



**SAFER
PEOPLE
SAFER
PLACES**

Annual Report

**Statement
of Assurance**

2017/18

LEICESTERSHIRE
FIRE and RESCUE SERVICE



Contents

4	Introduction
5	Performance and Achievements in 2017/18
6	Priority Area 1: Response
9	Priority Area 2: Community Safety
12	Priority Area 3: Finance
13	Priority Area 4: People
14	Priority Area 5: Governance
15	Priority Area 6: Working Together
16	Efficiency Plan 2016/17 to 2019/20
22	2017/18 Statement of Assurance
27	Assurance Declaration
28	Appendix 1 – Corporate Performance Indicators 2017/18



Introduction

Welcome to our Annual Report 2017/18. This document is split into two parts and has been published to do the following:

1. Provide you with a review of what we did in 2017/18 as well as showing how we have performed against the performance targets we set ourselves;
2. In accordance with our legal and statutory responsibilities, it provides a statement of assurance of how we are delivering our financial, governance and operational services efficiently and effectively

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

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

leicestershire-fire.gov.uk



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Performance and Achievements in 2017/18






All of our priorities and aims were set out in our 'Towards 2020 Corporate and Integrated Risk Management Plan'. This section of the annual report provides a summary of our performance against that plan.

Appendix 1 of the report details our performance against all of our corporate performance indicators, which we use to monitor in-year performance against that of previous years' and benchmark ourselves against other fire and rescue services.

Priority Area 1:





Response

We continue to maintain 20 fire stations and 29 firefighting appliances, there are:

-  **7 Wholetime stations**
-  **7 Wholetime stations with On-Call**
-  **6 On-Call stations**
-  **24 fire engines**
-  **5 tactical response vehicles (TRVs)**




In 2017/18 we attended a total of 8,112 emergency incidents. This represents a 1% increase in operational activity when compared to what we did in 2016/17, but is a 33% reduction compared to ten years ago.


	 Fires	 Road Traffic Collisions	 False Alarms	 Special Services	Total Incidents
What we did in 2017/18	2,271	669	2,937	2,235	8,112
What we did in 2016/17	2,259	694	2,889	2,202	8,044
What we did in 2007/08	4,056	992	5,792	1,264	12,104
% difference between 2016/17 to 2017/18	+1%	-1%	+1%	+1%	+1%
% difference between 2007/08 to 2017/18	-44%	-33%	-49%	+43%	-33%

Performance and Achievements in 2017/18

In 2017/18 we rescued a total of 516 members of the public from emergency incidents. These include; people trapped in building fires, vehicles, water, confined spaces and supporting or carrying people for the ambulance service. In addition to this, we gave evacuation assistance to people at 143 serious fires.

We attended:

 95.9% of life-threatening incidents within 10 minutes

 99.3% of non-life-threatening incidents within 20 minutes

Public satisfaction with our emergency incident response was very high, with 96.5% of respondents to our 'After the Incident' survey rating the service they received as 'satisfactory' or better.

We successfully completed the Integrated Risk Management Plan (IRMP) Delivery Project which included a number of outcomes from the 'Towards 2020 IRMP Consultation'. These included:



Implementation

Implementation of the Wholetime Day Crewing duty system at Market Harborough and Lutterworth fire stations which provides an improved speed of operational response between the hours of 7am and 7pm.

Implementation of the Day Crewing Plus duty system at Wigston Fire Station.

We also completed a project to procure five new TRVs and replace five traditional fire engines with them.



Reduction

Reduction of establishment and removal of a fire engine from Western and Loughborough fire stations.

Reduction in the fire engine ridership from five to four people.



Our Fleet Replacement Project is has supplied 34 new vehicles to replace those nearing end of life and those which were no longer fit for purpose. This included:

- ✓ Seven vans to replace the equivalent number of pickup style vehicles in operational response
- ✓ Three vehicles suitable for the water rescue capability at Southern, Castle Donington and Market Harborough fire stations
- ✓ Six vans for Community Educators
- ✓ Two Fire Prevention Officer cars
- ✓ Two workshops vans
- ✓ One vehicle for Flexi-Duty Officer response
- ✓ 12 station and department vans
- ✓ One vehicle suitable for transporting the Mini Fire Engine, our own vehicles when they breakdown, and our large portable generators



Priority Area 2:



Community Safety

During 2017/18 we carried out 8,406 home fire safety checks as part of our commitment towards improving community safety. Our partners (the British Legion, Hinckley & Bosworth Borough Council and Charnwood Neighbourhood Housing) completed 480 of these. In total, we fitted 5,305 smoke alarms.

We led or took part in 1,778 community safety events. Of these, 162 visits were for FireCare, our young fire-setters programme; and 124 were for our young drivers' road safety project, the Virtual Fatal 4 roadshow.

Our Community Educators visited 331 primary schools to deliver fire and road safety education to 27,249 Year 1 and 5 children.

We maintained three Fire Cadet groups, two in the city and another one in Market Harborough which is a joint emergency services cadets group. We had a total of 106 cadets, aged 13 -17 years.

We also had ten contacts through our FireSkills programme. This course is for the same age group and includes similar activities to the Fire Cadets, but is targeted at young people who may be deemed as vulnerable and/or are at risk of fire-setting.

Targeted education and Fire Control staff challenging potential hoax callers continued to reduce both hoax calls and false alarm calls from Automatic Fire Alarms, improving our efficiency by not wasting time responding to unnecessary call outs. The success of this has meant that we did not send fire engines to 66% of the hoax calls that we received.







We always set a target of zero deaths from fire. Unfortunately, there were ten deaths which were tragically caused by fire during 2017/18. The number of injuries that were sustained as a consequence of fires remained similar to 2016/17, with 36 people affected.

Our Fire Protection activity aims to reduce the risk of fire in businesses and other non-domestic properties. In order to deliver our statutory duties in accordance with fire safety legislation, we carry out inspections, give advice and, where necessary, serve enforcement notices to ensure that buildings are as safe as they should be.

In 2017/18 we completed:

-  259 fire safety audits
-  926 building regulations inspections
-  459 fire safety concerns
-  283 specific inspections
-  19 desk-based inspections
-  212 licensing consultations
-  438 fire safety advice requests

All of this work resulted in the following being served upon businesses or building owners:

-  13 prohibition notices
-  37 enforcement (formal) notices
-  60 action plans
-  68 deficiency notices
-  Three alteration notices
-  19 interim measures

We have embraced social media to deliver our community safety and prevention work. During 2017/18, 642 posts were shared on Facebook, reaching over six million people, with 1.3 million engagements, from followers who either liked, shared, or commented on our posts.

On Twitter, 1,086 tweets were posted, reaching almost three million people, and engaging almost 15,000.

One Facebook post, encouraging people to close their doors in their home at night to reduce the spread of fire, reached almost four million people, and was shared over 20,000 times. This demonstrates the power of social media in getting our messages out to our communities.





Priority Area 3:



Finance

Savings, in the year ending 31 March 2018, were just under £600,000, achieved due to sound financial management in recent years. These savings have enabled us to provide growth in improving operational capacity and resilience. Our usable reserves will be used to invest in projects on the operational estate that will realise long-term savings. By achieving these savings, we are confident that we will be able to deliver an excellent level of service to all of our communities.

We received an unqualified opinion from our auditors on our 2017/18 financial statements. They also reported that our Annual Governance Statement complies with the guidance issued by The Chartered Institute of Public Finance and Accountancy (CIPFA) and The Society of Local Authority Chief Executives and Senior Managers (SOLACE). The audit did not identify any material adjustments and there were no uncorrected misstatements.

Finally, they concluded that we deliver value for money, “We have concluded that the Authority has made proper arrangements to ensure it took properly-informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people.”

We remain one of the cheapest fire and rescue service in England. [Our council tax information leaflet](#) details our income and how we spend it.

In 2017/18 we improved our performance against a key financial measure by processing and paying 98.4% of undisputed invoices within 30 working days.

Priority Area 4:



People

In 2017/18 the number of sickness absences for both our operational and non-operational staff increased slightly from 2016/17 and were over target. The continued increase in mental health related absences remains a concern and will be focused on during 2018/19.

We continued to record health and safety incidents in 2017/18. There were 55 reported injuries, a decrease when compared to 2016/17. There were 41 reported near-misses, which is a slight increase from 2016/17 levels.

We completed a recruitment campaign during 2017 to employ new Wholetime firefighters. Our aim was focused on increasing representation from women and those from black, asian and minority ethnic (BAME) groups as we work towards establishing a workforce that better reflects the make-up of our

local communities. We successfully recruited 25 new members of staff – 21 were male and four female. Five of the new recruits are BAME.

We continued to provide our staff with the equipment, facilities and skills to carry out their roles. We completed the replacement of our specialist hydraulic rescue equipment that is carried on all fire engines. The new equipment is lighter, easier to use and more effective at emergency incidents. We introduced Entonox on all Wholetime stations, allowing us to provide pain relief at emergency incidents.

Annual Equalities Report 2017/18

During 2017/2018 the main focus of our equality work was targeted towards improving internal practices, equality training and increasing the diversity of our workforce through targeted actions and 'have a go days'.

Full details of our workforce profile and our recruitment, retention and promotion activity can be found in our [Annual Equalities Report 2017/18](#).

The report includes statistics on complaints, grievances and disciplines and general progress against delivery of the required actions from the [Equalities Scheme 2018/20](#).

Although the Fire and Rescue Service Equality

Framework has moved away from a defined grading structure, we made significant progress towards embedding equality and diversity within the Service. We have continued to make improvements, capture data and provide education and training to our staff so that we can better understand our communities and respond to their needs.

Priority Area 5:



Governance

As previously mentioned in this report, our external auditors issued an unqualified opinion on our [Statement of Accounts for 2017/18](#).

In addition, the internal audit report from the Head of Internal Audit Services concluded that there is reasonable assurance that the Combined Fire Authority's (CFA) control environment is both adequate and effective.

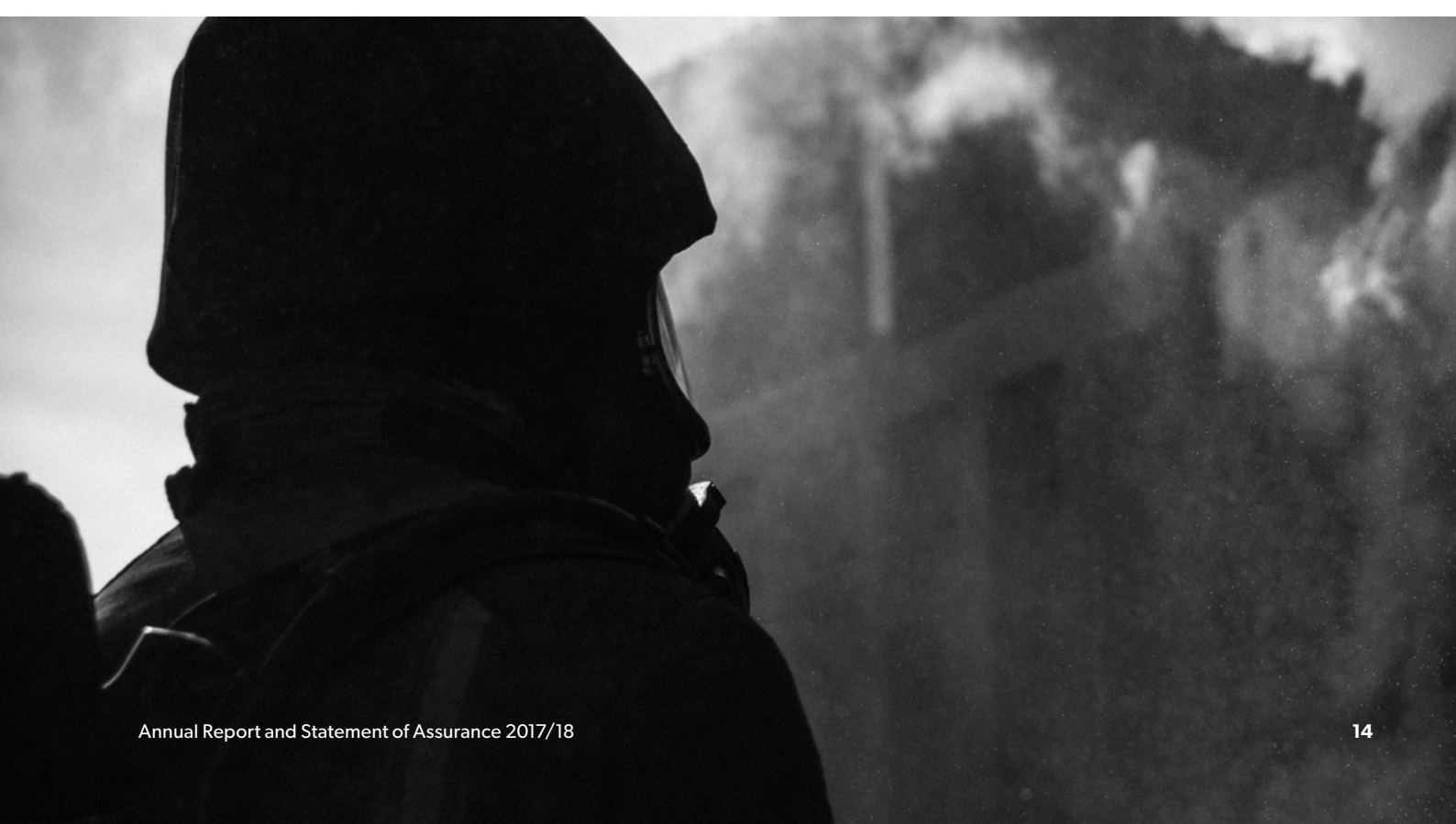
Substantial assurance opinions were received for our General Data Protection Regulation (GDPR) readiness, transparency reporting, risk management framework and key financial systems including payroll and expenses.

Our Combined Fire Authority Head of Internal Audit Service Annual Report 2017/18 can be found on our website.

Following an external review undertaken during September 2017, we have improved our planning arrangements.

Our revised process is more effective and has improved how we monitor progress against our organisational strategies, aims, departmental and district plans. We will continue to review our performance indicators and targets during 2018/19 and introduce more effective methods of measuring our performance.

In 2017/18 we acknowledged 100% of our Freedom of Information requests within five days, and responded to 100% within the statutory 20 working days.





Priority Area 6:



Working Together

The Braunstone Blues project was embedded to manage public service demand in the Braunstone Park area of Leicester City. Excellent relationships have been established between partner services and the local community. The project has been funded by the local Police and Crime Commissioner through to the autumn of 2018.

The extension of Coalville Fire Station to create a hub for all three 'blue light' emergency services has been completed; the Police occupied the building in early January 2018. This will realise financial savings for all partners and will create a blueprint for further collaboration opportunities.

Efficiency Plan

2016/17 to 2019/20

The **Efficiency Plan** was approved by the CFA in June 2016, and was a pre-condition to achieving four-year certainty over our government grant allocation. This is the first review of the plan since it was approved.

The plan itself summarised and collated policies and practices which were already established – it did not, in itself, initiate a new policy direction. The plan set out three ways in which the Service seeks to achieve efficiency, all of which are just as applicable today:

- By working in collaboration with local partners, in order to:
 - Better focus on prevention instead of emergency response
 - Promote a policy of multi-skilling, such that all incident responders can (at some level) meet needs presented; and regardless of whether health, crime or safety needs predominate
 - Secure efficiencies in procurement and back office services
- By promoting an efficient, modern workforce with flexible working practices
- By promoting a culture where efficiency is embedded in all we do

Collaboration

The Service continues to seek opportunities to work with Leicestershire Police, East Midlands Ambulance Service and other local partners to improve community resilience and reduce requirements for emergency response.

The key project, current at the time the plan was approved, was Braunstone Blues. This project has been instrumental in providing a template for partnership and multi-agency working, as well as trialling personnel from each of the emergency services to deliver each others' key messages.

The team has conducted over 2,600 home visits, trained more than 225 residents and Year 8 school children in "life skills"; installed over 190 window and shed alarms and over 700 smoke alarms in residents' homes; and conducted 550 health checks on residents.

The intended outcomes of Braunstone Blues were published in the Efficiency Plan and are listed on the following page together with a comment on delivery:

Planned Outcomes

Identify new models of collaboration and integration between emergency services and other public services.

Result: The team successfully integrated to provide a single point for advice and support on fire safety, security and health and wellbeing. They also organised and supported community activities run by a local voluntary organisation and worked closely with the local authority.

Improve outcomes for communities, and deliver greater efficiency and effectiveness within shrinking budgets.

Result: The team has included three-four members of staff from other agencies who have been trained to deliver fire safety advice in homes. This has resulted in a greater reach than can be achieved by Leicestershire Fire and Rescue Service alone.

Reduce demand on the three emergency services and on other public services.

Result: Whilst overall demand is unchanged, where the team have been specifically involved, it has better directed the demand or reduced it in individual cases. For example, more people now call the NHS 111 number than before the project started. Also, the team have worked with high service users and successfully reduced their demand. They worked with local care homes to improve staff training and change policies and supported individuals into joining community activities.

Reduce risk of harm to residents and communities.

Result: The team carried out over 2,600 home visits and organised or supported around 500 community activities. There are numerous case studies of how the team helped residents, for example: by making the home safer, connecting people back to local groups, running exercise classes and empowering them to take control through the Life Skills programme.

Reduce demand on hospital and local GP services.

Result: The team worked with local GPs to develop 'social prescriptions', a pathway for GPs to refer patients who would benefit from non-clinical input, such as housing improvements, diet and exercise or befriending. In addition, an estimated 550 'health MOT checks' were carried out by the team.

Establish a cohort of expert citizens through the Citizen's Academy.

Result: The purpose of the Citizen's Academy was to train community leaders in helping others to remain safe and secure. This was superseded by the Life Skills programme, which helps people to take control of their lives and make better decisions. Over 225 residents have taken the programme, including 12-13 year olds and feedback has been very positive including:

- 89% of attendees on the post-course survey answered that they felt they were a valuable person
- 85% of attendees on the post-course survey felt that they could change their community for the better
- 94% of attendees on the post-course survey stated they were capable of improving their lives

A key project in the plan was the Emergency First Responding (EFR) programme. During 2017/18 we assisted East Midlands Ambulance Service (EMAS) by responding to 514 incidents.

A number of shared services/accommodation initiatives were also identified which remain current. The extension to Coalville Fire Station was in progress at the time of the plan, and is now complete. The Police are occupying part of the station, and EMAS plan to do so.

New examples of collaboration include:

- Work with Derbyshire, Nottinghamshire and Northamptonshire fire and rescue services on national operational guidance to standardise working practices
- Collaboration with Derbyshire fire and rescue services on fire and rescue investigation

The Efficiency Plan identified the need to utilise specialist procurement skills the organisation does not employ. The proposed review of procurement in conjunction with Leicestershire Constabulary is now complete, and led to a more in-depth review from Leicester City Council. This resulted in new Contract Procedure Rules, and delivery of training. Leicester City Council continues to provide support on specific procurement exercises, most recently the replacement of fleet vehicles.

The plan identified ways in which the Service was sharing services with the City and County Councils. Since that time, human resources support has started to be provided by Leicester City Council.



Efficient, Modern Workforce with Flexible Working

The Service continues to seek ways to improve operational efficiency, by:

- Modernising crewing arrangements
- Making use of the latest, most efficient firefighting equipment
- Reducing back office and management costs, where it is safe to do so

Since the plan was approved:

- Planned introduction of the Day Crewing Plus duty system at Wigston Fire Station has been completed
- Upgrade of two fire stations from On-Call to Wholetime status is now complete
- Use of the flexible switch crewing arrangement for the aerial ladder platform (ALP) at Central Fire and Rescue Station is now embedded

- Reductions in the numbers required in a standard crew have been achieved
- The proposed review of the vehicle fleet has been completed, and savings made
- The proposed acquisition of five new tactical response vehicles has been completed, two more will be acquired as part of the 2018/19 fleet replacement plan

Efficiency savings of £350,000 required by the medium-term financial strategy (MTFS) have nearly all been achieved, with £87,000 remaining to be achieved in the next MTFS (February 2019).



Culture

The plan identified that embedding efficiency is key to ensuring the right culture.

Since the plan was approved:

- Plans to delegate responsibility for specifying the new TRVs to a working group of firefighters successfully came to fruition
- The Service continues to encourage staff to think innovatively. Examples of service improvements, which have resulted from staff initiatives, include the equipping of appliances with pain-relieving gas, and a ground-breaking initiative to use 360° virtual reality to improve road safety practices

Management continues to lead the Service's commitment to equality of outcomes, and is in the process of putting together five new staff forums to help the Service meet its public sector equality duty.

Finance

The authority's financial outlook, reserves policies and approach to risk are more particularly described in the MTFS. The current strategy was approved in February 2018.

The efficiency plan particularly noted the following:

- Greater certainty provided by the multi-year settlement would enable the authority to reduce its level of general reserves – this happened in the 2017/18 budget, when general reserves were reduced from £3m to £2m
- £1.8m had been transferred to a new reserve, to help deliver transformation. The reserve now stands at £5.7m and is a key element in our strategy to deliver long-term financial sustainability
- The setting up of a new capital fund in order to cease leasing appliances. Since 2016/17, all capital expenditure has been financed from the capital fund, and cessation of leasing has enabled the authority to make annual savings which are on course to reach £0.6m by 2019/20

The current MTFS commits the Service to use the transformation monies for its estates plan, with a view to achieving greater efficiency in the use of operational assets.

2017/18 Statement of Assurance

Operational Assurance

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

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

This section provides assurance that our services are delivered in line with our statutory responsibilities.

To meet the requirements of the Fire and Rescue Services Act 2004 and the National Framework, we publish an **integrated risk management plan (IRMP)** that identifies and assesses all foreseeable fire and rescue-related risks.

Our risk identification and monitoring processes take into account historical incident data and trends, demographic data and local development strategies. We have a community risk model (CRM) to show where in our area there is a higher likelihood of incidents occurring. We also have regard to our local resilience forum **community risk register** as well as national risks, and arrangements are in place with our neighbouring fire and rescue services for mutual assistance in response, intervention and fire investigation. All of this information is used to help make decisions on where our resources are best placed according to risk, and to make proposals for any changes.

By combining the IRMP and the corporate plan, we have one plan for responding to all of the risks and challenges facing our local communities, as well as to the organisation itself. All of our corporate and IRMP objectives, and performance targets will be updated each year.

Our five priorities (safer communities, response, finance and resources, people and governance) each have a new strategy that provides more detail on our approach and how we will achieve each of our aims. They underpin our planning framework and will guide us until 2021.



Financial Assurance

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

In line with the [Accounts and Audits \(England\) Regulations 2015](#), we publish our [statement of accounts](#) annually. This document sets out the costs of providing our Service for the financial year 2017/18 and can be found on our website. It includes information on income and expenditure, a balance sheet and cash flow statement and pension fund statement.

Our draft statement for 2017/18 was published on 31 May 2018. Regulations state that the final audited accounts must be published with the audit opinion and certificate and be approved by CFA by 31 July each year. This year approval was gained on 25 July 2018.

In February 2018 we published our [capital programme](#) and [budget strategy](#), setting out our spending plans up until 2021. This is effectively our medium term financial plan (MTFP). The strategy clearly links with, and costs out our planned actions from, our corporate plan and IRMP.

We have addressed the new statutory requirement to publish [gender pay gap](#) information by publishing the detail before the required date of April 2018.



Assurance

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

Our AGS for 2017/18 is signed by the Chair of the CFA and the Chief Fire and Rescue Officer, and was approved by the CFA at its meeting on 25 July 2018.

We are committed to being open and transparent to the public. Part of this includes meeting the [Local Governance Transparency Code 2015](#) where we are required to publish certain information on a regular basis. All of the transparency information can be accessed via our website.


Health and Safety

The Health, Safety and Welfare Committees have been constituted under Section 2 (7) of the Health and Safety at Work Act etc. 1974, and the Safety Representatives and Safety Committees Regulations 1977. The committees enable permanent communication between staff and management to ensure the health, safety and welfare at work of staff within the Service.

We acknowledge our legal duty and seek to embrace this joint working approach.

This process helps our managers liaise with the workforce and ensures that we have a thorough picture of the management of health, safety and welfare within the Service through the leadership of the committee structure.

The organisational structure of the main consultative committees is:

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

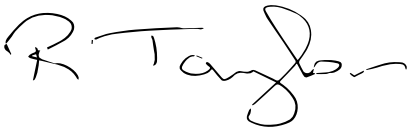
Under these committees we evaluate risks, and proactively plan for the management of hazards and risks. This improves our ability to predict the likelihood of emerging risks and therefore aim to prevent them from occurring in the first place.



Assurance Declaration

This statement of assurance informs and assures our communities and other relevant stakeholders that we are meeting national operational, financial and governance requirements; and declares that we are meeting the requirements set out in the Fire and Rescue National Framework for England.

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



Rick Taylor

Chief Fire and Rescue Officer



Nicholas Rushton

Chair of the Combined Fire Authority

Appendix 1



Corporate Performance Indicators 2017/18

Key	Over 10%	Outside target range (positive)	10% within target	Within target range	Over 10%	Outside target range (negative)
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Key	Improvement in performance	No change in performance	Decline in performance
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Ref	Key Corporate Indicator	Actual	Compared to target	Compared to same period last year	Compared to same period average over three years
KCI 1	The number of emergency incidents				
1.1	Number of primary fires	1,273	+4 (1,269)	-11 (1,284)	+1 (1,272)
1.2	Number of secondary fires	998	+25 (973)	+23 (975)	+24 (974)
1.3	Number of RTCs attended	669	+11 (658)	-25 (694)	+9 (660)
1.4	Number of other emergency special services attended	2,235	+61 (2174)	+33 2,202)	+674 (1561)
1.5	Number of false alarm calls from AFAs attended (domestic and non-domestic)	1,714	-13 (1,727)	-3 (1,717)	-291 (2,005)
1.6	Number of deliberate primary fires	415	-7 (422)	-44 (459)	-7 (422)
1.7	Number of deliberate secondary fires	494	-12 (506)	+2 (492)	-5 (499)
1.8	Number of accidental dwelling fires	372	-20 (392)	-37 (409)	-21 (393)
1.9	Number of emergency first responder incidents	514	-103 (617)	-112 (626)	N/A
5.4	Number of hoax calls received	343	-11 (354)	-30 (373)	-46 (389)
	• Number of malicious false alarm calls we did not respond to	226	-11 (237)	-33 (259)	-46 (272)
	• Number of malicious false alarm calls we did respond to	117	-0 (117)	+3 (114)	0 (117)

Ref	Key Corporate Indicator	Actual	Compared to target	Compared to same period last year	Compared to same period average over three years
KCI 2	The number of deaths and injuries resultant from fires and road traffic collisions (RTC)				
2.1	Number of deaths from primary fires	10	+10 (0)	+4 (6)	+5 (5)
2.2	Number of non-fatal casualties from primary fires	36	-1 (37)	+1 (35)	-1 (37)
3.1a	Number of people killed (in RTC) during the calendar year (Jan to Dec 2017)	20	-17 (37)	-16 (36)	-17 (37)
3.1b	Number of people seriously injured (in RTC) during the calendar year (Jan to Dec 2017)	270	+22 (248)	+46 (224)	+22 (248)
KCI 3	The level of emergency response service provision				
4.1	The % of life-threatening emergency incidents attended within a maximum of 10 minutes	95.9%	-1.1% (97.0%)	-0.6% (96.5%)	+0.7% (95.2%)
4.2	The % of non-life threatening incidents attended within a maximum of 20 minutes	99.3%	+0.3% (99.0%)	-0.1% (99.4%)	0.0% (99.3%)
5.14	The % availability of On-Call fire engines	58.4%	No Target	-9.7% (68.1%)	N/A
5.15	The % availability of Wholetime fire engines	99.5%	No Target	+0.3% (99.2%)	N/A
FPI 3	The % of fire safety audits that result in action plans and enforcement notices	35.9%	+17.9% (18.0%)	+13.4% (22.5%)	N/A
KCI 4	Capacity, staff and availability				
9.6	Average number of days/shifts lost to sickness by operational staff	6.53	+1.53 (5.00)	+0.18 (6.35)	+2.21 (4.32)
9.7	Average number of days/shifts lost to sickness by support staff	11.67	+3.17 (8.50)	+0.29 (11.38)	+2.62 (9.05)

Note: Deaths from primary fires includes any fatal casualty, which is the direct or indirect result of injuries caused by a fire incident. Includes both accidental and deliberate fires.



**SAFER
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