

**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, Glenfield LE3 8RA** on  
**Wednesday 15 September 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 15 SEPTEMBER 2021 AT 2:00PM**

*Location*                    **Leicestershire County Council, 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 14 July 2021.		(Pages 5 - 12)
6. Draft Statement of Accounts and Annual Governance Statement.	The Treasurer	(Pages 13 - 128)
7. Performance Monitoring April - July 2021.	The Chief Fire and Rescue Officer	(Pages 129 - 166)
8. Service Development Programme and 'Our Plan 2020-24' Update.	The Chief Fire and Rescue Officer	(Pages 167 - 178)
9. Financial Monitoring to the end of July 2021 (Period 4).	The Treasurer	(Pages 179 - 184)
10. Progress against the Internal Audit Plan 2021/22.	The Treasurer	(Pages 185 - 202)
11. Organisational Risk Register.	The Chief Fire and Rescue Officer	(Pages 203 - 228)
12. Urgent Items.		
13. Date of Next Meeting.		

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



Minutes of a meeting of the Leicester, Leicestershire and Rutland CFA - Corporate Governance Committee held at County Hall, Glenfield on Wednesday, 14 July 2021.

PRESENT

Cllr. K. Bool (in the Chair)

Mr. N. D. Bannister CC  
Mr. S. L. Bray CC  
Mr. B. Champion CC  
Cllr. L. Fonseca

Mr. K. Ghattoraya CC  
Ms. Betty Newton CC  
Cllr. M. Valand

Apologies

Mr. R. Hills CC and Mr. J. T. Orson JP CC

In attendance

Callum Faint, Interim Chief Fire and Rescue Officer  
Lauren Haslam, Monitoring Officer  
Colin Sharpe, Deputy Director Finance at Leicester City Council  
Mick Grewcock, Interim Assistant Chief Fire and Rescue Officer  
Paul Weston, Interim Assistant Chief Fire and Rescue Officer  
Andy Galway, Area Manager – Service Assurance  
Neil Jones, Head of the Internal Audit and Assurance Service, Leicestershire County Council  
Anna Poole, Democratic Services Officer

1. Appointment of Chairman.

At the Leicester, Leicestershire and Rutland Combined Fire Authority meeting held on 16 June 2021, Councillor Bool was nominated as Chairman Elect of the CFA's Corporate Governance Committee.

It was moved by Mrs. M. E. Newton CC and seconded by Mr. N. Bannister CC that Councillor K. Bool be appointed Chairman of the CFA's Corporate Governance Committee for the period ending with the date of the Annual Meeting of the Combined Fire Authority in 2022.

**RESOLVED:**

That Councillor K. Bool be appointed Chairman of the CFA's Corporate Governance Committee for the period ending with the date of the Annual Meeting of the Combined Fire Authority in 2022.

Councillor K. Bool in the Chair

2. Election of Vice Chairman.

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

It was moved by Councillor Bool and seconded by Councillor L. Fonseca and Mr. S. Bray CC that Mrs. M. E. Newton CC be appointed Vice Chairman of the CFA's Corporate Governance Committee for the period ending with the date of the Annual Meeting of the Combined Fire Authority in 2022. There being no other nominations, the Chairman declared Mrs. M. E. Newton CC be appointed Vice Chairman of the CFA's Corporate Governance Committee.

**RESOLVED:**

That Mrs. M. E. Newton CC be appointed Vice Chairman of the CFA's Corporate Governance Committee for the period ending with the date of the Annual Meeting of the Combined Fire Authority in 2022.

3. Apologies for absence.

Apologies were received from Mr Hills CC and Mr. J. T. Orson CC.

4. 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.

5. Urgent items.

There were no urgent items.

6. Chairman's Announcements.

The Chairman made his announcements which covered the following matters:

- An update on the recruitment of whole-time fire fighters who had now passed out from the Fire Service College after completing their initial training course and would join their watches and stations in August; and
- The contract for the new high reach appliance had been awarded. Delivery was anticipated in approximately 15 months.

There were no further announcements made.

7. Minutes of the previous meeting.

It was moved by Councillor K. Bool and seconded by Mrs. B. Newton CC that the minutes of the meeting held on 10 March 2021 be taken as read, confirmed and signed.

It was noted that new members appointed to the Committee who had not attended the meeting in March, abstained.

**RESOLVED:**

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

8. After the Incident Survey Annual Report 2020/2021.

The Committee considered a report of the Chief Fire and Rescue Officer concerning the outcome of the After the Incident Survey 2020/21. A copy of the report marked 'Agenda Item 8', is filed with these minutes.

In response to questions, members were informed that automatic alarms, which triggered a 999 call in an emergency, were fitted to commercial premises, residential care homes or sheltered accommodation, but not houses.

Members expressed concern about the demographics of respondents to the Survey and were informed that the FRS had worked hard to engage with all communities. The Strategic Equalities, Diversity and Inclusion Board had worked with Leicester University on a study which showed that BAME people had a lack of trust with the FRS. The CFO assured members that the Service was working hard to promote the FRS across the whole community, especially BAME communities, but recognised that there was still more to do to build trust. He added that FRS literature and public documents would be changed to better reflect the communities served, and would include pictures of firefighters without helmets and breathing apparatus, in order to show the 'friendly face' of the FRS and encourage an increase in respondents to the Survey.

Mrs Newton, Equalities Champion, supported the comments made and reminded members that the Service had previously received an award for its positive action work.

It was moved by Councillor Bool and seconded by Mr. Bannister that the findings of the After the Incident Survey 2020/2021 be noted.

**RESOLVED:**

That the findings of the After the Incident Survey 2020/2021 be noted.

9. Performance Monitoring April 2020 to March 2021 and April 2021 to May 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 periods April 2020 – March 2021 and April – May 2021. A copy of the report marked 'Agenda Item 9', is filed with these minutes.

The CFO informed members that the performance report showed a strong performance for the Service, but cautioned that figures had been heavily influenced by the Covid-19 pandemic. He added that sickness absence was increasing, some of which was Covid-19 related and some was due to elective/non-emergency surgery which had been delayed previously due to Covid.

In response to questions, members were informed that:

- i. Deaths reported, would be reported by all three emergency services if they attended. Emergency calls received by the Police or the East Midlands Ambulance

Service which resulted in a death, would also be recorded by LFRS if they attended.

- ii. The CFO could not speculate whether the number of deaths from suicide had increased during the pandemic as not all deaths were attended by LFRS.
- iii. The category of 'false alarms' was quite wide, with the largest volume of false alarms caused by a fault with the alarm system. Only a small number of malicious calls were received. Members questioned the cost to the CFA of false alarms and were informed that it was difficult to quantify as it depended on many variables, for example, the number of appliances despatched, the location of the premises, etc. The CFO assured them that all incidents were attended, even if they did result in a false alarm. A risk-based approach was taken to the handling of calls – for example, an alarm in a hospital posed a significant risk to life so would be attended immediately. However, for less risky alarms, for example in office buildings during the day, the control room would call once the appliance had been despatched, to confirm whether it was a false alarm. If so, the crew would stand down on route. The CFO added that LFRS did not attend a *false* alarm, but only returned from one – all calls were treated as *real* incidents.

It was moved by Councillor Bool and seconded by Mrs Newton that the performance of the Leicestershire Fire and Rescue Service for the periods April 2020 to March 2021 and April 2021 to May 2021 be noted.

#### **RESOLVED:**

That the performance of the Leicestershire Fire and Rescue Service for the periods April 2020 to March 2021 and April 2021 to May 2021 be noted.

#### 10. External Audit Update.

The Committee considered a report of the Treasurer concerning the External Audit Progress Report compiled by the CFA's External Auditors, Mazars. A copy of the report marked 'Agenda Item 10', is filed with these minutes.

Members were informed that audit work by Mazars was expected to be completed by the end of November 2021, which was later than the September deadline required by the Accounts and Audit Regulations. The delay was due to issues with recruitment, the impact of the pandemic leading to more remote auditing and delays in audit processes, and additional work as a result of changes to the national audit standards.

The draft 2020/21 Statement of Accounts would be signed by the Treasurer and published by 31 July 2021 in accordance with the Regulations, and then presented to the Committee at its meeting in September. Subject to completion of the audit, the final Statement, with the audit certificate, would be considered by the CFA at its meeting on 15 December 2021.

In response to questions, Members were informed that the delays were a national issue with other fire and local authorities seeing such delays across a range of external audit firms. Assurance could not be given at this stage that such delays would not reoccur next year. There were significant issues with the structure of the external audit market, with baseline fees set at scale levels from the previous national procurement, but with auditors being given more work as the national standards were enhanced, and as a result of them



being subject to more scrutiny and regulation. The Deputy Director of Finance added that the risks caused as a result of the delay should have been detailed in the report under paragraph 17 - Risk.

It was moved by Councillor Bool and seconded by Councillor Fonseca that the External Audit Progress Report and the implications for the Combined Fire Authority, as set out in paragraphs 11 – 14 of the report, be noted.

**RESOLVED:**

That the External Audit Progress Report and the implications for the Combined Fire Authority, as set out in paragraphs 11 – 14 of the report, be noted.

11. 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 March 2021 in delivering projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2020-24. A copy of the report, marked 'Agenda Item 11', is filed with these minutes.

The CFO informed members that a consultation had been launched by the Government following the Grenfell Tower, which proposed legislative changes including the need for housing providers to have a Personal Escape and Evacuation Plan for individuals living in high-rise buildings who were vulnerable due to age, mobility, disability or mental impairment. He assured members that the Service was prepared for the changes, and resources in the Fire Protection Team had been increased.

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

**RESOLVED:**

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

12. Head of Internal Audit Service Annual Report 2020-21.

The Committee considered a report of the Treasurer concerning the Head of Internal Audit Service Annual Report 2020/21. A copy of the report, marked 'Agenda Item 12', is filed with these minutes.

It was moved by Councillor Bool and seconded by Mr Bray that the Head of Internal Audit Service Annual Report 2020-21 be noted.

**RESOLVED:**

That the Head of Internal Audit Service Annual Report 2020-21 be noted.

13. Developments in local (external) audit arrangements.

The Committee considered a report of the Treasurer and Monitoring Officer concerning the developments in local (external) audit arrangements. A copy of the report marked 'Agenda Item 13', is filed with these minutes.

The Head of Internal Audit and Assurance Service informed members that, since writing the report, the Public Accounts Committee (PAC) had launched a scathing report which detailed that the Government's oversight of local government audit had become 'increasingly complacent' and was seen 'as an afterthought'. PAC had questioned how the new organisation identified in the Redmond Review report to oversee future audit standards would be established and asked the Government to explain the governance arrangements that would be in place for the new organisation.

It was moved by Councillor Bool and seconded by Councillor Valand that the developments in local (external) audit arrangements be noted.

**RESOLVED:**

That the developments in local (external) audit arrangements be noted.

14. Procurement Annual Report 2020/21.

The Committee considered a report of the Chief Fire and Rescue Officer concerning the procurement related activity and compliance for the financial year 2020/21. A copy of the report marked 'Agenda Item 14', is filed with these minutes.

It was moved by Councillor Bool and seconded by Mr Ghattoraya that the summary of procurement activity in 2020/21, as required by Rule 19.2 of the Contracts Procedure Rules 2018, be noted.

**RESOLVED:**

That the summary of procurement activity in 2020/21, as required by Rule 19.2 of the Contracts Procedure Rules 2018, be noted.

15. Governance Update.

The Committee considered a report of the Monitoring Officer which provided assurance to the Corporate Governance Committee on governance and ethical issues. A copy of the report marked 'Agenda Item 15', is filed with these minutes.

It was moved by Councillor Bool and seconded by Mr Bannister that the update provided on governance and ethical issues be noted.

**RESOLVED:**

That the update provided on governance and ethical issues be noted.

16. Date of Next Meeting.

The next meeting of the Corporate Governance Committee is scheduled to be held on Wednesday 15 September 2021 at 2pm.

2.00 - 3.43 pm  
14 July 2021

CHAIRMAN

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**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 15 September 2021**

**Subject: Draft Statement of Accounts and Annual Governance Statement 2020/21**

**Report by: The Treasurer**

**Author: Colin Sharpe, Deputy Director of Finance, Leicester City Council**

**For: Decision**

### **Purpose**

1. The purpose of this report is to provide the Corporate Governance Committee with an opportunity to consider the draft Statement of Accounts and Annual Governance Statement (AGS) 2020/21, before they are presented to the Combined Fire Authority for formal approval.

### **Recommendation**

2. The Committee is asked to consider the draft Statement of Accounts and Annual Governance Statement for 2020/21, appended to this report, and approve the submission of the documents to the Combined Fire Authority (CFA) for approval, noting that they may be subject to amendment following the external audit.

### **Executive Summary**

3. The Accounts and Audit Regulations (England) 2015 state that the accounts must be published with the audit opinion and certificate and be approved by Members by 31 July. For 2020/21, this deadline has been extended to the 30 September 2021 due to the Covid-19 pandemic.
4. The draft Statement of Accounts was signed by the Treasurer and submitted to the external auditor (Mazars) and published on the Authority's website on 31 July 2021. The public inspection period commenced on 1 August 2021, in compliance with the amended Regulations.
5. The draft accounts are subject to ongoing review by Mazars before they conclude their audit opinion and Value for Money assessment. As reported to the Committee's meeting on 14 July 2021, Mazars has insufficient capacity to complete all their audits on time and hence the LFRS audit is delayed. Mazars expect it to be completed by the end of November.
6. The Constitution provides that the CFA formally agrees the Statement of Accounts and AGS. It is intended that the final version will be presented to the CFA for approval at its meeting on 15 December 2021, subject to completion of the external audit. The 30 September deadline detailed in Paragraph 3 will

therefore not be met. This will be the case for many local councils and fire authorities, due to widespread external audit delays as the audit firms struggle with capacity.

## Background

7. The statutory accounts are prepared in accordance with the Code of Practice on Local Authority Accounting in the UK. Separate management accounts were presented to the CFA in July, which set out the revenue and capital outturn position. The financial position of the Authority is presented in a different way in the Statement of Accounts. The outturn reports focus on the in-year financial performance in a format consistent with the Authority's budgets. The Statement of Accounts shows the in-year performance in a standard format adopted by all local authorities, including a balance sheet showing the underlying financial position.
8. The draft set of accounts as distributed to Mazars for audit and published on the website is appended to this report.
9. Despite the wide variations in the way the position is presented, the key point is that both the outturn reports and the accounts are consistent. The core financial statements are:
  - i. Movement in Reserves Statement - This shows the movement in the year on the different reserves held by the Authority. This statement distinguishes between "usable reserves" which can be used to fund expenditure or reduce local taxation and "unusable reserves" which are effectively accounting entries and not available to spend.
  - ii. Comprehensive Income and Expenditure Statement (CIES) - This shows the actual performance for the year in accordance with the Code of Practice. This means that the accounts are prepared on a different basis to that used to set the budget and raise council tax. A number of statutory adjustments are made to the surplus or deficit shown on this statement to arrive at the balance on the General Fund shown in the Movement in Reserves Statement above.
  - iii. Balance Sheet - The balance sheet shows the net worth of the Authority in terms of its assets and liabilities. It shows the net value of the organisation including the balances and reserves, its long-term indebtedness, and its fixed and net current assets employed in its operations.
  - iv. Cash Flow Statement - This statement summarises the movements in cash holdings during the year in common with the presentation required for commercial companies, although the statement is of less significance in the local and fire authority context.

10. When producing the Statement of Accounts, a number of accounting estimates are used. These estimates rely on the professional judgement of experts in the relevant areas. As these estimates are material to the accounts, it is important that the Committee understand them and the impact on the accounts. For the Authority, the main estimates are Property, Plant and Equipment remaining useful lives and asset values, and Pension Schemes Liability.
11. Approval and ownership of the Annual Governance Statement (AGS) is required at a corporate level. The draft AGS is published with the Statement of Accounts and complies with the CIPFA/SOLACE “Delivering Good Governance Framework” (2016).
12. The draft Annual Governance Statement should assure the people of Leicester, Leicestershire and Rutland that the Authority operates in accordance with the law and has due regard to proper standards of behaviour and that it safeguards the public purse.

### **Report Implications/Impact**

13. Legal (including crime and disorder)

Regulations 6 (1) (a) and (b) of the Accounts and Audit Regulations 2015 (the Regulations) require the CFA to conduct a review, at least once a year, of the effectiveness of its system of internal control and approve an annual governance statement (AGS), prepared in accordance with proper practices in relation to internal control.

Reflecting the potential disruption to relevant authorities caused by the pandemic, the Accounts and Audit (Amendment) Regulations 2021 amended the 2015 Regulations referred to above to extend the deadlines for relevant authorities to publish and make available for public inspection, their annual accounts and supporting documents in relation to the financial year beginning on 1 April 2020. The amendment regulations stipulate that the CFA must publish its Statement of Accounts and AGS by no later than 30 September 2021.

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

These are contained within the report and appendix.

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

The Statement of Accounts is prepared in line with the final Revenue and Capital Outturn 2020/21 report. Mazars have commenced their audit and expect to complete it by the end of November.

The Accounts and Audit (England) Regulations 2015 require the approved AGS to accompany the Statement of Accounts.

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

The arrangements and changes for the posts of Treasurer, Monitoring Officer and Chief Fire Officer are reflected within the AGS.

17. Environmental

Hard copies of the Annual Report (which will include the Statement of Accounts) are only produced on request. An electronic copy is available on the CFA's website.

18. Impact upon "Our Plan" Objectives

It is important to ensure that the budget set by the CFA reflects and enables progress to be made against the CFA's corporate objectives. The Medium-Term Financial Plan reflects the CFA's strategic plan, "Our Plan". It also reflects national and regional strategies and policies at the time of issue.

One of the CFA's corporate aims is achieving excellence in managing our Service. This is underpinned by the objective of efficiency and provision of a Value for Money service. The production of the AGS supports both the aim and objective.

## Background Papers

Report to Corporate Governance Committee, 14 July 2021 – External Audit Progress  
<https://leics-fire.gov.uk/wp-content/uploads/2021/07/item-10-external-audit-update.pdf>

Report to the CFA, 28 July 2021 – Revenue and Capital Outturn 2020/21  
<https://leics-fire.gov.uk/wp-content/uploads/2021/07/agenda-item-8-1.pdf>

## Appendix

Draft Combined Fire Authority 2020/21 Statement of Accounts and Annual Governance Statement

## Officers to Contact

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 0116 454 4081



# DRAFT ANNUAL ACCOUNTS 2020/21

## Leicestershire Fire & Rescue Service



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# Introductory Statements

# Narrative Statement

## 1. Foreword

Our purpose is **Safer People, Safer Places** in both our communities and our workplaces.

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

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

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

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

## 2. Leicestershire Fire and Rescue Service

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

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

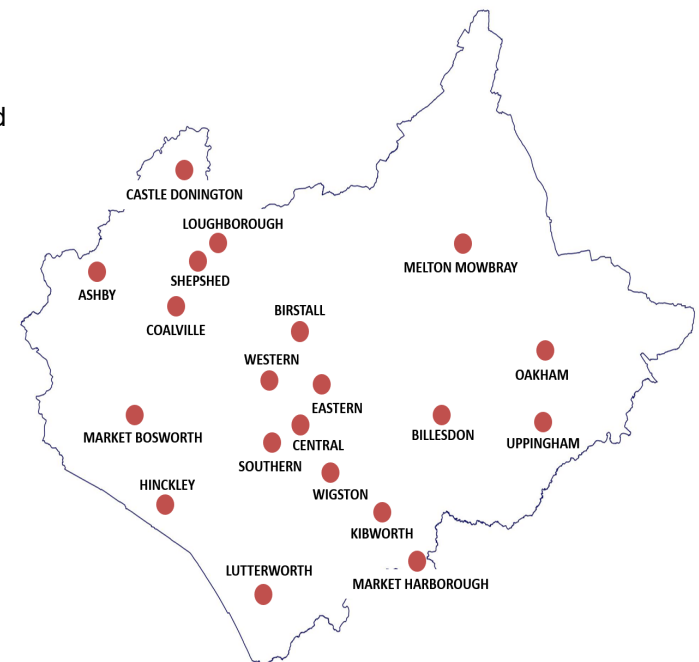
## 3. The Combined Fire Authority

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

## 4. About Us

We have 20 fire stations throughout Leicester, Leicestershire and Rutland, as shown in the map, and a fleet of fire engines and other operational vehicles. We employ just over 700 staff; 576 are firefighters, and the remainder are non-firefighting staff. We attend and resolve over 8,000 emergency incidents each year: fires in buildings,

complex rescue incidents involving road traffic collisions, hazardous materials, buildings collapsing and rescuing people trapped in water.



## Narrative Statement (continued)

### 5. Performance/ Achievements

Performance	2019/20	2020/21		2019/20	2020/21
<b>Incidents</b>			<b>Fire Protection</b>		
Fires	2,079	1,958	Fire safety audits	381	703
Road Traffic Collisions	748	568	Building regulations inspections	790	681
False Alarms	2,994	2,759	Fire safety concerns	503	420
Special Services	2,720	2,340	Specific inspections	141	155
	<b>8,541</b>	<b>7,625</b>	Desk based inspections	43	125
			Licensing consultations	212	183
			Fire safety advice requests	349	366
				<b>2,419</b>	<b>2,633</b>
<b>Prevention</b>			<b>Enforcement</b>		
Home fire safety checks	7,274	8,867	Prohibition notices	18	8
Smoke alarms fitted	4720	1,167	Enforcement (formal) notices	36	23
	<b>11,994</b>	<b>10,034</b>	Action plans	81	56
			Deficiency notices	109	128
			Alteration notices	6	7
			Interim measures	18	15
				<b>268</b>	<b>237</b>

As a consequence of the pandemic the Service attended fewer incidents in 2020/21. In addition, the service was required to complete some activities differently to ensure we complied with the COVID-19 restrictions. This included completing a small number of Fire Safety Audits remotely and fitting fewer smoke alarms.

Total Average response times:	2020/21
Life Threatening Incidents	10 Mins 15 Secs
Non-Life Threatening Incidents	9 Mins 53 Secs

## Narrative Statement (continued)

### 6. Financial Performance

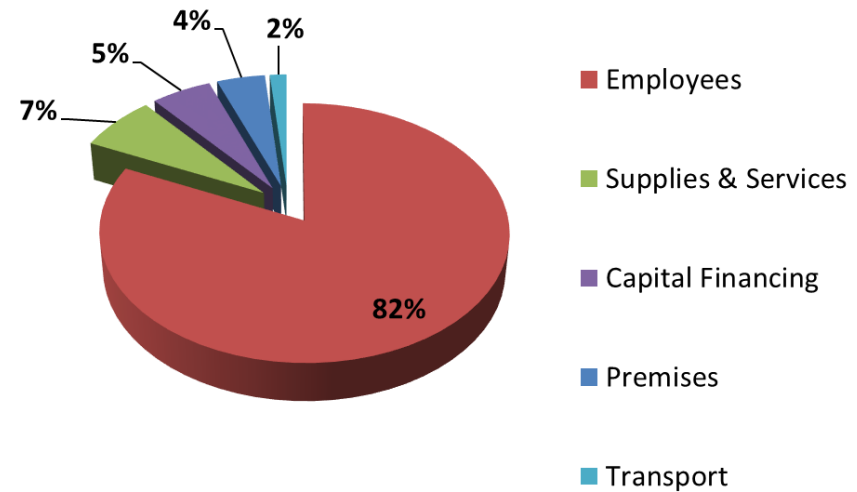
The budget for 2020/21 followed a decade of Government austerity. It was a short term budget set in anticipation of more detailed spending plans from Government for 2021/22 onwards.

Shortly after the budget was agreed a pandemic was declared. The outturn for 2020/21 has shown we managed to remain in our budget. Future planning has naturally been disrupted by the pandemic and we do not have Government plans for 2022/23.

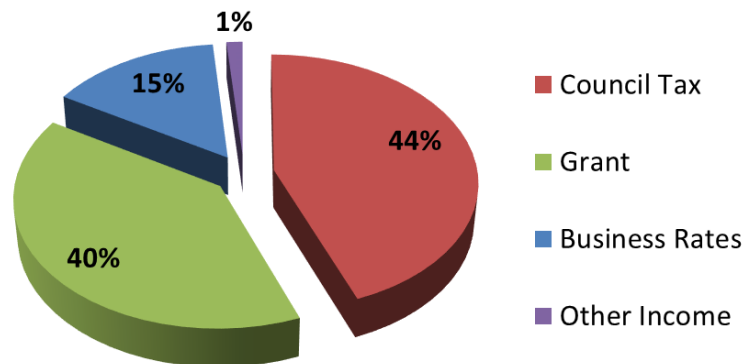
It is anticipated that future spending cuts will be required by Government as it seeks to repair the damage done to national finances by the pandemic.

Net expenditure on provision of services was £37,846k in 2020/21 and £40,279k in 2019/20. The chart to the right sets out the spend by

### 2020/21 Spend by Category



### 2020/21 Sources of Funding



The expenditure above is funded through various resources as demonstrated to the left: The Expenditure and Funding analysis as note 2 shows the relationship between the outturn position above and what is reported in the CFA's Comprehensive Income and Expenditure Statement. The CFA's Revenue Outturn report can be found on the following link: [Revenue & Capital Outturn Report 2020-21](#)

## Narrative Statement (continued)

### 7. Pension Liabilities

The Balance Sheet shows liabilities in respect of five pensions schemes provided for our staff:

The £20,013k liability (£11,868k in 2019/20) on the Local Government Pension Scheme (LGPS) is expected to be covered by increased levels of employer contributions.

The Firefighters' schemes are statutory unfunded schemes and the significant total liability of £500,530K (£459,660k in 2019/20) is a result of this position. There is no requirement, or legal powers, for the CFA to fund this deficit, and any costs not financed by future levels of employee or employer contributions will be met by grant from the Home Office. More details on pensions can be found in note 37.

## Narrative Statement (continued)

Non-current asset (Property, plant & equipment) £51m	Long Term Liabilities pensions (£520m)	Funded by: Useable reserves £22m
Net current assets (debtors, creditors and cash) £16m	Long Term Liabilities provisions and borrowing (£13m)	Unusable Reserves (£488m)



**Net Liability 31st March 2021**  
£466m

Non-current asset (Property, plant & equipment) £52m	Long Term Liabilities pensions (£472m)	Funded by: Useable reserves £15m
Net current assets (debtors, creditors and cash) £12m	Long Term Liabilities provisions (£14m)	Unusable Reserves (£437m)



**Net Liability 31st March 2020**  
£422m



## Narrative Statement (continued)

### 9. Capital

The CFA had a budget of £4,887K for the 20/21 Capital programme.

The key projects initiated in 2020/21 expected to carry forward into 2021/22 are the purchase of an aerial ladder platform vehicle, purchase of 4 appliances, operational equipment and ICT purchases.

Capital Spend 2020-21		
Category	£000	Spend Includes:
Vehicles	1,045	4 new appliances, plus other operational and support vehicles
Firefighting Equipment	217	Minor equipment items
Property	90	Various works arising from condition survey
ICT	80	Upgrades to support systems
<b>Total</b>	<b>1,432</b>	

## Narrative Statement (continued)

### 10. Governance

Details regarding the CFA governance arrangements can be found in the Annual Governance Statement (page 100) along with the significant risks facing the authority.

### 11. Looking Ahead

The CFA has set a balanced budget for 2021/22. Further detail on the CFA's long-term financial strategy can be found in the budget report;

[Budget Strategy](#)

The future financial outlook is going to be heavily contingent on the long-term consequences of the pandemic and the governments response. Although the additional grant funding for 2020/21 was sufficient, we do not know the impact the pandemic will have on the income available to the CFA in future years.

### 12. Conclusion

The Authority expects to operate within a reducing revenue budget envelope for the immediate future.

The Authority's Finance and Resources strategy aims to Deliver value for money quality services. The Authority will need to continue to ensure that it uses its cash and fixed asset resources in the most efficient and effective way possible. This will be important in maximising available resources whilst operating with prudent financial disciplines.

Further details on the Authority's organisational structure, corporate plans and strategic issues can be found in the Annual Governance Statement.

## Narrative Statement (continued)

### 14. Structure of the Statement of Accounts and Core Accounting Statements

The Statement of Accounts sets out the CFA's income and expenditure for the year, at its financial position at 31 March 2021. It comprises core and supplementary statements, together with disclosure notes. The format and content of the financial statements are prescribed by the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2020/21. This is based on International Financial Reporting Standards adopted for use in the public sector context.

The Core Statements are:

- The **Comprehensive Income and Expenditure (CIES)** - this shows the net cost of providing services. This statement is prepared on the accounting basis. The Expenditure and Funding Analysis compares the CIES with level of income and expenditure which are taken into account when setting the annual budget and council tax, since certain amounts are disregarded under statute.
- The **Movement in Reserves Statement** is a summary of the changes in the CFA's reserves over the course of the year. Reserves are divided into usable reserves which can be used to fund future expenditure and unusable reserves which are maintained to meet statutory responsibilities.
- The **Balance Sheet** shows the CFA's assets and liabilities at the year end. Net assets are matched by reserves which may be usable or unusable.
- The **Cash Flow Statement** shows the changes in cash and cash equivalents during the year and explains the reasons.

The Supplementary Financial Statements are:

- The **Annual Governance Statement** provides an overview of the CFA's key governance arrangements and updates readers on the conclusions of the annual review of these, including any changes and improvements that are being made.

The notes to these financial statements provide more detail about the CFA's accounting policies and individual transactions.

#### Group Accounts Preparation:

The CFA operates a trading company named Forge Health Limited as a wholly owned subsidiary.

It is considered that the interests in Forge Health Limited are not material therefore group accounts are not presented.

# Statement of Responsibilities for the Statement of Accounts

## THE COMBINED FIRE AUTHORITY'S RESPONSIBILITIES

The Combined Fire Authority is required to;

- i) make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs. In the CFA that officer is the Treasurer,
- ii) manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets,
- iii) approve the Statement of Accounts.

**These accounts are not yet approved by the Combined Fire Authority.**

**CLlr Nicholas Rushton - CHAIR OF THE COMBINED FIRE AUTHORITY**

## THE CHIEF FINANCIAL OFFICER'S RESPONSIBILITIES

The Chief Financial Officer is responsible for the preparation of the Combined fire Authority's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the Code).

In preparing this Statement of Accounts, the chief financial officer has:

- i) selected suitable accounting policies and then applied them consistently,
- ii) made judgements and estimates that were reasonable and prudent,
- iii) complied with the local authority Code,
- iv) kept proper accounting records which were up to date,
- v) taken reasonable steps for the prevention and detection of fraud and other irregularities.



**Alison Greenhill**

**TREASURER OF THE COMBINED FIRE AUTHORITY**

**Date:**

# Independent Auditor's Report to the Members of Leicester, Leicestershire and Rutland Combined Fire Authority

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# Core Financial Statements



# Comprehensive Income and Expenditure Statement

The **Comprehensive Income and Expenditure Statement** shows the CFA's actual financial performance for the year on the accounting basis, measured in terms of the resources consumed and generated over the financial period under the relevant accounting standards. This statement is prepared on the accounting basis and shows a deficit in 2020/21 of £44,453k.

Total comprehensive income and expenditure includes various transactions which illustrate aspects of the CFA's financial position but do not impact on the 'bottom line' amounts chargeable to taxpayers, in particular deficits on the revaluation of pension liabilities and deficits on revaluation of property assets.

## Comprehensive Income and Expenditure Statement (continued)

2019/20							2020/21		
Gross Expenditure	Gross Income	Net Expenditure			Gross Expenditure	Gross Income	Net Expenditure		
£000	£000	£000		Note	£000	£000	£000		
43,996	(3,717)	40,279	Combined Fire Authority		43,855	(5,058)	38,797		
<b>43,996</b>	<b>(3,717)</b>	<b>40,279</b>	<b>Cost of Services</b>		<b>43,855</b>	<b>(5,058)</b>	<b>38,797</b>		
	(21)	(21)	Other Operating Expenditure	11		(100)	(100)		
12,913	(72)	12,841	Financing and Investment Income and Expenditure	12	11,198	(18)	11,180		
	(42,216)	(42,216)	Taxation and Non-Specific Grant Income and Expenditure	13		(45,602)	(45,602)		
<b>56,909</b>	<b>(46,026)</b>	<b>10,883</b>	<b>(Surplus) or Deficit on Provision of Services</b>	<b>13</b>	<b>55,053</b>	<b>(50,778)</b>	<b>4,275</b>		
		(641)	(Surplus) or Deficit on Revaluation of Property, Plant and Equipment Assets	24b			181		
		(41,658)	Remeasurement of the Net Defined Benefit Liability	24d			39,997		
		<b>(42,299)</b>	<b>Other Comprehensive Income &amp; Expenditure</b>				<b>40,178</b>		
		<b>(31,416)</b>	<b>Total Comprehensive Income &amp; Expenditure</b>				<b>44,453</b>		

## Movement in Reserves Statement

The Movement in Reserves Statement shows the movement in the year on the different reserves held by the authority, analysed into 'usable reserves' (those that can be applied to fund expenditure or reduce local taxation) and other unusable reserves which contain items that illustrate the difference between the authority's financial position under accounting standards ("the accounting basis") and the amount charged to the taxpayer for the year ("the funding basis").

2020/21	Note	General Fund Balance	Earmarked Reserves	Total Usable Reserves	Unusable Reserves	Total Authority Reserves
		£000	£000	£000	£000	£000
		23	10		24	
<b>Balance at 31st March 2020 brought forward</b>		<b>(2,147)</b>	<b>(13,142)</b>	<b>(15,289)</b>	<b>437,267</b>	<b>421,978</b>
Total Comprehensive Expenditure and Income		4,275		<b>4,275</b>	40,178	<b>44,453</b>
Adjustments between accounting basis & Funding basis under regulations	9	(10,815)		<b>(10,815)</b>	10,815	-
Transfers to/(from) Earmarked Reserves	10	6,100	(6,100)	-		-
<b>Increase/(Decrease) in 2020/21</b>		<b>(440)</b>	<b>(6,100)</b>	<b>(6,540)</b>	<b>50,993</b>	<b>44,453</b>
<b>Balance at 31st March 2021 carried forward</b>		<b>(2,587)</b>	<b>(19,242)</b>	<b>(21,829)</b>	<b>488,260</b>	<b>466,431</b>

## Movement in Reserves Statement (continued)

2019/20	Note	General	Earmarked	Total	Unusable	Total
		Fund Balance	Reserves	Usable Reserves	Reserves	Authority Reserves
		£000	£000	£000	£000	£000
Note		23	10		24	
<b>Balance at 31st March 2019 brought forward</b>		<b>(2,612)</b>	<b>(12,448)</b>	<b>(15,060)</b>	<b>468,452</b>	<b>453,392</b>
Total Comprehensive Expenditure and Income		10,883	-	<b>10,883</b>	(42,299)	<b>(31,416)</b>
Adjustments between accounting basis & Funding basis under regulations	9	(11,114)	-	<b>(11,114)</b>	11,114	-
Transfers to/(from) Earmarked Reserves	10	693	(693)	-	-	-
<b>Increase/(Decrease) in 2019/20</b>		<b>462</b>	<b>(693)</b>	<b>(231)</b>	<b>(31,185)</b>	<b>(31,416)</b>
<b>Balance at 31st March 2020 carried forward</b>		<b>(2,150)</b>	<b>(13,141)</b>	<b>(15,291)</b>	<b>437,267</b>	<b>421,976</b>

# Balance Sheet

The Balance Sheet shows the CFA's assets and liabilities.

The top of the Balance Sheet shows the CFA's net assets. Assets include property, plant & equipment, intangible assets, amounts owed to the CFA and the CFA's cash and financial investments. Liabilities include amounts owed by the CFA (including conditional funding received), provisions made in respect of future events (see Note 22), the CFA's borrowing and the deficit on the CFA's pension fund.

The bottom of the Balance Sheet shows how the CFA's net assets are financed by reserves, which are divided into usable and unusable reserves. More information on reserves is given in Notes 10, 23 & 24, and the change in the level of reserves is reconciled in the Movement in Reserves Statement, as outlined above.

<b>31st March 2020</b>		<b>Note</b>	<b>31st March 2021</b>
<b>£000</b>			<b>£000</b>
52,268	Property, Plant & Equipment	15	51,137
107	Intangible Assets	16	131
<b>52,375</b>	<b>Long Term Assets</b>		<b>51,268</b>
390	Inventories	18	402
4,486	Short Term Debtors	19	8,720
13,303	Cash and Cash Equivalents	20	13,177
<b>18,179</b>	<b>Current Assets</b>		<b>22,299</b>
(1,369)	Short Term Borrowing	17a	(1,431)
(4,872)	Short Term Creditors	21	(4,944)
(417)	Provisions (<1 year)	22	(65)
<b>(6,658)</b>	<b>Current Liabilities</b>		<b>(6,440)</b>
(429)	Provisions (>1 year)	22	(530)
(13,916)	Long Term Borrowing	17a	(12,484)
(471,528)	Net Pensions Liability	24d	(520,543)
<b>(485,873)</b>	<b>Long Term Liabilities</b>		<b>(533,557)</b>
<b>(421,977)</b>	<b>Net Assets</b>		<b>(466,430)</b>
	<u>Represented by:</u>		
(15,290)	Usable Reserves	23	(21,829)
437,267	Unusable Reserves	24a	488,259
<b>421,977</b>	<b>Total Reserves</b>		<b>466,430</b>

# Cash Flow Statement

The Cash Flow Statement shows the changes in cash and cash equivalents of the CFA during the reporting period. The statement shows how the CFA generates and uses cash and cash equivalents by classifying cash flows as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the CFA are funded by way of taxation and grant income or from the recipients of services provided by the CFA. Investing activities represent the extent to which cash outflows have been made for resources which are intended to contribute to the CFA's future service delivery.

<b>2019/20</b>		<b>2020/21</b>	
<b>£000</b>		<b>Note</b>	<b>£000</b>
10,883	Net (surplus) or deficit on the provision of services		4,275
(17,286)	Adjustments to net surplus or deficit on the provision of services for non-cash movements	25	(6,951)
<b>(6,403)</b>	<b>Net cash flows from Operating Activities</b>		<b>(2,676)</b>
3,013	Net cash flows from Investing Activities	26	1,330
558	Net cash flows from Financing Activities	27	1,472
<b>(2,832)</b>	<b>Net (increase) or decrease in cash and cash equivalents</b>		<b>126</b>
10,471	Cash in hand, (overdraft) and cash equivalents at the beginning of the reporting period		13,303
<b>13,303</b>	<b>Cash in hand, (overdraft) and cash equivalents at the end of the reporting period</b>		<b>13,177</b>

# Explanatory Notes To The Core Financial Statements

# Note 1 Accounting Policies

## Changes in Accounting Policies

Only minor amendments have been made to the 2020/21 accounting policies to provide users with greater clarity.

## Accounting Policies for 2020/21

### General Principles

The Statement of Accounts summarises the CFA's transactions for the 2020/21 financial year and its position at the year-end of the 31st March 2021. The CFA is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2015 which those regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 as applicable to Fire Authorities and the Service Reporting Code of Practice 2020/21 (SeRCOP), supported by International Financial Reporting Standards (IFRS).

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

All figures in the Statement have been rounded to the nearest £1,000, which may result in some rounding errors.

### Accruals of Income and Expenditure

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular:

Revenue from the sale of goods is recognised when the CFA transfers the significant risks and rewards of ownership to the purchaser and it is probable that economic benefits or service potential associated with the transaction will flow to the CFA.

Revenue from the provision of services is recognised when the CFA can measure reliably the percentage of completion of the transaction and it is probable that economic benefits or service potential associated with the transaction will flow to the CFA.

Supplies are recorded as expenditure when they are consumed. Where there is a gap between the date supplies are received and their consumption, they are carried as inventories on the Balance Sheet.

Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.

Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.

Where revenue or expenditure has been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

### Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in three months or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the CFA's cash management.



## Note 1 Accounting Policies (continued)

### Prior Year Adjustments, Changes in Accounting Policies and Estimates and Errors.

Prior year adjustments may arise as a result of a change in accounting policies or the need to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current and future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events and conditions on the CFA's financial position or financial performance.

Where a change is made, it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy had always been applied.

Material errors discovered in prior period are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

### Charges to Revenue for Non-current Assets

Services and support services are debited with the following amounts to record the cost of holding non-current assets during the year:

Depreciation attributable to the assets used  
Revaluation and impairment losses on assets where there are no accumulated gains in the Revaluation Reserve against which the losses can be written off

Amortisation of intangible assets.

The CFA is not required to raise council tax to fund depreciation, revaluation and impairment losses or amortisation. However, it is required to make an annual contribution from revenue towards the reduction in its overall borrowing requirement equal to an amount calculated on a prudent basis determined by the CFA in accordance with statutory guidance. Depreciation, revaluation and impairment losses and amortisation are therefore replaced by the contribution in the General Fund Balance (Minimum Revenue Provision (MRP) or the Statutory Repayment of Loans Fund Advances), by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement (MIRS) for the difference between the two.

### Council Tax and Non-Domestic Rates

Billing authorities act as agents, collecting council tax and non-domestic rates (NDR) on behalf of the major preceptors (including government for NDR) and, as principals, collecting NDR and council tax for themselves. Billing authorities are required by statute to maintain a separate fund (i.e. the Collection Fund) for the collection and distribution of amounts due in respect of council tax and NDR. Under the legislative framework for the Collection Fund, billing authorities, major preceptors and central government share proportionately the risks and rewards that the amount of council tax and NDR collected could be less or more than predicted.

### Accounting for Council Tax and NDR

The council tax and NDR income included in the Comprehensive Income and Expenditure Statement (CIES) is the CFA's share of accrued income for the year. However, regulations determine the amount of council tax and NDR that must be included in the CFA's General Fund. Therefore, the difference between the income included in the CIES and the amount required by regulation to be credited to the General Fund is taken to the Collection Fund Adjustment Account and included as a reconciling item in the MIRS.

The Balance Sheet includes the CFA's share of the year end balances in respect of council tax and NDR relating to arrears, impairment allowances for doubtful debts, overpayments and prepayments and appeals.

## Note 1 Accounting Policies (continued)

### Employee Benefits

#### Benefits Payable During Employment

Short-term employee benefits are those due to be settled wholly within 12 months of the year-end. They include wages, salaries, paid annual leave and paid sick leave, bonuses and non-monetary benefits (e.g. provided cars) for current employees and are recognised as an expense for services in the year in which employees render service to the CFA. An accrual is made for the cost of holiday entitlements (or any form of leave, e.g. time off in lieu) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at the wage and salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to the Surplus or Deficit on the Provision of Services, but then reversed out through the MIRS to the accumulated absences account so that holiday entitlements are charged to revenue in the financial year in which the holiday absence occurs.

#### Termination Benefits

Termination benefits are amounts payable as a result of a decision by the CFA to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy in exchange for those benefits. These costs are charged on an accruals basis to the appropriate service segment at the earlier of when the CFA can no longer withdraw the offer of those benefits or when the CFA recognises costs for a restructuring. Where termination benefits involve the enhancement of pensions, the General Fund Balance is required to be charged with the amount payable by the CFA to the pension fund or pensioner in the year, not the amount calculated according to the relevant

accounting standards. In the MIRS, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year end.

#### Post - Employment Benefits

Employees of the CFA are members of one of five pension schemes, all of which are accounted for as defined benefits schemes.

- The Local Government Pension Scheme (LGPS), for which Hymans Robertson calculate the liability as at the 31st March 2021 and which Leicestershire County Council administer.
- Four Firefighters' pension schemes, for which the Government Actuary's Department (GAD) calculate the liability:
  - The Firefighters' Pension Scheme 1992
  - The Firefighters' Pension Scheme 2006
  - The Firefighters' Pension Scheme 2015
  - The Firefighters' Injury Benefit Scheme

These schemes do not have the usual type of pension fund found in the private sector which uses investments to help meet scheme liabilities. The CFA is required to maintain a Firefighters' pension fund which:

- ~ receives employee and employer contributions and transfer values from other schemes, and
- ~ pays out benefits and transfer values to other schemes.

The CFA does not have the power to invest assets in the Firefighters' pension scheme as would normally be the case with a pension fund. If the fund has insufficient money to meet all of its pension liabilities, the Secretary of State will make up the shortfall; if the fund is in surplus, the Secretary of State will take the excess to cover any shortfall in the funds of other Authorities.

The liabilities attributable to the CFA are included in the Balance Sheet on an actuarial basis using the projected unit method - i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates etc, and projections of earnings for current employees.

## Note 1 Accounting Policies (continued)

Liabilities are discounted to their value at current prices, using a discount rate of 2% for the LGPS and 2% for the Firefighter's schemes.

The assets of the LGPS attributable to the CFA are included in the Balance Sheet at their fair value:

- quoted securities - current bid price
- unquoted securities - professional estimate
- unitised securities - current bid price
- property - market value

The change in the pensions asset/liability is analysed into the following components:

Service cost comprising:

- current service cost - the increase in liabilities as a result of years of service earned this year - allocated in the CIES to the services for which the employees worked
- past service costs - the increase in liabilities as a result of a scheme amendment or curtailment whose effect relates to years of service earned in earlier years - debited to the Surplus or Deficit on the Provision of Services in the CIES
- net interest on the net defined benefit liability (asset) - i.e. net interest expense for the CFA - the change during the year in the net defined liability (asset) that arises from the passage of time charged to the Financing and Investment Income and Expenditure line of the CIES - this is calculated by applying the discount rate used to measure the defined benefit obligation at the beginning of the

period to the net defined benefit liability (asset) at the beginning of the period - taking into account any changes in the net defined benefit liability (asset) during the period as a result of contribution and benefit payments.

Remeasurements comprising:

- the return on plan assets - excluding amounts included in net interest on the net defined benefit liability (asset)
- charged to the Pensions Reserve as Other Comprehensive Income and Expenditure
- actuarial gains and losses - changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions - charged to the Pensions Reserve as Other Comprehensive Income and Expenditure.

Contributions paid to the pension funds

- cash paid as employer's contributions to the pension fund in settlement of liabilities: not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund Balance to be charged with the amount payable by the CFA to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the MIRS, this means that there are transfers to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The negative balance that arises on the Pensions

Reserve thereby measures the beneficial impact to the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits are earned by employees.

### Discretionary Benefits

The CFA also has restricted powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the LGPS scheme.

## Note 1 Accounting Policies (continued)

### Events After the Reporting Period

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period - the Statement of Accounts is adjusted to reflect such events.
- those indicative of conditions that arose after the reporting period - the Statement of Accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

### Financial Instruments

#### Financial Liabilities

Financial liabilities are recognised on the Balance Sheet when the CFA becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the CIES for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective interest rate is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

For most of the borrowings that the CFA has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest) and interest charged to the CIES is the amount payable for the year according to the loan agreement.

#### Financial Assets

##### Loans and Receivables

Loans and receivables (assets that have fixed or determinable payments but are not quoted in an active market) are recognised on the Balance Sheet when the CFA becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value. They are subsequently measured at their amortised cost.

Annual credits to the Financing and Investment Income and Expenditure line in the CIES for interest receivable are based on the carrying amount of the asset multiplied by the effective rate of interest for the instrument. For most of the investments that the CFA has made, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest) and interest credited to the CIES is the amount receivable for the year in the loan agreement. The amortised cost will include any interest accrued and not received as at the Balance Sheet date. Where the interest is fixed for the term of the investment then the actual interest rate has been used to calculate interest receivable as this is the same as the effective interest rate. There are no transaction costs relating to investments. Annual credits to the Financing and Income and Expenditure line in the CIES for interest receivable are based on the carrying amount of the asset,

multiplied by the effective rate of interest for the instrument.

Financial assets and financial liabilities are presented gross in the Statement of Accounts, unless the CFA has a legal right to set off the amounts in which case the gross amounts are disclosed in a note.

## Note 1 Accounting Policies (continued)

### Government Grants and Contributions

Whether paid on account, by instalments or in arrears, government grants and third party contributions and donations are recognised as due to the CFA when there is reasonable assurance that:

- the CFA will comply with the conditions attached to payments, and
- the monies will be received.

Amounts recognised as due to the CFA are not credited to the CIES until conditions attached to the grant or contribution have been satisfied. Conditions are stipulations that specify that the future economic benefits or service potential embodied in the asset in the form of the grant or contribution are required to be consumed by the recipient as specified, or future economic benefits or service potential must be returned to the transferor.

Monies advanced as grants and contributions for which conditions have not been satisfied are carried in the Balance Sheet as creditors. Where conditions are satisfied, the grant or contribution is credited to the relevant service line (attributable revenue grants and contributions) or Taxation and Non-specific Grant Income and Expenditure (non-ringfenced revenue grants and all capital grants) in the CIES.

Where capital grants are credited to the CIES, they are reversed out of the General Fund Balance in the MIRS. Where the grant has yet to be used to finance capital expenditure, it is posted to the Capital Grants Unapplied reserve.

Where it has been applied, it is posted to the Capital Adjustment Account. Amounts in the Capital Grants Unapplied reserve are transferred to the Capital Adjustment Account once they have been applied to fund capital expenditure.

### Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by the CFA as a result of past events, e.g. software licences, is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the CFA.

Intangible assets with an original cost in excess of £10k are measured initially at cost. Amounts are only revalued where the fair value of the assets held by the CFA can be determined by reference to an active market. In practice, no intangible asset held by the CFA meets this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line in the CIES. An asset is tested for impairment whenever there is an indication that the asset might be impaired - any losses recognised are posted to the relevant service line in the CIES.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains and losses are therefore reversed out of the General Fund Balance in the MIRS and posted to the CAA and (for any sale proceeds greater than £10k) the Capital Receipts Reserve.

### Interests in Companies and Other Entities

The CFA has an interest in Forge Health Limited that has the status of a wholly owned subsidiary. An annual review in accordance with paragraph 9.1.1.7 of the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 has been undertaken and it is considered that this interest is not material therefore Group Accounts are not prepared. The income, expenditure, assets and liabilities of Forge Health Limited are not included in the main statements of the CFA. Note 28 gives details.

The CFA is one of twelve members of the Fire Rescue Indemnity Company Limited (FRIC). The CFA's risk protection arrangements are provided through the pooled funds of the company. Further details of payments to FRIC are provided in Note 33.

### Inventories

Inventories are included in the Balance Sheet at the lower of cost and net realisable value. The cost of inventories is assigned using the first in, first out (FIFO) costing formula.

## Note 1 Accounting Policies (continued)

### Joint Operations

Joint Operations are arrangements where the parties that have joint control of the arrangement have rights to the assets and obligations for the liabilities relating to the arrangement. The activities undertaken by the authority in conjunction with other joint operators involve the use of the assets and resources of those joint operators. In relation to its interest in a joint operation, the authority as a joint operator recognises:

- its assets, including its share of any assets held jointly
- its liabilities, including its share of any liabilities incurred jointly
- its revenue from the sale of its share of the output arising from the joint operation
- its share of the revenue from the sale of the output by the joint operation
- its expenses, including its share of any expenses incurred jointly.

### Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where a lease covers both land and buildings, the land and buildings elements are considered separately for classification.

Arrangements that do not have the legal status of

a lease but convey a right to use an asset in return for payment are accounted for under this policy where fulfilment of the arrangement is dependent on the use of specific assets.

#### CFA as Lessor

The CFA has entered into agreement with both the East Midlands Ambulance Service (EMAS) & Leicestershire Constabulary to share some buildings. Accruals have been made for the estimated income. Further details can be found in Note 33.

#### CFA as Lessee

##### Finance Leases

Property, plant and equipment held under finance leases is recognised on the Balance Sheet at the commencement of the lease at its fair value measured at the lease's inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor.

Lease payments are apportioned between;

- a charge for the acquisition of the interest in the property, plant or equipment - applied to write down the lease liability, and
- a finance charge (debited to the Financing and Investment Income and Expenditure line in the CIES).

Property, Plant and Equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if

this is shorter than the asset's estimated useful life (where ownership of the asset does not transfer to the CFA at the end of the lease period).

The CFA is not required to raise council tax to cover depreciation or revaluation and impairment losses arising on leased assets. Instead, a prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements. Depreciation and revaluation and impairment losses are therefore substituted by a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the CAA in the MIRS for the difference between the two.

##### Operating Leases

Rentals paid under operating leases are charged to the CIES as an expense of the services benefitting from use of the leased property, plant or equipment. Charges are made on a straight-line basis over the life of the lease, even if this does not match the pattern of payments (e.g. there is a rent-free period at the commencement of the lease).

## Note 1 Accounting Policies (continued)

### Overheads and Support Services

The costs of overheads and support services are charged to services in accordance with the CFA's arrangements for accountability and financial performance.

### Property Plant and Equipment

Assets that have a physical substance and are held for use in the provision of services, for rental to others, or for administrative purposes and that are expected to be used during more than one financial year are classified as property, plant and equipment.

#### Recognition

Expenditure on the acquisition, creation or enhancement of property, plant and equipment is capitalised on an accruals basis, provided it is probable that the future economic benefits or service potential associated with the item will flow to the CFA and the cost of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (i.e. repairs and maintenance) or is under a £5k de-minimus limit is charged as an expense when it is incurred.

#### Measurement

Assets are initially measured at cost, comprising:

- the purchase price
- any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management

The CFA does not capitalise borrowing costs incurred whilst assets are under construction.

The cost of assets acquired other than by purchase is deemed to be its fair value, unless the acquisition does not have commercial substance (i.e. it will not lead to a variation in the cash flows of the authority). In the latter case, where an asset is acquired via an exchange, the cost of the acquisition is the carrying amount of the asset given up by the CFA.

Assets are then carried in the Balance Sheet using the following measurement bases:

- offices and workshops - current value, determined as the amount that would be paid for the asset in its existing use
- fire stations - due to the specialised nature of the asset existing use value (EUV) cannot be assessed so it is held at depreciated replacement cost (DRC)
- assets under construction - depreciated historical cost
- all other assets - current value, determined as the amount that would be paid for the asset under EUV.

Where there is no market-based evidence of current value because of the specialist nature of an asset, depreciated replacement cost (DRC) is used as an estimate of current value.

Where non-property assets that have short useful lives or low values (or both), depreciated historical cost basis is used as a proxy for current value.

Assets included in the Balance Sheet at current value are revalued annually. The latest valuation exercise was carried out by Cameron Butler BLE (Hons) MRICS of FHP Property Consultants. The

asset values used in the accounts are based on a certificate issued by FHP Property Consultants on all properties as at the 31st March 2021. Additions which are still under construction are included in the accounts at cost. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains.

Where decreases in value are identified, they are accounted for by:- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)

- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the CIES.

The Revaluation Reserve contains revaluation gains recognised since 1st April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the CAA.

## Note 1 Accounting Policies (continued)

### Impairment

Assets are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where impairment losses are identified, they are accounted for by:

- where there is a balance of revaluation gains for the asset in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains).

- where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount of the asset is written down against the relevant service line(s) in the CIES.

Where an impairment is reversed subsequently, the reversal is credited to the relevant service line(s) in the CIES, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

### Depreciation

Depreciation is provided for on all property, plant and equipment assets by the systematic allocation of their depreciable amounts over their useful lives. An exception is made for assets without a determinable finite useful life (i.e. freehold land) and assets that are not yet available for use (i.e. assets under

construction).

Depreciation is calculated on the following bases:

- buildings - straight line allocation over the useful life of the property as estimated by the valuer.

- vehicles, plant, furniture and equipment - a percentage of the value of each asset in the Balance sheet, as advised by a suitably qualified officer.

Where an item of Property, Plant and Equipment asset has a major component whose cost is significant in relation to the total cost of the item and the significant life is different, the components are depreciated separately.

Revaluation gains are also depreciated, with an amount equal to the difference between current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the CAA.



## Note 1 Accounting Policies (continued)

### Disposals and Non-Current Assets Held for Sale

When it becomes probable that the carrying amount of an asset will be recovered principally through a sale transaction rather than through its continuing use, it is reclassified as an Asset Held for Sale. The asset is revalued immediately before reclassification and then carried at the lower of this amount and fair value less costs to sell. Where there is a subsequent decrease to fair value less costs to sell, the loss is posted to the Other Operating Expenditure line in the CIES. Gains in fair value are recognised only up to the amount of any previous losses recognised in the Surplus or Deficit on Provision of Services. Depreciation is not charged on assets held for sale.

If assets no longer meet the criteria to be classified as assets held for sale, they are reclassified back to non-current assets and valued at the lower of their carrying amount before they were classified as held for sale, adjusted for depreciation, amortisation or revaluations that would have been recognised had they not been classified as held for sale, and their recoverable amount at the date of the decision not to sell.

Assets that are abandoned or scrapped are not reclassified as assets held for sale.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet (whether property, plant and equipment or assets held for sale) is written off to the Other Operating Expenditure line in the CIES as part of the gain or loss on disposal. Receipts from disposals (if any) are credited to the same line in the CIES also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of

disposal). Any revaluation gains accumulated for the asset in the Revaluation Reserve are transferred to the CAA.

Amounts received for a disposal in excess of £10,000 are categorised as capital receipts. The balance of receipts remains within the Capital Receipt Reserve, and can then be used for new capital investment, or set aside to reduce the underlying need to borrow (the CFR). Receipts are appropriated to the Reserve from the General Fund Balance in the MIRS.

The written-off value of disposals is not a charge against council tax, as the cost of non-current assets is fully provided for under separate arrangements for capital financing. Amounts are appropriated to the CAA from the General Fund Balance in the MIRS.

### **Provisions, Contingent Liabilities and Contingent Assets**

#### (i) Provisions

Provisions are made when an event has taken place that gives the CFA a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation.

For instance, the CFA may be involved in a court case that could eventually result in the making of a settlement or the payment of compensation.

Provisions are charged as an expense to the appropriate service line in the CIES when the CFA has an obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account

relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year - where it becomes less probable that a transfer of economic benefits will occur (or a lower settlement than anticipated is made), the provision is reversed and credited back to the relevant service.

Where some or all of the payment required to settle a provision is expected to be recovered from another party (e.g. from an insurance claim), this is only recognised as income for the relevant service if it is virtually certain that reimbursement will be received if the authority settles the obligation.

The CFA holds an insurance provision to cover the cost of known or likely claims relating to past events where it is anticipated that payment is likely to be made.

## Note 1 Accounting Policies (continued)

### (ii) Contingent Liabilities

A contingent liability arises where an event has taken place that gives the authority a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the authority. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured reliably.

Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts.

### (iii) Contingent Assets

A contingent asset arises where an event has taken place that gives the authority a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the authority.

Contingent assets are not recognised in the Balance Sheet but disclosed in a note to the accounts where it is probable that there will be an inflow of economic benefits or service potential.

### Reserves

The CFA sets aside specific amounts as reserves for future policy purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance. When expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the CIES. The reserve is then transferred back into the General Fund Balance so that there is no net charge against council tax for the expenditure.

Certain reserves are kept to manage the accounting processes for non-current assets, financial instruments, local taxation, retirement and employee benefits and do not represent usable resources for the CFA – these reserves are explained in note 24.

### Value Added Tax

VAT payable is included as an expense only to the extent that it is not recoverable from Her Majesty's Revenue and Customs. VAT receivable is excluded from income.

## Note 2 Expenditure and Funding Analysis

The expenditure and funding analysis shows how annual expenditure is used and funded from resources (government grants, rents, council tax and business rates) by the CFA in comparison with those resources consumed or earned in accordance with generally accepted accounting practices. Income and expenditure accounted for under generally accepted accounting practices are presented more fully in the Comprehensive Income and Expenditure Statement.

2020/21	Net Expenditure Charged to the General Fund Balance	Adjustments Between Accounting & Funding Basis	Net Expenditure on the Comprehensive Income & Expenditure Statement
	£000	£000	£000
Fire Authority	31,374	7,423	38,797
<b>Net Cost of Services</b>	<b>31,374</b>	<b>7,423</b>	<b>38,797</b>
Other Operating Expenditure	-	(100)	(100)
Financing and Investment Income and Expenditure	1,615	9,565	11,180
Taxation and Non-Specific Grant Income	(39,529)	(6,073)	(45,602)
<b>(Surplus) or Deficit on Provision of Services</b>	<b>(6,540)</b>	<b>10,815</b>	<b>4,275</b>
<b>Movement in Balances</b>	<b>Usable Reserves</b>		
Opening Balance	(15,289)		
Surplus or Deficit in the Year	(6,540)		
<b>Closing Balance</b>	<b>(21,829)</b>		

## Note 2 Expenditure and Funding Analysis (continued)

2019/20	Net Expenditure Charged to the General Fund Balance	Adjustments Between Accounting & Funding Basis	Net Expenditure on the Comprehensive Income & Expenditure Statement
	£000	£000	£000
Fire Authority	40,359	(81)	40,278
<b>Net Cost of Services</b>	<b>40,359</b>	<b>(81)</b>	<b>40,278</b>
Other Operating Expenditure	(21)	-	(21)
Financing and Investment Income and Expenditure	1,720	11,122	12,842
Taxation and Non-Specific Grant Income	(42,289)	73	(42,216)
<b>(Surplus) or Deficit on Provision of Services</b>	<b>(231)</b>	<b>11,114</b>	<b>10,883</b>
<b>Movement in Balances</b>	<b>Usable Reserves</b>		
Opening Balance	(15,057)		
Surplus or Deficit in the Year	(231)		
<b>Closing Balance</b>	<b>(15,288)</b>		

## Note 3 Accounting Standards Issued But Not Yet Adopted

Under the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21 (the Code), the Council is required to disclose information setting out the impact of an accounting change required by a new accounting standard that has been issued but not yet adopted by the Code.

At the balance sheet date, the following new standards and amendments to existing standards have been published but not yet adopted by the Code of Practice of Local Authority Accounting in the United Kingdom:

**Definition of a Business: Amendments to IFRS 3 Business Combinations** provides clarity on the definition of a business, we are not expecting this to affect our accounts when this is implemented from 1st April 2021.

**Interest Rate Benchmark Reform phase 1 and phase 2: Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16.** Interest rate benchmark reform is expected to affect hedge accounting and therefore we are not expecting this to affect our accounts when this is implemented from 1st April 2021.

## Note 4 Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in Note 1 of this Statement of Accounts, the CFA has had to make certain judgements about complex transactions and/or those involving uncertainty about future events.

The critical judgements made in the Statement of Accounts are:

### **a) Accounts prepared on a going concern basis**

These accounts have been prepared on a going concern basis. The concept of a going concern assumes that an organisation, its functions and service will continue in operational existence for the foreseeable future. However, there is a high degree of uncertainty about future funding levels for local government and the future economic outlook. The CFA's management has used its judgement and determined that its financial strategy is robust and that this is not yet sufficient to affect the assumptions underpinning the strategy and the authority will continue as a going concern.

### **b) Forge Health**

The relationship with Forge Health Limited is treated as a wholly owned subsidiary in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom 2020/21. As the interests are not considered material, group accounts are not presented.

## Note 5 Assumptions Made about the Future and Other Major Sources of Estimation Uncertainty

The Statement of Accounts contains estimated figures that are based on assumptions made by the CFA about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

The items in the CFA's Balance Sheet at 31<sup>st</sup> March 2021 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
Property, Plant & Equipment	Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets.	If the useful life of assets is reduced, depreciation increases and the carrying amount of the assets falls. It is estimated that the annual depreciation charge for buildings would increase by approximately £31k for every year that useful lives had to be reduced.
Pensions Liability	Estimation of the net liability to pay pensions depends on a number of complex judgements by the actuary relating to the discount rate used, the rate at which salaries are projected to increase, changes in retirement rates, mortality rates and expected returns on pension fund assets. On behalf of the CFA, the Local Government Pension Scheme employs the Actuary, Hymans Robertson, and the Firefighter's Pension Schemes are valued by Government Actuary's Department (GAD). These actuaries provide expert advice on assumptions to be applied.	The effects in the net pensions liability of changes in the individual assumptions can be measured. For instance a 0.5% increase in the discount rate assumption would result in an increase in the pension liability £50,354K ( £6,354K LGPS and £44,000K Firefighters schemes). However, the assumptions interact in complex ways.

## **Note 6 Material Items of Income and Expense**

Due to the pandemic, there has been an extensive business rates relief scheme, meaning that the collection fund deficit is significantly high in 2020/21. However, the government has provided grant funding to offset the deficits and these are held separately in an Earmarked Reserve in Note 10.

## **Note 7 Events After the Balance Sheet Date**

There were no significant events at the time of publishing these accounts.



## Note 8 Note to the Expenditure and Funding Analysis

The following tables provide reconciliations between the main adjustments to Net Expenditure Chargeable to the General Fund balance to arrive at the amounts in the Comprehensive Income and Expenditure Statement.

2020/21	Adjustments Between Accounting & Funding Basis					Net Expenditure Charged to the General Fund Balance
	Net Expenditure on the Comprehensive Income & Expenditure Statement	Adjustments for Capital Purposes	Adjustments for Defined Benefit Pensions	Other Adjustments	Total	
	£000	£000	£000	£000	£000	
Combined Fire Authority	38,797	(1,059)	(6,339)	(25)	(7,423)	31,374
<b>Cost of Services</b>	<b>38,797</b>	<b>(1,059)</b>	<b>(6,339)</b>	<b>(25)</b>	<b>(7,423)</b>	<b>31,374</b>
Other Operating Expenditure	(100)	100			100	-
Financing and Investment Income and Expenditure	11,180	1,043	(10,608)		(9,565)	1,615
Taxation and Non-Specific Grant Income	(45,602)	32	7,929	(1,888)	6,073	(39,529)
<b>(Surplus) or Deficit on Provision of Services</b>	<b>4,275</b>	<b>116</b>	<b>(9,018)</b>	<b>(1,913)</b>	<b>(10,815)</b>	<b>(6,540)</b>

## Note 8 Note to the Expenditure and Funding Analysis (Continued)

2019/20 Restated	Adjustments Between Accounting & Funding Basis					Net Expenditure Charged to the General Fund Balance
	Net Expenditure on the Comprehensive Income & Expenditure Statement	Adjustments for Capital Purposes	Adjustments for Defined Benefit Pensions	Other Adjustments	Total	
	£000	£000	£000	£000	£000	
Combined Fire Authority	40,279	425	(252)	(92)	81	40,360
<b>Cost of Services</b>	<b>40,279</b>	<b>425</b>	<b>(252)</b>	<b>(92)</b>	<b>81</b>	<b>40,360</b>
Other Operating Expenditure	(21)	-	-	-	-	(21)
Financing and Investment Income and Expenditure	12,841	1,168	(12,290)	-	(11,122)	1,719
Taxation and Non-Specific Grant Income	(42,216)	-	-	(73)	(73)	(42,289)
<b>(Surplus) or Deficit on Provision of Services</b>	<b>10,883</b>	<b>1,593</b>	<b>(12,542)</b>	<b>(165)</b>	<b>(11,114)</b>	<b>(231)</b>

## Note 8 Note to the Expenditure and Funding Analysis (continued)

### Adjustments for Capital Purposes

This column adds depreciation, impairment and revaluation gains and losses into the services line, and for:

- **Other Operating Expenditure** – adjusts for capital disposals with a transfer of income on disposal of assets and the amounts written off for those assets.
- **Financing and Investment Income and Expenditure** – the statutory charges for capital financing i.e. Minimum Revenue Provision and other revenue contributions are deducted from other income and expenditure as these are not chargeable under generally accepted accounting practices.
- **Taxation and Non-specific Grant Income and Expenditure** – capital grants are adjusted for income not chargeable under generally accepted accounting practices. Revenue grants are adjusted from those receivable in the year to those receivable without conditions or for which conditions were satisfied throughout the year. The Taxation and Non-Specific Grant Income and expenditure line is credited with capital grants receivable in the year without conditions or for which conditions are satisfied in the year.

### Net Change for Pensions Adjustments

This column adds in depreciation and impairment and revaluation gains and losses in the services line, and:

- For services this represents the removal of the employer pension contributions made by the authority as allowed by statute and the replacement with current service costs and past service costs.
- For Financing and investment income and expenditure - the net interest on the defined benefit liability is charged to the CIES.

### Other Adjustments

Other differences between amounts debited/credited to the CIES and amounts payable/receivable to be recognised under statute:

- For Financing and investment income and expenditure - the other differences column recognises adjustments to the General Fund for the timing differences for premiums and discounts.
- The charge under Taxation and non-specific grant income and expenditure represents the difference between what is chargeable under statutory regulations for council tax and NDR that was projected to be received at the start of the year and the income recognised under generally accepted accounting practices in the Code. This is a timing difference as any difference will be brought forward in future

Surpluses or Deficits on the Collection Fund.

## Note 9 Adjustments between Accounting Basis and Funding Basis under Regulations

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the CFA in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the CFA to meet future capital and revenue expenditure.

### General Fund Balance

The General Fund is the statutory fund into which all the receipts of an authority are required to be paid and out of which all liabilities of the authority are to be met, except to the extent that statutory rules might provide otherwise. These rules can also specify the financial year in which liabilities and payments should impact on the General Fund Balance, which is not necessarily in accordance with proper accounting practice. The General Fund Balance therefore summarises the resources that the CFA is statutorily empowered to spend on its services or on capital investment (or the deficit of resources that the CFA is required to recover) at the end of the financial year.

Adjustment	2020/21	
	General Fund Balance	Movement in Unusable Reserves
	£000	£000
<b>Adjustments primarily involving the Capital Adjustment Account:</b>		
Reversal of items debited or credited to the Comprehensive Income and Expenditure Account:		
Charges for depreciation, impairment and amortisation of non-current assets	(2,283)	<b>2,283</b>
Revaluation losses on Property Plant and Equipment	(74)	<b>74</b>
Capital grants and contributions applied	32	<b>(32)</b>
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(3)	<b>3</b>
Use of the Capital Receipts Reserve to finance new capital expenditure	103	<b>(103)</b>
Insertion of items not debited or credited to the Comprehensive Income and Expenditure Account:		
Statutory provision for the financing of capital investment	1,043	<b>(1,043)</b>
Capital expenditure charged against the General Fund balance	1,298	<b>(1,298)</b>
<b>Adjustments primarily involving the Capital Receipts Reserve:</b>		
Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(103)	<b>103</b>
Use of the Capital Receipts Reserve to finance new capital expenditure	103	<b>(103)</b>

## Note 9 Adjustments between Accounting Basis and Funding Basis under Regulations

Adjustment Continued	2020/21	
	General Fund Balance	Movement in Unusable Reserves
	£000	£000
<b>Adjustments primarily involving the Pensions Reserve:</b>		
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(22,146)	<b>22,146</b>
Employer's pensions contributions and direct payments to pensioners payable in the year	13,128	<b>(13,128)</b>
<b>Adjustment primarily involving the Accumulated Absences Account:</b>		
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(25)	<b>25</b>
<b>Adjustment primarily involving the Collection Fund Adjustment Account:</b>		
Amount by which Council Tax and NDR income credited to the Comprehensive Income and Expenditure Statement is different from Council Tax and NDR income calculated for the year in accordance with statutory requirements	(1,888)	<b>1,888</b>
<b>Total Adjustments</b>	<b>(10,815)</b>	<b>10,815</b>

## Note 9 Adjustments between Accounting Basis and Funding Basis under Regulations (continued)

Adjustment	2019/20	
	General Fund Balance	Movement in Unusable Reserves
	£000	£000
<b>Adjustments primarily involving the Capital Adjustment Account:</b>		
Reversal of items debited or credited to the Comprehensive Income and Expenditure Account:		
Charges for depreciation, impairment and amortisation of non-current assets	(2,710)	<b>2,710</b>
Revaluation losses on Property Plant and Equipment	301	<b>(301)</b>
Capital grants and contributions applied		-
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	21	<b>(21)</b>
Insertion of items not debited or credited to the Comprehensive Income and Expenditure Account:		
Statutory provision for the financing of capital investment	1,148	<b>(1,148)</b>
Capital expenditure charged against the General Fund balance	2,833	<b>(2,833)</b>
<b>Adjustments primarily involving the Capital Receipts Reserve:</b>		
Transfer of cash sale proceeds credited as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(21)	<b>21</b>
Use of the Capital Receipts Reserve to finance new capital expenditure	21	<b>(21)</b>

## Note 9 Adjustments between Accounting Basis and Funding Basis under Regulations (continued)

Adjustment Continued	2019/20	
	General Fund Balance	Movement in Unusable Reserves
	£000	£000
<b>Adjustments primarily involving the Pensions Reserve:</b>		
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(12,542)	12,542
Employer's pensions contributions and direct payments to pensioners payable in the year		
<b>Adjustment primarily involving the Accumulated Absences Account:</b>		
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(92)	92
<b>Adjustment primarily involving the Collection Fund Adjustment Account:</b>		
Amount by which Council Tax and NDR income credited to the Comprehensive Income and Expenditure Statement is different from Council Tax and NDR income calculated for the year in accordance with statutory requirements	(73)	73
<b>Total Adjustments</b>	<b>(11,114)</b>	<b>11,114</b>

## Note 10 Movement in Earmarked Reserves

This note sets out the amounts set aside from the General Fund in earmarked reserves to provide financing for future expenditure plans.

Additional information on the earmarked reserves can be found in the authority's outturn report.

<b>2020/21</b>	<b>Balance at £000</b>	<b>Transfers In £000</b>	<b>Transfers Out £000</b>	<b>Balance at £000</b>
Insurance Reserve	(157)	-	157	-
Occupational Health Reserve	(29)	-	29	-
Ill Health Retirement Reserve	(153)	-	-	(153)
Relocation Reserve	(14)	-	14	-
Emergency Services Mobile Communications Programme Reserve	(326)	-	-	(326)
Management of Change Reserve	(1,219)	-	1,219	-
Capital Fund Reserve	(4,659)	(3,151)	1,329	(6,481)
Estates Strategy Reserve	(6,026)	-	-	(6,026)
Recruitment Over - Establishment Reserve	(400)	-	-	(400)
Budget Strategy & Covid 19 Reserve	(159)	(2,770)	-	(2,929)
Grenfell Reserve	-	(364)	45	(319)
ESN Infrastructure Reserve	-	(986)	-	(986)
Covid 19 - Deficit Reserve	-	(1,622)	-	(1,622)
<b>Total Earmarked Reserves</b>	<b>(13,142)</b>	<b>(8,893)</b>	<b>2,793</b>	<b>(19,242)</b>

\*Covid-19 Collection Fund Compensation Grants reserve contains government grant received in relation to collection fund deficits that will be realised in 2021/22



## Note 10 Movement in Earmarked Reserves (continued)

2019/20	Restated	Transfers	Transfers	Balance
	Balance at 31st March 2019	In 2019/20	Out 2019/20	at 31st March 2020
	£000	£000	£000	£000
Insurance Reserve	(157)	-	-	(157)
Occupational Health Reserve	(29)	-	-	(29)
Ill Health Retirement Reserve	(153)	-	-	(153)
Relocation Reserve	(15)	-	-	(15)
Emergency Services Mobile Communications Programme Reserve	(326)	-	-	(326)
Management of Change Reserve	(491)	(728)	-	(1,219)
Capital Fund Reserve	(4,852)	(2,640)	2,833	(4,659)
Estates Strategy Reserve	(6,026)	-	-	(6,026)
Recruitment Over - Establishment Reserve	(400)	-	-	(400)
Budget Strategy & Covid 19 Reserve	-	(158)	-	(158)
<b>Total Earmarked Reserves</b>	<b>(12,449)</b>	<b>(3,526)</b>	<b>2,833</b>	<b>(13,142)</b>

## Note 11 Other Operating Expenditure

	2019/20	2020/21
	£000	£000
Total (gains)/losses on the disposal of non-current assets	(21)	(100)
<b>Total</b>	<b>(21)</b>	<b>(100)</b>

## Note 12 Financing and Investment Income & Expenditure

	2019/20	2020/21
	£000	£000
Interest payable and similar charges	623	590
Net interest on the defined benefit liability	12,290	10,608
Interest receivable	(103)	(18)
Fixed Asset Funding	-	-
Dividend Received	31	-
<b>Total</b>	<b>12,841</b>	<b>11,180</b>

## Note 13 Taxation and Non-Specific Grant Income & Expenditure

	2019/20	2020/21
	£000	£000
Council Tax income	(21,584)	(20,644)
Non domestic rates	(14,059)	(9,351)
Pensions Top Up Grant	(6,573)	(7,929)
Non-ringfenced government grants	-	(7,646)
Capital grants and contributions	-	(32)
<b>Total</b>	<b>(42,216)</b>	<b>(45,602)</b>

## Note 14 Expenditure and Income Analysed by Nature

The CFA's expenditure and income reported in the Comprehensive Income & Expenditure Statement is analysed by nature in the table below.

	2019/20	2020/21
	£000	£000
<b>Expenditure</b>		
Employee Benefit Expenses	46,977	45,089
Other Services expenses	6,599	7,091
Depreciation, amortisation, impairment	2,710	2,283
Interest Payments	623	590
<b>Total Expenditure</b>	<b>56,909</b>	<b>55,053</b>
<b>Income</b>		
Fees, charges and other service income	(480)	(599)
Interest & Investment Income	(72)	(18)
Income from Council Tax, non domestic rates	(35,643)	(29,995)
Government grants & contributions	(9,810)	(20,066)
Gain on the disposal of assets	(21)	(100)
<b>Total Income</b>	<b>(46,026)</b>	<b>(50,778)</b>
<b>Surplus or Deficit on Provision of Services</b>	<b>10,883</b>	<b>4,275</b>

## Note 15 Property, Plant and Equipment - Movement on Balances in 2020/21

### Depreciation

The following useful lives have been used in the calculation of depreciation:

- Land and Buildings - 5-65 years
- Vehicles, Plant, Furniture and Equipment - 5-15 years

Asset remaining lives have been reviewed and no alterations have been considered necessary for these accounts.

### Capital Commitments

As at 31st March 2021 a total amount of £495k was contracted relating to the purchase of 4 new appliances. These commitments will be paid in 2021/22.

Movements on Balances in 2020/21	Land and Buildings	Vehicles, Plant, Furniture & Equipment	Assets Under Construction	Total Property, Plant and Equipment
	£000	£000	£000	£000
<b>Cost or Valuation</b>				
At 1st April 2020	44,672	23,325	1,579	<b>69,576</b>
Additions	90	681	618	<b>1,389</b>
Revaluation				
Increases/(Decreases) recognised in the Revaluation Reserve	(1,092)	-	-	<b>(1,092)</b>
Revaluation				
Increases/(Decreases) recognised in the Surplus/Deficit on the Provision of Services	(74)	-	-	<b>(74)</b>
De-recognition – disposals	-	(704)	-	<b>(704)</b>
Transfers (to)/from In Construction	-	1	(1)	-
<b>As at 31st March 2021</b>	<b>43,596</b>	<b>23,303</b>	<b>2,196</b>	<b>69,095</b>

## Note 15 Property, Plant and Equipment - Movement on Balances in 2020/21 (continued)

Movements on Balances in 2020/21	Land and Buildings	Vehicles, Plant, Furniture & Equipment	Assets Under Construction	Total Property, Plant and Equipment
	£000	£000	£000	£000
<b>Accumulated Depreciation &amp; Impairment</b>				
At 1st April 2020	(17)	(17,291)	-	(17,308)
Depreciation written out to the Revaluation Reserve	912	-	-	912
Depreciation Charge	(990)	(1,273)	-	(2,263)
De-recognition – disposals	-	701	-	701
<b>As at 31st March 2021</b>	<b>(95)</b>	<b>(17,863)</b>	<b>-</b>	<b>(17,958)</b>
<b>Net Book Value as at 31st March 2021</b>	<b>43,501</b>	<b>5,440</b>	<b>2,196</b>	<b>51,137</b>
As at 1st April 2020	44,655	6,034	1,579	52,268

## Note 15 Property, Plant and Equipment - Movement on Balances in 2019/20

Assets included in the Balance Sheet at current value are revalued annually. The latest valuation exercise was carried out by Cameron Butler BLE (Hons) MRICS of FHP Property Consultants. The asset values used in the accounts are based on a certificate issued by FHP Property Consultants on all properties as at the 31st March 2021.

Additions which are still under construction are included in the accounts at cost.

2019/20 Comparative Movements	Land & Buildings	Vehicles, Plant, Furniture and Equipment	Assets Under Construction	Total Property, Plant & Equipment
	£000	£000	£000	£000
<b>Cost or Valuation</b>				
At 1st April 2019	43,935	20,902	2,444	<b>67,281</b>
Additions	155	2,622	27	<b>2,804</b>
Revaluation				
Increases/(Decreases) recognised in the Revaluation Reserve	637	-	-	<b>637</b>
Revaluation				
Increases/(Decreases) recognised in the Surplus/Deficit on the Provision of Services	(823)	-	-	<b>(823)</b>
De-recognition – disposals	-	(266)	-	<b>(266)</b>
Transfers (to)/from In Construction	768	67	(892)	<b>(57)</b>
<b>As at 31st March 2020</b>	<b>44,672</b>	<b>23,325</b>	<b>1,579</b>	<b>69,576</b>

## Note 15 Property, Plant and Equipment - Movement on Balances in 2019/20 (continued)

2019/20 Comparative Movements	Land & Buildings	Vehicles, Plant, Furniture and Equipment	Assets Under Construction	Total Property, Plant & Equipment
	£000	£000	£000	£000
<b>Accumulated Depreciation &amp; Impairment</b>				
At 1st April 2019	(34)	(15,959)	-	(15,993)
Depreciation written out to the Revaluation Reserve	1,129	-	-	1,129
Depreciation Charge	(1,112)	(1,598)	-	(2,710)
De-recognition – disposals	-	266	-	266
<b>As at 31st March 2020</b>	<b>(17)</b>	<b>(17,291)</b>	<b>-</b>	<b>(17,308)</b>
<b>Net Book Value as at 31st March 2020</b>	<b>44,655</b>	<b>6,034</b>	<b>1,579</b>	<b>52,268</b>
As at 1st April 2019	43,901	4,943	2,444	51,288

## Note 16 Intangible Assets

The CFA accounts for software licences as intangible assets, to the extent that these are part of particular IT systems. The CFA's intangible assets are amortised over 5 years on a straight line basis and charged to gross expenditure.

As at the 31st March 2021 there are no contractual commitments for the acquisition of intangible assets.

	<b>2019/20</b>	<b>2020/21</b>
	<b>£000</b>	<b>£000</b>
Balance at 1st April		
Gross Carrying Amounts	136	243
Accumulated Amortisation	(136)	(136)
<b>Net carrying amount at start of year</b>	<b>-</b>	<b>107</b>
Additions (Purchases)	49	44
Reclassified from other asset classifications	58	-
Amortisation applied in Year	-	(20)
Gross Carrying Amount at 31st March	243	287
Accumulated Amortisation	(136)	(156)
<b>Net Carrying Amount at 31st March</b>	<b>107</b>	<b>131</b>



## Note 17a Financial Instruments - Classifications

A financial instrument is a contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Non-exchange transactions, such as those relating to taxes and government grants, do not give rise to financial instruments.

Category	Amount	Amount	Comment / Reference
	31st March 2020 £000	31st March 2021 £000	
<b>Short Term Borrowing</b>			
<b>Amount in Balance Sheet</b>	<b>1,369</b>	<b>1,431</b>	
Amounts covered in Note 17b:	1,369	1,431	
<b>Long Term Borrowing</b>			
<b>Amount in Balance Sheet</b>	<b>13,916</b>	<b>12,484</b>	
Amounts covered in Note 17b:	13,916	12,484	
<b>Other Long Term Liabilities</b>			
<b>Amount in Balance Sheet</b>	<b>471,957</b>	<b>521,073</b>	
Amounts not covered in Note 17:	429	530	
Liability related to defined benefit pension schemes	471,528	520,543	Note 37 - Defined Benefit Pensions

## Note 17b Financial Instruments - Balances

The financial assets disclosed in the Balance Sheet are analysed across the following categories:

Financial Assets	Long Term		Short Term	
	31st March 2020	31st March 2021	31st March 2020	31st March 2021
	£000	£000	£000	£000
- Cash (including bank accounts)			13,303	13,177
<b>Total Cash and Cash Equivalents</b>	-	-	<b>13,303</b>	<b>13,177</b>
Loans and receivables:				
- Trade receivables			18	155
<b>Included in Debtors</b>	-	-	<b>18</b>	<b>155</b>
<b>Total Financial Assets</b>	-	-	<b>13,321</b>	<b>13,332</b>

The financial liabilities disclosed in the Balance Sheet are analysed across the following categories:

Financial Liabilities	Long Term		Short Term	
	31st March 2020	31st March 2021	31st March 2020	31st March 2021
	£000	£000	£000	£000
Loans at amortised cost:				
- Principal sum borrowed	13,229	12,137	750	1,091
<b>Total Borrowing</b>	<b>13,229</b>	<b>12,137</b>	<b>750</b>	<b>1,091</b>
Liabilities at amortised cost:				
- Finance leases	687	347	619	340
<b>Total Other Liabilities</b>	<b>687</b>	<b>347</b>	<b>619</b>	<b>340</b>
<b>Total Borrowing &amp; Other Liabilities</b>	<b>13,916</b>	<b>12,484</b>	<b>1,369</b>	<b>1,431</b>
Liabilities at amortised cost:				
- Trade payables	-	-	-	21
<b>Included in Creditors</b>	-	-	-	<b>21</b>
<b>Total Financial Liabilities</b>	<b>13,916</b>	<b>12,484</b>	<b>1,369</b>	<b>1,452</b>

## Note 17c Financial Instruments - Gains and Losses

	Age profile of Debtors	
	31st March 2020	31st March 2021
	£000	£000
Debtors		
- not yet due for payment	12	52
Past due analysis		
Less than 1 month overdue	3	58
1-2 months overdue	2	11
2-6 months overdue	-	11
Over 6 months overdue	30	23
<b>Total trade debtors</b>	<b>47</b>	<b>155</b>

The gains and losses recognised in the Comprehensive Income and Expenditure Statement in relation to financial instruments consist of the following items:

	Financial Liabilities	Financial Assets	2020/21 Total	2019/20 Total
	Amortised Cost	Loans & Receivables	2020/21 Total	2019/20 Total
	£000	£000	£000	£000
Interest expense	590		590	622
<b>Interest payable and similar charges</b>	<b>590</b>	<b>0</b>	<b>590</b>	<b>622</b>
Interest income		(18)	(18)	(103)
<b>Interest and investment income</b>	<b>0</b>	<b>(18)</b>	<b>(18)</b>	<b>(103)</b>
<b>Net (Gain)/Loss for the Year</b>	<b>590</b>	<b>(18)</b>	<b>572</b>	<b>519</b>

## Note 17d Financial Instruments - Fair Values

Financial assets classified as available for sale and all derivative assets and liabilities are carried in the Balance Sheet at fair value. For most assets, including bonds, treasury bills and shares in money market funds, the fair value is taken from the market price.

Some of the authority's financial assets are measured at fair value on a reoccurring basis and are described below:

- Level 1 – fair value is only derived from quoted prices in active markets for identical assets or liabilities, e.g. bond prices
- Level 2 – fair value is calculated from inputs other than quoted prices that are observable for the asset or liability, e.g. interest rates or yields for similar instruments
- Level 3 – fair value is determined using unobservable inputs, e.g. non-market data such as cash flow forecasts or estimated creditworthiness

The table shows the amounts held at 31<sup>st</sup> March 2021 and the fair value reported in the 2020/21 accounts.

	31st March 2020		31st March 2021	
	Balance Sheet	Fair Value	Balance Sheet	Fair Value
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Assets for which fair value is not disclosed *	14,286	-	15,061	-
<b>Total Financial Assets</b>	<b>14,286</b>	<b>-</b>	<b>15,061</b>	<b>-</b>
Long-term investments				
Short-term debtors	983	-	1,884	-
Cash and cash equivalents	13,303	-	13,177	-
<b>Total Financial Assets</b>	<b>14,286</b>	<b>-</b>	<b>15,061</b>	<b>-</b>

\*The fair value of short-term financial liabilities including trade payables is assumed to approximate to the carrying amount.

## Note 17d Financial Instruments - Fair Values (continued)

	31st March 2020		31st March 2021	
	Balance Sheet	Fair Value	Balance Sheet	Fair Value
	£000	£000	£000	£000
<i>Financial liabilities held at fair value:</i>				
Forward contracts in counterparty's favour	-	-	-	-
<i>Financial liabilities held at amortised cost:</i>				
Long-term loans from PWLB	13,978	17,599	13,228	18,307
Lease payables	1,306	1,306	687	687
<b>Total</b>	<b>15,284</b>	<b>18,905</b>	<b>13,915</b>	<b>18,994</b>
Liabilities for which fair value is not disclosed*	475,634	-	521,848	-
<b>Total Financial Liabilities</b>	<b>490,918</b>	<b>18,905</b>	<b>535,763</b>	<b>18,994</b>
<i>Recorded on balance sheet as:</i>				
Short-term creditors	1,236	-	1,304	-
Short-term borrowing	1,417	-	1,431	-
Long-term borrowing	13,957	-	12,484	-
Other long-term liabilities	474,308	-	520,544	-
<b>Total Financial Liabilities</b>	<b>490,918</b>	<b>-</b>	<b>535,763</b>	<b>-</b>

## Note 18 Inventories

The value of inventories as at 31<sup>st</sup> March:

	Balance at 31st March 2020	Balance at 31st March 2021
	£000	£000
Operational equipment	221	270
Vehicle Parts	91	61
Other	78	71
<b>Total</b>	<b>390</b>	<b>402</b>

## Note 19 Debtors

### Short-Term Debtors

The value of short-term debtors as at 31<sup>st</sup> March:

	Balance at 31st March 2020	Balance at 31st March 2021
	£000	£000
Central Government bodies	2,223	5,538
Other Local Authorities	1,500	2,206
All Other	762	976
<b>Total</b>	<b>4,485</b>	<b>8,720</b>

## Note 20 Cash and Cash Equivalents

The value of cash and cash equivalents as at 31<sup>st</sup> March:

	Balance at 31st March 2020	Balance at 31st March 2021
	£000	£000
Cash held by the CFA	46	32
Bank current accounts	12	20
Short-term investments	13,245	13,125
<b>Total Cash and Cash Equivalents</b>	<b>13,303</b>	<b>13,177</b>

## Note 21 Creditors

The value of creditors as at 31<sup>st</sup> March:

	Balance at 31st March 2020	Balance at 31st March 2021
	£000	£000
Central Government bodies	2,828	1,025
Other Local Authorities	821	2,903
All Other	1,223	1,016
<b>Total</b>	<b>4,872</b>	<b>4,944</b>

## Note 22 Provisions

The table below provides a list of provisions made by the authority at the end of the financial year:

### *Payment of Insurance Claims*

The CFA holds an insurance provision for claims in progress. Timing of payment of these claims is difficult to predict as they may be subject to legal process. The amounts put aside are decided upon by reviewing the current level of claims and assessing the likelihood of their success. There are currently no material unfunded risks.

### *Pay Award*

The pay award provision that was previously set aside was determined to be no longer required and has been transferred out.

### *Business Rate appeals*

A provision is also made for the CFA's share of any defaults on business rates. This is calculated by the Billing Authority's.

	Insurance	Pay Award	Short Term Total	Business Rate Appeals	Long Term Total
	£000	£000		£000	£000
<b>Balance at 1st April 2019</b>	<b>70</b>	<b>352</b>	<b>422</b>	<b>475</b>	<b>475</b>
2019/20 Provisions/(Reductions)	-	-	-	(46)	(46)
Amounts used in 2019/20	(5)	-	(5)	-	-
<b>Balance at 1st April 2020</b>	<b>65</b>	<b>352</b>	<b>417</b>	<b>429</b>	<b>429</b>
2020/21 Provisions/(Reductions)	-	(352)	(352)	101	101
Amounts used in 2020/21	-	-	-	-	-
<b>Balance at 31st March 2021</b>	<b>65</b>	<b>-</b>	<b>65</b>	<b>530</b>	<b>530</b>



## Note 23 Usable Reserves

Movements in the CFA's usable reserves are detailed in the table below, which indicates the statement or note that provides further detail.

	<b>Opening Balance £000</b>	<b>Movement £000</b>	<b>Closing Balance £000</b>	<b>Supporting Note</b>
General Fund	(2,147)	(440)	(2,587)	MIRS and Narrative Statement
Earmarked Reserves	(13,142)	(6,100)	(19,242)	Note 10 and Narrative Statement
<b>Total Usable Reserves</b>	<b>(15,289)</b>	<b>(6,540)</b>	<b>(21,829)</b>	

## Note 24a Unusable Reserves

Unusable reserves contain items that illustrate the difference between the Authority's financial position under accounting standards (the "accounting basis") and the amount charged to the taxpayer for the year (the "funding basis")

	<b>31st March 2020 £000</b>	<b>31st March 2021 £000</b>
Revaluation Reserve	(11,955)	(11,448)
Capital Adjustment Account	(22,572)	(23,014)
Pensions Reserve	471,528	520,543
Collection Fund Adjustment Account	(41)	1,847
Accumulated Absences Account	306	331
<b>Total Unusable Reserves</b>	<b>437,266</b>	<b>488,259</b>

## Note 24b Unusable Reserves (continued)

### Revaluation Reserve

The Revaluation Reserve contains the gains made by the CFA arising from increases in the value of its property, plant and equipment. The balance is reduced when assets with accumulated gains are:

- Revalued downwards or impaired and the gains are lost;
- Used in the provision of services and the gains are consumed through depreciation; or
- Disposed of and the gains are realised.

The reserve contains only revaluation gains accumulated since 1<sup>st</sup> April 2007, the date that the reserve was created with a balance of zero. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

	2019/20	2020/21
	£000	£000
<b>Balance at 1st April</b>	<b>(11,637)</b>	<b>(11,955)</b>
Upward revaluation of assets	(650)	(48)
Downward revaluation of assets and impairment losses not charged to the (Surplus)/Deficit on the Provision of Services	9	229
<b>(Surplus) or deficit on revaluation of non-current assets not posted to the Surplus or Deficit on the Provision of Services</b>	<b>(641)</b>	<b>181</b>
Difference between fair value depreciation and historical cost depreciation	323	326
Accumulated gains on assets sold or scrapped	-	-
<b>Balance at 31st March</b>	<b>(11,955)</b>	<b>(11,448)</b>

## Note 24c Unusable Reserves (continued)

### Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or additions to those assets under statutory provisions. The account is debited with the cost of acquisition, construction or subsequent costs as depreciation, impairment losses and amortisations are charged to the CIES (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The Account is credited with the amounts set aside by the CFA as finance for the costs of acquisition, construction and subsequent costs.

The account also contains revaluation gains accumulated on Property Plant and Equipment before the 1st April 2007, the date that the Revaluation Reserve was created to hold such gains.

This account represents amounts set aside from revenue resources or capital receipts, which have been used to finance expenditure on non-current assets, or for the repayment of external loans and other capital financing transactions. The table below provides details of the source of all the transactions posted to the account.

	2019/20	2020/21
	£000	£000
<b>Balance at 1st April</b>	<b>(20,656)</b>	<b>(22,572)</b>
Reversal of items relating to capital expenditure debited or credited to the Comprehensive		
Charges for depreciation & impairment	2,710	2,263
Revaluation losses on Property, Plant and Equipment	(301)	74
Amortisation of intangible assets	-	20
Amounts of non-current assets written off on disposal or sale as part of the (gain)/loss on disposal to the Income and Expenditure Statement	-	3
	<b>(18,247)</b>	<b>(20,212)</b>
Adjusting amounts written out of the Revaluation Reserve	(323)	(326)
Net written out amount of the cost of non-current assets consumed in the year	<b>(18,570)</b>	<b>(20,538)</b>
Capital financing applied in the year:		
Use of the Capital Receipts Reserve to finance new capital expenditure	(21)	(103)
Capital Grants, Contributions & Donated Assets credited to the Income and Expenditure Statement that have been applied to capital financing	-	(32)
Contribution from Police and Crime Commissioner towards Coalville extension project	-	-
Statutory provision for the financing of capital investment charged against the General Fund	(1,148)	(1,043)
Capital expenditure charged against the General Fund	(2,833)	(1,298)
<b>Balance at 31st March</b>	<b>(22,572)</b>	<b>(23,014)</b>

## Note 24d Unusable Reserves (continued)

### *Pensions Reserve*

The Pensions Reserve absorbs the timing differences arising from the different arrangements for accounting for post-employment benefits and for funding benefits in accordance with statutory provisions. The CFA accounts for post-employment benefits in the CIES as the benefits are earned by employees accruing years of service, updating the liabilities recognised to reflect inflation, changing assumptions and investment returns on any resources set aside to meet the costs. However, statutory arrangements require benefits earned to be financed as the CFA makes employer's contributions to pension funds or eventually pays any pensions for which it is directly responsible. The debit balance on the Pensions Reserve therefore shows a substantial shortfall in the benefits earned by past and current employees and the resources the CFA has set aside to meet them. The statutory arrangements will ensure that funding will have been set aside by the time the benefits come to be paid.

	2019/20	2020/21
	£000	£000
<b>Balance at 1st April</b>	<b>500,644</b>	<b>471,528</b>
Remeasurement of the Net Defined Benefit Liability	(41,658)	39,997
Reversal of items relating to retirement benefits debited or credited to the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement	24,223	22,146
Employer's pensions contributions and direct payments to pensioners payable in the year	(11,681)	(13,128)
<b>Balance at 31st March</b>	<b>471,528</b>	<b>520,543</b>

## Note 24e&f Unusable Reserves (continued)

### Collection Fund Adjustment Account

The Collection Fund Adjustment Account manages the differences arising from the recognition of council tax and non-domestic rates (NDR) income in the CIES as it falls due from council tax payers and business rates payers compared with the statutory arrangements for paying across amounts to the General Fund from the Collection Fund.

	2019/20	2020/21
	£000	£000
<b>Balance at 1st April</b>	<b>(114)</b>	<b>(41)</b>
Amount by which council tax income credited to the Comprehensive Income and Expenditure Statement is different from council tax income calculated for the year in accordance with statutory requirements	73	1,888
<b>Balance at 31st March</b>	<b>(41)</b>	<b>1,847</b>

	2019/20	2020/21
	£000	£000
<b>Balance at 1st April</b>	<b>214</b>	<b>306</b>
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	92	25
<b>Balance at 31st March</b>	<b>306</b>	<b>331</b>

### Accumulated Absences Account

The Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund Balance from accruing for compensated absences earned but not taken in the year, e.g. annual leave entitlement carried forward as at the 31st March. Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

## Note 25 Cash Flow Statement - Operating Activities

	2019/20	2020/21
	<b>Restated</b>	
	<b>£000</b>	<b>£000</b>
Interest received	(100)	(18)
Dividend received	-	
Interest paid	581	590
<b>Net interest</b>	<b>481</b>	<b>572</b>
The surplus on the provision of services has been adjusted for the following non-cash movements:		
	2019/20	2020/21
	<b>£000</b>	<b>£000</b>
Depreciation	(2,710)	(2,263)
Downward revaluations, impairment losses and reversal of prior year impairments	301	(74)
Amortisation	-	(20)
(Increase) / decrease in creditors	(297)	(72)
Increase / (decrease) in debtors	(2,107)	4,234
(Increase) / decrease in provisions	51	251
Increase / (decrease) in inventories	14	11
Movement in pension liability	(12,542)	(9,018)
Other non-cash items charged to the net surplus or deficit on the provision of services	4	
<b>Adjustments to net surplus deficit on the provisions of services for non cash movements Items classified elsewhere in the statement</b>	<b>(17,286)</b>	<b>(6,951)</b>

## Note 26 Cash Flow Statement Investment Activities

	2019/20	2020/21
	£000	£000
Purchase of property, plant and equipment and intangible assets	3,034	1,433
Proceeds from sale of property, plant and equipment and int assets	(21)	(103)
<b>Net Cash Flows from Investing Activities</b>	<b>3,013</b>	<b>1,330</b>

## Note 27 Cash Flow Statement Financing Activities

	2019/20	2020/21
	£000	£000
Repayments of short and long-term borrowing	558	1,369
Other payments for financing activities		103
<b>Net Cash Flows from Financing Activities</b>	<b>558</b>	<b>1,472</b>



## Note 28 Trading Operations

### Forge Health

The CFA operates a trading company named Forge Health Limited as a wholly owned subsidiary. Its main activity is the provision of occupational health services to the private and public sectors. The Company employs no members of staff but instead uses the CFA's staff (for which it pays a fee) and independent contractors to deliver its services. There are no non-current or intangible assets owned by the Company for the year ending 31st March 2021.

For the year 2020/21, Forge Health Limited reported turnover of £79k and a post tax loss of £21k (turnover of £161k and post tax loss of £11k in 2019/20). As in 2019/20, no dividends were proposed or paid due to the trading downturn as a result of the Covid-19 pandemic.

Note 33 of these accounts discloses the total transactions with Forge Health Limited and amounts due from/to at the year end.

The accounts of the Company are completed on the same financial year basis as the CFA and accounting policies are aligned. The accounts of the Company are not yet available. It is considered that the interests in Forge Health Limited are not material therefore group accounts are not presented.

	2019/20			2020/21		
	Turnover	Expenditure	(Surplus)/ Deficit	Turnover	Expenditure	(Surplus) / Deficit
	£000	£000	£000	£000	£000	£000
Forge Health	(161)	148	(13)	(79)	100	21
<b>Total</b>	<b>(161)</b>	<b>148</b>	<b>(13)</b>	<b>(79)</b>	<b>100</b>	<b>21</b>

## Note 29 Members' Allowances

The CFA paid the following amounts to members of the CFA during the year:

	2019/20	2020/21
	£000	£000
Basic Allowance Payments	55	56
Special Responsibility Payments	18	19
General Expense Payments	1	-
<b>Total</b>	<b>74</b>	<b>75</b>

## Note 30 Officers' Remuneration

This note comprises two parts. The first discloses the remuneration of the CFA's most senior officers. The second part discloses the total number of 'higher paid' CFA officers whose remuneration exceeded £50k during 2020/21, shown in bands and excluding those senior officers in the first part.

### **Part 1 - Senior Employees' Remuneration**

The table shows the amounts paid to the holders of senior posts in 2020/21 with comparative data from 2019/20 where applicable.

Senior employees are defined as certain statutory chief officer posts, those earning over £150k per annum and those earning less than this sum but reporting directly to the Chief Fire and Rescue Officer. There are two such officers, in 2020/21, which represents no change from 2019/20.

Remuneration in this table (as defined in statutory regulations) includes salary, fees/allowances, employer's pension contributions, taxable benefits and any compensation for loss of office.

Post	Financial Year	Salary, Fees and Allowances	Pension Contributions	Total
		£000	£000	£000
Chief Fire Officer (note 1)	2020/21	74	22	<b>96</b>
	2019/20	134	49	<b>183</b>
Chief Fire Officer (note 2)	2020/21	80	18	<b>98</b>
	2019/20			-
Assistant Chief Fire and Rescue Officer - Service Delivery (note 3)	2020/21	44	13	<b>57</b>
	2019/20	83	17	<b>100</b>
Assistant Chief Fire and Rescue Officer - Service Delivery (note 4)	2020/21	63	13	<b>76</b>
	2019/20			-
Assistant Chief Fire and Rescue Officer - Service Support (note 5)	2020/21	91	34	<b>125</b>
	2019/20	107	40	<b>147</b>
Assistant Chief Fire and Rescue Officer - Service Support (note 6)	2020/21	63	13	<b>76</b>
	2019/20			-

Notes:

- 1) The CFO left on 4th September 2020
- 2) The new CFO started on 5th September 2020
- 3) The Assistant CFO - Service Delivery left the role on 4th September to become the new CFO
- 4) The new Assistant CFO - Service Delivery started on 5th September 2020
- 5) The Assistant CFO - Service Support left the role on 31 January 2021
- 6) The new Assistant CFO - Service Support started on 5th September 2020

## Note 30 Officers' Remuneration (continued)

### Part 2 - Higher Paid Employees

The number of other CFA employees receiving more than £50,000 remuneration for the year is shown in the table below. In line with the relevant regulations, the table excludes the senior officers listed in the table above.

It should be noted that the definition of remuneration in this table differs from that in the table above (in line with regulations) as it excludes employer's pension contributions.

The table includes compensation for loss of office, so employees who left in the year may appear in a higher band than the equivalent role would appear in based on a normal year's salary. Equally, some posts would not be included in the table based on a normal year's salary, but are included because of payments for compensation for loss of office.

The threshold for inclusion in this report is defined in regulations and remains static at £50k annually. Salaries paid to staff include annual pay increases as and when these are awarded, increasing the scope of the report over time.

Leicestershire Fire and Rescue Service buy in the services of the Chief Financial Officer and the Monitoring Officer from neighbouring authorities. These roles are recharged to the Authority.

Remuneration Band £	Number of Employees	
	2019/20	2020/21
50,000-54,999	35	23
55,000-59,999	10	22
60,000-64,999	6	6
65,000-69,999	1	1
70,000-74,999	-	1
75,000-79,999	3	1
<b>Total</b>	<b>55</b>	<b>54</b>

## Note 31 External Audit Costs

The CFA has incurred the following costs in relation to the audit of the Statement of Accounts, certification of grant claims and statutory inspections and to non-audit services provided by the CFA's external auditors:

	2019/20	2020/21
	£000	£000
Fees payable with regard to external audit services carried out by the appointed auditor for the year	23	23
Additional fees due to increased work undertaken	7	-
	<b>30</b>	<b>23</b>

It is anticipated additional fees will be charged in 2020/21, in response to regulatory changes. These fees are yet to be agreed.

## Note 32 Grant Income

The CFA credited the following grants to the CIES:

### Revenue grants recognised in the year

	2019/20	2020/21
	£000	£000
<b>Credited to Cost of Services</b>		
Fire Pensions Grant	1,795	1,795
ESN Infrastructure Grant	-	1,061
New Dimensions Grant	850	850
Grenfell Grants	-	376
Firelink Grant	336	352
Other Grants	7	57
<b>Total Credited to Cost of Services</b>	<b>2,988</b>	<b>4,491</b>
<b>Credited to Taxation &amp; Non-Specific Grant Income</b>		
Revenue Support Grant	-	4,318
Covid 19 Grant	159	951
Covid 19 Collection Fund Compensation Grants	-	2,377
<b>Total Credited to Taxation &amp; Non-Specific Grant Income</b>	<b>159</b>	<b>7,646</b>
<b>Total Recognised in Year</b>	<b>3,147</b>	<b>12,137</b>

## Note 33 Related Parties

The CFA is required to disclose material transactions with related parties - bodies or individuals that have the potential to control, or to be controlled or influenced by the CFA. Disclosures of these transactions assesses the extent to which the CFA might have been constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with the CFA.

### Central Government

The Home Office has significant influence on the general operation of the CFA - it is responsible for providing the statutory framework within which the CFA operates, provides a large proportion of its funding in the form of grants and prescribes the terms of many of the transactions that the CFA has with other parties (e.g. council tax). Grants received from government departments are set out in Note 14. Income of £11,873k was received in 2020/21 (£9,720k in 2019/20). Expenditure with Central Government bodies totalled £547k in 2020/21 (£561k in 2019/20).

### Members

Members of the CFA have direct control over the CFA's financial and operating policies. The total of members' allowances paid in 2020/21 is shown in note 29. During 2020/21, no works and services were commissioned from companies in which members declared an interest.

### Officers

Officers of the CFA have significant influence over the CFA's financial and operating policies. During 2020/21, no works and services were commissioned from companies in which officers declared an interest.

### Other Public Bodies

Leicester City Council, Leicestershire County Council and Rutland County Council are statutory members to the CFA who also supply services to the CFA. In 2020/21, a total of £1,111k was spent with these partners (£1,059k in 2019/20). A total of £235k was owing to these partners at 31st March 2021 (£227k at 31st March 2020).

### Entities Controlled or Significantly Influenced by the CFA

#### Forge Health Limited

The CFA has control of Forge Health Limited, a wholly owned subsidiary. No dividend is due for 2020/21.

#### Fire and Rescue Indemnity Company Limited

Twelve fire and rescue authorities, including Leicestershire, are members of the Fire and Rescue Indemnity Company Limited (FRIC). The CFA's risk protection arrangements are provided through the pooled funds of the company. Payments amounting to £394k were paid to FRIC in 2020/21 (£301k in 2019/20).

## Note 34 Capital Expenditure and Capital Financing

The CFA had an opening capital financing requirement of £17,848k at the 1st April 2020 and a closing capital financing requirement of £16,805k at the 31st March 2021.

Details of capital expenditure incurred during the year and how it was financed shown in the table.

This includes property, plant and equipment and intangible assets (Notes 15 and 16).

	2019/20	2020/21
	£000	£000
<b>Opening Capital Financing Requirement</b>	<b>18,996</b>	<b>17,848</b>
<b>Capital Investment</b>		
Land and Buildings	155	90
Vehicles, Plant and Equipment	2,624	681
Assets In Construction	26	618
Intangibles	49	44
<b>Total Capital Investment</b>	<b>2,854</b>	<b>1,433</b>
<b>Sources of Finance</b>		
Capital Receipts	(21)	(103)
Grants	-	(32)
Sums set aside from revenue:		
Direct Revenue Contributions	(2,833)	(1,298)
MRP	(1,148)	(1,043)
<b>Total Sources of Finance</b>	<b>(4,002)</b>	<b>(2,476)</b>
<b>Closing Capital Financing Requirement</b>	<b>17,848</b>	<b>16,805</b>
<b>Increase/(Decrease) in Capital Financing Requirement</b>	<b>(1,148)</b>	<b>(1,043)</b>



## Note 35 Leases

### CFA as Lessee

#### Finance Leases

Finance lease rentals paid to lessors relating to 2020/21 totalled £661k (£616k 2019/20) of which £43k was interest and £619k was principal. All finance leases relate to Vehicles, Plant and Equipment and the net book value of these assets at the 31st March 2021 is £839k.

	Minimum Lease Payments		Finance Lease Liabilities	
	31st March	31st March	31st March	31st March
	2020	2021	2020	2021
	£000	£000	£000	£000
Within one year	603	331	619	340
Within 2 to 5 years	634	319	637	322
Later than 5 years	42	22	50	25
<b>Total</b>	<b>1,279</b>	<b>672</b>	<b>1,306</b>	<b>687</b>

### CFA as Lessor

#### Operating Leases

Operating lease rentals received relating to 2020/21 totalled £13k (£7k 2019/20). Part of Birstall HQ and Coalville station are leased to EMAS for £7k & £13K per annum respectively. Part of Coalville Station is leased to Leicestershire Police at a Peppercorn rent.

	Operating Leases	
	31st March	31st March
	2020	2021
	£000	£000
Within one year	7	20
Within 2 to 5 years	35	79
Later than 5 years	10	54
<b>Total</b>	<b>52</b>	<b>153</b>

## Note 36 Termination Benefits

The CFA terminated the contract of two employees in 2020/21, incurring costs of £53k (2 employees costing £10k in 2019/20).

Band	Total number of exit packages by cost band	Total cost of exit 2019/20	Total number of exit packages by cost band	Total cost of exit 2020/21
	2019/20	£000	2020/21	£000
<b>Compulsory</b>				
0-20,000	2	10		
20,001 - 40,000			-	-
<b>Total Compulsory</b>	<b>2</b>	<b>10</b>	<b>-</b>	<b>-</b>
<b>Voluntary</b>				
20,001 - 40,000	-	-	2	53
<b>Total Voluntary</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>53</b>

## Note 37 Defined Benefit Pension Schemes

### ***Participation in Pension Schemes***

As part of the terms and conditions of employment of its officers and other employees, the CFA makes contributions towards the cost of post-employment benefits. Although these benefits will not actually be payable until the employees retire, the CFA has a commitment to make the payments (for those benefits) and to disclose them at the time that employees earn their future entitlement.

The five pension schemes provide members with defined benefits related to pay and service and are detailed below:

### **(i) Uniformed Firefighters**

This is made up of four unfunded schemes which means that there are no investment assets to match with the liability thus cash has to be generated to meet actual pension payments as they fall due.

### **(ii) Control and Support Staff**

Employees, subject to certain qualifying criteria are eligible to join the LGPS administered by Leicestershire County Council. This is a funded defined benefit scheme meaning that the CFA and employees pay contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets.

## Note 37 Defined Benefit Pension Schemes (continued)

### Transactions Relating to Post-Employment Benefits– LGPS

The cost of retirement benefits is recognised in the reported cost of services when they are earned by employees, rather than when the benefits are eventually paid as pensions. However, the charge required to be made against council tax is based on the cash payable in the year, so the real cost of post-employment/ retirement benefits is reversed out of the General Fund via the MIRS. The following transactions have been made in the CIES and the general fund balance via the MIRS during the year:

<b>Local Government Pension Scheme</b>	<b>2019/20</b>	<b>2020/21</b>
	<b>£000</b>	<b>£000</b>
<b>Comprehensive Income and Expenditure Statement</b>		
<u>Cost of Services</u>		
Current service cost	1,703	1,347
Past service cost	-	11
Settlements and curtailments		
<b>Total Service Cost</b>	<b>1,703</b>	<b>1,358</b>
<b>Financing and Investment Income and Expenditure</b>		
Expected return on scheme assets		
Interest cost	420	278
<b>Net Interest Cost</b>	<b>420</b>	<b>278</b>
<b>Total Post-employment Benefit charged to the (Surplus) or Deficit on the Provision of Services</b>	<b>2,123</b>	<b>1,636</b>
Other post-employment benefit charged to the Comprehensive Income and Expenditure Statement		
Return on plan assets excluding amounts included in net interest	2,878	(5,642)
Actuarial (gains)/losses arising from changes in demographic assumptions	(1,548)	677
Actuarial (gains)/losses arising from changes in financial assumptions	(6,179)	12,775
Other Experience adjustments	(1,599)	(363)
<b>Total remeasurements recognised in the Comprehensive Income and Expenditure Statement</b>	<b>(6,448)</b>	<b>7,447</b>
<b>Total post-employment Benefit charged to the Comprehensive Income and Expenditure statement</b>	<b>(4,325)</b>	<b>9,083</b>
<b>Movement in Reserves Statement</b>		
Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post-employment benefits	(2,123)	(1,636)
Actual amount charged against the General Fund Balance for pensions in the year (Employers contributions paid to the scheme)	861	938
<b>Total Movement in Reserves</b>	<b>(1,262)</b>	<b>(698)</b>

## Note 37 Defined Benefit Pension Schemes (continued)

2020/21	Firefighters' Pension Scheme 1992	Firefighters' Pension Scheme 2006	Firefighters' Pension Scheme 2015	Injury Benefit Scheme	Consolidated Firefighters Pension Schemes
	£000	£000	£000	£000	£000
Comprehensive Income and Expenditure Statement					
<u>Cost of Services</u>					
Current service cost	1,150	30	8,770	230	10,180
Past Service Cost					0
<b>Total Service Cost</b>	<b>1,150</b>	<b>30</b>	<b>8,770</b>	<b>230</b>	<b>10,180</b>
Financing and Investment Income and Expenditure					
Interest cost	8,870	580	780	100	10,330
<b>Net Interest cost</b>	<b>8,870</b>	<b>580</b>	<b>780</b>	<b>100</b>	<b>10,330</b>
<b>Total Post-employment Benefit charged to the (Surplus) or Deficit on the Provision of Services</b>	<b>10,020</b>	<b>610</b>	<b>9,550</b>	<b>330</b>	<b>20,510</b>
Other post-employment benefit charged to the Comprehensive Income and Expenditure Statement					
Actuarial (gains)/losses arising from changes in demographic assumptions					-
Actuarial (gains)/losses arising from changes in financial assumptions	37,420	4,200	6,000	280	47,900
Other Experience adjustments	(7,520)	(1,470)	(6,280)	(80)	(15,350)
<b>Total remeasurements recognised in the Comprehensive Income and Expenditure Statement</b>	<b>29,900</b>	<b>2,730</b>	<b>(280)</b>	<b>200</b>	<b>32,550</b>
<b>Total post-employment Benefit charged to the Comprehensive Income and Expenditure statement</b>	<b>39,920</b>	<b>3,340</b>	<b>9,270</b>	<b>530</b>	<b>53,060</b>
Movement in Reserves Statement					
Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post-employment benefits	(10,020)	(610)	(9,550)	(330)	(20,510)
Actual amount charged against the General Fund Balance for pensions in the year (Employers contributions paid to the scheme)	12,520	110	(560)	120	12,190
<b>Total Movement in Reserves</b>	<b>2,500</b>	<b>(500)</b>	<b>(10,110)</b>	<b>(210)</b>	<b>(8,320)</b>

## Note 37 Defined Benefit Pension Schemes (continued)

2019/20	Firefighters' Pension Scheme 1992	Firefighters' Pension Scheme 2006	Firefighters' Pension Scheme 2015	Injury Benefit Scheme	Consolidated Firefighters Pension Schemes
	£000	£000	£000	£000	£000
Comprehensive Income and Expenditure Statement					
<u>Cost of Services</u>					
Current service cost	2,220	110	9,780	190	<b>12,300</b>
Past Service Year Cost	1,750	(1,950)	-	-	<b>200</b>
<b>Total Service Cost</b>	<b>3,970</b>	<b>(1,840)</b>	<b>9,780</b>	<b>190</b>	<b>12,100</b>
Financing and Investment Income and Expenditure					
Interest cost	10,410	700	650	110	11,870
<b>Net Interest cost</b>	<b>10,410</b>	<b>700</b>	<b>650</b>	<b>110</b>	<b>11,870</b>
<b>Total Post-employment Benefit charged to the (Surplus) or Deficit on the Provision of Services</b>	<b>14,380</b>	<b>- 1,140</b>	<b>10,430</b>	<b>300</b>	<b>23,970</b>
Other post-employment benefit charged to the Comprehensive Income and Expenditure Statement					
Actuarial (gains)/losses arising from changes in demographic assumptions	(12,730)	(1,000)	(980)	(160)	(14,870)
Actuarial (gains)/losses arising from changes in financial assumptions	(15,410)	(1,800)	(1,200)	(90)	(18,500)
Other Experience adjustments	(3,360)	1,190	500	(170)	(1,840)
<b>Total remeasurements recognised in the Comprehensive Income and Expenditure Statement</b>	<b>(31,500)</b>	<b>(1,610)</b>	<b>(1,680)</b>	<b>(420)</b>	<b>(35,210)</b>
<b>Total post-employment Benefit charged to the Comprehensive Income and Expenditure statement</b>	<b>(17,120)</b>	<b>(2,750)</b>	<b>8,750</b>	<b>(120)</b>	<b>(11,240)</b>
Movement in Reserves Statement					
Reversal of net charges made to the Surplus or Deficit for the Provision of Services for post-employment benefits	(14,380)	1,140	(10,430)	(300)	(23,970)
Actual amount charged against the General Fund Balance for pensions in the year (Employers contributions paid to the scheme)	989	54	3,204	-	4,247
<b>Total Movement in Reserves</b>	<b>(13,391)</b>	<b>1,194</b>	<b>(7,226)</b>	<b>(300)</b>	<b>(19,723)</b>

## Note 37 Defined Benefit Pension Schemes (continued)

### Pensions Assets and Liabilities Recognised in the Balance Sheet - LGPS

	2019/20	LGPS
		£000
Present value of the defined benefit obligation		39,747
Fair value of plan assets		(27,879)
<b>Net liability arising from defined benefit obligation</b>		<b>11,868</b>
	<b>2020/21</b>	
Present value of the defined benefit obligation		54,674
Fair value of plan assets		(34,661)
<b>Net liability arising from defined benefit obligation</b>		<b>20,013</b>

### Reconciliation of the Movements in the Fair Value of Plan Assets - LGPS

	2019/20	2020/21
	£000	£000
Opening fair value of scheme assets	29,654	27,879
Interest Income	718	646
	Remeasurement (gain)/loss:	
The return on plan assets, excluding the amount included in the net interest expense	(2,878)	5,642
Contributions from scheme employer	856	933
Contributions from employees into the scheme	248	260
Contributions in respect of unfunded benefits	5	5
Unfunded benefits paid	(5)	(5)
Benefits paid	(719)	(699)
<b>Closing fair value of scheme assets</b>	<b>27,879</b>	<b>34,661</b>

## Note 37 Defined Benefit Pension Schemes (continued)

### Reconciliation of Present Value of the Plan Liabilities - LGPS

	2019/20	2020/21
	£000	£000
Funded Liabilities	46,624	39,672
Unfunded Liabilities	84	75
Opening Balance at 1st April	46,708	39,747
Current service cost	1,703	1,347
Interest cost	1,138	924
Contributions from scheme participants	248	260
Remeasurement gain/(loss):		
Actuarial (gains)/losses arising from changes in demographic assumptions	(1,548)	677
Actuarial gains/losses arising from changes in financial assumptions	(6,179)	12,775
Other experience	(1,599)	(363)
Past service costs	-	11
Benefits paid	(719)	(699)
Unfunded benefits paid	(5)	(5)
<b>Closing balance at the 31st March</b>	<b>39,747</b>	<b>54,674</b>
<b>Represented by:</b>		
Funded Liabilities	39,663	54,599
Unfunded Liabilities	84	75
<b>Closing balance at the 31st March</b>	<b>39,747</b>	<b>54,674</b>



## Note 37 Defined Benefit Pension Schemes (continued)

### Reconciliation of Present Value of the Scheme Liabilities - Firefighters Schemes

	Firefighters' Pension Scheme 1992	Firefighters' Pension Scheme 2006	Firefighters' Pension Scheme 2015	Injury Benefit Scheme	Consolidated Firefighters' Pension Schemes
	£000	£000	£000	£000	£000
Opening balance at the 1st April 2019	429,230	28,820	21,110	4,430	483,590
Current service costs (net of employee contributions)	1,820	60	8,360	190	10,430
Past service costs*	1,750	(1,950)	-	-	(200)
Contributions by scheme participants	400	50	1,420		1,870
<b>Remeasurement gain:</b>					
Actuarial gains/losses arising from changes in demographic assumptions	(12,730)	(1,000)	(980)	(160)	(14,870)
Actuarial gains/losses arising from changes in financial assumptions	(15,410)	(1,800)	(1,200)	(90)	(18,500)
Other experience	(3,360)	1,190	500	(170)	(1,840)
Finance Interest cost	10,410	700	650	110	11,870
Benefits paid	(12,340)	(200)	(30)	(120)	(12,690)
<b>Closing balance at the 31st March 2020</b>	<b>399,770</b>	<b>25,870</b>	<b>29,830</b>	<b>4,190</b>	<b>459,660</b>
Current service costs (net of employee contributions)	1,150	30	8,770	230	10,180
Contributions by scheme participants	280	30	1,570		1,880
<b>Remeasurement gain:</b>					
Actuarial gains/losses arising from changes in financial assumptions	37,420	4,200	6,000	280	47,900
Other experience	(7,520)	(1,470)	(6,280)	(80)	(15,350)
Finance Interest cost	8,870	580	780	100	10,330
Benefits paid	(12,800)	(140)	(1,010)	(120)	(14,070)
<b>Closing balance at the 31st March 2021</b>	<b>427,170</b>	<b>29,100</b>	<b>39,660</b>	<b>4,600</b>	<b>500,530</b>

\*In the 2019/20 Statement of Accounts, the past service costs amount of (£1,950K) was reflected in the 2015 Scheme column in error.

## Note 37 Defined Benefit Pension Schemes (continued)

The Local Government Pension Scheme's assets consist of the categories in the table, by proportion of the total assets held:

	2019/20		2020/21	
	Bid Values	Percentage of Total	Bid Values	Percentage of Total
	£000	Assets	£000	Assets
<b>Cash and Cash Equivalents</b>				
All	835	3%	1,038	3%
<b>Quoted prices in active markets</b>				
<b>Equity Securities</b>				
Consumer	71	0%	89	0%
Manufacturing	21	0%	26	0%
Energy and Utilities	59	0%	73	0%
Financial Institutions	89	0%	110	0%
Information Technology	24	0%	29	0%
Health and Care	21	0%	25	0%
Other	202	1%	251	1%
<b>Bonds</b>				
UK Government	2,356	8%	2,935	8%
Other	361	1%	449	1%
<b>Investment Fund and Unit Trusts</b>				
Equities	11,197	40%	13,921	40%
Bonds	1,178	4%	1,465	4%
Hedge Funds	2	0%	3	0%
Other	2,791	10%	7,053	20%
<b>Derivatives</b>				
Foreign Exchange	(35)	0%		0%
<b>Quoted prices not in active markets</b>				
<b>Property</b>				
UK Property	2,084	7%	2,591	7%
<b>Private Equity</b>				
All	1,286	5%	1,598	5%
<b>Investment Fund and Unit Trusts</b>				
Bonds	-	0%	-	0%
UK Government	4	0%	-	0%
Hedge Funds	-	0%	-	0%
Other	2,882	10%	-	0%
Commodities	986	4%	1,226	4%
Infrastructure	1,466	5%	1,823	5%
Foreign Exchange	-	0%	(44)	0%
<b>Total</b>	<b>27,879</b>	<b>100%</b>	<b>34,661</b>	<b>100%</b>

## Note 37 Defined Benefit Pension Schemes (continued)

### **Basis for Estimating Assets and Liabilities**

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates, salary levels, etc.

The fund liabilities have been assessed by Hymans Robertson LLP for LGPS.

The Firefighter Pension Scheme has been assessed by the Government Actuary's Department (GAD).

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table. The sensitivity analyses overleaf have been determined based on reasonably possible changes of the assumptions occurring at the end of the year and assumes for each change that the assumption analysed changes while all the other assumptions remain constant.

The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method. The methods and types of assumptions used in preparing the sensitivity analysis overleaf did not change from those used in the previous year.

The main assumptions used by the actuary have been:

	LGPS		Fire Pension Scheme	
	2019/20	2020/21	2019/20	2020/21
<b>Mortality assumptions:</b>				
Longevity at 65 for current pensioners (years):				
Men	21.5	21.7	21.3	21.4
Women	23.8	24.2	21.3	21.4
Longevity at 65 for future pensioners (years):				
Men	22.2	22.6	23.0	23.1
Women	25.2	25.9	23.0	23.1
<b>Benefit entitlement assumptions:</b>				
Rate of increase in salaries	2.3%	3.3%	4.0%	4.2%
Rate of increase in pensions	1.8%	2.8%	2.0%	2.4%
Rate for discounting scheme liabilities	2.3%	2.1%	2.3%	2.0%
Take-up of option to convert annual pension into retirement lump-sum – relating to service pre April 2008	50.0%	50.0%	-	-
Take-up of option to convert annual pension into retirement lump-sum – relating to service post April 2008	75.0%	75.0%	-	-
Rate of Inflation (firefighters schemes)	-	-	2.0%	2.4%

## Note 37 Defined Benefit Pension Schemes (continued)

### Impact on the Defined Benefit Obligation in the Plan/Scheme

The actuary estimate that a one year increase in life expectancy would approximately increase the LGPS Employer's Defined Benefit Obligation by around 3-5%.

Opposite provides details on the impacts in relation to any changes in assumptions.

	Change in Assumption	
	LGPS	Fire Pension Schemes
	£000	£000
Longevity (change of 1 year)		17,000
Rate of increase in salaries (change of 0.5%)	881	8,000
Rate of increase in pensions (change of 0.5%)	5,326	39,000
Rate of discounting scheme liabilities (increase of 0.5%)	6,354	(44,000)

### Impact on the CFA's Cash Flows

#### Local Government Pension Scheme

The liabilities show the underlying commitments that the Authority has in the long run to pay post-employment (retirement) benefits. The net liability on the Balance Sheet is £20,013K. However, statutory arrangements for funding the deficit mean that the financial position of the Authority remains healthy. The deficit on the local government scheme will be funded by increased contributions over the remaining working life of employees (ie. Before payments fall due), as assessed but the scheme actuary. Finance is only required to be raised to cover discretionary benefits when the pensions are actually paid.

#### Firefighters Pension Scheme

The Fire Pension scheme is unfunded schemes and therefore has no target funding level.

The methodology for calculating employer contribution rates to the Fire Pensions Schemes for the 2012 valuation is set out in 'The Public Services (Valuations and Employer Cost Cap) Directions 2014.

## Note 37 Defined Benefit Pension Schemes (continued)

### Assets and Liabilities in Relation to Post-employment Benefits

Reconciliation of present value of the scheme liabilities (defined benefit obligation):

LGPS	2019/20	2020/21
	£000	£000
<b>Balance at 1st April</b>	<b>46,708</b>	<b>39,747</b>
Current service cost	1,703	1,347
Past service costs (including curtailments)	-	11
Interest cost	1,138	924
Contributions by scheme participants	248	260
Benefits paid	(724)	(704)
Remeasurements arising from changes in assumptions	(9,326)	13,089
<b>Balance at 31st March</b>	<b>39,747</b>	<b>54,674</b>

Reconciliation of fair value of the scheme (plan) assets:

LGPS	2019/20	2020/21
	£000	£000
<b>Balance at 1st April</b>	<b>29,654</b>	<b>27,879</b>
Interest income	718	646
Contributions by scheme participants	248	260
Employer contributions	856	933
Benefits paid	(719)	(699)
Return on plan assets excluding amounts included in net interest	(2,878)	5,642
<b>Balance at 31st March</b>	<b>27,879</b>	<b>34,661</b>

The expected return on scheme assets is determined by considering the expected returns available on the assets underlying the current investment policy. Expected yields on fixed interest investments are based on gross redemption yields as at the Balance Sheet date. Expected returns on equity investments reflect long-term real rates of return experienced in the respective markets.

## Note 38 Contingent Liabilities

The Fire Service has not identified any contingent liabilities in the 2020/21 accounts.

## Note 39 Nature and Extent of Risks arising from Financial Instruments

The CFA's activities expose it to a variety of financial risks:

~ Credit risk - the possibility that other parties might fail to pay amounts due to the CFA

~ Liquidity risk - the possibility that the CFA might not have funds available to meet its commitments to make payments

~ Market risk - the possibility that financial loss might arise as a result of changes in, for example, interest rates

The CIPFA Code of Practice on Treasury Management has been adopted by the CFA and a Treasury Management Strategy is approved by the CFA each year. In addition, half yearly and annual reports are presented to CFA which highlight investment and borrowing progress and explain departures from the strategy. In this way, the risks are actively managed.

## Note 39 Nature and Extent of Risks arising from Financial Instruments (continued)

### a) Credit Risk

Credit risk arises from deposits with banks and financial institutions and from providing chargeable services to customers. The CFA publishes criteria for lending surplus cash in the Medium Term Financial Strategy. The facilities applicable in this financial year are:

Institutions will be not be used where there are any doubts about their security.

Invoices to customers for chargeable services are of relatively low value.

The following analysis summarises the CFA's potential maximum exposure to credit risk based on actual experience in terms of deposits and percentage of debt which has been written off as unrecoverable over the last three years in terms of debtors. All deposits shown on the Balance Sheet as at the 31st March 2021 were repaid to the CFA before the date the Statement of Accounts was authorised for issue where repayment was due in this period. There is no reason to doubt the credit quality of any of the customers amounts, whether current or past due for payment.

The majority of the CFA's liquid cash is invested with Leicester City Council, who also govern the CFA's Treasury Management activities.

Investment Type	Minimum Credit Criteria / Sector Colour Band	Max % of total investments/ £ limit per institution	Max. Maturity Period
Money Market Funds	AAA	100%	Liquid
Local Authorities	N/A	100%	1 Year
Term Deposits With Bank and Building Societies	Blue Orange Red Green	£5m	Up to 1 year Up to 1 year Up to 6 months Up to 3 months

Loans and Receivables	1st April 2020	31st March 2021	Est. Maximum Exposure to Credit Risk	Historical Experience of Default
	£000	£000	£000	£000
Deposits with banks, financial institutions	770	880	0	0.00
Deposits with local authorities	12,495	12,265	0	0.00
Trade Debtors				
- not yet due for payment	12	52	0	0.00
- past due date for payment	35	103	0	0.00
<b>Total</b>	<b>13,312</b>	<b>13,300</b>	<b>0</b>	<b>0</b>

## Note 39 Nature and Extent of Risks arising from Financial Instruments (continued)

The past due amount is analysed by age as follows:

	<b>1st April 2020</b>	<b>31st March 2021</b>
	<b>£000</b>	<b>£000</b>
Less than 1 month overdue	3	110
1-2 months overdue	2	11
2-6 months overdue	30	11
Over 6 months overdue	0	23
<b>Total</b>	<b>35</b>	<b>155</b>

### Liquidity Risk

The CFA has a comprehensive cash flow management system that seeks to ensure that cash is available as needed. If unexpected movements happen, the CFA is able to access borrowings from Leicester City Council, money markets and the PWLB. There is no significant risk that it will be unable to raise finance in order to meet its commitments under financial instruments. Instead the risk is that the CFA is exposed to is that it will be bound to replenish a significant proportion of its borrowings when interest rates are unfavourable. The CFA sets limits on the proportion of borrowings during specified periods. The maturity analysis of financial liabilities is as follows:

<b>Maturity Structure of Fixed Interest Rate Borrowing 2020/21</b>		
	Lower Limit	Upper Limit
Less than 1 year	0%	30%
12 months to 2 years	0%	30%
2 years to 5 years	0%	50%
5 years to 10 years	0%	70%
10 years and above	25%	100%

All trade and other payables are due to be repaid in less than one year.



## Note 39 Nature and Extent of Risks arising from Financial Instruments (continued)

### Market Risk

The CFA is exposed to risk in terms of its exposure to interest rate movements on its borrowing and investments. Movements in interest rates have a complex impact. For instance, a rise in interest rates would have the following effects:

~ borrowings at fixed rates – the fair value of the liabilities borrowings will fall

~ investments at variable rates – the interest income credited to the Surplus or Deficit on the Provision of Services will rise

~ investments at fixed rates – the fair value of the assets will fall.

Borrowings are not carried at fair value, so nominal gains and losses on fixed rate borrowings would not impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure. However, changes in interest payable and receivable on variable rate borrowings and investments will be posted to the Surplus or Deficit on the Provision of Services and affect the General Fund Balance. Movements in the fair value of fixed rate investments that have a quoted market price will be reflected in Other Comprehensive Income and Expenditure.

The CFA has a number of strategies for managing interest rate risk. Policy is to aim to have no borrowings in variable rate loans. During periods of falling interest rates, and where economic circumstances make it favourable, fixed rate loans will be repaid early to limit exposure to losses.

The team responsible for Treasury Management has an active strategy for assessing interest rate exposure that feeds into the setting of the annual budget and which is used to revise the budget during the year. This allows any adverse changes to be accommodated.

According to this assessment strategy, at the 31st March 2021, if interest rates had been 1% higher with all other variables held constant, the financial effects would be:

	£000
Additional interest receivable on variable rate investments (has a positive impact on the Surplus or Deficit on the Provision of Services)	132
Decrease in fair value of fixed rate borrowings liabilities (no impact on the Surplus or Deficit on the Provision of Services or Other Comprehensive Income and Expenditure)	2,805

An average rate of 0.14% (£18k) was achieved for investments, therefore this is the maximum amount which could be lost.

# Pension Fund Statement

## Firefighters' Pension Fund

Fund Account	2019/20	2020/21
	£000	£000
<b>Income to the fund</b>		
Contributions receivable:		
Fire authority contributions in relation to pensionable pay	(4,261)	(4,255)
Ill health contributions	(57)	(41)
Firefighters' contributions	(1,843)	(1,865)
Transfers in from other schemes	(70)	(2)
<b>Income to the fund</b>	<b>(6,231)</b>	<b>(6,163)</b>
<b>Spending by the fund</b>		
Benefits payable:		
Pensions	11,879	11,360
Commutation and lump-sum retirement benefits	1,523	2,594
Other payments	9	457
Payments To and On Behalf of Leavers	50	-
Transfers out to other schemes	-	-
<b>Spending by the fund</b>	<b>13,461</b>	<b>14,411</b>
<b>Deficit for the year before top up grant receivable from Home Office</b>	<b>7,230</b>	<b>8,248</b>
Top-up grant received	(5,140)	(4,684)
<b>Net Grant Receivable</b>	<b>2,090</b>	<b>3,564</b>

Firefighters' Pension fund net assets statement	31st March 2020	31st March 2021
	£000	£000
Net current assets and liabilities:		
Pensions top up grant receivable from Home Office	2,090	3,564
<b>Net grant receivable</b>	<b>2,090</b>	<b>3,564</b>

## Pension Fund Statement (continued)

1. In accordance with the requirements of IAS19 the actual cost of pensions required for council tax setting purposes is replaced by the current service cost of pensions in CIES, and reversed out in the MIRS.
2. Employee contributions, and employer contributions are paid into a separate account out of which pensions are paid. This is administered on behalf of the CFA by Leicestershire County Council Pensions Department. Any deficit on this account is made up by direct government funding from the Home Office.
3. It is these employer contributions (rather than the net cost of pensions) that are replaced in the CIES.
4. The Government has determined that this account is deemed a pension fund separate from the CIES and is thus reported on separately. There are no assets in this scheme and the difference between income and expenditure is met by direct government funding to balance the account to nil each year, and therefore there is no surplus or deficit on this fund to impact on overall CFA reserves.
5. Employer's and employee contribution levels are based on percentages of pensionable pay set nationally by the DCLG and are subject to triennial revaluation by the Government Actuary's Department.
6. The pensions fund's accounts do not take account of liabilities to pay pensions and other benefits after the 31st March 2021. These can be found in note 37 in the notes to the accounts.
7. The accounts are prepared in accordance with the same code of practice and accounting policies as outlined in the Statement of Accounting policies starting on page 24.
8. Any Government funding payable is paid in two instalments, 80% of the estimated annual amount in July and any further surplus or deficit settled with the Home Office following audit of the accounts for the year.
9. The fund is in deficit by £500,530k as at the 31<sup>st</sup> March 2021 (£459,660k as at the 31<sup>st</sup> March 2020).

# Final Statement & Glossary

# CFA Annual Governance Statement 2020/21

## 1. Introduction

The Combined Fire Authority (CFA) is committed to good corporate governance and complies with the CIPFA/SOLACE “Delivering Good Governance Framework” (2016). The Framework requires local authorities to be responsible for ensuring that:

- their business is conducted in accordance with all relevant laws and regulations
- public money is safeguarded and properly accounted for
- resources are used economically, efficiently and effectively to achieve agreed priorities which benefit local people

This statement is produced in fulfilment of the requirements under the Accounts and Audit Regulations, 2015, to prepare an annual governance statement.

## 2. The Arrangements

The CFA works within the governance framework summarised in Appendix 1, and has an approved Local Code of Corporate Governance. The following details how the CFA meets the requirements of the Framework through the core principles, systems, policies and procedures it has in place. Appendix 2 demonstrates how this has been assessed to inform the Annual Governance Statement.

### We have the following codes and rules:

- Finance and Contract Procedure Rules
- Code of Conduct for Members
- Code of Conduct for Employees
- Anti-fraud, Bribery and Corruption Policy
- Whistleblowing Policy
- Organisational Risk Management

**Our purpose is Safer People, Safer Places in both our communities and our workplaces. Our five key corporate strategies identified in our corporate plan and Integrated Risk Management Plan (IRMP) (Our Plan 2020-24) sets out how we will achieve this in each priority area. The strategies are:**

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

### We monitor:

- Delivery of Our Plan
- Performance indicators
- Delivery of the budget
- Organisational Risk Register

### We are transparent in our decision making through:

- Open CFA & committee meetings with published agenda, meeting papers and minutes
- Published Senior Management Team decisions
- Scrutiny of our project development programme through committees
- Stakeholder engagement on our budget; IRMP; key projects and partnership working
- Publication of Freedom of Information Act responses and transparency data

## CFA Annual Governance Statement 2020/21 (continued)

### We are supported by:

- Leicester City Council who provide the position of Treasurer to make arrangements for the proper administration of the CFA's financial affairs
- Leicestershire County Council who provide the position of Monitoring Officer to maintain the constitution, ensure lawfulness and fairness in decision-making, supporting members and development
- A staff intranet, which provides guidance and policy documentation
- Senior Management Team, Tactical Management Team, Project Boards and Project Teams led by senior, middle and supervisory managers to implement effective delivery of service priorities
- Support provided by specialist teams e.g Finance, IT, HR, Estates etc

### We review processes and delivery throughout the year supported by:

- Internal Audit
- External Audit
- Corporate Governance Committee
- Annual Report and Statement of Assurance

## 3. Significant Governance Issues

The CFA's review of processes enables the identification of any areas of the CFA's activities where there are significant weaknesses in financial controls, governance arrangements or the management of risk. Overall from this year's work, it can be concluded that controls are operationally effective and that the authority's financial management arrangements conform to the governance requirements of the CIPFA 'Statement on the Role of the Chief Financial Officer in Local Government'. This has been supported by the internal audit opinion which stated:

"The HoIAS gives reasonable assurance that overall the control environment was adequate and effective. Whilst there were isolated high risk rated weaknesses identified in some areas, controls to mitigate key risks are generally operating effectively. The HoIAS was on the whole satisfied with management's response to resolving identified issues and welcomed the Committee's support and engagement over them."

Risk management and internal control are a significant part of the governance framework and are designed to manage risk to a reasonable level. We cannot eliminate all risk of failure to achieve policies, aims and objectives however the above controls provide reasonable but not absolute assurance of effectiveness.

Areas of significant risk or priorities for action have been identified and are listed on the following pages, along with an update of the issues identified last year.

## CFA Annual Governance Statement 2020/21 (continued)

### Follow Up of Issues Identified in 2019/20

Issue Identified	Action taken to date:
<p><b>Budget Strategy</b> - the CFA's financial viability continues to be a key concern. In addition, we will need to plan for any long term impacts of Covid-19 on the CFA's budget.</p>	<p>The CFA has a balanced budget for 2021/22, although the Covid-19 pandemic has placed some uncertainty around future funding.</p>
<p><b>Covid-19 Pandemic</b> - impact on the resources and services delivered.</p>	<p>Close monitoring and identification of any impacts associated with Covid 19 on the ability to deliver "Our Plan". It is noted for the short term some community based services have been suspended in accordance with government and NFCC guidance, however critical delivery of operational response and community safety activity remain in place, with innovative ideas to reach communities explored.</p> <p>The CFA received £1M of covid grant funding to cover income shortfalls &amp; additional costs directly linked to covid.</p>
<p><b>Statement of Accounts</b> - in the ISA260 for 2018/19 the External Auditors flagged areas of concern when the accounts were produced.</p>	<p>The Treasurer put a plan in place to support the Finance Team and assist with producing the 2019/20 Statement of Accounts. The auditors concluded that there were marked improvements in the production of the 2019/20 accounts with better quality working papers and supporting information underpinning the disclosures in the financial statements.</p>

:

## CFA Annual Governance Statement 2019-20 (continued)

### Follow Up of Issues Identified in 2019/20 (continued)

Issue Identified	Action taken to date:
<p><b>Regional Pensions Board</b> – to move from a local pension board to a regional one with Nottinghamshire and Derbyshire Fire and Rescue Services.</p>	<p>A move towards a regional board is being kept under review. However, given that government approval will be required it is unlikely that a transition will take place in the immediate future.</p>
<p><b>Fire Service Reform</b> - Fire Service is subject to a separate independent inspection regime (HMICFRS). Working standards are being established by a Professional Standards Body.</p>	<p>Continue to progress the improvement plan monitored by CGC. Await the impact of the working standards being developed and react accordingly. HMICFRS conducted a COVID -19 Inspection in November 2020. LFRS were praised by HMICFRS for being well prepared for the pandemic and being able to provide their core statutory functions throughout. The HMICFRS Spring 2021 data collection has also been submitted in the first quarter of 2021/22.</p>



## CFA Annual Governance Statement 2020/21 (continued)

### Issues Identified in 2020/21

The areas of significant risk or priorities for action that have been identified are listed below:

Issue Identified	Planned Action:
<b>Budget Strategy</b> - There are no government spending plans beyond 2021/22. We do not yet know the long term impacts of council tax and NNDR on our funding as a result of the pandemic.	The CFA will continue to monitor its finances closely during 2021/22.
<b>Covid-19 Pandemic</b> - impact on the resources and services delivered.	The CFA will continue to closely monitor and identify the potential impacts associated with Covid 19 on the ability to deliver "Our Plan".



## CFA Annual Governance Statement 2019-20 (continued)

The Combined Fire Authority had the following governance arrangements in place during 2020/21.

Appendix 1

### Key Elements of the Governance Framework at the Combined Fire Authority are summarised below:

#### Combined Fire Authority

- Provide leadership, develop and set policy

#### Decision making

- Decisions are recorded on the CFA's website

#### Risk management

- Risk registers identify both operational and strategic risks
- Key risks are considered by Senior Management Team

#### Scrutiny and review

- Corporate Governance Committee:

Oversees the financial reporting process and ensures that an adequate risk management framework and control environment is in place.

Approves the Internal Audit Annual report and opinion.

- Employment Committee will make: recommendations to the CFA on key appointments of senior officers and will hear grievances and disciplinary proceedings against these officers.

- Pension Board ensures:

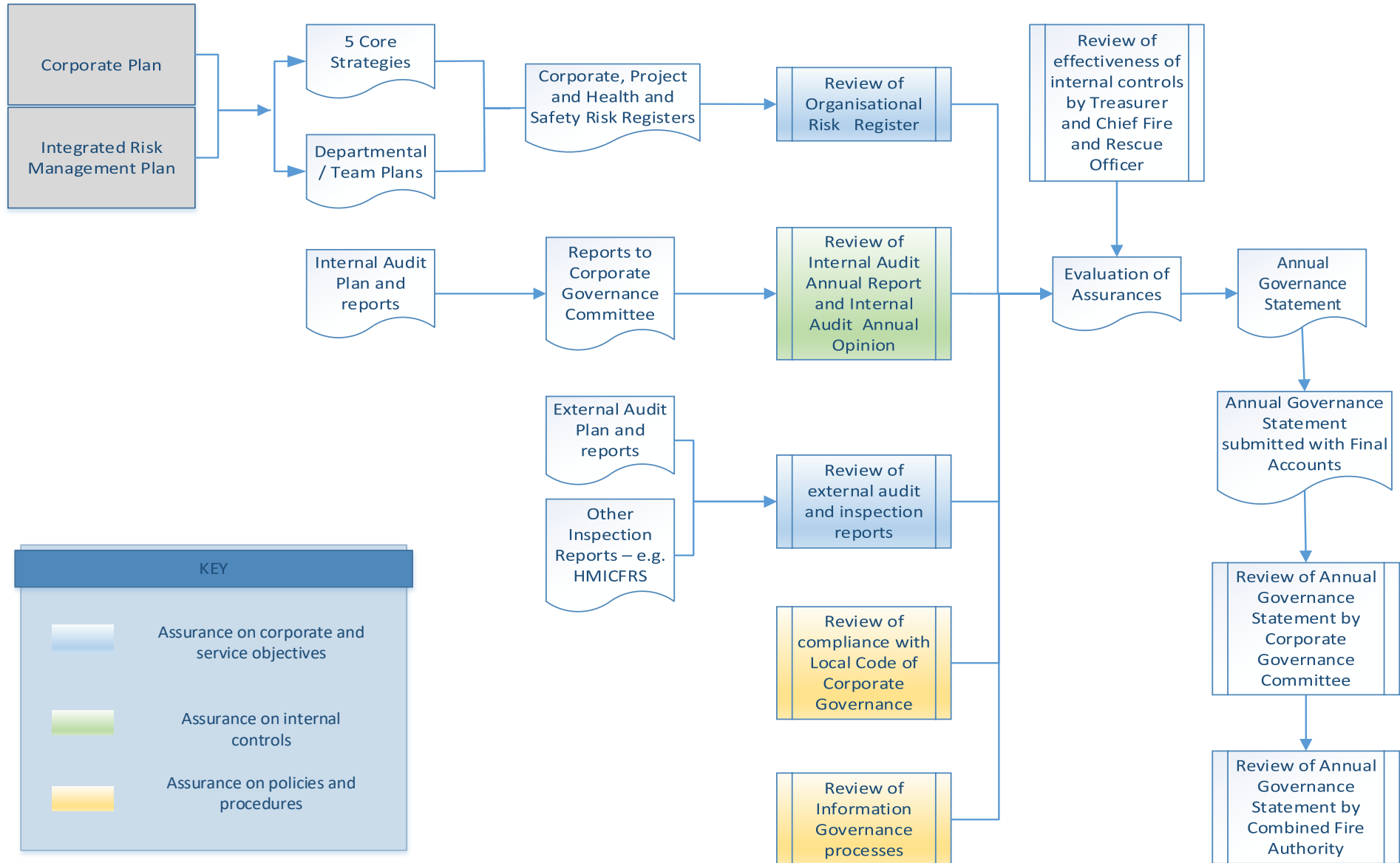
the effective governance and administration of Pension Schemes and compliance with any requirements imposed by the Pensions Regulator.

#### Senior Management Team

- Provide service level management and interface with the political leadership
- Head of Paid Service is the Chief Fire and Rescue Officer, who is responsible for leading an effective senior management team (SMT)
- The Treasurer is the s.151 Officer at Leicester City Council and is responsible for safeguarding the CFA's financial position and ensuring value for money
- Monitoring Officer is the Leicestershire County Council Director Law and Governance who is responsible for ensuring legality and promoting high standards of public conduct
- SMT includes all operational directors and service area managers.

## CFA Annual Governance Statement 2020/21 (continued)

### Governance Arrangements to inform the Annual Governance Statement



# Glossary

This Glossary explains terms that may be encountered in discussion of Local Government finance. Definitions are intended to assist a general audience, rather than reflecting exactly the technical sense in which the terms are used.

## **Accruals**

The concept that income and expenditure are recognised as they are earned or incurred, not as money is received or paid.

## **Amortisation**

The reduction of the value of an intangible asset by pro-rating its cost over a period of years.

## **Capital Expenditure**

Expenditure on the acquisition of non current assets or expenditure which adds to and not merely maintains the value of existing non current assets.

## **Capital Receipts**

Income from the sale of assets. Such income may only be used to repay loan debt or to finance new capital expenditure.

## **Cash Equivalents**

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

## **Chartered Institute of Public Finance and Accountancy (CIPFA)**

The principle accountancy body dealing with Local Authority and Public Sector finance.

## **Code of Practice on Local Authority Accounting (The Code)**

A publication produced by the Chartered Institute of Public Finance and Accountancy (CIPFA) that provides comprehensive guidance on the content of the Authority's Statement of Accounts.

## **Contingent Liability**

A possible obligation arising from past events whose existence will be confirmed by the occurrence of an uncertain future event not wholly within the CFA's control. It can also be a present obligation arising from past events where it is not probable that a transfer of economic benefits will be required or where the amount of the obligation is uncertain.

## **Creditors**

Amounts owed by the CFA for which payment has not been made by the end of the financial year.

## **Debtors**

Amounts due to the CFA but unpaid at the end of the financial year.

## **Depreciation**

The measure of the wearing out, consumption, or other reduction in the usual economic life of a non current asset during the accounting period.

## **Finance Lease**

A method of financing the acquisition of assets. Legally the assets are owned by the lessor, although

the risks and rewards of ownership of the assets pass to the lessee. The assets are shown on the Balance Sheet of the CFA.

## **Financial Instrument**

Any contract which gives rise to a financial asset of one entity and a financial liability of another. Typical financial instruments are: trade payables, bank deposits, trade receivables and investments.

## **General Fund**

The CFA's main revenue account, covering the net cost of all services.

## **Government Actuary's Department**

A Government Department that provides advice upon public sector pension arrangements, social security provision and regulators of private pension policies.

# Glossary (continued)

## **Impairment**

A reduction in the value of an asset, which is additional to the expected depreciation of that asset. Impairment may be a result of, for example, physical damage or reducing prices.

## **Non- Current Assets**

Property, plant and equipment that yield benefits to the CFA for a period of more than one year.

## **Operating Lease**

A method of financing the acquisition of assets, notably equipment, vehicles, plant etc. which involves the payment of a rental by the user for a period which is normally substantially less than the useful economic life of the asset.

## **Provision**

A liability or loss relating to a past event which is likely or certain to be incurred but uncertain as to the date when it will arise, which can be reasonably estimated.

## **Reserve**

An amount set aside for purposes falling outside the definition of a provision. Reserves include earmarked reserves set aside for specific policy purposes and balances which represent resources set aside for general contingencies.

## **Revenue Expenditure and Income**

Expenditure and income arising from the day to day operation of the CFA.

# Note References

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		Note 39	Nature and Extent of Risks Arising from Financial Instruments

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**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 15 September 2021**

**Subject: Performance Monitoring April 2021 to July 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 July 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 July 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 July 2021. There have been reductions in 'secondary' fires in July as a result of the variable weather, and the average response times continue to improve for both life threatening and non-life risk incidents. Appliance availability has been adversely affected by the number of firefighters having to self-isolate. 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. The total average response times to life threatening incidents was slightly above the target of 10 minutes as detailed in the latest Integrated Risk Management Plan 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 48 seconds. The average response times to non-life risk incidents is 10 minutes 01 seconds and primary fires is 9 minutes 58 seconds.
10. Incident numbers have remained consistent between April and July 2021. There were, however, reductions in 'secondary' fires in July which is as a result of the variable weather. There is often a reduction in deliberate fire setting when the weather worsens. As a comparison, in a very warm July in 2018 there were 301 incidents, so to have only 77 incidents in July this year is significant.
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 26 incidents attended in July and a total of 77 so far this year, compared to the 3-year average for the same period of 138.
12. The appliance availability figure for the year is 98.1% for Wholetime appliances and 66.2% for On-Call appliances. Both figures are 0.6% worse than the previous 3-year average. The On-Call figure for July was 57.2% which is the lowest monthly figure this year. It is however believed that the appliance availability has been affected by the 'pingdemic' and the number of firefighters having to self-isolate over the period.
13. Fire prevention and protection work continues utilising a mix of telephone and in-person visits. The number of home safety checks undertaken this year (5144) remains significantly higher than the 3-year average (2233). There is also an increase in the number of fire safety audits this year to date (262) which is over double the 3-year average (122).

### **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 July 2021

## **Officers to Contact**

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## Performance Update: April to July 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
<b>KCI 1</b>	<b>Incidents Attended</b>															
<b>I.1</b>	<b>Total incidents</b>	<b>706</b>	<b>607</b>	<b>712</b>	<b>712</b>									<b>2737</b>	<b>2861</b>	<b>-124</b>
I.2	Fire incidents	236	138	184	170									728	919	-191
a	Primary fire incidents	99	81	90	93									363	421	-58
b	Secondary fire incidents	126	54	91	77									348	484	-136
c	Chimney fire incidents	11	3	3	0									17	14	3
I.3	Fire false alarms	223	213	227	249									912	928	-16
a	Due to apparatus	102	110	111	125									448	485	-37
b	Good intent	115	101	113	119									448	412	36
c	Malicious attended	6	2	3	5									16	31	-15
I.4	Non-fire incidents	247	256	301	293									1097	1014	83
a	Non-fire false alarms	6	9	14	12									41	41	0
b	Special service	241	247	287	281									1056	973	83
-	Road traffic collision (RTC)	49	60	61	53									223	218	5
-	Assist other agencies	66	54	62	61									243	240	3
-	Medical incident - co-responder/first responder	11	16	24	26									77	138	-61
-	Effecting entry / exit	19	28	32	36									115	91	24
<b>KCI 2</b>	<b>Fatalities and casualties</b>															
2.1	Fatalities in fires	0	0	1	0									1	3	-2
2.2	Non-fatal casualties in fires	3	10	5	0									18	23	-5
2.3	Fatalities in non-fire incidents	10	4	4	6									24	17	7
2.4	Non-fatal casualties in non-fire incidents	54	64	78	53									249	291	-42
2.5	Number of TRIM (Trauma Risk Management):															
a	Notifications	11	11	11	8									41	25	16

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									39	12	27
c	I to I's	1	2	1	1									5	1	4
2.6	Number of LFRS employees injured whilst attending incidents	2	0	1	0									3	7	-4
<b>KCI 3 Level of emergency response service provision</b>																
3.1	Number of emergency calls received	1560	1341	1607	1564									6072	6222	-150
3.2	The total average response times of life threatening incidents (mins)	10:10	10:16	10:05	10:24									10:13	10.09	0:04
a	Average call handling time	2:15	2:10	2:12	2:17									2:13	2:00	0:13
b	Average appliance mobilisation time	1:34	1:30	1:31	1:49									1:36	1:48	-0:12
c	Average time to drive to the incident	6:21	6:36	6:22	6:18									6:24	6:21	0:03
d	Number of life threatening incidents attended	62	64	79	68									273	362	-89
3.3	The total average response times of non-life threatening incidents (mins)	10:10	9:58	10:03	9:55									10:01	9:51	0:10
a	Average call handling time	2:12	2:17	2:12	2:09									2:12	2:10	0:02
b	Average appliance mobilisation time	1:36	1:36	1:41	1:38									1:37	1:42	-0:05
c	Average time to drive to the incident	6:22	6:05	6:10	6:08									6:12	5:59	0:13
d	Number of non-life risk incidents attended	635	535	622	628									2420	2364	56
3.4	The total average response times to primary fires (as recorded by Home Office)	10:13	10:08	9:57	9:33									9:58	9:40	0:18
a	Average call handling time	1:46	1:42	1:34	1:45									1:42	1:38	0:04
b	Average appliance mobilisation time	1:20	1:31	1:34	1:18									1:25	1:40	-0:15
c	Average time to drive to the incident	7:07	6:55	6:49	6:30									6:51	6:22	0:29
d	Number of primary fire incidents attended	90	76	79	85									330	350	-20
3.5	The % availability of Wholtime fire appliances	99.6%	99.6%	98.7%	94.6%									98.1%	98.7%	-0.6%
3.6	The % availability of On-Call fire appliances	73.6%	68.2%	65.8%	57.2%									66.2%	66.8%	-0.6%
3.7	The % of people satisfied with our overall response	100%	100%	100%	100%									100%	100%	0%
a	The % of people satisfied with their initial contact with the service	97%	97%	100%	100%									98%	100%	-2%
b	The % of people satisfied with the service they received at the scene	100%	100%	100%	100%									100%	100%	0%

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Actual	3-Year Average	Differ
<b>KCI 4 Home Fire Safety Checks and Smoke Alarms</b>																
4.1	Home safety checks	1125	1317	1474	1228									5144	2233	2911
4.2	Home safety feedback surveys	83	81	80	56									300	668	-368
a	Percentage satisfied	100%	100%	99%	100%									100%	100%	0%
<b>KCI 5 Fire Protection and Enforcement</b>																
5.1	The % of fire safety audits that result in action plans and enforcement notices	10%	12%	18%	6%									12%	24%	-12%
a	Fire safety audits	78	65	68	51									262	122	140
b	Action plans and enforcement notices	8	8	12	3									31	29	2
5.2	Fire protection survey – Overall how satisfied were you with the service received	100%	100%	100%	83%									98%	100%	-2%
<b>KCI 6 Capacity, staff and availability</b>																
6.1	Average number of days/shifts lost to sickness by operational staff per person (inc COVID 19)		1.78 (1.95)											1.78 (1.95)	1.18	0.60
a	Days/shifts lost to short-term sickness		162.09											162.09	119.62	42.47
b	Days/shifts lost to long-term sickness		492.71											492.71	328.21	164.50
c	Total days/shifts lost to sickness (COVID 19)		654.80 (63.77)											654.80 (63.77)	447.83 (263.86)	206.97 (-200.09)
6.2	Average number of days/shifts lost to sickness by support staff per person (inc COVID 19)		1.20 (1.50)											1.20 (1.50)	1.77	-0.57
a	Days/shifts lost to short-term sickness		41.00											41.00	50.94	-9.94
b	Days/shifts lost to long-term sickness		96.66											96.66	130.33	-33.67
c	Total days/shifts lost to sickness (COVID 19)		137.66 (34.42)											137.66 (34.42)	181.27 (107.47)	-43.61 (73.05)
6.3	Average number of staff on modified duties for the entire month	8	5	8	5									6.50	7.76	-1.26
a	Wholetime	4	4	5	2									3.75	3.17	0.58
b	On-Call	4	1	2	2									2.25	4.17	-1.92
c	Support	0	0	1	1									0.50	0.42	0.08
6.3	Average number of staff on modified duties at some point throughout the month	9	13	16	21									14.75	12.92	1.83
a	Wholetime	8	6	11	15									10.00	8.83	1.17
b	On-Call	0	3	1	5									2.25	2.92	-0.67

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									2.50	1.17	1.33

*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 July 2021**

Of the 2737 incidents April to July 2021, 1097 (40%) were non-fire incidents, 912 (33%) were fire false alarms and 728 (27%) were fire incidents. Most incidents occurred in Western, followed by Central and Charnwood. The 3-year average is 2861, so in comparison to this, there are 124 fewer incidents.

**Table 2: Total incidents – April to July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Jul 2021
<b>1.1</b>	<b>Total incidents</b>	378	327	435	227	126	105	98	220	375	219	227	2737

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Looking at the 3 areas:

Fire incidents – reduction of 191 incidents compared to 3-year average.

False alarms – reduction of 16 incidents compared to the 3-year average.

Non-fire incidents – increase of 83 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 so far this year has just not happened. The only area to increase slightly 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. The number of road traffic collisions has risen slightly against the 3-year average, but again the average will have been affected by last year’s low numbers and the current figures are consistent with previous year’s levels.



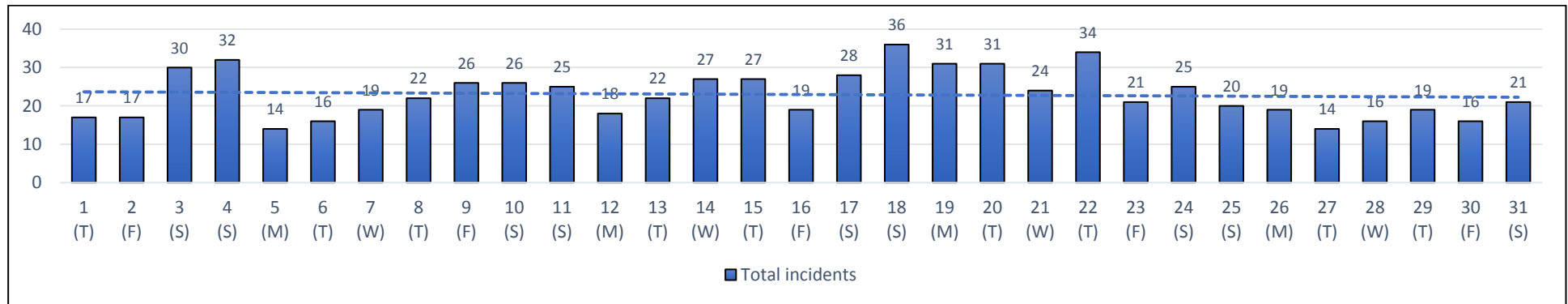
## July 2021

Of the 712 incidents in July, 293 (41%) were non-fire incidents, 249 (35%) were fire false alarms and 170 (24%) were fire incidents. Most incidents occurred in Western, followed by Eastern and Central. There was the same amount of incidents in June (712), with July showing increases in fire false alarms and small decreases in fire incidents and non-fire incidents.

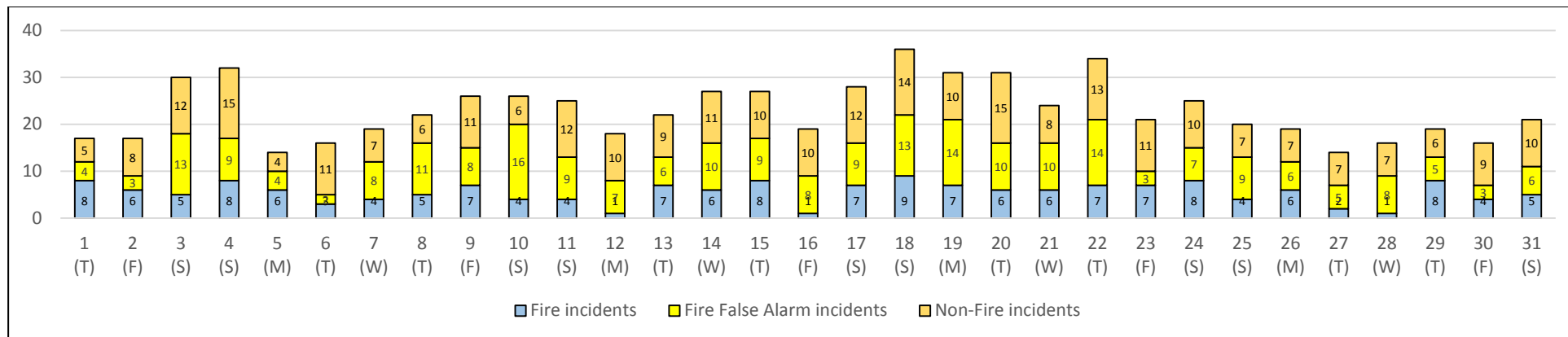
**Table 3: Total incidents – July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	July 2021
I.1	Total incidents	94	100	109	63	39	26	24	55	93	56	53	712

**Chart 1: The total number of incidents by day in July 2021** shows the number of incidents by day, ranging from 14 at its lowest in a day on the 5 July and 27 July, to 36 incidents at its peak on the 18 July. The number of incidents has reduced slightly towards the end of the month, despite the peak in the middle of the month. On average, there were 23.00 incidents attended each day.



**Chart 2: The total number of incidents broken down by type and day in July 2021** shows the 36 incidents on the 18 July broken down into 14 non-fire incidents, 13 fire incidents and 9 fire false alarm incidents.



### 1.2 Fire incidents – April to July 2021

Of the 728 fire incidents April to July 2021, 363 were primary fires, 348 were secondary fires and 17 were chimney fires. Most incidents occurred in Western, Charnwood and Eastern. The 3-year average is 919, so in comparison to this, there are 191 fewer incidents.

**Table 4: Fire incidents – April to July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Jul 2021
1.2	Fire incidents	75	80	129	64	43	15	26	72	84	62	78	728
a	Primary fire incidents	33	46	58	48	17	10	16	35	39	23	38	363
b	Secondary fire incidents	42	34	71	12	23	5	8	36	43	37	37	348
c	Chimney fire incidents	0	0	0	4	3	0	2	1	2	2	3	17

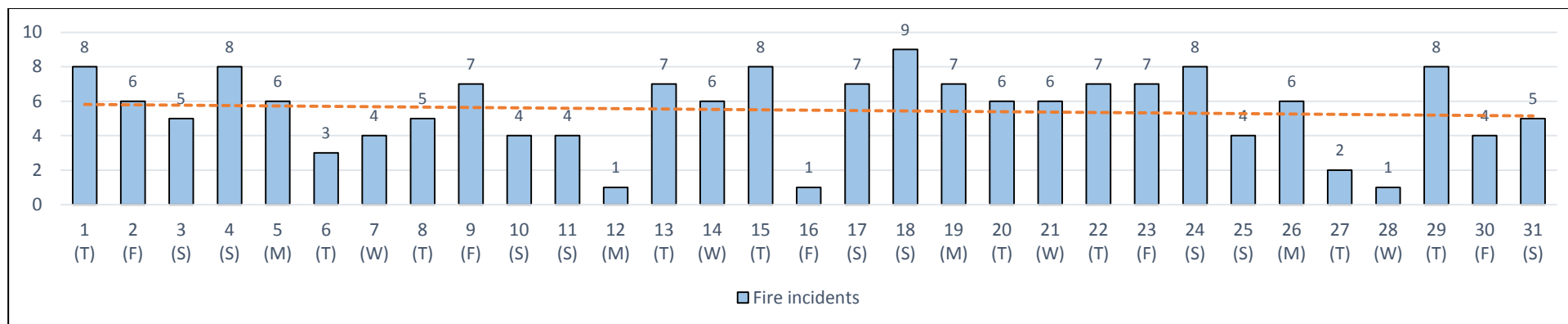
### July 2021

Of the 170 incidents in July, 93 (55%) were primary fires, 77 (45%) were secondary fires and there were no chimney fires. Most incidents occurred in Western, Charnwood and Eastern. This is a decrease of 14 incidents from June (184). The weather in July has been quite variable compared to the much drier and warmer June and this could have assisted in the number of secondary fires being relatively low for the time of year. Traditionally most secondary fires occur in Western and it is not surprising to see most incidents occur here in July.

**Table 5: Fire incidents – July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	July 2021
I.2	Fire incidents	18	23	28	16	9	4	8	12	22	15	15	170
A	Primary fire incidents	8	10	12	13	3	4	6	7	10	10	10	93
B	Secondary fire incidents	10	13	16	3	6	0	2	5	12	5	5	77
C	Chimney fire incidents	0	0	0	0	0	0	0	0	0	0	0	0

**Chart 3: The total number of fire incidents by day in July 2021** shows the number of incidents by day, ranging from 1 at its lowest on 3 different days, to 9 incidents at its peak on the 18 June. The number of incidents has decreased slightly towards the end of the month. On average, there were 5.48 fire incidents attended each day.



**1.2a Primary fire incidents**

There were 93 primary fire incidents in July, an increase of 3 from June (90). Of these, 73 were accidental fires, 18 were deliberate fires and 2 were not known. Harborough had the most incidents with 13, followed by Western 12. Harborough has been mentioned in previous reports and still remains a concern. It has now had 48 primary fires and is only just behind Western’s (58) total for the year.

Of the 73 accidental fires, there were 23 dwelling, 20 road vehicle, 19 non-residential, 5 outdoor structure, 2 other residential, 2 outdoor and 2 rail vehicle. The main fire cause shows there were 16 fault in equipment or appliance, 11 cooking - other cooking and 10 faulty fuel supply - electricity. The main ignition source shows 19 were cooking appliance, 19 were vehicles only and 13 were electricity supply. The main times of the incidents show 8 of the incidents occurring between the hours of 1.00pm – 2.00pm.

Of the 18 deliberate fires, the main property category was 9 road vehicle, 7 non-residential and 2 outdoor. The 7 non-residential shows that there were 5 prison fires, with 4 at HM Prison Welland Avenue Lubenham and 1 at HM Prison Welford Road Leicester. The 4 at HM Prison Welland Avenue Lubenham, shows 3 fires were on a Thursday and 2 actually occurred on the same day. The 4 prison fires are located in Harborough district and are included in the 13 incidents for Harborough for July.

### **1.2b Secondary fire incidents**

There were 77 secondary fire incidents in July, which is 14 less than June (91). It is a little surprising to see secondary fires decrease this month as July tends to be one of the months that shows the highest number of secondary fires. 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 for July, with short periods of extreme rain at times. In a very warm July in 2018 there were 301 incidents, so to have only 77 incidents is pleasing. Of the incidents in July, 39 were accidental fires, 36 were deliberate fires and 2 were not known. Western had the most incidents with 16.

Of the 39 accidental fires, the main types of property were loose refuse (incl in garden) 10 and small refuse/rubbish/recycle container (excluding wheelie bin) 10. The main times of the incidents shows 4 incidents occurring between the hours of 1.00pm – 2.00pm.

Of the 36 deliberate fires, the main types of property were loose refuse (incl in garden) 8 and small refuse/rubbish/recycle container (excluding wheelie bin) 5. The main times of the incidents show 6 of the incidents occurring between the hours of 8.00pm – 9.00pm.

### **1.2c Chimney fire incidents**

There were 0 chimney fire incidents in July, which is 3 less than June (3).

### **1.3 Fire false alarms – April to July 2021**

Of the 912 fire false alarm incidents April to July 2021, 448 were due to apparatus, 448 were good intent and 16 were malicious. Most incidents occurred in Central, Western and Charnwood. The 3-year average is 928, so compared to the average, figures have decreased by 16.

**Table 6: Fire false alarms – April to July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Jul 2021
1.3	Fire false alarms	154	122	137	70	32	39	27	66	124	80	61	912

A	Due to apparatus	106	66	73	35	10	18	20	31	45	28	16	448
B	Good intent	44	54	59	35	22	19	6	35	79	51	44	448
C	Malicious attended	4	2	5	0	0	2	1	0	0	1	1	16

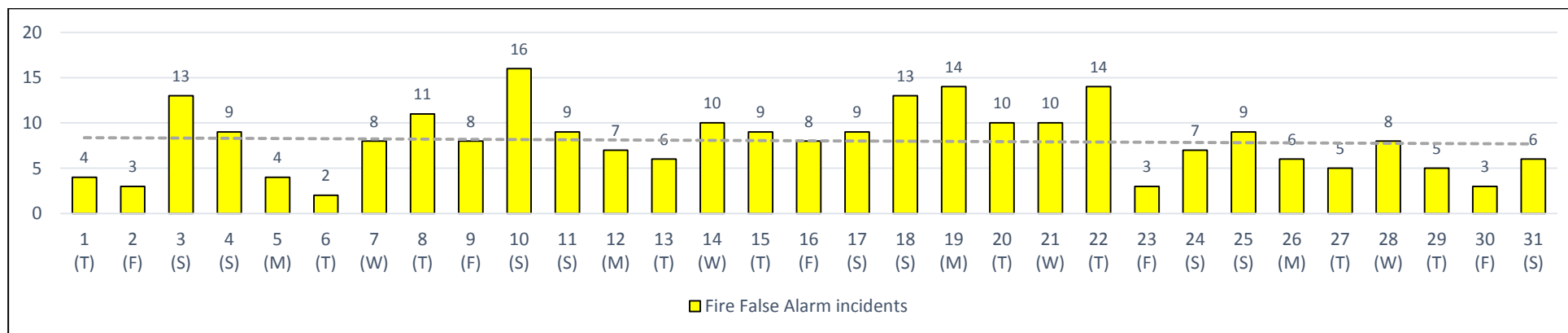
### July 2021

Of the 249 fire false alarm incidents in July, 125 were due to apparatus, 119 were good intent and 5 were malicious. Most incidents occurred in Western, Central and Charnwood. There were 227 in June, so July has seen an increase of 22.

**Table 7: Fire false alarms – July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	July 2021
I.3	Fire false alarms	39	35	42	24	8	11	7	18	29	22	14	249
A	Due to apparatus	28	15	25	7	2	4	6	10	14	8	6	125
B	Good intent	9	20	16	17	6	7	1	8	15	13	7	119
C	Malicious attended	2	0	1	0	0	0	0	0	0	1	1	5

**Chart 4: The total number of fire false alarm incidents by day in July 2021** shows the number of incidents by day, ranging from 2 at its lowest in a day on the 6 July, to 16 incidents at its peak on the 10 July. The number of incidents has decreased slightly towards the end of the month. On average, there were 8.03 incidents attended each day.



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### **1.3a Due to apparatus**

There were 125 false alarms due to apparatus in July, an increase of 14 from June (111). Of these, 91 were dwelling, 24 were non-residential and 10 were other residential.

Of the false alarms due to apparatus in dwellings, the main causes were faulty 25 and unknown 20. The main times of the incidents show 9 of the incidents occurring between the hours of 4.00pm – 5.00pm.

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

Of the false alarms due to apparatus in other residential, the main causes were faulty 4 and steam 2.

### **1.3b Good intent**

There were 119 good intent false alarms in July, an increase of 6 from June (113). Of these, the main categories were dwelling 66, outdoor 33 and road vehicle 11.

Of the good intent false alarms, the main causes were other 25, controlled burning 20 and other cooking 15. The main times of the incidents show 12 of the incidents occurring between the hours of 10.00pm – 11.00pm.

### **1.3c Malicious attended**

There were 5 malicious false alarms in July, an increase of 2 from June (3). Of these, 2 were in Central, 1 Hinckley and Bosworth, 1 North West Leicestershire and 1 Western.

## **1.4 Non-fire incidents – April to July 2021**

Of the 1097 non-fire incidents April to July 2021, 41 were non-fire false alarms and 1056 were special service. Looking at the table below, the most incidents occurred in Western, Charnwood and Central. The 3-year average is 1014, so compared to the average, figures have increased by 83.

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 this year, we have attended 33 suicide attempts, with 7 in July. Of the 33 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 July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Jul 2021
I.4	Non-fire incidents	149	125	169	93	51	51	45	82	167	77	88	1097
a	Non-fire false alarms	4	7	11	1	0	2	4	4	2	1	5	41
b	Special service	145	118	158	92	51	49	41	78	165	76	83	1056
-	Road traffic collision (RTC)	17	20	24	33	13	5	11	29	36	18	17	223
-	Assist other agencies	40	15	40	17	11	9	9	16	42	22	22	243
-	Medical incident - co-responder/first responder	8	11	5	10	6	9	4	5	12	5	2	77
-	Effecting entry / exit	14	17	23	6	3	5	6	6	20	6	9	115

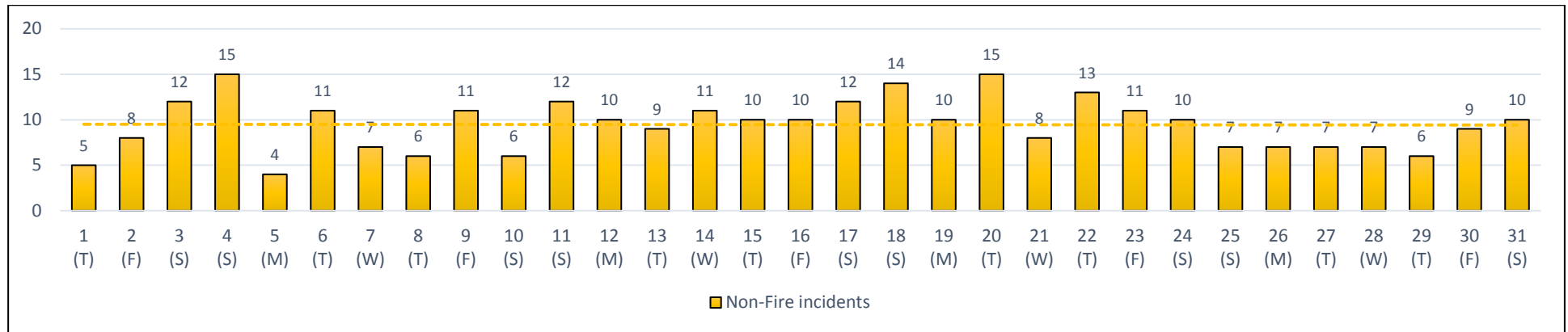
**July 2021**

Of the 293 incidents in July, 12 were non-fire false alarms and 281 were special service. Looking at the table below the most incidents occurred in Charnwood, Eastern and Western. There were 301 in June, so July has seen a decrease of 8.

**Table 9: Non-fire incidents – July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	July 2021
I.4	Non-fire incidents	37	42	39	23	22	11	9	25	42	19	24	293
A	Non-fire false alarms	0	3	3	0	0	1	1	2	1	0	1	12
B	Special service	37	39	36	23	22	10	8	23	41	19	23	281
-	Road traffic collision (RTC)	6	4	5	6	3	1	1	11	9	5	2	53
-	Assist other agencies	12	4	5	3	6	1	1	6	9	7	7	61
-	Medical incident - co-responder/first responder	1	3	2	2	3	3	1	2	4	4	1	26
-	Effecting entry / exit	5	6	7	3	1	0	3	2	5	0	4	36

**Chart 5: The total number of non-fire incidents by day in July 2021** shows the number of incidents by day, ranging from 4 at its lowest in a day on the 5 July, to 15 incidents at its peak on the 4 July and 20 July. The number of incidents has decreased slightly towards the end of the month. On average, there were 9.45 incidents attended each day.



**1.4a Non-fire false alarms**

Of the 12 non-fire false alarms in July, 3 were in Eastern, 3 Western, 2 Blaby, 1 Charnwood, 1 North West Leicestershire, 1 Oadby and Wigston and 1 Rutland. This is 2 less than the number in June (14).

**1.4b Special service**

There were 281 special service incidents in July, which is 6 less than the number in June (287). Of these, there were 61 assist other agencies, 53 road traffic collisions and effecting entry/exit 36. Charnwood had the most incidents with 41, followed by Eastern 39 and Central 37. Assist other agencies has had 61 incidents in June, which is a decrease of 1 from June (62) and this type of incident continues to increase. There have now been 243 assist other agency incidents from April to July 2021, which is just higher than the 3-year average of 240. The number of road traffic collisions has increased with 223 April to July 2021, compared to the 3-year average of 218. However, the 3-year average will have been affected by the significant reduction in traffic on the roads during April and July 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 26 incidents attended in July and a total of 77 so far this year, compared to the 3 year-average of 138. This is due to co-responding still being suspended at current time. The number of suicide attempts also belongs in this category as mentioned previously and a separate report has been submitted.

**2.1 Fatalities in fires – April to July 2021**



There was 1 fatality in a fire in June 2021. This is 2 less than the 3-year average of 3 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.

**2.2 Non-fatal casualties in fires – April to July 2021**

There have been 18 non-fatal casualties in fires April to July 2021. This is 5 less than the 3-year average of 23. Of the 18 non-fatal casualties, 5 have occurred in fires in the City, 4 in Charnwood, 4 in North West Leicestershire, 2 in Harborough, 1 in Blaby, 1 in Hinckley and Bosworth and 1 in Rutland. Out of the 18 non-fatal casualties in fires, 15 casualties occurred in buildings, 2 in the outdoors and 1 in a road vehicle. The circumstances leading to the injuries, shows that of the 18 non-fatal casualties, the main categories were caused by discovering fire 5 and fighting fire (including attempts) 5.

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

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Jul 2021
2.2	Non-fatal casualties in fires	0	3	2	2	0	0	1	1	4	1	4	18

**July 2021**

There were no non-fatal casualties in fires in July, which is 5 less than in June (5).

**2.3 Fatalities in non-fire incidents – April to July 2021**

There have been 24 fatal casualties in non-fire incidents April to July 2021. This is 7 more than the 3-year average of 17. Of the 24 fatalities, 8 were attended to assist other agencies, 6 were suicide/attempts, 4 were road traffic collisions, 2 were rescue or evacuation from water, 1 was effecting entry/exit, 1 was medical Incident - first responder, 1 was no action (not false alarm) and 1 was other transport incident. There were 4 in North West Leicestershire, 3 in Central, 3 in Charnwood, 3 in Oadby and Wigston, 3 in Rutland, 2 in Eastern, 2 in Harborough, 2 in Western, 1 in Blaby and 1 in Melton.

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

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Jul 2021
2.3	Fatalities in non-fire incidents	3	2	2	2	1	3	3	1	3	0	4	24

**July 2021**

There were 6 fatalities in non-fire incidents in July, compared to 4 in June.

Of the 6 fatalities, 1 was attended to assist other agencies, 1 was effecting entry/exit, 1 was medical Incident - first responder, 1 was no action (not false alarm), 1 was other transport incident and 1 was rescue or evacuation from water. There were 2 in Eastern, 1 in Charnwood, 1 in Melton, 1 in North West Leicestershire and 1 in Western.

**Table 12: Fatalities in non-fire incidents – July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	July 2021
2.3	Fatalities in non-fire incidents	0	2	1	0	1	0	0	0	1	0	1	6

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

There have been 249 non-fatal casualties in non-fire incidents April to July 2021. This is 42 below the 3-year average of 291.

Of the property types of non-fatal casualties, 147 were road traffic collisions, 90 were buildings and 12 were outdoor. Charnwood has had most non-fatal casualties with 44. 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 July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Jul 2021
2.4	Non-fatal casualties in non-fire incidents	25	21	29	34	14	7	11	22	44	26	16	249

## July 2021

There were 53 non-fatal casualties in non-fire incidents in July, compared to 78 in June

Of the 53 non-fatal casualties, the property types of non-fatal casualties were road traffic collisions 31, building 18 and outdoor 4. The districts with the most non-fatal casualties in non-fire incidents in July was Charnwood with 12, Blaby 6 and Eastern 6.

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

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	July 2021
2.4	Non-fatal casualties in non-fire incidents	5	6	5	4	5	2	2	6	12	4	2	53

### **2.5 Number of TRiM (Trauma Risk Management) – April to July 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 41 TRiM notifications April to July 2021. This is 16 more than last year's figure of 25 during the same period.

#### **July 2021**

There were 8 TRiM notifications in July, compared to 11 in June. Of the 8 Incidents that were reported, there were 4 assist EMAS gain entry incidents (with 1 incident where crews carried out Cardiopulmonary resuscitation (CPR) before the arrival of EMAS), 2 incidents to search water for missing persons (1 later became a fatality), 1 incident to retrieve a body from water and 1 incident was a road traffic collision with life changing injuries. It has been a quieter month with some incidents requiring no action. Due to the hot weather at times, some of the water related incidents have been over the border. The TRiM online learning including/awareness procedure has been released as a mandatory course on oracle. The first continuous professional development training course with Leicestershire Police has now been completed (second date in August) and the annual operating license has also been renewed.

### **2.6 Number of LFRS employees injured whilst attending incidents – April to July 2021**

There have been 3 personal injuries whilst attending incidents April to July 2021. This is 4 less than the 3-year average of 7. All 3 of the personal injuries were classed as minor, with 2 occurring at Eastern station and 1 at Western station. The personal injuries were categorised further as 1 injury from change in floor levels/height, 1 knee injury whilst running and 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. Of the 3 personal injuries, 2 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, there was 1 injury that resulted in a period of sickness under 3 days, 1 injury resulted in a period of sickness over 3 days and 1 injury resulted in no sickness or modified duties.

## **July 2021**

There were no personal injuries whilst attending incidents in July, compared to 1 in June.

### **3.1 Number of emergency calls received – April to July 2021**

There have been 6072 emergency calls received April to July 2021. This is 150 less than the 3-year average of 6222.

## **July 2021**

There were 1564 emergency calls received in July, which is 43 less than June (1607). 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 4.58 seconds in July.

### **3.2 The total average response times of life threatening incidents – April to July 2021**

There have been 273 incidents classed as life risk by Control April to July 2021. This is 89 less than the 2-year average of 362. 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 273 incidents was 10 minutes 13 seconds, compared to the 2-year average of 10 minutes 9 seconds.

The 10 minutes 13 seconds can be broken down further:

Average call handling was 2 minutes 13 seconds, an increase of 13 seconds on the 2-year average time (2 minutes 0 seconds).

Average mobilisation time was 1 minute 36 seconds, a reduction of 12 seconds on the 2-year average time (1 minute 48 seconds).

Average drive time was 6 minutes 24 seconds, an increase of 3 seconds on the 2-year average time (6 minutes 21 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 July 2021 there have been 45 investigations carried out by Control, 17 mobilisation investigations and 37 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 July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Jul 2021
3.2	The total average response times of life threatening incidents (mins)	7:45	8:10	8:22	12:22	14:03	8:48	11:32	10:55	10:20	12:41	10:45	10:13
A	Average call handling time	2:02	1:58	2:03	2:46	2:11	2:16	2:26	2:35	2:01	2:23	2:03	2:13
B	Average appliance mobilisation time	1:15	0:55	1:11	1:58	2:57	1:11	2:31	1:54	1:19	1:54	1:52	1:36
C	Average time to drive to the incident	4:28	5:17	5:08	7:38	8:55	5:21	6:35	6:26	7:00	8:24	6:50	6:24
d	Number of life threatening incidents attended	37	18	50	35	12	10	12	23	35	17	24	273

**July 2021**

There have been 68 incidents classed as life risk by Control in July 2021. This is 11 less than June (79). The total average response time for the 68 incidents was 10 minutes 24 seconds, compared to 10 minutes 5 seconds in June.

The 10 minutes 24 seconds can be broken down further:

Average call handling was 2 minutes 17 seconds, an increase of 5 seconds on the time in June (2 minutes 12 seconds).

Average mobilisation time was 1 minute 49 seconds, an increase of 18 seconds on the time in June (1 minute 31 seconds).

Average drive time was 6 minutes 18 seconds, a reduction of 4 seconds on the time in June (6 minutes 22 second).

During July there have been 11 investigations carried out by Control, 7 mobilisation investigation and 9 drive time investigations. This picks up any anomalies with the system and highlights any possible areas of concern.

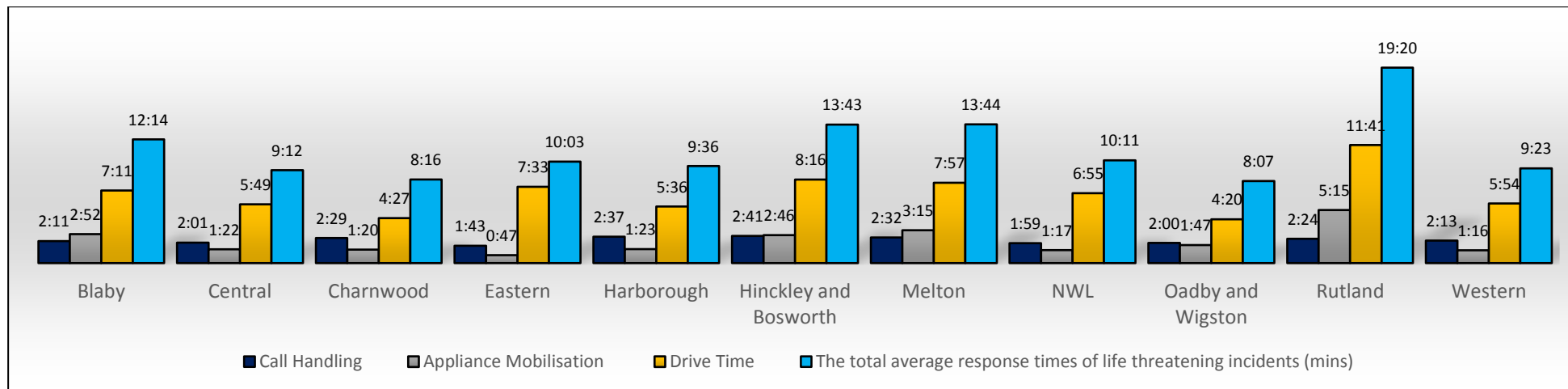
Please note that small numbers are being analysed here.

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

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	July 2021
3.2	The total average response times of life threatening incidents (mins)	9:12	10:03	9:23	9:36	13:44	8:07	19:20	12:14	8:16	13:43	10:11	10:24
a	Average call handling time	2:01	1:43	2:13	2:37	2:32	2:00	2:24	2:11	2:29	2:41	1:59	2:17

B	Average appliance mobilisation time	1:22	0:47	1:16	1:23	3:15	1:47	5:15	2:52	1:20	2:46	1:17	1:49
c	Average time to drive to the incident	5:49	7:33	5:54	5:36	7:57	4:20	11:41	7:11	4:27	8:16	6:55	6:18
d	Number of life threatening incidents attended	9	4	11	10	5	4	1	7	8	6	3	68

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



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

There have been 2420 incidents classed as non-life risk by Control April to July 2021. This is 56 more than the 2-year average of 2364. The total average response time for the 2420 incidents was 10 minutes 1 second, compared to the 2-year average of 9 minutes 51 seconds.

The 10 minutes 1 second can be broken down further:

Average call handling was 2 minutes 12 seconds, an increase of 2 seconds on the 2-year average time (2 minutes 10 seconds).

Average mobilisation time was 1 minute 37 seconds, a reduction of 5 seconds on the 2-year average time (1 minute 42 seconds).

Average drive time was 6 minutes 12 seconds, an increase of 13 seconds on the 2-year average time (5 minutes 59 seconds).

Please note: There were a total of 2464 non-life risk incidents attended April to July 2021. 44 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 July 2021**

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Jul 2021
3.3	The total average response times of non-life threatening incidents (mins)	7:47	8:33	9:10	12:10	11:03	8:39	10:35	12:00	9:52	12:00	11:50	10:01
a	Average call handling time	2:02	2:09	2:25	2:14	2:01	2:11	2:25	3:01	2:02	2:15	2:02	2:12
b	Average appliance mobilisation time	1:15	1:12	1:12	2:05	3:06	1:19	1:55	1:21	1:35	2:05	2:19	1:37
c	Average time to drive to the incident	4:30	5:12	5:45	7:51	5:56	5:09	6:15	7:38	6:15	7:40	7:29	6:12
d	Number of non-life threatening incidents attended	334	303	380	188	113	92	84	193	332	201	200	2420

**July 2021**

There have been 628 incidents classed as non-life risk by Control in July. This is 6 more than June (622). The total average response time for the 628 incidents was 9 minutes 55 seconds, compared to 10 minutes 3 seconds in June.

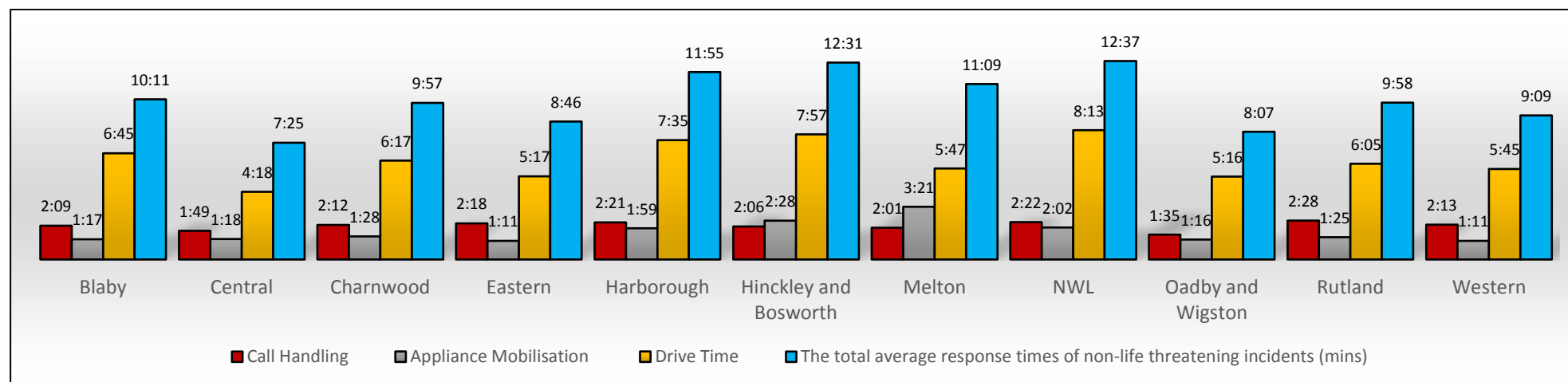
The 9 minutes 55 seconds can be broken down further:  
 Average call handling was 2 minutes 9 seconds, a reduction of 3 seconds on the time in June (2 minutes 12 seconds).  
 Average mobilisation time was 1 minute 38 seconds, a reduction of 3 seconds on the time in June (1 minute 41 seconds).  
 Average drive time was 6 minutes 8 seconds, a reduction of 2 seconds on the time in June (6 minutes 10 seconds).

Currently no investigations are carried out.

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

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	July 2021
3.3	The total average response times of non-life threatening incidents (mins)	7:25	8:46	9:09	11:55	11:09	8:07	9:58	10:11	9:57	12:31	12:37	9:55
a	Average call handling time	1:49	2:18	2:13	2:21	2:01	1:35	2:28	2:09	2:12	2:06	2:22	2:09
b	Average appliance mobilisation time	1:18	1:11	1:11	1:59	3:21	1:16	1:25	1:17	1:28	2:28	2:02	1:38
c	Average time to drive to the incident	4:18	5:17	5:45	7:35	5:47	5:16	6:05	6:45	6:17	7:57	8:13	6:08
d	Number of non-life threatening incidents attended	84	92	96	51	33	20	22	46	84	50	50	628

**Chart 7: The total average response times of non-life threatening incidents in July 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 North West Leicestershire shows the longest average response time to non-life threatening incidents.



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

There were a total of 363 primary fires attended April to July 2021. 33 incidents have been excluded as per Home Office guidelines. So, the response time calculations for primary fires are based on 330 primary fires April to July 2021. The total average response time for the 330 primary fires is 9 minutes 58 seconds, compared to the 2-year average of 9 minutes 40 seconds.

The 9 minutes 58 seconds can be broken down further:

Average call handling was 1 minute 42 seconds, an increase of 4 seconds on the 2-year average time (1 minutes 38 seconds).

Average mobilisation time was 1 minute 25 seconds, a reduction of 15 seconds on the 2-year average time (1 minute 40 seconds).

Average drive time was 6 minutes 51 seconds, an increase of 29 seconds on the 2-year average time (6 minutes 22 seconds).

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

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	Apr to Jul 2021
3.3	The total average response times of primary fire incidents (mins)	6:59	6:52	8:27	12:11	12:13	7:35	10:40	10:56	9:38	12:48	12:41	9:58
a	Average call handling time	1:46	1:24	1:26	1:42	1:34	1:23	2:44	1:52	1:48	1:36	1:53	1:42
b	Average appliance mobilisation time	1:01	0:55	1:11	1:45	2:54	1:11	1:26	1:10	1:00	1:50	2:06	1:25
c	Average time to drive to the incident	4:12	4:33	5:50	8:44	7:45	5:01	6:30	7:54	6:50	9:22	8:42	6:51
d	Number of primary fire incidents attended	33	43	47	45	16	9	16	33	32	21	35	330

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#### **July 2021**

There have been 85 primary fires in July. This is 6 more than June (79).

The total average response time for the 85 incidents was 9 minutes 33 seconds, compared to 9 minutes 57 seconds in June.

This 9 minutes 33 seconds can be broken down further:

Average call handling was 1 minute 45 seconds, an increase of 11 seconds on the time in June (1 minute 34 seconds).

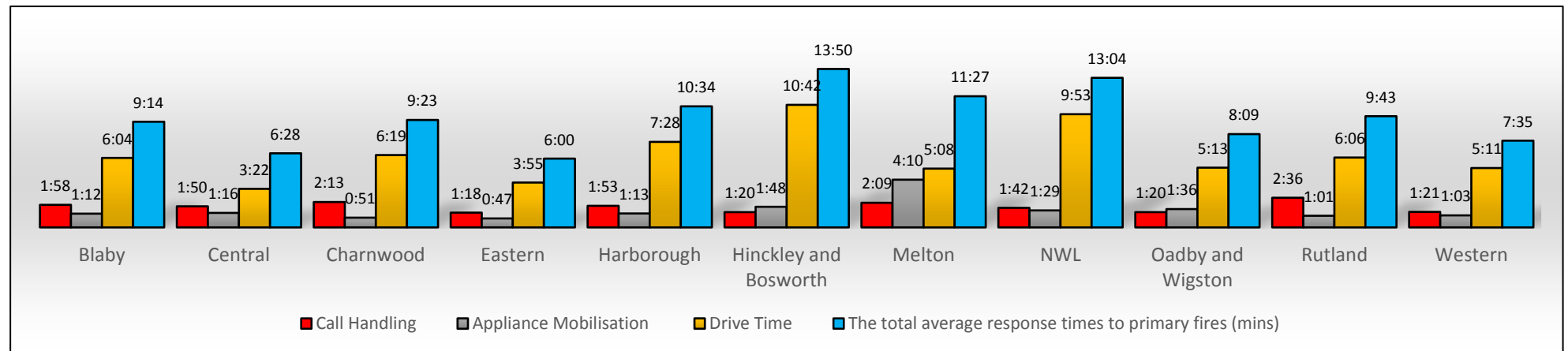
Average mobilisation time was 1 minute 18 seconds, a reduction of 16 seconds on the time in June (1 minute 34 seconds).

Average drive time was 6 minutes 30 seconds, a reduction of 19 seconds on the time in June (6 minutes 49 seconds).

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

Ref	Key Corporate Indicator	Central	Eastern	Western	Harborough	Melton	Oadby and Wigston	Rutland	Blaby	Charnwood	Hinckley	North West Leicester	July 2021
3.3	The total average response times of primary fire incidents (mins)	6:28	6:00	7:35	10:34	11:27	8:09	9:43	9:14	9:23	13:50	13:04	9:33
a	Average call handling time	1:50	1:18	1:21	1:53	2:09	1:20	2:36	1:58	2:13	1:20	1:42	1:45
b	Average appliance mobilisation time	1:16	0:47	1:03	1:13	4:10	1:36	1:01	1:12	0:51	1:48	1:29	1:18
c	Average time to drive to the incident	3:22	3:55	5:11	7:28	5:08	5:13	6:06	6:04	6:19	10:42	9:53	6:30
d	Number of primary fire incidents attended	8	10	10	12	3	3	6	7	8	8	10	85

**Chart 8: The total average response times of primary fire incidents in July 2021** shows the average call handling time, average mobilisation time, average time to drive and average total response time broken down by district. Eastern shows the quickest average response time and Hinckley and Bosworth shows the longest average response time to primary fire incidents.



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

For April to July 2021, Wholetime fire appliances have been available 98.1% of the time due to crewing, a decrease of 0.6% 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 July 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%									99.81%
Birstall	19P2	Wholetime	100.00%	100.00%	100.00%	99.73%									99.93%
Loughborough	20PI	Wholetime	99.86%	99.87%	100.00%	99.60%									99.83%
Loughborough	20P3	Wholetime	99.12%	99.87%	94.65%	68.54%									90.44%
Melton	21PI	Wholetime (07.00 – 19.00)	97.64%	99.19%	96.67%	95.61%									97.28%
Eastern	23PI	Wholetime	99.86%	99.06%	100.00%	99.87%									99.69%
Eastern	23P2	Wholetime	99.65%	98.66%	99.72%	85.35%									95.78%
Western	24PI	Wholetime	99.03%	98.25%	99.72%	97.20%									98.54%
Coalville	25PI	Wholetime	100.00%	99.33%	99.79%	97.78%									99.21%
Central	30PI	Wholetime	100.00%	100.00%	100.00%	99.87%									99.97%
Central	30P2	Wholetime	99.93%	99.93%	91.18%	27.65%									92.12%
Wigston	31PI	Wholetime	100.00%	100.00%	100.00%	99.73%									99.93%
Oakham	33PI	Wholetime	100.00%	99.87%	99.86%	100.00%									99.93%
Market Harborough	36PI	Wholetime (07.00 – 19.00)	98.89%	100.00%	96.11%	99.19%									98.56%
Lutterworth	37PI	Wholetime (07.00 – 19.00)	99.44%	99.19%	100.00%	89.78%									97.06%
Hinckley	38PI	Wholetime	98.33%	99.69%	99.17%	98.25%									98.86%
Southern	40PI	Wholetime	100.00%	100.00%	99.58%	100.00%									99.90%
Total			99.60%	99.56%	98.70%	94.57%									98.09%

**July 2021**

For July, Wholetime fire appliances have been available 94.6% of the time due to crewing, compared to June (98.7%).

### **3.6 The % availability of On-Call fire appliances – April to July 2021**

For April to July 2021, On-Call fire appliances have been available 66.2% of the time due to crewing, a decrease of 0.6% 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 July 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%									99.78%
	21P2	On-Call	97.06%	89.34%	86.53%	67.43%									84.98%
	Total	On-Call Station	98.20%	94.00%	93.75%	83.60%									92.33%
Coalville	25P2	On-Call	-	-	86.63%	69.26%									77.75%
	25P3	On-Call	94.07%	93.35%	-	-									93.70%
Ashby	26P2	On-Call	90.16%	84.61%	52.68%	58.74%									71.55%
Shepshed	28P2	On-Call	91.25%	76.97%	67.43%	57.59%									73.21%
Wigston	31P2	On-Call	68.89%	60.42%	54.24%	47.13%									57.61%
Billesdon	32P2	On-Call	10.90%	15.09%	-	-									13.03%
	32P3	On-Call	48.54%	48.49%	47.31%	46.59%									46.94%
	Either	Total	59.44%	63.58%	47.31%	46.59%									54.24%
Oakham	33P3	On-Call	73.73%	67.41%	56.85%	53.11%									62.73%
Uppingham	34P2	On-Call	69.33%	60.01%	62.24%	63.58%									63.76%
	34P3	On-Call	23.68%	28.39%	29.10%	22.13%									25.82%
	Either	Total	93.01%	88.40%	91.34%	85.71%									89.57%
Kibworth	35P2	On-Call	65.83%	58.74%	56.32%	53.61%									58.58%
Market Harborough	36P1	On-Call (19.00 – 07.00)	80.00%	77.46%	86.94%	73.21%									79.34%
	36P3	On-Call	18.10%	13.51%	34.15%	20.79%									21.56%
	Total	On-Call Station	53.73%	46.53%	65.81%	48.73%									53.60%
Lutterworth	37P1	On-Call (19.00 – 07.00)	98.10%	98.92%	98.89%	94.71%									97.64%
	37P3	On-Call	59.68%	58.92%	42.64%	29.26%									47.56%

	Total	On-Call Station	70.90%	70.00%	61.58%	56.41%									64.70%
Hinckley	38P2	On-Call	55.79%	42.63%	46.23%	26.14%									42.56%
	38P3	On-Call	-	-	32.03%	38.38%									35.26%
	Either	Total	55.79%	42.63%	78.26%	64.52%									60.19%
Market Bosworth	39P2	On-Call	61.60%	52.22%	57.20%	42.41%									53.26%
Total			73.63%	68.15%	65.82%	57.23%									66.15%

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

### July 2021

For July, On-Call fire appliances have been available 57.2% of the time due to crewing, a decrease of 8.6% compared to June (65.8%).

### **3.7 The % of people overall satisfied with our response – April to July 2021**

We have received 216 public responses to our After the Incident Survey April to July 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.

### July 2021

For July, we have received 48 responses to our After the Incident Survey, which is 5 less than we have received in June (53). All 48 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 July 2021**

We have received 117 public responses to this question in our After the Incident Survey April to July 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.

## **July 2021**

For July, we have received 27 responses to this question in our After the Incident Survey, which is 2 less than we have received in June (29). All 27 responses stated that they were 'satisfied or very satisfied' with the initial contact with the service.

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

We have received 204 public responses to this question in our After the Incident Survey for April to July 2021. 100% of people responding to the survey have stated that they are 'satisfied or very satisfied' with the service they received at the scene from Leicestershire Fire and Rescue Service. This is 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.

## **July 2021**

For July, we have received 44 responses to our After the Incident Survey, which is 7 less than we have received in June (51). All 44 responses stated that they were 'satisfied or very satisfied' with the service they have received at the scene.

### **4.1 Home safety checks – April to July 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 5144 home safety checks April to July 2021. This is 2911 more than the 3-year average of 2233. The previous year shows there were 1797 home safety checks completed during the same period.

The 5144 home fire safety checks can be broken down further:

Successful initial 3708, an increase of 2272 home safety checks on last year's (1436).

Successful follow up 1323, an increase of 1012 home safety checks on last year's (311).

Successful vulnerable person 113, an increase of 63 home safety checks on last year's (50).

**Table 23: Home safety checks – April to July 2021**

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr to Jul 2021
4.l	Home safety checks	1125	1317	1474	1228									5144
a	Successful initial	815	997	1031	865									3708
b	Successful follow up	282	290	408	343									1323
c	Successful vulnerable person	28	30	35	20									113

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

The 5144 home fire safety checks can be broken down further:

Stations 3626, an increase of 3188 home safety checks on last year's (438).

Community safety educators 1441, an increase of 115 home safety checks on last year's (1326).

Control 6, an increase of 6 home safety checks on last year's (0).

Partners 66, an increase of 34 home safety checks on last year's (32).

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

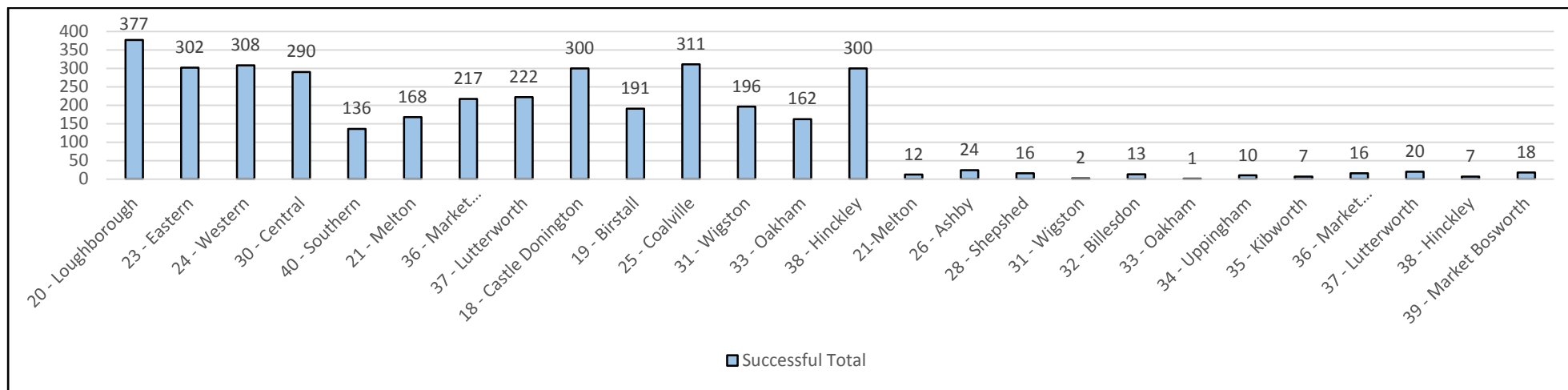
Unknown 4, an increase of 4 on last year's (0).

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

Ref	Key Corporate Indicator	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr to Jul 2021
4.l	Home safety checks	1125	1317	1474	1228									5144
a	Stations	683	965	1046	932									3626
b	CSE	404	331	420	286									1441
c	Control	4	2	0	0									6
d	Partners data	33	17	7	9									66
e	LFRS (Website)	0	0	1	0									1
f	Other	1	2	0	1									4

The 2589 home safety checks carried out April to July 2021 by stations are shown below.

**Chart 9: The Total Successful HSCs by Station April to July 2021** shows the number of number completed by stations, ranging from 1 to 377. The stations delivering less than 20 home safety checks were On-Call stations. The stations delivering the most home safety checks were Loughborough (377), Coalville (311) and Western (308).



### July 2021

For July, there were 1228 home safety checks, which is 246 less than June (1474).

Of the 1228, there were 865 successful initial, 343 successful follow up and 20 successful vulnerable person. There were 932 carried out by stations, 286 carried out by community safety educators, 9 carried out by partners and 1 was unknown.

### 4.2 Home safety feedback surveys – April to July 2021

There have been 300 home safety feedback surveys April to July 2021. This indicator has now been in place since April 2021 and figures this year are compared to figures last year and not the 3-year average, as this is not available.

Of the 300 surveys, 221 were first visits and 79 were repeat visits. Of the 221 first visits, 100% were satisfied and of the 79 repeat visits, 99% were satisfied. The previous year shows there were 668 surveys, with 555 first visits and 113 repeat visits.



## **July 2021**

For July, we have received 56 home safety feedback surveys, which is 24 less than in June (80). Of this, 49 were first visits in July, which is 17 less than in June (66) and 100% were satisfied. There were 7 repeat visits in July, which is 31 less than in June (38) and 100% were satisfied.

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

There have been 262 fire safety audits carried out April to July 2021 and there have been 31 action plans or enforcement notices. The number of fire safety audits carried out is 140 more than the 3-year average of 122 and the number of action plans or enforcement notices is 2 more than the 3-year average of 29.

The Fire Protection Department has returned to completing fire safety audits by direct engagement with the Responsible Person on site, whilst also ensuring the site they are auditing is Covid-19 compliant. The number of audits completed during the period April to July 2021 continues to demonstrate improved effectiveness and efficiency within the Fire Protection Team. This is also reflected in the increased target figure which has been set for the 2021-2022 Risk Based Inspection Programme (RBIP).

## **July 2021**

For July, there were 51 fire safety audits carried out, which is 17 less than in June (68). There were 3 action plans or enforcement notices issued, which is 9 less than in June (12).

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

There have been 46 completed surveys received April to July 2021 and 45 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. We are beginning to carry out more audits, so the number of surveys returned is expected to increase. The number of completed surveys received is 13 more than the 3-year average of 32.

## **July 2021**

For July, there were 6 completed surveys received and 5 were satisfied with the service they have received. There were 8 less completed than there were in June (14).

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

An average of 1.78 days/shifts per person were lost to sickness by operational staff during April to June 2021, compared to the 3-year average of 1.18 days/shifts lost per person. In total, there have been 654.80 days/shifts lost to sickness, compared to the 3-year average of 447.83 days/shifts lost.

The 654.80 days/shifts lost April to June 2021 can be broken down further:

There were 162.09 short term days/shifts lost, an increase of 42.47 days/shifts lost compared to the 3-year average of 119.62 days/shifts lost.

There were 492.71 long term days/shifts lost, an increase of 164.50 days/shifts lost compared the 3-year average of 328.21 days/shifts lost.

The result of COVID 19 has also had an impact on sickness. If you include this data, an average of 1.95 days/shifts would be lost by operational staff during April to June 2021. In total, there have been 63.77 days/shifts lost to COVID 19, compared to 263.86 days/shifts lost during the same period last year. The COVID 19 for comparison is based on just last year’s data as that’s when the pandemic started. In respect of operational staff, although the ability to work from home has been significantly more challenging, a number of personnel have been able to do so, and as such it would be impossible to consider the COVID 19 information as lost shifts in its purest sense. It would however, be pertinent to view this figure as the amount of operational shifts impacted, which does have a direct correlation with crewing/resilience requirements during the period.

In respect of the number of times personnel had short term sickness, there were 68 instances, as well as 23 long term sickness instances and 34 COVID 19 instances, so the scale of the impact COVID 19 can really be seen on the service here, although the impact of COVID 19 was much higher during the same period last year. A full detailed report on sickness and reasons for sickness has been produced.

**Table 25: The total operational sickness – April to June 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	22.00	38.00	60.00	31.67	1.89
23 – Eastern	11.00	39.50	50.50	39.00	1.29
24 – Western	23.50	89.50	113.00	22.33	5.06
30 – Central	12.00	16.00	28.00	40.00	0.70
40 – Southern	26.50	21.00	47.50	24.33	1.95

**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
60.00	5.00	65.00	31.67	2.05
50.50	8.00	58.50	39.00	1.50
113.00	3.50	116.50	22.33	5.22
28.00	4.00	32.00	40.00	0.80
47.50	1.00	48.50	24.33	1.99

Total	95.00	204.00	299.00	157.33	1.90
DC					
21 – Melton	2.75	124.55	127.30	11.33	11.23
36 – Market Harborough	0.25	0.00	0.25	11.50	0.02
37 – Lutterworth	1.45	21.06	22.51	11.00	2.05
Total	4.45	145.61	150.06	33.83	4.44
DCP					
18 – Castle Donington	4.23	0.00	4.23	11.33	0.37
19 – Birstall	0.00	0.00	0.00	12.00	0.00
25 – Coalville	7.34	11.58	18.92	10.67	1.77
31 – Wigston	1.67	14.74	16.41	12.00	1.37
33 – Oakham	11.49	45.28	56.77	12.33	4.60
38 – Hinckley	2.41	0.00	2.41	11.00	0.22
Total	27.14	71.60	98.74	69.33	1.42
Control					
Control	25.00	71.50	96.50	26.00	3.71
Non Station					
Non Station	10.50	0.00	10.50	82.33	0.13
Total Operational					
Total Operational	162.09	492.71	654.80	368.83	1.78

299.00	21.50	320.50	157.33	2.04
127.30				
127.30	3.80	131.10	11.33	11.57
0.25	0.23	0.48	11.50	0.04
22.51	0.34	22.85	11.00	2.08
150.06	4.37	154.43	33.83	4.56
4.23				
4.23	2.78	7.01	11.33	0.62
0.00	0.00	0.00	12.00	0.00
18.92	0.00	18.92	10.67	1.77
16.41	0.00	16.41	12.00	1.37
56.77	0.40	57.17	12.33	4.64
2.41	0.72	3.13	11.00	0.28
98.74	3.90	102.64	69.33	1.48
96.50				
96.50	13.50	110.00	26.00	4.23
10.50				
10.50	20.50	31.00	82.33	0.38
654.80				
654.80	63.77	718.57	368.83	1.95

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

An average of 1.20 days/shifts per person were lost to sickness by support staff during April to June 2021, compared to the 3-year average of 1.77 days/shifts lost per person. In total, there have been 137.66 days/shifts lost to sickness, compared to the 3-year average of 181.27 days/shifts lost.

The 137.66 days/shifts lost April to June 2021 can be broken down further:

There were 41.00 short term days/shifts lost, a decrease of 9.94 days/shifts lost compared to the 3-year average of 50.94 days/shifts lost.

There were 96.66 long term days/shifts lost, a decrease of 33.67 days/shifts lost compared the 3-year average of 130.33 days/shifts lost.

The result of COVID 19 has also had an impact on sickness. If you include this data, an average of 1.50 days/shifts would be lost by operational staff during April to June 2021. In total, there have been 34.42 days/shifts lost to COVID 19, compared to 107.47 days/shifts lost during the same period last year. The COVID 19 for comparison is based on just last year’s data as that’s when the pandemic started.

The majority of support staff have maintained working from home and as such, COVID 19 should not be considered as part of lost shifts, more the impact of COVID on Service support staff, is simply identified by the total shifts affected. 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 17 instances, as well as 5 long term sickness instances and 10 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 June 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	3.43	43.00	46.43	33.86	1.37
People and Organisational Development	6.50	53.66	60.16	25.46	2.36
Community Risk	7.50	0.00	7.50	27.15	0.28
Directors	6.00	0.00	6.00	2.00	3.00
Operational Response	0.00	0.00	0.00	6.22	0.00
Service Assurance	17.57	0.00	17.57	19.40	0.91
Service Delivery	0.00	0.00	0.00	0.33	0.00
<b>Total Support</b>	<b>41.00</b>	<b>96.66</b>	<b>137.66</b>	<b>114.42</b>	<b>1.20</b>

**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
46.43	21.13	67.56	33.86	2.00
60.16	9.50	69.66	25.46	2.74
7.50	2.50	10.00	27.15	0.37
6.00	0.00	6.00	2.00	3.00
0.00	0.00	0.00	6.22	0.00
17.57	1.29	18.86	19.40	0.97
0.00	0.00	0.00	0.33	0.00
<b>137.66</b>	<b>34.42</b>	<b>172.08</b>	<b>114.42</b>	<b>1.50</b>

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

There have been on average 6.50 members of staff that have been on modified duties for the entire month from April to July 2021. This is 1.26 less than the 3-year average of 7.76.

The breakdown includes 3.75 from Wholetime, 2.25 from On-Call and 0.50 from Support.

**July 2021**

The breakdown of 5 members of staff on modified duties for the entire month in July:

- Wholetime – 2 – 1 Market Harborough and 1 Non Station.
- On-Call – 2 – 1 Billesdon and 1 Market Bosworth.
- Support – 1 – Operational Response.

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

There have been on average 14.75 members of staff that have been on modified duties at some point throughout the month from April to July 2021. This is 1.83 more than the 3-year average of 12.92.

The breakdown includes 10.00 from Wholetime, 2.25 from On-Call and 2.50 from Support.

## **July 2021**

The breakdown of 21 members of staff on modified duties at some point throughout the month in June:

- Wholetime – 15 – 2 Control, 2 Loughborough, 2 Southern, 2 Western, 2 Non Station, 1 Castle Donington, 1 Central, 1 Melton, 1 Hinckley and 1 Wigston.
- On-Call – 5 – 1 Kibworth, 1 Lutterworth, 1 Market Bosworth, 1 Melton and 1 Shepshed.
- Support – 1 – 1 People and Organisational Development.

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**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 15 September 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 July 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 July 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 15 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 now 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. Coverage testing is ongoing, the external testing supplier has agreed to perform the 'walk tests' with sophisticated equipment to test coverage at Birstall Station. The Home Office has also issued some signal boosters for testing, one has been allocated to LFRS which will be installed at Birstall Station.

#### 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. This data can be used by all stations and departments to monitor performance, identify trends and target interventions. Customer survey satisfaction data was also added at the end of August 2021.
9. External consultants are assisting the ICT department with the infrastructure design to ensure the data warehouse which supports the dashboards is scalable and easy to maintain in the future. Further work on providing additional dashboards with data from others systems is dependent on the data warehouse work being completed.

#### High Reach Appliance Replacement

10. This project has been created to procure and deliver a high reach appliance to replace one of the existing Aerial Ladder Platform vehicles.
11. The vehicle requirements specification has been created and the supplier framework procurement process was completed at the end of June 2021. Emergency One were the only supplier to submit a response and have been appointed to undertake the work. The vehicle build is expected to be completed by December 2022.

#### Appliance Replacement Project

12. 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.
13. The additional 4 appliances have been built, signed off and delivered. There is however a delay caused by the availability of external engineers to install the mobile data terminals and radios. It is expected that the appliances will all be handed over to Operational Response by the end of October 2021.

#### Devolved Budget Management Project

14. 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 new Finance Manager will now establish what deliverables still need to be achieved in relation to training and reporting and reset expectations as to when and how these will be delivered. This work is impacted by the unavailability of resource within the Finance Department with a number of vacancies currently unfilled.

#### Virtual Fatal 4 (VF4) Replacement Project

15. A project to develop a VF4 van to replace the existing VF4 car. Despite significant delays due to the project supply chain caused by the pandemic, the van has now had the technical implementation completed and has been delivered to LFRS. User training is being undertaken and the van has also received its promotional wrap/branding and is ready for a launch event which is scheduled for 14 September 2021.

#### Web GIS Project

16. A project to upgrade to a web-based geographical information mapping system.
17. The final stage, linking maps to other systems was successfully completed at the end of August 2021. The project will now be closed on receipt of final invoices and a project closure report.

#### eOPAS Optimisation Project

18. A project to re-implement eOPAS, the occupational health system, making it fit for purpose to the benefit of Forge Health and LFRS.
19. The project is currently on hold while an evaluation into the benefits of the system optimisation takes place, as other alternative solutions are available.

#### FireWatch Project

20. A project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
21. The project is progressing with migration to a cloud based version of the software which will make support and version upgrades easier. New versions of the software will provide access to the functional improvements required by Operational Response.

#### Learning Management System (Oracle) Project

22. A project to develop a comprehensive Learning Management System.
23. The project is nearing completion with data migration, learnings pathways and maintenance of competence for grey book staff all on target to be completed by the end of September 2021.

### Fleet Replacement Project 2020-2021

24. 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.
25. All remaining vehicles have now been delivered. The minibus is operational, the rope rescue van is having blue lights fitted, the welfare vehicle is with the vehicle body builders and the fogging unit is having its equipment fitted. Due to continued difficulties with suppliers caused by the pandemic, delays have been experienced. The rope rescue van and the fogging unit should be operationally available by the end of September, with the welfare vehicle being ready by the end of October 2021.
26. The scope of the project has been further increased to include 3 additional Fire Protection cars which should be available by the end of December 2021.

### Health and Safety Process Enhancement Project

27. A project to redesign Health and Safety Processes.
28. The project board has agreed a change to the technical specification and a solution using the Freshservice application is being delivered. User acceptance testing is being undertaken and will be completed by the end of September 2021 prior to live usage commencing.

### Microsoft 365 Migration Programme

29. 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
30. 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 separate project teams appropriate to the project. The programme is due to be completed by March 2023.

### Exchange 365 Migration Project

31. A project to migrate Microsoft Exchange services from on premise into Microsoft 365 in the cloud.
32. 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 3 activities have however already been finished early. The project board has therefore agreed to

merge stages 2 and 3 and maintain the original project completion date of the end of October 2021.

### Corporate Workwear Project

33. A project to procure replacement corporate workwear and undress uniform provision.
34. Stage 1, which involves establishing user requirements, market research, creation of the procurement documentation and completion of an Equality Impact Assessment was due to be completed by the end of July 2021. However, discussions are ongoing with the current workwear provider regarding the possibility of a 12 month contract extension.

### Fleet Replacement Project 2021/2022

35. This project includes: five new appliances, a van for the rescue dog, which is carried forward from the 2020/2021 project and a replacement driver training car. All vehicles are due to be operationally available by the end of April 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.

36. The way in which education and enforcement activities have been delivered has continued to be influenced by both national and organisational COVID restrictions. As well as being aligned to our internal roadmap, this has continued to ensure that the most vulnerable members of the community receive the appropriate interaction. The Fire Protection Department has returned to conducting all Fire Safety Audits in person, liaising with the Responsible Person in the first instance to confirm that the premises being visited is Covid compliant. The Community Safety Department is now in a position of carrying out Home Safety Checks (HSC) via the telephone or, if more appropriate, in person. The ability to carry out HSC via the telephone has been very successful during the main period of the pandemic. It has allowed the team to continue to interact with members of the community so ensuring Safer People Safer Places. A combination of telephone and in person HSC will continue. This allows the team to conduct a HSC in a way that is appropriate for the team member as well as the individual concerned. A significant number of 'follow up' visits have also been conducted. This has allowed the Community Safety Team and Response to ensure that the individual has remained safe and well throughout the challenges of the pandemic.
37. The team of Fire Safety Inspecting Officers is on track with the target of 600 inspections set for the 2021-2022 Risk based Inspection Programme (RBIP). A number of outcomes from the Phase 1 Grenfell Towers Inquiry (GTI) are being progressed within the department; a significant outcome being the Building Risk

Review (BRR) Programme. This BRR has identified 115 residential tall buildings within LLR which the team must triage by December 2021. The team has contacted all the identified tall buildings to detail the recommendation of the Phase 1 GTI, offering the Responsible Person (RP) guidance around the recommendations.

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

38. In response to the Grenfell Tower Inquiry (GTI), a table top exercise to manage Fire Survival Guidance for residents who cannot evacuate a premises has been conducted. This will now be tested practically before Service-wide training and guidance is implemented. To improve situational awareness at fires in buildings that have failed, we have closed another GTI recommendation around access to aerial footage. An agreement with the Police is now in place to have support from their drones for any incident.
39. All identified High Risk Tall Buildings have been visited by crews to ensure radio communications are effective throughout the building. No issues have been found and the procurement of new digital radios in 2020 improves communication further. The completion date of December 2021 will not be met due to Covid restrictions outlined in the last report; the expectation being that July 2022 is now more realistic.

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

40. The health and safety training requirement was identified in the LFRS Improvement plan in response to the first HMICFRS inspection. In July, the Health and Safety Committee approved that the rolling six year programme was now business as usual. Progress has been made in all areas including: completed training at Strategic level; ongoing at Supervisory; and September sees the online training for reference holders and all other staff go live ready for completion by the end of the financial year.

Effective management and communication of our tall building risk profile.

41. A direct outcome of the Phase 1 Grenfell Towers Inquiry (GTI) was the formation of the National Fire Chief Council Protection, Policy and Reform Unit (PPRU). From this unit the Building Risk Review Programme (BRR) was established, which identified the 'in scope' premises within each Fire and Rescue Service. Within LLR, 115 'in scope' premises were identified. 'In scope' being six storeys or 18m in height. All 115 premises must be triaged and with detail reported back to the PPRU by December 2021. This triage process has been completed and is reported back to the PPRU on a monthly basis as required.
42. With the introduction of the amended Fire Safety Act 2021 the Fire Protection Team has communicated via letter/email to the Responsible Person (RP) at all 115 premises that form the BRR. The communication details recommendations

of the Phase 1 GTI as well as the amendments to the Fire Safety Act 2021 and what that means to the RP.

43. 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 that premises due to current fire protection concerns. PRCG has direct involvement from Fire Protection, Operational Planning, Fire Control and Response. This collaborative approach ensures a collective overview of the management and communication of the risk profile of tall buildings within LLR. ensuring that the correct departments are fully informed and information remains valid and current as the risk profile changes.

## **Aim 2 – Respond effectively to incidents**

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

44. Between April and July, the average response time, to a total of 273 life risk incidents, was 10 minutes and 13 seconds. Appliances were moved from their usual base to another location on 592 occasions for an average of 128 minutes at a time.

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

45. Fire Fighters were relocated from their usual base to an alternative location to maintain appliance availability on a total of 1762 occasions. The average period staff were at the alternative location was just over 12 hours. On-Call staff worked at wholetime stations on 256 occasions. Wholetime staff worked at On-Call stations on 47 occasions and wholetime staff worked at alternative wholetime stations on 1459 occasions.

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

46. The Shift Review Working Group is made up of Senior Managers and Representative Bodies. The group meet regularly to discuss alternative options to the Day Crewing Plus duty system. A number of alternative options have been reviewed, some ruled out and others are being further analysed. It is expected that a number of options will be presented to the CFA at its meeting in September 2021.

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

47. Since April 2021, On-Call availability has fallen in comparison to the same period of last year. On-Call staff returning to their "normal" place of work in place of home working has reduced staff availability. There has also been an increase in staff being required to self-isolate as a result of COVID-19.

48. The implementation of the recommendations from the “On-Call improvement” project, that will assist with increasing appliance availability continues. This includes a number of recent successful recruitment campaigns resulting in the recruitment of 20 new On-Call staff.

### **Aim 3 – Deliver value for money quality services**

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

49. The Combined Fire Authority approved the procurement of a replacement high reach appliance in February 2020 as proposal 3 of the 2020-2024 Integrated Risk Management Plan (IRMP). Project progress is outlined in paragraphs 10 and 11 above.

#### Relocate and centralise our Learning and Development facilities.

50. A report outlining the current progress was presented to the Combined Fire Authority (CFA) at its meeting on 16 June 2021. A further update will be provided to the next CFA meeting in September 2021.

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

51. 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.

52. A modular based, on-line/Oracle based training package for use by all multi-agency partners to on-board new staff and to provide refresher training is being created by LFRS. The training being undertaken by the ICT trainer is for staff with a role in major incident response and will be delivered to the Police, EMAS, Local Resilience Partnership, Army, Environment Agency, British Red Cross and Health partners.
53. A joint initiative between Northants Police, Northants Fire, Leicestershire Police and LFRS to tackle stack and barn fires in the Market Harborough area, and just over the border in Northants, has been established. Any stack or barn fires in the area will trigger the initiative with joint actions being carried out to identify and catch arsonists.

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

54. Plans are being developed to make the best use of the space in Service Headquarters. A report detailing the proposal will be presented to the CFA at a future meeting.

#### **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.

55. The Learning Management System project is nearing completion (end of September 2021) and the system is now being trialled at a further Wholetime and On-Call station. The 'soft' launch of the maintenance of competence element of the system will be at the beginning of September. This will include a 36 month training calendar, providing operational teams the opportunity to schedule training to fit within a three-year window, making maintaining competence easier.
56. An experienced instructional designer joined the Service at the end of July. This role has been funded by the Fire Protection grant and they will be initially developing the fires in tall buildings training programme, before moving on to fire protection awareness training for the operational workforce.

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

57. A key work stream that aims to positively contribute to the development of a few of the staff survey themes, especially to 'increase performance feedback and recognition', is the design of a new appraisal process. Over the last two months the initial engagement exercise with stakeholders has been completed alongside the creation of a draft engagement presentation.
58. Senior Management Team visits have continued across the Service providing staff with the opportunity to ask senior management about how their service is being run.

Give leaders the skills to engage and motivate their teams.

59. An experienced Learning and Development consultant joined the Service at the beginning of July and he has spent six weeks with teams understanding their training needs. A proposal for next steps will be shared with the People and Organisation Development team by mid-September. This will include the introduction of a unique coaching and feedback model.

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

60. A Health and Wellbeing plan has been written and shared with the Health and Wellbeing team and the Principle Officers. This describes and prioritises the key interventions the Service aims to deliver over the next 24 months. One of the first on the list (and highlighted by the HMICFRS) is the provision of wellbeing/ stress awareness training for all staff. Aims and objectives have been written and Learning and Development are in the process of finding a suitable provider.

**Aim 5 – Provide assurance**Implement the findings from the multiculturalism and fire safety research.

61. The research report on multiculturalism and fire safety undertaken with the University of Leicester identified ways for improving engagement with Black, Asian and Minority Ethnic communities. The recommendations involve building trust and creating a visual strategy for a person-centred approach to fire safety and the creation and delivery of a training package for community engagement. The training package has been created and will, over the next six months, be presented to operational and support staff.
62. Work has also commenced 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.

Implement our HMICFRS Improvement Plan.

63. The published action plan identified 88 areas for improvement, 55 of these have now been completed. All of the remaining 33 actions are scheduled to be complete before the next planned inspection in 2022.
64. 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.
65. A collaboration exercise has been completed with partners 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.

66. 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.
67. 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 Service's current position against the individual standards.



Improve engagement with our communities.

68. The Celebrate Safely campaign is underway again with initial meetings having taken place with Leicestershire Police. A 'soft launch' has been agreed and will be social media based, with budget being used to boost the posts to ensure all communities are reached. New animations are being created on key topics (cooking, candles, electrics, fireworks) and as a first, working closer with the Police to boost the 'Out and About' messaging which covers key topics such as locking up your house.
69. LFRS is also very aware that there is a need to explore social media channels to better engage with communities, and as such a 'pilot' to run the first Service TikTok account is planned. TikTok is the world's seventh most used social media network and has a young demographic, so is therefore a good opportunity. A content plan will be developed to ensure appropriate, engaging content is shared. Evaluation of the 'pilot' will determine whether the use of the channel is rolled out across the Service.
70. In response to the findings of the Community Engagement work undertaken with the University of Leicester, the Corporate Communications department will be improving the suite of photography with the assistance of an On-Call Firefighter, whose 'day job' is in photography and social media. It was felt it would be beneficial to use someone who already works for LFRS as they are aware of the study and the kind of imagery required. A working group will be putting a content plan together with a conscious effort to ensure the photography is person-centred and designed to build trust, show the Service as being approachable and ensure the imagery is more representative of communities served.

**Report Implications/Impact**

71. Legal (including crime and disorder)

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

72. 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.

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

The current Covid-19 situation represents a risk to some of the projects currently being undertaken. Individual project risk registers will continue to be maintained, however it should be noted the uncertainty around allocation of internal resources and when suppliers will return to 'normal', means that the situation is changing regularly and as such it may not be possible to detail the absolute latest position in this report.

74. 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.

75. Environmental

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

76. 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: 15 September 2021**

**Subject: Financial Monitoring to end July 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 July 2021. This report is the first in the budget monitoring cycle and presents the key issues arising from the revenue budget and capital programme as at the end of July 2021 (Financial Period 4 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 July 2021;
  - b. Approve the transfer of £440,000 of unbudgeted grant income to the Budget Strategy and COVID-19 earmarked reserve, to assist with future years' budget strategy; and
  - c. Note that the CFO intends to bring forward proposals to fund priority development and improvement initiatives from the forecast underspends.

### **Executive Summary**

3. This report indicates the current financial position compared to the updated Revenue Budget and Capital Programme.
4. The revenue position shows an overall forecast underspend of £453,000. This is mainly as a result of pay underspends due to vacancies throughout the year, employees on lower points within grades and the on-going lower retained / on-call costs.
5. Unbudgeted grant income of £375,000 for the New Dimensions Grant and Firelink Grant has been received, together with unbudgeted business rates pilot income of £65,000. This report assumes that the total of £440,000 will be transferred to the Budget Strategy and COVID-19 Reserve.

6. The CFO intends to bring forward proposals to fund priority development and improvement initiatives from the forecast underspends.
7. The capital programme is reporting spend of £818,000 to date. Slippage of £1,221,000 has been identified and is being kept under review.

#### Revenue Budget

8. The budget figures have been updated to reflect a number of virements (budget transfers) and corrections within expenditure categories agreed by the Service. These have had no impact upon net expenditure. The updated revenue budget position is summarised in Table 1 below. The forecast overall underspend is approximately £453,000.

<b>Table 1 - 2021/22 Revenue Budget</b>	<b>Annual Budget</b>	<b>Forecast Outturn</b>	<b>Variance</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Employees</b>	30,027	29,526	(500)
<b>Premises</b>	2,459	2,459	0
<b>Transport</b>	983	983	0
<b>Supplies and Services</b>	3,471	3,471	0
<b>Capital Financing</b>	2,860	2,860	0
<b>Total Expenditure</b>	39,800	39,300	(500)
<b>Income*</b>	(39,800)	(39,753)	47
<b>(Under)/Over Spend</b>	0	(453)	(453)

\* Note that unbudgeted grant income is excluded from the forecast

9. The following notes relate to issues currently highlighted:

#### **Employees**

- i. Firefighters pay is forecasted to underspend by £250,000. This is due to firefighters on trainee and development salaries during the year, along with a small number of vacancies.

- ii. The support staff pay budget is currently forecasting an underspend of £94,000. This is due to several vacancies within the establishment, partly offset by temporary agency cover.
- iii. Retained staffing is currently forecasting an underspend of £150,000 largely due to being below full establishment.
- iv. Overall, an underspend of approximately £500,000 is expected at this stage.
- v. The Grey Book (firefighters) pay award of 1.5% from July 2021 has been agreed. The Green Book (support staff) award from April 2021 is not yet finalised. The budget includes a £400,000 provision for pay awards, which should broadly equate to the costs.

### **Other Expenditure**

- vi. Other expenditure lines are currently forecast to outturn in line with budget. This will however be kept under review.

### **Income**

- vii. Unbudgeted grant income has been received in respect of the New Dimensions and Firelink (Members will recall that this is usually higher than budgeted). Unbudgeted business rates pilot income of £65,000 has also been received. The table assumes the income has been transferred directly to reserves, to support future budget strategies.
- viii. 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.

<b>Table 2 2021/22 Capital Programme</b>	Programme after Carry Forwards	Actual YTD	Forecast Outturn	Slippage	Forecast (Savings)/ Overspends
	£'000	£'000	£'000	£'000	£'000
Vehicles	3,228	619	2,257	971	0
Property	958	0	708	250	0
IT and Equipment	1,321	199	1,321	0	0
Fire Control	318	0	318	0	0
Life Safety Sprinkler	50	0	50	0	0
<b>TOTAL</b>	<b>5,875</b>	<b>818</b>	<b>4,654</b>	<b>1,221</b>	<b>0</b>

### **Vehicles**

11. The majority of the current slippage relates to a new driver training pump and the Aerial Ladder Platform, for which the procurement is underway. However, some payments will fall in 2022/23.

### **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. Expenditure is currently forecast to budget and 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>

## **Officers to Contact**

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**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 15 September 2021**

**Subject: Progress against the Internal Audit Plan 2021-22**

**Report by: The Treasurer**

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

**For: Information Only**

### **Purpose**

1. The purpose of this report is to provide the Corporate Governance Committee (the Committee) with an update of progress against the Internal Audit Plan for 2021-22.

### **Recommendation**

2. The Committee is asked to note the report and the fact that
  - a. two audits are complete;
  - 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.

### **Executive Summary**

3. One of the functions of the Corporate Governance Committee is to monitor the adequacy and effectiveness of the internal audit function and, specifically, to monitor progress against the internal audit plan through the receipt of periodic progress reports. Background information on the statutory and constitutional requirements for internal audit, working arrangements and information on assurance gradings is contained in Appendix 2.
4. 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.
5. The approved plan identified auditable areas, which also included follow-up on the implementation of High Importance recommendations, and an allowance for 'client' management activity (report to committees, planning, advisory etc.). The number of days purchased is 85 days.
6. 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:

- two audits have been completed to final stage.
  - one audit has been completed to draft stage.
  - eight audits are work in progress (see also paragraph 7 immediately below).
  - three audits have not yet been started (see also paragraph 7 immediately below).
7. It is important to note that for varying reasons seven of the eleven jobs 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.
8. Two legacy (from 2019/20 audit year) partial assurance reports and associated High Importance recommendations remain within the domain of this Committee and there is a further partial opinion with an associated High Importance recommendation that has been identified from completion of a piece of work from a prior year. There are no new partial assurance/High Importance recommendations in the 2021/22 coverage to date.

## Background

9. This report provides the Committee with a summary of internal audit work undertaken in the period prior to the meeting. Where applicable, an individual ‘opinion’ on each audit assignment is reported i.e., 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.
10. 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.
11. The current position as of 25 August 2021 (and any outcomes) 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>
2 to final report issued/advisory work complete	<ul style="list-style-type: none"> <li>• Key Financial Systems – Reconciliations and Balances 20/21 (*) – reference 21/3</li> <li>• National Fraud Initiative – 22/8</li> </ul>
1 to draft report issued	<ul style="list-style-type: none"> <li>• Key ICT Controls 20/21 – 22/6</li> </ul>
8 areas of work in progress	<ul style="list-style-type: none"> <li>• Workshop Service – 22/1</li> <li>• Key Financial Systems – Reconciliations and Balances (*) – 22/3</li> </ul>

	<ul style="list-style-type: none"> <li>• Key Financials Payroll (*) – 22/4</li> <li>• Key Financials Pensions (*) – 22/5</li> <li>• ICT Controls 2021/22 (*) – 22/7</li> <li>• Contract Procedure Rules and associated Policies and Processes – 22/9</li> <li>• Accounts Receivables – BACS Payment Process – 22/11</li> <li>• High Recs – (Re Reconciliations and Balances) - 22/12</li> </ul>
3 areas not yet started	<ul style="list-style-type: none"> <li>• Risk Management Review - 22/2</li> <li>• Segregation of duties within the finance function - 22/10</li> <li>• Emerging Issues - 22/12</li> </ul>

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

#### Virements/Additional Time

12. The approved plan was a statement of intent and whilst every effort will be made to deliver it, the Treasurer recognises that it needs to be flexible and be prepared 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. We will also report any additional jobs that have been requested. To date there are no such requests for virement.

#### High Importance Recommendations

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

<u>Job Name/Date</u>	<u>Ref</u>	<u>Area of focus/Date for review/date to report back to committee</u>
Contract Procedure Rules	N/A - Original Ref 20-D	Retesting is currently being undertaken as part of a 21/22 follow up audit (ref 22/9) and will be reported back to the November meeting of the Corporate Governance Committee.

Key Financials – Reconciliations and balances	Ref 20-E	Focus on prompt independent reconciliations was followed up within the 20/21 Key Financial coverage (audit 3) – however this audit also resulted in partial assurance (see immediately below) and so the legacy High Importance recommendations remain outstanding and will be retested and progress reported to the November meeting of the Corporate Governance Committee)
Key Financials – Reconciliations and Balances	Ref 21/3	Further work is currently being undertaken to address the following High Importance recommendations:  Oncost's salary control account reconciliations being undertaken/imbalances investigated  Unreconciled Investment Bank Account transactions promptly identified and corrected

### Report Implications/Impact

#### 14. 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’.

#### 15. 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

16. 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.

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

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

18. Environmental

There are no environmental implications arising from this report.

19. Impact upon Our Plan Objectives

The 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 of 25 August 2021  
 Appendix 2 - Statutory and constitutional requirements and working arrangements

**Officers to Contact**

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## Appendix 1 – Progress against the Internal Audit Plan 2021-22 at 25<sup>th</sup> August 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**

No.	Category	Auditable area	Potential assurance requirements....	Position at 25/08	Summary recommendations	Opinion
21/3	Internal Control	Key Financial Systems – Reconciliations and Balances (*)	<ul style="list-style-type: none"> <li>• Key reconciliations and other agreed in scope processes are undertaken accurately and promptly</li> </ul> <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"> <li>• Monthly reconciliations should be independently review and evidenced</li> <li>• Oncosts salary control account reconciliations are undertaken/imbances investigated <b>(HI)</b></li> <li>• Reconciliations undertaken on a monthly basis</li> <li>• Improved procedures for 3<sup>rd</sup> party reconciliation of deductions</li> <li>• Unreconciled Investment Bank Account transactions promptly identified and corrected <b>(HI)</b></li> <li>• Improved procedures for prompt clearing of suspense items</li> <li>• Reminding staff re prompt payment of creditors</li> <li>• Improved dept write off procedures</li> <li>• Improved procedures for</li> </ul>	Partial



					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 25/08	Summary recommendations	Opinion
22/6	Internal Control	Key ICT Controls 2020/21 (*)	<ul style="list-style-type: none"> <li>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</li> </ul> <p><i>(Note: This is to complete our 20/21 coverage including addressing the high importance recommendation remaining within the Corporate Governance</i></p>	Draft report issued 22 June 2021  Response still awaited	Note: As reported to the July Committee as part of the Head of Internal Audit Annual Report – The legacy high importance recommendation in respect of robust Change Control Arrangements has been satisfactorily tested and addressed as part of this work.	N/A

			Committee arena)  Note: This replaced audit 21/08 in 20/21			
22/8	Internal Control	National Fraud Initiative	<ul style="list-style-type: none"> <li>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.</li> </ul>	Final report issued	<ul style="list-style-type: none"> <li>Be assured that a segregation of duties existed in the checking of the reports</li> <li>Ensure any lessons learned/mitigating controls required from the two duplicate payments found are identified and promptly implemented</li> <li>Seek legal advice regarding recovery of the one outstanding duplicate payment where the vendor is no longer trading</li> <li>Reaffirm code of conduct procedures and ensure one employee makes a declaration</li> </ul>	No opinion - consulting work

Work in progress

No.	Category	Auditable area	Potential assurance requirements....	Position at 25/08	Summary recommendations	Opinion
22/1	Governance	Workshop Services	<ul style="list-style-type: none"> <li>Work undertaken delivers value for money and is undertaken by suitably qualified staff.</li> </ul> <p><i>(This audit straddles the two financial years of 20/21 and 21/22)</i></p>	<ul style="list-style-type: none"> <li>Testing nearing completion</li> </ul>	N/A	N/A
22/3	Internal Control	Key Financial Systems – Reconciliations and Balances (*)	<ul style="list-style-type: none"> <li>Key reconciliations and other agreed in scope processes are undertaken accurately and promptly</li> </ul> <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"> <li>Draft Terms of Engagement completed – can only be agreed with client once legacy high rec and 20/21 Key Financial Systems work has been retested.</li> </ul> <p>Work to commence in final quarter</p>	N/A	N/A

22/4	Internal Control	Key Financials Payroll (*)	<ul style="list-style-type: none"> <li>Payroll Starters, leavers and variations to pay are valid and accurately accounted for</li> </ul> <p><b>Note: the service provider changed during 2020-21</b></p>	<ul style="list-style-type: none"> <li>Draft terms of engagement with client to sign off</li> </ul> <p>Work to commence in final quarter</p>	N/A	N/A
22/5	Internal Control	Key Financials Pensions (*)	<p>To provide assurance regarding operational processes for Fire Fighter Pensions. Topic area(s) will be risk assessed and then selected from the following:</p> <ul style="list-style-type: none"> <li>Starters, leavers and variations to pension are accurately accounted for in respect of pensionable adjustments required.</li> <li>Contribution banding, pensions increases, and dependants' pension requirements are correctly applied.</li> </ul>	<ul style="list-style-type: none"> <li>Draft terms of engagement with client to sign off</li> </ul> <p>Work to commence in final quarter</p>	N/A	N/A

			<ul style="list-style-type: none"> <li>To review the validity and accuracy of calculations with regard to payments for new pensions and lump sums</li> </ul> <p><b>Note: the service provider changed during 2020-21</b></p>			
22/7	Internal Control	ICT Controls 2021/22 (*)	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Draft terms of engagement with client to sign off</li> </ul> <p>Work to commence in final quarter</p>		
22/9	Internal Control	Contract Procedure Rules and associated Policies and Processes	<ul style="list-style-type: none"> <li>Follow up of partial assurance report</li> <li>Note the degree of detailed testing required for this specific audit</li> </ul>	<ul style="list-style-type: none"> <li>Testing being undertaken</li> </ul> <p>(Slight delay due to summer leave overlaps between</p>		

			means this cannot be absorbed from the allocation of time further below	auditor and client)		
22/11	Internal Control	Accounts Receivables – BACS Payment Process	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Testing in progress</li> </ul>	N/A	N/A
N/A	Various	High Importance Recs	<ul style="list-style-type: none"> <li>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.</li> </ul>	<p><b><u>Key Financials High Recs 19/20 &amp; 20/21</u></b></p> <p>Work in progress to follow up high importance recommendations from 19/20 and 20/21 Key Financials coverage</p> <p><b><u>Contract Procedure Rules Recs 19/20</u></b></p> <p>Work nearing completion in respect</p>	N/A	N/A

				of Contract Procedure Rules legacy partial assurance – covered within job		
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**Audits not started**

No.	Category	Auditable area	Potential assurance requirements....	Position at 25/08	Summary recommendations	Opinion
22/2	Risk Management	Risk Management Review	<ul style="list-style-type: none"> <li>Continuous improvement of the risk management framework</li> </ul>	N/A	N/A	N/A
22/10	Internal Control	Segregation of duties within the finance function	<ul style="list-style-type: none"> <li>To ensure that an adequate segregation of duties exists within the restructured finance function</li> </ul>	Not due to commence until Final Quarter	N/A	N/A
22/12	Various	Emerging Issues	Emerging issues affecting the service e.g. Forge Health, Residual Brexit Issues, Climate Change, New Legislation	N/A	N/A	N/A

			etc			
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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



**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 20<sup>th</sup> 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**

<b><u>OUTCOME OF THE AUDIT</u></b>	<b><u>ASSURANCE RATING</u></b>
No recommendations or only a few minor recommendations	<b>Full assurance</b>
A number of recommendations made but none considered to have sufficient significance to be denoted as <b>HI</b> (high importance)	<b>Substantial assurance</b>
Recommendations include at least one <b>HI</b> 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><b>Partial assurance</b></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 <b>HI</b> 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 <b>HI</b> recommendations made are sufficient to seriously undermine any confidence in the controls that are currently operating.	<b>Little or no assurance</b>

**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 15 September 2021**

**Subject: Organisational Risk Register**

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

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

**For: Information**

### **Purpose**

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

### **Recommendation**

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

### **Executive Summary**

3. The ORR details risks that have been subject to an assessment using a Risk Assessment Template. It contains high level details of the risks faced by the Service and the control measures applied to mitigate the likelihood and/or impact of the risk.
4. The ORR consists of three parts:
  - a. Corporate Risk Register (CRR) – hazards posing a potential for significant risk to day to day running of the Service;
  - b. Project Risk Register (PRR) – highest level risks affecting the delivery of Service projects; and
  - c. Risks arising from the Health, Safety and Welfare process and procedure.
5. The Covid-19 outbreak has had an impact on the Organisational Risk Register with experience gained as part of the response to the current pandemic influencing a number of key risks, particularly 15/07 “Pandemic Disease”.
6. The overall level of assessed risk has remained steady since the last report to the Committee. The long-term trend in risk continues downward due to the implementation of planned control measures.

7. Since the last report, six new Risk Assessment Templates were submitted into the Organisational Risk process. These originated from the Finance Department (one), ICT (two) and Fire Control (three). Three were elevated through the Corporate Risk Process for review and following approval by the Senior Management Team, are on the new Corporate Risk Register (CRR). These cover issues regarding Fire Control, pensions arrangements and two assessments (21/05 and 21/06) relating to data loss, which have come into the Organisational Risk process through new links to an improved ICT risk register; see paragraph 11e for further details.

## Background

8. The ORR is a live document. Regular review is essential to ensure it remains current and accurate, reflecting risks and the control measures applied to mitigate them. The current ORR was validated by the Senior Management Team (SMT) in August 2021. The revised Register can be found at the Appendix to this report.
9. The ORR does not cover areas of risk to the Service where the hazard can be adequately managed within existing risk management processes such as health and safety reporting or debriefs. This helps to prevent duplication of effort.
10. The underpinning detail that supports the ORR is recorded on Risk Assessment Templates (RATs). These are created by Risk Owners and are subject to regular review.
11. The overall level of risk has remained steady. There has been some incremental change to the individual risk assessments, mainly as a result of planned risk mitigation work. Changes of note include:
  - a. 15/07 – “Mass absence of staff due to pandemic disease” has been continually reviewed in light of the ongoing Covid-19 (Coronavirus) pandemic. The assessment of risk has increased due to an increase in the likelihood score. This is due to increased transmissibility of the delta variant, the impact of the “Test and Trace” system and the return of On-Call staff to their day jobs following the winding down of the Furlough Scheme.
  - b. 15/05 – “Industrial action by operational staff” has seen the likelihood score reduced following the signing of the agreement with a third party supplier.
  - c. 18/01 – “Failure to comply with GDPR regulations” has had all identified control measures put into place and has been moved from “treat” to “tolerate”.
  - d. 18/03 – “Budget” has had the residual risk score reduced from Very High to Medium due to ongoing mitigation controls being put into place, which

has reduced both the assessed likelihood and impact scores.

- e. Three new risks were assessed in this period. These are: 21/03 – “Failure to apply forthcoming changes to some staff pensions”, 21/05 – “Loss of Internal Data” and 21/06 – “Loss of externally held data”. The two data related assessments came into the Organisational Risk process via the improved internal risk management recording within the ICT Department. This is the first example of Departmental Risk Plans being used to inform the Corporate Risk Register.
12. Project risk as detailed in Project Risks section of the Register saw two risks, 21/P01 “Views Replacement Project” and 21/P02 “Web GIS Project” removed following completion of work as part of the normal project management process.
  13. Health and Safety risk information detailed in the Register has been updated to reflect the ongoing work to ensure and improve firefighter safety. The new Health and Safety Risk 21/HS05 “Basement Firefighting” highlights the risk arising from the final outstanding action from the Balmoral Bar Report and the mitigation measures that have been recommended.

### **Report Implications/Impact**

14. Legal (including crime and disorder)

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

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

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

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

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

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

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

18. Environmental

There are no environmental implications arising from this report.

19. Impact upon Our Plan Objectives

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

**Background Papers**

Report to the Corporate Governance Committee 10 March 2021 - Organisational Risk Register

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

**Appendix**

Appendix– Organisational Risk Register

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# Organisational Risk Register

## 2021



**Created:** January 2021  
**Reviewed:** August 2021  
**Owner:** Corporate Risk



# SAFER COMMUNITIES

**AIM: FEWER INCIDENTS WITH LOWER IMPACTS**

**OUTCOMES:**

- 1) Targeted prevention and protection activities
- 2) Recognise and reduce the impact of hazards
- 3) Resilient operational risk information
- 4) Effective partnership working

RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	EXISTING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
				L	I	R	ML				L	I	R	ML	
17/05	Failure to meet Central Government and public expectations in relation to the Grenfell Tower review	1,2,3,4	Collaboration  Policy and Procedure  Communications	3	3	H	TC	Review to include lessons from incidents such as The Cube and Manchester Arena attack.	Community Risk	December 2021	2	2	M	OP	Treat





# RESPONSE

**AIM: RESPOND EFFECTIVELY TO INCIDENTS**

**OUTCOMES:**

- 1) Manage calls to fires and other emergency incidents
- 2) Provide a 24/7 response to local, regional, national and international incidents
- 3) Supply the appropriate resources and attend incidents to meet the needs of our communities
- 4) Meet our communities' expectations in resolving incidents

RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	EXISTING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
				L	I	R	ML				L	I	R	ML	
15/07	Mass absence of staff due to pandemic disease, impacting on our ability to meet the Priorities identified in Our Plan 2020.	1,2,3,4	Collaboration  Policy and Procedure  Communication	3	3	H	TC	NONE	N/A	N/A	3	3	H	TC	Tolerate

17/03	System failure leading to loss of risk information (Cat 1/2/3/4)	3,4	Collaboration  Policy and Procedures  Communications	1	4	M	TC	NONE	N/A	N/A	1	4	M	TC	Tolerate
15/05	Much reduced levels of Fire Engine availability due to industrial action	1,2,3,4	Collaboration  Policy and Procedures  Communications	2	3	M	TC	NONE	N/A	N/A	2	3	M	TC	Tolerate
15/04	Failure of any part of the mobilising system	1,2,3,4	Collaboration  Assurance  Learning and Development  Resources	3	5	VH	ST	Fault identification and management guide issued to Control  Automated monitoring and reporting of critical areas  Scheduled maintenance plan  LFRS ICT Risk Register Item R004	Tri-Service  Tri-Service  Tri-Service  ICT Manager	Mar 2020  Mar 2020  Mar 2020  Mar 2024	2	3	M	TC	Treat

17/01	Not enough On-Call duty system appliances available	2,3,4	Policy and Procedure  Learning and Development  Resources	3	3	H	TC	Delivery of On-Call Project aimed at improving On-Call availability	ACO Service Delivery	Ongoing	2	2	M	OP	Treat
18/07	Inability to detect faults at one of the three data centres hosting the mobilising system	1,2,3,4	N/A	2	4	H	TC	Re-design of START Mobilising system  Decommissioning redundant data centre  Infrastructure update	AM Tri-Service Control  AM Tri-Service Control  AM Tri-Service Control	Prior to de-commission of NFRS site  Prior to de-commission of NFRS site  April 2022	1	3	L	OP	Treat
20/05	Harm to staff and the wider Service as a result of the undertaking of additional duties outside of the norm whilst assisting other agencies as part of the response to the COVID 19 outbreak.	3,4	Policy and Procedure  Learning and Development  Resources	3	3	H	TC	None	N/A	N/A	3	3	H	TC	Tolerate



# FINANCE AND RESOURCES

**AIM: DELIVER VALUE FOR MONEY QUALITY SERVICES**

**OUTCOMES:**

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

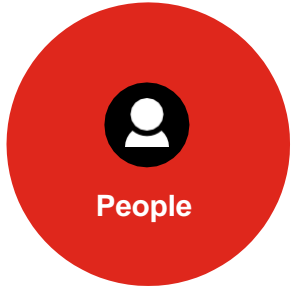
RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	EXISTING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
				L	I	R	ML				L	I	R	ML	
16/06	Targeted theft from Service premises resulting loss or damage to operational equipment and vehicles and subsequent reduction in operational capability.	4	Policy and Procedure  Assurance  Communications  Resources	3	1	L	OP	Review of adequacy of arrangements	Estates Dept.	Sept 2021	2	1	L	OP	Treat

18/01	Failure to comply with the General Data Protection Regulation and subsequent Data Protection Act		Assurance  Learning and Development  Resources	1	3	M	OP	None	N/A	N/A	1	3	M	OP	Tolerate
18/02	Failure to prevent loss of data due to malicious action or negligence		Policy and Procedure  Communications  Resources	3	5	VH	ST	Cyber Essentials Plus  LFRS ICT Risk Register Item R008	ICT Manager  ICT Manager	Apr 2021  Dec 2024	3	4	H	ST	Treat

18/03	LFRS fails to respond adequately to the financial challenges facing them. This can be due to a reduction of spending power as a consequence of the COVID-19 pandemic or changes in government funding. Along with being unable to fund any additional statutory requirements places on the Service.	1	Assurance  Resources	4	4	VH	ST	75% compensation for National Non Domestic Rates shortfall	Treasurer	2021/22	2	3	M	TC	Treat
20/04	Failure of key suppliers	1,2,4	Assurance Governance	1	2	L	OP	NONE	N/A	N/A	1	2	I	OP	Tolerate



21/03 NEW	Failure to apply forthcoming changes to some staff pensions arising from variations to pension scheme arrangements .	1,2	Governance	4	4	VH	ST	Changes to be implemented as soon as they are known  Staff kept informed when changes take effect	AM Business Support  AM Business Support	TBC  Ongoing	3	3	H	TC	Tolerate
21/05 NEW	There is a risk that data is deleted, access to data is removed or data is inaccessible	3	Policy and Procedure Assurance	3	4	VH	ST	LFRS ICT Risk Register Item R001	ICT Manager	Apr 2024	2	4	H	TC	Treat
21/06 NEW	There is a risk that outsourced, e.g. cloud-based, ICT services are not available or that data entrusted to a service provider is inaccessible, lost or compromised	3	Policy and Procedure	3	4	VH	ST	LFRS ICT Risk Register Item R010	ICT Manager	Dec 2024	2	3	M	TC	Treat



# PEOPLE

**AIM: AN ENGAGED AND PRODUCTIVE WORKFORCE**

**OUTCOMES:**

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

RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	EXISTING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS  (Tolerate, Treat, Transfer, Terminate)
				L	I	R	ML				L	I	R	ML	
19/01	A death or serious injury occurs as a result of a failure to operate safe systems of work	1,2,3,4	Policy and procedure Assurance Learning and Development Resources Communications	2	5	VH	ST	Review of Health and Safety Risk Assessments	Health and Safety	Mar 2021	1	5	H	TC	Treat



20/03	Staff coming to harm due to contracting Coronavirus whilst undertaking training courses at the Learning and Development Centre.	1,2,3,4	Learning and Development  Health and Safety	1	4	M	TC	NONE	N/A	N/A	1	4	M	TC	Tolerate
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# GOVERNANCE

**AIM: PROVIDE ASSURANCE**

**OUTCOMES:**

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

RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	EXISTING CONTROL MEASURES	CURRENT RISK (with control measures)				CONTROL MEASURES TO BE IMPLEMENTED	CONTROL MEASURE OWNER	IMPLEMENTATION DATE	RESIDUAL RISK (after all control measures)				RISK MANAGEMENT PROCESS (Tolerate, Treat, Transfer, Terminate)
				L	I	R	ML				L	I	R	ML	
N/A	N/A	N/A	N/A	-	-	-	-	N/A	N/A	N/A	-	-	-	-	N/A

# Assessments Removed or Archived During the Current Year

RAT ID	HAZARD	STRATEGY OUTCOME AT RISK	FINAL RISK SCORE				REASON FOR REMOVAL	DATE REMOVED
			L	I	R	ML		
18/04	Failure to adhere to procurement rules resulting in vulnerability to legal challenge and non- achievement of value for money	FINANCE and RESOURCES 1,2	2	4	H	TC	Procurement programmes now based on use of Frameworks or in collaboration with partners (i.e. purchase of software in collaboration with Leicester City Council). Risk to be reviewed following outcome of internal audit.	August 2020
20/06	Staff at risk of fraudulent action due to exploitation of the Test and Trace program for COVID-19	FINANCE and RESOURCES 1,2,3,4	5	3	H	ST	All control measures put into place. National Test and Trace did not materialise and therefore risk did not fully materialise.	August 2020
17/06	Lack of qualified Incident Command staff at Levels 1,2,3 and 4	PEOPLE 1,3,4	1	3	M	OP	Control measures in place. New programme of Incident Command refresher courses in place.	January 2021
20/02	Damage to reputation and/or financial loss as a result of adopting new communication technology during the COVID-19 outbreak without the usual extended testing and validation.	FINANCE and RESOURCES 3	1	2	M	OP	Control measures in place	January 2021

17/04	Lack of specialist resources	RESPONSE 2,3,4	2	3	H	TC	Control measures in place	July 2021
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# Chapter 2 - Project Risks

PROJECT REF	HAZARD STATEMENT	RISK ASSESSMENT SCORES				PROJECT CONTROL MEASURES
		L	I	R	O	
18/P03	<p><b>ESN Project</b></p> <p>There is a possibility that the Home Office will select Plan D (project pause/shutdown) which will mean that the ESN project will be stopped and a suitable replacement will need to be selected and chose.</p>	3	4	VH	ST	<ul style="list-style-type: none"> <li>• Information to be provided by the Centre</li> <li>• Risk has been elevated to the Chief Fire Officer</li> </ul>

# Chapter 3 - Health, Safety and Welfare Risks

H&S REF	HAZARD STATEMENT	RATIONALE	RISK ASSESSMENT SCORES				CONTROL MEASURES
			L	I	R	O	
21/HS01	<p><b>Management of contaminants (Specific Hazard)</b></p> <p>There is a possibility that staff could come to harm as a result of exposure to contaminants during their employment with the Service. LFRS has a moral and legal obligation to reduce the risk posed to staff in the long, medium and short term.</p>	<p>The interim guidance from the UCLAN / FBU research has now been published.</p> <p>The HSE has been asked for this to form the basis of risk control for contaminants</p> <p>The scientific review identifies significant potential risks for Firefighters and other staff who attend fire scenes and identify control measures which will require planning, investment and cultural changes to implement.</p> <p>The impact of the risk is very high as it is linked to fatal illness as well as other issues such as morale.</p> <p>The likelihood is medium/low as the impact is likely to be experienced in the long term.</p>	2	5	VH	ST	<ul style="list-style-type: none"> <li>Review how risk information is passed on to other organisations re contaminants,</li> <li>Review of risk assessments in relation to working in the appliance bay, BA workshop, fire investigators. Post fire activities, working with other organisations or allowing them to enter fire scenes,</li> <li>Review PPE and equipment provision particularly gloves, water bottles and bags for soiled kit,</li> <li>Review washing protocols and the implications for warranties for fire hoods and helmet cradles,</li> <li>Review the welfare procedure in relation to food, rest and hygiene requirements. Hydration, crew rotation and the delivery of fresh PPE to scenes should also be included.</li> <li>Review how exposure to contaminants can be</li> </ul>

							<p>managed for high exposure roles such as in learning and development and consider whether the service needs to introduce standards around tenure.</p> <ul style="list-style-type: none"> <li>• PPE surveys to resume.</li> <li>• Review deployment of crews returning to stations with bagged up kit.</li> </ul>
21/HS02	<p><b>Management of manual handling (Specific Hazard)</b></p> <p>There is a possibility that staff may come to harm as a result of the failure to apply appropriate manual handling techniques. LFRS has a morale and legal obligation to reduce the risk posed to staff in the long, medium and short term.</p>	<p>Manual handling is especially problematic within fire services as lifts have to take place in time critical scenarios when staff are already fatigued.</p> <p>This puts the individual at greater risk as they are less likely to lift in a textbook manner and are more vulnerable to injury when already fatigued.</p> <p>In non-fire scenarios, lifts are often undertaken in poor postural positions due to the layout of domestic premises.</p> <p>The impact of this risk is significant as many lifts could have the potential to injure operational staff as textbook technique cannot be applied due to the limitations detailed above plus there is a specific risk of injuring a vulnerable person such as a bariatric person or elderly, infirm or end of life patient as lifting them could be inherently hazardous.</p> <p>Likelihood is medium high as these lifts are commonplace and the standard control measures in the hierarchy of control are not available to the service in most instances.</p>	3	4	VH	ST	<ul style="list-style-type: none"> <li>• Training improvements.</li> <li>• Lifting sheet roll out.</li> <li>• Manual handling procedure.</li> <li>• Liaison regarding care plans.</li> <li>• Manual handling assessments to be developed further.</li> <li>• Introduction of targeted fitness training trial to build core strength and reduce potential for manual handling injury.</li> </ul>

21/HS03	<p><b>Health and Safety training provision (Management Risk)</b></p> <p>There is a risk that LFRS may not meet its obligations to provide effective health and safety training for staff resulting in a potential for harm and possible breach of statutory duty.</p>	<p>The service has a legal responsibility to provide effective H&amp;S training for managers to ensure that these managers understand their responsibilities and implement the control measures relevant for the protection of our staff and others.</p> <p>This lack of training may result in the service being found directly in breach of its duties or it may lead to a breach in another statutory H&amp;S duty.</p> <p>The risk's impact is significant due to the potential for statutory breach, however, likelihood should reduce.</p>	2	5	VH	ST	<ul style="list-style-type: none"> <li>• Completion of roll out of management training.</li> </ul>
21/HS04	<p><b>Failure to complete suitable and sufficient Health and Safety Risk Assessments (Management Risk)</b></p> <p>There is a risk that LFRS may fall in its duty to ensure an adequate and effective system of H&amp;S risk assessment is in place, which may result in harm to staff and failure to meet statutory obligations.</p>	<p>A number of LFRS staff have successfully passed the IOSH risk assessment course provided by Leicestershire Police.</p> <p>Despite this cadre of trained staff being available, fewer risk assessments have been developed than was originally intended.</p> <p>Impact is high as lack of risk assessments and the actions that they drive can be a breach of duty, however, the likelihood of this happening will diminish under the new system when implemented.</p>	2	5	VH	ST	<ul style="list-style-type: none"> <li>• Roll out of new risk assessment form and monitoring of adoption.</li> </ul>
21/HS05 (NEW)	<p><b>Inability to maintain fire fighter competence for basement firefighting</b></p>	<p>Concerns have been raised regarding the safety of basement firefighting. The Balmoral bar incident in Scotland is the highest profile of these incidents and involved the death of a fire fighter who was unable to reach safety. LFRS firefighters have received burns during basement fire training at the fire service college.</p> <p>Until we can train our firefighters to an appropriate standard of competency we are at risk of a firefighter becoming injured at a basement fire due to competency gaps.</p>	2	5	VH	ST	<ul style="list-style-type: none"> <li>• Introduce an effective training course through outsourcing, expansion of the Hot Fire Training Unit at the Caterpillar site or await new training facility becoming available in 2023</li> </ul>



# Risk Assessment Matrix

<b>IMPACT</b>	5		19/01 21/HS01 21/HS03 21/HS04 21/HS05	15/04 18/02		
	4	17/03 20/03	18/07	18/P03 21/HS02 21/05 21/06	18/03 21/03	
	3	18/01	15/05	15/07 17/01 17/05 20/05		
	2	20/04				
	1			16/06		
		1	2	3	4	5
<b>LIKELIHOOD</b>						

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

# Risk Management Matrix

IMPACT	5		19/01 21/HS01 21/HS03 21/HS04 21/HS05	15/04 18/02		
	4	17/03 20/03	18/07	18/P03 21/HS02 21/05 21/06	18/03 21/03	
	3	18/01	15/05	15/07 17/01 17/05 20/05		
	2	20/04				
	1			16/06		
		1	2	3	4	5

LIKELIHOOD

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

# Glossary of Terms and Abbreviations

**Likelihood (L)** - A measurement of how frequent and/or probable it is that a consequence will actually be realised

**Impact (I)** - An estimate of the harm that could be caused by an event

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

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

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

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

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

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

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

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

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