

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



# Annual Report and Statement of Assurance

2023/24



 **SAFER  
PEOPLE  
SAFER  
PLACES**



# Our Purpose

At Leicestershire Fire and Rescue Service (LFRS), our purpose is:



**SAFER  
PEOPLE  
SAFER  
PLACES**

This document provides a summary of our performance between April 2023 - March 2024 in pursuit of our purpose.

It highlights our key achievements against each of our five strategies which are detailed in our corporate planning document 'Our Plan'.



## Our Strategies

- ! Response Strategy
- 🏠 Safer Communities Strategy
- £ Finance and Resources Strategy
- 👤 People Strategy
- ✓ Governance Strategy



# ! Response

Aim – Respond effectively to incidents



In 2023/24, we attended a total of **9,345** emergency incidents, which included:

 **2,087** fires

 **787** Road Traffic Collisions (RTC)

 **3,389** fire alarms

 **3,082** non-fire incidents

We rescued a total of **1,856** members of the public from incidents. Unfortunately, there were **5** fire related deaths.

**68%** of **120** people trapped were extricated within 30 minutes.



The total average response time to life threatening incidents was **11 minutes 43 seconds**.

Fire engines and firefighters used flexibly on over **4,563** occasions by moving them from their usual base to another location when other fire engines were committed to incidents, undertaking training events or community engagements, to provide an operational response.

Utilised On-Call staff (Fire engine crewed by employees who are available to respond to emergency incidents from home or work, alerted by a pager.) on **333** occasions to provide cover at Wholtime Stations when there were crewing deficiencies, for reasons such as; sickness or training events.

**1,033** community safety activities engaging with members of the public, this included delivering road safety education packages, virtual reality training and community interactions.





82.10% fire engine availability  
98.14% Wholetime and 65.17% On-Call.



The average Wholetime response time to mobilise was 1 minute and 44 seconds.



The average On-Call response time to mobilise was 6 minutes and 23 seconds.

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**286** After the Incident (ATI) questionnaires received of which:

**98.7%** were satisfied with the initial contact.

**100%** rated the service received as 'satisfactory' or better.

**99.6%** said the first fire engine arrived as 'expected' or 'quicker than expected'.

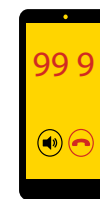
**100%** felt informed during the incident.







Leicestershire Fire and Rescue Service



**21,296** 999 calls received.



**5.12 seconds** average time for 999 calls to be answered.



**2 minutes 26 seconds** average time to send a fire engine to life risk incidents.



**86%** of 999 calls were answered within 7 seconds.

Hinckley Fire Station successfully transitioned away from the Day Crewing Plus (DCP) duty system to a 12 hour shift Self-Rostering duty system, still providing cover at the station for 24 hours a day. Hinckley is the second of six stations to transition as part of the DCP exit plan with Oakham and Wigston later this year and Birstall and Castle Donnington in early 2025.

The National Fire Chiefs Council (NFCC) new Direct Entry Programme to attract Station Manager level candidates new to the fire service sector was introduced. Leicestershire were one of five services nationally to engage in the opportunity. Due to the quality of the external applicants and their skills obtained in previous employment, LFRS decided to employ two Direct Entry candidates: Joe Warren and Michelle Barnes, both have commenced their three-year programme which will see them to become operationally competent.

During September, a rope rescue team from Leicestershire competed at this year's United Kingdom Rescue Organisation Festival of Rescue in Lincoln. The team of five competed over two days against 11 other teams with two being international Services from Dublin and Romania. The teams were scored for their technical, command, and trauma care ability with the LFRS team

finishing 3rd overall and the team leader Pete Nicholls taking 3rd place for best Incident Commander.

Eastern Green Watch attended an over the border exercise with Nottinghamshire Fire and Rescue Service involving the use of the High-Volume Pump to supply water to two Leicestershire appliances supplying multiple jets. The exercise displayed the collaboration opportunities taking place to strengthen relationships between neighbouring Services and the sharing of best practices.

Now in its 45th year, Trumpton, The Mini Fire Engine which accompanies Santa, fundraising around Christmas time continues to go from strength to strength raising thousands of pounds for local charities and good causes each year within the Melton area. The team covered nearly 60 miles walking over 300 streets of Melton and Asfordby resulting in a record breaking £10,000 being raised. The Committee held its annual presentation evening at The Royal British Legion in Melton where they heard from each of the beneficiaries about the outstanding work, they all do to help support community projects and local good causes within the town, and how the funds donated would be used.



Fire stations continue to be a source of education and information. To encourage community awareness, firefighting staff often facilitate visits from: clubs, groups, schools and individuals to stations to participate in activities to improve their knowledge of fire and rescue incidents and how to prevent them. This year across our stations we have welcomed:

- Scouts, Guides, Squirrels, Beavers and Cubs groups
- Individuals with educational needs who have an interest in fire engines
- Existing firefighters from abroad (Mauritius and Columbia)
- People seeking work experience or assistance with university courses and dissertations
- Advice to people seeking careers in the fire and rescue service
- Visits from CFA members and local dignitaries
- The LGBTQIA+ community for breakfast before the local Pride Event.
- Retirement home residents to say thank you for the work we do which helped build relationships within with community
- Freedom Youth Homeless people - 15 refugees educated in fire safety and recruitment.

Most stations have open days are usually well supported by the public and are successful from a fund-raising perspective. It's a great opportunity for the Service to educate attendees on fire safety and road safety, but also an excellent opportunity to build relationships and show people what other activities are undertaken within the Service. A range of charities are supported and benefit from the money raised. The Fire Fighters Charity which it there to support current and former

operational and support staff is a significant beneficiary.

Members of staff from Kibworth Station donned full fire kit whilst climbing Ben Nevis in a bid to raise £1,345; £1 for each metre to the summit of the Scottish mountain. To date, £2,186 was raised for both The Fire Fighters Charity and The Well, a registered charity that operates as a foodbank, cafe, and a pre-loved shop in Kibworth.

It had been recognised that operational firefighters had received limited exposure to hot fire and basement training. In order to address this gap, training was sourced with an external training provider. From 2022 through to 2024, courses were held at Northamptonshire FRS training facility in Chelveston. The courses were delivered by qualified instructors from LFRS. During this time period a total of 340 operational firefighters have had the opportunity to experience basement training in a realistic scenario. 32 courses were completed at the facility. Courses are attended by Wholetime and On-Call Firefighters.

During 2024 the focus of training will be on compartment firefighter training. The training will take place at the facilities which LFRS have at Kendrew Barracks, Rutland.







Other courses facilitated by the Training and Development (T&D) Department included:

- **51** On-Call training courses, covering all firefighter core skills
- **11** Wholtime conversion courses for breathing apparatus, road traffic collisions and ladder usage
- **133** driver training, arial ladder platform and turntable ladder courses
- **55** Incident Command courses covering initial training, revalidation and development
- **24** breathing apparatus re-accreditations
- **18** Water Awareness courses
- **13** Rope Rescue courses.

Community safety events are commonplace within the regular activities of firefighters. Many visits are completed every year, just a few examples are highlighted below:

A community safety event at The Edge in Melton Mowbray providing fire safety and road safety advice to adults and children.

Attended the Grove Primary School and educated children and staff in fire and road safety, smoke detectors, and gave a general understanding of fire service roles and equipment.

Hosted a road safety event at Melton Station. Working alongside partner agencies and carried out two RTC demonstrations in a multi-agency scenario. Engaged with 200 people, giving advice on road safety.

At Ab Kettleby summer fayre, LFRS engaged with 150 members of the local community, gave a tour of the appliance, provided fire safety advice

and spoke about our role in the community.

Attended Park Lane Nursery as part of their 'people who help people' week. The crew did a show and tell on the appliance and spoke about what the LFRS does.

Joint community safety activity with the Police. Targeted the area around Melton Skate Park after a number of deliberate fires. Engaged with numerous youths and educated on fire setting.

Set up new schools focus groups to share and act on community safety information, due to concerns from the Police over children and teens swimming at local open water sites. Corporate Communications have also made What3Words posters for local open water areas.

Home-schooled children from the Muslim community attended Eastern Station to meet staff and community educators who provided fire safety advice.

Received great feedback from students and staff following a fire service talk at Forest Way School for a group with varied learning needs.

Visited the Feel Good Café at the Marlene Reid Centre. Excellent feedback was received following this visit from the Enrych Charity partner. All attendees had a great time and this generated Home Safety Checks (HSC's) to at risk individuals within the community.

Successful event held to support a local food bank with the 'Fill the Fire Engine' campaign.



Used a pumping drill to help Lubenham In Bloom by cleaning the road outside a local beauty spot.

Helped at the retired fire service members BBQ, listened to old and new stories and showed people how equipment has changed.

Attended an incident and went back the next day with toys for a refugee child who didn't have any.

Continued with our pop-up fire stations with members of the public at Stretton Community Hub.

Attended Uppingham Church of England Primary School and gave fire safety education to pupils who were studying the Great Fire of London.

Held a community safety event at Brookside Gardens to reduce unwanted fire signals and engaged with the elderly and vulnerable residents.

Continued with the problem parking campaign in Leicester City, which highlighted the response capability issues with inconsiderate parking. The engagement also generated numerous HSC opportunities.

Conducted tyre safety events at Kibworth and Fleckney Co-ops. Educated drivers on road safety with the use of the Hazard Express road safety awareness vehicle.

Attended the Greenacres site with 'Travelling Forward' to build community relationships and raise awareness of fire safety.

Exercised with Bosworth Gliding Club, tested procedures and our site-specific

risk information in the event of an incident.

Attended the Limes Care Home for a HSC event, interacted with residents and carers.

### Collaboration Events

Attending and provided input at a multi-agency detection, identification and monitoring exercise held at the joint training centre in Ripley, Derbyshire

Worked with Leicestershire Partnership NHS Trust Falls Prevention Service. Direct contact with 200 elderly members of the community since it started in 2018 resulting in a great opportunity for positive community engagement and the ability to carry out plenty of HSC's.

Anti-Social Behaviour Week multi-agency patch walk conducted around Smedmore Road, arranged through the Joint Action Group.

Community initiative with the Police, Council and Housing at Aikman Avenue flats following fires in March. Worked with the Joint Action Group to complete over 100 HSC's.







Collaborated with local Police and Leicester City Council regarding deliberate grass fires on Braunstone Park. The Council collected loose grass from the park to try and prevent deliberate ignition.

Attended the Air Ambulance family fun day at Leicester Racecourse. Interacted with 300 members of the public.

Participated in the recently created Rutland Water multi-agency forum. Planned an exercise at the aqua park to reduce anti-social behaviour, drink driving, and fire and rescue incidents.

Undertook a Joint Emergency Services Interoperability Principles cross border event at Hanson Cement with Lincolnshire FRS.

Participated in a multi-agency water rescue exercise held at Saddington Reservoir.

Engaged with a local thatch roof company to learn techniques for deconstructing a thatch roof to assist in resolving fire incidents of that nature.

Attended a multi-agency partnership event at Hinckley BID motor show with the Police and the LFRS Road Safety Team to provide road safety advice.

Delivered a presentation and demonstration of water rescue training to the Bradgate Park rangers to assist them in keeping people safe.

The Service worked with Cadent to promote carbon monoxide awareness during HSC's. Cadent donated 500 carbon monoxide alarms, which were given out to vulnerable people.

Carried out an exercise with the National Police Air Support Unit to learn about the emergency procedures.

Worked with the Youth Justice program SAS (Safety and Survival) to improve the session we currently provide for youth offenders by making it more interactive and varied.

Attended Leicestershire Police shift training days over a 10-week period, and presented information around command structure, appliances, types of incidents, road and water safety, and how we can work together.

Provided partner agency personnel with an awareness of the key changes to the revised Marauding Terrorist Attack Joint Operating Principles (MTA JOPs) Edition 3 2023 and a reinforcement of those principles. The collaboration took place between LFRS and the Police to deliver the training to 45 Level 2 commanders in a multi-agency environment.

Worked with Rutland Health Housebound Review group to identify vulnerable people and refer people for HSC's.

Engaged with key stakeholders, including: the Governor, Senior National Fire Safety Advisor, National Lead for Fire Safety, Health and Safety Fire Advisor and the Head of Business Assurance at Stocken Prison to reduce calls and priority 1 incidents.

Facilitated two-way data sharing between LFRS and the Police to provide intelligence and reporting on arson and deliberate fires.



## Community Appreciation

During the past 12 months there were multiple compliments received from members of the public in relation to operational response. A selection of these are listed:

A local family visited the Station during the open day to personally thank the crew and deliver a handmade card. The crew had attended an incident at Cedars Academy and carried their wheelchair-bound grandfather down the stairs because the lift was broken.

A thank you card was received for the successful rescue of a muntjac deer from a resident's garden.

Cards and pictures were sent from local schools. Children and teachers gave praise for fire safety visits.

Thanked and praised for the risk-based exercise carried out at Loughborough College.

Chief Fire Officer accepted a thank you note and a donation to The Fire Fighters Charity following a barn fire.

Charnwood Borough Council sent thanks for the LFRS flood response following storm Henk.

Melton Bowls Club sent thanks for a visit which engaged with over 20 individuals about fire safety in the home and received a number of HSC requests.

Complemented for our attendance at the St Matthews Big Local Parks Day. The enthusiasm and energy displayed by the team were 'truly infectious'. It was heartwarming to see everyone come together to celebrate as a community.

The Police came in to personally thank the crew who assisted at an incident where a firefighter and four Police Officers were set on fire.

Attended Marriot Primary School for a fire safety visit. Following this over 60 letters and drawings were received as a thank you.

Received pictures of appreciation from Congerstone Primary School following a visit. The topic being studied was "people who help us".

International Search And Rescue Watch Manager (WM), Steve Willatt attended number 10 Downing Street to receive a message of thanks for the participation of LFRS staff in the deployment to Turkiye following the earthquakes. Team members have also undertaken a deployment to Morocco and a training exercise in Singapore.







# Safer Communities

Aim – Fewer incidents with lower impact

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Leicestershire Fire and Rescue Service

# 14,823

successful Home Safety Check (HSC) visits of which:

- 10,174 by Stations
- 4,121 by Community Educators
- 502 by Partners
- 26 by other means.

Referral method:

- 4,502 post incident response
- 3,681 partner referral
- 3,237 Community Safety Educator (CSE)/Station
- 1,314 public request
- 1,084 inspection programme
- 499 event/campaign
- 506 other.

Delivery method:

- 8,997 face-to-face in the property
- 3,824 telephone
- 864 visit
- 846 revisit in person
- 292 other.

# 244

HSC's as part of our Vulnerable Person intervention

# 1,224

returned HSC evaluation questionnaires.

# 99.9%

of 1,079 people were satisfied with the initial visit.

# 100%

of 145 people were satisfied with a repeat visit.





**4,894** smoke alarms supplied and fitted, plus **220** deaf alarms.



**469** carbon monoxide detectors supplied and fitted.



**263** primary school visits, meeting **22,458** children.



**69** schools/colleges received the Fatal Four Road Safety presentation.

**43** BikerDown courses were delivered.

**117** community events with the Hazard Express/VR headsets/Fire Bike.

**116** people on average attended each of these events.

**9,962** routine fire hydrant inspections.

**395** water riser inspections completed at tall buildings.

As part of Community Safety's home safety partnership with Warm Homes, we acquired a small amount of electric heaters and heated seats. The aim was to provide a temporary heating solution to the most vulnerable in our communities, where they had no access to any means of keeping warm.

Following a review of the HSC literature, working with the Corporate Communications Team, a new Fire Safety booklet was completed and is available for community distribution. The content includes emerging risk information from e-cigarettes, emollient creams, and lithium-ion batteries.

A domestic fire risk training presentation was produced and rolled out to partner agencies. The objective was to increase the understanding of domestic fire risk and risk identification within the home. The training consisted of a module on the process of HSC referral pathways for partners, with the overall outcome leading to an increase in high quality referrals into the Service.

The revised and refreshed Joint Arson Strategy was signed by LFRS and the Police which reinforces the partnership work undertaken to tackle and report on arson.

Safeguarding training revalidation continues (over 85% of our staff are fully trained). Evaluation surveys have now been included to inform future sessions. Improved referrals to partner agencies is occurring because of the training.

The safeguarding activities in the community include the attendance at various Leicester, Leicestershire and Rutland (LLR) subgroup meetings and a development day which was also attended by members of the Safeguarding Action Board for LLR.

LFRS established and held the first NFCC hoarding group as well as NFCC fire safety practitioners' monthly meetings.







Leicestershire Fire and Rescue Service

Diverse outreach efforts, including school visits, public events, and fire cadet programs reflect a comprehensive approach to community safety. These initiatives not only raise awareness but also foster positive relationships with community members, promoting a culture of safety and cooperation. This year they have included:

- **58** Key Stage 1 and 2 school visits (5,875 students)
- **71** schools visited Warning Zone (3,086 students)
- Supported events promoting candle and diva advice through Celebrate Safely such as Diwali which attracts over **30,000** people
- **21** Fatal Four presentations and short courses such as Youth Justice individuals attending a Safety and Survival course
- Coalville and Western Fire Cadets continue to run successfully, promotion progress continues to reopen Central Station Cadets
- The monthly hoarding peer group continues to develop
- New graphics and video series covering lithium-ion battery risks reached 52,899 people.

**55** personal injuries and **99** near misses dealt with by Health and Safety (H&S).

**39** vehicle collisions reduced from **61** last year, with 75% between 0-15mph.

As part of the ongoing improvement and development of the H&S reporting system, the platform is now a place to report physical injuries or incidents, and it also allows the recording of incidents that involve threats to our staff.

As a general summary of H&S department business as usual activity, this year the department has undertaken:

- **555** driver license checks via our third-party supplier
- Reviewed **506** online Display Screen Equipment assessments
- Resolved **934** general H&S related issues referred in
- Five individuals have been supplied with additional specialist equipment to support their specific needs
- Four further National Examination Board in Occupational Safety and Health (NEBOSH) General Certificate courses completed



## Fire Protection carried out:

**496** fire safety advice requests.

**771** fire safety concerns.

**643** building regulations inspections.

**1,268** fire safety audits.







**328** of these were follow up audits.

 **245** licensing consultations.

 **372** specific inspections.

 **175** desk-based inspections.

All of this work resulted in the following being served:

-  **151** action plans
-  **5** interim measures
-  **42** prohibition notices
-  **64** formal enforcement notices
-  **255** deficiency notices
-  **17** alteration notices.

**253** surveys completed with **99%** satisfied with the service provided.

Fire Protection implemented new processes to close actions from the Grenfell and Manchester Cube incidents. These closures enhance fire safety procedures and adhere to regulatory changes, particularly the Fire Safety England Regulations 2022. It also ensures engagement with the Responsible Persons for building safety to address systemic issues.

The Building Safety Regulator (BSR) registration of in scope occupied buildings deadline was 1 October 2023 (12,300 buildings registered). A breakdown of these for the East Midlands has been obtained to ensure that the Service remain aware of the issues within LLR. Audits will continue to be conducted at all higher risk buildings over the next three years as part of our Inspection Programme.









Social media provides Leicestershire Fire and Rescue Service with an instant communication channel to a large volume of people and is seen as a cost-effective and easy way of communicating safety messages to our communities. It is used to share experiences for others to learn from, including sharing photographs from incidents and behind-the-scenes footage of the Service, which our communities would not otherwise see. It is also used to support recruitment and generate interest in the Service.

 **16.4k** followers on our corporate Facebook account.

 The corporate LinkedIn page received **5,480** page views and **52.9k** impressions.

**1.07 million** people were reached, in total **97,957** visited our page.

 The use of Nextdoor was introduced to the Service in April 2023. There are currently **150.3k** residents across Leicester, Leicestershire and Rutland registered on this platform. Over the period of a year we have shared 103 posts and received **846k** impressions.

 **10.6k** Twitter (X) followers

**Highlights from key campaigns and incidents include:**

**47k** engagements from followers who either liked, shared or commented on our corporate posts, reaching over **1 million** people.

Saffron Road, South Wigston – During this incident, five Facebook posts were shared, which reached **123.3k** people and four Twitter (X) posts reached **135.3k** people.

 **1.5k** followers on our corporate Instagram account.

E-Scooters and e-bikes – 23 posts were shared across NextDoor, Instagram, Twitter and Facebook, reaching **52.8k** people, receiving **536** engagements.

**12.3k** engagements from accounts who have either liked, commented, shared or saved our posts, reaching over **266k** people.

Celebrate Safely – Between October and December 41 posts were shared on Facebook, Instagram, Twitter (X) and Nextdoor, sharing safety advice and guidance. In total we reached **334k** people and engaged with **28.5k** of them.

 **12.5k** followers on our corporate TikTok account.

Storm Henk – In total 43 posts were shared on Facebook, Instagram, Twitter (X) and Nextdoor, providing advice and guidance. In total we reached **360.6k** people and engaged with over **15k** people.

**66.6k** views across all posts.



To ensure we continuously improve the service we provide to our communities, opportunities are explored to improve response times and appliance/crewing availability. A 12-month trial which commenced this year saw the introduction of the two Variable Response Vehicles (VRVs) at Market Bosworth and Wigston Stations. The trial is to assess the suitability of the vehicle as a long-term replacement for the current Tactical Response Vehicles (TRVs). The VRVs will remain at their current location for six months. At which point they will be relocated to Central and Uppingham Stations to fully evaluate the flexibility the vehicles offer.

Market Bosworth has had an increase in availability from a 2022-2023 figure of **66.73%** to **73.37%**. During November 2023 to January 2024 availability was consistently at **90%**. Wigston On-Call availability during January 2024 has increased to **67.88%** from **39.65%** in 2022-2023.

Alongside carrying them on all fire engines, we have now installed external defibrillators located at the following stations: Lutterworth, Hinckley, Market Harborough, Kibworth, Billesdon, Wigston, Southern, Western, Ashby, Coalville, Eastern, Loughborough, Shepshed, Oakham, Uppingham, and Market Bosworth.

October 2023 saw the go live date for the new Service workwear, all operational staff and selected non-operational staff now have improved, suitable and robust workwear to support them in their daily activities. To coincide with this, operational staff have also received individual towels with their Service number and name on. These are a deliverable of the contaminants project, in response to the UCLan report, commissioned by the Fire Bridges Union (FBU). It ensures staff have access to their own equipment to reduce the risk of cross contamination.

#### **Projects successfully completed during 2023/24:**

A new learning management system was successfully implemented providing easier access to online training and education material. This also included a re-designed Professional Development Discussions (PDDs) module to allow staff to track their development in conjunction with their line managers.

The Service also successfully migrated to Microsoft 365 and is now effectively using some of the enhanced capabilities and features.

Western Fire and Rescue Station was successfully refurbished. It now provides a suitable environment for our staff and firefighters, giving them the space, training capabilities and comfort they need.



# Finance and Resources

Aim – Deliver value for money quality services







**Other projects at various stages of completion include:**

- The provision of seven new fire engines and replacement of the officer car fleet
- A new application tracking system for internal and external job vacancies.
- A project to replace the existing mobilisation system and station-based equipment used for deploying our fire engines when you dial 999.
- Refurbishment of Market Bosworth and Eastern Stations, providing staff with a suitable working environment in line with the rest of our estate.
- New LFRS external website, providing a better end user experience and incorporating adjustments to ensure it is accessible for all.
- Completion of the contaminants project, making changes to the estate and working practices to help reduce the risk of contamination during and after operational incidents or training.
- Delivery of a new training and development centre
- Provision of additional water rescue capabilities as outlined in the CRMP 2024-2028.
- Implementation of the GoodSAM application to help identify incident locations via the caller's mobile phone.

Servicing fire appliances includes a full vehicle service, chassis inspection and all associated firefighting equipment tested. This includes ladders, branches, rescue tools, portable pumps, and positive pressure fans. These items are tested and serviced in accordance with manufacturer's warranty and guidelines.

- 6** Light Goods Vehicle (LGV) services
- 42** LGV safety inspections
- 39** Light vehicle inspections

Appliance and equipment team and workshops technicians serviced and maintained **176** items of operational equipment in addition to the vehicle services as outlined.

The work being done to move our fleet to a more sustainable fuel is ongoing and will feed into the sustainability strategy. Areas of the service have been identified for electric charging points which complement the estates plan for installation planning.

A condition survey for all buildings has been undertaken and a report has been generated. This has produced forecasted costs for the next five years by year, and years six to ten in a consolidated format. This report will form part of and overall Estates Plan with additional elements such as planned refurbishments and any new sites.

Environmental and sustainability survey has been completed by The Carbon Trust and is finalising the outstanding additional data that is required.





# People

Aim – An engaged and productive workforce

**86**  
new staff (filling vacant positions, replacing leavers and retirements).

**45**  
Wholetime Firefighters.

**21**  
On-Call Firefighters.

**18**  
Support Staff.

**2**  
Control Staff.

**1,514**  
applications received for **99** vacancies including **359** applications for Wholetime Firefighter roles.

**43**  
applications for firefighter promotions to internal 'talent pools'.

**98%**  
of all visitors to the recruitment site were new.

**Over 246k**  
page views of the site.

**99**  
Annual Report and Statement of Assurance 2023/24

events, including recruitment fairs and careers presentations were attended by our current Diversity Community Engagement Office, engaging with 1,980 people.

**383**  
successful firefighter fitness tests completed. **98%** achieving the required standard first time.

**77**  
Light Goods Vehicle (LGV) medicals.

**59**  
firefighter medicals.

**73**  
recruitment medicals.

**7.47**  
average firefighter sickness days/shifts lost per person.

**10.26**  
average support staff sickness days/shifts lost per person.





Organisational development continues to be improved with a range of training events and programmes to support new and emerging leaders and high potential leaders such as those on the Direct Entry pathway. Sessions on the Core Code of Ethics have continued to be delivered.

A variety of sessions and support interventions have been delivered during the year to support staff development including:

- Leadership courses at supervisory and middle manager level
- Coaching referrals (neurodiversity, general coping strategies and line management support)
- Development and trial delivery of a week-long face-to-face 'Safe to Manage' course at supervisory manager level which has had excellent initial feedback and will now be developed to support non-operational managers as well.
- Development and procurement of a modular workplace management skills course for middle managers (including budget management, political acuity, report writing and project management.)
- Neurodiversity awareness training both face to face (staff at T&D and line managers) and a bespoke e-learning package
- Interviewer and interviewee training and support sessions.
- Support to development pools
- Oracle (learning management system) support sessions to crews
- Procurement of courses to support individual development, in particular within green book teams.
- Support to those on the online NFCC Supervisory Development Programme.
- Trial development portfolios to structure and support CM and WM development have been produced and in final stage of trial.

- A variety of interactive e-learning packages have been produced and are being well received by staff

Specific training events include:

- 59** Core Code of Ethics sessions
- 8** Equality Impact Assessment courses
- 2** Community Safety training events
- 16** Safeguarding relation courses
- 18** Empowering Leadership and management courses
- 14** Interview related training events
- 8** Mental Health and Neurodiversity courses
- 8** Social Media education sessions
- 17** Fire Safety courses
- 5** Health and Safety courses
- 32** Personal and Coaching Performance Development
- 8** Fire Investigation courses
- 5** Non-Operational Apprenticeships
- 3** Evaluation Skills Workshops

We continue to use the Apprenticeship Levy to train and develop our staff. Currently we have 50 members of staff on apprenticeships, 46 Operational Firefighter, one Fire Safety Engineer, one Learning & Development Business Partner, one Level 5 Leadership and Management, and one Heavy Vehicle Mechanic.



Plans have been put in place to address some of the concerns raised via various reports and surveys into the culture of the fire and rescue service. To support this, along with taking external professional advice, a new Professional Standards role has been created and filled to ensure compliance with the NFCC Core Code of Ethics, and LFRSs own internal policies, procedures, values and behaviour standards.

Last year Say So, the Services' confidential reporting line, was launched. Say So is an online and telephone service where workplace concerns can be reported. It is secure, independent and gives employees a voice. This is heard by senior management, even when issues are raised anonymously. Say So was introduced in addition to the Service's other ways of raising concerns.

A Walk and Talk group has been created within the Service. There is a wonderful community being built, which encourages and invites everyone to come along. The walks are planned to cover around four miles. The group offers a perfect blend of exercise, socialising, and relaxation for both those currently employed and retirees.

Following feedback on staff understanding and confidence in facilitating a briefing, following a critical incident or potentially traumatising incident, a guidance presentation has been created. The ADJUST Briefing provides the first and most critical element of the Trauma Risk Incident Management (TRiM) process. TRiM is available to all LFRS employees. The video explains why an ADJUST Briefing is important, how to facilitate it, how to make a referral, and how to request a Critical Incident Wellbeing Support Session for a team/watch.

Ramadan calls upon Muslims to fast from dawn until sunset as a reflection of devotion and

self-discipline. After the resounding success of last year's inaugural gathering, an invitation was extended to colleagues to attend our Iftaar event in March 2024. Celebrations also took place at the end of March, with several staff members celebrating the Hindu festival of Holi (festival of colours, love and Spring) with our local communities.

A new initiative for the Service has seen the introduction of an accommodation provision trial. This provision is open to all employees of LFRS and will help if staff are unable to return home due to weather conditions, or if travel between shifts is troublesome. This provision is located at nominated Stations only.

The Service has continued its association with 'Amica' by providing referrals and regular drop-in sessions. Amica is an NHS based service; all the counsellors and psychotherapists are employed by the University Hospitals of Leicester NHS Trust.

Our workforce planning has highlighted, through both retirements and the introduction of new recruits, there is a benefit to retaining the knowledge and experience of recently retired staff. In response to this, the Re-engagement Procedure has been developed which enables the Service to retain the valuable expertise and skills of operational personnel to support the Service.







LFRS launched the inaugural Women in Fire Conference which took place in March 2024. The conference aligned with International Women's Day and Women's History Month, serving as a beacon of empowerment and progress within the fire service sector. The keynote speaker was Dany Cotton renowned as the first female Commissioner of the London Fire Brigade.

During the summer of 2023, LFRS in conjunction with the University of Leicester, provided the opportunity for two interns to spend six weeks with the Service. It was designed to give the interns real-life experience in the workplace and provide a valuable contribution to their CVs. One of the interns, Christina, was awarded the 'University of Leicester 2023 Intern of the Year' award.

A number of staff engagement sessions have taken place throughout the year. This forms part of our new quarterly meetings, where all staff are invited to attend. It is a great opportunity to connect with others across the Service and take part in Service-wide discussions.

Menopause and perimenopause can have a big impact on an individual's life, their relationships and even their employment. As a result, the Service has introduced two new training resources, to support staff as they experience symptoms. The first resource is designed to educate people and enable them to become more Menopause aware, helping them to understand the needs of an individual when they are experiencing the change. The second resource is called 'Menopause for Managers', and this is intended to educate managers on the needs of an individual. It also identifies the reasonable adjustments they can implement to help their staff achieve a comfortable life at work and at home.

Following the success of our Iftaar and Raksha Bandhan events, we provided the opportunity for staff to attend a LFRS introduction to Religion and Belief Training Day in partnership with the St Phillips Centre Leicester. The subject matter was Religion & Belief in LLR, and included:

- How matters of fire safety affects faith communities in LLR
- Discussions of the main issues which the fire and rescue service may encounter as they engage with faith communities
- Visits to places of worship, where a dialogue was held with a faith practitioner, particularly around community issues
- Providing an open and honest environment to ask questions and raise matters of concern
- A whistle-stop understanding of several faiths and beliefs.

Occupational Health and Wellbeing continues to make improvements to facilities and introduce pathways of support for the physical and mental well-being of our employees. The delivery of injury reduction programmes, vaccination programmes, counselling provision uptake, training for Peer Supporters, a suicide awareness session, and improved delivering of the TRiM process supports this.







## Governance

Aim – Provide assurance

Following an inspection in June 2022 by His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), the following results were received:

- Effectiveness - ‘Good’
- Efficiency - ‘Requires Improvement’
- People - ‘Good’

The inspection took six weeks and involved submission of over 150 documents, interviews and focus groups with over 150 members of staff. The preparation work was significant but the results justified the effort, with LFRS improving, with 9 of the 11 areas being inspected being rated as ‘good’.

**13** Areas for improvement (AFIs) were identified in the last inspection have been actively progressed. The opportunity has been taken to review and address additional areas that weren’t necessarily AFIs, but where it was felt improvements could be made to better our Service. Seven workshops have been delivered, which were designed to generate discussion around the HMICFRS and how we make our communities a safer place to live. A total of 104 staff attended the workshops. The next HMICFRS inspection commences in October 2024.

After a 12-week consultation period, the Community Risk Management Plan (CRMP) has been approved by the Combined Fire Authority (CFA) at its meeting in February 2024. The consultation period took place between 1 September 2023 and 24 November 2023. This period was used to gain the

views of our communities by engaging with local groups, attending organised forums, and utilising social media.

In total, 188 survey responses were received, with 60.6% of respondents being members of the public. 24.5% of these responses were from serving firefighters, control, or non-operational staff.

It is estimated that over 144,000 public interactions were made during the consultation via various different means. This includes 119,377 impressions, likes and shares via social media, 16,289 leaflets delivered by Royal Mail to postcodes in Leicester City with diverse communities, and 4,245 emails were sent out to stakeholders. Following its approval, delivery of the actions in the new plan commenced in April 2024.

We have seen an increased number of policies and procedures being reviewed, and updated in the year 2023/2024. During the year, 23 new or refreshed policies and 52 new or refreshed procedures have been published. Significant work is still being undertaken to update and agree a number of key documents, focusing on recruitment, disciplinary and the Working Time



The Service responded to **131** Freedom of Information and **12** Environmental Information Regulation requests, all of which were successfully responded to within the regulatory timeframe.

**30** data protection Subject Access Requests were processed, and **38** potential personal data breaches were investigated, and risk assessed (no breaches were found to be serious or reportable to the Information Commissioner).

Data Protection advice provided to staff to reduce information risks. Service-wide GDPR training has successfully completed by **96%** of our staff.

**74** requests for information and CCTV footage from the Police to support the investigation of crime and apprehension/prosecution of offenders.

**195** Incident reports and **9** Fire Investigation interview requests processed for external organisations and the public

Another successful annual LFRS Excellence Awards was planned during the year and the event took place in April 2024. The evening highlighted the tremendous work our employees do for the Service to help make our communities safer. The winners in the following categories were:

- Employees Choice – Mike Bollard for his positive impact on his Watch and those who he guided and managed.
- Emergency Response Excellence - Eastern and Central White Watch for their actions at a house fire on Evington Road where they saved the lives of the occupants.
- Professional Support Team of the Year – Road Safety Team for forging excellent working relationships, their involvement in initiatives like 'Close Pass' and interactive road safety days for schools.

- Public Service – Wendy Mortimer for the positive impact she has on members of the public.
- Operational Excellence – Graham Dexter for successfully administering first aid at an RTC. The casualty was taken to hospital and placed in a coma, but thankfully they are now at home recovering.
- Cross-functional Collaboration – Road Safety and Corporate Communications for their collaborative efforts in the #DoltForDave campaign. Launched to promote BikerDown courses.
- Inclusion and Diversity Champion – Craig Hallam for actively supporting our commitment to fostering an inclusive workforce and his leadership in the collaboration with the Council of Faiths.
- Excellence in Leadership – Ann Gale for fostering a supportive and empathic environment, aiding staff in personal and professional challenges.
- Community Flame Fundraisers – Run For Oliver Team who supported an 8-year-old Oliver, diagnosed with stage 4 Neuroblastoma. The team embarked on a 186-mile relay run from Southern Station, to Newcastle, all in full fire kit.
- Unsung Hero of the Year – Javeria Shirazi for establishing a hoarder's group and safeguarding vulnerable adults and children.

A special mention is also awarded to one of our firefighters. Whilst off duty at a local club, Firefighter Martin Khan came to the aid of a member of the public who was suffering a heart attack. He ran to the station and collected the defibrillator, administered shocks and successfully resuscitated him, saving his life.







Leicestershire Fire and Rescue Service

As a result of recent operational debrief submissions by crews, some changes to Pre-Determined Attendance for incident types have been adjusted to provide an improved and safer response.

Significant improvements have been made this year in the delivery of dashboard style performance information. Following the recruitment of a Business Intelligence Developer, using the Power BI product, many of the key performance indicators, and department and station-based measures, are now electronically provided for easier review and analysis. This data is being used to support Service decisions in how we utilise our resources to ensure the safety of our communities.

Provided social media and communication training designed to equip staff with the essential knowledge and skills to support community engagement. It also covers best practice and avoiding misuse.

The Evaluation Project was successfully completed during 2023. This implemented an industry standard methodology for evaluating much of the work we do, particularly around Community Safety. The approach allows us to evaluate activities to understand if they are adding value and influencing behaviour change. This provides valuable information whether to expand initiatives or to try something new. The manager responsible for the project was shortlisted for an Excellence Award at this year's ceremony.

All departments, both operational and non-operational, have completed and

published business continuity plans for 2023/24. They cover system failures, environmental issues, terrorist attacks etc.

The #DoltForDave campaign was launched this year, a collaborative initiative with BikerDown and the Road Safety Partnership. This campaign aims to raise awareness about motorcycle safety and highlights the life-saving potential of BikerDown courses.

Community Safety and Corporate Communications launched a Lithium-Ion Battery Safety campaign, which featured several videos on social media delivering safety messaging.

The Corporate Communication team continued to provide a vital design service to meet ongoing legal obligations and Service requirements.

Two Long Service and Good Conduct Medal ceremony events took place in 2023, which were very successful. The event in December introduced 30 and 40 year Clasps for Operational staff achieving the required period of long service as defined within the amended Royal Warrant.



# Statement of Assurance

## Operational Assurance

The Combined Fire Authority (CFA) maintains key responsibilities that they are bound 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 service is delivered in line with our statutory responsibilities.

To meet the requirements of the Fire and Rescue Services Act 2004 and The Fire and Rescue National Framework for England, we publish a [Community Risk Management Plan \(CRMP\)](#) that identifies and assesses all foreseeable fire and rescue related risks. The CRMP follows the guidance provided in the Fire Standards Board CRMP Fire Standard.

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) that suggests where a serious incident is more likely to occur relative to other locations within our area. We also have regard to our Local Resilience Forum [Community Risk Register](#) as well as national risks, and the arrangements we have in place with our neighbouring services for mutual assistance in response and fire investigation. All of this information is used to help make decisions on where our resources are best placed according to risk, helping us to make proposals.

By combining the CRMP 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 CRMP objectives can be found in Our Plan which is reviewed each year. Our five priorities (response, safer communities, finance and resources, people, and governance) each have a strategy that provides details on how we will achieve their aims. They underpin our planning framework and will guide us until 2028.



# 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 2023/24. It includes information on income and expenditure, a balance sheet, cash flow statement, and a pension fund statement.

Our draft statement for 2023/24 will be published by September 2024. Regulations state that the final audited accounts must be published with the audit opinion and certificate and be approved by the CFA by 31 July each year.

In February 2024, we published our Revenue Budget, Capital Programme and Budget Strategy setting out our [Financial Plans](#) for 2023/24. This is effectively our Medium Term Financial Plan (MTFP). The budget strategy links with the planned actions from our corporate plan and CRMP.

The statutory requirement to publish the [Gender Pay Gap](#) information was achieved prior to April 2024.

## Assurance

In line with the requirements of the Accounts and Audit (England) Regulations 2015, we published 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.

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 specific information on a regular basis. All of the transparency information can be accessed via one link on our website, found by visiting [leics-fire.gov.uk/transparency](https://leics-fire.gov.uk/transparency).

## Health and Safety

The Health, Safety and Welfare Committees have been constituted under Section 2 (7) of the Health and Safety at Work etc. Act 1974, and the

Safety Representatives and Safety Committees Regulations 1977. The committees enable communications between staff and management supporting the health, safety and welfare of staff at work.

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 Chief Officers have a thorough picture of the management of health, safety and welfare within the Service through 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 expectations; 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.



Callum Faint  
Chief Fire and Rescue Officer



Nicholas Rushton  
Chair of the Combined Fire Authority





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