

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

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

Mr Nicholas Rushton CC (Chairman)

Councillor Susan Barton

Mr Iain Bentley CC

Councillor Kenneth A Bool

Mr Bill Boulter CC

Mr. John Coxon CC

Councillor Luis Fonseca

Mr Dan Harrison CC

Mr Jeffrey Kaufman CC

Mr Bill Liquorish CC

Mr Michael Mullaney CC

Ms Betty Newton CC

Councillor Hemant Rae Bhatia

Mr. T. Parton CC

Councillor Kulwinder Singh Johal (Vice  
Chairman)

Councillor Aminur Thalukdar

Mrs. M. Wright CC

Copies to: Chief Fire Officer, Directors and Area Managers, Leicestershire  
Fire and Rescue Service.

Dear Sir/Madam,

You are invited to attend a meeting of the **Leicester, Leicestershire and  
Rutland Combined Fire Authority** which will be held **via Microsoft Teams**  
on **Wednesday 16 December 2020** at **10:00am** for the transaction of  
business set out on the attached Agenda.

Yours Faithfully



Lauren Haslam  
Monitoring Officer



**Leicestershire Fire and Rescue Service**

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# LEICESTER, LEICESTERSHIRE AND RUTLAND COMBINED FIRE AUTHORITY

*Date/Time*            **Wednesday, 16 December 2020 at 10.00am**

*Location*            **Via Microsoft Teams**

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

*E-Mail*                **anna.poole@leics.gov.uk**

## AGENDA

<u>Item</u>	<u>Report by</u>
1. Apologies for absence.	
2. To receive declarations by members of interests in respect of items on this Agenda.	
3. To advise of any other items which the Chair has decided to take as urgent.	
4. Chair's Announcements.	
5. Public Participation/ CFA Rules of Procedure Rule 9 - Member Questions.	
6. To confirm the minutes of the meeting of the Combined Fire Authority held on 23 September 2020 as a correct record.	(Pages 5 - 10)
7. To consider the minutes of the Corporate Governance Committee meetings held on 11 March and 16 September 2020.	(Pages 11 - 26)
8. Whole-time Recruitment - Urgent Action taken by the Chief Fire and Rescue Officer.	The Chief Fire and Rescue Officer (Pages 27 - 36)
9. Amendment to Statement of Accounts 2019-20 - Urgent Action taken by the Chief Fire and Rescue Officer and the Treasurer.	The Treasurer (Pages 37 - 42)
10. Covid-19 and Leicestershire Fire and Rescue Service.	The Chief Fire and Rescue Officer (Pages 43 - 114)
11. Day Crewing Plus Duty System.	The Chief Fire and Rescue Officer (Pages 115 - 118)

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|--|-----------------------------------|-------------------|
| 12. Training Facility - Service Leadership and Development Centre: Project Update. | The Chief Fire and Rescue Officer | (Pages 119 - 126) |
| 13. Service Identity.  | The Chief Fire and Rescue Officer | (Pages 127 - 132) |
| 14. Equalities Annual Progress Report 2019-20.                                     | The Chief Fire and Rescue Officer | (Pages 133 - 160) |
| 15. Service Delivery Update.   | The Chief Fire and Rescue Officer | (Pages 161 - 166) |
| 16. Urgent Action.   |                                   |                   |
| 17. Date of Next Meeting.  |                                   |                   |

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

Minutes of a meeting of the Combined Fire Authority held at County Hall, Glenfield on Wednesday, 23 September 2020.

PRESENT

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

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

In attendance

Lauren Haslam, Monitoring Officer  
 Alison Greenhill, Treasurer  
 Callum Faint, Interim Chief Fire and Rescue Officer  
 Paul Weston, Assistant Chief Fire and Rescue Officer  
 Mick Grewcock, Assistant Chief Fire and Rescue Officer  
 Matthew Wallace, Director of Estates, Leicester City Council  
 Amy Oliver, Chief Accountant Leicester City Council  
 Gavin Barker, Mazars

98. Apologies for absence.

Apologies for absence were submitted on behalf of Mr. T. Parton CC and Mrs. M. Wright CC.

99. Declarations of Interest.

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

No declarations were made.

100. Urgent Items.

There were no urgent items.

101. Chair's Announcements.

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

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

It was reported that no questions had been received.

103. Minutes of the Previous Meeting.

The minutes of the CFA meeting held on 29 July 2020 were considered.

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

**RESOLVED:**

That the minutes of the meeting of the Combined Fire Authority held on 29 July 2020 should be taken as read, confirmed and signed.

104. Statement of Accounts and Annual Governance Statement 2019/20.

The CFA considered a report of The Treasurer which presented the External Auditor's audit completion report, the 2019/20 Statement of Accounts for approval and the Annual Governance Statement for approval and publication with the final Statement of Accounts. A copy of the report marked 'Agenda Item 7' is filed with these minutes. Mr. Gavin Barker of Mazars attended the meeting and gave assurance that there had been a marked improvement in the quality of the working papers and the availability of the supporting information that underpinned the disclosures in the financial statements.

It was reported that there were some final checks to complete in relation to the pensions work and assurance was awaited from the pension fund auditor. It would not be possible to issue the audit opinion and VFM conclusion until the pension fund auditor assurance had been received. This was expected towards the end of October. The work in relation to Property, Plant and Equipment valuations and disclosures had now been completed. Group instructions were being awaited from the National Audit Office and it would not be possible to issue the audit certificate to formally conclude and close the audit until this had been completed.

There had been two significant issues relating to accounting for pensions – the ongoing implications of the McCloud Judgement and the Goodwin case. In respect of the McCloud Judgement, the Treasury had launched a consultation in July 2020 on the proposed remedy for public service pensions and MHCLG had released a consultation into the proposed remedy for the LGPS; this had set out the estimation basis for the impact of the judgement. The difference was expected to be material in relation to the Fire Fighters Pension Scheme and as such a revised actuarial report had been produced.

Members commended the work undertaken by officers over the last year. It was moved by Mr. N. J. Rushton and seconded by Councillor K. Singh Johal that the recommendations in the report be approved.

**RESOLVED:**

That:

- a) the audit completion report presented by the External Auditor, Mazars be noted;
- b) the Statement of Accounts 2019/20 be adopted;
- c) the Annual Governance Statement 2019/20 be approved;
- d) the Letter of Representation be approved; and

- e) the significant improvements made by the Authority in working practices since the presentation of the Accounts in 2019 be noted.

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

The CFA considered a report of the Interim Chief Fire and Rescue Officer which provided an update on the progress of the design and build of the Services' new Training Facility in line with emerging outcomes and future financial uncertainty. A copy of the report marked 'Agenda Item 8' is filed with these minutes. The CFA also received a presentation from the Director of Estates, Leicester City Council, a copy of which is filed with these minutes.

It was moved by Mr. N. J. Rushton and seconded by Councillor K. Singh Johal that the recommendations in the report be approved.

**RESOLVED:**

That the CFA acknowledge and note:

- a) the scaling back from a single consolidated site for the Training Facility – Service Leadership and Development Centre to a cost-effective split site hybrid solution that incorporates less risks;
- b) the incorporation of Loughborough fire and rescue station in to the project to identify economies of scale and avoid duplication of facilities/effort; and
- c) that a further report will be presented to the CFA in December 2020.

106. Day Crewing Plus Duty System.

The CFA considered a report of the Interim Chief Fire and Rescue Officer which gave an update on the progress made regarding the Day Crewing Plus duty system following the decision taken at the meeting on 29 July 2020 to move away from the current DCP system in preparedness for the next IRMP 2024. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

In response to a query around consulting with staff, assurance was given that communication had taken place with all Day Crewing Plus staff. Any proposed change would need to be consulted upon with staff as there would need to be a change in contracts of employment. It was stated that the decision to move away from DCP in preparedness for the next IRMP 2024 would allow staff undertaking DCP some certainty over the next few years and would enable them to consider future implications.

It was moved by Mr. N. J. Rushton and seconded by Councillor K. Singh Johal that the recommendation in the report be approved.

**RESOLVED:**

That the CFA notes the update provided.

107. Service Identity.

The CFA considered a report of the Interim Chief Fire and Rescue Officer which sought approval for the reintroduction of a Leicestershire Fire and Rescue Service Badge/service identity. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

It had been acknowledged that staff had universally supported the reintroduction of service identity. In terms of options, it was recommended that there should be the immediate introduction of the original badge and that additional work would take place on a second badge to ensure the inclusion of a distinct representation of Rutland and submit this to the Heraldry Commission for approval. This would then become the service identity for the long-term future. The cost of embroidering shirts would incur an additional cost and this would be managed by phasing the introduction of the badge. The initial roll out would be to add badge 1 (the original badge) to uniformed shirts only. The final badge would then be added to replacement uniforms when issued.

It was moved by Mr. N. J. Rushton and seconded by Councillor K. Singh Johal that the recommendations in the report be approved.

**RESOLVED:**

That:

- a) option 3 as set out in paragraphs 28 to 33 of the report, which entails utilising badge 1 as an interim measure whilst work is undertaken on developing badge 2 and obtaining the necessary permissions from the Heraldry Commission, be approved;
- b) the Chief Fire and Rescue Officer be authorised to introduce the Service Badge across the service; and
- c) a report be presented to the CFA for approval of the final badge design prior to use.

108. Service Delivery Update.

The CFA considered a report of the Interim Chief Fire and Rescue Officer which provided an update on the key service delivery matters since the meeting of the CFA on 12 February 2020. A copy of the report marked 'Agenda Item 11' is filed with these minutes.

It was moved by Mr. N. J. Rushton and seconded by Councillor K. Singh Johal that the update on service delivery be noted.

**RESOLVED:**

That the CFA notes:

- a) the update provided on the key service delivery matters for the financial year 2019/20;
- b) the update provided on the key service delivery matters for the period between 12 February 2020 to September 2020; and
- c) the work undertaken by the Service during the Covid-19 pandemic.

109. Annual Report, Statement of Assurance and Annual Equality Report.

The CFA considered a report of the Interim Chief Fire and Rescue Officer which presented Our Plan 2020-24 and the Annual Report and Statement of Assurance for 2019-20. A copy of the report marked 'Agenda Item 12' is filed with these minutes.

It was moved by Mr. N. J. Rushton and seconded by Councillor K. Singh Johal that the recommendations in the report be approved.

**RESOLVED:**

That:

- a) Our Plan 2020-24 and the Annual Report and Statement of Assurance for 2019-20 be approved and the Chief Fire and Rescue Office be authorised to make any minor amendments where necessary; and
- b) the Annual Equality Report be presented to the Authority at its meeting on 16 December 2020.

110. Appointment of Independent Persons.

The CFA considered a report of the Monitoring Officer concerning the appointment of Independent Persons to support the Member Conduct Complaints Process as required under Section 28(7) of the Localism Act 2011 and to support the procedures for dealing with the dismissal of the Chief Fire and Rescue Officer, the Monitoring Officer and the Treasurer, as required by the Local Authorities (Standing Order) England Regulations 2001 (as amended).

It was moved by Mr. N. J. Rushton and seconded by Councillor K. Singh Johal that the appointment of Independent Persons be approved.

**RESOLVED:**

That the appointment of Richard Gough, Gordon Grimes, Tina Herring, Hema Kotecha, Surinder Sharma and Pamela Roberts to serve as Independent Persons for a term of four years ending on 30 September 2024 be approved.

111. Urgent Action.

No urgent action was reported.

112. Date of Next Meeting.

The next meeting of the Leicester, Leicestershire and Rutland Combined Fire Authority will be held on 16 December 2020 at 10.00am via Microsoft Teams.

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Minutes of a meeting of the CFA - Corporate Governance Committee held at County Hall, Glenfield on Wednesday, 11 March 2020.

PRESENT

Cllr. K. Bool (in the Chair)

Cllr. S. Barton  
Cllr. L. Fonseca  
Cllr. Ratilal Govind  
Mr. D. Harrison CC

Mr. J. Kaufman CC  
Mr T. Parton CC  
Mr J. Poland CC  
Cllr. A. Thalukdar

In attendance

Lauren Haslam, Monitoring Officer  
Alison Greenhill, Treasurer  
Callum Faint, Assistant Chief Fire and Rescue Officer  
Gavin Barker, Mazars  
Anita Pipes, Mazars  
Neil Jones, Head of Internal Audit and Assurance, Leicestershire County Council  
Matt Davis, Audit Manager, Leicestershire County Council  
Anna Poole, Democratic Services Officer

52. Apologies for absence.

Apologies were received from Mrs Newton CC and Mr Bentley CC.

53. Declarations of interest.

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

No declarations were made.

54. Urgent Items.

The Chairman advised that there was one urgent item for consideration. A verbal report of the Chief Fire and Rescue Officer concerning the Fire and Rescue Service's response to the Coronavirus pandemic.

The verbal report was urgent due to the developing situation with Covid-19 and the continued development of the Service's response after the agenda for the Corporate Governance Committee meeting had been published.

With the agreement of the Committee, the item was taken under item 15 on the agenda (minute 66 refers).

55. Chairman's Announcements.

The Chairman informed the Committee of the visit to Leicestershire Fire and Rescue Service (LFRS) by Alberto Costa MP in February, the high-rise exercises completed by operational and control crews involving over 60 staff practicing their skills in firefighting in a high-rise building; and highlighted that LFRS had received an LGBT+ inclusion award from De-Montfort University for its work in promoting equality for both LGBT staff and communities. A copy of the Chairman's Announcements, tabled at the meeting, are filed with these minutes.

There were no further announcements made.

56. Minutes of the previous meeting.

The minutes of the meeting held on 22 January 2020 were taken as read, confirmed and signed.

57. External Audit Plan 2019/20.

The Committee considered a report of the Treasurer which presented the External Audit Plan 2019/20. A copy of the report marked 'Agenda Item 6', is filed with these minutes.

The Chairman welcomed Gavin Barker of Mazars LLP, the CFA's external auditors for 2019/20, to the meeting.

Arising from discussion, the following points were raised:

- i. Based on the financial statements of LFRS, Mazars were able to give a 'reasonable assurance';
- ii. The significant risk related to the quality of working papers highlighted in the report arose due to the issues experienced in the audit for 2018/19. Mazars acknowledged that appropriate arrangements had since been put in place but they continued to monitor the process;
- iii. The impact of Covid-19 had not been included in the report as it was too early to speculate at this stage, although it was acknowledged that it could potentially impact on the delivery of the audit;
- iv. No significant risks had been identified regarding the Value For Money arrangements.

Members expressed concern that Mazars had highlighted that there would be an additional unspecified fee related to the extra work undertaken to address the financial pressures in the sector which would affect the Auditor's ability to deliver the audit by the end of July. The Treasurer assured members that the potential additional fees were affecting the public sector as a whole due to regulatory requirements, and were not related to Mazars' ability to complete the audit.

The Chairman thanked Mazars for their honesty in presenting the report to the Committee.

## RESOLVED:

That the External Audit Plan 2019/20 be noted.

58. Progress against the Internal Audit Plan 2019/20.

The Committee considered a report of the Treasurer concerning the progress made against the Internal Audit Plan 2019-20. A copy of the report marked 'Agenda Item 7' is filed with these minutes.

Members were informed that the audit work related to Contract Procedure Rules and ICT Controls detailed under 'work in progress' would be completed but evidence was currently awaited. There were no issues of concern, it was just an issue of timing.

The High Importance recommendations would remain until the audit was cleared. The Change Control recommendation could not be closed as a new Service Desk was being procured. Members were assured that this was a timing issue only.

In response to questions, members were informed that electronic payslips would be sent to members once the new payroll provider was in place, which was expected to be from June 2020.

## RESOLVED:

That the update provided on the progress made with the Internal Audit Plan 2019-20 be noted.

59. Internal Audit Plan 2020/21.

The Committee considered a report of the Treasurer concerning the Internal Audit Plan for 2020-21. A copy of the report marked 'Agenda Item 8' is filed with these minutes.

Members were informed that the Plan attached to the report was a 'Statement of Intent' and it was expected that there may be changes made due to the Coronavirus pandemic. The Auditors would agree with the Treasurer where their work should be focussed.

## RESOLVED:

That

- a) the report and the Internal Audit Plan 2020-21 be noted; and
- b) the fact that the detail of the plan may change during the year in response to emerging issues and risks, be noted.

60. Financial Monitoring to the end of December 2019.

The Committee considered a report of the Treasurer concerning the key issues arising from the revenue budget and capital programme as at the end of December 2019. A copy of the report marked 'Agenda Item 9' is filed with these minutes.

## RESOLVED:

That the revenue budget and capital programme position as at the end of December 2019 be noted.

61. Performance Monitoring April 2019 - January 2020.

The Committee considered a report of the Chief Fire and Rescue Officer which presented an update on the performance of the Leicestershire Fire and Rescue Service for the period April 2019 – January 2020. A copy of the report marked 'Agenda Item 10' is filed with these minutes.

Members were informed that the new performance monitoring format would be used from the new financial year.

In response to questions, the following points were raised:

- i. The increase in On-Call availability was welcomed by members; the use of TRVs had contributed to the improvement;
- ii. When an incident was received, if 2 fire fighters were available and they met the requirements for using a TRV, then that would be used rather than a full engine;
- iii. The level of sickness at 6.83 days/shifts by support staff was better than the national average and that for most fire authorities. Extensive support arrangements were in place to support staff;
- iv. Risk assessments were carried out regarding accessibility particularly in built-up areas such as along the Golden Mile. Issues identified would be addressed by Fire Protection Officers. A risk-based inspection programme was in place for business properties.

## RESOLVED:

That the performance of the Leicestershire Fire and Rescue Service for the period April 2019 – January 2020 be noted.

62. Service Development Programme and 'Our Plan' Update.

The Committee considered a report of the Chief Fire and Rescue Officer concerning progress made since January 2020 in delivering projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2019-22. A copy of the report marked 'Agenda Item 11' is filed with these minutes.

## RESOLVED:

That the progress made since January 2020 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2019-22 be noted.

63. Organisational Risk Register.

The Committee considered a report of the Chief Fire and Rescue Officer concerning the progress made in the identification, documentation and management of organisational

risk through the Organisational Risk Register. A copy of the report marked 'Agenda Item 12' is filed with these minutes.

RESOLVED:

That the Organisational Risk Register (appended to the report) be noted.

64. Industrial Action Business Continuity Planning.

The Committee considered a report of the Chief Fire and Rescue Officer concerning the actions taken regarding Business Continuity Planning following the Home Office Review in January 2019. A copy of the report, marked 'Agenda Item13', is filed with these minutes.

Members were informed that the tenders received for the Third-Party supplier were currently being evaluated and arrangements should be in place by April 2020. The contract would detail the training required, the appropriate level and the frequency of refresher training. Potentially some of the additional staff brought in as part of the contract could be ex-fire fighters.

Training a member of the public to become a fire fighter, to a safe and competent standard, usually lasted for 8 weeks. The tender process would include analysis of the tenders to ensure that all staff provided were adequately and appropriately trained. The contract awarded would include performance measures which would be monitored and reviewed.

RESOLVED:

That the progress made against the recommendations in the Home Office review in to Industrial Action Business Continuity Planning of Leicestershire Fire and Rescue Service, be noted.

65. Her Majesty's Inspectorate of Constabulary Fire and Rescue Services - Improvement Action Plan.

The Committee considered a report of the Chief Fire and Rescue Officer concerning the implementation of the Improvement Plan developed following the inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in December 2018. A copy of the report, marked 'Agenda Item 14', is filed with these minutes.

Members were informed that officers were keen to increase capacity in the Fire Protection Team following the inspection findings and were assessing how this could be done. The inspection had not taken into account the availability of financial resource to address such recommendations.

RESOLVED:

That the progress made with the Improvement Plan (appended to the report) and the arrangements that are in place to monitor and ensure delivery of the Plan, be noted.

66. Urgent Items - Coronavirus (Covid-19).

The Committee considered an urgent verbal report of the Chief Fire and Rescue Officer which advised of the impact of the Coronavirus (Covid-19) pandemic within the County and LFRS' response. The verbal report was urgent as the situation and the Service's response was developing after the agenda for the Corporate Governance Committee meeting had been published.

Members were informed that:

- i. The Service was working locally and nationally in line with Public Health advice. Messages were being given to staff regarding increased hygiene, handwashing and cleaning regimes;
- ii. The Service was working across multi-agencies through the Strategic Coordination Group, with a 'business as usual' approach. Scenario planning, regarding future changes to the pandemic situation and impact on service delivery, was being undertaken;
- iii. The impact on fire staff of potential school closures was not known, although it was recognised that this would affect some staff. It was expected that this would have the largest impact on staffing levels and service delivery, as generally the workforce was fit and well.

In response to questions, the following points were raised:

- i. Professional support staff could all work from home if they needed to self-isolate. However, operational staff would be unable to do so;
- ii. The full HR implications and impact on service delivery of the need to self-isolate were unclear at present. There were key pieces of work in progress, including the procurement of a new payroll provider, and it was unclear what the impact of Covid-19 on this would be;
- iii. The need to self-isolate would be led by guidance for Public Health England. If a fire fighter was diagnosed with Covid-19, whether the remainder of the station would then self-isolate would be determined by whether the individual had been symptomatic in the workplace. Such instances would be treated on a case-by-case basis and relevant sites would be deep cleaned.

RESOLVED:

That the update on the impact of the Coronavirus (Covid-19) pandemic within the County and LFRS' response, be noted.

67. Date of Next Meeting.

The next meeting of the Corporate Governance Committee will be held on 15 July 2020 at 2pm at Leicestershire Fire and Rescue Service Headquarters, Birstall.

Minutes of a meeting of the CFA - Corporate Governance Committee held via Microsoft Teams on Wednesday, 16 September 2020.

PRESENT

Cllr. K. Bool (in the Chair)

Cllr. S. Barton  
Mr. J. G. Coxon CC  
Cllr. L. Fonseca  
Mr. D. Harrison CC

Mr. J. Kaufman CC  
Ms. Betty Newton CC  
Cllr. A. Thalukdar

Apologies

Mr. I. E. G. Bentley CC.

In attendance

Callum Faint, Interim Chief Fire and Rescue Officer  
Lauren Haslam, Monitoring Officer  
Alison Greenhill, Treasurer  
Richard Hall, Assistant Chief Fire and Rescue Officer  
Mick Grewcock, Interim Assistant Chief Fire and Rescue Officer  
Neil Jones, Head of Internal Audit and Assurance, Leicestershire County Council  
Matt Davis, Audit Manager, Leicestershire County Council  
Gavin Barker, Mazars  
Anna Poole, Democratic Services Officer

68. Appointment of Chairman.

*At the Leicester, Leicestershire and Rutland Combined Fire Authority meeting on 29 July 2020, 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. D. Harrison 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 2021.

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 2021.

Councillor K. Bool in the Chair

69. Election of Vice Chairman.

The Chairman confirmed that at the Annual Meeting of the Leicester, Leicestershire and Rutland Combined Fire Authority on 29 July 2020, Mrs. M. E. Newton CC was nominated as Vice Chairman Elect of the CFA's Corporate Governance Committee.

It was moved by Councillor Bool and seconded by Councillor Thalukdar 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 2021. 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 2021.

70. Apologies for absence.

Apologies were received from Mr. Bentley CC.

71. Declarations of interest.

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

No declarations were made.

72. Urgent items.

There were no urgent items.

73. Chair's Announcements.

The Chairman's Announcements were circulated at the meeting, a copy of which is filed with these minutes.

The Announcements covered the following matters:

- An update on the recent staff changes at Leicestershire Fire and Rescue Service;
- Fire Communications Upgrade – hand-held radios
- Uppingham School Fire

The Chairman praised the support of the Leicestershire Fire and Rescue Service in tackling the fire at Uppingham School.

There were no further announcements made.

74. Minutes of the meeting held on 11 March 2020.

The minutes of the meeting held on 11 March 2020 were taken as read, confirmed and signed.

75. Draft Statement of Accounts and Annual Governance Statement 2019/20.

The Committee considered a report of the Treasurer concerning the Draft Statement of Accounts and Annual Governance Statement 2019/20. A copy of the report, marked 'Agenda Item 8', is filed with these minutes.

The Chairman welcomed Gavin Barker from Mazars, the independent External Auditors, to the meeting.

Members were informed that the external auditors had liaised with staff throughout lockdown to complete the audit remotely.

The assurance regarding the Pension Fund was awaited; this was completed by an external company and was expected in the last half of October. Mazars would complete the Assurance and issue an opinion once this had been received.

Members were assured that the significant issues experienced with last years' audit had been addressed and the audit had progressed well, with no significant issues arising.

Mazars informed members that there would be an increase in the fee agreed for the 2019/20 audit due to changes to the Regulations, which had increased the amount of work required by the auditors. The audit fees were controlled by the appointing body Public Sector Audit Accounts Ltd (PSAA) and were set a few years ago. This was now insufficient to cover the work currently required to complete an audit. It was expected that the additional fee would be in the region of £4,500. In response to Members' concerns, Mazars said that the exact increase would be clarified with the Treasurer along with the reasons for the increase, which was in line with what was happening elsewhere. The Treasurer informed members that the issue of audit fees would be discussed at a future meeting.

Following questions, members were informed that the increase in staff who earned more than £40,000 salary detailed on page 75 of the Draft Annual Accounts 2019/20 Officers' Remuneration was not additional staff recruited to the service. The data showed that staff had moved from one pay bracket to another as part of their annual increment and pay award. This would not increase costs to the Service, as salary increases were expected and had been factored into the budget forecast. As there was no requirement to detail salary levels up to £50,000 in the final set of the Accounts, the top two rows detailed on page 75 of the Accounts (showing staff earning £40,000-£44,999 and £45,000-49,999) would be removed.

The recommendations in the report were moved by Councillor Bool and seconded by Mrs Newton.

RESOLVED:

That

- a) the draft Statement of Accounts and Annual Governance Statement for 2019/20 attached at Appendix 1 to the report, be noted prior to approval by the CFA; and
- b) the external audit update report provided by Mazars attached at Appendix 2 to the report, particularly the significant improvements made by the Authority in working practices since the presentation of the Accounts in 2019, be noted.

76. Financial Monitoring to end July 2020.

The Committee considered a report of the Treasurer concerning the key issues arising from the revenue budget and capital programme as at the end of July 2020. A copy of the report, marked 'Agenda Item 9', is filed with these minutes.

The Treasurer explained that the transfer of £1,434,000 of unbudgeted additional income to an earmarked reserve had been generated from the continuing uncertainty over grant income. This related to the New Dimensions Grant, the allocation of which was higher than expected or budgeted, so generating a surplus, and also from Covid-19 grant funding where it had been difficult to predict the impact of the pandemic on the Fire Authority. As the future situation was unpredictable and likely to continue into the longer-term, it was proposed to transfer the money to the earmarked reserve to address the potential future impacts of the pandemic.

The Interim Chief Fire and Rescue Officer added that a surplus had also been generated from the budget for recruitment of retained staff, which had regularly underspent over the last five years. The aspiration was to recruit a full complement of on-call staff, but in reality, this had been challenging to achieve, which followed the national trend, so generating a surplus. He added that some of the reserved budget would be reallocated to meet legislative changes as a result of the outcome of the Grenfell enquiry.

The recommendations in the report were moved by Councillor Bool and seconded by Mr. D. Harrison CC.

RESOLVED:

That

- a) the revenue budget and capital programme position as at the end of July 2020 be noted; and
- b) the transfer of £1,434,000 of unbudgeted additional income to an earmarked reserve to assist with meeting future costs, demands and shortfalls in the budget, some which may result from the Covid-19 pandemic, be approved.

77. Head of Internal Audit Service Annual Report 2019/20.

The Committee considered a report of Treasurer concerning the Head of Internal Audit Service Annual Report 2019/20. A copy of the report, marked 'Agenda Item 10', is filed with these minutes.

Members were informed that for 2019/20 reasonable assurance that overall the control environment was adequate and effective had been reported. Whilst there were areas that required further attention, the controls to mitigate key risks were generally operating effectively. The Head of the Internal Audit Service (HoIAS) said that he was, on the whole, satisfied with the management response to resolving identified issues. The audit days provided were as planned.

In response to questions, members were assured that:

- i. the Internal Audit team would continue to follow up the High Importance recommendations until full assurance could be given;
- ii. the Service had recently recruited to some of the vacant posts which would help to progress the areas of concern and lead to full assurance ratings in the future.

The Treasurer echoed the comments made.

It was moved by Mrs. M. E. Newton CC and seconded by Mr. D. Harrison CC that the Head of Internal Audit Service Annual Report 2019/20 be noted.

RESOLVED:

That the Head of Internal Audit Service Annual Report 2019/20 be noted.

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

The Committee considered a report of the Treasurer concerning the progress made in delivering the Internal Audit Plan 2020 – 21. A copy of the report, marked 'Agenda Item 11', is filed with these minutes.

Members were informed that the Plan had been amended as a result of the Covid-19 pandemic since its approval in March 2020 and, despite the challenging year, more than 60% of the Plan was being addressed. Only one area of work had been delayed due to Covid-19 which was a significant achievement and demonstrated the excellent working relationship with the Service and Leicester City Council.

Regarding the High Importance recommendations, members were informed that for:

- i. Change management processes, a view could not be given until November when the new Service Desk Management System had established;
- ii. Key Financials and Key Controls Payroll, it was more efficient for this to be audited as part of the 2021 work, which was expected to start in November; and
- iii. Contract Procedure Rules would be addressed as part of a project at the Service and detail of this would be included in the progress report to the Committee in March 2021.

Members were assured that work was continuing during the pandemic, with a slightly different method of delivery. Most evidence was collected electronically with occasional on-site visits.

The pandemic had created additional risks including cyber security, IT infrastructure, remote access and security and the need to manage the capacity of the network. The best approach to the completion of this work was currently being discussed with officers and an update would be provided to the Committee in March 2021.

It was moved by Councillor K. Bool and seconded by Mrs. M. E. Newton CC that the progress against the Internal Audit Plan 2020/21 be noted.

RESOLVED:

That:

- a) the progress against the Internal Audit Plan 2020/21 be noted;
- b) that the update provided to the Committee in March 2021 would detail progress with the High Importance Recommendation - Contract Procedure Rules and also the audit work completed on the risks associated with Covid-19.

79. Performance Monitoring April - July 2020.

The Committee considered a report of the Interim Chief Fire and Rescue Officer which presented an update on the performance of the Leicestershire Fire and Rescue Service (LFRS) for the period April to July 2020. A copy of the report, marked 'Agenda Item 12', is filed with these minutes.

Arising from discussion, the following points were raised:

- i. Performance had been heavily influenced by the Covid-19 pandemic. Some performance indicators had decreased as a result including the number of calls/incidences, attendance times and sickness rates;
- ii. The number of fire inspections and Home Fire Safety Checks had reduced as businesses had closed during lockdown, workers had been furloughed and the Service was unable to access residents' homes;
- iii. Whilst there had been a reduction in the number of fatalities in a non-fire environment (usually road traffic collisions), the majority of those recorded linked to accessing residents' property and welfare issues.
- iv. Performance followed the national trend.

It was moved by Councillor K. Bool and seconded by Mrs. M. E. Newton CC that the performance of the Leicestershire Fire and Rescue Service for the period April – July 2020 be noted.

RESOLVED:

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

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

The Committee considered a report of the Interim Chief Fire and Rescue Officer concerning progress made with the implementation of the Improvement Plan. A copy of the report marked 'Agenda Item 13' is filed with these minutes.

Members were informed that HMICFRS would visit the Service in October to conduct a Covid-specific inspection. It was expected to be a lighter inspection than previously; interviews would be conducted with officers and the Chairman of the CFA. New staff had recently been appointed, and it was hoped that some of the areas identified in need of attention in the Inspection report would be addressed. This was especially so for the new Head of Organisational Development, who would drive forward the 'people' elements of the Improvement Plan.

It was moved by Councillor K. Bool and seconded by Mr. D. Harrison that the progress made with delivery of the Improvement Plan be noted.

RESOLVED:

The progress made with delivery of the Improvement Plan be noted.

81. Service Development Programme and 'Our Plan 2020-24'.

The Committee considered a report of the Interim Chief Fire and Rescue Officer concerning progress made since March 2020 in delivering projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2019-22. A copy of the report, marked 'Agenda Item 14', is filed with these minutes.

The Chief Fire and Rescue Officer informed Members that a key piece of work as part of the Service Development Programme had been the appointment of a new payroll provider, and he thanked the Treasurer and her Team for their support.

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

RESOLVED:

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

82. Organisational Risk Register.

The Committee considered a report of the Interim Chief Fire and Rescue Officer concerning progress made with the identification, documentation and management of organisational risk through the Organisational Risk Register. A copy of the report, marked 'Agenda Item 15', is filed with these minutes.

The Interim CFO informed members that Covid-19 was continuing to pose a challenge to the Service and the Risk register would continue to evolve as the dynamics of service delivery changed in response to the pandemic. However, there were currently no major areas of concern.

It was moved by Mr. D. Harrison and seconded by Councillor S. Barton that the content of the report and the Organisational Risk Register be noted.

RESOLVED:

That the content of the report and the Organisational Risk Register be noted.

83. Governance Update.

The Committee considered a report of the Monitoring Officer concerning governance and ethical issues. A copy of the report marked 'Agenda Item 16' is filed with these minutes.

The Monitoring Officer informed members that it was intended to review and update the policies for Gifts and Hospitality and Whistleblowing to ensure that they were still fit for purpose. If significant changes were proposed, they would be brought back to the Committee for approval. There were no standards issues or complaints related to members.

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

RESOLVED:

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

84. After the Incident Survey 2019/20.

The Committee considered a report of the Interim Chief Fire and Rescue Officer concerning the outcomes of the After the Incident Survey 2019/20. A copy of the report marked 'Agenda Item 17' is filed with these minutes.

Arising from discussion, the following points were raised:

- i. A considerable amount of time and effort had been invested in the system and officers were pleased that this had resulted in positive outcomes. Plans were now in place to revise the Survey so that it included more 'open' questions to enable it to be used as an improvement tool in the future.
- ii. Officers would be sharing best practice from those stations that had higher response rates to the Survey to ensure that this success was replicated across the area.
- iii. The timing for the issuing of the Survey was critical and sensitive according to the type of incident attended; Officers attending the incident used their discretion at the time.

Members noted that respondent demographics showed a higher percentage of females completed the Survey and that respondent data did not reflect the demographics of the area. The Interim Chief Fire and Rescue Officer said that this data would also be reviewed to ensure that Surveys were being distributed fairly and equally, and to consider including a variety of methods for the submission of feedback; currently this was only completed online, which was recognised as a potential barrier to some people.

It was moved by Councillor S. Barton and seconded by Mr. D. Harrison CC that the After the Incident Survey Summary findings be noted.

RESOLVED:

That the After the Incident Survey Summary findings be noted.

85. Appointment of Independent Persons.

The Committee considered a report of the Monitoring Officer concerning the appointment of Independent Persons to support the Member Conduct Complaints Process as required under Section 28 (7) of the Localism Act 2011 and to support the procedures for dealing with the dismissal of the Chief Fire and Rescue Officer, the Monitoring Officer and the Treasurer, as required by the Local Authorities (Standing Order) England Regulations 2001 (as amended). A copy of the report marked 'Agenda Item 18' is filed with these minutes.

It was moved by Councillor K. Bool and seconded by Mrs. M. E. Newton CC that

- a) the decision taken by the Committee and the Chairman on 12 June 2020 to approve the joint recruitment process with Leicestershire County Council be noted; and
- b) the Combined Fire Authority at its meeting in September 2020 be recommended to appoint Richard Gough, Gordon Grimes, Tina Herring, Hema Kotecha, Surinder Sharma and Pamela Roberts to serve as Independent Persons for a term of four years ending on 30 September 2024.

RESOLVED:

That:

- c) the decision taken by the Committee and the Chairman on 12 June 2020 to approve the joint recruitment process with Leicestershire County Council be noted; and
- d) the Combined Fire Authority at its meeting in September 2020 be recommended to appoint Richard Gough, Gordon Grimes, Tina Herring, Hema Kotecha, Surinder Sharma and Pamela Roberts to serve as Independent Persons for a term of four years ending on 30 September 2024.

86. Date of Next Meeting.

The next meeting of the Corporate Governance Committee is scheduled to be held on 18 November 2020 at 2pm via Microsoft Teams.

2.00 - 3.35 pm  
16 September 2020

CHAIRMAN

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**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 16 December 2020**

**Subject: Whole-time Recruitment – Urgent Action taken by the Chief Fire and Rescue Officer**

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

**Author: Georgina Coop – Area Manager People and Organisational Development**

**For: Decision**

### **Purpose**

1. The purpose of this report is to advise the Combined Fire Authority of urgent action taken by the Chief Fire and Rescue Officer, following consultation with the Chair and Vice Chair, to commence whole-time recruitment on the earlier date of 25 November 2020 due to the impact of the Covid-19 pandemic and related social distancing restrictions and to update the Authority on action required to recruit firefighters to meet the needs of the Leicestershire Fire and Rescue Service (LFRS) up to 2021/22.

### **Recommendation**

2. It is recommended that the Combined Fire Authority
  - a. Notes the urgent action taken by the Chief Fire and Rescue Officer to commence whole-time recruitment on the earlier date of 25 November 2020 due to the impact of the Covid-19 pandemic and related social distancing restrictions; and
  - b. endorses the suggested approach to the recruitment of firefighters, set out in the Firefighter Recruitment Plan for 2020/21 attached to the appendix to the report.

### **Executive Summary**

3. Following the impact of the Covid-19 pandemic, the subsequent national lockdown and local restrictions, urgent action has been taken by the Chief Fire and Rescue Officer, in consultation with the Chair and Vice Chair, to commence recruitment for whole-time firefighters on the earlier date of 25 November to enable the appointment of new recruits from May 2021 as planned in the Recruitment Plan (attached as the Appendix to this report).

## Background

4. The Fire and Rescue Service Act 2004 is the primary legislation that drives Fire and Rescue Services. Within the Act there are specific elements that direct the Combined Authority with regard to recruitment, these being: -

*Fire and Rescue Services Act 2004 Part 2, Section 7, paragraph 1 and 2.*

*“(1) A fire and rescue authority must make provision for the purpose of—*

*(a)extinguishing fires in its area, and*

*(b)protecting life and property in the event of fires in its area.*

*(2) In making provision under subsection (1) a fire and rescue authority must in particular—*

*(a)secure the provision of the personnel, services and equipment necessary efficiently to meet all normal requirements;*

*(b)secure the provision of training for personnel;*

5. The establishment (or staff numbers) of the Service is under constant review by the Workforce Planning Group, which looks at all roles within the service. However, this report focuses on the operational element of the workforce.
6. The Workforce Planning Group had already highlighted the need to recruit whole-time firefighters in 2021.
7. In the Leicestershire Fire and Rescue Service, the current agreed establishment for whole-time operational posts is 348 and is distributed across the Service to meet organisational needs.
8. As of 31 October 2020, the actual establishment is 350.5, with a further 3 retirements predicted up to 31 March 2020 (see Figure1 below)

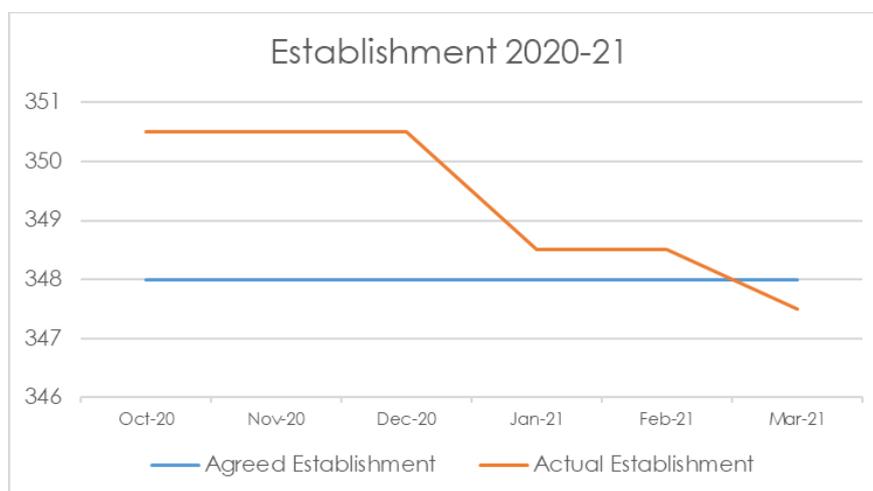


Figure1

9. Included within the current establishment numbers are four individuals who have completed 30 years and are over 50 years of age who can retire. If they do choose to retire, this will see the establishment drop to 344.5 by March 2021, 3.5 posts under establishment.
10. It is also worth noting that these numbers are predicted as there is no certainty as to when individuals may choose to retire or leave the Service. Across the country, most Fire and Rescue Services are experiencing this issue and are looking to recruit either whole-time firefighters and/or experienced managers. This has the potential to add additional pressure to these figures, this is why the recruitment numbers are variable.
11. In addition to the issues already identified, in July 2020, the Government published a consultation with proposals for a “remedy” to the legal challenge raised by the Fire Brigades Union (FBU) at a national level (McCloud/Sergent case) regarding the mandatory movement of individuals from one scheme to another based on age alone. These proposals included an option of effectively allowing pension scheme members to choose which scheme would leave them better off for the period from 1 April 2015 until 31 March 2022, which is a potential return to the 1992 scheme.
12. The consultation closed at the end of October 2020 and whilst these are proposals at this stage rather than a final agreed position, if approved and implemented it would see staff migrate to a new pension scheme from 1 April 2022 due to the pension impacts. This has the potential to see up to an additional 47 members of staff exit the service under the ‘75’ rule (anyone who is aged 50 or above with over 25 years' service) on 31 March 2022 and expose the service to an increased establishment deficit.
13. In recognition of this risk, in February 2020 the Senior Management Team approved a blended recruitment plan (described in paragraph 15) which planned to commence a recruitment campaign for whole-time firefighters in January/February 2021 with the aim of appointing staff in May 2021. However, due to the Covid-19 restrictions, this has been brought forward to commence on 25 November 2020.

### **Recruitment Campaign**

14. Learning from previous experience, the Senior Management Team proposed running a blended recruitment campaign (described in paragraph 15). This would result in the appointment of between 18 - 25 individuals which will include transferees, On-Call migration and new starters. It was proposed to start the campaign in January/February 2021, however due to Covid-19 restrictions this has been brought forward to commence on 25 November 2020.
15. A blended recruitment approach to sourcing candidates will provide a mixture of new staff and potentially some with experience. It may also reduce the burden on the Learning and Development Department to train numbers of new recruits and satisfy immediate operational requirements and include:

- i. Whole time full recruitment process.
  - ii. Recruitment via transfers from other services - this provides a short lead time to having fully competent Fire Fighters placed in roles without delay to meet the needs of front-line service delivery. This process is already mirrored for operational managerial positions, as it widens the diversity of the applicant pool and allows experienced managers to enter the service).
  - iii. Recruitment via migration from the on-call workforce. Again, a much shorter lead time to have fully competent fire fighters placed in roles without delay to meet the needs of front-line service delivery.
16. To further mitigate the risks associated with the potential staff projection, a plan is being put together to keep in touch with all candidates who are deemed appointable but not included in the 2021 intake. They will be asked if their information can be retained on file and at agreed points over 2021 as vacancies arise, these future potential recruits will be contacted, enabling potential efficiencies to be made in the next round of recruitment.
17. In clear recognition of the need to improve workforce diversity, and building on previous success, the Service has undertaken positive action and targeted “have a go events” since 20 September 2020. Four specifically targeted physical socially distanced events have been delivered., supported with six further virtual events, resulting in interaction with the following numbers of underrepresented groups:
- i. Physical event at Central fire station - 15 female candidates
  - ii. Physical event at Loughborough fire station – 19 underrepresented and minority candidates
  - iii. Physical event at Eastern fire station – 16 underrepresented and minority candidates.
  - iv. Physical event at Central fire station – 12 BAME candidates.
  - v. Online events – 240 candidates attended.
  - vi. four physical events had to be cancelled, two of which were for underrepresented groups (LGBT+ and BAME) and two others for everyone. These events were fully booked.
18. For the 2019 recruitment campaign the Strategic Equality Diversity Inclusion Board (SEDIB) recommended some amendments to the recruitment process to ensure that the process was as fair and open as possible enabling the best possible opportunity to recruit a diverse workforce from the community. These were:
- i. Applicants must have Leicester, Leicestershire or Rutland permanent address.
  - ii. The requirement for applicants to have a driving licence at the point of application was removed, however there is a requirement for a licence to be obtained within 18 months of joining the service.
  - iii. The requirement for a ‘C’ grade or above in Maths and English GCSEs was altered. Those who didn’t have the qualifications were

provided with the opportunity by the Service to take a test at an equivalent level.

19. The recommendations in 18(i) and 18(ii) remain in the 2020 process as they create a positive environment to attract a diverse range of applicants from the community.
20. Recommendation 18(iii) is being altered slightly following more investigation work from the recruitment team. This will now see all candidates undertake an online assessment that ensures Maths, English and practical understanding relevant to the requirements of the firefighter's role. All reasonable adjustments are in place to accommodate individual circumstances. Again, this change has been made to further improve the diversity of applicants whilst not compromising on the requirements of the role and will be fairly applied across all candidates.
21. The Recruitment Plan timeline is attached to the Appendix to this report.

### **Impact of COVID-19**

22. Covid-19 has impacted on numerous areas of the Service since it became prevalent in the UK in February 2020.
23. The Senior Management Team has managed the Service through the multiple impacts and have maintained a high level of delivery across the Service, and this has included recruitment.
24. As the UK moved to the three-tier system and the associated restrictions it became clear that more time would need to be built into the recruitment timeline to ensure that all aspects of the recruitment campaign could be delivered in line with social distancing restrictions. In essence this means that more selection events, probably treble the usual number, are needed at each stage of the process to assess the same number of candidates, requiring more time and placing additional resource burdens on to the Service.
25. This was compounded further when the Government announced the second national lockdown between 5 November to 2 December 2020. It is reasonably foreseeable that post this lockdown period, restrictions will remain in place. Of course, there is also the festive period and bank holidays during this time, which extends the timeline further.
26. With this in mind, it was necessary for the Chief Fire and Rescue Officer to take urgent action in order to extend the recruitment process timeline to commence earlier (25 November 2020) which is prior to the next scheduled meeting of the CFA on 16 December 2020. The Chief Fire and Rescue Officer consulted the Chair and Vice Chair of the Combined Fire Authority on 2 November and they have approved the request to take urgent action.

27. This request builds in extra time to the recruitment process to ensure all elements can be completed in a Covid-compliant way, but still with the same end point of new recruits beginning employment in May 2021, to meet the recruitment needs already identified.
28. The request made was in accordance with the Leicester, Leicestershire and Rutland Combined Fire Authority Constitution (section 35.1 and 35.2, shown below), and was approved by both the Chairman and Vice chairman.

*'35.1 The Chief Fire and Rescue Officer, or in his absence the Assistant Chief Fire and Rescue Officer be authorised to take any action between meetings which he considers to be urgent in consultation with the Chair and Vice Chair (or their nominated representatives) subject to the details of such action being reported for information to the next meeting of the CFA.'*

### **Report Implications/Impact**

29. Legal (including crime and disorder)

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

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

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

30. Financial (including value for money, benefits and efficiency)

Prior to the second national lockdown additional equipment had been purchased to allow 'Have a go days' to carry on during Covid-19 conditions. It is predicted that there will be an increase in applications (as seen in neighbouring fire and rescue services). This has the potential to impact on resources need for sifting and assessing, hence the request for urgent action to be taken between meetings and extend the timeline. This will create increased financial costs (extra equipment, extra assessment schedules, increased staffing), however as the impact is caused by Covid Government grant funding will be used to meet these costs.

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

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

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

- i. Open and transparent promotions and recruitment processes are taking place with plans that will be publicised.
- ii. Equality Impact Assessments have been completed in the separate stages of recruitment and any issues identified were addressed.
- iii. 'Have a Go' days to promote positive action from under-represented groups took place and will continue to be used to promote diversity from candidate pools, alongside other community activity outlined through groups aligned to the Strategic and Tactical Equality Diversity and Inclusion Boards (SEDIB/TEDIB).

33. Environmental

There are no environmental implications identified within this report.

34. Impact upon Our Plan Objective

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

## **Background Papers**

Leicester, Leicestershire and Rutland Combined Fire Authorities Constitution  
<https://leics-fire.gov.uk/wp-content/uploads/2019/10/cfa-constitution.pdf>

Fire and Rescue Services Act 2004  
<https://www.legislation.gov.uk/ukpga/2004/21/contents>

## **Appendices**

Appendix – Recruitment plan

**Officers to Contact**

Callum Faint – Chief Fire and Rescue Officer

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07800 709922

Georgina Coop – Area Manager People and Organisational Development

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07815492183

Leicestershire Fire and Rescue ServiceWhole time recruitment timeline (extended due to Covid-19)

Application process opens	25 November 2020
Application process closes	6 December 2020
Physical testing (Bleep Test)	9 and 10 January 2021
Point of entry selection testing	14 – 17 January 2021
Interviews	1 – 5 February 2021
Medicals	22 February – 1 March 2021
Migration and transfer start date	Mid 2021 – To account for pre-employment checks and notice periods
New Candidates start date	4 May - To account for pre-employment checks and notice periods

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**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 16 December 2020**

**Subject: Amendment to Statement of Accounts 2019/20 – Urgent Action Taken by the Chief Fire and Rescue Officer and the Treasurer**

**Report by: The Treasurer**

**Author: Amy Oliver**

**For: Decision**

### **Purpose**

1. The purpose of this report is to advise the Combined Fire Authority of urgent action taken by the Chief Fire and Rescue Officer and Treasurer, following consultation with the Chair and Vice Chair, to make a minor amendment to the Statement of Accounts. In addition, this report seeks delegated authority for the Treasurer to approve any further minor amendments to the Annual Accounts and Annual Governance Statement.

### **Recommendation**

2. It is recommended that the Combined Fire Authority
  - a. notes the urgent action taken by the Chief Fire and Rescue Officer and the Treasurer to make a minor amendment to the Authority's Statement of Accounts 2019/20; and
  - b. authorises the Treasurer to approve any further minor amendments to the Annual Accounts and Annual Governance Statement, subject to a report to the CFA at its next meeting.

### **Executive Summary**

3. At the time of signing off the Statement of Accounts, the Leicestershire Local Government Pension Scheme (LGPS) Pension Fund audit was still to be finalised. The Leicestershire Local Government Pension Scheme opinion is still outstanding at the time of writing this report. However, we identified the requirement for Leicestershire Fire and Rescue Service's accounts to include an additional disclosure note. This is required in relation to the Fire Authority's share of the Pension Fund's property assets and can be reviewed at the Appendix.

## Background

4. At its meeting on 23 September 2020 the CFA approved the Statement of Accounts. It was noted at the meeting by the External Auditor Mazars, that the Leicestershire Local Government Pension Scheme audit opinion was still awaited.
5. Since then it has been identified that the Pension Fund is required to disclose a material uncertainty around the value of the property assets held. This is a direct consequence of the COVID-19 pandemic impacting the valuation of assets at 31 March 2020 and is in line with the Royal Institute of Chartered Surveyors (RICS) guidance in relation to 2019/20 property valuations.
6. As the Pension Fund is publishing this disclosure, this should be mirrored by a disclosure in the Fire Authority's Statement of Accounts. This disclosure has been added to Note 5 as a material uncertainty in the accounts. A copy of the additional disclosure is attached at the Appendix. This amendment has not impacted the financial position of the Fire Authority.
7. It is however noted, that the Leicestershire Local Government Pension Scheme audit is still outstanding at the time of writing this report and therefore it is proposed as part of this report to delegate authority to the Treasurer to make any further minor amendments.
8. The reason for this urgent decision being taken outside of the CFA meeting was to enable the Authority to comply with the statutory deadline to have audited accounts by 30 November 2020. The Chief Fire Officer and Treasurer consulted the Chair and Vice Chair and they approved the amendments to the accounts as detailed at the Appendix. However, it should be noted that due to the delays in the Pension Fund audit, the Treasurer published accounts on 30 November with the additional disclosure but without an audit opinion. Mazars are unable to provide an audit opinion without receiving the Pension Fund audit opinion first. As soon as this is received the Fire Authority's audit opinion will be issued.
9. The CFA's Constitution permits urgent action to be taken between meetings subject to this being reported to the next meeting of the CFA, as follows:

*'35.1 The Chief Fire and Rescue Officer, or in his absence the Assistant Chief Fire and Rescue Officer be authorised to take any action between meetings which he considers to be urgent in consultation with the Chair and Vice Chair (or their nominated representatives) subject to the details of such action being reported for information to the next meeting of the CFA.*

*35.2 Where any urgent actions proposed in 35.1 affects the Chief Fire and Rescue Officer or any of his Deputies, the Treasurer and/or Monitoring Officer (the Statutory Officers) shall initiate consultation with the Chair and Vice Chair and take such action as may be required.'*

10. Following the agreement of the Chair and Vice Chair, the amendment has been made to the Statement of Accounts 2019/20 and published on 30 November 2020.

### **Report Implications/Impact**

11. 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.

In anticipation of the potential disruption to relevant authorities caused by the spread of coronavirus (Covid-19), the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020 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 2019. The amendment regulations stipulate that the CFA must publish its draft Statement of Accounts and draft AGS by no later than 31 August 2020 and the publication date for final, audited, accounts has moved from 31 July to 30 November 2020.

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

These are contained within the report.

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

None identified.

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

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

15. Environmental

None identified.

16. Impact upon "Our Plan" Objectives

None identified.

### **Appendix**

Copy of additional disclosure.

**Officers to Contact**

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0116 454 5552

Item	Uncertainties	Effect if Actual Results Differ from Assumptions
The Pension Fund	<p>The Pension Fund uses valuation techniques to determine the carrying amount of pooled property funds and directly held freehold property of which Fire has a share. Where possible these valuation techniques are based on observable data but where this is not possible managements uses the best available data. The outbreak of COVID-19 has impacted global financial markets and as at the valuation date, less weight can be attached to the previous market evidence to inform opinions of value. There is an unprecedented set of circumstances on which to base a judgement. Valuations on the Pension Fund property are reported on the basis of 'material valuation uncertainty' as per the RICS Red Book Global</p>	<p>Consequently less certainty and a higher degree of caution should be attached to the valuation. The Fire Authority pension fund property assets total £2m as shown at Note 37.</p>

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**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 16 December 2020**

**Subject: Covid-19 and Leicestershire Fire and Rescue Service**

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

**Author: Steve Kisby, Station Manager, Service Assurance**

**For: Information Only**

### **Purpose**

1. The purpose of this report is to provide the Combined Fire Authority with a full update on actions taken by the Service in response to the Covid-19 pandemic.

### **Recommendation**

2. It is recommended that the Combined Fire Authority note the report and the Appendix detailing the high level of work undertaken in the pandemic above and beyond the normal requirements of a Fire and Rescue Service.

### **Executive Summary**

3. The Appendix details the full range of activities, additional duties and staff effort that has been undertaken to support the community and partners over the pandemic from 31 January 2020 to 1 September 2020. Activities have continued past this where required and new activities continue to be undertaken where appropriate.
4. It is difficult to succinctly capture the levels of activity and work that have been undertaken. It is also difficult to identify any one area or activity that stands out, as all of them have and continue to greatly help the community during this time. The Senior Management Team is proud to showcase and recognise the extreme effort and ethos that has been displayed by all of the Service during the pandemic.

### **Background**

5. The Appendix was created to assist in the information sharing with Her Majesty's Inspectorate of Constabulary's and Fire and Rescue Services (HMICFRS) regarding the Covid inspection.
6. Given the positive impact of the work, officers felt it was important for the Combined Fire Authority to be updated on the significant contribution Leicestershire Fire and Rescue Service has made during the pandemic.

7. The Appendix will be published on the Service's website in the near future to show the public the great work of the Service.
8. Covid-19 has placed a significant challenge on the Service which worked hard to understand the impact on the Service while continuing to deliver an effective fire and rescue service to communities, keep staff safe and meet the extra challenges that were presented by Covid-19. The Appendix sets out the Service's response to the challenges and difficulties faced during the first wave and subsequent challenges presented by the lock lockdown and moving into the second wave of the pandemic. It shows the remarkable spirit and positivity of staff to continue to deliver a first-class service to communities, despite having to work differently and more innovatively than ever before. It also lays out the extra work completed and looks at the lessons learnt in preparation for a second wave of the virus.

### **Report Implications/Impact**

9. Legal (including crime and disorder)

There are no legal implications identified with this report.

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

There are no financial implications identified with this report. Any Covid-related expenditure has been funded through a grant provided by central Government.

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

The work identified in the Appendix has been undertaken in addition to all the statutory and legislative requirements placed upon the fire service.

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

Staff consideration has been paramount in our approach. Each activity has been risk assessed in conjunction with the representative bodies and remains in compliance with relevant guidance at the time of activities.

13. Environmental

There are no environmental implications arising from this report.

14. Impact upon "Our Plan" Objectives

Response – Respond effectively to incidents

People – An engaged and productive workforce.

## **Appendix**

Appendix - Covid-19 How we responded.

### **Officers to Contact**

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

# COVID-19

How we responded



**Created:** Sept 2020

**Owner:** Business Assurance

# COVID-19

## How we responded

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## Background

On 31st January 2020, 2 people in the UK were confirmed as having Coronavirus, a disease that had originated from Wuhan Province in China. By the end of February this had climbed to 23 people and by the 12th March over 200 people had contracted the disease, with 3 confirmed deaths. On this date, the UK Chief Medical Officer raised the risk to the UK from 'Moderate' to 'High' and government began to issue safety advice to the public.

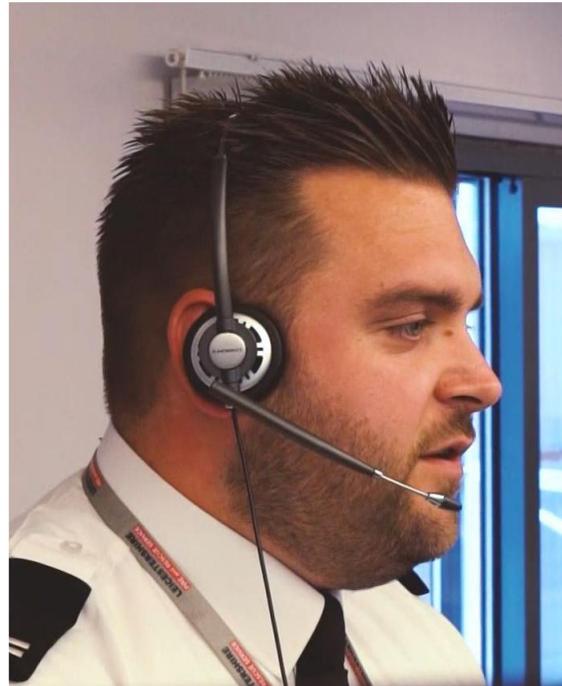
During this period, events were cancelled, travel was curtailed, panic buying ensued and cases began to rise. By 14th March, the number of confirmed cases had risen to 1,140 with 21 deaths. 4 days later and the death toll exceeded 100. Over the following days, schools were closed and the Chancellor of the Exchequer announced that the government would pay 80% of peoples wages in an effort to protect the economy. On 24th March the government announced its 'stay at home' message and so lockdown began. At the height of the pandemic, 1,172 people died in one day and now the total number of deaths in the UK are over 40,000.

Throughout this time, we continued to monitor the government's response to the pandemic and understand the impact it had on us as a service. We continued to deliver an effective fire and rescue service to our communities, keep our staff safe and meet the extra challenges that were put upon us by COVID-19.

This document lays out our response to the challenges and difficulties faced by our Service during the rise and initial fall of the pandemic. It shows the remarkable spirit and positivity of our staff to continue to deliver a first class service to our communities, despite having to work differently and more innovatively than ever before. It also lays out the extra work completed and looks at the lessons learnt in preparation for a second wave of the virus.

# How we continued to deliver an effective service?

As the pandemic progressed at its rapid pace, we had to keep pace to ensure that we were abiding by government guidance and best practice as recognised by the National Fire Chiefs Council (NFCC). This involved a range of activities including reporting on absence, enhanced cleaning regimes, ensuring supply chains continued and contingency planning to prepare for the worst, to name but a few. Over the next few pages, how we responded and our reactions are laid out to show how each strategy coped and excelled.



# Response

## 1. Absence reporting:

- I. During COVID-19, our Geographical Support Team compiled information supplied by Fire Control on staff absence each day. This included all reasons for absence and specifically included numbers of staff confirmed, suspected of COVID-19 or self-isolating due to the virus. It also contained the numbers of incidents being attended by crews across the Service area.
- II. This report allowed us to spot any trends of sickness or in operational incidents and so would give us an early indication to allow us to react quickly and decisively, if required. During the period of 1st April – 30th June, we have had 58 members of staff who needed to self-isolate and 3 staff confirmed with the virus.

## 2. Incidents:

- I. The number of incidents we attended during COVID reduced significantly, particularly during lockdown. In the period of April- June (inclusive) 2020 we attended 1,964 incidents compared to the same period in 2019 of 2,159. This is a reduction of 195 incidents. Our Fire Control centre received 4326 emergency 999 calls, which is 230 below the 3year average. Throughout this time our fire stations have continued to respond to the normal range and type of incidents.
- II. Fire crews were equipped with personal protective equipment (PPE) to allow them to remain safe. Fire-kit, worn by firefighters at incidents, is equipped with a pathogen barrier to protect the wearer from bodily fluids. They also have half face respirators which protect the face and respiratory system from air-borne contaminants. These measures were already in place as a result of good decision making coming into effect when procuring PPE for staff prior to the pandemic.
- III. Fire Control staff were also instructed to ask COVID related questions of 999 callers. Any relevant information would then be relayed to crews on route to the incident, to allow them to take precautions and therefore maximise their safety. Any confirmed cases were logged by Control staff.

- IV. Fire crews have come into contact with COVID confirmed patients and those suspected of having the virus, in the course of attendance at incidents. Crews have taken the necessary and appropriate precautions, ensuring minimal contact and decontamination following such a case.
- V. Guidance was also issued to crews with regards to providing life-saving resuscitation with regards to PPE and procedures. Work done by our staff on this issue, led to a submission to National Operational Learning and a change in advice nationally from the NFCC.

### **3. Fire Stations and Fire Control:**

- I. Stations continued to function and provide an emergency response throughout the pandemic. The availability of all of our fire appliances was continually monitored daily throughout COVID-19.
- II. Availability of our On Call appliances increased, due to the increased availability to respond by our On Call staff due to the lockdown and furlough that was in place. The average availability figure for our On Call stations for this period was 85.3% compared to the 3year average previously of 61.4%. This increased availability allowed us to use On Call volunteers for other tasks to assist our community (more about this later on). Our Wholetime appliance availability also increased by 1.3% compared to the last 3 years.
- III. Stations put in place measures to prevent the potential spread of the disease, including risk assessments, signage and hand-gel. This included enhanced cleaning regimes at change of shifts and avoidance of unnecessary contact. Contingency plans were in place with our cleaning contractors to be prepared to carry out a 'deep clean' of stations, should the need arise. Communications via Service Matters and Vlogs enhanced messages to stations and encouraged them to guard against the virus.
- IV. Fire Control was effectively 'locked down', with no visitors allowed, in order to minimise risk to staff there. Contingency plans were also activated which saw Officers and former Control staff trained to take 999 calls and mobilise appliances should they be required. Again an enhanced cleaning regime kept staff safer.
- V. Contingency plans were reviewed with regards to Operational Degradation. This is a procedure which is put in place should there be a need for reduced crewing arrangements or reduced availability of appliances, due to the effects that the virus may have on our staff. This review ensured that the current procedure was fit for purpose and was completed very early into the pandemic (March 2020).
- VI. As per government and NFCC guidance, stations withdrew from external community safety work and other work involving contact with the communities, to protect both our staff and the public. However, the Chief Fire Officer was keen to keep public confidence in our Service and so a 'risk-based approach' to off station activities was

undertaken. This saw innovative and new ways of working being drawn up to continually support vulnerable people within the communities served by the Service (this is covered in more depth later).

- VII. Communications with stations and operational crews continued throughout with advice on PPE, guidance on cleaning following incidents and other matters. This was via line management meetings with the Area Manager Response holding weekly conference calls to help disseminate information and update Group and District Managers, who are in charge of stations. On Call colleagues were kept abreast of guidance issued by the NFCC with regards to furlough arrangements and how it affected their work with the Service. This meant that staff could continue their On Call work and availability, despite being furloughed.
- VIII. Throughout this time, and on matters pertaining to our staff, the Representative Bodies (FBU, FOA and UNISON) were consulted continually in meetings and conversations that were often held daily at the height of the pandemic. In a Staff Consultation meeting, the positive relationship that had grown during the crisis was praised by the Representative Bodies, who were entirely happy with their involvement in decisions and discussions throughout.
- IX. Firefighters continued to train during this period in order that they maintained their competencies in all areas. The Learning and Development Department (L&D) facilitated re-validation of current qualifications in Incident Command and Breathing apparatus. Other courses continued, such as recruit training for On Call (in house) and Whole-time firefighters (at the Fire Service College). This meant that essential qualifications were kept current and that firefighters were available at the earliest opportunity, should the effects of the pandemic escalate. Innovative and news ways of working were developed to train staff, and COVID-19 preventative measures were put in place to safeguard staff.



# Prevention

## 1. Community Safety

- I. In line with NFCC guidance at the outbreak of the pandemic, the Service had to make the difficult decision to withdraw from community safety activities, to safeguard staff and the public.
- II. Very soon, it was acknowledged that we needed to find innovative ways to continue to help our communities. A trial was set up over 3 stations to look at different ways of delivering Home Safety Checks (HSCs) to vulnerable people. 1 station carried out leaflet drops through letterboxes of houses they had identified as containing vulnerable people. This approach saw very little success and was quickly discounted as a way forward.
- III. A second station engaged by carrying out socially distanced HSCs – which saw them knocking on doors, then stepping back and speaking with the householder to deliver safety messages and answer any queries. Of course, at no time would they enter the house. This saw limited success, although it did allow social interaction with many people who had not seen or spoken to anyone since the start of lockdown. It also gave crews the ability to assess levels of vulnerability.
- IV. The most successful trial was with HSCs being carried out by telephone. Again the ability to deliver safety messages to householders and asking pertinent questions proved to be useful and the best way to deliver these checks. These checks were quality assured by our Community Educators who assessed firefighters as they worked. Once more, the social interaction proved very popular with crews reporting that they had engaged with people who had felt very isolated during lockdown.
- V. By surveying the householders following the visit / telephone call, we could then evaluate each method with the use of a survey tool. It was found that the most effective way of carrying out HSCs was by telephone. This method was then rolled out to other stations and through the Service. In 2019 we completed 1,757 HSCs in the period April – June, and in 2020 for the same period we completed 1,212. All of these are to identified vulnerable people who are either 65+ years of age or have a disability within the household. Of this total number, 917 were carried out by telephone. The total number this year is considered a small reduction from the last year under the circumstances and shows the speed of adaptation by our staff to continue delivery of these important checks. Our work in undertaking these checks was praised at a Community Safety Council GOLD meeting, by partner agencies who saw the value of these checks.
- VI. Our Service also received a certificate of recognition for '*outstanding contribution to the local community during the coronavirus pandemic*' from the Chief Executive of Leicestershire Cares.

- VII. As the Road Safety risk reduced due to lockdown and our schools programme ceased, our prevention department took the opportunity to re-launch our 'Cause and Effect' website, which is an on-line educational tool aimed at years 10-13 in education. This was publicised and communicated to local schools, who could use it as part of their lockdown school homework.
- VIII. Our Fire Cadets continued to meet virtually over Zoom, with a regular attendance of over 20 cadets. They helped to promote road safety messages via social media. Our Community Educators also delivered regular messages via social media with the most successful post being about 'sky lanterns' which reached 78,882 people and gained 780 shares.
- IX. We instigated a partnership with Leicester City Council dealing with dangerous waste or that which could be harmful or hazardous to residencies or people. This scheme allowed residents access to Waste Sites (which were closed due to lockdown), when they have been referred by ourselves or partner agencies. This followed a social media campaign about household bonfires and concerns raised by the Council. This was in regards to the number of complaints they received as a result of householders burning rubbish due to limited access to waste sites.
- X. A crew manager from the Road Safety Team was re-purposed and volunteered to assist with crewing ambulances for East Midlands Ambulance Service for patients requiring urgent care. Other members of the Community Education Team volunteered to assist with delivery of supplies and to help with face-fitting of masks to care workers.



# Protection

## 1. Fire protection

- I. Again, at the outbreak of the pandemic and following lockdown, engagement with businesses and premises owners proved very difficult. The fire protection team carried out follow-up audits over the telephone and requested documents to be provided via email. They carried out desk based assessments where this was possible. Because of these difficulties, we saw a large reduction in fire safety audits from 150 in 2019 to 20 in 2020, for the period of April – June. The team have also started to carry out virtual audits where possible and appropriate.
- II. Building regulation work has been ongoing throughout the pandemic with 144 consultations being received, along with Licencing work which saw us respond to 27 during the period April – June 2020.
- III. As a result of COVID-19, fire protection officers gave advice and guidance to care homes in case of staff issues during the pandemic and also carried out a full audit on a hotel identified as a convalescence premises for patients affected by COVID-19 who come out from hospital.
- IV. Fire protection officers continued to maintain their competencies in role during this period through continued professional development. This saw them attend over 284 hours of virtual training sessions and webinars.
- V. During the COVID period, there was national concern over the Leicester textile industry and the possibility that there were unscrupulous factory owners who were not abiding by the minimum wage law. As part of this work, fire protection officers were involved with partner agencies in carrying out audits of premises of concern.
- VI. The period of lockdown also enabled the fire protection department to also fully understand the Building Risk Review work that was part of the output of the Grenfell enquiry.

# How did we deal with the challenges we faced as a result of COVID-19?

## 1. Multi-agency working

- I. Our Service was heavily involved as a result of the multi-agency response of the Leicester, Leicestershire and Rutland (LLR) Local Resilience Forum. They were coordinating the roles of all primary and secondary responders and our Service was integral in assisting in many ways. A Strategic Co-ordinating Group (SCG) was formed, Chaired by a Deputy Police Chief Officer. Our Assistant Chief Officer (at the time), Callum Faint was chair of the Blue Light Cell within this Forum. *(see appendix for full structure)*.
- II. The SCG met regularly and their overarching objective was the preservation of life along with work to minimise the spread of COVID-19, protect the vulnerable, maintain and provide support for public services and to monitor the impact of the virus and respond appropriately to it. They would also work to maintain public confidence, work to restore normality and look at recovery following the virus.
- III. The SCG maintained the co-ordinated approach between all agencies and a monitoring and reporting system was set up to gauge the impact of the virus on a regular basis. This ranged from reporting on deaths, hospital bed capacity, mortuary capacity, availability of Personal Protective Equipment (PPE) and how each agency was affected or helping in various ways.
- IV. Beneath the SCG was a Tactical Co-ordinating Group (TCG) that was attended by a manager from our Service. This TCG looked at the practical application of actions arising from the SCG, including how each agency could assist and in what capacity. This joined up approach led to true multi agency working which benefitted the communities of Leicester.
- V. Feeding information and work both into and out of the TCG were various cells set up to deal with specific actions within our Service. Cells dealing with storage and delivery of PPE, how we were assisting other agencies such as EMAS, sourcing key worker accommodation or helping to deliver essential items to vulnerable people were all coordinated within this group. *(see appendix for structure details)*

- VI. With regular updates to our department heads and organisational leads through our Tactical Managers Team, a solid and effective provision of service and response was maintained, with this coordinated and multi- agency approach shared by all.
- VII. Our Senior Management Team (SMT) were also regularly updated with national information through regular updates from 'Resilience Direct', which is a secure platform for the sharing of information across organisational and geographical boundaries for emergency planning.
- VIII. A continual record of decisions made throughout COVID-19 by our SMT were kept in a contemporaneous note log-book.
- IX. Continuous engagement with our representative bodies was maintained throughout and ensured that they were on board with all the extra activities agreed at a national level. This was via regular, often daily meetings and telephone calls. This communication aided decision making and increased the speed at which the Service could react to an ever changing situation.

## 2. Business Continuity (BC)

- I. Prior to lockdown, the Service Assurance department undertook 'Operation Hardcastle' which saw the whole department work from home for a day, to ensure that all computer systems could be accessed and communications lines remained uninterrupted. This was successful and gave confidence that should lockdown occur (at that point it was only a faint possibility) the Service could still run effectively.
- II. There was an immediate review of our Service policy and procedure for business continuity management and also a review of our Pandemic Infectious disease procedure. This ensured that they were fit for purpose and updated where necessary.
- III. Our supply chains were scrutinised and a stocktake was immediately carried out to ensure that essential items such as PPE, facemasks and hand sanitiser were continually available. Many of our supply chains failed and our support team worked incredibly hard to source alternative suppliers and remedy problems as they arose, to ensure the continued safety of our staff and our ability to provide an effective service was maintained.
- IV. Some essential items became unavailable and different and innovative ways of working were developed. As an example our normal suppliers of Breathing Apparatus (BA) cleaning fluid were unable to supply it and use of other fluid would invalidate their guarantee of the BA set. An effective working solution was developed by our staff in conjunction with the suppliers and the manufacturers of the BA sets.

- V. Our support departments devised ways to continually support and back up our operational fire stations. This ensured that in the event of a vehicle breakdown, our Workshops and mechanics maintained 24 hour cover throughout. Similarly, our Information Communications and Technology (ICT) department adjusted their ways of working to also maintain continued support throughout. This was essential as many of our staff were now working from home.
- VI. Our Business Continuity manager ensured that we shared information with our regional fire and rescue service partners to ensure 'best practice' was identified and maintained. He also made contact with the BC group of the NFCC and attended meetings held over Zoom. The information gathered was reported to SMT.
- VII. A stocktake and bunkering of our fuel stocks took place and the Service took advantage of the BP Free Fuel for Emergency Services scheme. This preserved our stock in the event of an emergency breakdown in fuel supplies. Arrangements were also in place to share these stocks with the Police, if required.
- VIII. Our station cleaning arrangements were reviewed and enhanced cleaning arrangements were put in place with our contractors, with the ability to deep cleanse and disinfect stations or service premises if required.
- IX. Our Estates department also carried out risk assessments of each Service station and premise and has continually reviewed these throughout the pandemic.
- X. Our ICT department purchased extra licences to enable staff working from home to be able to access computer systems. It also installed Zoom which very quickly took over from Skype as the preferred virtual tool for meetings. This allowed greater contact and communication between staff with meetings being held virtually during lockdown and continually since then. This has meant effectively that all departments within the Service have been able to function normally.
- XI. During COVID-19, our departments were encouraged to continue to recruit staff into vacant positions. This would give the resilience required should the pandemic worsen.

### **3. Health, Safety and Wellbeing**

- I. Our Health and Wellbeing group began very early on, at the start of March, to send out advice with links to NHS websites, about the pandemic and how to prevent the spread of the virus. They were also very quick to advise on information for staff who had travelled abroad and to the understanding of delays that may occur with being able to produce sick-notes.
- II. There were 16 Service Matters articles during the period of March to June covering all aspects of health and wellbeing. This included working from home, signposts to members of the Health and Wellbeing team and

AMICA (our out-sourced counselling service) and continued links to government and NHS Every Mind Matters sites on the internet. The team also regularly sent out emails to all staff to remind them of the help that is available and how to access it, should the need arise.

- III. Further practical advice included the wellbeing of staff who were working from home, back pain advice and even links to home-schooling sites to help when teaching children at home.
- IV. Our Employees site on SharePoint (our intranet) gives guidance and information on COVID-19 including links to our COVID passport. This was introduced as a wellbeing measure and staff were encouraged to complete it. It gave the employee the chance to highlight to their line manager any anxieties, worries or issues they may have in relation to COVID-19. This included information about their personal situation including any vulnerabilities, vulnerable family members, underlying conditions and also any adjustments that they felt were necessary in order to assist them in their role. This allows the line manager the ability to regularly review any issues with the employee. Although this is voluntary, almost 400 of our staff have completed a passport so far *(see appendix for an example)*.
- V. As mentioned previously, our Control Room was effectively 'locked down' allowing no visitors and no use of rooms shared by Control Staff. This prevented spread of the virus and, with an enhanced cleaning regime, helped to keep these vital members of staff safe. These measures were clearly successful as very little sickness occurred of the Control Room staff.
- VI. Very early on, prior to the national lockdown, staff were asked to screen visitors prior to them entering Service premises. This included asking pertinent questions about symptoms and their health. This would prevent spread of the virus into the workspace. Guidance on social distancing, following government and NHS guidelines were also communicated.
- VII. A page was set up on our intranet, SharePoint, to house all the health and safety information on COVID-19. This included all risk assessments including regional, local and those issued by the NFCC, key worker materials, information on how to book a test and processes introduced due to the virus.
- VIII. Our Health and Safety department also set up a COVID-19 reporting form which allowed them to monitor all personnel that had come into contact with anyone showing symptoms or were diagnosed as positive with the virus. Over 70 notifications have been made using this form and only 1 person has tested positive for the virus. This shows the protection offered by our PPE and operational procedures is effective.
- IX. Health and Safety department issued 2 'safety flashes' during COVID-19. This is an urgent message that is immediately sent out to all stations and requires both acknowledgement and action. The first was around the resuscitation of casualties and the second was issued with regards to safety hand sanitiser. They also issued NFCC guidance on the cleaning of stations and regularly reviewed risk assessments of Service premises.

- X. A 'suggestion box' was put onto our intranet site to encourage staff feedback and ideas to assist with dealing with the issues raised by the virus.
- XI. Risk assessments issued nationally by the NFCC for the tripartite agreement were reviewed regionally by a collaboration group of health and safety staff from across the local Services. Many of these were then reviewed further by ourselves to include localisms and were agreed by representative bodies at national, regional and local levels. Having these lines of communication in place ensured best practice and common working amongst firefighting staff regionally.



# What work did we undertake as a result of the Tripartite Agreement?

## 4. Tripartite Agreement

This was an agreement between the fire service national employers, the NFCC and the FBU for additional activities carried out during COVID-19. The agreement recognised that Fire Services may have the capability to assist other partner agencies to assist with the overall public sector response to the pandemic.

It identified activities and additional work that could be actioned and laid down requirements that needed consideration for these to happen. It also laid down expectations of management and union officials to work together to bring about these activities, whilst ensuring the safety and welfare of firefighters involved and considering any possible impact on core Service work.

The agreement included requirements for risk assessments to be completed, any additional necessary PPE to be provided, along with adequate training to be given.

Our managers constantly and regularly discussed all arrangements with representative bodies in order to facilitate and expedite any additional work.

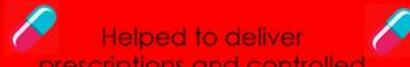
# How we have supported our communities during COVID-19



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



Helped to deliver prescriptions and controlled drugs to vulnerable people



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



Delivered and stored Personal Protective Equipment (PPE)



Gave fire safety advice to care homes



Checked the COVID compliance of hotels and guest houses in Leicester



Made and delivered visors for the health and care sector

Delivered food parcels to households and food banks



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



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



## Ambulance work

- I. As part of a regional working group with other Fire Services covered by East Midlands Ambulance Service (EMAS), we supported this agreement by supplying 12 of our staff to work with them. This group was made up of our On Call liaison officer, our Trauma Care instructor and volunteers made up of 2 day duties staff and 8 On Call members. These On Call members had been identified as being 'most at risk' of financial hardship as a result of lockdown, by our Geographical Support team. By offering them this work, it helped to ease the burden on the individual. This work is being undertaken again to understand how affected our On Call colleagues will be affected by the removal of the furlough scheme at the end of October 2020.
- II. The group were trained by EMAS as urgent care support workers and a Workforce Sharing agreement was put in place between our organisations. The firefighters would continue to serve under our contracts with the

agreement listing expectations of both organisations. All hours worked and payments made were under our COVID-19 code, allowing them to be logged. A regional risk assessment was completed and this was agreed locally.

- III. Our volunteers completed 81 shifts in total (April-July 20) and helped approx. 200 patients during this time. Our staff completed COVID-19 reporting forms if they came into contact with a patient who was positive or suspected of COVID-19. None of the volunteers contracted the virus, due to the excellent training and management system put in place.
- IV. Our On Call liaison officer carried out regular wellbeing phone calls with volunteers. Our Trauma Care instructor was able to use this as a networking opportunity to line up our training with that of EMAS and also to explore other areas of possible future collaboration.

### **COVID-19 Compliance Checks**

- I. The Chair of the Combined Fire Authority was asked by Leicester City Council (LCC) to assist with ensuring COVID compliance measures were in place within business premises in Leicester. This request was made in response to the significance that Leicester was the first city to go into 'local lockdown', which saw large parts of the centre remaining under lockdown whilst other areas of the country saw it relaxed.
- II. It was felt that our Service could positively contribute to the continued safety of our communities. This fell outside of the Tripartite agreement.
- III. Our Chief Fire Officer and SMT worked hard, alongside the Chair, to get this agreement ratified as part of the Tripartite agreement. After initial resistance and much work by our team, this agreement was finally granted by the NFCC, National Employers and the Fire Brigades Union.
- IV. The LCC requested that we help to give advice initially to Hotels and boarding houses and ensure that they are complying with COVID-19 regulations. This work was to help bring areas of Leicester out of lockdown. We initially completed 36 checks of hotels, hostels and boarding house in the affected areas.

### **Assembly of face shields**

- I. Early on, operational staff mainly at Eastern fire station sought approval under the Tripartite agreement to assist colleagues from the health community by assembling single use face shields.

- II. Using regional risk assessments, again reviewed and adjusted locally, crews were able to assemble over 1000 face shields by the end of April 2020. This was done during their shifts when they were unable to do community safety work, and whilst the trial was continuing at other stations of different ways to deliver HSCs.
- III. By the end of July, other stations and Fire Control staff had also begun to undertake this work. With more people involved, crews were able to assemble over 5,250 face shields by the end of June 2020. These have been distributed throughout the county to hospitals, care homes and surgeries.

### **Face fitting of face masks**

- I. Part of the TCG was the PPE cell. This identified that care and health workers required face fit tests in order to keep them safe in their roles. As part of the Tripartite agreement, our Service sought volunteers to assist with this. An agreement was made with NHS Midlands which stated the expectations and deliverables of each of our organisations.
- II. 15 volunteers were trained to use the machinery to enable them to test care workers. These volunteers were made up of On Call staff, day duty staff and staff from other departments who had volunteered to be repurposed.
- III. A risk assessment was in place and adjustments made to the testing machinery were made, to enable better social distancing to keep staff and workers safer.
- IV. During the period of April-June 2020, our staff face-fit tested 282 workers, whilst maintaining their own safety.

### **Delivery of essential items to vulnerable people**

- I. Through the TCG, our Service was asked to assist with the delivery of prescriptions and also of controlled drugs to vulnerable patients within the Service area. Due to the strict legal controls in place around certain medications, known as 'Controlled Drugs' a procedure required putting in place to safeguard and support our staff when carrying out these deliveries. This was in line with Home Office advice of 'Guidance for the safe custody of controlled drugs in transit'.
- II. This procedure was written and it contained responsibilities, records to be kept and how these deliveries were to be undertaken by our staff. It also saw an email account and telephone number set up for pharmacies to request deliveries, which could be done same day, next day or urgently (within 2-6 hours).

- III. The prescription deliveries were usually carried out by volunteers who were on modified duties and / or firefighters who were at stations with above the minimum amount of crew available. Fire cover and availability was not affected by this work.
- IV. Many of the food deliveries were delivered by Hinckley station, who teamed up to assist a local church to supply meals to vulnerable children in the local area. Food deliveries to food banks also took place.
- V. In total, we delivered 377 items (prescription or food) to vulnerable people within the county.

### **Storage and delivery of PPE**

- I. Southern station was quickly identified and used as a storage facility for PPE by the TCG PPE Cell. Due to its size and location, it was considered well suited for this task.
- II. Arrangements were in place for suppliers to drop off PPE at Southern station as well for the collection of items. This existed from April through the COVID period.
- III. Our staff were also involved with some of the delivery of items to NHS sites and care facilities and we made 35 deliveries during the period April- June 2020.



# How were we innovative?

## New ways of working required

It was clear from the outset of COVID-19 that we, as a Service, had to change the way we worked in order to continue delivering an effective service to our communities. This meant looking at all areas and considering new ways of delivery, communications, training and general day to day working and functioning of our staff, premises and systems. Below are just some of the innovative ways we found to work.

- I. Home working. Most of our support staff were able to work from home effectively and continued to deliver the same service throughout lockdown. The quick introduction of Zoom by our ICT department meant that communications could continue. Meetings still took place as planned and these were often found to be shorter and more efficient, due to the lack of travel involved. This also had an environmental effect as there were less miles travelled in Service or private vehicles. This reduction also sees financial savings made on fuel.
- II. Use of Vlogs. As a communication tool, the vlog was a popular way to pass information from senior managers to all staff. The short videos were seen as 'to the point' and preferable to long text or emails. It also gave a personal feel and allowed senior managers to recognise the great work being carried out by staff in all areas of the Service.

During the period of April – June, as well as these Vlogs, over 60 articles and messages were sent out through our Service Matters portal, often on a daily basis. We were very keen to ensure that all staff had the latest and most up to date information and advice available.

- III. Telephone Home Safety Checks. As previously mentioned in this report, after a trial and evaluation, these were found to be a new and innovative way to engage with vulnerable people. Not only were we keeping our staff safe (and in doing so prevent the spread of the virus), we were also able to engage people in the comfort of their homes where they felt safe. This allowed our home safety message to be put across, but also allowed us to ask pertinent questions to ensure the wellbeing of the householder. This also proved efficient, as an operational crew of 4 could engage 4 separate households at the same time, saving on travel costs and time.

Firefighters have also developed a link from our website to an application that allows the public to carry out their own Home Safety Check. By logging on, this app takes the reader through the different areas to help ensure that their home is safe, with questions throughout to enforce the appropriate messages. This has been

developed by Firefighters and taken on by the Service, showing the level of innovation and creativity that exists amongst all of our staff.

- IV. Fire safety audits. During the lockdown, and extended Leicester lockdown, most businesses were closed and our fire safety auditors struggled to locate responsible persons for the properties they intended to inspect. Where they could be contacted, fire safety officers began to liaise via the telephone and began to carry out a 'virtual audit' by telephone or Zoom. This meant that documents could be requested and emailed in for inspection. This was especially useful for follow-up visits that had been planned in prior to lockdown. These could be signed off as inspected by officers, providing the correct documentation or measures could be proved to be in place. Work on this is being extended.
- V. Training and maintenance of competence. Most training courses continued with COVID-19 measures in place. This was essential to keep our firefighters and staff competent in role. Our Breathing Apparatus (BA) re-validations have continued throughout with adjustments made to keeping crews together and attending together – to try to maintain a 'bubble' and prevent the potential spread of the virus. We have had to develop virtual assessments in our Incident Command re-validations, which again has ensured the continued certification and competence of all those safe to command. These re-validations have been developed by our Service using existing software linked to Zoom, which has enabled assessors to run realistic computer simulated scenarios and assess the candidate. Feedback is then given remotely. Work on this has extended to Command development days and to tactical and strategic group development days to help prepare officers with the pressures they may face in a likely situation.  
This work has received wide-spread acclaim with interest shown by many other fire services. The concept has been widely shared, with many services using it as a template for their own command assessments. This acclaim has also come from international partners from the USA, who invited our Command Team to a webinar to discuss the concept worldwide.
- VI. Virtual reality (VR). Working with service providers, we have become leaders in the VR field receiving acclaim for how we are addressing the concept in the future of fire service training. During lockdown, we continued to develop and trialled a virtual fire investigation which saw trainee candidates attend an interactive and realistic scene which allowed them to test and document their findings. This allowed the training to go ahead in a completely safe environment and allowed the same type of training to be used for several candidates. Qualified investigators were able to look on and assess the candidate and give advice where required. With minor adjustments, it means that the same scene can be used many times and in many different ways, proving very efficient. At a recent seminar, Sir Thomas Windsor praised our use of VR and its future within the fire sector.

VII. Recruitment. Prior to COVID-19 and lockdown, we had many vacant positions of our support staff and we also needed to run an On Call recruitment campaign. All of these recruitments were encouraged to continue and we found new ways of testing and interviewing potential candidates. With COVID-19 preventative measures in place, we have been able to recruit 35 people into the organisation during lockdown, with new and innovative ways being put in place. We now have 24 new support staff and 11 On Call firefighters recruited in this way. This gives a certain extended resilience to the organisation for the future and in case of a 2<sup>nd</sup> wave of the virus. Although the operational recruitment has forged ahead, the recruits will remain subject to a full medical examination by the Service, as soon as COVID-19 measures permit this to happen.

VIII. Meeting with people. Our new Coalville Emergency hub has been developed over a period of the last year or so. This saw our old Coalville fire station developed into a station with facilities shared by the police and ambulance service – meaning they are now all under one roof. This fantastic collaborative work culminated in a grand opening during with COVID-19 safety measures in place. As well as limiting numbers and ensuring social distancing, temperature checks were taken and food was individually pre-plated for guests. By using innovative ways of working, the formal opening of the Emergency Hub continued, with all three emergency services represented. Agreements have also been reached and are in place for the use of the premises by each set of personnel.

Loughborough station carried out its own Virtual Open Day in September, with crews carrying out multiple scenarios and lectures on fire, road and water safety. This was a great success and was streamed live over social media, receiving thousands of likes and shares. This new way to engage with the public has proved popular and is likely to be extended across the Service.



# How did we plan for Recovery?

The NFCC in their paper of 18<sup>th</sup> May 2020 summarised their 'Agreed Best Practice for Recovery from COVID-19'. In this paper they acknowledged that *'FRS's are faced with how they will begin the process of recovery to what will likely be the 'new normal' in a prioritised and safe manner.'*

It suggested that each Fire and Rescue Service should set up a Recovery Group to look into this. The Area Manager for Community Risk in our Service formed an Internal Recovery Group and would lead the first phase of the recovery process. They were tasked with 3 objectives:

- a) The returning of the Service Headquarters back into a functional building following the reduction of its capacity during the 'lockdown' period.
- b) The review of the performance of teams/departments against their plans and to highlight areas where the plans have been significantly impacted upon.
- c) Capture the lessons learnt from this exercise to ensure that the Service can understand and benefit from this experience.

The Tactical Management Team (TMT) were asked to deliver a). The department heads for Health and Safety and Estates delivered a risk based approach to bringing headquarters back on line, reducing the impact to staff and putting in place relevant safety measures. They also reported back to TMT and communicated their actions to staff, to facilitate their anticipated return to headquarters.

The recovery group compiled a list of actions that were unable to be progressed within each department due to the impact of the pandemic. These tasks were then brought to TMT for action, prioritisation and assistance where necessary. The third objective, to capture the lessons learnt and understand any benefits from how we have worked through the pandemic, saw a report compiled looking at particular areas, as follows:

- I. Home working – this was viewed as a generally positive experience by staff, with many reporting greater productivity. Although some staff did feel isolated and missed the social interaction of the workplace, many did appreciate the acceptance and encouragement of a flexible approach to working by managers. The financial benefits of not commuting and a reduction of the environmental impact of less travel, less printing were also seen as positives. The future benefits and impacts of home working is to be examined more in the future.

- II. Our Estate – with home working, our staff have been using our buildings differently, in particular our headquarters and learning and development centre. With virtual meetings and training now taking place, it has highlighted a need to review our estate in the future, in line with home working and innovation.
- III. Virtual training and meetings – seen as a real positive, this has meant the continuation of training and ‘business as usual’ has continued, chiefly through the use of Zoom through all departments. The negative aspects that may feature longer term may include the lack of personal interaction with colleagues although it was also noted that poor internet connection can also lead to personal frustration. Therefore, a further review along with the development and flexibility that IT solutions may bring, is required.
- IV. Fleet – working from home and virtual meetings has seen a reduction in the use of our vehicles. This has seen a reduction in our carbon footprint and financial benefits in reduced wear and tear on the vehicles and a reduction of fuel costs. This will be reviewed in the future.
- V. Innovation and creativity – this has featured throughout this report and was an important aspect considered by the recovery group. It noted that all staff have been extremely creative and have found ways to deliver most elements of their core functions. In many ways, they have identified new ways of working which will be carried forward in Service and department plans of the future.
- VI. Relationship building – the recovery group noted the particular development of a positive relationship with representative bodies, most notably the Fire Brigades Union. The continual 2-way communication through meetings and telephone / Zoom calls has been particularly beneficial to our staff and communities. This continues today.

They way staff have been able to feedback has also allowed relationships to prosper. A feedback suggestion box was opened, COVID passports allowed staff an opportunity, in confidence, to air any issues they had about the virus and regular meetings and 1-2-1s helped with this. The more common meetings of SMT and TMT allowed any feedback to be processed and where appropriate to be actioned in a timely manner. This work has all helped to build trust.

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# Financial Impacts

The government gave fire and rescue services a grant to assist them in dealing with the impacts of the pandemic. This grant has reduced the financial burden on our Service and has allowed us to offset costs related to the pandemic against this. By setting up a cost centre and code for the COVID grant, this has allowed us to track additional spending and thus the financial cost of COVID.

Between April and June 2020, the additional costs were, as follows:

Reason	Cost
On Call additional costs - Response	£12,770
Wholetime overtime (inc Control) - Response	£41,759
Personal Protective Equipment	£24,337
Cleaning and decontamination supplies	£12,491
Other (PPE)	£11,757
ICT infrastructure and licencing	£55,493

We have also calculated our estimated loss of income as a result of the pandemic. This equates to approx. £40,750 and is made up of a loss of training income (£5,000), grants and community schemes (£5,000), subsidiary trading (£15,000) and other costs such as sales income, fire investigation reports and primary authority work (£15,750).

# Preparation for a second wave

The Recovery Group have been tasked with preparation for a second wave of the virus over the coming months. They have considered where we want to be as an organisation and any gaps that may exist. They have also considered how these gaps will be closed to ensure that we are in the best position possible, should the rising tide continue. Their task was split into parts as per the NFCC guidance, and is as follows:

- I. Humanitarian – our level of preparedness is good with many processes and arrangements in place still from the start of the pandemic. Gaps presently being worked on are suppliers of specialist items, training on ICT video conferencing and the appointment of a nurse into occupational health to ensure staff remain in date for their fitness testing.
- II. Infrastructure – again, existing arrangements are in place and are good. Stocks of PPE are currently healthy and will continue to be for a long period. Risk assessments of premises are under monthly reviews and ICT solutions for home working are working well.
- III. Economic – This has been reviewed and we have seen a reduction in external clients to our occupational health unit. There are also cost increases being seen for contractors due to demand and supply issues. Other issues include the recruiting of part time instructors into Learning and Development to help with training demand there.
- IV. Environmental – current arrangements are working well with existing arrangements continuing to offer reduced impact to the environment.
- V. Other – the group have considered the financial impact of a second wave, the testing of the Service degradation procedure, continued business continuity testing and the continued resilience of our response capability.

Our response was recently tested by 'Operation Petunia' facilitated by our business continuity colleagues. This virtual desktop training exercise saw members from across the organisation tested by 3 separate scenarios involving COVID-19 affecting our response capability. It highlighted further gaps in our procedures which are currently being closed. We believe that by the work we have completed, that our Service is in a good place to be able to deal with a second wave.



## **Appendix A – FRS COVID-19 Survey Guidance**

The FRS COVID-19 self-assessment survey is now open to all services.

This survey has been designed as part of HMICFRS' COVID-19 inspection methodology. This survey will help us explore: how FRS' are responding to the COVID-19 outbreak; what is working well and what is being learned; and what changes are likely or appropriate for the fire and rescue sector as a result of the C-19 pandemic.

Survey findings will be triangulated with other evidence collected during the inspection process (e.g. from document reviews, interviews or data).



COVID-19 Inspection: FRS Survey

Question Number	Section to be completed by:	Question wording	Routing
	PREVENTION LEAD		
2	Prevention lead	<p><i>PrevAct</i></p> <p>Between 1 April and 30 June 2020, did your FRS carry out fewer or more Home Fire Safety Checks and Safe and Well Visits, compared with the same period in 2019?</p> <p><i>Include all Home Fire Safety Checks (HFSC) and Safe and Well Visits (SWV), regardless of whether they were carried out face-to-face or remotely. HFSC can also be called Home Fire Risk Checks (HFRC) and comprise: (1) Identifying and advising of the potential fire risks within the home; (2) Advising householder what to do in order to reduce or prevent these risks; and (3) Putting together an escape plan in case a fire does break out and ensuring the householder has working smoke alarms. The HFSC can include installing a smoke alarm(s) where appropriate. SWC are defined by the NFCC as comprising advice on: fire risk; cold homes - advice around preventing fires associated with alternative heating arrangements; smoking cessation and falls risk - giving advice about escaping a property in the event of a fire and measures taken to reduce the risks of fire related to limited mobility.</i></p> <ol style="list-style-type: none"> <li>1. A lot fewer</li> <li>2. Fewer (total numbers 2019 = 1757, 2020 = 1368)</li> <li>3. About the same</li> <li>4. More</li> <li>5. A lot more</li> <li>6. Stopped carrying out Home Fire Safety Checks and Safe and Well Visits during this period</li> </ol>	Ask all
3	Prevention lead	<p><i>PrevFormat</i></p> <p>Of the Home Fire Safety Checks and Safe and Well Visits carried out between 1 April and 30 June 2020, how were these carried out?</p> <ol style="list-style-type: none"> <li>1. All carried out face-to-face</li> <li>2. Most carried out face-to-face</li> <li>3. A mix of face-to-face and remote (e.g. over the phone or online)</li> </ol>	Asked if PrevAct = 1 to 5

		<ol style="list-style-type: none"> <li>4. Most carried out remotely (e.g. over the phone or online)</li> <li>5. All carried out remotely (e.g. over the phone or online)</li> </ol>	
4	Prevention lead	<p><i>PrevStaff</i></p> <p>Between 1 April and 30 June 2020, which staff groups carried out Home Fire Safety Checks and Safe and Well Visits?</p> <ol style="list-style-type: none"> <li>1. All audits carried out by watch-based staff</li> <li>2. Most audits carried out by watch-based staff</li> <li>3. Delivered equally between watch-based staff and dedicated prevention staff</li> <li>4. Mostly dedicated prevention staff</li> <li>5. All carried out by dedicated prevention staff</li> </ol>	Asked if PrevAct = 1 to 5
5	Prevention lead	<p><i>PrevWell</i></p> <p>Thinking about prevention, what are the top 3 things that have worked well for your FRS so far during COVID-19?</p> <ol style="list-style-type: none"> <li>1. Carrying out telephone home safety checks. Allowed us to continue to target vulnerable people and keep them safe and well also allowing engagement, communication and social interaction.</li> <li>2. Carrying out 'socially distanced' Home Safety Checks. Allowed personal interaction with home owners whilst maintaining safety. These were widely welcomed, with crews engaging with some people who had had no social interaction for a long period of time.</li> <li>3. The use of our survey evaluation tool allowed us to find which was the most effective way to engage with people to carry out Home Safety Checks following a trial of 3 different methods during the early stages of the pandemic.</li> </ol>	Ask all
6	Prevention lead	<p><i>PrevLesson</i></p> <p>Thinking about prevention, what are the top 3 activities or practices adopted so far during COVID-19 that you would like to see continued in the future?</p> <ol style="list-style-type: none"> <li>1. The use of telephone Home Safety Checks. These were found to really useful and a really effective and efficient way of delivering safety messages to the public.</li> <li>2. The use of our survey evaluation tool to find out the effectiveness of our community safety initiatives and work.</li> <li>3. The training in Home Safety Checks to operational station based staff by Community Educators which has ensured consistency and allowed them to quality assure the checks.</li> </ol>	Ask all

	<b>PROTECTION LEAD</b>		
7	Protection lead	<p><b>ProtAct</b></p> <p>Between 1 April and 30 June 2020, did your FRS carry fewer or more fire safety audits, compared with the same period in 2019? Include all fire safety audits, regardless of whether they were carried out on-site or remotely. A fire safety audit should be considered as a scheduled or planned visit by an appropriately skilled fire safety officer to carry out a comprehensive assessment of the level of compliance with the requirements of the FSO by a responsible person. The scope of a 'comprehensive assessment' is indicated by Part B of the CFOA fire safety audit and information gathering form issued under cover of CFOA Circular 2008/1016. This includes short audits.</p>	Ask all

		<ol style="list-style-type: none"> <li>1. A lot fewer (2019 = 150, 2020 = 24)</li> <li>2. Fewer</li> <li>3. About the same</li> <li>4. More</li> <li>5. A lot more</li> <li>6. Stopped carrying out fire safety audits during this period</li> </ol>	
8	Protection lead	<p><b>ProtFormat</b></p> <p>Of the fire safety audits carried out between 1 April and 30 June 2020, how were these carried out?</p> <ol style="list-style-type: none"> <li>1. Most conducted using a risk-based desktop review</li> <li>2. Most carried out remotely (e.g. over the phone or online)</li> <li>3. Most carried out with an on-site visit</li> </ol>	Asked if ProtAct = 1 to 5
9	Protection lead	<p><b>ProtStaff</b></p> <p>Between 1 April and 30 June 2020, which staff groups carried out fire safety audits?</p> <ol style="list-style-type: none"> <li>1. All audits carried out by watch-based staff</li> <li>2. Most audits carried out by watch-based staff</li> <li>3. Delivered equally between watch-based staff and dedicated protection staff</li> <li>4. Mostly dedicated protection staff</li> <li>5. All delivered by dedicated protection staff</li> </ol>	Asked if ProtAct = 1 to 5

10	Protection lead	<p><i>Cladd</i></p> <p>To what extent has any activity that was programmed to be undertaken at high-rise buildings with cladding been interrupted or halted as a result of COVID-19?</p> <ol style="list-style-type: none"> <li>1. All activity has continued</li> <li>2. Most activity has continued</li> <li>3. Most activity has been interrupted/halted</li> <li>4. All activity has been interrupted/halted</li> </ol>	Ask all
11	Protection lead	<p><i>ProtWell</i></p> <p>Thinking about protection, what are the top 3 things that have worked well for your FRS so far during COVID-19?</p> <ol style="list-style-type: none"> <li>1. Virtual audits have taken place using phones and other technology, which has proved both effective and efficient.</li> <li>2. The ability to schedule in and understand Building Risk Review programme work stream</li> <li>3. Staff learning through webinars and in other ways to improve knowledge and continued professional development</li> </ol>	Ask all
12	Protection lead	<p><i>ProtLesson</i></p> <p>Thinking about protection, what are the top 3 activities or practices adopted so far during COVID-19 that you would like to see continued in the future?</p> <ol style="list-style-type: none"> <li>1. The continuation of virtual audits</li> <li>2. Staff development and continued professional development using technology such a Zoom and attending webinars</li> <li>3. Flexibility to use our staff in other areas to benefit the organisation and community eg. face-fitting masks to care workers.</li> </ol>	Ask all
	CONTROL ROOM LEAD		
13	Control room lead	<p><i>ControlRedirect</i></p> <p>How many occasions did the FRS have to redirect all emergency calls to either a fallback control room within the FRS or to another FRS control room, between 1 April and 30 June 2020?</p> <ol style="list-style-type: none"> <li>1. 0 (zero)</li> </ol>	Ask all

14	Control room lead	<p><b>ControlWell</b> Thinking about your control room, what are the top 3 things that have worked well for your FRS so far during COVID-19?</p> <ol style="list-style-type: none"> <li>1. The reduced sickness levels and the minimal self-isolation by staff, leading to high levels of crewing within Control maintained during this period.</li> <li>2. Isolation of Control Room and staff to minimise potential spread of COVID from outside influences.</li> <li>3. Stations and Geographical Support sourcing their own covers for shifts, particularly from On Call staff meaning less reliance on Control staff to source overtime. This meant a reduction in workload for the Control staff.</li> </ol>	Ask all
15	Control room lead	<p><b>ControlLesson</b> Thinking about your control room, what are the top 3 activities or practices adopted so far during COVID19 that you would like to see continued in the future?</p> <ol style="list-style-type: none"> <li>1. The lockdown of the Control Room led to other rooms adjacent not being used. This allowed Control staff the freedom to utilise these areas, in particular using their breakout room without interruption. This enhanced the wellbeing of staff. Moving forward we would limit this breakout area to Control staff only.</li> <li>2. The enhanced cleaning regime will be kept up in the Control room. All staff have noticed a difference and feel more comfortable and safe.</li> <li>3. A continued use of using On Call staff for cover duties arranged by stations and Geographical Support would reduce the workload of Control staff, who are relied upon to source overtime when required.</li> </ol>	Ask all
	RESPONSE LEAD		
16	Response lead	<p><b>Review</b> How is your FRS capturing learnings from its response to the COVID-19 pandemic?</p> <ol style="list-style-type: none"> <li>1. Capturing learning through normal system</li> <li>2. Held a structured debrief to identify learning</li> </ol>	Ask all
		<ol style="list-style-type: none"> <li>3. Plan to hold a structured debrief when social distancing measures are relaxed</li> </ol>	

		<p>④. <b>Other:</b> Learnings have been captured via our Tactical Management Team (TMT) meetings, which have occurred weekly (and continue to do so) during the COVID period. TMT consists of department heads who also call on others to report and share learning from various COVID groups and meetings that are being attended both internally and externally. Learning has been shared between all departments at this meeting. TMT have also appointed a Recovery Group, who have compiled lessons learnt and areas to further advance and consider, as a result of the work from this group. The work from this group will be shared with staff.</p>	
17	Response lead	<p><b>ReduceCrew</b>  Prior to COVID-19, did your reduced crewing model allow you to ride a standard appliance to:</p> <ol style="list-style-type: none"> <li>①. Four riders</li> <li>2. Three riders</li> <li>3. Two riders</li> </ol> <p>No reduced crewing model in place</p>	Ask all
18	Response lead	<p><b>ReduceCrew2</b>  Did you introduce a reduced crewing model during COVID-19?</p> <ol style="list-style-type: none"> <li>1. Yes, to four riders</li> <li>2. Yes, to three riders</li> <li>3. Yes, to two riders</li> <li>④. No change</li> </ol>	Ask all

19	Response lead	<p><b>Trireq</b></p> <ul style="list-style-type: none"> <li>○ <i>As part of the tripartite agreement between FSE, NFCC and FBU, did your FRS receive a request to assist with any of the following activities?</i></li> <li>✦ <i>Ambulance driving</i></li> <li>✦ <i>The delivery of essential items to vulnerable persons</i></li> <li>✦ <i>Movement of bodies</i></li> <li>✦ <i>Face fitting masks to be used by NHS and clinical care staff working with COVID-19 patients</i></li> <li>✦ <i>Delivering PPE and other medical supplies to NHS and care facilities</i></li> <li>✦ <i>Taking samples for COVID -19 antigen testing</i></li> <li>✦ <i>Driving ambulances, not on blue lights (excluding COVID -19 patients) to outpatient appointments or to receive urgent care</i></li> <li>✦ <i>Training for non-service personnel to drive ambulances (not on blue-lights)</i></li> <li>✦ <i>Packing/repacking food supplies for vulnerable people</i></li> <li>✦ <i>Transferring known or suspected COVID-19 patients to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue lights)</i></li> </ul>	Ask all
		<ul style="list-style-type: none"> <li>✦ <i>Transferring patients, including those recovering and recuperating but no longer infected with COVID -19, to and from Nightingale hospitals under emergency response (blue light) or through nonemergency patient transfer (not on blue light)</i></li> <li>✦ <i>Delivering infection, prevention and control training packages for care homes including hand hygiene, PPE guidance and procedures and supporting care home staff testing</i></li> </ul> <p>1. Yes at least one (for those circled) 2. No</p>	

20	<p><b>Trimet</b></p> <p>As part of the tripartite agreement between FSE, NFCC and FBU, did your FRS at least partially meet the request to assist with any of the following activities?</p> <ul style="list-style-type: none"> <li>+ <i>Ambulance driving</i></li> <li>+ <i>The delivery of essential items to vulnerable persons</i></li> <li>+ <i>Movement of bodies</i></li> <li>+ <i>Face fitting masks to be used by NHS and clinical care staff working with COVID-19 patients</i></li> <li>+ <i>Delivering PPE and other medical supplies to NHS and care facilities</i></li> <li>+ <i>Taking samples for COVID -19 antigen testing</i></li> <li>+ <i>Driving ambulances, not on blue lights (excluding COVID -19 patients) to outpatient appointments or to receive urgent care</i></li> <li>+ <i>Training for non-service personnel to drive ambulances (not on blue-lights)</i></li> <li>+ <i>Packing/repacking food supplies for vulnerable people</i></li> <li>+ <i>Transferring known or suspected COVID-19 patients to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue lights)</i></li> <li>+ <i>Transferring patients, including those recovering and recuperating but no longer infected with COVID -19, to and from Nightingale hospitals under emergency response (blue light) or through nonemergency patient transfer (not on blue light)</i></li> <li>+ <i>Delivering infection, prevention and control training packages for care homes including hand hygiene, PPE guidance and procedures and supporting care home staff testing</i></li> </ul> <p>1. Yes at least one (for those circled) 2. No</p>	<p>Asked if Trireq= 1</p>

21	Response lead	<p><b>TriAct</b></p> <p>Please select the appropriate option which reflects whether your FRS received requests for the following activities and whether your FRS able to meet the request:</p> <ol style="list-style-type: none"> <li>1. Ambulance driving <b>7</b></li> <li>2. The delivery of essential items to vulnerable persons <b>1</b></li> <li>3. Movement of bodies <b>7</b></li> <li>4. Face fitting masks to be used by NHS and clinical care staff working with COVID-19 patients</li> <li>5. Delivering PPE and other medical supplies to NHS and care facilities</li> <li>6. Taking samples for COVID -19 antigen testing <b>3</b></li> <li>7. Driving ambulances, not on blue lights (excluding COVID -19 patients) to outpatient appointments or to receive urgent care <b>1</b></li> <li>8. Training for non-service personnel to drive ambulances (not on blue-lights) <b>7</b></li> <li>9. packing/repacking food supplies for vulnerable people <b>7</b></li> <li>10. Transferring known or suspected COVID-19 patients to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue lights) <b>7</b></li> <li>11. Transferring patients, including those recovering and recuperating but no longer infected with COVID -19, to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue light) <b>7</b></li> <li>12. Delivering infection, prevention and control training packages for care homes including hand hygiene, PPE guidance and procedures and supporting care home staff testing <b>4</b> <ol style="list-style-type: none"> <li>1. Request made and met in full</li> <li>2. Request made, and met in full but limited requirement</li> <li>3. Request made and partially met</li> <li>4. Request made but not subsequently required</li> <li>5. Request made, but unable to reach local agreement</li> <li>6. Request made, but unable to find sufficient volunteers <b>7</b>. Request not made</li> </ol> </li> </ol>	<p>Asked if</p> <p>Trimet= <b>1</b></p>
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22	Response lead	TriRisk	
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		<p>Between 1 April and 30 June 2020, did the service carry out risk assessments for staff undertaking the following work? Please include any assessments carried out with support from relevant external agencies / professional bodies.</p> <hr/> <table border="1"> <thead> <tr> <th data-bbox="459 646 1064 678"></th> <th data-bbox="1064 646 1153 678">Yes</th> <th data-bbox="1153 646 1243 678">No</th> <th data-bbox="1243 646 1433 678">The service does not carry out this role</th> </tr> </thead> <tbody> <tr> <td data-bbox="459 678 1064 710">1. Ambulance driving</td> <td data-bbox="1064 678 1153 710"><input type="checkbox"/></td> <td data-bbox="1153 678 1243 710"><input type="checkbox"/></td> <td data-bbox="1243 678 1433 710"><input checked="" type="checkbox"/></td> </tr> <tr> <td data-bbox="459 710 1064 758">2. The delivery of essential items to vulnerable persons</td> <td data-bbox="1064 710 1153 758"><input checked="" type="checkbox"/></td> <td data-bbox="1153 710 1243 758"><input type="checkbox"/></td> <td data-bbox="1243 710 1433 758"></td> </tr> <tr> <td data-bbox="459 758 1064 790">3. Movement of bodies</td> <td data-bbox="1064 758 1153 790"><input type="checkbox"/></td> <td data-bbox="1153 758 1243 790"><input type="checkbox"/></td> <td data-bbox="1243 758 1433 790"><input checked="" type="checkbox"/></td> </tr> <tr> <td data-bbox="459 790 1064 837">4. Face fitting masks to be used by NHS and clinical care staff working with COVID -19 patients</td> <td data-bbox="1064 790 1153 837"><input checked="" type="checkbox"/></td> <td data-bbox="1153 790 1243 837"><input type="checkbox"/></td> <td data-bbox="1243 790 1433 837"></td> </tr> <tr> <td data-bbox="459 837 1064 869">5. working with COVID -19 patients</td> <td data-bbox="1064 837 1153 869"><input checked="" type="checkbox"/></td> <td data-bbox="1153 837 1243 869"><input type="checkbox"/></td> <td data-bbox="1243 837 1433 869"></td> </tr> <tr> <td data-bbox="459 869 1064 917">6. Delivering PPE and other medical supplies to NHS and care facilities</td> <td data-bbox="1064 869 1153 917"><input checked="" type="checkbox"/></td> <td data-bbox="1153 869 1243 917"><input type="checkbox"/></td> <td data-bbox="1243 869 1433 917"></td> </tr> <tr> <td data-bbox="459 917 1064 965">7. Taking samples for COVID -19 antigen testing</td> <td data-bbox="1064 917 1153 965"><input type="checkbox"/></td> <td data-bbox="1153 917 1243 965"><input checked="" type="checkbox"/></td> <td data-bbox="1243 917 1433 965"></td> </tr> <tr> <td data-bbox="459 965 1064 1013">8. Driving ambulances, not on blue lights (excluding COVID-19 patients) to outpatient appointments or to receive urgent care</td> <td data-bbox="1064 965 1153 1013"><input checked="" type="checkbox"/></td> <td data-bbox="1153 965 1243 1013"><input type="checkbox"/></td> <td data-bbox="1243 965 1433 1013"></td> </tr> <tr> <td data-bbox="459 1013 1064 1061">9. Training for non-service personnel to drive ambulances (not on bluelights)</td> <td data-bbox="1064 1013 1153 1061"><input type="checkbox"/></td> <td data-bbox="1153 1013 1243 1061"><input type="checkbox"/></td> <td data-bbox="1243 1013 1433 1061"><input checked="" type="checkbox"/></td> </tr> <tr> <td data-bbox="459 1061 1064 1109">10. packing/repacking food supplies for vulnerable people</td> <td data-bbox="1064 1061 1153 1109"><input type="checkbox"/></td> <td data-bbox="1153 1061 1243 1109"><input type="checkbox"/></td> <td data-bbox="1243 1061 1433 1109"><input checked="" type="checkbox"/></td> </tr> </tbody> </table>		Yes	No	The service does not carry out this role	1. Ambulance driving	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	2. The delivery of essential items to vulnerable persons	<input checked="" type="checkbox"/>	<input type="checkbox"/>		3. Movement of bodies	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	4. Face fitting masks to be used by NHS and clinical care staff working with COVID -19 patients	<input checked="" type="checkbox"/>	<input type="checkbox"/>		5. working with COVID -19 patients	<input checked="" type="checkbox"/>	<input type="checkbox"/>		6. Delivering PPE and other medical supplies to NHS and care facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>		7. Taking samples for COVID -19 antigen testing	<input type="checkbox"/>	<input checked="" type="checkbox"/>		8. Driving ambulances, not on blue lights (excluding COVID-19 patients) to outpatient appointments or to receive urgent care	<input checked="" type="checkbox"/>	<input type="checkbox"/>		9. Training for non-service personnel to drive ambulances (not on bluelights)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	10. packing/repacking food supplies for vulnerable people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Ask All
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		11. Transferring known or suspected COVID-19 patients to and from Nightingale hospitals under	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
			<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	

		<p>emergency response (blue light) or through non-emergency patient transfer (not on blue lights)</p> <p>12. Transferring patients, including those recovering and recuperating but no longer infected with Covid-19, to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue light</p> <p>13. Delivering infection, prevention and control training packages for care homes including hand hygiene, PPE guidance and procedures and supporting care home staff testing</p>			<input checked="" type="checkbox"/>	
		Carrying out Home Fire Safety Checks/ Safe and Wells	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
		Carrying out Fire Safety Audits	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

23	Response lead	<p><b>AddAct</b></p> <p>From 1 April 2020 to present date, did your FRS undertake any additional activities outside of its core role that were not covered in the tripartite agreement between FSE, NFCC and FBU?</p> <p>1. Yes: please specify</p> <p>② No additional activities undertaken</p>				Ask all
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24	Response lead	<p><i>TriWell</i></p> <p>Thinking about the additional activity your FRS undertook in response to COVID-19 (including activity related to the tripartite agreement and other activity), what are the top 3 things that worked well?</p> <ol style="list-style-type: none"> <li>1. COVID compliance checks in partnership with Leicester City council. We were the first fire service to 'champion' this and have led the way nationally, forging agreements with the NFCC and FBU. This work continues.</li> <li>2. Providing staff to drive urgent care patient ambulances to help our communities during the pandemic. This also allowed 10 of our On Call staff employment whilst being furloughed from their primary employment. The training given by the ambulance service and the work undertaken has led to increased knowledge and capabilities that they are now able to utilise in their fire-fighting role.</li> <li>3. Providing staff to face-fit care workers with suitable mask protection. In total we have tested 282 people who are now safer in carrying out their roles. This has also allowed us to increase the number of our own face-fit testing staff.</li> </ol>	Ask All
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25	Response lead	<p><i>TriLessons</i></p> <p>Thinking about the additional activity your FRS undertook in response to COVID-19 (including activity related to the tripartite agreement and other activity), what are the top 3 activities or practices adopted so far that you would like to see continued in the future?</p> <ol style="list-style-type: none"> <li>1. Continued close working and collaboration with the ambulance service. This has led to shared knowledge and training and an understanding of how the fire service can assist them.</li> <li>2. Use of technology such as Zoom has given many benefits. Carrying out remote incident command assessments has seen our service gain worldwide acclaim. We have also used webinars and drop in sessions via Zoom to communicate and also to train our staff in many areas. Holding meetings virtually both internally and with external customers has been beneficial. We have increased our use in virtual reality to improve fire investigation and other training also. We would look to continue all of this work.</li> </ol>	Ask all

		<b>3. Continuing to help our communities and targeting vulnerable people in different ways has enhanced our approach to community safety. Carrying out telephone Home Safety Checks and delivering vital supplies is helping us to do this.</b>	
	HR Lead		
26	HR lead	<p><i>TriStaff1</i>  <b>What staff groups (Grey and Green book) assisted with providing the activities related to the tripartite agreement?</b></p> <ol style="list-style-type: none"> <li>1. All functions provided by Grey book staff</li> <li>2. Mostly provided by Grey book staff but some provided by Green book staff</li> <li>3. Provided equally between Grey book staff and Green book staff</li> <li>4. Mostly provided by Green book staff but some provided by Grey book staff</li> <li>5. All provided by Green book staff</li> </ol>	Asked if TriMet = 1
27	HR lead	<p><i>TriStaff2</i>  <b>What staff groups (wholetime firefighters and on-call firefighters) assisted with providing activities related to the tripartite agreement?</b></p> <ol style="list-style-type: none"> <li>1. All functions provided by wholetime firefighters</li> <li>2. Mostly provided by wholetime firefighters but some provided by on-call firefighters</li> <li>3. Provided equally between wholetime firefighters and on-call firefighters</li> <li>4. Mostly provided by on-call firefighters but some provided by wholetime firefighters</li> <li>5. All provided by on-call firefighters</li> </ol>	Asked if Trimet= 1
28	HR lead	<p><i>AddAct2</i>  <b>To what extent did on-call firefighters carry out the duties of wholetime firefighters during the COVID -19 period?</b></p> <ol style="list-style-type: none"> <li>1. All duties usually carried out by wholetime firefighters were carried out by on-call firefighters</li> <li>2. Most duties usually carried out by wholetime firefighters were carried out by on-call firefighters</li> <li>3. Some duties usually carried out by wholetime firefighters were carried out by on-call firefighters</li> <li>4. No duties usually carried out by wholetime firefighters were carried out by on-call firefighters</li> </ol>	Ask all

29	HR lead	<p><b>TriHours</b>  Was the activity undertaken in relation to the tripartite agreement / or the backfill arrangements for such work done as part of normal working hours or as part of overtime?</p> <ol style="list-style-type: none"> <li>1. All completed under normal working hours</li> <li>2. Mostly completed under normal working hours</li> <li>3. Completed roughly equally under normal working hours and overtime (extra hours)</li> <li>4. Mostly completed under overtime</li> <li>5. All completed under overtime</li> </ol>	Asked if TriMet = 1
30	HR Lead	<p><b>TriAllowances</b>  Were staff offered any additional allowances for undertaking other work, including that under the tripartite agreement, in normal work hours?</p> <ol style="list-style-type: none"> <li>1. Yes</li> <li>2. No</li> </ol>	Asked if TriHours = 1 to 4
31	HR lead	<p><b>ContractOC</b>  Did the service make any changes to the existing main contracts of on-call staff to include additional responsibilities your FRS undertook in response to COVID-19 (including activity related to the tripartite agreement and other activity)?</p> <ol style="list-style-type: none"> <li>1. Yes</li> <li>2. No</li> </ol>	Asked if FRS has on-call FFs
32	HR lead	<p><b>OCNFCC</b>  Was the NFCC guidance for on-call made available prior to the local agreement of work under the tripartite agreement?</p> <p><i>The on-call NFCC guidance referred to is: On-call: guidance/options around on-call financial hardship; Oncall guidance and options for maintenance of competence; and On-call: Loss of earnings</i></p> <ol style="list-style-type: none"> <li>1. Yes (Service Matters 1/4/2020)</li> <li>2. No</li> <li>3. N/A</li> </ol>	Asked if FRS has on-call FFs

33	HR lead	<p><b>Furlough</b></p> <p>How many of the on-call firefighters being used to provide the additional activity your FRS undertook in response to COVID-19 (including activity related to the tripartite agreement and other activity), were furloughed from their primary employment?</p> <ol style="list-style-type: none"> <li>1. All</li> <li>2. Most</li> <li>3. Some</li> <li>4. None</li> <li>5. Don't know</li> <li>6. N/A – no on call workforce used</li> </ol>	Asked if FRS has on-call FFs
34	HR lead	<p><b>OCWell</b></p> <p>Thinking about how your FRS used on-call stmatrixaff during COVID-19, what are the top 3 things that worked well?</p> <ol style="list-style-type: none"> <li>1. Providing staff to be trained and used as Urgent Care Patient ambulance technicians proved very beneficial to our communities. It also meant that staff furloughed from their primary employment could be used to mutual benefit. The extra training received has also benefitted their firefighting role.</li> <li>2. Providing staff to be trained to face-fit care workers with face masks.</li> <li>3. Utilising On Call staff to supplement crewing on wholetime stations. This benefitted furloughed On Call staff.</li> </ol>	Asked if FRS has on-call FFs
35	HR lead	<p><b>OCLessons</b></p> <p>Thinking about how your FRS used on-call staff during COVID-19, what are the top 3 activities or practices adopted so far that you would like to see continued in the future?</p> <ol style="list-style-type: none"> <li>1. Having On Call staff trained as Urgent Care Patient ambulance technicians and face fit testers has proved beneficial to the Service. Maintaining their competence in these areas would be favourable.</li> <li>2. Our On Call liaison officer identified those On Call staff who were furloughed from their primary employment early on using a traffic light system. This helped to direct opportunities to them. This practice was taken up by neighbouring services following our lead. We would look to utilise this practice again should the need arise.</li> <li>3. Giving support to other organisations using On Call staff in their own communities.</li> </ol>	

36	HR lead	<p><b>Remote</b> To what extent has the FRS been able to provide the following functions remotely (e.g. with staff working from home)?</p> <ul style="list-style-type: none"> <li>• Control room 1</li> <li>• Finance 4</li> <li>• HR 6</li> <li>• Prevention 4</li> <li>• Protection 4</li> <li>• Training 4</li> </ul> <p>1. Unable to provide remotely as only possible from operational base – staff are working onsite</p>	Ask all
		<p>2. Unable to provide remotely as only possible from operational base – function no longer being provided by FRS</p> <p>3. Providing to some extent remotely with existing IT/technology</p> <p>4. Providing to some extent remotely with the provision of new IT/technology</p> <p>5. Fully providable remotely with existing IT/technology</p> <p>6. Fully providable remotely with the provision of new IT/technology</p>	
			Ask all
37	HR lead	<p><b>Wellbeing</b> What wellbeing services were in place to support staff during COVID-19? Please select all that apply and select whether they were newly implemented due to the impact of COVID-19 or existing services already in place.</p> <ul style="list-style-type: none"> <li>1. Occupational Health (existing)</li> <li>2. Specialist counselling and support provided internally (existing)</li> <li>3. Peer support</li> <li>4. External support services (existing)</li> <li>5. No additional wellbeing services</li> <li>6. Other: COVID Passports which helped to identify those needing further help (new)</li> </ul> <p><i>Matrix with newly implemented or existing service</i></p>	Ask all
38	HR lead	<p><b>WellHigh</b> Please select any wellbeing services which the FRS tailored for the following high-risk groups:</p>	Ask all

		Occupational Health	Specialist counselling and support	Peer support	External support services	Other
	Those that met the government requirements for the High risk	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

	shielded patients list					
	Those that met the government requirements for the moderate risk shielded patients list	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Those that live with individuals who meet the government requirements for the shielded patients list	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	BAME staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Staff working directly in COVID19 high-risk roles			<input checked="" type="checkbox"/>		
	Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

		Other: Please specify	
39	HR lead	<p><b>WellRecord</b></p> <p>Are the reasons for staff needing to access formal wellbeing support recorded?</p> <ol style="list-style-type: none"> <li>1. Always</li> <li><input checked="" type="radio"/> 2. Usually</li> <li>3. Rarely</li> <li>4. Never</li> </ol>	Ask all

40	HR lead	<p><b>WellRecord2</b></p> <p>Of those who required wellbeing support, how many required the support due reasons primarily related to COVID-19?</p> <ol style="list-style-type: none"> <li>1. Most</li> <li><input checked="" type="radio"/> 2. Some</li> <li>3. Few</li> <li>4. None</li> <li>5. Other: Please specify</li> </ol>	Asked if WellRecord = 1 to 3
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41	HR lead	<p><b>WellLong</b></p> <p>Is the service putting preparations in place to help staff with the longer-term wellbeing impacts of COVID19?</p> <ol style="list-style-type: none"> <li>1. Yes, plans already exist</li> <li><input checked="" type="radio"/> 2. Yes, plans currently being developed</li> <li>3. No, but there are plans for future work</li> <li>4. No</li> </ol>	Ask all
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42	HR lead	<p><b>WellNFCC</b></p> <p>Has the service shared information on wellbeing support with other services and/or the National Fire Chiefs Council?</p> <ol style="list-style-type: none"> <li>1. Yes, with other services</li> <li>2. Yes, with the NFCC</li> <li>3. Yes, with other services and the NFCC</li> <li><input checked="" type="radio"/> 4. No</li> <li>5. Other emergency/public services (please specify)</li> </ol>	Ask all
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43	HR lead	<p><b>Absence</b>  <b>Did the service update their absence policy to reflect changes with COVID-19?</b></p> <ol style="list-style-type: none"> <li>1. Reporting of COVID-19 absences including self-isolation</li> <li>2. Pay conditions during COVID-19 absences</li> <li>3. Return to work following an absence or self-isolation</li> <li>4. Testing requirements for COVID-19</li> </ol>	Ask all
		<ol style="list-style-type: none"> <li>5. Training for managers</li> <li>6. Bereavement policy</li> <li>7. None of the above</li> </ol> <p style="text-align: center;"><b>(Policy/ procedure not updated but all communicated)</b></p>	
44	HR lead	<p><b>Absence2</b>  <b>Compared with the same period in 2019, between 1 April and 30 June, did the number of absence cases in the service?</b></p> <ol style="list-style-type: none"> <li>1. Increase a lot</li> <li>2. Increase slightly</li> <li>3. Stay about the same</li> <li>4. Decrease slightly</li> <li>5. Decrease a lot</li> </ol>	Ask all
45	HR lead	<p><b>Selfisolation</b>  <b>Between 1 April and 30 June 2020, how many staff members self-isolated?</b></p> <ul style="list-style-type: none"> <li>• 58</li> </ul>	Ask all
46	HR lead	<p><b>C19Test</b>  <b>Between 1 April and 30 June 2020, how many staff members undertook a COVID-19 test?</b></p> <ul style="list-style-type: none"> <li>• 26</li> </ul>	Ask all
47	HR lead	<p><b>C19Pos</b>  <b>Between 1 April and 30 June 2020, how many staff members tested positive for COVID-19?</b></p> <ul style="list-style-type: none"> <li>• 3</li> </ul>	Ask all

48	HR lead	<p><b><i>Fitness</i></b>  Between 1 April and 30 June 2020, how many of your FRS firefighters kept up to date with the physical fitness testing requirements in line with service policy?</p> <ol style="list-style-type: none"> <li>1. All</li> <li>2. Most</li> <li><input checked="" type="radio"/> 3. Some</li> <li>4. None</li> </ol>	Ask all
49	HR lead	<p><b><i>Comms</i></b>  Between 1 April and present date, how often did the service communicate with its absent staff?</p> <ol style="list-style-type: none"> <li>1. Less often than weekly</li> <li><input checked="" type="radio"/> 2. Weekly</li> <li>3. Daily</li> <li>4. Don't know</li> </ol>	Ask all
50	HR lead	<p><b><i>Comms</i></b>  How did the service communicate information on wellbeing, health and safety during COVID-19 to all its staff?  (please select all that apply)</p> <ol style="list-style-type: none"> <li><input checked="" type="radio"/> 1. Virtual team meetings / webinars</li> <li><input checked="" type="radio"/> 2. Written correspondence</li> <li><input checked="" type="radio"/> 3. 121 meetings with Manager or equivalent</li> <li>4. Other: <b>Vlogs, Service Matters, email, intranet (SharePoint)</b></li> </ol>	Ask all
51	HR lead	<p><b><i>CommsOncall</i></b>  To what extent did the service feel that it changed the level of communication with on-call staff during COVID-19?</p> <ol style="list-style-type: none"> <li>1. Less communication</li> <li>2. The same amount of communication</li> <li><input checked="" type="radio"/> 3. More communication: <b>60 Service Matters articles and updates between March and end of July, Vlogs, emails, phone calls to managers</b></li> </ol>	Routed by FRS to those with on-call FFs

52	HR lead	<p><b>CommsOncall2</b></p> <p>Which channels of communication did the service make most use of in its communication with on-call staff during COVID-19? Please select all that apply</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> 1. Telephone</li> <li><input checked="" type="checkbox"/> 2. Email</li> <li><input checked="" type="checkbox"/> 3. Social media</li> <li><input checked="" type="checkbox"/> 4. Messaging services e.g. Whatsapp</li> </ul>	Routed by FRS to those with on-call FFs
		<p>5. Virtual meeting platforms e.g. Zoom, Microsoft Teams, Skype 6.</p> <p>Other: <b>Vlogs via Service Matters and social media</b></p>	
53	HR lead	<p><b>Feedback</b></p> <p>How regularly did the service seek feedback on actions they were taking relating to COVID-19 from staff? 1.</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Weekly</li> <li>2. Fortnightly</li> <li>3. Monthly</li> <li>4. Less than monthly</li> <li>5. Never</li> <li><input checked="" type="checkbox"/> 6. Other: <b>Ideas / suggestion box on SharePoint (intranet), via meetings such as Tactical Management Team meeting (weekly).</b></li> </ul>	Ask all
54	HR lead	<p><b>Feedback2</b></p> <p>How did the service receive feedback on actions the service is taking to respond to COVID-19 from all its staff? (please select all that apply)</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> 1. Virtual team meetings</li> <li><input checked="" type="checkbox"/> 2. Written correspondence</li> <li><input checked="" type="checkbox"/> 3. 121 meetings with Manager or equivalent</li> <li>4. Surveys</li> <li>5. Other:</li> </ul>	Ask all

55	HR lead	<p><b>StaffAssociations</b></p> <p>Which representative bodies / staff associations did the service engage with when implementing the tripartite agreement? Please select all that apply</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> 1. Fire Brigades Union (FBU)</li> <li><input type="checkbox"/> 2. Fire and Rescue Service Association (FSRA)</li> <li><input checked="" type="checkbox"/> 3. Fire Officers Association (FOA)</li> <li><input checked="" type="checkbox"/> 4. UNISON</li> <li><input type="checkbox"/> 5. PCS</li> <li><input type="checkbox"/> 6. Unite</li> <li><input type="checkbox"/> 7. Other: Please specify</li> </ul>	Ask all
56	HR lead	<p><b>Reengage</b></p> <p>Did the service re-engage staff between 1 April and 30 June 2020?</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 1. Yes</li> <li><input checked="" type="checkbox"/> 2. No</li> </ul>	Ask all
57	HR lead	<p><b>ReengageNo</b></p> <p>How many operational firefighters did you reengage under fixed term contracts?</p> <ul style="list-style-type: none"> <li>• 0 (zero)</li> </ul>	Asked if Reengage = 1
	FINANCE LEAD		

58	Finance lead	<p><b>Spend</b></p> <p>Which of the following has your FRS spent money on to support its response to COVID-19? For each, please indicate where the funding came from and how much was spent.</p> <p><b>1. Staffing costs</b></p> <ul style="list-style-type: none"> <li>• <input checked="" type="radio"/> On-call additional costs - FRS response <b>£12,770</b></li> <li>• <input checked="" type="radio"/> Wholetime overtime (including control) - FRS response <b>£41,759</b> <ul style="list-style-type: none"> <li>• Green book staff – FRS response</li> <li>• On-call additional costs - LRF support</li> <li>• Wholetime overtime - LRF support</li> <li>• Green book staff – LRF support</li> <li>• On Call additional costs - National response</li> <li>• Wholetime overtime - National response</li> <li>• Green book staff – National response</li> <li>• Other: Please specify</li> </ul> </li> </ul> <p><b>2. Protective equipment</b></p> <ul style="list-style-type: none"> <li>• <input checked="" type="radio"/> PPE <b>£24,337</b></li> <li>• <input checked="" type="radio"/> Cleaning and decontamination supplies <b>£12,491</b></li> <li>• <input checked="" type="radio"/> Other: Please specify <b>£11,757</b></li> </ul>	Ask all
		<p><b>3. Other costs</b></p> <ul style="list-style-type: none"> <li>• <input checked="" type="radio"/> ICT Infrastructure and licencing <b>£55,493</b> <ul style="list-style-type: none"> <li>• Premise changes to enable social distancing?</li> <li>• Additional cleaning activities</li> <li>• Other: Please specify</li> </ul> </li> </ul> <p>Source of funding options:</p> <ol style="list-style-type: none"> <li>1. <input checked="" type="radio"/> COVID-19 additional government funding</li> <li>2. Reserves</li> <li>3. Core budget</li> <li>4. Partner funding e.g. ambulance service etc.</li> </ol>	

59	Finance lead	<p><b>Losses</b></p> <p>Has your FRS suffered a loss of income related to any of the following due to COVID-19 If so please comment below the estimated loss:</p> <ol style="list-style-type: none"> <li><input checked="" type="radio"/> 1. Training Income <b>£5,000</b></li> <li>2. Estate/ Room rental</li> <li>3. Events</li> <li><input checked="" type="radio"/> 4. Grants and community schemes <b>£5,000</b></li> <li><input checked="" type="radio"/> 5. Subsidiary Trading (amount to FRS not subsidiary) <b>£15,000</b></li> <li><input type="radio"/> 6. Other: Please specify <b>£15,750 sales income, fire investigation reports, primary authority work.</b></li> </ol>	
60	Finance lead	<p><b>Savings</b></p> <p>Has your FRS made any savings related to the following due to COVID-19? If so please comment below the estimated savings</p> <ol style="list-style-type: none"> <li>1. Training expenditure</li> <li>2. Temporary staff</li> <li>3. Fuel</li> <li>4. Temporary Transport and hire cars</li> <li>5. Travel and subsistence/ mileage</li> <li>6. Other: Please specify</li> </ol>	Ask all
61	Finance lead	<p>Thinking about resource management, what are the top 3 things that have worked well for your FRS so far during COVID -19?</p> <ol style="list-style-type: none"> <li><b>1. Receiving a government COVID-19 grant has reduced the financial burden on our Service.</b></li> <li><b>2. Very early into the pandemic, we set up a cost centre for COVID expenditure. This has given us an effective way to track the financial cost of COVID.</b></li> <li><b>3. Having technology in place which has allowed us to work effectively and efficiently from home and other locations.</b></li> </ol>	Ask all
62	Finance lead	<p>Thinking about resource management, what are the top 3 activities or practices adopted so far during COVID-19 that you would like to see continued in the future?</p> <ol style="list-style-type: none"> <li><b>1. Working from home has given various efficiency benefits. We are seeing a reduction in paper led communication, reduction in fuel and travel costs.</b></li> </ol>	Ask all

- |  |  |  |  |
|--|--|--|--|
|  |  | <p>2. We would like to continue a flexible and blended approach to working from home and other locations. We will be reviewing our estate as a result of this.</p> <p>3. Use of technology has led to an improved use which has realised efficiencies.</p> |  |
|--|--|--|--|

## Appendix B - Communications during COVID

**SMT – completed 15 Vlogs updating staff on whole range of issues**

Service Matters pieces:

Updates specific to Response	
Date	Subject
13/3	Control Room lockdown
16/3	Operational degradation review
17/3	Looking at reduced crewing arrangements
17/3	Withdrawal of community safety activities as per government guidelines
17/3	On Call – consider splitting staff
19/3	Support for remaining visible in community
24/3	Monitoring of availability
24/3	Guidelines on social distancing for stations
27/3	Agreements with FBU ref covers etc
27/3	Risk based approach to off-station activities
1/4	Furlough for On Call staff – clarification of NFCC notice
8/4	NFCC guidance for operational staff ref PPE and incidents
26/4	Cleaning of stations (following NFCC guidance)
19/6	Face coverings bought by the Service
25/6	Guidance for crews at operational incidents following reduction of social distance to 1m+

Updates specific to Health & Wellbeing	
Date	Subject
3/3	How to reduce the risk – links to NHS website
6/3	Info for all following person who attended an Exercise who had been abroad
17/3	Sick note delay – recognition and understanding of this
19/3	Wellbeing and working from home
20/3	Health and Wellbeing advice
27/3	Health and wellbeing advice – signposting AMICA and H&WB team
27/3	Further Health and wellbeing advice
6/4	Health and wellbeing advice with links
9/4	Wellbeing of homeworking
11/4	Every Mind Matters NHS link
15/4	Health and wellbeing advice and guidance
22/4	Advice for homeworkers & home-schooling advice
26/4	Health and wellbeing – back pain
11/5	Health and wellbeing advice
26/6	Health and wellbeing passport encouragement
20/7	AMICA support available
19/8	Flu jab for staff

Updates specific to Health & Safety	
Date	Subject
6/3	Information ref returning from abroad
13/3	Control Room lockdown
13/3	Questions staff should ask visitors prior to attending meetings
24/3	Guidelines on social distancing
26/3	Personal infection control measures
9/4	H&S of homeworking
11/4	NFCC guidance for PPE & Operational incidents
26/4	Setting up of COVID homepage on SharePoint and risk assessments
26/4	Cleaning of stations (NFCC guidance)
28/4	Personal infection protection
29/4	Safety Flash – hand gel

<b>21/5</b>	<b>Control measures for opening of HQ</b>
<b>19/6</b>	<b>Stay Alert message</b>
<b>25/6</b>	<b>Guidance for crews following reduction of social distance</b>

<b>Updates specific to Human Resources</b>	
<b>Date</b>	<b>Subject</b>
<b>13/3</b>	<b>Absence procedure</b>
<b>13/3</b>	<b>Consider working at different locations</b>
<b>17/3</b>	<b>Working from home</b>
<b>17/3</b>	<b>Sick note delay – change to process</b>
<b>17/3</b>	<b>Leave to be taken</b>
<b>19/3</b>	<b>Promotions process halted</b>
<b>20/3</b>	<b>Key worker letter</b>
<b>24/3</b>	<b>Absence management – booking and process</b>
<b>8/4</b>	<b>Introduction of on-line suggestion box</b>
<b>14/4</b>	<b>Accommodation for key workers</b>
<b>5/5</b>	<b>How to book a COVID test</b>
<b>2/6</b>	<b>Booking a test</b>
<b>2/6</b>	<b>Staff survey</b>

## Appendix C - COVID-19 Multi-Agency Recovery Structure Chart



Covid-19  
Multi-Agency Respon:



**NFCC**  
National Fire  
Chiefs Council

The professional voice of the UK Fire & Rescue Service

A brief 'headline' of NFCC Guidance and examples of how we have responded

March 2020

## Strategic Intentions

### •To proactively protect our communities and limit the spread of COVID 19

Continued and increased availability of fire appliances

Ceasing of community safety and fire protection activities initially

Risk assessments of activities carried out

Modification of community safety and fire protection activities eg. telephone Home Safety Checks, virtual fire safety audits

Engagement in the Tripartite agreement enabling our staff to:

- Ride ambulances and help urgent care patients
- Assemble facemasks for the care industry
- Face fit care staff for masks

- Deliver prescriptions and food deliveries
- Delivery and storage of PPE

COVID compliance checks carried out by operational staff – lead nationally by our Service.

**•To ensure the safety and wellbeing of our staff in the pursuance of their duties**

Provision of PPE and setting up of a PPE group / cell

Risk assessments for staff undertaking response or tripartite work and of our Estate

Introduction of COVID Passports for our staff

Setting up of a COVID page on SharePoint for easy access to H&S guidance and Health and Wellbeing information.

Communications on Health and Wellbeing via email and Service Matters (including Vlogs) and Safety Flash information

Guidance and agreements for cleaning of facemask filters

Procurement of alternative methods for cleaning of BA sets when supplies were halted

Implementation of using Zoom to hold meetings / communicate from home

Control ask COVID questions of callers and pass details on to crews

**•To maintain an effective Emergency Response - we will continue to respond to all incidents.**

Over 90% availability during April, May and June (Average is usually approx 83%)

Continued validation of Incident Commanders and Breathing Apparatus wearers keeping currency up to date

Continued provision of essential training courses ensuring skills were kept in date

Continued Fleet, stores and equipment maintenance throughout COVID

Operational Degradation procedure reviewed.

**•To maintain essential Preparedness activity - we will continue to prepare, train and exercise against foreseeable risk with a focus on core competencies.**

Training continued throughout COVID – wholetime recruit training, On Call recruit training, BA re-validation, Incident Command re-validation.

Exercises have taken place – virtual hazmat exercise, TCG & SCG exercises at Incident Command, Fire Service College exercise recently.

Learning and Development have completed on-line presentations in, for example BA sector, working near water, methods of entry.

Development days for Level 1,2,3 incident commanders.

Training on station has continued throughout.

**•To Protect our communities from fire - we will adopt a risk based approach to Protection activity, enforcement action will continue based on a suitable and sufficient risk assessment.**

Review of high risk premises has taken place.

Care homes identified and given advice and guidance.

Outcomes from Grenfell and other national incidents are being considered.  
Enforcement has continued throughout COVID  
Following lockdown, we looked to engage in other ways to carry out fire safety audits  
Building regulations work is ongoing through COVID  
Full audit of a hotel which was to be used as a COVID convalescence home carried out.

• **To Prevent the impact of fire and other emergencies on our communities - we will adopt a risk based approach to Prevention - very high risk interventions (Home Safety Checks /Safe and Well Visits) will continue based on a suitable and sufficient risk assessment.**

Home safety checks continued – mainly via telephone or ‘socially distanced’  
Vulnerable person module now in place  
Community Educators continue to do vulnerable HSCs (P1,P2,P3) – P1s within 24 hours

• **To ensure effective business continuity, procurement and recovery arrangements are in place throughout the sector.**

Pandemic Infectious Disease procedure reviewed (7/8/2020)  
Assessment of stock and levels took place including essential supplies  
Supply chain assessment in place  
Operational degradation plan reviewed  
PPE checked with regards to cleaning  
Decontamination of workplaces and deep clean arrangements in place  
Service Assurance business continuity exercise ran (12/3/2020)  
Fuel stocks bunkered and checked  
Citrix boosted to allow more users working from home  
Widespread power outage considered  
Resilience plans in place to support SMT / TMT  
Recovery plans developed and lessons learnt considered

• **To ensure that sectors response is coordinated and integrated with other responding agencies, promote shared situational awareness and joint understanding of risk.**

Strategic coordinating group and Tactical Coordinating group in place and meeting regularly with partner agencies  
Local Resilience Forum in place  
Regional FRS collaboration shares responses, information and identifies good practices  
Webinars attended – offering best practice advice

- **To support a return to normality**

Development of a recovery plan in line with NFCC guidelines

Member of NFCC sub group looking at 'What is in place to return to the new normal'

Risk assessment of our Estate reviewed

## June 2020

### Strategic Intentions - updated

- To proactively protect our communities and limit the spread of COVID-19 by the adoption of smarter controls to make social contact less infectious.

As above

- To ensure the safety and wellbeing of our staff through the implementation of measures aligned to the COVID-19 Secure guidelines.

As above

- To maintain an effective Emergency Response – we will continue to respond to all incidents.

As above

Response model maintained throughout COVID

- To maintain Preparedness activity – we will continue prepare, train and exercise against foreseeable risk and seek the safe and prioritised resumption of Preparedness activities disrupted by COVID-19.

As above

- To Protect our communities from fire – we will adopt a risk-based approach to Protection activities, balancing the need to regulate the Regulatory Reform (Fire Safety) Order 2005 and protect staff and the public.

As above

- To prevent the impact of fire and other emergencies on our communities – we will adopt a risk-based approach to home safety (including Safe and Well visits) and wider community safety-based activities, including road and water safety.

**As above**

**Road safety – member of the road safety partnership. We adjusted our presentation to young people and sent to schools for their use.**

- To ensure the sector's response, recovery and transition to a new normal is coordinated and integrated with other agencies, based on shared situational awareness and a joint understanding of risk.

**As above**

- To ensure the sector is able to support communities and partners during any localised, regional or national outbreaks, requiring targeted measures to control the virus.

**Leicester saw the first localised lockdown put in place.**

**Instigated COVID compliance checks (requiring national agreement). Have now carried out checks on hotels and boarding housing in line with Council request.**

- To ensure effective business continuity, procurement and recovery arrangements are established and maintained throughout the sector.

**As above**

- To ensure lessons learnt from the COVID-19 response are gathered, shared and acted upon, where appropriate, across the sector.

**As above**

- To support the transition to a new normal.

**As above**

## **July 2020**

### **Working Safely – guidance for FRS operational and non-operational staff**

Contained:  
How to use this guidance

What do we mean by Fire Service place of work. Operational and non operational?

Thinking about Risk

Who should go to work

Social distancing at work

Managing your visitors and contractors

Cleaning the workplace

Personal Protective Equipment (PPE) and face coverings

Workforce management

Inbound and outbound goods/ supplies, including paper records

Where to obtain further guidance

### Tri-Partite Agreements (from March 24<sup>th</sup> to July 23<sup>rd</sup>)

- [Tripartite agreement \(12\)](#): Risk assessments (July 23<sup>rd</sup>)
- [Tripartite agreement \(11\)](#): Extension of agreement (July 17<sup>th</sup>)
- [Tripartite agreement \(10\)](#): Care home risk assessment (June 12<sup>th</sup>)
- [Tripartite agreement \(9\)](#): Extension of agreement to July 15 (June 3<sup>rd</sup>)
- [Tripartite agreement \(8\)](#): Extension of agreement (May 26<sup>th</sup>)
- [Tripartite agreement \(7\)](#): Delivery of training packages: Infection, prevention & control, hand hygiene, PPE guidance and procedures, supporting the care home staff testing (May 22<sup>nd</sup>)
- [Tripartite agreement \(6\)](#): Transport to and from Nightingale hospitals, face shield assembly & packing/repacking of food for vulnerable people (April 23<sup>rd</sup>).
- [Tripartite agreement \(5\)](#): Antigen testing, ambulance transport, driver training/instruction (April 16<sup>th</sup>)
- [Tripartite agreement \(4\)](#): Face fit & delivery of PPE (April 9<sup>th</sup>)
- [Tripartite agreement \(3\)](#): Updated processes (April 3<sup>rd</sup>)
- [Tripartite agreement \(2\)](#): Movement of bodies, driving ambulances, assisting vulnerable people (March 26<sup>th</sup>)
- [Tripartite agreement \(1\)](#): Service delivery (March 24<sup>th</sup>)

### Agreed activities with accompanying NFCC documentation (April 2020)

- [Assisting ambulance services: Guidance](#)

- [Assisting ambulance services: Ambulance Driving & patient/ambulance personnel support: Risk assessment](#)
- [Ambulance driving: FRS supporting documents](#)
- [Body handling: Guidance](#)
- [Body handling: risk assessment](#)
- [Delivery of essential items: Guidance](#)
- [Delivery of essential items: risk assessment](#)
- [Face fit testing: Guidance](#)
- [Face fit testing for masks: risk assessment](#)
- [HSE Guidance: Face fit](#)

**Other approved activities (in development - sector specific guidance available)**

- COVID-19 testing - support to others
- Established corresponding schemes (documents available on request)
- [Driver training](#) (updated April 24th)
- Pandemic Multi Agency Response Teams (PMART)

**Activities currently under consideration (documents available on request)**

- Care home/nursing home support: Testing, PPE and infection control
- New corresponding schemes
- Low acuity calls - uninjured fallers

**NFCC Health & Safety guidance**

- [BA testing guidance: self contained](#) (April 23rd)
- [Combined BA facemask and respirator: testing, wearing and cleaning](#) (April 23rd)
- [Control room advice](#) (April 7th)

- [HSE RIDDOR reporting requirements](#) (April 7th)
- [Maintenance of competence: Guidance & options](#) (April 27th)

#### NFCC PPE guidance

- [PPE guidance](#) (April 22nd)
- [Face coverings](#) (July 7th)

#### NFCC Prevention guidance

- [Prevention strategic intention](#) (Version 3 - July 13th)
- [Prevention Model Risk Assessment](#) (July 13th)
- [Children & Young People: Strategic intention](#) (August 27th)

#### NFCC Protection strategic intention

- [Protection strategic intention](#) (version 4 July 13th)
- [Protection scenario-based guidance: auditing premises](#) (July 24th)

#### NFCC Protection guidance

- [Advice to businesses](#) (updated August 26th)
- [Field hospital guidance](#) (Updated August 26th)
- [Risk-based desktop approach to considering fire risk in premises](#) (Updated August 26th)
- [Scenario-based guidance: Auditing premises](#) (July 24th)
- [Schools guidance](#) (Updated August 26th)
- [Temporary care facilities](#) (April 23rd)
- [Waking Watch COVID update](#) (May 19th)

#### NFCC Protection risk assessment

- [Protection model risk assessment](#) (July 20th)

### NFCC Response guidance

- [Flexible crewing](#) (March 27th)

### NFCC on-call guidance

- [On-call: guidance/options around on-call financial hardship](#) (April 11th)
- [On-call guidance and options for maintenance of competence](#) (April 15th)
- [On-call: Loss of earnings](#) (March 27th)

### NFCC supporting documents

- [Working safely - guidance for Fire & Rescue Services: operational and non-operational staff](#) (July 23rd)
- [Arson attacks: telecommunications sites](#) (April 23rd)

### Non-NFCC Supporting documents (supplied by Fire & Rescue Services)

- [Ambulance support, coroner support and body handing](#)
- [Degradation](#)
- [Interpretation of COVID-19 advice for emergency services workers](#)
- [PPE/RPE requirements: Operational Bulletin](#)
- [Re-engagement of staff](#)
- [Risk Assessment for trainee course](#)



## Appendix F - Staff Absences

Staff Absences due to COVID-19	
Cases – from 1 <sup>st</sup> April -1 <sup>st</sup> Sept	
Confirmed -Operational	4
Suspected - Operational	23
Self- Isolating - Operational	68
Confirmed – Non-Operational	1
Suspected – Non-Operational	3
Self-isolating – Non Operational	5
Confirmed – Control staff	0
Suspected – Control staff	3
Self-isolating – Control staff	5

**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 16 December 2020**

**Subject: Day Crewing Plus Duty System**

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

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

**For: Information only**

### **Purpose**

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

### **Recommendation**

2. It is recommended that the CFA notes the update provided on the progress made to identify an alternative duty system following the decision taken at its meeting on 29 July 2020 to move away from the Day Crewing Plus (DCP) system in preparedness for the next IRMP 2024.

### **Executive Summary**

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

6. The Fire Brigades Union (FBU) has agreed a joint statement with the Service which has been published and presented to the CFA at its meeting on 23 September 2020. This demonstrates their support for the way forward and also agrees to suspend their current trade dispute regarding the matter.
7. The joint statement has been shared with the Health and Safety Executive as an agreed way forward. It is envisaged that the joint statement would substantially reduce the likelihood of enforcement action from them.

The first meeting of the joint working group on 16 October 2020 had to be postponed due to direct impact of Covid-19. This was rescheduled for the 27 November 2020. Terms of Reference were broadly agreed and are in the process of being finalised with the working group first meeting in late January 2021.

### **Background**

8. The matters surrounding the DCP arrangements are long standing and complex. This was discussed by the CFA as an exempt report at its meeting on 29 July 2020.
9. Following the resolution of the Authority, officers have been able to agree a joint statement with the FBU. This is an incredibly positive step forward and shows a joint commitment to the approach. It has also seen the FBU agree to suspend its current trade dispute regarding this matter.
10. The Chief Fire and Rescue Officer wrote to the Health and Safety Executive, informing them of the Authority's intentions and included a copy of the joint statement agreed with the FBU.
11. To date no reply has been received from the Health and Safety Executive however, it is envisaged that the joint statement would substantially reduce the likelihood of enforcement action from them.
12. Officers are now beginning work to establish the joint working group with representative bodies. This will ensure that staff and representative bodies are involved in the process and able to make recommendations for any new future provision.
13. Terms of Reference for this group are currently being drafted with a view to them being agreed by the Joint Working Group in late January 2021.
14. A number of communications have been delivered across the Service using different forms of interaction to those who work on the DCP shift system, notifying them of the timescales and intentions.

## Report Implications/Impact

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

The issues in relation to the DCP system have been covered in earlier reports and are not therefore repeated here. The position outlined in this report represents significant progress and reduces the risk of challenge and enforcement.

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

There is no financial risk arising from this report. However, the change to the DCP duty system will have financial implications for all 74 staff currently undertaking the duty system. In addition, any agreed alternative may place pressure on the current budget which remains both vulnerable from the impacts of Covid-19 and the single year provision from Government.

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

There is no risk arising from this report. However, the risk that the FBU would take a civil action against the authority if DCP was maintained in its current format has been removed following the CFA's decision at its meeting on 29 July 2020 to move away from the current DCP system. The risk remains that changing the duty system without a detailed understanding of the probable impacts may place communities within Leicester, Leicestershire and Rutland at increased risk and therefore they will need to be consulted prior to implementation.

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

There is no staff risk arising from this report. However, any proposed change will need to be consulted upon with staff as there will be a need to change contracts of employment. The decision to move away from DCP in preparedness for the next IRMP 2024, does allow those staff undertaking DCP some certainty over the next few years allowing them to consider future implications.

### 19. Environmental

There are no environmental implications arising from this report.

### 20. Impact upon Our Plan Objectives

There is no impact arising from this report. However, changes to the duty system may have implications to the fire cover provisions and will need to be subject to future public consultation. Due to the nature of any future proposals it is not yet possible to define the long-term implications.

**Background Papers**

CFA meeting 23 September 2020 Agenda item 9 – Day Crewing Plus Duty System  
<https://leics-fire.gov.uk/wp-content/uploads/2020/09/item-9-dcp-update-final.pdf>

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**Status of Report:** *Public*

**Meeting:** Combined Fire Authority

**Date:** 16 December 2020

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

**Report By:** Callum Faint Chief Fire and Rescue Officer

**Author:** Matthew Wallace – Director Estates Leicester City Council

**For:** Information only

### **Purpose**

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

### **Recommendation**

2. It is recommended that the CFA acknowledge and note:
  - a. The risk around the acquisition of land owned by Caterpillar at Desford; and
  - b. The need to consider alternative sites for dirty training.
  - c. That a further update to the CFA be made at the 10 February 2021 meeting to report on progress.

### **Executive Summary**

3. At its meeting on 23 September 2020, the CFA recognised the need to scale back from a single consolidated site to deliver all elements of training for the Service to a cost-effective split-site hybrid solution that incorporates less risk. The sites proposed were at Desford (owned by Caterpillar) and the Loughborough Fire Station.
4. This paper provides an update on project progress and highlights risks, and measures being taken to mitigate those risks, to the project. It further clarifies the need to take a pause in the project process to assess new factors that are impacting on the proposed output.
5. The increasing likelihood of not achieving a favourable land deal at Desford and consequently having to pay market rates for an alternative site has caused the project team to re-assess the requirement for a dirty site.

## Background

6. In September 2020 the CFA acknowledged the requirement to provide a training facility on two sites that incorporates less risk and to progress designs for both a clean training facility based at Loughborough and a dirty training facility, provisionally planned for Desford.
7. The CFA report included details of risks for each for each site, principally the acquisition of land at Desford and continued use of the aging Fire Behaviour Unit at Loughborough highlighted in the embedded Strategic Business Case.

## Progress

8. Continued engagement has been undertaken with Caterpillar to determine whether the sale of land at Desford is still a viable option.
9. Concurrently, contingency planning has been undertaken to reduce the size of a dirty training site in line with the re-purposing of existing infrastructure to make a commercial purchase more achievable given the budget constraints.
10. The plans for both dirty and clean training sites have been progressed in a modular format to allow the adaption of each following a change in requirement, value engineering or in site availability.
11. A rationalisation of available Leicestershire Fire and Rescue Service (LFRS) land has resulted in a “tactical pause” whilst the project team re-evaluate the site requirements for dirty training. By removing some elements provisionally incorporated into a dirty training site it is anticipated that the reduction in size will mean a corresponding reduction in cost.
12. Due to a volatile market, the potential to unlock revenue and capital from LFRS estate is considered to be reduced, and therefore re-purposing existing facilities to support training is being examined as a cost reduction measure.

## Opportunities

13. The project team is reviewing requirements to maximise the use of existing estate and assets. This may reduce the overall project cost and potentially change the profile of existing sites, freeing up estate and reducing the need for landlord / tenant arrangements.
14. The Learning and Development team have been re-evaluating how training is delivered following the impact of COVID-19 and the increased use of technology to enable remote working. This is being assessed against the previous user requirements and has the potential to reduce project costs further.

Next Steps

15. The project team is working with senior LFRS personnel to ensure that the requirement captures the change in approach given the fundamental shift in the property market and the need to focus on LFRS owned assets in the first instance.
16. The project team will continue to attempt to secure a favourable land deal at Desford.
17. The project team intend to update the CFA at its meeting on 10 February 2021 regarding progress, focussing on movement on the land deal at Desford and a rationalisation of the use of existing assets.

**Report Implications/Impact**

18. Legal (including crime and disorder)
  - a) All stages of the design and build will comply with CFA Procedure Rules, Contract Procurement Rules and Financial procedure Rules
  - b) Redevelopment or refurbishment work is likely to require planning permission and approvals from building control.
  - c) Legal support will be provided by the County Council's Legal Team in the usual way.
19. Financial (including value for money, benefits and efficiencies)
  - a) An earmarked reserve of circa £6m is available to support this project. Utilising the refurbishment of existing infrastructure will significantly reduce the need for additional funding requirements – representing reduced scope as a control within current financial uncertainty.
  - b) At this stage it is not feasible to achieve cost certainty.
  - c) Caterpillar at Desford represents an opportunity to secure provision or use of land at a much-reduced rate.
  - d) The sum of £90,000 has been set aside for this project to develop the business case.
  - e) The table below identifies a potential overspend of £720. This may be reduced following a measure of actual works carried out.
  - f) The option to 'buy-in' fire behaviour, Breathing Apparatus training has been discounted by cost benefit analysis undertaken in 2019 and included in previous CFA reports.

<b>Table 2 – Current Project Budget Overview</b>			
<b>Item</b>	<b>Description</b>	<b>Budget</b>	<b>Spend to Date</b>
PM	LCC Project Manager	£19,500	£19,500 (10 days remaining)
Surveying	Topographical surveys of Loughborough and Desford	£2,020	£1,620 (FY 19/20)
RIBA 0+ Report	Consultancy support	£20,950	£20,950 (FY 19/20)
2 no. RIBA 2 Reports	Consultancy and architectural support	£48,250	£5,200
		<b>£90,720</b>	<b>£47,270</b>

\*\*FY = Financial Year

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

- a) LFRS current resource expertise in this area is limited, therefore the entire programme of works is being led by the Estates and Building Services (EBS) department of Leicester City Council.
- b) To mitigate risks around project delivery, the building design and construction process will be undertaken within the shared framework of Royal Institute of Building Architects (RIBA) Plan of Work 2013.
- c) A detailed risk log is included in the business case and key issues are outlined below:
  - i. This proposal addresses the risk around a potential land deal at Desford by considering reducing the requirements and thus the footprint of a dirty site.
  - ii. Limiting the scale and nature of development at the Loughborough site will reduce the risk that planning conditions may be too onerous. In particular, re-developing the existing site into a “clean” training environment will negate any future planning conditions likely to be imposed by the provision of a new Fire Behaviour Unit on the site. Note – The existing Fire Training Unit does not include carbonaceous capability. i.e. it does not produce products of combustion/thick black smoke.
  - iii. Split site effectively scales back initial proposals removing risk of not being in budget.
  - iv. Split site will significantly reduce the risk of requiring temporary accommodation whilst work is undertaken.

- v. Split site significantly reduces the risk of breaching CFA's VAT Partial Exemption. If this were to occur, then all CFA supplies rated as exempt VAT will not be recoverable from Her Majesty's Revenue and Customs and would incur significant cost to the CFA. The impact of VAT will be fully assessed and calculated as part of the overall financial evaluation.
  - vi. The Royal Institution of Chartered Surveyors' Building Cost Information Service is forecasting that tender prices will rise between 4.5% and 5.5% every year at least. The risk of a rise thereafter is potentially aggravated by Brexit and the post Covid-19 impact has yet to be quantified.
- d) Focusing on a split site with Caterpillar is dependent on the continuation of Caterpillar's willingness to collaborate and agree reduced rates. It is accepted that this is an "eggs in one basket" scenario. The split site option will reduce developer costs in the event of having to source and build from the open market.
21. Staff, Service Users and Stakeholders (including the Equality Impact Assessment)
- a) Refurbishment and redevelopment work can have a significant impact on operational personnel and their ability to provide continuity of service. If temporary accommodation is required, it should be of a standard that is fit for purpose and provides the firefighters with the facilities required to remain effective.
  - b) In accord with the LFRS People Strategy there has been early engagement with staff and representative bodies regarding user requirements and subsequent design specifications within the program of works.
  - c) All changes will be subject to a People Impact Assessment and transport plans within Project methodology. i.e. identify impact on travel for staff/environment.
  - d) Split site may increase travel for instructional staff.
  - e) Re-development of the Loughborough site would include a refurbishment of the Fire Station and would provide an opportunity to improve the use of the site by Staff, Service Users and Stakeholders.
22. Environmental
- a) Following completion of the build, environmental issues are potentially improved based on the use of modern building techniques and materials (subject to the identified risks on the complexity of building services).
  - b) Design and build of the Fire Behaviour Unit will include engagement with the Environment Agency to ensure emissions are within prescribed limits.
  - c) Split site may increase travel for instructional staff.

- d) The re-development and refurbishment involved in a split site will allow integration of modern methods of construction, and their environmental effects, in existing infrastructure.
- e) The profile of staff movements will be assessed with a view to achieving these in the most environmentally friendly way including electric vehicles and different ways of working. For example, to introduce multi-site working arrangements to reduce financial costs and impact on the environment.

### 23. Impact upon “Our Plan” Objectives

An improved estate should contribute towards LRFS aims to ‘respond effectively to incidents’ and having ‘an engaged and productive workforce’. Improvements should also present ‘value for money’ as running costs and ongoing maintenance costs should reduce.

The provision of a new Development Centre secures the future of LRFS delivering Safer People Safer Places in the work place; ensuring that there are the right people in the right place doing the right thing in the right way.

#### **Background Papers**

Report to the CFA 12 December 2018 - Estates Plan Update

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

Report to the CFA 6 February 2019 - Estates Review Update

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

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

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

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

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

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

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

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

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

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

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

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**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 16 December 2020**

**Subject: Service Identity**

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

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

**For: Decision**

### **Purpose**

1. The purpose of this report is to update the Combined Fire Authority on work undertaken to re-introduce an identity/badge for the Service and to seek approval for the introduction of the new badge (Figure 1) that incorporates symbols of Leicester, Leicestershire and Rutland.

### **Recommendation**

2. The Combined Fire Authority is requested to:
  - a. Approve the new service identity that incorporates Leicester, Leicestershire and Rutland (shown in Figure 1).
  - b. Authorise the Chief Fire and Rescue Officer to introduce the Service Badge across the Service with immediate effect.

### **Executive Summary**

3. At its meeting in September 2020, the Combined Fire Authority approved the reintroduction of a service identity. This included the immediate re-introduction of the existing service identity (shown in Figure 2 below) on to uniform shirts and also the exploration of a new badge design that equally represents Leicester, Leicestershire and Rutland in the long-term. This would replace the old badge as the Service identity and would need to receive the necessary heraldic permissions for use through the College of Arms.
4. At the time, it was envisaged that this additional work may take up to 18 months to complete. However significant and rapid progress now means that a new identity/badge design is available for CFA approval (shown in Figure 1 below).

### **Background**

5. The Leicestershire Fire and Rescue Service (LFRS) removed the service badge well over a decade ago in favour of a modern corporate design/logo which looked different from the traditional identity that other Fire and Rescue

Services maintained. The aim of this action was unclear and there is no corporate knowledge or documentation to support the change made.

6. The corporate logo that replaced the badge was not universally welcomed, leading to staff feeling that the Service had 'given up' its history. This corporate logo was then abolished in 2016 by the then Chief Fire and Rescue Officer.
7. The removal of identity has left staff feeling that they have lost their sector identity and has reportedly been a contributory factor in a reduction of morale. This has again recently been expressed in the staff engagement survey. This sense of loss of identity is compounded when LFRS staff are representing the Service at multi-agency level and large events involving other uniformed services.
8. Staff at LFRS represent the Service both locally and nationally at events including funerals, long service events, corporate meetings and remembrance services.
9. The service identity in the form of a badge continues to be displayed only in officer undress uniform (worn by up to 31 people) and is seen on the service standard (flag).
10. The lack of broader use of this badge is a topic that continually increases passions across the uniformed section of the Service. These issues have not been progressed due to a number of competing high priorities which has added to the perceived loss of morale.
11. During Director visits to stations and departments and more recently, the staff engagement survey, one of the most repeatedly talked about topics since this change occurred has been service identity. This subject has caused much discussion from staff and continues to re-occur during visits and conversations with partners in other Fire and Rescue Services.
12. Senior Officers are aware that there is a significant desire across the Service to reinstate a service identity. It is, for this reason, a task and finish group were formed to establish the views of all staff and provide evidence to the Senior Management Team to support any proposed change.
13. The task and finish group undertook a survey of staff from across the whole service. Both grey and green book staff were invited to respond and a total of 469 responses were received; 93% (435) of respondents support the introduction of a corporate identity for use on uniform.
14. From the 435 members of staff who supported the introduction of a corporate identity, 84% (358) preferred to adopt the original badge (shown in Figure 2 below); as used on cap badges worn by senior officers and seen on the current service standard (flag).
15. What is evident from the survey is that staff universally support the reintroduction of service identity. Any re-introduction of a service identity may

link to the people themes highlighted within the inspection report of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services in 2019.

### **Previous Decisions**

16. At its meeting in September 2020, the Combined Fire Authority approved the reintroduction of a service identity. This included the immediate re-introduction of the existing service identity (shown in Figure 2 below) on to uniform shirts and also the exploration of a new badge design that equally represents Leicester, Leicestershire and Rutland in the long-term. This would replace the old badge as the Service identity and would need to receive the necessary heraldic permissions for use through the College of Arms.
17. At the time, it was envisaged that this additional work may take up to 18 months to complete. However significant and rapid progress now means that a new identity/badge design is available for CFA approval (shown in Figure 1 below). This rapid progress is in the main due to the fact that the College of Arms has confirmed that they do not need to approve the badge and it can be utilised following agreement from Leicestershire County Council and Leicestershire Constabulary. Permission for use by both these parties has been received.

### **Proposal**

18. The new badge, shown in Figure 1 below, is proposed as a long-term service identity. The Shield in the middle is based on the Leicestershire Constabulary shield, this equally represents Leicester, Leicestershire and Rutland. The shield is then surrounded by elements of the Leicestershire County Council shield.
19. Subject to the CFA's approval, the new badge will be utilised when issuing or replacing uniforms, fire engines and station signage.
20. The speed of the new developments has occurred before any expense or manufacturing of shirts with the old badge design has occurred and the predicted costs of £13,250 for heraldic approval of the badge are now no longer relevant.
21. Officers have sought feedback from relevant stakeholders from Leicester, Leicestershire and Rutland with favourable and endorsing feedback from all.

### **Designs**

22. For easy reference both Figure 1 (proposed design) and Figure 2 (old badge with no representation of Rutland) are shown below for direct comparison.

Figure 1Figure 2

23. Figure 1 shows the proposed new badge which has a central shield representing Leicester, Leicestershire and Rutland, surrounded by the existing elements of the Leicestershire County Council shield, all set on a traditional Fire Service eight-pointed star.
24. Figure 2 is included for reference; this is the old Service badge only used in officer dress uniform. It has a central shield that represents aspects of both Leicestershire County and Leicester City but does not include any representation of Rutland. The inner shield is set upon the existing Leicestershire County badge set upon a traditional Fire Service eight-pointed star.

### **Report Implications/Impact**

25. Legal (including crime and disorder)

From a legal perspective the College of Arms has confirmed that in order to use the new badge (Figure 1) LFRS are legally able to do so if permission is granted by relevant parties. Both Leicestershire County Council and Leicestershire Constabulary have given permission to use their respective elements in the way shown in Figure 1.

26. Financial (including value for money, benefits and efficiency)

The financial implications for the implementation of the recommendations in this report are £13,250 less than the CFA was previously advised, due to the removal of any costs associated with seeking heraldic permissions from the College of Arms.

The cost of embroidering shirts remains an additional cost to the provision of uniforms. This would be better managed by now using the new badge design from the outset. The initial roll-out would add an additional £2.40 to the cost of a

shirt. The indicative cost to achieve this across the Service is circa £20,000 and is achievable from existing budgets.

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

Approval of recommendations in this report removes the outstanding risk of the badge not fully representing Leicester, Leicestershire and Rutland.

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

Staff are very receptive to the re-introduction of the service identity. The design has been shared with a number of stakeholders and positive feedback has been received, including from but not limited to: -

- The Chief Executive of Leicestershire County Council
- The Mayor of Leicester,
- Combined Fire Authority members from Leicester, Leicestershire and Rutland;
- The Chief Constable of Leicestershire Police.

Given the adaptation of the badge to fully incorporate all areas of the service area – Leicester, Leicestershire and Rutland - no Equality Impact assessment would be required. However, as the service identity is added to items of uniform this will be subject to an Equality Impact Assessment at that point.

29. Environmental

There are no environmental implications arising from the recommendations in this report.

30. Impact upon Our Plan Objectives

The recommendations in the report impact on the People Strategy - An engaged and productive workforce, doing the right thing. Following extensive staff engagement, it is recognised that there is a strong desire for identity and pride in that.

## **Background Papers**

Report to CFA September 2020 – Agenda item 10, Service Identity <https://leics-fire.gov.uk/wp-content/uploads/2020/09/service-identity-paper-3-options-final-report.pdf>

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**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 16 December 2020**

**Subject: Equalities Annual Progress Report 2019 - 20**

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

**Author: Deb Lee, Equality Diversity Inclusion and Safeguarding Officer**

**For: Decision**

### **Purpose**

1. The purpose of this report is to seek the Combined Fire Authority's (CFA) approval for the draft Annual Equalities report for 2019 - 20.

### **Recommendation**

2. It is recommended that the Combined Fire Authority approves the draft Annual Equalities Report for 2019-20.

### **Executive Summary**

3. The Equality Act 2010 places a Public Sector Equality Duty (PSED) on all public authorities, including the CFA. The PSED requires all listed bodies to have due regard, in the exercise of their functions, to eliminate unlawful discrimination, advance equality of opportunity and promote good relations across all nine protected characteristics (i.e. The General Duty).
4. Under the Equality Act 2010 (Specific Duties) Regulations 2011, the CFA is required to produce and publish equality objectives and to report annually on how it is meeting the objectives. The CFA has opted to continue using the Equality Scheme as a means of outlining and publishing its equality objectives while using the Annual Equalities report to update on progress.
5. This report was scheduled to be presented at the previous CFA meeting, however due to staffing changes and the impact of the Covid-19 pandemic it was delayed until this meeting.

### **Background**

6. The Leicestershire Fire and Rescue Service (LFRS) implemented a new Single Equality Scheme in December 2017 outlining its equality objectives over a two-year period. The draft Annual Equalities report 2019 -20 is intended to provide an update on the progress made against the CFA's objectives as set out in the Equality Scheme 2018 - 2020.

7. The CFA was previously advised on 17 September 2019, that a number of changes were occurring within the sector following the first round of inspections completed by Her Majesty's Inspectorate of Constabularies and Fire Services (HMICFRS). This work has now concluded and resulted in the Equality, Diversity and Inclusion Scheme 2020 – 2025. As such the draft report (attached at the Appendix) has been amended to incorporate this.

## Workforce

8. It has always been the CFA's ambition to diversify the workforce by recruiting more women and people from a Black, Asian and Minority Ethnic (BAME) background. A wide range of activities to promote LFRS to members of the public, including those underrepresented in the workforce, continues to be a priority. These activities have the greatest impact on wholetime recruitment.
9. It is pleasing to note the positive effects of this work on the profile of those recruited in 2019, recruiting a total of 59 new staff across all areas of the Service. This also includes the previous wholetime recruitment intake that joined the service on 1 April 2019:
- i. 1.7% of new recruits declared a having a disability;
  - ii. 11.9% of new recruits declared as BAME;
  - iii. 33.9% of new recruits declared as female;
  - iv. 8.5% of new recruits declared as LGBT+; and
  - v. 50.1% of new recruits declared as ages between 25 – 35 years old.
10. Whilst improving, the overall diversity of the workforce is still some way off fully representing the community. This is mainly driven by the makeup of the wholetime workforce.
11. In the coming years LFRS is anticipating a significant turn over in the wholetime workforce due to a number of factors. Whilst in some respects this is challenging for the Service, in others, such as Equality, Diversity and Inclusion (EDI), it is a real opportunity to improve diversity. A number of work streams are already working on this and have received positive feedback from community engagement groups. This action includes:
- i. Positive Action;
  - ii. Entry requirements for wholetime recruitment allow for maximum diversity of applicants;
  - iii. Change in recruitment for operational managerial posts (Internal and External applications to allow increased diversity); and
  - iv. Officers are adding further resources to the Equality team (2021) to promote internal ED+I matter and to continuously run positive action events.
12. Page 23 of the Appendix covers the number of Bullying, Harassment and Grievance cases reported to the service. These are grouped together in the report to ensure individual cases are not identifiable. This shows a total of 12 cases were reported to the service and covers a very broad age, gender and

religious belief range. From an ethnicity perspective only white British/Irish reported any cases to the Service.

13. The number of cases reported can be viewed in two ways. Of course, any case reported, investigated and upheld is a serious concern. However, it is encouraging to see that staff are comfortable in raising their concerns about the Service and the process that is followed.
14. The Appendix refers to the gender pay gap (Page 25 of the Appendix), this is reported and published separately. The gender pay gap within the service (23.8%) remains above the national average (18.4%) and is somewhat driven by the makeup of the operational service.

### **Service Delivery and equality monitoring**

15. The Annual Equalities Report also provides equality monitoring data around satisfaction levels based on Fire Protection activities as well as the Service's complaints and concerns procedure. There are no concerns for equality purposes in the satisfaction levels.
16. Each year the CFA undertakes an After the Incident Survey. The Survey informs the CFA about the quality of services offered to residents of Leicester, Leicestershire and Rutland after a domestic incident.
17. The Survey is undertaken through a questionnaire sent out to all households that accessed LFRS emergency response services. Those responsible in the household are asked a number of questions about their experiences of using LFRS services.
18. Equality monitoring information relating to age, disability, gender and ethnicity is collected as part of the survey and this forms the basis of this section of the report. In 2019/20 a total of 208 responses to the survey were received:
  - i. 45% involved a fire;
  - ii. 29% involved a 'Special Service' incident (e.g. animal rescue, flood, medical incident or gaining entry);
  - iii. 6% involved a false alarm;
  - iv. 2% involved a road traffic collision; and
  - v. 17% were classified as 'other' (e.g. triggered carbon monoxide alarms, fuel spillages etc.).
19. Overall, positive feedback was received in every section of the Survey and 100% of respondents (206) covering all EDI areas, expressed overall satisfaction with the service they received from LFRS.

## Report Implications/Impact

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

The draft Annual Equalities Report 2019-20 will assist Leicestershire Fire and Rescue Service in fully complying with its legal responsibilities. Non-compliance may result in the Equality and Human Rights Commission issuing a notice of non-compliance.

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

There are no financial implications arising from this report.

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

Failure to produce and publish progress against equality objectives may lead to a significant risk of legal action against the service for failure to comply with the Equality Act 2010 (Specific Duties) Regulations 2011.

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

The positive outcomes of the progress outlined in this report are intended to positively impact on staff, service users and all stakeholders including those with protected characteristics. Good equality and inclusive practices contribute to the achievement of all Service aims.

### 24. Environmental

There are no environmental implications arising from this report.

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

Equality, Diversity and Inclusion is central to good service provision and in promoting a positive working environment. Good equality and inclusive practices contribute to the achievement of all Service aims. The Service will not only be complying with its legal obligations but will also be ensuring that "Staff are skilled, equipped and motivated to deliver its purpose" of "safer people, safer places"

## Background Papers

LFRS Equality Scheme 2018 – 20. <https://leics-fire.gov.uk/wp-content/uploads/2017/12/equality-scheme-2017.pdf>

Equalities Annual Progress report 2018/19 <https://leics-fire.gov.uk/wp-content/uploads/2019/09/cfa-equalities-cover-report-2018-19.pdf>

## **Appendix**

Equalities Annual Progress report 2019/20

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# Annual Equalities Report

2019/20

**LEICESTERSHIRE**  
FIRE and RESCUE SERVICE

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# Introduction

The Combined Fire Authority (CFA) is delighted to share its Annual Equalities Report for 2019–20. The report provides an update on the progress of Equality Diversity and Inclusion (EDI) at Leicestershire Fire and Rescue Service (LFRS) over the year ending March 2020.

During the year, the two new bodies; Strategic Equality, Diversity and Inclusion Board (SEDIB) and Tactical Equality, Diversity and Inclusion Board (TEDIB) have developed into becoming integral parts of the organisation. SEDIB continues to lead the Service with its strategic direction of EDI whilst TEDIB supports the staff networks; Race, Women, Faith, shOUT (LGBT)+ and Enable (disabilities). TEDIB now hold its monthly meetings across the stations to encourage station engagement and give the opportunity across the Service to bring ideas forward, raise concerns and talk about relevant topics of EDI.

The Service continues to build upon its work in the community and work in partnership with East Midlands Ambulance Service and Leicestershire Police. There are five Independent Advisory Groups (IAGs) in place that LFRS and the Police facilitate and these represent community interests in the areas of disability, faith (and religion), race, sexual orientation and the strategic group, Fire Police Advisory Group on Equality (FPAGE).

The Service is proud of the work of Positive Action in attracting and recruiting people from underrepresented groups. This saw increasing success in terms of recruiting a diverse workforce and will be developed further through future recruitment campaigns. Our work in Positive Action has also been recognised for its efforts by winning a national award for Positive Action 'Team of the Year' at the Asians in the Fire Service Association (AFSA) National Awards in 2019. This was based on the diversity of new recruits to the wholetime duty system.



# Single Equality Scheme 2018–20 and Equality, Diversity & Inclusion Scheme 2020–25

The CFA published an Equality Scheme 2018 – 20 in December 2017. The scheme included new equality objectives to be delivered over the course of the scheme. However, changes in the sector including the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection approach meant that the Equality Scheme was revised and updated to reflect the changes.

The new Equality, Diversity & Inclusion Scheme 2020–25 was published in 2019.

For LFRS, this can be found [here](#).

# Workforce Profile (March 2020)

The current workforce consists of 705 contracts, in comparison with 700 contracts in the same period last year.

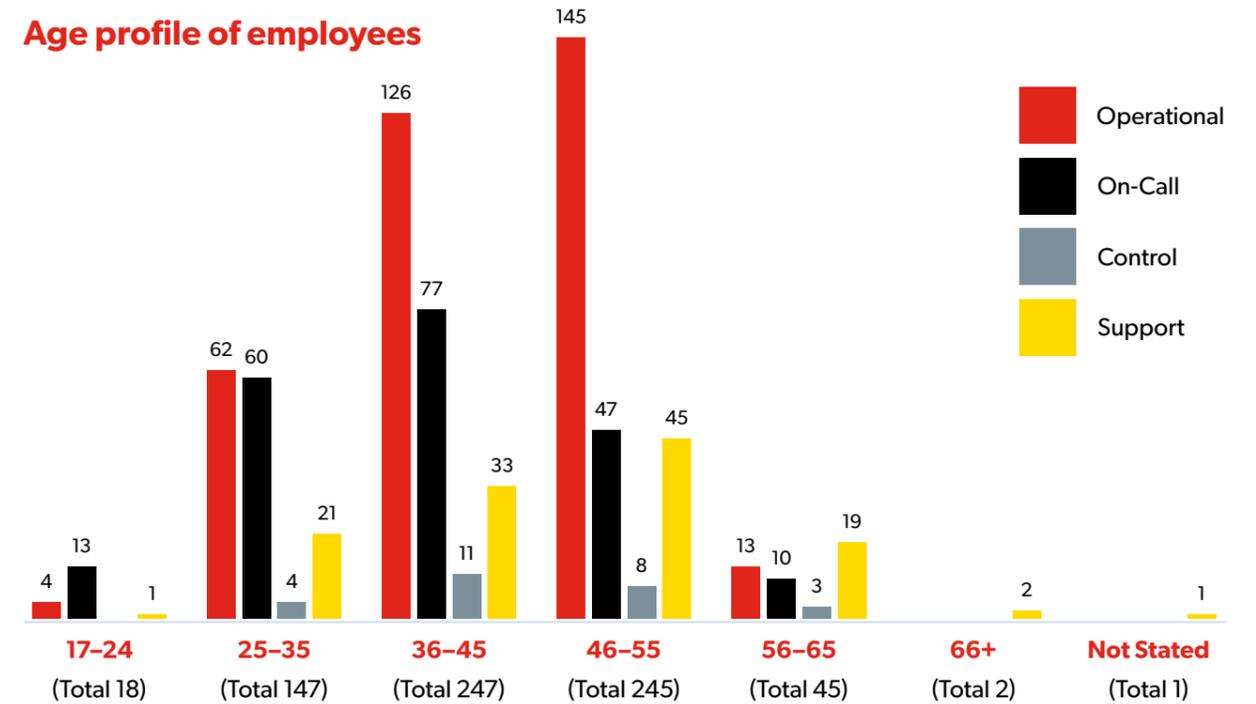
In analysing the workforce data, dual contracts are considered as separate contracts and this is done in order to reflect the workforce data submitted to the Home Office as part of our fire statistics return. Otherwise the Full Time Equivalent (FTE) data would disregard all dual contracts which make up a significant number of the LFERS establishment. The LFERS workforce is now starting to change with recent and planned recruitment campaigns for wholetime and On-Call firefighting staff.

The following tables provide a detailed breakdown of the makeup of the workforce based on the protected characteristics across wholetime, On-Call, control and support staff categories.

## At a glance



## Age profile of employees



The majority of the workforce is aged between 36 and 55 years. This group accounts for 69.8% and has remained largely static over the last four years. The lower end of the workforce (aged 17–35) and the upper end (aged 56+) also remain largely unchanged from the previous year.

## Disability profile of employees

Staff Group	Declared Disability	Declared Not Disabled	Not Stated
Operational	15	245	90
On-Call	3	166	38
Control	1	21	4
Support	14	83	25
<b>Total</b>	<b>33</b>	<b>515</b>	<b>157</b>

The disability profile across the workforce is 4.6% which is an increase on 2015 when the profile was 3.4%. There has also been an increase in the proportion of staff who have declared their disability status.

The proportion of the "Not Stated" category has risen slightly from 21.4% the previous year to 22.3% this year, although is still lower than 26.9% recorded in 2017–18. This is due to improved declaration rates for those joining the Service together with the number of staff leaving the Service, who have never declared their disability status.

### Ethnicity profile of employees

Staff Group	White British/Irish	Any Other White	Mixed	Asian/Asian British	Black/Black British	Not Stated
Operational	309	5	12	2	2	20
On-Call	183	2	0	0	0	22
Control	20	2	0	2	0	2
Support	98	0	4	9	1	10
<b>Total</b>	<b>610</b>	<b>9</b>	<b>16</b>	<b>13</b>	<b>3</b>	<b>54</b>

The profile of BAME employees is 5.8% which shows little change from 2018. Despite ongoing recruitment for On-Call staff, these posts are geographically based, meaning those areas may not meet the same diversity profile as all areas of the county, and this has a significant impact on the BAME profile within the Service. We expect this to positively change with further recruitment drives targeting underrepresented groups. Currently 4.6% of operational staff are from a BAME background.

The declaration rate for ethnicity among staff is 92.3% which is extremely positive for the Service, although lower than last year (93.9%). However, the Service is still committed to increasing this to 100% declaration.

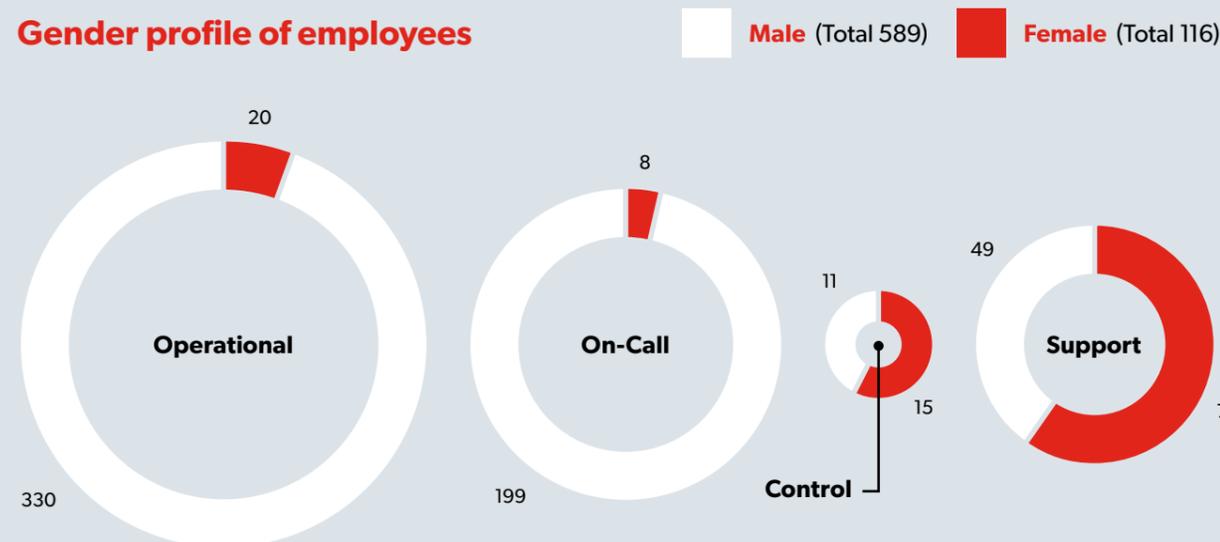
### Religion or Belief profile of employees

Staff Group	Christian	Buddhist	Hindu	Muslim	Jewish	Sikh	Other	None	Not Stated
Operational	144	0	1	0	0	1	12	128	64
On-Call	102	1	0	0	0	0	3	74	27
Control	9	0	0	0	0	1	2	9	5
Support	49	0	4	2	0	2	4	39	22
<b>Total</b>	<b>304</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>21</b>	<b>250</b>	<b>118</b>

Christianity is the largest religious grouping within LFRS at 43.1% and this is followed by staff with no religion at all, 35.5%. The proportion of the other faiths, when combined, account for 4.7% of the workforce.

Improvements in employee declaration rates for religion and belief have improved the Service’s understanding of the religious profile of the workforce. In 2015, staff who declared their religion or faith (or lack of) accounted for 60.6% of the workforce. This has significantly improved to 83.3%.

### Gender profile of employees



The distribution of female employees at LFRS is 16.5% across the Service, increasing from 15.7% in the same period last year.

In operational roles there has been an increase from 5.3% in 2015 to 7.4% this year, while the gender balance in Fire Control remains.

No members of the Service identified as transgender.

### Sexual Orientation profile of employees

Staff Group	Bisexual	Gay/Lesbian	Heterosexual	Not stated
Operational	7	4	272	67
On-Call	3	3	173	28
Control	0	0	20	6
Support	0	2	99	21
<b>Total</b>	<b>10</b>	<b>9</b>	<b>564</b>	<b>122</b>

The proportion of staff declaring their sexual orientation as LGB across the workforce is 2.7%. In 2015 the proportion of LGB staff was 1.2%.

In operational roles it stands at 2.9% and 1.6% in support staff roles.

The Service has also seen significant gains over the last five years in the proportion of staff declaring their sexual orientation. The declaration rates for sexual orientation stands at 82.7%. The success can be attributed to positive work undertaken through specific equality initiatives to improve staff declaration rates.

# Human Resources

The Human Resource team (HR) performs a number of key functions throughout the year which have a significant impact on equality, diversity and inclusion. This section focuses on those functions and provides some analysis on the equality and diversity impact.

## Recruitment

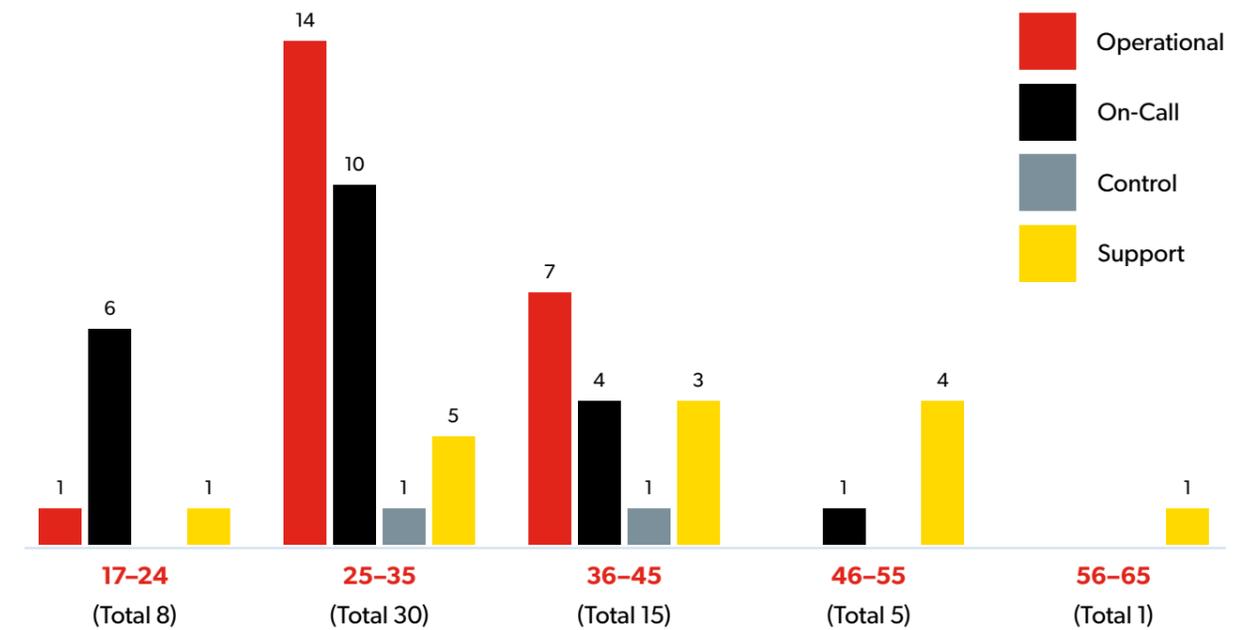
LFRS recruited 59 employees across different areas of the business.

The tables on the following pages represent the demographic data of all new recruits for the twelve months leading to 31 March 2020.

### At a glance



### Age profile of new recruits



There are no specific recruitment targets relating to age, although it is the Service's intention to diversify the workforce. The age profile of the new recruits indicates that the majority (76.3%) of those recruited were aged between 25–45 years. This has increased when compared to the previous year when the same age group accounted for 69.5% of all new recruits.

### Disability profile of new recruits

Staff Group	Declared Disability	Declared Not Disabled	Not Stated
Operational	1	12	9
On-Call	0	18	3
Control	0	0	2
Support	0	10	4
<b>Total</b>	<b>1</b>	<b>40</b>	<b>18</b>

There are no specific recruitment targets relating to disabilities, although it is the intention of the Service to diversify the workforce including people with disabilities.

The proportion of new recruits declaring a disability was 1.7% while those who did not declare their disability status was 30.5%. There is an increase in the proportion of recruits failing to declare their disability status (13.6% in the previous year).

### Ethnicity profile of new recruits

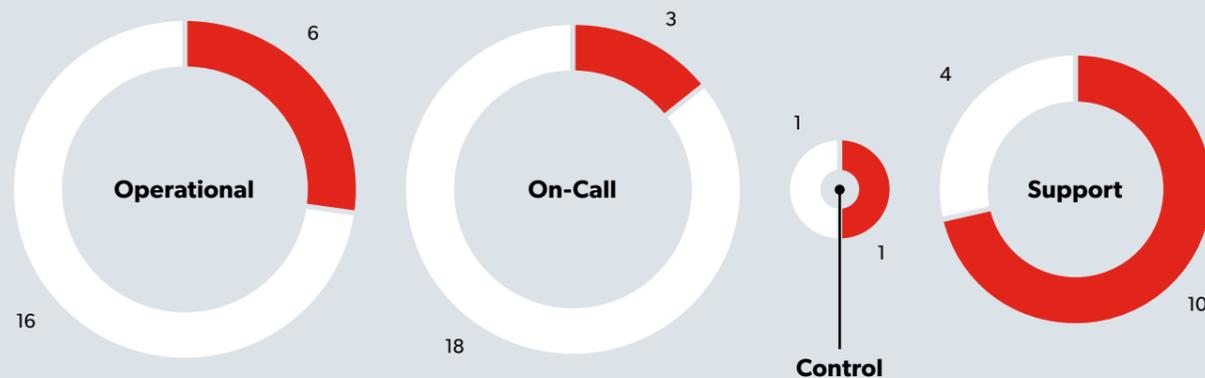
Staff Group	White British/Irish	Any Other White	Mixed	Asian/Asian British	Black/Black British	Not Stated
Operational	13	1	4	0	0	4
On-Call	15	0	0	0	0	6
Control	2	0	0	0	0	0
Support	6	0	0	2	0	6
<b>Total</b>	<b>36</b>	<b>1</b>	<b>4</b>	<b>2</b>	<b>0</b>	<b>16</b>

There were no specific recruitment targets set in 2019–20 in relation to BAME recruits, but the Service continues to monitor recruitment patterns based on ethnicity.

Seven people from a BAME background were recruited across the organisation and this accounts for 11.9% of all new recruits. The proportion of BAME recruits into operational roles was 8.5%. The proportion of new recruits who did not declare their ethnic background is 27.1%.

### Gender profile of new recruits

Male (Total 39) Female (Total 20)



There were no specific recruitment targets set in 2019–20 in relation to women, but the Service continues to monitor recruitment patterns based on gender.

The proportion of women recruited into the organisation was 33.9%, which is higher than the proportion of women in the workforce (16.5%). In operational roles women accounted for 22.2%. The proportion of female recruits in operational roles has risen from 4.8% last year and 11.1% in the previous year.

### Religion or Belief profile of new recruits

Staff Group	Christian	Buddhist	Hindu	Muslim	Jewish	Sikh	Other	None	Not Stated
Operational	9	0	0	0	0	0	2	8	3
On-Call	5	0	0	0	0	0	0	14	2
Control	1	0	0	0	0	0	0	1	0
Support	3	0	2	0	0	0	1	6	2
<b>Total</b>	<b>18</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>29</b>	<b>7</b>

There are no specific recruitment targets relating to religion or belief but the Service continues to monitor recruitment patterns based on faith and religion.

This year, people without a religion accounted for the majority of new recruits at 49.2%. This is the first time we have seen a higher intake of any group other than those of a Christian faith (40.1% of new recruits). Outside of these two groupings (Christianity and those without a faith or religion), the combined religious profile of new recruits is 8.5%. The number of new recruits not stating their religious profile has risen from 5.1% last year to 11.9% this year. The declaration rate still remains high at 88.1%.

### Sexual Orientation profile of new recruits

Staff Group	Bisexual	Gay/Lesbian	Heterosexual	Not stated
Operational	0	0	16	6
On-Call	2	2	15	2
Control	0	0	2	0
Support	0	1	11	2
<b>Total</b>	<b>2</b>	<b>3</b>	<b>44</b>	<b>10</b>

There are no specific recruitment targets relating to sexual orientation although the Service has identified sexual orientation as one of the areas to monitor against its ambitions to diversify the workforce.

The LGB profile of new recruits has risen to 8.5% in comparison to the previous year when this stood at 3.4% and 2017–18 when this was 6.1%. The declaration rate is 83.1%.

# Retention

Each year, LFRS monitors the profile of leavers based on six of the nine protected characteristics. In the year ending 31 March 2020, 66 employees ended their employment contracts with LFRS. 45 of those who ended their contracts were operational staff while 21 were support staff. Individuals that ended one of their dual contracts but remain in employment with the Service have been excluded in the following analysis.

## At a glance



of leavers were aged 25-45 years



of leavers declared a disability



of leavers were BAME



of leavers were female

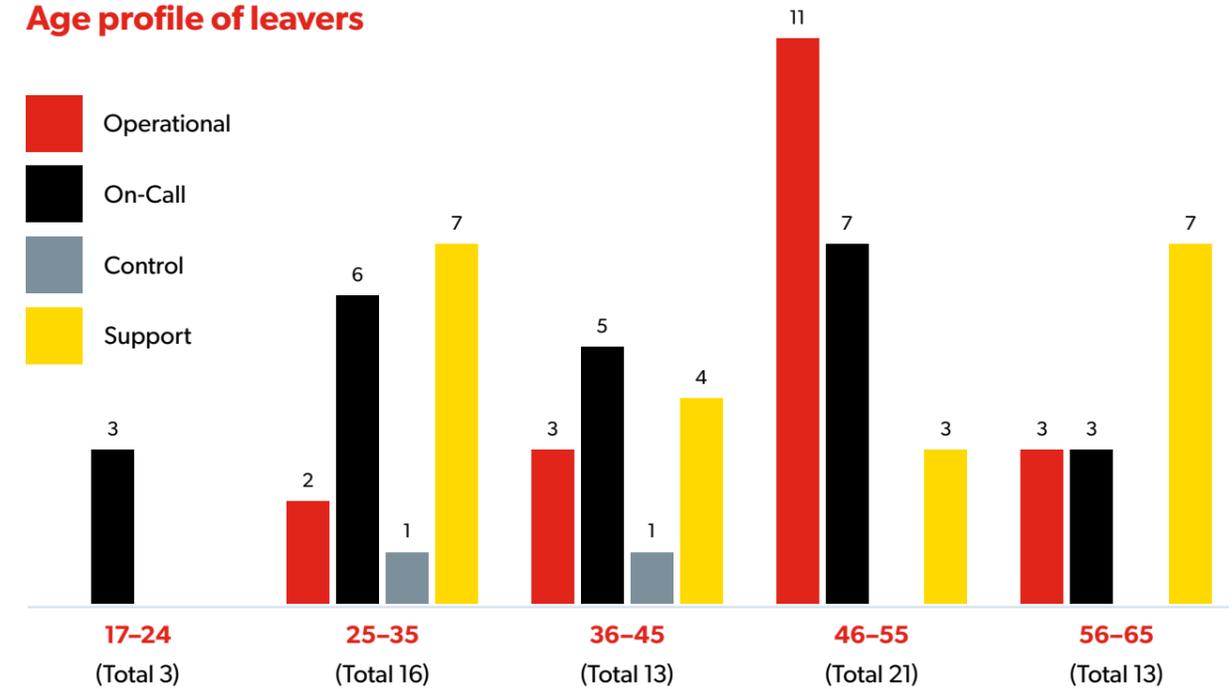


of leavers were of a Christian faith



of leavers declared their sexual orientation as LGB

## Age profile of leavers



The majority of leavers were in the age groups of 25-35, 36-45 and 46-55. These groups accounted for 75.8% of staff leaving the Service. The high numbers of leavers aged between 25 and 45 is reflective of the staff turnover in the On-Call duty system. The high number of leavers aged between 46 and 55 also includes a significant number of retirements in operational roles (55.6%).

## Disability profile of leavers

Staff Group	Declared Disability	Declared Not Disabled	Not Stated
Operational	0	12	7
On-Call	1	17	6
Control	0	2	0
Support	1	17	3
<b>Total</b>	<b>2</b>	<b>48</b>	<b>16</b>

Two members of staff who left the Service in 2019/20 declared a disability. This represents 3% of leavers and this is lower than the previous two years when leavers declaring a disability accounted for 4% (2018-19) and 6.7% (2017-18).

The proportion of employees who left the Service and have never declared their disability status accounted for 24.2%.

### Ethnicity profile of leavers

Staff Group	White British/Irish	Any Other White	Mixed	Asian/Asian British	Black/Black British	Not Stated
Operational	14	1	0	0	0	4
On-Call	19	0	1	0	0	4
Control	2	0	0	0	0	0
Support	16	1	2	0	0	2
<b>Total</b>	<b>51</b>	<b>2</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>10</b>

The highest ethnic group to have left the Service was the White British background, which accounted for 77.3% of staff who left the Service.

BAME staff who left the Service during the financial year accounted for 7.6% of all leavers. This will have a negative impact on the overall proportion of BAME staff across the service because of the low numbers of BAME staff in the workforce. The proportion of BAME leavers is marginally lower when compared to the previous year when it was 8%.

The proportion of leavers who have never stated their ethnicity has increased from 7% to 15.6%.

### Religion or Belief profile of leavers

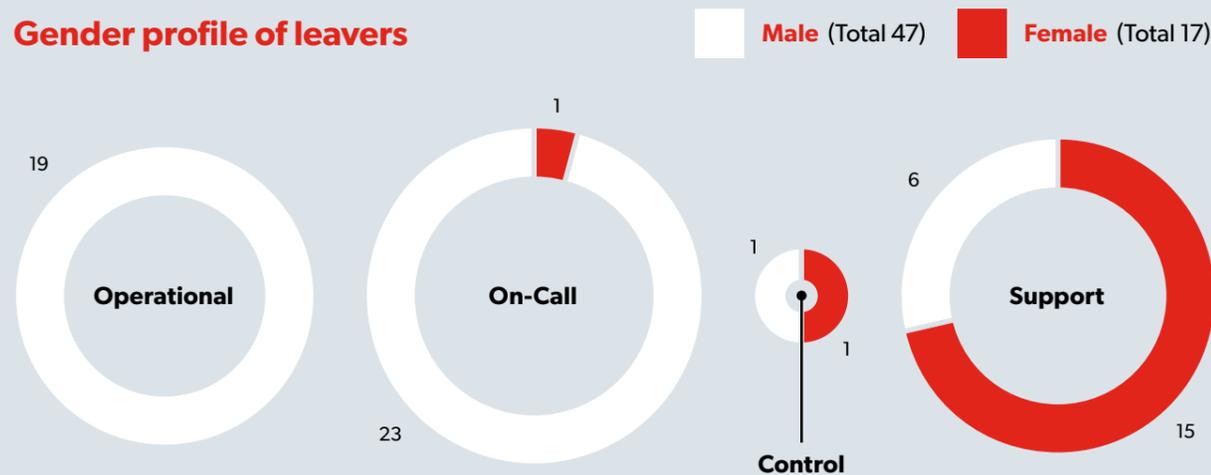
Staff Group	Christian	Buddhist	Hindu	Muslim	Jewish	Sikh	Other	None	Not Stated
Operational	6	0	0	0	0	0	1	6	6
On-Call	11	0	0	0	0	0	0	8	5
Control	2	0	0	0	0	0	0	0	0
Support	7	0	0	0	0	0	0	10	4
<b>Total</b>	<b>26</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>24</b>	<b>15</b>

The religion and belief profile of the workforce is largely made up of those from a Christian faith (43.1%) and those with no religion or belief (35.4%).

Christians accounted for 39.4% of leavers. This was followed by those with no religion who accounted for 36.4% while those who did not declare any religion or belief accounted for 22.7%.

The impact on the workforce profile remains largely unchanged due to the higher proportions of those joining the Service being either Christian or of no faith at all.

### Gender profile of leavers



The proportion of women who left the Service is 25.8% and this is higher than the proportion of women who left in the previous year (17%).

The proportion of female leavers in operational roles (including Fire Control) is 4.4% which is lower when compared to the previous year (8%).

Overall, there is a positive impact in that the proportion of women joining the Service in operational roles was higher when compared to those leaving (10/2).

### Sexual Orientation profile of leavers

Staff Group	Bisexual	Gay/Lesbian	Heterosexual	Not stated
Operational	0	1	11	7
On-Call	2	0	19	3
Control	0	0	2	0
Support	0	0	16	5
<b>Total</b>	<b>2</b>	<b>1</b>	<b>48</b>	<b>15</b>

The proportion of LGB staff in the workforce is 2.7%.

The proportion of staff leaving the service who declared their sexual orientation as LGB was 4.6%. This will have a negative impact on the ambitions to diversify the workforce.

# Promotion

The total number of promotions in the relevant period was 69. 50 of those were promoted on a temporary basis while the rest, 19, were substantive promotions. For the purpose of this report, a promotion is considered to mean a change in role to either include higher responsibility or a higher pay grade, whereby the position achieved is through due process.

Promotions occur, in a large proportion, within operational areas of the Service and mostly draw from the existing workforce. The existing workforce is not yet as diverse and reflective of the community and this affects the profile of staff being promoted.

The tables below show all the relevant protected characteristics of all staff who were promoted in 2019–20.

## At a glance



of promoted staff were aged 36–45 years



of promoted staff declared a disability



of promoted staff were BAME



of promoted staff were female

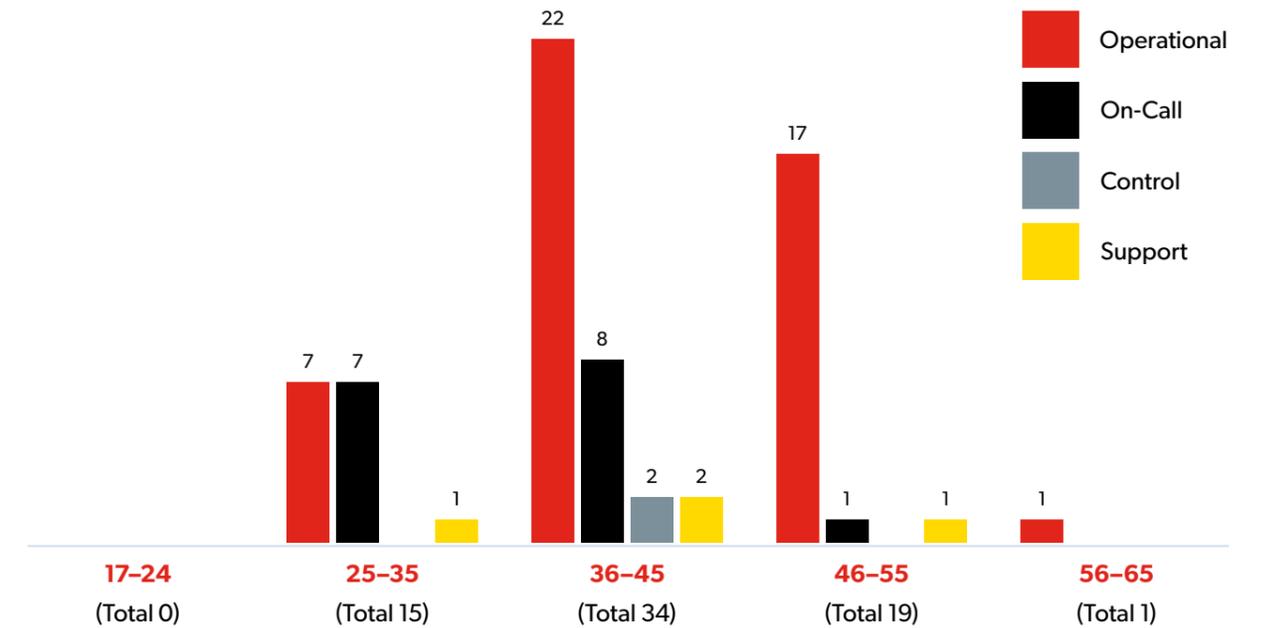


of promoted staff were of a Christian faith



of promoted staff declared their sexual orientation as LGB

## Age profile of promoted staff



The age profile of staff promotions is consistent with previous trends.

## Disability profile of promoted staff

Staff Group	Declared Disability	Declared Not Disabled	Not Stated
Operational	2	32	13
On-Call	0	14	2
Control	0	2	0
Support	0	3	1
<b>Total</b>	<b>2</b>	<b>51</b>	<b>16</b>

The proportion of staff declaring a disability and being promoted is 3% which is lower than the disability profile of the workforce. A large area of promotions are operationally based staff and due to the nature of the roles this limits the type of disabilities that are able to be accommodated and subsequently this does impact on the number of staff in those areas that can then be promoted.

The proportion of those promoted and declaring a disability within the operational group is 3.1% which is also similar when compared to the disability profile of the operational workforce (3.3%).

### Ethnicity profile of promoted staff

Staff Group	White British/Irish	Any Other White	Mixed	Asian/Asian British	Black/Black British	Not Stated
Operational	42	0	2	0	0	3
On-Call	14	2	0	0	0	0
Control	1	0	0	1	0	0
Support	3	0	0	1	0	0
<b>Total</b>	<b>60</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>3</b>

The proportion of BAME employees to be promoted in the relevant period is 8.7% of all promotions. This is higher than the workforce representation (5.8%).

The BAME promotion profile in operational roles is 7.7% which is also higher than the proportion of BAME staff in operational roles (4.6%).

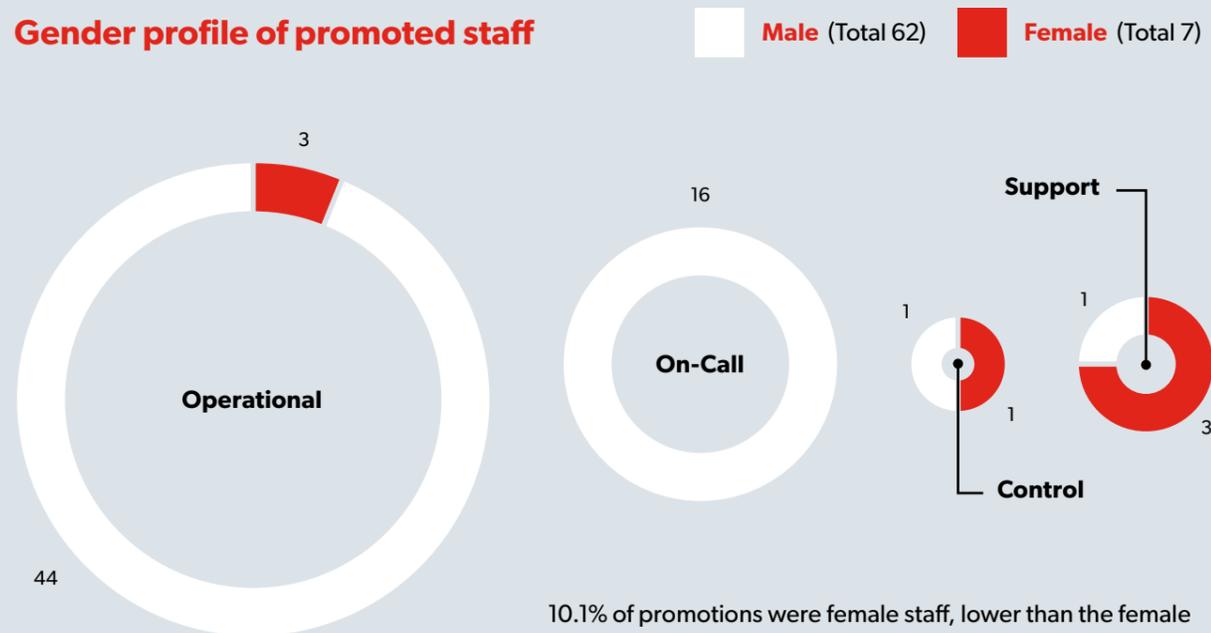
### Religion or Belief profile of promoted staff

Staff Group	Christian	Buddhist	Hindu	Muslim	Jewish	Sikh	Other	None	Not Stated
Operational	17	0	0	0	0	0	0	20	10
On-Call	8	0	0	0	0	0	0	7	1
Control	1	0	0	0	0	0	1	0	0
Support	1	0	0	1	0	0	0	0	2
<b>Total</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>27</b>	<b>13</b>

The profile of those promoted and of a Christian faith is 39.1%. The promotion profile for those with no faith or religion is 39.1% compared to 35.5% in the workforce. The combined promotion profile of other faiths stands at 3% compared to 4.7% in the overall workforce.

18.8% of promoted staff did not state their religious profile, in comparison to 16.7% of the total workforce.

### Gender profile of promoted staff



10.1% of promotions were female staff, lower than the female profile in the workforce (16.5%). This represents 6% of the total number of women in the Service and 1% of the total workforce.

The proportion of women promoted in operational roles is 6.2%. This is lower than the proportion of females in operational roles (7.4%).

### Sexual Orientation profile of promoted staff

Staff Group	Bisexual	Gay/Lesbian	Heterosexual	Not stated
Operational	1	0	39	7
On-Call	1	0	13	2
Control	0	0	2	0
Support	0	0	2	2
<b>Total</b>	<b>2</b>	<b>0</b>	<b>56</b>	<b>11</b>

The proportion of staff promoted and declaring their sexual orientation as LGB stands at 3% and is higher than the workforce representation which stands at 2.7%.

The proportion of LGB staff promoted in operational roles is 3.1% and this is higher than that of the operational workforce which stands at 2.9%.

# Bullying and Harassment, Disciplinary and Grievances

Each year the CFA monitors, for equality purposes, all formal cases of bullying and harassment, disciplinary and grievance. The three aspects are key areas of interest to the Service as this serves as one of the key indicators of workplace culture. In the financial year 2019–20, there were 12 formal cases of bullying and harassment or grievance that were investigated by the Service.

The following tables provide a detailed breakdown of these 12 cases that the Service dealt with.

The total number of cases is too small to warrant comparison with the overall workforce.

## Age profile of Bullying, Harassment and Grievance cases

Staff Group	17–25	26–35	36–45	46–55	56–65
<b>Total</b>	1	2	4	4	1

## Disability profile of Bullying, Harassment and Grievance cases

Staff Group	Declared Disability	Declared Not Disabled	Not Stated
<b>Total</b>	4	5	3

## Ethnicity profile of Bullying, Harassment and Grievance cases

Staff Group	White British/Irish	Any Other White	Mixed	Asian/Asian British	Black/Black British	Not Stated
<b>Total</b>	12	0	0	0	0	0

## Gender profile of Bullying, Harassment and Grievance cases

Staff Group	Male	Female
<b>Total</b>	9	3

## Religion or Belief profile of Bullying, Harassment and Grievance cases

Staff Group	Christian	Buddhist	Hindu	Muslim	Jewish	Sikh	Other	None	Not Stated
<b>Total</b>	6	0	0	0	0	0	0	4	2

## Sexual Orientation profile of Bullying, Harassment and Grievance cases

Staff Group	Bisexual	Gay/Lesbian	Heterosexual	Not stated
<b>Total</b>	0	0	11	1

In the financial year 2019–20, there were 4 disciplinary cases that were investigated by the Service.

The tables below provide a detailed breakdown of these 4 cases.

The total number of cases is too small to warrant comparison with the overall workforce.

### Age profile of Disciplined Staff

Staff Group	17–25	26–35	36–45	46–55	56–65
<b>Total</b>	0	0	2	1	1

### Disability profile of Disciplined Staff

Staff Group	Declared Disability	Declared Not Disabled	Not Stated
<b>Total</b>	2	1	1

### Ethnicity profile of Disciplined Staff

Staff Group	White British/Irish	Any Other White	Mixed	Asian/Asian British	Black/Black British	Not Stated
<b>Total</b>	3	0	0	1	0	0

### Gender profile of Disciplined Staff

Staff Group	Male	Female
<b>Total</b>	3	1

### Religion or Belief profile of Disciplined Staff

Staff Group	Christian	Buddhist	Hindu	Muslim	Jewish	Sikh	Other	None	Not Stated
<b>Total</b>	0	0	0	0	0	1	0	1	2

### Sexual Orientation profile of Disciplined Staff

Staff Group	Bisexual	Gay/Lesbian	Heterosexual	Not stated
<b>Total</b>	0	0	2	2

# Gender Pay Gap Reporting

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 came into force on March 2017. The regulations impose a legal requirement on public authorities, including LFRS, to publish gender pay gap information relating to its employees.

### Gender Pay Gap

The gender pay gap refers to the difference in average pay between men and women working in an organisation. The gender pay gap information must be published on the Authority's (LFRS) own external website as well as a dedicated Government website.

Gender pay gap reporting is different from equal pay reporting although they both deal with pay that women receive in the workplace.

### Equal Pay

Equal pay means that men and women doing the same job must receive equal pay. LFRS pays all staff the same pay grades for doing the same jobs. The pay grades have different pay spinal points and people may be on different levels depending on length of service or the experience they bring to the role.



# Equality Related Training

LFRS provides a range of equality and diversity related training. The training is aimed at different staff in the organisation and is intended to raise awareness of EDI within its workforce.

The following table shows the number of staff who attended ED related training for the financial year 2019–20, and the ED profiles of attendees.

Staff Group	Equality and Diversity Induction & Refresher Training	Bullying and Harassment Training	Equality Impact Assessment	Multi-faith Awareness Workshop
<b>Numbers attending &amp; submitting ED data</b>	39	24	17	1

## Age profile of training attendees

Staff Group	17–24	25–35	36–45	46–55	56–65	66+
<b>Total</b>	2	23	24	27	4	1

## Disability profile of training attendees

Staff Group	Declared Disability	Declared Not Disabled	Not Stated
<b>Total</b>	1	60	20

## Ethnicity profile of training attendees

Staff Group	White British/Irish	Any Other White	Mixed	Asian/Asian British	Black/Black British	Not Stated
<b>Total</b>	71	1	4	4	0	1

## Gender profile of training attendees

Staff Group	Male	Female
<b>Total</b>	51	30

## Religion or Belief profile of training attendees

Staff Group	Christian	Buddhist	Hindu	Muslim	Jewish	Sikh	Other	None	Not Stated	Prefer not to say
<b>Total</b>	32	0	0	0	0	2	1	36	4	6

## Sexual Orientation profile of training attendees

Staff Group	Bisexual	Gay/Lesbian	Heterosexual	Prefer not to say	Not stated
<b>Total</b>	1	1	66	7	6

# Service Data

## Fire Safety Audit

LFRS have a legal duty to monitor and enforce current fire safety legislation. In order to achieve this, an inspection programme based on national guidance, Incident Recording System (IRS) data and local intelligence is formulated each year. This programme is based upon those types of premises identified as presenting the greatest risk of fire, particularly where sleeping risk is incorporated, such as a residential care home or hotel.

The Fire Protection team undertake fire safety audits in premises and this is the first stage of any enforcement activities. Generally, at this stage, only advice is given to the responsible person.

The total number of fire protection inspection activity for the financial year 2019–20 was 502. 266 of these were programmed inspections.

### Fire Protection Enforcement Data for 1st April 2019 – 31 March 2020

Programmed Inspections	Total Number
No of Programmed Fire Safety Inspections	266
Ad Hoc and Follow up Inspections	236
Enforcement activities	
Deficiency Notice	109
Action Plans Issued	89
Enforcement Notices	35
Prohibition Notices	24

The Fire Protection team has set up a system to monitor satisfaction levels against its programmed inspections and this is the third year of reporting on the satisfaction levels. The reporting on satisfaction levels was developed to support and improve on the equality monitoring information that is collected from people responsible for premises where Fire Protection Officers have conducted fire safety audits. This information is collected through an online survey conducted after an inspection.

These changes mean that LFRS is now able to analyse fire protection activities based on the protected characteristics and will provide statistical data to build a picture of which communities are more affected by fire protection activities. The survey will also provide information on the satisfaction levels across all protected characteristics based on those who have responded to the survey.

This year, 79 responses were returned through the survey. This represents a return of 15.7% of all programmed fire safety inspections; increasing from 11.6% last year. This is still lower in comparison to the previous year when the return was 24.3% (63). The tables below provide the statistical data and any findings.

### Age and Ethnicity

The majority of respondents from the fire safety audits were those in the 35–44 (26.7%) and the 45–54 (38.7%) age categories. These are the same age categories as the previous year that are most affected by fire protection audits.

When asked “overall how satisfied were you with the service received” from the Fire Protection team, 85.9% (67) indicated to be “very satisfied”. A further 12.8% (10) indicated to be “satisfied” with the service. One responded with “very dissatisfied” with the service and this accounted for 1.3%. One respondent did not provide a response to this question.

Age Group	Total Number
Not submitted	4
15–24	0
25–34	8
35–44	20
45–54	29
55–64	16
65+	2
<b>Grand Total</b>	<b>79</b>

Ethnicity	Total Number
Any other background	1
White British / Irish	57
White Other	2
Mixed	1
Asian/British	9
Chinese	2
Prefer not to say	1
Not submitted	6
<b>Grand Total</b>	<b>79</b>

In terms of ethnicity, the majority of respondents to the fire safety audit survey were people from a White British/Irish background. This group accounted for 78.1% of all respondents. People from an Asian or British Asian background were the next highest responding group with 12.3% responses. The combined BAME responses accounted for 20.6% of those responding.

### Gender Identity and Religion or Belief

Women accounted for 40.5% of all respondents to the fire safety audit satisfaction survey while men accounted for 59.5%.

Gender Identity	Total Number
Prefer not to say	0
Female	32
Male	47
Transgender	0
Not submitted	0
<b>Grand Total</b>	<b>79</b>

Religion or Belief	Total Number
Prefer not to say	4
Christian	33
Hindu	1
Muslim	8
Jewish	1
Sikh	1
No religion or belief	23
Not submitted	8
<b>Grand Total</b>	<b>79</b>

In terms of religion and faith, the majority of respondents were of Christian faith at 46.5% followed by those without any faith or religion who accounted for 32.4%. People of other faiths accounted for 15.5% of respondents.



## After the Incident Survey

Each year the CFA undertakes an After the Incident Survey. The survey informs the CFA about the quality of services offered to residents of Leicester, Leicestershire and Rutland after a domestic incident.

The survey is done through a questionnaire sent out to all households that accessed LFRS emergency response services. Those responsible in the household are asked a number of questions about their experiences of using LFRS services. Equality monitoring information relating to age, disability, gender and ethnicity is collected as part of the survey and this forms the basis of this section of the report.

In 2019/20 a total of 208 responses to the survey were received; 45% involved a fire, 29% involved a 'Special Service' incident (e.g. animal rescue, flood, medical incident or gaining entry), 6% involved a false alarm, 2% involved a road traffic collision and 17% were classified as 'other' (e.g. triggered carbon monoxide alarms, fuel spillages etc.).

Overall, positive feedback was received in every section of the survey and 100% of respondents (206) expressed overall satisfaction with the service they received from LFRS in response to the question:

**“Taking everything into account, how satisfied or dissatisfied were you with the service you received from the FRS?”**

The following tables provide a detailed breakdown of satisfaction levels by protected characteristics where this information was collected. Survey question results have been reported based on those who provided a valid response i.e. removing the 'don't know' options and no replies. Percentage totals may not add up to 100% due to rounding or multiple-choice questions.

### Age profile of After the Incident Survey respondents

In the period 2019–20, 200 (96.2%) respondents provided their age information in the equality monitoring section. The majority of respondents were aged 35–54 (47%).

Age Group	Under 15	15–24	25–34	35–44	45–54	55–64	65–74	75–84	85+
<b>Total</b>	1	12	30	40	53	29	25	8	2

### Disability profile of After the Incident Survey respondents

Disability Status	Declared Disability	Declared Not Disabled	Not Stated
<b>Total</b>	32	171	5

203 respondents (from the 208 responses) provided information on their disability status, with 16% declaring a long standing illness or disability.

### Gender profile of After the Incident Survey respondents

Gender Identity	Female	Male	Prefer to self-describe
<b>Total</b>	122	85	1

100% of respondents provided information on their gender. 59% of those were female and 41% were male, with one respondent preferring to self-describe.

### Ethnicity profile of After the Incident Survey respondents

Ethnicity	White British	BAME	Not Stated
<b>Total</b>	175	24	9

199 of the 208 respondents provided information on their ethnicity. 14% of those indicated to be from a BAME background.

### Religion or Belief profile of After the Incident Survey respondents

Religion or Belief	Christian	Buddhist	Hindu	Muslim	Jewish	Sikh	Other	None
<b>Total</b>	103	0	5	5	1	2	4	82

51% of respondents reported to follow the Christian faith, while 41% reported no religion or belief. 7% of respondents followed other faiths, with 6 people not declaring their religion or belief profile.

### Sexual Orientation profile of After the Incident Survey respondents

Sexual Orientation	Bisexual	Gay/Lesbian	Heterosexual	Prefer not to say
<b>Total</b>	1	5	182	10

4% of respondents identified as LGB, while 5% preferred not to say. 10 people did not respond.





# Safer Communities

## Home Safety Checks (HSCs)

LFRS undertakes Home Safety Checks (HSCs) for households that are identified as potentially vulnerable to the harmful effects of fire. The Service together with its partners undertook a total of 7274 HSCs across Leicester, Leicestershire and Rutland in the financial year 2019–20.

## Community Safety Activities

In 2019–20 we carried out 1,085 community activities, including in community venues, at fire and rescue stations, on social media and as post incident response.

**Celebrate Safely** — 59 activities including visits to schools, places of worship and local community associations to raise awareness of fire and road safety.

**Vulnerable People** — 291 activities such as talks to carers groups, supporting dementia events, talking to older people and activities with Age UK, visiting food banks

**Minority Communities** — 143 activities — such as talks in Gujarati to older persons' groups, attending local festivals like Belgrave Mela, welcoming new communities like Syrian communities' family day, Leicester Pride, Caribbean Carnival, developing links with the Somalian community.

## Cadets

For the year 2019–20 we have collected EDI data for our cadets groups through Fire Cadet Manager. The data below is based on a total number of 28 cadets.

### Age Profile of Cadets

Age Group	13–16	17–24
<b>Total</b>	16	12

### Disability Profile of Cadets

Disability Status	Declared Disability	Declared Not Disabled	Not Stated
<b>Total</b>	4	20	4

### Ethnicity Profile of Cadets

Ethnicity	White British/Irish	Any Other White	Mixed	Asian/Asian British	Black/Black British	Not Stated
<b>Total</b>	20	0	1	1	1	5

### Gender Profile of Cadets

Gender Identity	Female	Male
<b>Total</b>	16	12

# External Complaints

This is the third financial year that the Service is able to provide statistical data on the equality monitoring information captured from the complaints process that was implemented in January 2017. The new process was implemented as a result of identifying improvement opportunities in how we monitor for equality and satisfaction when dealing with external complaints.

The complaints received by the Service are generally around fire protection issues in public buildings and spaces. In order to understand the nature of complaints and concerns and where they impact on the business, the Service has split the complaints and concerns monitoring into two different areas; complaints and concerns specific to Fire Protection and Enforcement activities and also complaints that relate to everything else that the Service does (general complaints).

## Nature of complaints

LFRS received 19 complaints during the financial year ending 31 March 2020. It is difficult to provide the nature of every complaint received by the Service and therefore for the purposes of equality monitoring the Service has developed four main categories based on the frequency of such complaints. The table below provides the details relating to the nature of complaints received. Complaints that don't fit into any of the three categories identified will be placed in the "other" category.

Nature of complaints	Number received
Driving	3
Recruitment	0
Staff Behaviour	2
Damage to Property	5
Other	9

The majority of complaints received to other incidents and include a range of circumstances. This category accounted for 47.4% of all complaints received by Service.

As part of the improvements made to the process, the Service has included the collection of satisfaction levels following the conclusion of an investigation (where possible) and also the equality monitoring information to help the Service in identifying any disproportionality in the trend of those making complaints. The equality and satisfaction information is collected once an investigation has been completed and the outcome provided to the complainant.

During the relevant period, the service did not manage to collect any information on equality monitoring and satisfaction levels from between 5 and 8 individuals who had raised a complaint. Details against these complaints indicate that staff have made at least three attempts to try and contact the complainant and there has been no response on each occasion.

There were only three individuals that informed the Service that they were not satisfied with the outcome of their complaint and represents 15.8% of the 19 individuals that the Service managed to contact in order to measure satisfaction levels following a complaint.

### Age and Disability

There is a spread within the age range of people making a complaint with the majority (31.6%) falling within the 25–35 and 66+ age groups, although the largest number of complaints came from those whose data was not collected.

Age Group	Total Number
Prefer not to say	0
Under 17	0
17–24	0
25–35	3
36–45	2
46–55	2
56–65	1
66+	3
Not collected	8
<b>Grand Total</b>	<b>19</b>

Disability Status	Total Number
Yes	4
No	15
Not collected	0
<b>Grand Total</b>	<b>19</b>

The proportion of people with a disability making a complaint is 21.1% and 100% of complainants responded.

### Gender Identity and Sexual Orientation

The majority of those making a complaint were men who accounted for 47.4% of all complaints received.

Gender Identity	Total Number
Prefer not to say	0
Female	3
Male	9
Transgender	0
Not submitted	7
<b>Grand Total</b>	<b>19</b>

Sexual Orientation	Total Number
Prefer not to say	0
Bisexual / Gay	0
Other	0
Heterosexual	11
Not collected	8
<b>Grand Total</b>	<b>19</b>

There were no complainants declaring their sexual orientation as LGB, although data was not collected for 42% of complainants.

### Ethnicity and Religion or Belief

The majority (47.4%) of people raising a complaint during the relevant period declared their ethnicity as White British/Irish. This equates to 81.8% of those whose ethnic data was collected. Only two individuals (10.5%) from the 19 complainants declared their ethnicity to be of a Black, Asian or Minority Ethnic (BAME) background.

Ethnicity	Total Number
White British/Irish	9
White other	1
Mixed	1
Not collected	8
<b>Grand Total</b>	<b>19</b>

Religion or Belief	Total Number
Christian	8
Other	1
No religion	2
Not collected	8
<b>Grand Total</b>	<b>19</b>

The majority (72.7%) of those raising a complaint, whose EDI data was collected, were people of a Christian faith. The proportion of those whose faith or religion was not collected is high at 42.1% of those raising a complaint.



# Community Engagement

LFRS is proud of the work it delivers in the community as well as directly helping the public who call upon the emergency response services, these include:

- **Fire Protection Inspections**
- **Home Safety Checks**
- **Community based events**
- **Fire safety talks**
- **Positive Action work**
- **Road Safety presentations**
- **Youth engagement activities**

# Publication

The Annual Equalities Report will be published on the Service's external website at:

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

Copies of the report will be made available to all internal departments and stations, partners, local equality organisations and interested parties upon request.

The Equality Scheme and Annual Equalities Report will be made available in other languages upon request. Please contact our Inclusion Team, using the details at the end of this report, if you require the Annual Equalities Report in an alternative format.

# Compliments and Complaints

To provide feedback about our Service and workforce please visit our website:

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

For information with regards to our complaints procedure, please contact the Service Information Team on the contact details below:

**Service Information Team**  
**Leicestershire Fire and Rescue Service**  
**Birstall**  
**LE4 3BU**  
**Tel: 0116 210 5550**  
**Email: [info@leics-fire.gov.uk](mailto:info@leics-fire.gov.uk)**





**Leicestershire Fire and Rescue Service**

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

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**Fax** 0116 2271330

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

**Status of Report: Public**

**Meeting: Combined Fire Authority**

**Date: 16 December 2020**

**Subject: Service Delivery Update**

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

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

**For: Information**

### **Purpose**

1. The purpose of the report is to update the Combined Fire Authority (CFA) on key Service delivery matters since the CFA meeting on 23 September 2020.

### **Recommendation**

2. The CFA are requested to note the update provided on the key Service delivery matters for the period between August to October 2020, particularly the increased exposure of fire crews to fatalities either through fire related incidents or in support of assisting other agencies, and the support in place for crews following such incidents.

### **Executive Summary**

3. This report sets out the progress; or otherwise, that has been achieved in relation to Service Delivery and provides an overview of the current operational position from August to October inclusive. The subject matter areas that are covered in this report include:
  - Prevention;
  - Protection;
  - Response;
  - Performance;
  - Covid-19 Update;
  - Incidents of note.
4. The current operating environment still provides a challenging period for the Service, due to the impacts of the Covid-19 pandemic. By adapting work routines, delivery of core functions to the local community has continued, including an increase in home safety checks and a successful fire safety prosecution. The Service has also been able to support partners in City and District Councils by undertaking Covid compliance inspections.
5. Performance within the Service remains in line with the previous reporting period, albeit with a slight reduction in On Call availability due to the lifting of the first lockdown, although it still remains higher than previous years. The number of incidents involving fatalities has seen a recent spike during this reporting period with staff welfare being managed through the use of TRiM.

## Background

### Prevention

6. Due to the Covid-19 restrictions both nationally and locally, Leicestershire Fire and Rescue have had to alter their approach to undertaking Home Safety Checks. These changes include the adoption of telephone safety checks, whereby the Service will telephone those members of the community most vulnerable and discuss fire safety, health and wellbeing and make referrals to partner agencies where required.
7. Between August and October inclusive, a total of 2,353 successful safety checks were completed compared to 1,475 in the same period last year.
8. With the inability to hold open days this year, the Service have sought different ways to engage with their communities. One example of this was at Loughborough Station where the crew held a virtual open day streamed live on Facebook. This included demonstrations and a session to allow the community to ask a variety of questions on areas such as recruitment and fire safety. This proved extremely successful with over 22,500 engagements.

### Protection

9. A successful prosecution was taken against a landlord who failed to properly provide or maintain fire precautions which put lives at risk. The property, a block of 70 domestic flats had a history of inadequate fire safety measures dating back to 2014 and despite the continued support from Fire Safety Officers, the landlord failed to address any of the concerns or undertake the required remedial work which left no alternative other than to pursue legal action.
10. This required significant effort from the Fire Protection Team, working in conjunction with Leicestershire County Council Legal Services and a barrister. The landlord pleaded guilty to six counts of risking people's death or injury by breaching fire regulations, despite being previously informed by Leicestershire Fire and Rescue Service that urgent improvements needed to be made to raise fire safety standards on site. The Judge imposed a 12-month prison sentence, suspended for 24 months and ordered the landlord pay more than £146,000 in fines and costs.
11. As part of the same case, the Service also sought to prosecute a former employee of Leicestershire Fire and Rescue Service who was hired by the landlord as a self-employed Fire Safety Advisor to undertake a fire risk assessment of the building. The individual pleaded guilty to failing to identify serious fire safety issues within their fire risk assessment and was subsequently fined £1600, and ordered to pay costs in the region of £8,000.

Response

12. It is worth noting the Service is receiving an increased number of requests to gain entry to premises on behalf of other agencies. This is resulting in crews having to deal with an increased number of fatalities.
13. Between August and October inclusive, Leicestershire Fire and Rescue have attended 21 fatalities at a variety of incidents, to include:
  - a) 3 fire related;
  - b) 2 Road Traffic Collisions;
  - c) 16 Special Services.
14. The monitoring of the crews' mental health and wellbeing after dealing with these type of incidents is being undertaken by a number of managers from across the Service who have completed the Trauma Risk Incident Management (TRiM) training and are supported by the Occupational Health department.
15. TRiM is a trauma-focused peer support system designed to help people who have experienced traumatic, or potentially traumatic, events. Those officers who are TRiM qualified debrief each individual attending a traumatic incident to ensure any intervention is in place at the earliest opportunity.
16. In September, the Service held two 'live fire' exercises at the Fire Service College which involved five appliances and 50 members of staff. These exercises exposed staff to both basement and high-rise fires. The outcomes from the event will now be fed into the operational learning board with a view to cascade it to the whole Service.

Performance

17. Since the lifting of the first national lockdown, On-Call availability has seen a reduction from 82% down to 72%, however this remains significantly higher than the previous year's average of 64%. Wholetime availability is consistent at 98.5%, above the previous year's average of 98.2%.
18. There was a continued sustained reduction in mobilising times for Wholetime and On-Call appliances. In 2018 the time taken for a Wholetime appliance to mobilise was 2.43 minutes, this is now 1.36 minutes. Likewise, in 2018, the time for an On-Call appliance to mobilise was 7.14 minutes, this is now 5.47 minutes.
19. Performance had slipped slightly above the target for reaching life critical incidents in an average of 10 minutes to 10.03 minutes. The majority of failures are related to deliberate fires at HMP Stocken, where there is a longer travel distance. It should be noted however, that these premises have excellent fire protection measures; including misting systems which prevent fire escalation and limit spread and damage.

Covid-19 Response

20. The Service continues to support partner agencies in the response to the Covid-19 pandemic including face-fit testing. This task requires staff to undertake the fitting of personal protective face masks to partners such as those within the care home environment.
21. The Service has seconded four members of the On-Call staff to support the East Midlands Ambulance Service (EMAS). These staff will provide additional support to EMAS until March 2021.
22. Wholetime staff have also provided assistance to City and District Council partners by undertaking Covid compliance inspections. To-date, Leicestershire Fire and Rescue have completed 89 visits of premises to assess their compliance with the Covid regulations.

Incidents of note

23. The following are incidents of note during August – October 2020:

August 2020

Person on fire on scrub land, 1 male casualty aged 35. Fire caused by deliberate ignition of flammable liquid.

September 2020

Flat Fire, Leicester, 1 male casualty aged 95. Fire caused by electrical fault on mobility scooter.

October 2020

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

**Report Implications/Impact**

24. Legal (including crime and disorder)

None identified at this time.

- 25.

Financial (including value for money, benefits and efficiencies)

There are no direct financial implications from this report.

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

None arising from this report.

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

None identified at this time.

28. Environmental

None identified at this time.

29. Impact upon “Our Plan” Objectives

This report sets out relevant developments and performance achieved by the Service Delivery Directorate in pursuance of the objectives set out in Our Plan.

**Officers to Contact**

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