

**Status of Report: Public**

**Meeting: Corporate Governance Committee**

**Date: 20 November 2024**

**Subject: Service Development Programme and 'CRMP 2024-2028' Actions**

**Report by: Callum Faint, Chief Fire and Rescue Officer (CFO)**

**Author: Chris Moir, Planning Manager**

**For: Information**

### **Purpose**

1. The purpose of this report is to inform the Corporate Governance Committee (CGC) of progress made since September 2024 in the delivery of projects within the Service Development Programme and the actions included in the Community Risk Management Plan (CRMP) 2024-2028.

### **Recommendation**

2. The Corporate Governance Committee is asked to note the progress made since September 2024 in the delivery of projects within the Service Development Programme and the tasks that are included in the CRMP 2024-2028.

### **Executive Summary**

3. Progress is reported in respect of 10 projects that are currently in various stages of development or implementation. The report also includes progress against the 29 actions identified within the five Service Strategies in the CRMP 2024-2028.

### **Background**

4. A summarised update is provided on the status of the projects that are currently being delivered by staff and officers.

### **Service Development Programme - Project Updates**

#### Views Replacement

5. The project will replace the decommissioned 'views system' previously used for performance management and will seek to implement additional planning, risk management and project monitoring capability.
6. The performance reporting deliverable of the project is now embedded within the Service, and as such this particular deliverable has been achieved. The BI

Developer will continue to work with end users to incorporate data and present information via dashboards.

7. Work is ongoing as to how to better use existing systems to track progress and report on projects and formalising a new provision to replace department plans. A SharePoint based solution has been developed in conjunction with end users and appears to provide a workable solution.

#### FireWatch Project

8. This is a project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
9. Work on the project was paused while a review of costs was undertaken to see if transitioning to a cloud-based version was achievable within current finances. A report has been subsequently approved by SLT in October 2024 committing to the development once the appropriate financial and people resources become available. No firm date has currently been agreed.

#### Fleet Replacement Project 2022-2024

10. This project now includes: seven new appliances, the provision of Variable Response Vehicles (VRVs), 11 electric vans and the replacement of the estates and workshop vans.
11. Seven new appliances have been received in Service, six are operationally available. The final vehicle should be ready by 8 November.
12. Eleven electric vans (Toyota Pro-ace long wheelbase) have been delivered to workshops. The livery has been applied, with the safety messages due shortly. All vans should be operationally available by the middle of November. One Workshop van has been delivered, with the second currently outstanding with the supplier.
13. Flexi Duty Officer cars and Director cars have begun to be delivered and will be rolled out six vehicles at a time. To date 12 are on the run, the next are due this week, followed by the remainder on a phased basis when the blue lights and fleet monitoring system have been installed. The disposal of vehicles to Ireland has commenced and the first batch of old Flexi Duty Officer Kugas have gone to auction.

#### Contaminants Project

14. The project will oversee the implementation of tasks, identified from several sources, in relation to reducing the potential impact of contaminants on staff, partners and members of the public who are in contact with effluents during or following fire related incidents.
15. The final stage of the project will on focus on final training, which is approximately 65% complete, and a Themed Operational Audit being

undertaken to ensure that procedures have been implemented and actions are being taken to minimise the impacts of the occupational exposure to contaminants. Stage 4 is due for completion at the end of January 2025.

#### Water Rescue Capability Uplift Project

16. This project will carry out a trial to identify suitable equipment and specialist PPE before facilitating additional water rescue capability at Loughborough, Birstall, Oakham and Wigston. The project will also remove current water rescue capability from Castle Donnington and Market Harborough.
17. As a result of the difficulties experienced with training venues earlier in the project and in finding a suitable affordable solution for the remainder of the project, an Exception Report has been approved by SLT which details how the water training provision will be provided in the future. Implementation of module 3 training will continue as planned with a new venue in Cardiff being used.
18. Stage 2 remains incomplete as Loughborough Station water rescue capability isn't in place due to the training of staff only being approximately 65% complete, rather than the 80% which was originally planned. Now that a new venue has been agreed, completion of the training of Loughborough staff is being arranged. Stage 3 of the project is due for completion by the end of March 2025.

#### Replacement Mobilising System Project

19. The Service has contracted with Motorola to provide a cloud based mobilising system to replace the current Systel system. This will be a Leicestershire standalone solution moving away from the existing Tri Service arrangement.
20. The new mobilising system was successfully implemented on 9 October 2024. The project is currently due to be closed by the end of November 2024.

#### LFRS Website Project

21. This project has revitalised the LFRS website. The system has been built and the content has been uploaded. The new website was successfully launched on 16 July 2024. The project will be closed on receipt of final invoices.

#### Eastern Station Refurbishment Project

22. This is a project to refurbish the buildings and facilities at Eastern Fire and Rescue Station to provide a modern fit for purpose fire station to serve the local community.
23. Following the presentation of an exception report to SLT on 1 July 2024 a decision to progress the project and appoint a main contractor was confirmed. A temporary station, created at a local premises to ensure continuity

of service, has been completed. The actual station refurbishment commenced on 27 August 2024 and will be completed by the middle of February 2025.

#### Application Tracking System Replacement Project

24. A project to replace the current Application Tracking system (TAS).
25. The Hire Lab was the chosen supplier following the supplier procurement process. Milestone 2 and 3, which included the build, test, initial training and application launch was completed at the end of July 2024. The final stage focuses on reporting, onboarding and user acceptance testing of the talent pool workflows. Completion was due at the end of September 2024, however an exception report was approved by October 2024 TMT extending the final stage until the end of November 2024.

#### Unit 4 Cloud Transition Project

26. A project to transition to cloud delivery of the Service's finance system.
27. The project initiation document was approved by SLT on 9 September 2024. Work on stage 1, the discovery phase, has been completed with proposals for migration and a detailed budget plan provided to SLT for their consideration and approval.

#### **CRMP Actions 2024-28**

##### **Safer Communities Strategy - Actions to deliver the 'Aim' of: Fewer incidents with reduced consequences.**

##### Collaborate and work with partners to reduce the risk to our communities.

28. Following a Themed Operational Audit on Bariatric incidents, the Operational Assurance Department has worked closely with East Midlands Ambulance Service, Control, Training and Development and Health and Safety to ensure a cohesive and efficient future response to incidents of this nature. This has led to a change to the pre-determined attendance, call handling and improved capacity in time critical incidents. This new approach was successfully implemented on 6 September.
29. Operational Assurance has successfully worked with the Police to provide three training sessions for personnel on the response to a person in crisis. This has provided enhanced guidance and support to operational staff to become more confident in the engagement with a person in crisis, such as a threat of suicide. Further sessions are now being planned for operational crews.

##### Continue to implement an effective Fire Protection Risk Based Inspection Programme for commercial buildings.

30. After six months of the year, Fire Protection has completed 697 Audits. 637 of these are against the Service's Risk Based Inspection Programme; this is ahead of the six-month target of 540. Fire Protection continues to target activity at the highest risk buildings and is currently preparing three cases for potential prosecution. These are expected to be complete by the end of this calendar year. After six months of the year, 14 Prohibition notices have been issued where fire safety deficiencies were so serious that restrictions on the use of the building were enforced.

Continue to implement an effective programme of Home Safety Check (HSC) visits to reduce domestic dwelling fires.

31. The Prevention department has a robust plan in place to ensure the Service receives high quality referrals from partner agencies for HSC. Systems are in place for quality checks for inbound referrals and to ensure a high standard of delivery is taking place in line with Service Procedures and national standards. A programme is in place to quality assure HSCs conducted by Community Educators and Operational Crews. Seven Operational watches and three Community Educators were assessed this quarter.
32. In quarter 2, a total of 944 HSCs were completed by Community Educators. 88.9% of the successful visits identified one or more vulnerabilities; over 50% of the visits were to persons aged 65 or over.

Continue to target and help those vulnerable to fire and rescue related incidents.

33. To support the National Fire Chiefs Council (NFCC) national chimney safety week, safety videos were created which were shared on social media platforms and with partners that work with the most vulnerable people. The videos reached over 30k views on social media.
34. Community engagement continues, targeting groups such as dementia sufferers and retired members of the armed forces, offering fire safety advice and information.
35. During quarter 2, the team attended two large scale events, Leicester Mela and Leicester PRIDE, and continued supporting station open days. Evaluation of these events continues to take place to ensure prevention activities improve and attendance at the most relevant events and community engagements is taking place.

Improve community engagement and equality of access.

36. Internal collaboration continues with Corporate Communications to update the external website with emerging risks. An area of focus currently is to improve access and engagement for young people. Collaboration with Staywise, a national emergency services website, is taking place to widen resources on the LFRS website.

37. An initiative with Action Deafness, involving production of an emergency services flipchart with key safety messages in British Sign Language (BSL) is currently taking place. This will be available to the deaf community on completion.

**Response Strategy - Actions to deliver the 'Aim' of: Respond effectively to incidents.**

Amend the crewing and fire engine allocation at the following stations to address the concerns of the Health and Safety Executive with the DCP duty system and meet the needs and demands of the communities:

38. By 28 October 2024, four of the six stations will have transitioned from DCP. Three have a new 12/12 duty system, with Oakham being the only one to currently revert to a traditional 2-2-4 duty system. The Service is progressing on schedule with the agreed timeline presented by SLT, with Birstall next to transition in January 2025 and then Castle Donington in April 2025.

Castle Donington - Change from DCP duty system to Day Crewed. Appliance crewed at night by combining the tactical response crews from Loughborough and Western Stations

39. The change from DCP at Castle Donington is scheduled for April 2025.

Loughborough - Introduction of an On-Call section and an additional appliance. Tactical Response Vehicle to relocate to Castle Donington at night.

40. This scheduled for January 2025. The project initiation document (PID) has been drafted and submitted to SLT for approval.

Western - Introduction of an additional Tactical Response Vehicle during the day, in addition to the existing appliance for additional prevention and protection work. Tactical Response Vehicle to relocate to Castle Donington at night.

41. The changes at Western are scheduled for January 2025.

On completion of a trial, consider deploying Variable Response Vehicles (VRVs) to stations to either replace 'end of life' fire engines or Tactical Response Vehicles to improve appliance availability, flexible crewing arrangements or provide functionality to greater suit local incident demand requirements, which may include wildfires and flooding incidents.

42. A six month trial at Wigston and Market Bosworth Stations has been concluded, with a further six month trial now taking place at Central and Uppingham Stations. There have been some delays due to mechanical improvements which needed to be made to the vehicle. Therefore, the trial has been extended slightly so that the full 6 months' worth of operational data is available. This will provide the data to allow an informed decision to be made on the introducing the VRV's and their potential locations.

Provide additional water rescue capability to two further Wholetime stations, increasing the total to five across the Service (Birstall, Loughborough, Oakham, Southern and Wigston) to meet the increasing risk and likelihood of flooding and water related incidents being experienced due to climate change.

43. An update on this deliverable is contained in paragraphs 16, 17 and 18 above.

Internal and external education and process change to reduce the impact of contaminants on our staff and our communities.

44. An update on this deliverable is contained in paragraphs 14 and 15 above.

### **Finance and Resources Strategy - Actions to deliver the 'Aim' of: Deliver value for money quality services.**

Successfully implement the five-year Fleet Replacement Plan.

45. This plan is underway and ongoing. Seven new Fire Appliances have been delivered, six are now actively in use and the final vehicle will be operationally available during the week commencing 4 November. Eleven new electric vans have also been delivered and are in the final stages of having livery fitted. The roll out to the department will start during the same week of 4 November. 35 new Ford Kuga hybrid cars have now been delivered; 12 are in use and the roll out to remaining users continues in batches of six.

Ensure our equipment is new or serviced regularly.

46. All of the operational equipment is serviced and maintained by Workshops in line with manufacturers recommendations, and equipment is replaced with the latest technology on a capital programme when it reaches end of life. To support this programme, capital bids have recently been submitted for vehicles and equipment for 2025/2026.

Successfully implement the five-year Estate plan of station improvements and refurbishments.

47. The five-year Estates plan has been developed and is awaiting CFA approval, with identified 2024/25 work commencing if approval is received. The Eastern Refurbishment project is now well underway and currently reporting ahead of the build schedule. The planning application for the Billesdon Learning and Development site is in the process of being submitted.

Implement the ICT plan, reviewing and updating systems and processes (including cyber prevention activities).

48. The new Digital Transformation Plan has been created and published, detailing the roadmap of what the Service is aiming to achieve in the next two years. The plan sets out objectives and a timeline for how the Service can become more efficient and make LFRS more effective in its communities. The key themes are

reducing the double handling of data, working smarter, and using digital systems when reviewing processes to aid in these overarching objectives.

49. As referenced in paragraphs 19 and 20, the new Service mobilisation system went live on 9 October 2024.

Deliver improvements towards achieving the Government's carbon reduction targets and our own commitment to sustainability.

50. Work with the Carbon Trust continues in order to develop an action plan which will identify and form a strategy outlining the Service's pathway towards Carbon efficiencies within the Service.

**People Strategy - Actions to deliver the 'Aim' of: An engaged and productive workforce.**

Deliver our Annual Equalities Plan and improve the diversity of our workforce.

51. The embedding of EDI as "business as usual" continued with the EDI Manager visiting stations to discuss station-specified topics to support local community engagement or to encourage discussion in relation to local, national or international incidents. The EDI and Health and Wellbeing Leads attended stations together where possible to highlight the link between EDI and Health and Wellbeing and to strengthen collaborative working across these two key areas.
52. The Equality and Inclusion Scheme has been updated to reflect the strategic priorities of the CRMP People Strategy and has been approved by the CFA and published on the external LFRS website. The approved Annual Equality Report has been made available on there too.
53. The Service continues to pursue new engagement opportunities, while also maintaining existing community links. The Diversity Community Engagement Officer is strategically prioritising events and engagement with underrepresented groups to ensure the Service meets the Equality Duty. They will also continue to distribute recruitment information to external contacts as and when new job vacancies are advertised, in the hopes of reaching a broader talent pool.

Enhance our approach to employee engagement.

54. The post of Head of Communications and Engagement has been graded by Support Staff Review Group and interviewing is taking place in early November 2024. The role will look at the strategic direction of the Corporate Communications department, giving advice and coaching around high-level media activities whilst creating an engagement plan for the wider workforce inclusive of focus groups, pulse surveys etc.



55. Staff Engagement Days continue to take place throughout the year. The latest took place on 28 October 2024 at the BAPS Swaminarayan Temple in Leicester. This is the first time the event has taken place at a community venue and was again attended by a range of professional support and operational staff.

Enable a positive working environment for all our employees and hold people to account against the core values.

56. The Disclosure and Barring Service (DBS) policy is now live, and the DBS procedure has been reviewed by the Strategic Safeguarding Board, this will now go through consultation. Standard checks are now being undertaken as a minimum for any new contractual engagement with the Service. A minimum Standard Level of DBS check will be undertaken for all who work or volunteer for Fire and Rescue Services.

Develop our people at all levels.

57. A variety of sessions and support interventions have been delivered during the reporting period to support staff development including:
- Leadership courses at Supervisory and Middle Manager level
  - 3-month review sessions to record how leadership learning has been embedded by individuals in their roles
  - Coaching referrals (Neurodiversity, general coping strategies and line management support)
  - Interviewer training and support sessions
  - Support to development pools
  - Procurement of courses to support individual development, in particular within professional support staff teams
  - Support to those on the online NFCC Supervisory Development Programme

Ensure appropriate health and wellbeing interventions are implemented and maintained to support our staff.

58. The Service has now got two new trained Advanced TRiM Practitioners. This meets the requirements of the TRiM licence and enables risk management to be carried out for groups of employees who have been exposed to a potential traumatic incident. Collaborative working has been established with Hertfordshire FRS and City of London Police Force to share information and working practices around the implementation of TRiM.
59. After the initial Person in Crisis training, delivered in conjunction with Leicestershire Police, it has been agreed that this training will be embedded into the Service in a three-tier package. This will provide the relevant skills and knowledge to enable employees to confidently engage with persons in crisis they may encounter as part of their role.
60. Peer supporters continue to be recruited across the Service. The training required to undertake this role has been adapted to make it easier for

employees to complete and enable operational crews to be targeted in the hope that peer support will be established across all the stations.

Delivery of effective workforce planning and succession planning to ensure progression and opportunity throughout the Service.

61. Work continues on strategic and tactical workforce planning data dashboards, to support a more agile approach to forecasting resource gaps and planning when recruitment activity needs to take place.
62. The latest Crew Manager Talent Pool process saw 22 applications, 13 of which progressed to stage two. Stage two will consist of an interview and job-related testing which will take place at Central Station between 7-13 November.

### **Governance Strategy - Actions to deliver the 'Aim' of: Provide Assurance**

Implement the most recent HMICFRS Inspection Improvement Plan and the HMICFRS Values and Culture Report recommendations.

63. The previous HMICFRS inspection was completed in June 2022 with the inspection report issued in January 2023. The report identified good progress for the Service and overall graded it good in nine areas and highlighted two that required improvement. At a lower level the report identified 13 areas for improvement (AFI'S). In response, the Service has produced an Improvement Plan addressing these areas and self-identified six other areas where it wants to improve, these have been called Service Improvement Initiatives (SII). There were four outstanding areas from the 2021 inspection that are also being addressed to close. This has resulted in a total of 76 tasks to complete. Progress to 16 October 2024 shows out of the 76 tasks 54 have been completed and 22 are in progress.
64. The latest HMICFRS inspection of LFRS started with a document upload of over 100 documents pre-inspection. The inspection itself started on 16 September and concluded on 8 November. It is anticipated that the outcome of the inspection will be received in February 2025, following which a report will be provided to the CFA.

Implement improvements and suggestions identified by our staff.

65. Responding front line crews are currently assessed and monitored by attending flexi officers who record the Incident Commanders performance through an Operational Performance Monitoring (OPM) form. The Operational Assurance department has created and trialled a new form that will support evidence towards National Operational Guidance. The Operational Learning Form (OLF) will assure incident management through the use of a nationally recognised Decision Control Process which will enable learning to be monitored more effectively and efficiently.
66. To assist crews in how they assess and record premise risk inspections, the publication of a new training package in how to conduct a Site-Specific

Assessment has been created and distributed by the Operational Planning Team to operational crews. Due to the retirements and new operational members within LFRS, the Operational Planning team continue to provide bespoke, tailored training on demand to the Risk Reference Holders.

Deliver compliance with the Fire Standards Board Fire Standards.

67. The Fire Standards cover a variety of areas, outlining what front-line best practice should look like. The standards are about identifying what it is to be prepared, how best to respond and then how to learn and embrace new thoughts and technologies to drive a culture of innovation, prevention, and protection.
68. All task owners had been identified and a gap analysis has taken place highlighting the tasks which require implementation to meet the standards. This is going to be reviewed in January 2025 (following the HMICFRS inspection due to capacity within the department) to recheck the criteria against each element of the Fire Standards. Regional Fire Standards meetings are established with quarterly meets planned with Nottingham, Derbyshire and Lincolnshire FRS.

Comply with our responsibilities from a data protection and GDPR perspective.

69. Corporate compliance is monitored against Data Protection and Transparency laws and regulations, providing professional services that support the management of information coming into, and being shared outside of the Service. Experienced subject matter experts working in the Information Governance Department facilitate this. Work has been undertaken in partnership with the Corporate Communications Team to improve community access to transparency information on the new external website, which makes the process of requesting information from the Service a lot easier.
70. The Service Information Team is working to streamline processes under the Digital Transformation initiative and has already improved how Home Safety Checks are directed to them for processing more quickly and securely. The personal data breach reporting and investigation process has been formalised and documented and introduced a new Information Risk assessment process to better evaluate the impact and risk arising from personal data breaches.
71. Work to implement an improvement plan with the Occupational Health Department, who process the most confidential and sensitive information to ensure that employees Privacy Rights and Freedoms is protected and ensure their health information is secure is underway. The Information Governance staff have relocated to a central office area to improve communication, departmental development, and individual shared knowledge and support.
72. Complex cases have been received and are being managed through the Individual Rights of Access and external complaints processes, fully considering confidential matters, and ensuring that both personal and non-

personal information has been disclosed to staff and communities in a timely manner, whilst protecting the interests of the Service and reducing corporate risk.

Build improved trust and engagement with our communities, ensuring that communication methods are effective.

73. The Corporate Communications team has continued to make significant strides in building trust and engagement with the communities in LLR, using strategic communication methods to support the Governance Strategy's objectives and fulfil the statutory duty to warn and inform the public. Through a range of projects, campaigns, and community initiatives, efforts have strengthened connections with audiences and showcased the Service's commitment to transparency, safety, and inclusivity.
74. To celebrate Diwali, accessible, multilingual assets were created, including materials in both English and Gujarati. By incorporating trackable QR codes, it enhanced the ability to monitor website engagement, allowing an assessment of the impact of outreach. Additionally, promotional materials were provided for local Diwali community booklets, further embedding the Service's support within the celebrations.
75. The annual Celebrate Safely campaign supports safe celebrations throughout the winter. Through social media posts and accessible information, key safety tips relevant to various cultural events and festivities are provided, promoting community wellbeing during this busy season.
76. As part of the commitment to continuous improvement, videos for the recruitment section of the Service's website were refilmed to better illustrate the physical fitness requirements for potential candidates. These videos serve as valuable resources, providing clarity and encouragement to those interested in joining the Service.
77. Several station open days were supported, enhancing community engagement and promoting the Service's role in local safety. Notably, Western Station's 60-year anniversary was marked by recreating a commemorative booklet featuring historical photos and stories of the Station, reflecting on its legacy and the long-standing community connections it represents.
78. The Corporate Communications team has also contributed towards two major projects within the Service. The Eastern Refurbishment Project demonstrated the team's proactive, multi-phase communication strategy by ensuring clear, continuous engagement by keeping both internal staff and the public informed at every stage. Press releases, social media updates, and local publication articles were used to reach community members and partners. Impactful visual content was created, including drone footage that added a dynamic perspective. Essential information was also provided to the communities through leaflets, banners, and prominent on-site signage to minimize disruption and foster transparency. Promoting the launch of the new mobilising system was also effective. The team played a key role by securing media coverage in

targeted outlets like *Emergency Times*. This visibility emphasized the Service's commitment to cutting-edge technology and highlighted the benefits of the new system for emergency response efficiency.

79. The Service's social media efforts have been particularly impactful, achieving a reach of 316,038 in August and an impressive 416,484 in September. Website views totalled 16,367 in August and 5,939 in September, demonstrating high engagement levels. Additionally, over 60 media enquiries have been handled since August and several TV and radio interviews facilitated to promote essential safety messages. These engagements underscore the active role being played in building community trust and evidencing the effectiveness in reaching diverse audiences.

Evaluate activities to inform future initiatives and improvements.

80. A further nine people have completed the online training package on evaluation since August. This now takes the total to 92 (59%) completed and 45 (29%) in progress. The first evaluation workshop for new supervisory managers is scheduled for 1<sup>st</sup> November.
81. There are now completed evaluation reports for: Bikerdown, Road Safety Roadshow, Mela and PRIDE festivals. Development and knowledge of evaluation practices has continued by having a session with the NFCC Early Intervention lead on how to apply the results from the Impactasaurus (personal development) evaluation tool to achieve positive, measurable outcomes for young people. Input was also provided for an evaluation of the working time directive policy.
82. Evaluations are in progress for: Fire Care, Fire Cadets and Recruitment Community Engagement, which are in the data collection stage.

Manage our organisational risks and ensure our business continuity plans are effective and tested regularly.

83. The Organisational Risk Management process helps the Service to identify, manage and maintain oversight of organisational risk. Details of identified organisational risk is published in the Organisational Risk Register (ORR). The latest version of the ORR, which was approved by SLT in August 2024, and subsequently subject to minor update in September 2024, details 22 corporate risks and five Health and Safety risks. This now includes risk assessments for the Strategies set out in "Our Plan". These are reviewed quarterly and submitted twice yearly to Corporate Governance Committee.
84. The Service has a statutory duty to ensure that it creates and maintains effective business continuity plans. Since the last report, the HMICFRS Area for Improvement Plan (AFI 9), relating to business continuity, has been completed and recommended for sign off. There has also been a programme of business continuity training and exercising delivered to stations both Wholetime and On-Call to help embed business continuity in the operational side of the Service; this is nearing completion. Dip testing of business continuity plans across the

Service has shown that the vast majority were up to date and maintained by stations/departments and is an encouraging sign that this is becoming business as usual across the wider Service.

### **Report Implications/Impact**

85. Legal (including crime and disorder)

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

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

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

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

None.

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

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

89. Environmental

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

90. Impact upon Our Plan Objective

These projects and actions are designed to assist the CFA in meeting all of the Aims detailed in the CRMP 2024-28'.

### **Background Papers**

None.

### **Officers to Contact**

Callum Faint, Chief Fire and Rescue Officer

[callum.faint@leics-fire.gov.uk](mailto:callum.faint@leics-fire.gov.uk)

0116 2105555

Chris Moir, Planning Manager - [chris.moir@leics-fire.gov.uk](mailto:chris.moir@leics-fire.gov.uk)