have asked that we ensure our staff are aware at what incidents TRVs are appropriate.
'The Service should have a clear policy around the deployment of its Tactical Response Vehicles'	

Ref	Action:	Achievements:
E6.1	Revise the mobilising protocols and Service procedure for Tactical Response Vehicles and communicate across the Service.	<ul style="list-style-type: none"> • TRV mobilising protocols reviewed • Revised TRV mobilising protocols communicated to staff
E6.2	An online presentation is being prepared to re-familiarise all staff with these vehicles. It will be necessary for all operational staff to view this. The presentation will also cover how the TRV is mobilised and it will detail the type of incidents that it attends. The newer TRVs will then be on request to visit each Watch/Station, for refresher training on the vehicles. The presentation will be available on SharePoint (Service Intranet) and Service Matters (Service Newsletter). Crews will then submit a training return (TNG2) as proof that they have received the information.	<ul style="list-style-type: none"> • On line presentation created and delivered • Presentation delivered to staff through internal communication channels
E6.3	The training return will be evaluated after six months, to ensure understanding.	<ul style="list-style-type: none"> • Training return produced to show completion of training in February 2020 • District Managers tasked to check understanding
Strategic Lead: Area Manager Operational Response		

HMICFRS Improvement Plan

Effectiveness: Responding to fires and other emergencies

Area for improvement:	Background information:
<p>Ref No. E7</p> <p>'The Service should ensure staff know how to command fire service assets assertively, effectively and safely at incidents'</p>	<p>At every incident that we attend, an incident commander is appointed. They will often be overseen by a further officer of a higher rank, who carries out 'Operational Performance Monitoring', ensuring compliance with current best practice. Some of our managers have not received refresher training or re-assessment in incident command. The report suggests that we addresses this.</p>

Ref	Action:	Achievements:
E7.1	See area for Improvement P5. All incident commanders are now fully trained and have been assessed to the current standard. A process is in place to ensure continued professional development and a programme set up that will see reassessment every two years for those at Level 1,2,3 incident command.	<ul style="list-style-type: none"> All incident commanders have been reassessed A programme to assess incident commanders every 2 years is in place A schedule enabling incident commanders to attend a development day each year is established Level 3 and 4 incident commanders are programmed in to attend multi agency exercises
E7.2	The Operational Performance Monitoring process and form that is completed following incidents will be reviewed to ensure learning from incidents is captured.	<ul style="list-style-type: none"> Operational Assurance processes (including Operational Performance Monitoring) agreed Operational Assurance process is being planned with training for Station Managers and above.
Strategic Lead: Area Manager People and Organisational Development		

HMICFRS Improvement Plan		
Effectiveness: Responding to fires and other emergencies		
Area for improvement:	Background information:	
Ref No. E8	All fire appliances are equipped with a mobile data terminal (MDT) that allows crews to access valuable risk information about buildings, procedures and plans that are essential when managing an incident. Sometimes, as with all technology, an individual screen can freeze and need to be reset. The report from HMICFRS identified that the we need to ensure these MDTs are reliable.	
'The Service should ensure its mobile data terminals are reliable so that firefighters have good access to relevant and up-to-date risk information'		
Ref	Action:	Achievements:

E8.1	The Mobile Data Terminals (MDTs) are subject to improvements in the future. This is an on-going work stream which will see an upgrade of MDTs, which should improve their performance.	<input type="checkbox"/> A demountable tablet is now installed on every fire engine delivering enhancements and resilience to the existing MDTs
E8.2	The Service intends to install mobile devices on each fire appliance. These devices will have the majority of information that is available on the MDTs at present. It will give up-to-date mapping, site specific risk information, operational procedures as well as forms and guidance for crews. The devices will be on a 4G connection and serve as a back up to the MDTs.	<input type="checkbox"/> Functional, secure, demountable tablets are now installed on every fire engine containing relevant information to assist incident commanders manage emergency incidents
Strategic Lead: Area Manager Operational Response		

HMICFRS Improvement Plan

Effectiveness: Responding to National risks

Area for improvement:	Background information:
Ref No. E9	In responding to major incidents, often the Service works in conjunction with other Emergency Services and partner agencies. There is a protocol for this known as the Joint Emergency Services Interoperability Principle (JESIP). This sets out best practice guidelines for us all, to ensure that we all work together to resolve the incident. The report has found that some incident commanders require refresher training on JESIP, to ensure that they fully understand the principles involved.
'The Service should ensure it is well prepared to form part of a multi-agency response to an incident and staff know how to apply Joint Emergency Services Interoperability Principles'	

Ref	Action:	Achievements:
E9.1	There is a review of the current provision of Incident Command training which will incorporate JESIP training that is applicable to all operational staff. A presentation is available from the JESIP website which will be used as refresher training for all operational staff. This will be recorded as an Electronic Personal Development Record (EPDR) on the Firewatch system, with a frequency requirement. It will allow managers to run a report to ensure that all relevant personnel are competent in current procedures.	<ul style="list-style-type: none"> • Presentation delivered to all operational staff • JESIP material disseminated through internal communication channels

E9.2	The Joint Decision Making (JDM) model has now been adopted by the Service. All incident command training now focuses on this model. Command wallet inserts have been updated to reflect this. District Managers will ensure that all relevant staff have updated the wallet contents.	<ul style="list-style-type: none"> • Command wallets updated and checked by District Managers • JESIP posters on station • Incident command training includes JESIP
E9.3	JESIP principles are taught at all levels of incident command training. This is an integral part of command training and is tested as part of our assessment process at all levels.	<ul style="list-style-type: none"> • Incident command workbooks include JESIP • Crew Manager development portfolios include JESIP • Incident command re-validation includes JESIP

Strategic Lead: Area Manager Operational Response

HMICFRS Improvement Plan

Effectiveness: Responding to National risks

Area for improvement:	Background information:
Ref No. E10 'The Service should ensure it is well prepared to form part of a multi- agency response to a terrorist-related and that its procedures for responding are understood by all staff and are well tested'	The Service has a standard operating procedure (SOP) for dealing with a Marauding Terrorist Firearms Active Shooter (MTFA). We also have officers that are specially trained to liaise with the Police, in case of such an event. The report recognised that the Service needs to ensure that all staff understand their duties with regards to Marauding Terrorist Attack (MTA) and that they are tested in these.

Ref	Action:	Achievements:
E10.1	Officers and middle managers have been appraised of new protocols during an inhouse presentation. Updated principles and working practices will be delivered through the National Inter-Agency Liaison Officers (NILO's).	<input type="checkbox"/> MTA presentation delivered by NILOs to middle and senior managers and officers

E10.2	Standard operating procedure 7.12.2 Firearms Active Shooter will be replaced with MTA procedure.	<ul style="list-style-type: none"> Operational Information Note produced on MTA Service Specific procedure in place for NILO deployment Material disseminated through internal communication channels
E10.3	Training in MTA will be cascaded to all operational personnel via online videos.	<ul style="list-style-type: none"> Training available online for staff Training of staff has taken place This training is now on a 2yr cycle on Oracle (our Learning Management System)
E10.4	We will work in collaboration with our partners to test the MTA procedures at multi-agency levels.	<ul style="list-style-type: none"> Tactical and Strategic desktop exercises being held during Incident Command training Desktop Exercise with Police booked in for March 2021

Strategic Lead: Area Manager Operational Response

HMICFRS Improvement Plan

Efficiency: Making the best use of resources

Area for improvement:	Background information:
Ref No. F1 'The Service needs to show a clear rationale for the resources allocated between prevention, protection and response activities'	HMICFRS are satisfied that the Service manages its budget and that it has 'robust and realistic' financial plans in place to manage its overall resources. However, they have asked the Service to consider how it allocates its resources between its core duties.

Ref	Action:	Achievements:
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F1.1	A review of the allocation of resource and/or capacity of both Fire Protection and Fire Prevention departments will be carried out. This will identify what resources are required for each and why. A directorate plan will then be produced that will run in line with the Service Integrated Risk Management Plan (IRMP).	☐ A Risk and Resource Methodology for Response, Protection and Prevention document has been produced and agreed by senior managers
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Strategic Lead: Assistant Chief Fire and Rescue Officer Service Delivery

HMICFRS Improvement Plan

Efficiency: Making the best use of resources

Area for improvement:	Background information:
Ref No. F2	The Service collaborates in many areas. As examples, we share our buildings, have TriService Fire Control (with Derby and Nottingham Fire Services) and work within the community with such projects as Braunstone Blues with the Police and Ambulance. HMICFRS would like us to monitor and evaluate the benefits of this collaboration.
'The Service should ensure there is effective monitoring, review and evaluation of the benefits and outcomes of any collaboration'	

Ref	Action:	Achievements:
F2.1	All areas of collaboration by each department within the Service will be listed on the Other Agencies Collaboration Sharepoint site. This identifies a Strategic Lead and also a Tactical Lead responsible for each area of Collaboration. Each area of Collaboration will be reviewed by the Leads on a regular basis. Tactical Management Team meeting will review all areas of Collaboration every six months. This will ensure any collaboration is still relevant, working and benefitting the Service.	<ul style="list-style-type: none"> • Collaboration database updated and reviewed • Collaboration database and intranet site is now used by all departments • Each area of collaboration is reviewed by Tactical leads and 6 monthly by the Tactical Managers Team meeting

F2.2	When an item of Collaboration is closed, an evaluation will take place. This will detail reasons for the closure and identify any lessons learnt.	<ul style="list-style-type: none"> • Evaluation of closed items has commenced • Evidence in place of evaluation – which is shared with Tactical Managers in order to enhance organisational learning. • Evaluation is reviewed every 6 months
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Strategic Lead: Assistant Chief Fire Officer Service Support

HMICFRS Improvement Plan

Efficiency: Making the best use of resources

Area for improvement:

Background information:

Ref No. F3

'The Service needs to prioritise implementing new business continuity plans and test them as soon as possible'

It is essential that the Service carries out regular testing of its continuity plans. This will ensure it can provide the correct level of service in case of an event that damaged core functions. HMICFRS recognised this and suggested that the Service implement plans and regularly assess them.

Ref	Action:	Achievements:
F3.1	A further staff member will be employed to ensure that the Corporate Risk and Resilience department has the appropriate number of people to enable the tasks to be completed within the department plan.	<input type="checkbox"/> A new staff member is now employed
F3.2	The business continuity (BC) plans that are in place at present will be reviewed to ensure that they are fit for purpose.	<ul style="list-style-type: none"> • Business Continuity procedure is now in place • All stations have BC plans in place • Department BC plans are being developed • Fire Control Business Continuity plans are in place and tested regularly

F3.3	A test regime will be put in place.	<ul style="list-style-type: none"> • Fire Control Business Continuity Plans tested regularly • An BC exercise plan is now in place and testing has begun
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Strategic Lead: Area Manager Community Risk

HMICFRS Improvement Plan

Efficiency: Making the fire and rescue service affordable now and in the future

Area for improvement:	Background information:
Ref No. F4	<p>The Service generates income from leasing areas within its buildings to Leicestershire Police and East Midlands Ambulance Service and from Forge Health, our occupational health facility. HMICFRS has suggested that the Service seek to ensure that the revenue from the leases is recouped.</p>
<p>'The Service should ensure itself it fully exploits external funding opportunities and options for generating income, in particular that it is recouping costs for use of its premises by other emergency services'</p>	

Ref	Action:	Achievements:
F4.1	<p>There is now a formula set by the Service for sharing premises. Rent is based upon an agreed amount per square foot, with shared space at 50% of this amount. Rent is subject to increase in relation to RPI (Retail Price Index). A service charge is also levied as a percentage of actual costs of maintaining the building (including rates and utilities) based upon the net floor area occupied in proportion to the total floor area. All LFRS premises that are shared with other Services are now paying the required amounts.</p>	<ul style="list-style-type: none"> ☐ Formal agreement in place for shared premises and rented space
F4.2	<p>The Service currently receives external funding from mobile phone masts housed on Stations, from driver training with the Police and from Forge Health.</p>	<ul style="list-style-type: none"> • Annually published Statement of Accounts details income • Spreadsheet to be produced showing current external funding

Strategic Lead: Assistant Chief Fire Officer Service Support

HMICFRS Improvement Plan

People: Promoting the right values and culture

Area for improvement:		Background information:
Ref No. P1		The Service recognises that its organisational values have been under review for a period of time. HMICFRS have identified this and have suggested that these core values and behaviours are published and adhered to at all levels of the organisation.
'The Service should ensure its values and behaviours are understood and demonstrated at all levels of the organisation'		
Ref	Action:	Achievements:
P1.1	Staff engagement sessions on Culture, Values and Behaviours have been carried out during June and July 2019. From these sessions, the Service will identify 'Champions' who will then deliver similar sessions to their peers. This will allow the Service to gather data and information on what staff would like to include as Service Values and Behaviours.	<ul style="list-style-type: none"> • Values and Behaviours engagement sessions complete • Data gathering exercise complete
P1.2	Once Behaviours and Values have been discovered, there will be a Service wide roll out to cascade the information to all staff by the 'Champions'. This will consist of engagement with all departments. This will begin the process of embedding these behaviours into the culture of the Service.	<ul style="list-style-type: none"> • Value and Behaviours established and communicated • Process to embed Values and Behaviours in to mainstream activities commenced
P1.3	The desired behaviours will be embedded throughout the Service. From 'onboarding' of new employees, through training, promotion and appraisals of all staff, these Service behaviours will form expectations that all staff will be encouraged to continually demonstrate.	<ul style="list-style-type: none"> • Staff survey indicates 96% of those who responded knew the Values and Behaviours • Now features in promotion process and recruitment • Presentations given to staff

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Promoting the right values and culture

Area for improvement:		Background information:
Ref No. P2	The Service has trauma counselling available through its occupational health facility. All managers are also now trained as Mental Health First Aiders, to recognise symptoms and signs affecting wellbeing. The report states that a formal process should be put in place to ensure that staff receive counselling when necessary.	
'The Service should ensure staff have access to trauma support and counselling services'		
Ref	Action:	Achievements:
P2.1	A 'Health and Wellbeing' policy is soon to be published, which will formalise the Service's actions and responsibilities for employee wellbeing, including following traumatic incidents. The SharePoint 'Employee Health and Wellbeing' site will be updated to reflect the new policy and what can be offered to staff.	<ul style="list-style-type: none"> Health and Wellbeing strategy being worked on by Health and Wellbeing Team Staff are aware of up to date Wellbeing advice, information and training via our intranet
P2.2	Post incident trauma training will be given to appropriate staff within the Service. These members of staff will become points of contact for post incident care. A procedure will be produced to formalise this.	<ul style="list-style-type: none"> Trauma Risk Incident Management (TRiM) is now in place and widely used to support staff TRiM actions and interventions are reported and monitored monthly
P2.3	Mental Health First Aid(MHFA) training will continue within the Service. This will continue to target any supervisory managers who have not received it yet. A rolling programme of two training sessions per year will ensure this is embedded throughout the Service and that staff will receive refresher training (every 2 years).	<ul style="list-style-type: none"> Most supervisory staff are mental health first aid trained MHFA will feature as part of the Health and Wellbeing strategy

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Promoting the right values and culture		
Area for improvement:		Background information:
Ref No. P3		The Service has rigorous procedures to protect its staff. However, some of the policies that surround this require reviewing. HMICFRS has recognised this and suggested that the Service ensure that policies and training are reviewed and brought in date.
'The Service should ensure it has an up-to-date Health and Safety policy and procedure and that staff understand and follow its health and safety policy and procedure.'		
Ref	Action:	Achievements:
P3.1	A review of Health and Safety (H and S) policy, procedures and guidance will be carried out. This will include a 'peer review' by H and S staff from Cambridgeshire Fire Service. Outcomes from this review will be implemented.	<ul style="list-style-type: none"> Peer review by Cambs Fire and Rescue Service complete 3 year Implementation plan in place
P3.2	H and S training needs for staff across the Service will be addressed.	<ul style="list-style-type: none"> Training needs analysis for staff complete Mechanisms to communicate operational learning and safety information established
P3.3	The success of this review and outcomes will be monitored through reporting of H and S issues (locally, regionally and nationally), auditing and themed reviews.	<ul style="list-style-type: none"> Process for monitoring H and S issues agreed We have closed 33 items from the review We have conducted 3 themed reviews
Strategic Lead: Area Manager Community Risk		

HMICFRS Improvement Plan	
People: Getting the right people with the right skills	
Area for improvement:	Background information:
Ref No. P4	We currently have an electronic recording system that can ensure crews can record their

'The Service should ensure its electronic system for recording and monitoring operational staff competence is accurate and accessible.'

competence, following training or assessment. This is a centrally based system which ensures firefighters with the correct skills are mobilised to incidents. HMICFRS found that, after sampling a few firefighters, their records were not showing 'competent'. They have asked the Service to ensure that all training and competency records are up to date.

Ref	Action:	Achievements:
P4.1	There will be an immediate review of how the Service currently records competence to ensure that all Firefighters are recorded correctly, in line with current procedures. A training programme will be put in place to ensure that supervisory staff are recording this competence correctly.	<ul style="list-style-type: none"> • A Learning Management System has been procured • Work in line with National Fire Chiefs Council on competence is ongoing • Oracle has been procured as the Service learning management system
P4.2	There will be a review of courses offered by Learning and Development including qualifications. This should simplify how this information is recorded. This will include a review of expiry dates of these qualifications (which is linked to mobilisation).	<ul style="list-style-type: none"> • Review of courses undertaken • 350 E-learning packages now in place • E-learning put onto Oracle with refresher timelines in place
P4.3	The ongoing Learning Management System (LMS) project is also currently looking at addressing this issue, with a review of frequency of training, how it is linked to mobilisation and core competencies. This will then give an up to date and accurate picture of competencies within the Service.	<ul style="list-style-type: none"> ☐ Oracle is now in place and is being used by all staff
Strategic Lead: Area Manager People and Organisational Development		

HMICFRS Improvement Plan

People: Getting the right people with the right skills

Area for improvement:	Background information:
<p>Ref No. P5</p> <p>'The Service should ensure staff are appropriately trained in safety-critical skills, such as incident command'</p>	<p>HMICFRS found that some higher level incident commanders had not received further training or re-assessment following their initial training. They ask that the Service ensures it trains and assesses all its incident commanders to the appropriate level.</p>

Ref	Action:	Achievements:
P5.1	A procedure is already in place to ensure that all Level 1 commanders are currently re-assessed within a 2-year time period to maintain their command status.	<ul style="list-style-type: none"> All Level 1 incident commanders have been re-assessed A programme to assess Level 1 incident commanders every 2 years is in place
P5.2	A procedure is now in place to ensure that Level 2 and 3 commanders attend an accredited command course / revalidation at the relevant level and then be reassessed within two years to maintain their command status. All Level 2 and 3 commanders are currently 'in date' following recent accreditation and reassessments.	<ul style="list-style-type: none"> All Level 2 and 3 incident commanders have been re-assessed A programme to assess Level 2 and 3 incident commanders every 2 years is in place
P5.3	Level 4 commanders (and above) will attend a command course at the relevant level and will maintain the frequency of this. A procedure will be put in place to ensure this.	<ul style="list-style-type: none"> All Level 4 incident commanders have been re-assessed A programme to assess Level 4 incident commanders every 2 years is in place
P5.4	Level 1,2 and 3 commanders will attend 'competence days' at L and D. This attendance will be mandatory. Level 4 commanders and above will also attend. This will ensure continued competence and professional development for all levels.	<ul style="list-style-type: none"> A schedule enabling incident commanders to attend a development day each year is established
P5.5	Tactical and Strategic Coordinating Groups training scenarios will be implemented with attendees from a multi-agency arena to train and practice at tactical and strategic levels.	<ul style="list-style-type: none"> Tactical and Strategic coordinating training sessions are in place and are attended Positive feedback received on TCG session
P5.6	The Risk assessment for all the above will be reviewed on a rolling basis.	<ul style="list-style-type: none"> This features on the Organisational Risk Register and has been reviewed

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Ensuring fairness and promoting diversity

Area for improvement:

Background information:

Ref No. P6

The Service has a Grievance procedure which allows staff to challenge when they see the

<p>'The Service should ensure that it has effective grievance procedures. It should identify and implement ways to improve staff confidence in the grievance process'</p>	<p>organisation as acting unfairly or in an unjust way. In the report, HMICFRS found that some staff didn't have confidence in the process of raising a grievance. Some staff also felt that negative consequences would occur, if they were to raise a grievance. HMICFRS have asked that the Service recognise this and that they should re-assure these staff in the grievance process to gain further confidence in it.</p>
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Ref	Action:	Achievements:
P6.1	There will be a review of the Service Grievance Procedure which will consult with employees and representative bodies. Part of the staff engagement process about Values and Behaviours (P1) will also address the lack of confidence with the Grievance Procedure. Following this work and review, the procedure (including any revisions) will be relaunched. This will include communicating Service wide via Service Matters and staff engagement at Middle Managers and Supervisory Managers staff forums. Work is also ongoing which includes a review of the Bullying and Harassment procedure to align with the Grievance procedure.	<ul style="list-style-type: none"> • Review being undertaken by Leicester City Council • Engagement sessions with staff and representative bodies complete • Staff survey completed • Draft procedure produced and with staff consultation • Managers have been trained how to carry out investigations as part of this procedure
P6.2	Following the review, there will be an evaluation. This will be reported to the Corporate Governance Committee of the Combined Fire Authority.	

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Ensuring fairness and promoting diversity

Area for improvement:	Background information:
Ref No. P7	Over the last few years, the Service has worked really hard to reflect the community it serves.

'To identify and tackle barriers to equality of opportunity, and make its workforce more representative, the Service should ensure diversity and inclusion are well understood and become important values of the Services'

In the report, it is identified that some staff do not have a good understanding of what 'positive action' means. They also heard some gender specific language such as 'firemen' being used. HMICFRS has asked that the Service looks into these matters and addresses them, capitalising on the good work carried out in recent years in being more inclusive and diverse.

Ref	Action:	Achievements:
P7.1	The Service has a Strategic Equality and Diversity Inclusion Board (SEDIB). At present, they are carrying out a gap analysis on the Fire and Rescue Service Equalities Framework document and also considering the 'Smoke and Mirrors' report published by Asian Fire Service Association (AFSA).	<ul style="list-style-type: none"> • Gap analysis complete • 5 year Equality Diversity and Inclusion (EDI) Plan agreed by senior managers
P7.2	Following the gap analysis, any areas identified for improvement will be addressed to ensure compliance with 'best practice'. Engagement will follow with all department heads to ensure equality, diversity and inclusion is included in all areas of work within the Service.	<ul style="list-style-type: none"> • EDI officer and manager post established • EDI features in all department and district plans • Tactical EDI Board reports on progress and issues to the Tactical Management Team each month • All new or reviewed policies and procedures require an Equality Impact Assessment
P7.3	Training of staff will take place to address issues such as understanding positive action, bullying and harassment and discrimination.	<ul style="list-style-type: none"> • Engagement sessions with staff in progress • A Watch Manager has been appointed to train staff in EDI matters
P7.4	Training of staff (Crew Manager and above) will also take place on 'unconscious bias' and on recruitment / promotion processes.	<ul style="list-style-type: none"> • A Watch Manager has been appointed to train staff in EDI matters • Plan agreed for appropriate staff to receive unconscious bias training

P7.5	<p>A recruitment campaign, including positive action targeting BAME, LGBT+ and women, is currently underway for recruitment of 18 Firefighters in January 2020. The Service has engaged with Community Groups via Fire, Police Advisory Group for Equalities and removed the requirement for a driving licence and adjusted numeracy and literacy qualification requirements. The equalities impact for both these changes will be monitored.</p>	<ul style="list-style-type: none"> • Recruitment methodology reviewed and changes identified • Process is established and used to evaluate the benefits of these changes after each recruitment drive • The effectiveness of social media targeting of diverse groups has been analysed • The 'Have a go days' have been evaluated and continue to be effective
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Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Managing performance and developing leaders

Area for improvement:

Background information:

Ref No. P8

'The Service should ensure it has an effective system in place to manage staff development, performance and productivity'

The Service carries out staff appraisals on an annual basis. These are monitored by line managers who see them as a valuable tool to highlight good work practices. The HMICFRS said that some staff haven't had this appraisal in two years and that the current appraisal process is ineffective. The Service accepts this and is currently reviewing the process. HMICFRS has recommended that the Service puts a system in place to manage productivity and staff development.

Ref	Action:	Achievements:
P8.1	There is a review of the staff appraisal system currently underway as part of the Learning Management System (LMS) project. This project will align appraisals and allow the Service a central view to monitor staff development. Part of this appraisal system will include performance review and productivity of staff. The LMS will include all staff, support and operational and it will serve as a tool to support them in whatever stage of their career they are in. This project is due to be completed in December 2019.	<ul style="list-style-type: none"> • Learning Management System – Oracle is now in place and used by staff • Oracle allows managers to monitor staff development
P8.2	Once the LMS project is complete, training will take place to ensure all staff are familiar with it. Appraisals will be completed at least once per year for all staff.	<input type="checkbox"/> Staff are trained and using Oracle for Elearning

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Managing performance and developing leaders

Area for improvement:

Background information:

Ref No. P9	HMICFRS has pointed out that some staff don't see the current promotion process as open and fair. The Service is now reviewing its promotions policy and the report recognises this taking place.
'The Service should ensure its selection, development and promotion of staff is open, transparent and fair'	

Ref	Action:	Achievements:
P9.1	A staff task and finish group has been set up to address the promotion process for Crew, Watch and Station Manager. This group is made up of Tactical Managers, recently promoted staff, representative bodies and human resource personnel. The aim of the group will be to review the current procedure and ensure that staff views are taken into account.	<ul style="list-style-type: none"> Engagement sessions complete Staff views known through completion of survey
P9.2	Engagement sessions with staff will be included in the plan to ensure transparency and engender involvement in building the promotion process. Relevant staff will be engaged with recruitment and staff selection training which will include hard and soft skills to ensure that those involved in selection decisions on promotions are adequately supported and trained including unconscious bias training.	<ul style="list-style-type: none"> Unconscious bias training delivered to staff who interview for new starters Engagement continued to understand and decide on competencies for each role
P9.3	A new procedure will be written and applied by the Service that will be open and fair. It will also be relevant to roles that it is applied to. Following the next promotion process, this will then be evaluated.	<ul style="list-style-type: none"> New procedure in use Candidates in the promotion process able to feedback their experiences through survey Evaluation of those in the Watch Manager process found it to be 'open, fair and transparent' Process used for Station Manager promotion process Talent Pools and Development Pools made up of staff ready for next promotions have been identified Development training in place 1st stage of review has been carried out

Strategic Lead: Area Manager People and Organisational Development

HMICFRS Improvement Plan

People: Managing performance and developing leaders		
Area for improvement:	Background information:	
Ref No. P10	HMICFRS has asked that the Service has systems in place to recognise talent, manage and nurture it and put in place a leadership training programme.	
'The Service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders'		
Ref	Action:	Achievements:
P10.1	The Service will look at ways to develop a formal talent management process in the future. Part of the promotions review will include having a 'talent pool' of people to develop into the next role. The Service will also set up a group to look at a 'future leaders' programme.	<ul style="list-style-type: none"> • New procedure in use • Successful candidates now placed into talent pools • Mechanism to select the best candidate for each post from the talent pool established • Development of staff in place to allow them to move from Development Pool to the Talent Pool
Strategic Lead: Area Manager People and Organisational Development		

HMICFRS Improvement Plan			
Points identified in the report			
Ref No.	Point:	Lead:	Achievements:
AR1	Staff would benefit from refresher Safeguarding training to increase their confidence.	Area Manager Community Risk	<ul style="list-style-type: none"> • Vulnerable person module established • Safeguarding training is now on Oracle and is on a 2 year rolling programme

AR2	The Service's procedure on planned levels of fire engines and crewing availability is out of date.	Area Manager Response	<ul style="list-style-type: none"> • Crewing of Fire and Special Appliances updated • Operational Degradation procedure reviewed, updated and agreed • Guidance for Fire Control Watch Managers implemented
AR3	Recruitment, retention and availability of On-Call staff.	Area Manager Response	<ul style="list-style-type: none"> • On-Call improvement project now complete • Outcomes of project are being considered
AR4	Staff were still quoting the 'London Model' of decision making and should move to the joint decision making model.	Area Manager Community Risk	<input type="checkbox"/> The Decision Control process embedded in all training, guidance and assessment material
AR5	Operational discretion is not recorded.	Area Manager Community Risk	<ul style="list-style-type: none"> • Fire Control have Information Note on the procedure to follow if Ops Discretion is declared • Process for when Ops Discretion is used has been tested

AR6	The Service should carry out cross border exercises with all of its neighbours	Area Manager Response	<ul style="list-style-type: none"> • Operational Exercise procedure reviewed and updated • Planned exercises feature in District Plans • Reporting activity relating to cross border exercises to HMICFRS established
AR7	The Service currently lacks a way to check workforce productivity and could do more to assure itself that its workforce's time is used effectively.	All Area Managers	<input type="checkbox"/> Learning Management System – Oracle is now in place
AR8	Actions from the H and S Committee have not been completed.	Assistant Chief Fire and Rescue Officer Service Delivery	<ul style="list-style-type: none"> • Actions reviewed and prioritised • Action plan in place to complete outstanding actions

AR9	Staff are aware of Service Matters but there is no way of ensuring that they read and take in the information.	Area Manager Community Risk	<ul style="list-style-type: none"> Monitoring software purchased enabling activity levels to be known Quarterly process in place evaluating use of Service Matters using randomly selected staff Outcomes indicate that 80% are reading Service Matters articles
AR10	The use of gender exclusive language.	All Area Managers	<ul style="list-style-type: none"> Included within the Values and Behaviours work Unconscious bias training included gender exclusive language
AR11	The workforce plan lacks detail about how the Service will meet its resourcing needs.	Area Manager Response	<ul style="list-style-type: none"> Quarterly report showing workforce planning presented to senior managers Report shows details of forecasted staffing levels and how resource needs will be met
AR12	Operational staff haven't received training in gathering site specific risk information or health and safety training.	Area Manager Community Risk	<ul style="list-style-type: none"> Site specific risk training complete H and S training needs analysis complete

AR13	The Service doesn't fully understand the skills and capabilities of staff.	Area Manager People and Organisational Development	<ul style="list-style-type: none"> Learning Management System – Oracle is now in place and used by all staff Quarterly report showing operational skill levels presented to senior managers
AR14	There is less evidence of learning and improvement in nonoperational areas.	Area Manager People and Organisational Development	<ul style="list-style-type: none"> All departments have fed into training analysis Training courses are now on Oracle to benefit all staff
AR15	The Representative bodies would like involvement in decisions at an earlier stage.	Assistant Chief Fire and Rescue Officer Service Delivery	<ul style="list-style-type: none"> Engagement of Representative Bodies at Staff Consultation Forum Representative Body engagement at strategic Covid 19 meetings Meeting minutes indicate Representative Body's satisfaction level with engagement

AR16	In some departments, staff do not have their performance managed.	All Area Managers	<input type="checkbox"/> All managers informed and influenced to complete appraisals
AR17	Call handling times – Control.	Area Manager TriService Control	<input type="checkbox"/> New ways of working being trialled in Fire Control to reduce call handling times <input type="checkbox"/>
AR18	All training recorded and managed on one system.	Area Manager People and Organisational Development	<ul style="list-style-type: none"> • A review of all courses has been carried out • All training is held and coordinated on Oracle
AR19	Time spent by crew and watch managers on station arranging covers and organising overtime	Area Manager Response	<input type="checkbox"/> Crewing levels during Covid 19 has seen a reduction in the need to arrange covers or overtime
AR20	Quality assurance (QA) of audits by Fire Safety Inspectors	Area Manager Community Risk	<ul style="list-style-type: none"> • QA procedure in place for Inspectors • QA of staff has begun and plan is being put in place on a rolling annual programme

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Status of Report: Public

Meeting: Corporate Governance Committee

Date: 24 November 2021

Subject: Financial Monitoring to end September 2021

Report by: The Treasurer

Author: Manjora Bisla (Finance Manager)

For: Decision

Purpose

1. The purpose of this report is to present the financial monitoring to the end of September 2021. This report is the second in the budget monitoring cycle and presents the key issues arising from the revenue budget and capital programme as at the end of September 2021 (Financial Period 6 in the 2021/22 year).

Recommendations

2. The Committee is asked to:
 - a. Note the revenue budget and capital programme position as at the end of September 2021; and
 - b. Note that proposals from the CFO to fund priority development and improvement initiatives from the in-year underspend are presented elsewhere on the agenda.

Executive Summary

3. This report indicates the current financial position compared to the updated Revenue Budget and Capital Programme.
4. After allowing for the previously approved transfer of £440,000 of additional income to reserves and the CFO's proposals to utilise £600,000 of underspends to fund priority development and improvement initiatives (elsewhere on this agenda), the revenue position shows an overall forecast underspend of £30,000.
5. The underspends are mainly within employee costs and are as a result of vacancies throughout the year, staffing on lower points within grades and the on-going lower retained / on-call costs.
6. The capital programme is reporting spend of £909,000 to date. Slippage of £1,889,000 has been identified and is being kept under review.

Revenue Budget

7. The budget figures have been updated to reflect a number of virements (budget transfers) and corrections within expenditure categories agreed by the CFO. These have had no impact upon net expenditure. The transfer of £440,000 of unbudgeted grant income to reserves, approved at the previous meeting of the Committee, is also reflected.
8. The resulting updated revenue budget position is summarised in Table 1 below. The forecast overall underspend is approximately £30,000.

Table 1 - 2021/22 Revenue Budget	Annual Budget	Forecast Outturn	Variance
	£000	£000	£000
Employees	30,027	29,350	(677)
Premises	2,459	2,459	0
Transport	983	983	0
Supplies and Services	3,471	3,471	0
Capital Financing	2,860	2,860	0
Total Expenditure	39,800	39,123	(677)
Income*	(39,800)	(39,753)	47
Underspend	0	(630)	(630)
One-off spending proposed by the CFO*		600*	600
Net underspend		(30)	(30)

*Note that not all of the £600k will be spent in 2021/22. The balance at the end of the year will be transferred to reserves.

9. The following notes relate to issues currently highlighted:

Employees

- i. Firefighters' pay is forecasted to underspend by £375,000. This is due to firefighters on trainee and development salaries during the year, along with a small number of vacancies due to a number of retirements. A new cohort of firefighter recruits are to join in March 2022 to fill some of the existing vacancies.
- ii. The support staff pay budget is currently forecasting an underspend of £42,000. This is due to several vacancies within the establishment, partly offset by temporary agency cover.
- iii. Retained staffing is currently forecasting an underspend of £260,000, largely due to being below full establishment.
- iv. Overall, an underspend of approximately £677,000 is expected at this stage.
- v. The firefighters' pay award of 1.5% from July 2021 has been agreed and budgets updated. The support staff award from April 2021 is not yet finalised. The budget included a £430,000 provision for pay awards, which should broadly equate to the costs.

Other Expenditure

- vi. Other expenditure lines are currently shown as forecast to outturn overall in line with budget. This is however subject to further review, with further detailed analysis being undertaken. The 2020/21 outturn reported to the CFA in July 2021 highlighted a number of running cost variances, some one-off due to the pandemic but others suggesting that on-going budget adjustments may be required.

Income

- vii. An income shortfall of £47,000 is forecast relating to the Forge Health Ltd dividend. This is in line with 2020/21, where a dividend was not received as a result of lower levels of trading by Forge Health during the pandemic.

Capital Programme

10. After inclusion of carry forwards totalling £3,481,000 the capital programme totals £5,875,000. This is summarised in Table 2 below.

Table 2 2021/22 Capital Programme	Programme after Carry Forwards	Actual YTD	Forecast Outturn	Slippage	Forecast (Savings)/ Overspends
	£'000	£'000	£'000	£'000	£'000
Vehicles	3,228	653	2,257	971	0
Property	958	44	708	250	0
IT and Equipment	1,321	212	1,021	300	0
Fire Control	318	0	0	318	0
Life Safety Sprinkler	50	0	0	50	0
TOTAL	5,875	909	3,986	1,889	0

Vehicles

11. The majority of the current slippage relates to a new driver training pump and the recently ordered Aerial Ladder Platform.

Property

12. The slippage relates to the scheme to remodel the HQ canteen area, which has been impacted by the pandemic and is subject to further review.

IT and Equipment

13. A small amount of slippage is expected at this point. This will continue to be monitored.

Fire Control

14. Slippage of £318,000 is forecast for the Fire Control Project. This represents the balance of the £1,800,000 capital grant awarded by the government for the Tri-Service Control Project. Final payments to the supplier are anticipated to occur in 2022/23.

Report Implications/Impact

15. Legal (including crime and disorder)

There are no legal implications arising from this report.

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

These are included in the main body of the report.

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

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

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

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

19. Environmental

There are no environmental implications arising from this report.

20. Impact upon "Our Plan" Objectives

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

Background Papers

Budget Strategy 2021/22 to 2022/23 (CFA 10 February 2021)

<https://leics-fire.gov.uk/wp-content/uploads/2021/02/cfa-budget-2122-final.pdf>

Revenue and Capital Outturn 2020/21 (CFA 28 July 2021)

<https://leics-fire.gov.uk/wp-content/uploads/2021/07/agenda-item-8-1.pdf>

Financial Monitoring to end July 2021 (CGC 15 September 2021)

<https://leics-fire.gov.uk/wp-content/uploads/2021/09/item-9.pdf>

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Status of Report: Public

Meeting: Corporate Governance Committee

Date: 24 November 2021

Subject: Usage of in-year underspend

Report by: The Chief Fire and Rescue Officer

Author: Callum Faint, The Chief Fire and Rescue Officer

For: Decision

Purpose

1. The purpose of this report is to inform the Corporate Governance Committee of the proposed use of underspends identified in the current year, following a report to the Committee in September 2021, and to seek support and approval to utilise this for specific projects detailed in Table 1 in this report.

Recommendations

2. It is recommended that the Committee;
 - a. Notes the improved working which has identified that in-year underspends of circa £600,000 can be released.
 - b. Supports the Chief Fire and Rescue Officer's decision regarding the usage of the identified underspend (as specified in Table 1) to bring about positive business improvements, with the resulting budget adjustments being within the approved Scheme of Virement.
 - c. Approve the addition of £190,000 to the capital programme for the purchase of a variable response vehicle (VRV).

Executive Summary

3. Due to the necessary financial planning assumptions when preparing the Service's budget, it is not uncommon for underspends to occur. For example, the budgets are constructed on the basis that there are no vacancies at any point in the year and that all staff in roles are at the top of their pay scale. However, there is almost always a period where not all roles are filled and a reasonable number of staff are not at the top of their pay scales, resulting in an underspend.
4. In addition to the above, and in preparation for the removal of the Day Crewing Plus (DCP) duty system the Chief Fire and Rescue Officer and the Deputy Treasurer have reviewed budgets to ensure any change is financially viable and sustainable for the future.

5. This work has identified a number of areas where year-on-year underspends are evident. In the future this will be utilised to offset any associated costs with withdrawal from DCP, but until this comes into effect in 2024, this provides an opportunity for consideration of the re-investment of this money back into the Service to bring about business improvements. These underspends were reported to the Committee at its meeting in September 2021.
6. In previous years any identified underspend has been used at the end of the financial year to increase reserves either for significant projects, building works or to make provision for contingency situations.
7. Given that the reserve levels appear to be suitable and sufficient for foreseeable needs and risks, it is recommended that circa £600,000 of available funds in 2021/22 is not moved to reserves, but utilised as described in Table 1 below to improve the Service provision in this and future years.

Background

8. The budgets and forecast spend of the Fire and Rescue Service are produced, agreed and signed off by the CFA on a yearly basis, as required. This is then monitored by the Corporate Governance Committee at regular intervals to ensure that financial controls and rules are followed to deliver a correct and balanced budget. The Committee received a financial monitoring report at its meeting on 15 September 2021, where it resolved that the CFO would bring forward proposals to fund priority development and improvement initiatives.
9. The Service's budgets are created based on a number of factors. For example, they are constructed on the basis that there are no vacancies at any point in the year and that all staff in roles are at the top of their pay scale. However, there is almost always a period where not all roles are filled and a reasonable number of staff are not at the top of their pay scales, resulting in an underspend.
10. In previous years any identified underspend has been used at the end of the financial year to increase reserves either for significant projects, building works or to make provision for contingency situations.
11. It is felt by the CFO and Treasurer that the current reserves are at a suitable and sufficient level to meet foreseeable risks and circumstances and ensure Service delivery is maintained.
12. It is also important that as well as looking back, the officers of the CFA look forward to plan for the future and known issues that may present themselves to the CFA. In this spirit and in anticipation for the removal of the Day Crewing Plus (DCP) duty system, the Chief Fire and Rescue Officer and the Deputy Treasurer have reviewed budgets to ensure any change is financially viable and sustainable for the future.

13. This work has identified a number of areas where year-on-year underspends are evident. In the future this will be utilised to offset any associated costs with withdrawal from DCP, but until this comes into effect in 2024 this provides an opportunity for consideration of the re-investment of this money back into the Service to bring about business improvements.
14. The two main areas of continued underspend are:
 - i. The On-Call budget. The budget is set at the level of 100% availability and the establishment level to fulfil that, along with turnout and attendance costs being accounted for. Whilst there is still the absolute drive to achieve this, the On-Call model (across the entire fire sector) is some way off this and results in a significant year-on-year underspend of around £250,000 per year, as Members will recall.
 - ii. New Dimensions Grant Funding. Through the National Resilience arrangements LFRS receives an annual grant of £875,000 a year to provide and maintain an Urban Search and Rescue Team for local, regional and national deployments if required. This grant is only allocated year-on-year and as such a pragmatic approach has always been taken to only budget for £500,000 per year, in case the budget is reduced or removed. To date this has not occurred and the additional £375,000 is identified as an underspend. In September, the Committee agreed to transfer this to reserves, to support future years' budgets.
15. The underspends highlighted in paragraph 14 are again evident in the current financial year. The DCP duty system changes are subject to public consultation through the Integrated Risk Management Plan process and will come into effect in 2024. Additional in-year underspends are identified in the latest budget monitoring report elsewhere on the agenda. Therefore, it is recommended that the identified in-year underspend is re-invested into the Service this year to bring about business improvements that are as yet, currently unfunded.
16. Table 1 (below) shows the recommended areas to re-invest the underspend into the Service and achieve business improvements and progress a number of areas in line with the most recent staff engagement survey (conducted in 2020 across the entire service) and the feedback provided.

Table 1.

Underspend Amount	Description	Commentary/Rationale
£100,000	Purchase of mobile devices (iPads)	Following the introduction of Oracle (Leaning management system and training records) it has highlighted the increased need for computer terminals to access materials and sign off training records. This could be achieved by more fixed terminals at the stations but this was felt to tie people to the station and the environment. Crews have also provided feedback that more mobile devices would enable them to undertake more functions and activities whilst out in appliances - the mobile solutions would allow for both needs to be met as they can be linked to the MDM ensuring all relevant ICT compliance issues are maintained and can even be remotely "stunned" or if needed "killed" to protect the network and data. Capital purchase will actually save two years revenue costs relating to the data packages.
£90,000	Health and Wellbeing lead	<p>The Health and Wellbeing Lead will support with the delivery and on-going development of the Leicestershire Fire and Rescue Service Health and Wellbeing Plan. This aims to develop an approach to wellbeing that focusses on initiatives that increase employee wellbeing and improve productivity as well as providing support for employees who experience ill health.</p> <p>This will be a fixed term contract (likely 2 years) to enable the establishment, delivery embedding of Health and Wellbeing into the Service. This is NOT permanent growth in the Service. The provision of materials, events, packages etc. are expected to be funded out of this allocation.</p>
£190,000	Variable Response Vehicle	Given current Tactical Response Vehicle (TRV) levels within the Service, it is necessary to ensure that a designated "spare" of the vehicle type (in accordance with "Dear Chief Officer Letters"). Equally the anticipated increase in these types of vehicles as the Service moves away from DCP, there is the need to increase the vehicle type. The purchase of a Variable Response Vehicle (VRV) will allow the Service to meet the need to a designated spare and explore the possibilities of using this vehicle type further in the future - with the aim of providing one vehicle to On-Call stations that can be mobilised with a crew of 2, 3, 4 or 5 depending on availability - effectively replacing two vehicles currently in use (long term reduction in the fleet numbers).
£20,000	HMICFRS Resource Fund	In preparation for the HMICFRS inspection, the Senior Management Team feel it wise to allocate some funding to this area to support the delivery of materials and personnel to focus on HMI and if necessary do this quickly (outside of any capacity limitations of internal departments)

£100,000	Apprenticeship set up funding	Intended to meet the costs of establishing the Service so it is able to deliver apprenticeships internally to provide long term cost savings in relation to levy drawn down for apprenticeship courses. Given the recruitment needs over the coming 4-5 years this would appear to be a very wise investment of current underspend and will likely make wholetime recruit training cost neutral for the Service.
£25,000	Staff recognition	Pre-Covid - it was always intended to launch a staff recognition programme that provided positive recognition to outstanding achievements across the Service. This money would pay for those events and awards etc. - This WOULD NOT be used in any way for financial payments to staff. This is repeatedly mentioned in the staff engagement survey as a key area to be progressed.
£50,000	Work wear/ Undress Uniform	The current project underway is likely to change the work wear provision across the Service and there is a strong desire for staff to have formal "undress" uniform provision. The underspend would be used to establish a "Moss Bros" style stock of undress uniform along with reducing any burden of year 1 costs of a new uniform provision. This would be another example of the Service following through on the staff engagement survey and listening to staff, allowing them to have pride in their service.
£25,000	Hot fire training	Funding allocated to ensure operational crews are exposed to hot fire/carbonaceous fire training whilst the Learning and Development centre project builds a new facility. Will minimise a number of training risks and ensure staff are suitably skilled and trained in this environment.
TOTAL £600,000		

Report Implications/Impact

17. Legal (including crime and disorder)

There are no legal implications arising from this report

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

The report has been developed by the CFO in conjunction with the Deputy Treasurer and the Finance Manager, who are both supportive of the re-investment of the identified 2021/22 underspend.

The Scheme of Virement approved by the CFA on 10 February 2021 permits the Chief Fire and Rescue Officer 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. The virements proposed in Table 1 are within this sum.

The Scheme of Virement also permits this Committee to approve changes to the capital programme.

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

Approval of the recommendation will see mitigation added to some corporate risks, specifically the introduction of VRV's will ensure a suitable number of spare vehicles (of specific vehicle types) are available in line with extant guidance of Dear Chief Officer Letters (DCOL). DCOL letters were historically issued by the Home Office as a way of formally communicating and recording decisions, actions and information. Whilst no longer issued a number of DCOL are still the extant guidance for a number of matters, this includes the requirement for the provision of dedicated spare of a vehicle type when it forms over 10% of the fleet.

In addition to this, all elements will show an increase or additional support to Service Delivery and mitigate risks for the future – specifically will remove the financial burden of wholtime training, improve operational training and show an increased level of support around staff wellbeing.

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

A number of these items have arisen from the most recent staff engagement survey and are a direct result of it. Not only improving the Service for staff but also showing the value they bring to the Service in delivering on the vision and needs.

21. Environmental

There are no increased environmental issues arising from this report. As part of the research and development for this paper, the Service has engaged with vehicle suppliers to ascertain the market for electric Fire Engines. Two suppliers do now make electric fire engines for the UK market; however, these are of the traditional type and not the TRV or VRV type. The technology is still very new for this and is currently very costly (approximately two to three times the cost of a normal fire engine).

22. Impact upon "Our Plan" Objectives

The proposals all contribute towards "Our Plan" in a number of different areas. This is detailed below: -

- i. Mobile devices –
 - o Continue to undertake education and enforcement activities, targeting those most at risk.

- Implement improvements based on the staff survey results to improve the employee experience.
 - Give leaders the skills to engage and motivate their teams
 - Implement the findings from the multiculturalism and fire safety research
 - Improve engagement with our communities
- ii. Health and Wellbeing lead
- Implement improvements based on the staff survey results to improve the employee experience
 - Give leaders the skills to engage and motivate their teams
 - Design and deliver learning and development interventions that ensure we have a competent, professional workforce who can help our communities
 - Introduce a range of interventions that prevent workplace stress and help people manage stressful situations
- iii. Variable Response Vehicles
- Use our fire engines flexibly, aiming to attend life threatening incidents in an average of 10 minutes
 - Use our firefighters efficiently and flexibly to maximise our appliance availability
 - Implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus duty system
 - Increase the availability of our On-Call appliances to respond to incidents
- iv. HMICFRS resource fund
- Implement our HMICFRS Improvement Plan
- v. Apprenticeships
- Use our firefighters efficiently and flexibly to maximise our appliance availability
 - Continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places
 - Implement improvements based on the staff survey results to improve the employee experience
 - Design and deliver learning and development interventions that ensure we have a competent, professional workforce who can help our communities
- vi. Staff recognition
- Implement improvements based on the staff survey results to improve the employee experience
 - Give leaders the skills to engage and motivate their teams
 - Implement our HMICFRS Improvement Plan

- vii. Workwear/undress uniform
 - Implement improvements based on the staff survey results to improve the employee experience

- viii. Hot fire training
 - Use our firefighters efficiently and flexibly to maximise our appliance availability
 - Relocate and centralise our Learning and Development facilities
 - Continue to collaborate with other blue light services and our partner agencies to support our purpose of safer people, safer places
 - Design and deliver learning and development interventions that ensure we have a competent, professional workforce who can help our communities
 - Implement improvements based on the staff survey results to improve the employee experience

Officers to Contact

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Status of Report: Public

Meeting: Corporate Governance Committee

Date: 24 November 2021

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

Report by: Callum Faint, Chief Fire and Rescue Officer

Author: Chris Moir, Planning Manager

For: Information

Purpose

1. The purpose of this report is to inform the Corporate Governance Committee (CGC) of progress made since September 2021 in the delivery of projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2020-24.

Recommendation

2. The Corporate Governance Committee is asked to note the progress made since September 2021 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2020-24.

Executive Summary

3. Progress is reported in respect of 14 projects that are currently in various stages of development or implementation. The report also includes progress against the 20 tasks from Appendix A of Our Plan 2020-24.

Background

4. This section provides the Committee with a summarised update on the status of the projects that are currently being delivered by staff and officers.

Service Development Programme - Project Updates

Emergency Services Network (ESN)

5. The full business case for ESN has been approved by the Government. Based on the timeline contained in the document, the current Airwave radio equipment will continue to be in service until the end of 2026 with an additional contingency period of the first half of 2027. At this time, it is unknown what this will mean for the transition at Leicestershire Fire and Rescue Service as the relevant dates for software deliveries to allow transition have not yet been published.

6. Notification has been received that the current coverage testing equipment is being replaced with new devices that increase the quality of the testing. This will be launched alongside a new testing strategy for “in building” testing. It has been agreed that it would be prudent to retest sites once the new equipment and testing strategy is available.

Views Replacement

7. The project will replace the decommissioned ‘views system’ used for performance management and will seek to implement additional planning, risk management and project monitoring capability within the system.
8. Performance dashboards are now available to view prevention, protection and response data and information from the risk management system. A supplier has been selected to update the data warehouse, with work due to commence imminently. Further work on providing additional dashboards with data from others systems will continue once the data warehouse work has been completed.

High Reach Appliance Replacement

9. This project has been created to procure and deliver a high reach appliance to replace one of the existing Aerial Ladder Platform vehicles.
10. Emergency One have been appointed to undertake the work. The vehicle build is expected to be completed by October 2022.

Appliance Replacement Project

11. Four replacement pumping appliances have already been delivered. The project was extended to include the procurement of four further appliances identified in the 2020/2021 capital budget.
12. The additional 4 appliances have been built, signed off and are operational. The project will be closed on receipt of final invoices and approval of a project closure report.

Devolved Budget Management Project

13. A project to devolve budget management to department and district managers. The initial technical implementation took place at the start of the 2019/2020 financial year. The Finance Manager has established the deliverables which still need to be achieved in relation to training and reporting and will complete these as business as usual. The project will be closed on approval of a project closure report.

Virtual Fatal 4 (VF4) Replacement Project

14. A project to develop a VF4 van to replace the existing VF4 car. The 'Hazard Express' vehicle is finished and available for use. The well attended launch event took place on 14 September 2021. The project will be closed on receipt of final invoices and approval of a project closure report.

eOPAS Optimisation Project

15. A project to re-implement eOPAS, the occupational health system, making it fit for purpose to the benefit of Forge Health and LFRS.
16. Whilst the project has been on hold a manual management referral process has been created to facilitate the existing requirement.

FireWatch Project

17. A project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
18. The project is still re-planning the next stage deliverables and timescales which will focus on the software upgrade to version 7.7.2. The upgrade will allow for easier migration to a cloud version of the application in line with ICT strategic direction.

Learning Management System (Oracle) Project

19. A project to develop a comprehensive Learning Management System.
20. The project is nearing completion but does have some tasks including the addition of the Learning and Development course booking calendar requiring completion prior to closure. An exception report was approved at the October 2021 Tactical Management Team (TMT) meeting which extended the expected project completion date to the end of December 2021.

Fleet Replacement Project 2020-2021

21. The procurement of three Director cars, nine Fire Protection Officer cars and the non-specialist replacement vehicles (station and workshop vans) was successfully completed at the end of December 2020.
22. All remaining vehicles have now been delivered. The minibus is operational, the fogging unit is having blue lights fitted, the rope rescue vehicle and the welfare vehicle are with the vehicle body builders. There continues to be supplier delays caused by the pandemic, however all vehicles should be available by the end of November 2021.

23. The scope of the project has been further increased to include three additional Fire Protection cars which should be available by the end of December 2021, although this is dependent on supplier lead times.

Health and Safety Process Enhancement Project

24. A project to redesign Health and Safety Processes.
25. The project board agreed a change to the technical specification and the final solution. The implementation is nearing completed and the project will be closed on approval of a project closure report which is due to be submitted to November 2021 TMT.

Microsoft 365 Migration Programme

26. A Programme of three projects to migrate LFRS to cloud based Microsoft 365 in the Cloud. The individual projects are:
 - Exchange Migration
 - Microsoft 365 Information Architecture and Governance
 - SharePoint Migration, OneDrive and Teams
27. The three projects will be governed by the same Programme Board and each of the projects will have an individual Project Initiation Document (PID) and have separate project teams appropriate to the project. The programme is due to be completed by March 2023.

Exchange 365 Migration Project

28. A project to migrate Microsoft Exchange services from on premise into Microsoft 365 in the cloud.
29. Stage 2, which included procurement of a cloud storage back-up solution, creation of a user training plan and engagement with the Microsoft FastTrack program was due to be completed by the end of July 2021. However, not all deliverables have been completed as planned. Some stage three activities have already been finished early so the project board agreed to merge stages two and three and maintain the original project completion date of the end of October 2021. This date is however further delayed by approximately one month due to the turnover of external contractor resource.

Corporate Workwear Project

30. A project to procure replacement corporate workwear and undress uniform provision.
31. Full engagement with a large project team has resulted in longer timescales to fully consult. As a result, the approach taken has meant elements of both stage one and stage two have been completed. The remaining elements of both stages will be merged and completed by the end of December 2021. This will

provide the opportunity to carry out user road shows and involve representatives from communities as part of a wider consultation. The approach will ensure that full user involvement and community engagement can be considered in parallel with early procurement stages and allow a contract award by the end of March 2022. Roll out of replacement workwear can take up to six months, and therefore should be completed by September 2022.

Fleet Replacement Project 2021/2022

32. This project includes: five new appliances, which have been ordered, a van for the rescue dog, which has been delivered and is awaiting fit out and a replacement car for driver training. All vehicles are due to be operationally available by the end of April 2022.

Evaluation Project

33. A project to develop and embed the practice of assessing the efficiency and effectiveness of services and activities delivered to the public.
34. Stage one is underway and involves research and discovery activities to understand the best option or methodology to utilise. The project is anticipated to take until March 2023 with stage one due for completion by the end of March 2022.

Our Plan Action Plan 2020-24 - Appendix A Tasks

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

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

35. The delivery of Prevention and Protection activities has remained flexible in its approach throughout the Covid restrictions. As restriction have continued to ease, the vast majority of delivery has returned to being in person. An outcome of the restrictions has been the recognition of effective and efficient ways of working. The telephone Home Safety Check (HSC) has been recognised as such. In consultation with both the Home Office and HMICFRS the telephone HSC continues to be a formally recognised format for completing a successful HSC and will continue to be used where the resident is less vulnerable. This will allow the team of Community Educators to remain focused on delivering HSCs in person to the most vulnerable members of the community.
36. The Fire Protection Department has returned to conducting all Fire Safety Audits in person. A target figure has been set for the 2021-2022 Risk Based Inspection Programme (RBIP) which remains on track. A number of outcomes from the Phase 1 Grenfell Towers Inquiry (GTI) are being progressed within the department. The team have directly communicated with the Responsible Person (RP) of all 'in scope' premises on three separate occasions. Detailing the changes in legislation which are mandatory under the Fire Safety Act 2021.

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

37. In the last quarter, five Grenfell Tower Inquiry (GTI) phase 1 recommendations were closed. The Service has now closed 26 of the 47 GTI recommendations. In September, National Operational Guidance (NOG) aligned training for tall building fires was started in the Service with further roll outs in November and January 2022. These will address the majority of the remaining actions.
38. The focus is now moving towards rolling out training and exercise against the NOGs. This will give assurance that lessons have been learned from the fire. Exercising will take place from January through to July 2022.

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

39. Health and Safety training has been rolled out at all levels and is part of business as usual arrangements including refreshing Training Needs Analysis regularly. This item is now closed.

Effective management and communication of our tall building risk profile.

40. A direct outcome of the Phase 1 Grenfell Towers Inquiry (GTI) was the formation of the National Fire Chiefs Council Protection, Policy and Reform Unit (PPRU). From this unit, the Building Risk Review Programme (BRR) was established. The BRR identified the 'in scope' premises within each Fire and Rescue Service. Within Leicestershire, Leicestershire and Rutland (LLR), 115 'in scope' premises were identified. 'In scope' being six storeys or 18m in height. From knowledge within the Fire Protection Team, the Service has reported back to the PPRU that LLR has 155 'in scope' premises and not the 115 provided to the team. All 155 premises have now been triaged and will be reported back to the PPRU by the deadline of December 2021.
41. In order to ensure all 155 'in scope' premises Responsible Persons (RP) are fully informed of the introduction of the Fire Safety Act 2021, the Fire Protection Team has communicated via letter/email to the RP at all 155 premises that form the BRR on three separate occasions. The communication details the changes to the Fire Safety Bill, and as the enforcing authority under the Regulatory Reform (Fire Safety) Order 2005 what the Service will be responsible for, which is not only enforcing, but importantly, educating and informing RPs.
42. The Premises Risk Collaboration Group (PRCG) continues to review and monitor any premises that have 'interim measures' in place. Interim measures being, for example, a change in evacuation strategy for those premises due to current fire protection concerns. The team has focused on the building construction but will now, in conjunction with the Community Safety Department, also focus on resident engagement. The PRCG continues to have

involvement from across the organisation to ensure a collaborative approach to managing the risk profile of tall buildings within LLR.

Aim 2 – Respond effectively to incidents

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

43. From 1 April to 30 September the average response time, to a total of 400 life risk incidents, was 10 minutes and 13 seconds. Appliances were moved from their usual base to another location on 717 occasions for an average of 129 minutes at a time.

Use our firefighters efficiently and flexibly to maximise our appliance availability.

44. During the same period, firefighters were relocated from their usual base to an alternative location to maintain appliance availability on a total of 2,264 occasions. The average period staff were at the alternative location was for 12 hours. On-Call staff worked at wholetime stations on 320 occasions. Wholetime staff worked at On-Call stations on 51 occasions and wholetime staff worked at alternative wholetime stations on 1,893 occasions.

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

45. Following approval by CFA members, pre-consultation events with staff have now commenced, discussing the alternative shift, crewing and appliance location possibilities. Feedback will be reviewed and factored in to the formal proposals.

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

46. The on-call improvement project highlighted four main areas of focus; Recruitment, Retention, Appliance availability, Learning and development.
47. The Project provided 30 Recommendations of which; 19 were approved, six were deferred for further research and five were not approved.
48. Five of the recommendations are complete: self-rostering of shifts, contracted hours of availability based upon establishment numbers, this being less ridged than the previous fixed contracts, charter award for business that allow staff to work as On-Call Fire Fighters, Tactical Response Vehicles at stations where a standard appliance availability is low and development shifts for On-Call staff to work at wholetime stations.
49. A task and finish group reporting to TMT will oversee progress regarding implementation of the remaining recommendations.

Aim 3 – Deliver value for money quality services

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

50. The Combined Fire Authority approved the procurement of a replacement high reach appliance in February 2020 as proposal three of the 2020-2024 Integrated Risk Management Plan (IRMP). Project progress is outlined in paragraphs 9 and 10 above.

Relocate and centralise our Learning and Development facilities.

51. A report outlining the current progress was presented to the Combined Fire Authority (CFA) at its meeting on 22 September 2021. A further update in relation to the availability of appropriate locations will be provided to the next CFA meeting in December 2021.

Procure replacement Personal Protective Equipment (PPE) for our firefighters.

52. This work has been successfully completed with all firefighter personal protective equipment replaced at the end of March 2021.

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

53. The Community Safety Department has entered into an information sharing agreement as part of a collaborative project with the Clinical Commissioning Group. The agreement has made a direct link with Social Prescribers who are based at GP surgeries. If an individual is a regular visitor to their GP or has a care package, then the social prescriber team will make a HSC referral.
54. The Community Safety Team has also reached an agreement with Severn Trent Water to share information. Severn Trent Water retain information on individual customers who are deemed as being vulnerable under a number of criteria. By asking for specific vulnerability criteria, Severn Trent Water will then share that information with the Community Safety Department to allow for a HSC to take place.
55. A toolkit comprising of branding, images, animations and social media messages was developed for the Celebrate Safely campaign. This was shared with partners in Police and Local Authorities to ensure consistency of messaging to communities. The focus was on candles, electrics, cooking and fireworks

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

56. Work continues to make the best use of the bistro area in Service Headquarters. A report detailing the proposal will be presented to the CFA at its next meeting in December 2021.

Aim 4 – An engaged and productive workforce

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

57. The second stage of the Learner Management System project saw the launch of Maintenance of Competence recording. This creates a platform for all firefighters to record evidence against the areas of their role map that require them to demonstrate competence.

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

58. An article highlighting the actions taken to address the themes identified in the staff survey has been shared in Service Matters, the Service's internal intranet engagement tool. This included a link to a Snap Survey asking the workforce about the Service's progress in these areas. These include:
- i. 'Who we are and what we do' presentations and vlogs from departments provided to HR to include in the 'on boarding' induction process for new employees.
 - ii. A 'Careers page' has been launched on SharePoint. It includes the support team competencies. The competencies have been split into separate roles and renamed values and behavioural competencies to avoid confusion with Maintenance of Competence (operational).
 - iii. The appraisal process is being improved, it will be called 'Performance Development' conversations.
 - iv. Watch, Station, Middle Manager and group SMT visits are occurring on a regular basis to encourage two way communications and dialog. "Chat with the Chief" sessions and regular updates provided by Service Matters and Vlogs to provide multiple formats of communication is taking place, with staff encouraged to ask questions (even if they are perceived as difficult questions).
 - v. Horizon Scanning events were held by the Chief Fire Officer in early October, giving Middle Managers the opportunity to discuss direction and Service priorities.

Give leaders the skills to engage and motivate their teams.

59. The Organisation Development Facilitator has designed a session to be delivered to all line managers to develop their skills in facilitating conversations and giving and receiving feedback. This session will follow on from a workshop, available to all staff, on self-awareness.

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

60. The Wellbeing plan has been written and signed off by SMT. This included the agreement to recruit a temporary Health and Wellbeing Lead.
61. The Learning and Development department have approached three companies who have submitted proposals for wellbeing training for the workforce. The proposals will be reviewed at the end of October and the next steps agreed.

Aim 5 – Provide assurance

Implement the findings from the multiculturalism and fire safety research.

62. The training package to support and embed the findings of the Fire Cultural Survey created by the University of Leicester has been overhauled to make it shorter and easier to digest. The package will be included in Phase 2 of the Equality, Diversity and Inclusion presentations being delivered to all staff by the Inclusion Team later this year and early next year.
63. Initial work has been completed on the creation of a more comprehensive library of images for use in corporate documentation and social media, which better represents the diverse communities within Leicester, Leicestershire and Rutland. More work is planned, but images from this first tranche have already been utilised in Service documentation and on social media.

Implement our HMICFRS Improvement Plan.

64. The published action plan identified 88 areas for improvement, 55 of these have now been completed. All the remaining 33 actions are scheduled to be completed before the next planned inspection in 2022.
65. Trauma Risk Incident Management training has now been completed, with 18 members of staff now qualified practitioners. Briefings are now being carried out for identified trauma related incidents, with one-to-one support offered for those in need.
66. A collaboration exercise has been completed with partners including the Police and EMAS to test the Marauding Terrorist Attack procedures at multi-agency levels. Inter-service and multi-agency debriefs have been completed, with learnings identified and allocated as appropriate.

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

67. The role of the Fire Standards Board is to oversee the identification, organisation, development and maintenance of professional standards for fire and rescue services in England. The first seven Fire Standards for fire and rescue services in England have now been published.
68. Strategic leads have now been agreed for each of the standards and are assessing compliance and working to identify areas needed for improvement. A gap analysis tool has been developed that will show the Services current position against the individual standards.

Improve engagement with our communities.

69. The Multi-Agency Celebrate Safely campaign has been a focus over this last quarter. The Corporate Communications Team created a toolkit, comprising of different methods to try and best reach communities – for the first time, animations on key safety messaging (candles, electrics, fireworks and cooking) were created. These have all been shared with local partners to ensure consistency, and will be shared on social media alongside the usual content, and will have the reach ‘boosted’ - paid for using some of the campaign budget to ensure more communities and demographics are engaged. Evaluation will take place at the end of the campaign to see if this new method helped to improve reach or engagement with communities.

Report Implications/Impact

70. Legal (including crime and disorder)

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

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

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

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

None.

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

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

74. Environmental

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

75. Impact upon Our Plan Objective

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

Background Papers

None.

Officers to Contact

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Status of Report: Public

Meeting: Corporate Governance Committee

Date: 24 November 2021

Subject: Progress against the Internal Audit Plan 2021-22

Report by: The Treasurer

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

For: Information Only

Purpose

1. To provide the Corporate Governance Committee (the Committee) with an update of progress against the Internal Audit Plan for 2021-22.
2. This report also provides brief information on projects that the Chartered Institute of Public Finance and Accountancy (CIPFA) is undertaking that relate to internal audit and audit committees in the public sector.

Recommendation

3. The Committee is asked to note the report and the fact that:
 - a) Three audits are complete (one of which is prior year)
 - b) Two other legacy partial assurance ratings remain but there are no other partial assurance ratings in the current financial year to date.

Executive Summary

4. One of the functions of the Corporate Governance Committee is to monitor the adequacy and effectiveness of the internal audit function and, specifically, to monitor progress against the internal audit plan through the receipt of periodic progress reports. Background information on the statutory and constitutional requirements for internal audit, working arrangements and information on assurance gradings is contained in Appendix 2 to this report.
5. The Internal Audit Plan for 2021/22 was approved by the Committee at its meeting on 10 March 2021. Progress against planned work is summarised below and is then reported in more detail in Appendix 1. Updates to the previous position are shown in **bold** font.
6. The approved plan identified auditable areas, which also included follow-up on the implementation of high importance recommendations, and an allowance for 'client' management activity (report to committees, planning, advisory etc.). The number of days purchased is 85 days.

7. There were 12 potential auditable areas that were approved (plus the follow up of High Importance Recommendations and a prior year report to finalise) resulting in 14 areas in total. Of these 14 individual pieces of work, progress can be summarised as follows:
 - one prior year report has been completed
 - two audits have been completed to final stage
 - two audits have been completed to draft stage
 - eight are work in progress (see also paragraph 7 immediately below)
 - one has not yet been started (see also paragraph 7 immediately below)
8. It is important to note that for varying reasons six of the audits that are either classified as 'work in progress' or 'not started' remain at the appropriate stage in their timetable for delivery, i.e. work not due to have been completed yet.
9. Two legacy (2019/20) partial assurance reports and associated high importance recommendations remain within the domain of this Committee and as reported previously there is a further partial opinion with associated high importance recommendation that was identified from completion of a prior year piece of work. Further detail is included at paragraph 14 below. There are no new partial assurance/high importance recommendations in the 2021/22 coverage to date.

Background

10. The Committee is provided with a summary report of internal audit work undertaken in the period since the last meeting. Where applicable, an individual 'opinion' on each audit assignment is reported, for example to what extent risk is being managed. The four levels of assurance are: full; substantial; partial and little. Further details explaining the levels of assurance are included at Appendix 2.
11. An assurance type audit report containing at least one high importance recommendation (see Appendix 2) would normally be classified as 'partial' assurance. Consulting type audits might also result in high importance recommendations.
12. The current position (and any outcomes) as at 5 November 2021 has been mapped onto the plan agreed by the Committee at its meeting on 10 March 2021. This forms Appendix 1 and is summarised as:

<u>Status of work</u>	<u>Additional Commentary</u>
1 Prior Year Report Completed	<ul style="list-style-type: none"> Key Financial Systems – Reconciliations and Balances 20/21 (*) – reference 21/3
2 to final report issued/advisory work complete	<ul style="list-style-type: none"> National Fraud Initiative – 22/8 Key ICT Controls 20/21 – 22/6
2 to draft report issued	<ul style="list-style-type: none"> Contract Procedure Rules and associated Policies and Processes – 22/9 Accounts Receivables – BACS Payment Process – 22/11
8 areas of work in progress	<ul style="list-style-type: none"> Workshop Service – 22/1 Risk Management Review - 22/2 Key Financial Systems – Reconciliations and Balances (*) – 22/3 Key Financials Payroll (*) – 22/4 Key Financials Pensions (*) – 22/5 ICT Controls 2021/22 (*) – 22/7 Segregation of duties within the finance function - 22/10 High Recs – (Re Reconciliations and Balances) - 22/12
1 area not yet started	<ul style="list-style-type: none"> Emerging Issues - 22/12

* = may be utilised by the external auditor in planning their audit risk-assessment.

Virements/Additional Time

13. The approved plan was a statement of intent and whilst every effort will be made to deliver it, it is recognised that this needs to be flexible and it may be necessary to revise activities in response to changing circumstances or emerging risks. Therefore, during the year, Leicestershire County Council Internal Audit Service (LCCIAS) will report to the Committee any audits that will not be undertaken as part of the 85-day coverage and the rationale for such decisions, including where other lines of defence are deemed sufficient. Any additional audits that have been requested will also be reported. To date there are no such requests for virement, although the time needed to retest high importance recommendations may require additional virement from the allocation for 'emerging issues', although this will be clearer by the next meeting of the Committee in March 2022.

High Importance Recommendations

14. A total of three partial assurance reports and associated high importance recommendations currently require progress updates to be reported back to the Committee in order to provide assurance that they have been adequately addressed. All the work relates to coverage in 2019/20 and 2020/21 and there have been no additional partial assurance/high importance recommendations in 2021/22 to date. Updates in respect of the 2019/20 and 2020/21 audits is as follows:

<u>Audit Name/Date</u>	<u>Ref</u>	<u>Area of focus/Date for review/date to report back to committee</u>
Contract Procedure Rules (2019/20)	N/A - Original Ref 20-D	Draft report issued, however as part of finalisation process, more evidence will be required to be assured that robust revised control design is actually operating as intended. Until this work is complete the recommendation remains in the Committee's domain.
Key Financials – Reconciliations and balances (2019/20)	Ref 20-E	<p>Focus on prompt independent reconciliations – was followed up within the 20/21 Key Financial coverage (21-3) – however this audit also resulted in partial assurance.</p> <p>This has now been re-tested and, subject to approval by this committee, will be considered addressed.</p> <p><i>It should also be noted that by nature of the annual coverage this will again be re-tested in the final quarter reconciliations and balances audit.</i></p>
Key Financials – Reconciliations and Balances (2020/21)	Ref 21/3	<p>Further work currently being undertaken to address the following High Importance recommendations:</p> <p>Oncosts salary control account reconciliations being undertaken/imbalances investigated</p> <p>This remains outstanding and will be retested again as part of the Key Financial Systems –</p>

		<p>Reconciliations and Balances coverage in the final quarter 2021/22.</p> <p>Unreconciled Investment Bank Account transactions promptly identified and corrected</p> <p>This has now been re-tested and, subject to approval by this committee, will be considered addressed.</p> <p><i>Again, it should also be noted that by nature of the annual coverage this will again be re-tested in the final quarter reconciliations and balances audit.</i></p>
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Projects undertaken by the Chartered Institute of Public Finance and Accountancy (CIPFA) relating to internal audit and audit committees

15. The Chartered Institute of Public Finance and Accountancy (CIPFA) is currently undertaking a major research project looking at internal audit in the public services. It is keen to understand how internal audit is contributing most to their organisations and its future potential. This research is part of CIPFA's commitment to supporting the internal audit profession, good governance, and strong public financial management. The findings and conclusions of the research will be published by CIPFA in early 2022. The report will support all those with an interest in effective internal audit in the public services. One aspect of the project is a survey of internal auditors and their clients. CIPFA is keen to receive as wide a view as possible from across the public services and obtain the perspectives of both internal auditors and those who rely on the work of internal audit. The County Council's Head of Internal Audit and Assurance Service (HoIAS) and the Chair of the Corporate Governance Committee both responded to the survey.
16. Over the summer, the former Ministry of Housing, Communities and Local Government (MHCLG) (now known as the Department of Levelling Up, Housing and Communities (DLUHC)) conducted a technical consultation on the National Government's planned responses to the 'Independent Review into the Oversight of Local Audit and the Transparency of Local Authority Financial Reporting', more commonly referred to as the Redmond Review. The consultation was predominantly about changes to local (external) audit arrangements but also included proposals to strengthen audit committee arrangements within councils. This related to Redmond's recommendations on 'Enhancing the functions of local audit and the governance for responding to its findings'. CIPFA has been part of a working group of relevant stakeholder organisations which has considered how to improve the effectiveness of local

audit by ensuring that there are arrangements in place so that local (external) audit reports and recommendations are effectively considered and acted upon by local authorities. In its response CIPFA supported: -

- i. That until guidance to audit committees is strengthened (see below), local authorities should review the existing structure of their audit committees to consider whether their arrangements support effectiveness.
 - ii. Undertaking a review of its 'Audit Committees, Practical Guidance for Local Authorities and Police'. It is intended that the updated publication will be available by April 2022. As the guidance will have no statutory backing, CIPFA considers that it is essential that once the guidance is completed it receives the support of key stakeholders, including DLUHC. This will encourage its widespread adoption.
 - iii. A view that local (external) auditors are well placed to identify any bodies that are struggling to make improvements to their audit committee effectiveness or do not attach sufficient weight to this aspect of their governance. CIPFA is of the view that the local audit framework should ensure that auditors are prepared to make comments and recommendations where improvement is required.
 - iv. A view that mandating the audit committee would have additional benefits beyond tackling problem areas
 - v. A proposal that local (external) auditors should be required to present an annual report to the full Combined Fire Authority (CFA), and that the audit committee should also report its responses to the local (external) auditor's report. CIPFA sees it as important that the local auditors can engage directly with the audit committee for a full discussion of the matters underpinning the report and that the committee should take the lead in making recommendations on how the auditor's findings should be addressed. Presenting the committee's response to the body charged with governance (e.g. full CFA) alongside the auditor's annual report provides assurance on how effectively the audit committee is leading on addressing auditor concerns.
 - vi. Comments in the consultation on the importance of internal audit and the need to ensure that local government bodies maintain an effective internal audit, taking into account the requirements of the Public Sector Internal Audit Standards (2017), the Local Audit Application Note (2019) and that governance arrangements for internal audit are in accordance with the CIPFA Statement on the Role of the Head of Internal Audit.
17. The DLUHC conclusions will be considered and will be reported to a future meeting of the Committee.

Report Implications/Impact

18. Legal (including crime and disorder)

Section 112 of the Local Government Finance Act 1988 requires that the CFA '...shall make arrangements for the proper administration of its financial affairs' and to ensure that '...one of its officers has responsibility for the administration

of those affairs'. Within the CFA this officer is the Treasurer, and this is reflected in the CFA's Constitution.

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

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

There are no direct financial implications arising from this report. However, as a result of the work carried out, assurance regarding the operation of key financial systems is gained and there would be an expectation that implementing internal audit recommendations could improve effectiveness, efficiency and economy. - Colin Sharpe, Deputy Director of Finance, Leicester City Council, 0116 454 4081

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

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

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

None.

22. Environmental

None.

23. Impact upon Our Plan Objectives

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

Background Papers

Internal Audit Plan 2021-22 (Corporate Governance Committee - 10 March 2021)

<https://leics-fire.gov.uk/wp-content/uploads/2021/03/item-9-internal-audit-plan.pdf>

<https://leics-fire.gov.uk/wp-content/uploads/2021/03/item-9-iap-appendix.pdf>

Internal Audit Charter (Corporate Governance Committee - 13 March 2019)

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

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

Appendices

Appendix 1 - Progress against the Internal Audit Plan 2021/22 as at 05 November August 2021

Appendix 2 - Statutory and constitutional requirements and working arrangements

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Appendix 1 – Progress against the Internal Audit Plan 2021-22 at 5th November 2021

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

ToE – terms of engagement

HI – high importance recommendation

Institute of Internal Auditors definitions: -

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

Prior Year Work Completed

As reported to the last Committee, all 20/21 audits have been completed (see below for completeness as this relates to a high importance recommendation)

No.	Category	Auditable area	Potential assurance requirements....	Position at 05/11	Summary recommendations	Opinion
21/3	Internal Control	Key Financial Systems – Reconciliations and Balances (*)	<ul style="list-style-type: none"> • Key reconciliations and other agreed in scope processes are undertaken accurately and promptly <p><i>(Note, where applicable this will include follow up of any material internal control weaknesses defined in the International Standard on Auditing (ISA260) report).</i></p>	Final Report Issued	<ul style="list-style-type: none"> • Monthly reconciliations should be independently review and evidenced • Oncosts salary control account reconciliations are undertaken/imbances investigated (HI) • Reconciliations undertaken on a monthly basis • Improved procedures for 3rd party reconciliation of deductions • Unreconciled Investment Bank Account transactions promptly identified and corrected (HI) • Improved procedures for prompt clearing of suspense items • Reminding staff re prompt payment of creditors 	Partial

					<ul style="list-style-type: none"> • Improved dept write off procedures • Improved procedures for closing balance transfers • Improved payroll upload procedures 	
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Work completed (to at least draft report issued stage or complete for the financial year)

No.	Category	Auditable area	Potential assurance requirements....	Position at 05/11	Summary recommendations	Opinion
22/6	Internal Control	Key ICT Controls 2020/21 (*)	<ul style="list-style-type: none"> • Robustness and integrity of the ICT infrastructure and associated applications that either directly or indirectly contribute to the production of the financial statements or associated management decision making <p><i>(Note: This is to complete our 20/21 coverage including addressing the high importance</i></p>	Final Report Issued Sept 2021	<p>Improvements recommended in the following areas</p> <ul style="list-style-type: none"> • Annual Performance Reviews • Approval of ICT Strategy and Associated Performance Reporting • Updating/Creation of various Policies/documentation • Asset Information Reconciliation • Recording and Reporting of IT Health Checks • Server Monitoring • Disaster Recovery 	Substantial Assurance

			<p><i>recommendation remaining within the Corporate Governance Committee arena)</i></p> <p>Note: This replaced audit 21/08 in 20/21</p>		<p>Policy/Testing</p> <ul style="list-style-type: none"> • Deletion of disabled network accounts • Identity Management Solution 	
22/8	Internal Control	National Fraud Initiative	<ul style="list-style-type: none"> • To ensure that data requirements are matches identified as part of the 2020/21 NFI submission have all been adequately investigated and concluded and action taken where appropriate. 	Final report issued Aug 2021	<ul style="list-style-type: none"> • Be assured that a segregation of duties existed in the checking of the reports • Ensure any lessons learned/mitigating controls required from the two duplicate payments found are identified and promptly implemented • Seek legal advice regarding recovery of the one outstanding duplicate payment where the vendor is no longer trading • Reaffirm code of conduct procedures and ensure one employee makes a declaration 	No opinion - consulting work
22/9	Internal	Contract	<ul style="list-style-type: none"> • Follow up of partial 	Draft	<ul style="list-style-type: none"> • TBC 	TBC

	Control	Procedure Rules and associated Policies and Processes	<p>assurance report</p> <ul style="list-style-type: none"> Note the degree of detailed testing required for this specific audit means this cannot be absorbed from the allocation of time further below 	Report Issued November 2021		
22/11	Internal Control	Accounts Receivables – BACS Payment Process	<ul style="list-style-type: none"> BACS runs, and Direct Debit payments made are valid, accurate and complete and that they are processed in a timely and secure manner with due regard for segregation of duties. 	Draft Report Issued October 2021	<ul style="list-style-type: none"> TBC 	TBC

Work in progress

No.	Category	Auditable area	Potential assurance requirements....	Position at 05/11	Summary recommendations	Opinion
22/1	Governance	Workshop Services	<ul style="list-style-type: none"> Work undertaken delivers value for money and is undertaken by suitably qualified staff. <p><i>(This audit straddles the two financial years of 20/21 and 21/22)</i></p>	<ul style="list-style-type: none"> Testing nearing completion but has been unavoidably delayed through sickness absence of a key auditee, although at the time of compiling this report, it was understood that the return of this member of staff was imminent and so this audit can be promptly concluded. 	N/A	N/A
22/2	Risk Management	Risk Management Review	<ul style="list-style-type: none"> Continuous improvement of the risk management framework 	<ul style="list-style-type: none"> Terms of Engagement issued 	N/A	N/A

				<ul style="list-style-type: none"> • Testing commenced 		
22/3	Internal Control	Key Financial Systems – Reconciliations and Balances (*)	<ul style="list-style-type: none"> • Key reconciliations and other agreed in scope processes are undertaken accurately and promptly <p><i>(Note, where applicable this will include follow up of any material internal control weaknesses defined in the International Standard on Auditing (ISA260) report).</i></p>	<ul style="list-style-type: none"> • Terms of Engagement issued • Testing commenced early (is due in final quarter) 	N/A	N/A
22/4	Internal Control	Key Financials Payroll (*)	<ul style="list-style-type: none"> • Payroll Starters, leavers and variations to pay are valid and accurately accounted for <p>Note: the service provider changed during 2020-21</p>	<ul style="list-style-type: none"> • Terms of Engagement issued • Testing commenced early (is due in final quarter) 	N/A	N/A
22/5	Internal Control	Key Financials Pensions (*)	To provide assurance regarding operational processes for Fire Fighter Pensions. Topic area(s)	<ul style="list-style-type: none"> • Terms of Engagement issued • Testing 	N/A	N/A

			<p>will be risk assessed and then selected from the following:</p> <ul style="list-style-type: none"> • Starters, leavers and variations to pension are accurately accounted for in respect of pensionable adjustments required. • Contribution banding, pensions increases, and dependants' pension requirements are correctly applied. • To review the validity and accuracy of calculations with regard to payments for new pensions and lump sums <p>Note: the service provider changed during 2020-21</p>	<p>commenced early (is due in final quarter)</p>		
22/7	Internal	ICT Controls	<ul style="list-style-type: none"> • Robustness and integrity 	<ul style="list-style-type: none"> • Terms of 		

	Control	2021/22 (*)	of the ICT infrastructure and associated applications that either directly or indirectly contribute to the production of the financial statements or associated management decision making	Engagement Issued • Testing commenced early to risk assess areas of coverage (is due in final quarter)		
22/10	Internal Control	Segregation of duties within the finance function	• To ensure that an adequate segregation of duties exists within the restructured finance function	• Terms of Engagement Issued • Testing commenced early (is due in final quarter)	N/A	N/A
N/A	Various	High Importance Recs	• Follow up testing of any high importance recommendations within our 19/20 legacy and 20/21 coverage (and any in year high importance recommendations during 21/22) to ensure they have been addressed in a timely manner in order to mitigate risk to an acceptable level.	<u>Key Financials High Recs 19/20 & 20/21</u> Whilst at the date of publication of this report the follow up audit in relation to the legacy Key Financials high importance recommendations remained at draft	N/A	N/A

				<p>status, from our re-testing the following recommendations were, subject to sign off by this committee, found to have either been fully implemented or sufficiently implemented to have reduced the risk to an acceptable level:</p> <ul style="list-style-type: none"> • Responsibility for prompt independent reconciliation of 3rd party payments • Investigation and prompt correction of unmatched items appearing in Unit 4 accounting codes • Retention of evidence of approval to upload payroll values to Unit 4 		
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				<p>The recommendation in respect of the Reconciliation of oncost control accounts could not be closed as addressed.</p> <p>If this final legacy recommendation is not concluded as fully addressed as part of finalisation of the follow up report it will be retested as part of our 21/22 Key Reconciliations and Balances Audit due for completion in quarter 4</p> <p><u>Contract Procedure Rules Recs 19/20</u></p> <p>Report remains at draft, however in order to be satisfied that the high importance</p>		
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				<p>recommendations have been adequately addressed, the following will be required as part of the conversion from draft to final:</p> <ul style="list-style-type: none"> • New contracts are adequately and promptly recorded on the Blue Light Database • Receive evidence that all relevant training for the revised policies and procedures has taken place • Receive more detailed assurance as to how value for money (VFM) is obtained and periodically tested in relation to low individual item level 		
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				<p>spend but high total supplier spend per annum.</p> <p>A further update will therefore be made to the next Committee</p>		
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Audits not started

No.	Category	Auditable area	Potential assurance requirements....	Position at 05/11	Summary recommendations	Opinion
22/12	Various	Emerging Issues	Emerging issues affecting the service e.g. Forge Health, Residual Brexit Issues, Climate Change, New Legislation etc	N/A	N/A	N/A

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Areas of the original plan that will not be undertaken and associated rationale

None specified as yet

Potential Substitute Audits

None specified as yet

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Statutory & constitutional requirements and working arrangements

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

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

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

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

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

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

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

importance recommendations.

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

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

LEVELS OF ASSURANCE

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

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 24 November 2021

Subject: National Scheme for Auditor Appointments managed by the Public Sector Auditor Appointments Ltd.

Report by: The Treasurer

Author: Colin Sharpe

For: Decision

Purpose

1. This report sets out proposals for appointing the external auditor to the Leicester, Leicestershire and Rutland Combined Fire Authority (CFA) for the accounts for the five-year period from 2023/24 to 2027/28.

Recommendation

2. The Committee is asked to recommend to the Combined Fire Authority that it accepts the invitation from the Public Sector Audit Appointments Limited to opt into the sector-led option for the appointment of external auditors to principal local government and police bodies for five financial years from 1 April 2023 until 31 March 2028.

Executive Summary

3. The current auditor appointment arrangements cover the period up to and including the audit of the 2022/23 accounts. The CFA opted into the 'appointing person' national auditor appointment arrangements established by Public Sector Audit Appointments Ltd (PSAA) for the period covering the accounts for 2018/19 to 2022/23.
4. PSAA is now undertaking a procurement for the next appointing period, covering audits for 2023/24 to 2027/28. During Autumn 2021 all local government bodies need to make important decisions about their external audit arrangements from 2023/24. They have options to arrange their own procurement and make the appointment themselves or in conjunction with other bodies, or they can join and take advantage of the national collective scheme administered by PSAA.
5. The report concludes that the sector-wide procurement conducted by PSAA will produce better outcomes and will be less burdensome for the CFA than a procurement undertaken locally because:
 - i. collective procurement reduces costs for the sector and for individual authorities compared to a multiplicity of smaller local procurements;

- ii. if it does not use the national appointment arrangements, the CFA will need to establish its own auditor panel with an independent chair and independent members to oversee a local auditor procurement and ongoing management of an audit contract;
 - iii. it is the best opportunity to secure the appointment of a qualified, registered auditor - there are only nine accredited local audit firms, and a local procurement would be drawing from the same limited supply of auditor resources as PSAA's national procurement; and
 - iv. supporting the sector-led body offers the best way of ensuring there is a continuing and sustainable public audit market into the medium and long term.
6. If the CFA wishes to take advantage of the national auditor appointment arrangements, it is required under the local audit regulations to make the decision at a meeting of the full CFA. The opt-in period starts on 22 September 2021 and closes on 11 March 2022. To opt into the national scheme from 2023/24, the CFA needs to return completed opt-in documents to PSAA by 11 March 2022.

Background

7. Under the Local Government Audit and Accountability Act 2014 ("the Act"), the CFA is required to appoint an auditor to audit its accounts for each financial year. The CFA has three options:
- i. To appoint its own auditor, which requires it to follow the procedure set out in the Act.
 - ii. To act jointly with other authorities to procure an auditor following the procedures in the Act.
 - iii. To opt into the national auditor appointment scheme administered by a body designated by the Secretary of State as the 'appointing person'. The body currently designated for this role is Public Sector Audit Appointments Limited (PSAA).
8. In order to opt into the national scheme, a decision must be made at a meeting of the full CFA.

The Appointed Auditor

9. The auditor appointed at the end of the procurement process will undertake the statutory audit of accounts and Best Value assessment of the CFA in each financial year, in accordance with all relevant codes of practice and guidance. The appointed auditor is also responsible for investigating questions raised by electors and has powers and responsibilities in relation to Public Interest Reports and statutory recommendations.
10. The auditor must act independently of the CFA and the main purpose of the procurement legislation is to ensure that the appointed auditor is sufficiently qualified and independent.

11. The auditor must be registered to undertake local audits by the Financial Reporting Council (FRC) and employ authorised Key Audit Partners to oversee the work. As the report below sets out, there is currently a shortage of registered firms and Key Audit Partners.
12. Auditors are regulated by the FRC, which will be replaced by a new body with wider powers, the Audit, Reporting and Governance Authority (ARGA) during the course of the next audit contract.
13. CFAs therefore have very limited influence over the nature of the audit services they are procuring, the nature and quality of which are determined or overseen by third parties.

Appointment by the CFA itself or jointly

14. The CFA may elect to appoint its own external auditor under the Act, which would require the CFA to;
 - i. Establish an independent auditor panel to make a stand-alone appointment. The auditor panel would need to be set up by the CFA itself, and the members of the panel must be wholly or a majority of independent members as defined by the Act. Independent members for this purpose are independent appointees, excluding current and former elected members (or officers) and their close families and friends. This means that elected members would not have a majority input to assessing bids and choosing to which audit firm to award a contract for the CFA's external audit.
 - ii. Manage the contract for its duration, overseen by the Auditor Panel.
15. Alternatively, the Act enables the CFA to join with other authorities to establish a joint auditor panel. Again, this would need to be constituted of wholly or a majority of independent appointees. Further legal advice would be required on the exact constitution of such a panel having regard to the obligations of each audited body under the Act and the CFA would need to liaise with other bodies to assess the appetite for such an arrangement.

The national auditor appointment scheme

16. PSAA is specified as the 'appointing person' for principal local government under the provisions of the Act and the Local Audit (Appointing Person) Regulations 2015. PSAA let five-year audit services contracts in 2017 for the first appointing period, covering audits of the accounts from 2018/19 to 2022/23. It is now undertaking the work needed to invite eligible bodies to opt in for the next appointing period, from the 2023/24 audit onwards, and to complete a procurement for audit services. PSAA is a not-for-profit organisation whose costs are around 4% of the scheme with any surplus distributed back to scheme members.

17. In summary the national opt-in scheme provides the following:
- i. the appointment of a suitably qualified audit firm to conduct audits for each of the five financial years commencing 1 April 2023;
 - ii. appointing the same auditor to other opted-in bodies that are involved in formal collaboration or joint working initiatives to the extent this is possible with other constraints;
 - iii. managing the procurement process to ensure both quality and price criteria are satisfied. PSAA has sought views from the sector to help inform its detailed procurement strategy;
 - iv. ensuring suitable independence of the auditors from the bodies they audit and managing any potential conflicts as they arise during the appointment period;
 - v. minimising the scheme management costs and returning any surpluses to scheme members;
 - vi. consulting with authorities on auditor appointments, giving the CFA the opportunity to influence which auditor is appointed;
 - vii. consulting with authorities on the scale of audit fees and ensuring these reflect scale, complexity, and audit risk; and
 - viii. ongoing contract and performance management of the contracts once these have been let.

Pressures in the current local audit market and delays in issuing opinions

18. Much has changed in the local audit market since audit contracts were last awarded in 2017. At that time the audit market was relatively stable, there had been few changes in audit requirements, and local audit fees had been reducing over a long period. 98% of those bodies eligible opted into the national scheme and attracted very competitive bids from audit firms. The resulting audit contracts took effect from 1 April 2018.
19. During 2018 a series of financial crises and failures in the private sector led to questioning about the role of auditors and the focus and value of their work. Four independent reviews were commissioned by Government: Sir John Kingman's review of the Financial Reporting Council (FRC), the audit regulator; the Competition and Markets Authority review of the audit market; Sir Donald Brydon's review of the quality and effectiveness of audit; and Sir Tony Redmond's review of local authority financial reporting and external audit. The recommendations are now under consideration by Government, with the clear implication that significant reforms will follow. A new audit regulator (ARGA) is to be established, and arrangements for system leadership in local audit are to be introduced. Further change will follow as other recommendations are implemented.
20. The Kingman review has led to an urgent drive for the FRC to deliver rapid, measurable improvements in audit quality. This has created a major pressure for audit firms to ensure full compliance with regulatory requirements and expectations in every audit they undertake. By the time firms were conducting 2018/19 local audits during 2019, the measures they were putting in place to

respond to a more focused regulator were clearly visible. To deliver the necessary improvements in audit quality, firms were requiring their audit teams to undertake additional work to gain deeper levels of assurance. However, additional work requires more time, posing a threat to the firms' ability to complete all their audits by the target date for publication of audited accounts. Delayed opinions are not the only consequence of the FRC's drive to improve audit quality. Additional audit work must also be paid for. As a result, many more fee variation claims have been needed than in prior years.

21. This situation has been accentuated by growing auditor recruitment and retention challenges, the complexity of local government financial statements and increasing levels of technical challenges as bodies explore innovative ways of developing new or enhanced income streams to help fund services for local people. These challenges have increased in subsequent audit years, with Covid-19 creating further significant pressure for finance and audit teams.
22. None of these problems is unique to local government audit. Similar challenges have played out in other sectors, where increased fees and disappointing responses to tender invitations have been experienced during the past two years.

The invitation

23. PSAA is now inviting the CFA to opt in for the second appointing period, for 2023/24 to 2027/28, along with all other eligible authorities. Based on the level of opt-ins it will enter into contracts with appropriately qualified audit firms and appoint a suitable firm to be the CFA's auditor. Details relating to PSAA's invitation are provided in the Appendices to this report.

The next audit procurement

24. The prices submitted by bidders through the procurement will be the key determinant of the value of audit fees paid by opted-in bodies. PSAA will:
 - i. seek to encourage realistic fee levels and to benefit from the economies of scale associated with procuring on behalf of a significant number of bodies;
 - ii. continue to pool scheme costs and charge fees to opted-in bodies in accordance with the published fee scale as amended following consultations with scheme members and other interested parties (pooling means that everyone within the scheme will benefit from the prices secured via a competitive procurement process – a key tenet of the national collective scheme);
 - iii. continue to minimise its own costs, around 4% of scheme costs, and as a not-for-profit company will return any surplus funds to scheme members. In 2019 it returned a total £3.5million to relevant bodies and in 2021 a further £5.6million was returned.
25. PSAA will seek to encourage market sustainability in its procurement. Firms will be able to bid for a variety of differently sized contracts so that they can match

their available resources and risk appetite to the contract for which they bid. They will be required to meet appropriate quality standards and to reflect realistic market prices in their tenders, informed by the scale fees and the supporting information provided about each audit. Where regulatory changes are in train which affect the amount of audit work suppliers must undertake, firms will be informed as to which developments should be priced into their bids.

26. The scope of a local audit is fixed. It is determined by the Code of Audit Practice (currently published by the National Audit Office)¹, the format of the financial statements (specified by CIPFA/LASAAC) and the application of auditing standards regulated by the FRC. These factors apply to all local audits irrespective of whether an eligible body decides to opt into PSAA's national scheme or chooses to make its own separate arrangements. The requirements are mandatory; they shape the work auditors undertake and have a bearing on the actual fees required.
27. There are currently nine audit providers eligible to audit local authorities and other relevant bodies under local audit legislation. This means that a local procurement exercise would seek tenders from the same firms as the national procurement exercise, subject to the need to manage any local independence issues. Local firms cannot be invited to bid. Local procurements must deliver the same audit scope and requirements as a national procurement, reflecting the auditor's statutory responsibilities.

Assessment of options and officer recommendation

28. If the CFA did not opt in, there would be a need to establish an independent auditor panel to make a stand-alone appointment. The auditor panel would need to be set up by the CFA itself, and the members of the panel must be wholly or a majority of independent members as defined by the Act. Independent members for this purpose are independent appointees, excluding current and former elected members (or officers) and their close families and friends. This means that elected members would not have a majority input to assessing bids and choosing to which audit firm to award a contract for the CFA's external audit.
29. Alternatively, the Act enables the CFA to join with other authorities to establish a joint auditor panel. Again, this will need to be constituted of wholly or a majority of independent appointees. Further legal advice would be required on the exact constitution of such a panel having regard to the obligations of each CFA under the Act and the CFA would need to liaise with other authorities to assess the appetite for such an arrangement.
30. These would be more resource-intensive processes to implement for the CFA, and without the bulk buying power of the sector-led procurement would be likely to result in a more costly service. It would also be more difficult to manage quality and independence requirements through a local appointment process.

¹ MHCLG's Spring statement proposed that overarching responsibility for Code will in due course transfer to the system leader, namely ARGAs, the new regulator being established to replace the FRC.

The CFA is unable to influence the scope of the audit and the regulatory regime inhibits the CFA's ability to affect quality.

31. The CFA and its auditor panel would need to maintain ongoing oversight of the contract. Local contract management cannot, however, influence the scope or delivery of an audit.
32. The national offer provides the appointment of an independent auditor with limited administrative cost to the CFA. By joining the scheme, the CFA would be acting with other audited bodies to optimise the opportunity to influence the market that a national procurement provides.
33. The recommended approach is therefore to opt into the national auditor appointment scheme.

The way forward

34. Regulation 19 of the Local Audit (Appointing Person) Regulations 2015 requires that a decision to opt in must be made by a meeting of the CFA (meeting as a whole).
35. The CFA then needs to respond formally to PSAA's invitation in the form specified by PSAA by the close of the opt-in period (11 March 2022). This is attached at Appendix B.
36. PSAA will commence the formal procurement process in early February 2022. It expects to award contracts in August 2022 and will then consult with authorities on the appointment of auditors so that it can make appointments by the statutory deadline of 31 December 2022.

Report Implications/Impact

37. Legal (including crime and disorder)

The relevant legislation is the Local Audit and Accountability Act 2014 and the subordinate Local Audit (Appointing Person) Regulations 2015. Under the provisions the CFA is obliged to:

- appoint a local auditor to audit its accounts for a financial year not later than 31 December in the preceding year
- follow the process contained therein
- allocate the appointment as a function of the CFA

Through the Act and the Regulations, the Secretary of State has appointed PSAA as the appointing person for the purposes of the audit function. Through the proposal to accept Public Sector Audit Appointments' invitation to opt into the sector-led option for the appointment of external auditors, the CFA will be meeting its legal requirement with regards to the appointment of a local auditor as a result of the above legal framework.

The process detailed within the report that will be taken by PSAA to appoint the provider will comply with the procurement requirements and is therefore considered a compliant route of appointment in procurement terms.

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

It is likely that current external audit fee levels will increase when the current contracts end. It is clear that the scope of audit has increased, requiring more audit work. There are also concerns about capacity and sustainability in the local (external) audit market.

Opting into a national scheme provides maximum opportunity to ensure fees are as realistic as possible, while ensuring the quality of audit is maintained, by entering into a large-scale collective procurement arrangement.

If the national scheme is not used, additional resource would be needed to establish an auditor panel and conduct a local procurement.

Until a procurement exercise is completed it is not possible to state what, if any, additional funds may be required for audit fees from 2023/24.

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

The principal risks are that the CFA:

- fails to appoint an auditor in accordance with the requirements and timing specified in local audit legislation; or
- does not achieve value for money in the appointment process.

These risks are considered best mitigated by opting into the sector-led approach through PSAA.

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

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

41. Environmental

There are no environmental implications arising from this report.

42. Impact upon "Our Plan" Objectives

Effective audit supports the strategic aim of demonstrating value for money.

Appendices

Appendix A - Invitation to opt into the national scheme for auditor appointments from April 2023

Appendix B - Form of notice of acceptance of the invitation to opt in.

Officer to Contact

Colin Sharpe, Deputy Director of Finance, Leicester City Council

Colin.sharpe@leicester.gov.uk

0116 454 4081

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22 September 2021

To: Mr Taylor, Chief Executive
Leicester, Leicestershire and Rutland Combined Fire Authority

Copied to: Ms Greenhill, S151 Officer
Councillor Bool, Chair of Audit Committee or equivalent

Dear Mr Taylor,

Invitation to opt into the national scheme for auditor appointments from April 2023

I want to ensure that you are aware the external auditor for the audit of your accounts for 2023/24 has to be appointed before the end of December 2022. That may seem a long way away but, as your organisation has a choice about how to make that appointment, your decision-making process needs to begin soon.

We are pleased that the Secretary of State has confirmed PSAA in the role of the appointing person for eligible principal bodies for the period commencing April 2023. Joining PSAA's national scheme for auditor appointments is one of the choices available to your organisation.

In June 2021 we issued a draft prospectus and invited your views and comments on our early thinking on the development of the national scheme for the next period. Feedback from the sector has been extremely helpful and has enabled us to refine our proposals which are now set out in the [scheme prospectus](#) and our [procurement strategy](#). Both documents can be downloaded from our website which also contains a range of useful information that you may find helpful.

The national scheme timetable for appointing auditors from 2023/24 means we now need to issue a formal invitation to you to opt into these arrangements. In order to meet the requirements of the relevant regulations, we also attach a form of acceptance of our invitation which you must use if your organisation decides to join the national scheme. We have specified the five consecutive financial years beginning 1 April 2023 as the compulsory appointing period for the purposes of the regulations which govern the national scheme.

Given the very challenging local audit market, we believe that eligible bodies will be best served by opting to join the scheme and have attached a short summary of why we believe that is the best solution both for individual bodies and the sector as a whole.

I would like to highlight three matters to you:

1. if you opt to join the national scheme, we need to receive your formal acceptance of this invitation by Friday 11 March 2022;

2. the relevant regulations require that, except for a body that is a corporation sole (e.g. a police and crime commissioner), the decision to accept our invitation and to opt in must be made by the members of the authority meeting as a whole e.g. Full Council or equivalent. We appreciate this will need to be built into your decision-making timetable. We have deliberately set a generous timescale for bodies to make opt in decisions (24 weeks compared to the statutory minimum of 8 weeks) to ensure that all eligible bodies have sufficient time to comply with this requirement; and
3. if you decide not to accept the invitation to opt in by the closing date, you may subsequently make a request to opt in, but only after 1 April 2023. We are required to consider such requests and agree to them unless there are reasonable grounds for their refusal. PSAA must consider a request as the appointing person in accordance with the Regulations. The Regulations allow us to recover our reasonable costs for making arrangements to appoint a local auditor in these circumstances, for example if we need to embark on a further procurement or enter into further discussions with our contracted firms.

If you have any other questions not covered by our information, do not hesitate to contact us by email at ap2@psaa.co.uk. We also publish answers to [frequently asked questions](#) on our website.

If you would like to discuss a particular issue with us, please send an email also to ap2@psaa.co.uk, and we will respond to you.

Yours sincerely

Tony Crawley
Chief Executive

Encl: Summary of the national scheme

Appointing Period 2023/24 to 2027/28
Form of notice of acceptance of the invitation to opt in

(Please use the details and text below to submit to PSAA your body's formal notice of acceptance of the invitation to opt into the appointing person arrangements from 2023)

Email to: ap2@psaa.co.uk

<p>Subject: Leicester, Leicestershire and Rutland Combined Fire Authority Notice of acceptance of the invitation to become an opted-in authority</p>
--

This email is notice of the acceptance of your invitation dated 22 September 2021 to become an opted-in authority for the audit years 2023/2024 to 2027/2028 for the purposes of the appointment of our auditor under the provisions of the Local Audit and Accountability Act 2014 and the requirements of the Local Audit (Appointing Person) Regulations 2015.

I confirm that **Leicester, Leicestershire and Rutland Combined Fire Authority** has made the decision to accept your invitation to become an opted-in authority in accordance with the decision making requirements of the Regulations, and that I am authorised to sign this notice of acceptance on behalf of the authority.

Name: **[insert name of signatory]**

Title: **[insert role of signatory]** (authorised officer)

For and on behalf of: **Leicester, Leicestershire and Rutland Combined Fire Authority**

Date: **[insert date completed]**

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Status of Report: Public

Meeting: CFA Corporate Governance Committee

Date: 24 November 2021

Subject: Review and Revision of the Constitution of the Combined Fire Authority

Report by: The Monitoring Officer

Author: Lauren Haslam

For: Decision

Purpose

1. The purpose of this report is to seek approval for the submission of the revised CFA Constitution (Part 2 – Constitutional Framework) to the Combined Fire Authority (CFA) for approval at its meeting on 2 December 2021.

Recommendation

2. The Committee is asked to approve the changes to the Constitution, Part 2 – Constitutional Framework detailed in the Appendix to this report, for submission to the CFA for approval at its meeting on 2 December 2021.

Executive Summary

3. Article 12 of the Constitution gives the Monitoring Officer a duty to monitor and review the operation of the Constitution to ensure that the aims and principles are given full effect and kept up to date.
4. Rule 30 of the Meeting Procedure Rules states that changes to the procedure rules may only be added to, varied or revoked by a motion passed at the meeting of the full CFA.
5. Subject to the approval by the Corporate Governance Committee, the CFA will consider a report on this matter on 2 December 2021 and, should approval be granted, the changes to Part 2 – Constitutional Framework (as set out in the appendix to this report), will come in to force on 3 December 2021.

Background

6. The proposed changes are described in detail in the Appendix to this report. The changes proposed are:-

- i) Part 2 – Constitutional Framework – Schedule 2 (a) Role of Chair of the CFA be amended to include new (7) *conduct an annual appraisal/performance review of the Chief Fire and Rescue Officer.*
- ii) Part 2 – Constitutional Framework, Article 6 ‘The Employment Committee’, 6.2 Functions be amended to include new (d) *To conduct an annual salary review of the Chief Fire and Rescue Officer.*

In addition, Part 7 – Management Structure will be updated to reflect changes in personnel.

- 7. The Constitution requires that changes to the Constitution must be approved by the CFA after consideration of the recommendations of the Corporate Governance Committee.
- 8. The CFA will consider a report on this matter at its meeting on 2 December 2021 and, should approval be granted to the changes to Part 2 – Constitutional Framework (as set out in the appendix to this report), they will come in to force on 3 December 2021.

Report Implications/Impact

- 9. Legal (including crime and disorder)

There are no legal implications arising from this report.

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

There are no direct financial implications arising from this report.

- 11. 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.

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

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

- 13. Environmental

There are no environmental implications arising from this report.

Impact upon Our Plan Objectives

- 14. None.

Background Papers

15. The Constitution of the Leicester, Leicestershire and Rutland Combined Fire Authority

<https://leics-fire.gov.uk/wp-content/uploads/2021/07/updated-constitution-2021.pdf>

Appendix

Proposed changes to the Constitution.

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LEICESTER, LEICESTERSHIRE AND RUTLAND COMBINED FIRE AUTHORITY

CONSTITUTION – PROPOSED CHANGES TO THE CONSTITUTION 2021

SECTION	CURRENT	REVISED	REASONS
Part 2 – Constitutional Framework – Schedule 2 (a) Role of Chair of the CFA	Did not include this responsibility for the Chairman	Amended to include new role – <i>7. conduct an annual appraisal/performance review of the Chief Fire and Rescue Officer.</i>	The Conditions of Service for the CFO (Gold Book) require that there will be an annual review of the CFO’s performance.
Part 2 – Constitutional Framework, Article 6 ‘The Employment Committee’, 6.2 Functions	Did not include this responsibility for the Employment Committee	Amended to include new responsibility – <i>(d) To conduct an annual salary review of the Chief Fire and Rescue Officer.</i>	The Conditions of Service for the CFO (Gold Book) provide for an annual salary review.
Part 7 – Management Structure	To be updated to reflect recent changes in personnel		

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Status of Report: Public

Meeting: CFA Corporate Governance Committee

Date: 24 November 2021

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

Report by: The Solicitor and Monitoring Officer

Author: Lauren Haslam

For: Decision

Purpose

1. This report presents the report of the Independent Remuneration Panel established to review the Leicester, Leicestershire and Rutland Combined Fire Authority's Members' Allowance Scheme and invites the Committee to make recommendations to the Combined Fire Authority for consideration in December on proposals for the Members' Allowance Scheme in light of the contents of that report.

Recommendation

2. It is recommended:
 - a) That the report of the Independent Remuneration Panel (IRP) established to review the Leicester, Leicestershire and Rutland Combined Fire Authority's Members' Allowances Scheme (appended to this report), be noted; and
 - b) That the Committee recommends that the CFA accepts the recommendations of the Independent Remuneration Panel, namely:
 - i. That the arrangement for indexation of the Leicester, Leicestershire and Rutland Combined Fire Authority's Members' Allowances Scheme to the NJC Employee (Support Staff) Pay Award continues until 2023 applied on an annual basis on 1 April each year, effective from 1 April 2021 until 2023;
 - ii. That a full review of the CFA Members' Allowance Scheme be undertaken in 2023 and that this will include a review of the matters prescribed by the Regulations at that point which is likely to include:
 - (i) Members' allowances rates and the arrangement for indexation;

- (ii) Roles which should receive the Special Responsibility Allowances.
- (iii) Travel and Subsistence Allowances; and
- (iv) Independent Members' Allowances.

Executive Summary

3. At its meeting on 22 September 2021, the CFA agreed to constitute an Independent Remuneration Panel to review the arrangement for indexation of the CFA Members' Allowance Scheme to the employee pay award agreed by the National Joint Council (NJC) for Local Government Services and that a full review of the Members' Allowance Scheme should be carried out in 2023.
4. The Local Government (Members' Allowances) (England) Regulations 2003 do not require an Independent Remuneration Panel to be convened for CFA allowances and any review therefore is simply reflective of good practice and to achieve consistency with constituent member schemes.
5. The IRP met on 4 October 2021 to consider the CFA Members' Allowance Scheme and the report detailing the outcome of the Panel is appended to this report.

Background

The Regulations

6. The payment of allowances to members is governed by the Local Government (Members' Allowances) (England) Regulations 2003/1021. Briefly, these regulations cover the following:-
 - a) The amount of Basic Allowance which should be paid to Members;
 - b) The responsibilities or duties which roles should receive Special Responsibility Allowances and the amount of such allowances;
 - c) The amount of Child Care and Dependants Carers Allowances;
 - d) Travelling and Subsistence Allowances;
 - e) Independent and Co-opted members' allowances.
7. The Regulations contain a provision to increase allowances on an annual basis by reference to an index for no longer than a period of four years and states in Part 3 – 10 (4 and 5) that:
 - (4) A scheme may make provision for an annual adjustment of allowances by reference to such index as may be specified by the authority and where the only change made to a scheme in any year is that effected by such annual adjustment in accordance with such index the scheme shall be deemed not to have been amended.

(5) Where an authority has regard to an index for the purpose of annual adjustment of allowances it must not rely on that index for longer than a period of four years before seeking a further recommendation from the independent remuneration panel established in respect of that authority on the application of an index to its scheme.

8. The Local Authorities (Members' Allowances) (England) Regulations 2003/1021 require that the members basic allowance, special responsibility allowance and travel and subsistence allowance be set out in a scheme. There is no statutory requirement to have an Independent Remuneration Panel for CFA allowances and any review therefore is simply reflective of good practice and to achieve consistency with constituent member schemes. However, the Regulations do provide that before the authority makes or amends its Scheme, the Authority shall have regard to the recommendations made by any independent remuneration panels in relation to the local authorities which nominate members to the Fire and Rescue Authority. In the case of the CFA, therefore, the Leicester City Council, Leicestershire County Council and Rutland County Council. The Scheme in all constituent authorities are index-linked to the NJC Pay Award.

Current Arrangements - Indexation

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

Scope of the Review

10. At its meeting on 22 September 2021, the CFA agreed that the IRP would review the arrangement for indexation of the CFA Members' Allowance Scheme to the employee pay award agreed by the National Joint Council (NJC) for Local Government Services only, and that a full review of the Members' Allowance Scheme would be carried out in 2023.

CFA Independent Remuneration Panel

11. The IRP met on 4 October 2021 to review the arrangement under the CFA Members' Allowance Scheme for the indexation of Basic and Special Responsibility Allowances to the employee pay award determined by the National Joint Council (NJC) for Local Government Services.
12. CFA Members received a copy of the report considered by the IRP with opportunity to input to the review for consideration by the Panel. No comments were received.

Report Implications/Impact

13. Legal (including crime and disorder)

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

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

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

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

There are no risk implications arising from this report.

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

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

17. Environmental

There are no environmental impacts arising from this report.

18. Impact upon "Our Plan" Objectives

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

Appendix

Report of the CFA Independent Remuneration Panel.

Background Papers

Report to the CFA September 2022 – Review of Members' Allowances
<https://leics-fire.gov.uk/your-fire-service/decision-making/cfa-meetings/>

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

OCTOBER 2021

Introduction

1. This report sets out the recommendations of the Independent Remuneration Panel (IRP) appointed by the Leicester, Leicestershire and Rutland Combined Fire Authority (CFA) to review the Members' Allowance Scheme with specific regard to the indexation of allowances. Although not a statutory requirement, the IRP was constituted applying the principles under the Local Authorities (Members' Allowances) (England) Regulations 2003/1021.
2. The Regulations require that the members basic allowance, and where applicable, special responsibility allowance and travel and subsistence allowance be set out in a scheme. There is no statutory requirement, however, to have an Independent Remuneration Panel for CFA allowances, although the Regulations require that before a Fire and Rescue Authority makes or amends its Scheme, the Authority shall have regard to the recommendations made by any independent remuneration panels in relation to the local authorities which nominate members to the Fire and Rescue Authority. In the case of the CFA, therefore, this is Leicester City Council, Leicestershire County Council and Rutland County Council.
3. Consequently, the IRP has on behalf of the CFA fulfilled the statutory duty to have regard to the recommendations of the constituent Council IRPs by referring to the following IRP reports:
 - a. Leicestershire County Council, Review of Members' Allowances by the Independent Remuneration Panel, August 2021
 - b. A Review of Allowances for Leicester City Council, A Report by the Independent Remuneration Panel, February 2020
 - c. The Welland Partnership Independent Remuneration Panel, Report to Rutland Council, October 2019

Membership of the IRP

4. Leicester, Leicestershire and Rutland Combined Fire Authority's Independent Remuneration Panel comprised the Chairmen of the IRPs in each of the constituent authorities of the CFA. These are:
 - Michael Pearson, Chairman of the Leicestershire IRP
 - Dr. Declan Hall, Chairman of the Leicester City IRP
 - John Cade, Chairman of the Rutland IRP

Support to the IRP

5. The IRP was supported by the Monitoring Officer to the CFA who provided advice and background information to support the IRP's deliberations.

Scope of the Review

6. At its meeting on 22 September 2021, the CFA agreed to convene an Independent Remuneration Panel and for the IRP to be asked to review the arrangement for the indexation of the Members' Allowance rates to the employee pay award each year. In addition, it agreed that a full review of the Members' Allowances Scheme should be undertaken in 2023 and that this would include a review of the matters prescribed by the Regulations at that point which is likely to include:
- i. members' allowances rates and the arrangement for indexation;
 - ii. roles which should receive the Special Responsibility Allowances.
 - iii. Travel and Subsistence Allowances; and
 - iv. Independent Members' Allowances.

Indexation

7. The CFA has an arrangement in place for the Members' Allowances rates for Basic and Special Responsibility Allowances to be indexed linked each year in line with the employee pay award agreed by the National Joint Council (NJC) for Local Government Services in accordance with Part 3 – of the Regulations, 10 (4 and 5), which are set out below:

(4) A scheme may make provision for an annual adjustment of allowances by reference to such index as may be specified by the authority and where the only change made to a scheme in any year is that effected by such annual adjustment in accordance with such index the scheme shall be deemed not to have been amended.

(5) Where an authority has regard to an index for the purpose of annual adjustment of allowances it must not rely on that index for longer than a period of four years before seeking a further recommendation from the independent remuneration panel established in respect of that authority on the application of an index to its scheme.

8. The IRP, therefore, considered whether it wished to recommend the continuation of the arrangement for the indexation of allowances to the NJC Pay Award and also considered the following alternatives for indexation:-
- NJC for Local Authority Fire and Rescue Services for operational staff;
 - Consumer Price Index;
 - Average Earnings Indicator;
 - Retail Price Index.
9. The IRP noted the alternatives for indexation presented in the report, particularly the arrangement to index-link the Members' Allowance Rates to the NJC Pay Award for Local Authority Fire and Rescue Services for operational staff, which some Fire and Rescue Services use.

10. The IRP also noted that the statutory IRPs of the three constituent Councils of the CFA recommended that the applicable index should be the National Joint Council (NJC) for Local Government Services and all three constituent Authorities use this for the indexation of member allowances. Further, the NJC index is the most common index mechanism utilised across English local government.
11. Following careful deliberation, and bearing in mind
- i. the recommendations of the statutory IRPs of the constituent Councils,
 - ii. common practice elsewhere
 - iii. the historical indexation mechanism utilised by the CFA

the IRP concluded that the Basic and Special Responsibility Allowance should continue to be index-linked to the NJC Local Government Employee (Support Staff) Pay Award for a period of two years, rather than the four-year period detailed in the Regulations, and that this would be backdated to 1 April 2021, and applied each year in April until 2023.

12. The IRP agreed with the decision of the CFA, set out in paragraph 6 above, that a full review of the Members' Allowances Scheme should be undertaken in 2023.

Recommendations of the IRP

The IRP recommends that:-

- a) The arrangement for indexation of the Leicester, Leicestershire and Rutland Combined Fire Authority's Members' Allowances Scheme to the NJC Employee (Support Staff) Pay Award continues until 2023 applied on an annual basis on 1 April each year, effective from 1 April 2021 until 2023;
- b) A full review of the CFA Members' Allowance Scheme be undertaken in 2023 and this will include a review of the matters prescribed by the Regulations at that point which is likely to include:
 - i. members' allowances rates and the arrangement for indexation;
 - ii. roles which should receive the Special Responsibility Allowances.
 - iii. Travel and Subsistence Allowances; and
 - iv. Independent Members' Allowances.