

Status of Report: Public

Meeting: Corporate Governance Committee

Date: 13 July 2023

Subject: Service Development Programme and 'Our Plan 2020-24' – Appendix A tasks

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For: Information

Purpose

1. The purpose of this report is to inform the Corporate Governance Committee of progress made since March 2023 in the delivery of projects within the Service Development Programme and the tasks included in Appendix A of Our Plan 2020-24.

Recommendation

2. The Corporate Governance Committee is asked to note the progress made since March 2023 in the delivery of projects within the Service Development Programme and the tasks that are included in Our Plan 2020-24.

Executive Summary

3. Progress is reported in respect of twelve projects that are currently in various stages of development or implementation. The report also includes progress against the 20 tasks from Appendix A of Our Plan 2020-24.

Background

4. 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. Following the appointment of a fixed term contract for a Business Intelligence (BI) Developer, work is underway to begin replacing Power BI reports to use the replacement data warehouse. The initial Incident Recording System

incident report is now complete. Work to replicate the original BI reports is proving more time consuming than planned due to the complexities of the data warehouse and tabular model, and the reliance on external specialist resource.

FireWatch Project

7. This is a project to develop and improve the functionality of FireWatch, the HR and personnel recording system.
8. The software upgrade to version 7.7.2 was successfully completed in November 2022 following the resolution of technical issues.
9. A highlight report submitted to the Tactical Management Team in May prioritised the delivery of the cloud-based elements of the project to support the replacement mobilising system project. Work is currently underway to understand how best to provide crewing data to the replacement mobilising system; once this is fully understood these elements and specific deliverables of the FireWatch project will be planned.

Learning Management System (Oracle) Project

10. This is a project to develop a comprehensive Learning Management System.
11. The project board is keen to recognise the significant work that has been completed in delivery of this project, with most deliverables achieved. The board also acknowledge that further work may be required in some key areas to support essential changes to ways of working and embedding deliverables.
12. Discussions are ongoing regarding how some areas could be refined to work more effectively and how best to resource delivery of these elements. The project scope is likely to be extended to include automation of hierarchy data into the system and facilitate delivery of further training to embed Oracle Champions amongst Operational Response teams.

Microsoft 365 Migration Programme

13. This is a Programme of three projects to migrate LFRS to cloud based Microsoft 365 in the Cloud. The individual projects are:
 - Exchange Migration – which is now complete
 - Microsoft 365 Information Architecture and Governance
 - SharePoint Migration, OneDrive and Teams
14. The three projects will be governed by the same Programme Board and each of the projects will have an individual Project Initiation Document (PID) and separate project teams appropriate to the project. The PID for the final project within the programme, SharePoint Migration and Rollout, was approved by the Senior Management Team Project and Programme Board in January 2023. The programme was due to be completed by July 2023 but is now likely to be later than planned.

SharePoint Migration and Rollout Project

15. This project is the final project in the Microsoft 365 Programme, and will complete the migration of Officer's OneDrive, introduce a new intranet, and migrate SharePoint team sites for support departments and stations.
16. The project has completed the OneDrive and Microsoft 365 implementation to all non-station-based staff. The delivery of OneDrive to station based staff commenced from June 2023.
17. The development of the new News Portal, which replaces the internal Service Matters communication mechanism, was communicated to Middle Managers on 6 June and was successfully launched on 19 June.

Corporate Workwear Project

18. This is a project to procure replacement corporate workwear and undress uniform provision.
19. The corporate workwear selection process was completed with 'Hunter Apparel' being the successful supplier. Due to international supply issues around offshore manufacturing some items were not immediately available and the project was extended until June 2023 to allow provision of these items. Supply issues have however continued and timescales to deliver remaining items of replacement uniform are currently being clarified. Staff have been requested to continue with original items of workwear until full replacement workwear is available and can be issued Service wide.

Evaluation Project

20. This is a project to develop and embed the practice of assessing the efficiency and effectiveness of services and activities delivered to the public.
21. Stage 2, which involved the development of the evaluation tool, was completed at the end of August 2022. The tool is based on the Kirkpatrick model, which is an internationally recognised tool for evaluating and analysing the results of educational, training and learning programmes.
22. An evaluation procedure has now been developed and has been submitted to the Tactical Management Team for consultation. Training packages are currently being developed with the support of an external consultant, these are expected to be completed within the project timeframes of July 2023.

CFRMIS Transformation Project

23. This is a project to transform the Community Fire Risk Management Information System (CFRMIS), which is the principal system for managing site-specific risks and risks to vulnerable people.

24. Stage 2 of the project involved two primary deliverables: cloud migration and mapping and gazetteer integration. It has now been identified that full cloud migration, as originally planned, will not be possible.
25. Following discussion with an external data specialist it is proposed that the integration of the gazetteer directly into CFRMIS may not provide the best solution for the organisation and would not support the wider data strategy. Following external advice, the project board has agreed not to complete this final element of the project and will instead support the introduction of the gazetteer into the data warehouse where this data can be shared more widely. This work is expected to be completed as business as usual and a closure report will therefore be submitted to the Tactical Management Team in July.

Western Station Redevelopment Project

26. This is a project to refurbish Western Fire and Rescue Station to update and futureproof facilities.
27. Following completion of the initial construction works, electrical works within the appliance bay are now in progress. Works are planned to introduce an above ground diesel tank at the station; however, due to resourcing issues within the estates department it is not clear at present whether these can be achieved within the original project timescales.

Fleet Replacement Project 2022-2024

28. This project includes: seven new appliances, four Fire Protection cars, 19 Service vans and the provision of Variable Response Vehicles (VRVs).
29. Fire Protection cars have been provided and the seven type B pumping appliances are currently on order from Emergency One following completion of a procurement exercise. A design for these vehicles, allowing crews to manage transportation of contaminated kit, has now been agreed in consultation with the contaminants project.
30. The direction of future fleet requirements and priorities has now been agreed with Senior Leadership Team, and as a result it is likely that only five vans will be procured within this project. To mitigate further delays on the delivery of VRV's it is likely that one initial vehicle will be delivered in August with slightly later delivery of the second vehicle.

Contaminants Project

31. 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.
32. Stage 1 elements, including a communication strategy and a review of health screening arrangements, have been completed. Following completion of the

trial at Central Station the project board has begun the review of the draft report which provides recommendations for how best to address the areas of concern identified nationally. The project board will continue to review the report and proposals and following completion of this task will be able to provide an update to the Tactical Management Team in July.

Market Bosworth Station Refurbishment Project

33. The project will implement the refurbishment of Market Bosworth Fire Station.
34. It has been identified that the provided facilities at Market Bosworth Station are currently below the standard of facilities offered at other stations around the Service area. The Senior Leadership Team has therefore approved the project to allow for the refurbishment of the station to take place.
35. Stage 1 involves the design work, planning permission and appointment of a suitable contractor. The stage was due to be completed by March 2023, with the full building refurbishment planned to be completed by October 2023. Following the approval of an exception report by the Tactical Management Team in April, these dates have now been revised and Stage 1 is now expected to complete by August 2023 with building changes complete by February 2024. Planning permission has recently been granted, and work has now begun to commence procurement of a main contractor.

Community Risk Management Plan Project 2024-2028

36. This project will develop proposals for the Community Risk Management Plan 2024-28. The project will develop and complete a public consultation regarding the proposals and analyse and present the outcomes of the consultation to the CFA for review and approval.
37. A draft consultation document has been produced and shared between key internal stakeholders, and following completion of the data analysis initial discussions have now taken place with the project board. Work is ongoing to develop the communication plan to inform the wider consultation elements of the project. The project is currently on schedule to complete stage 1 with the approval of consultation documents by the CFA in July.

Our Plan Action Plan 2020-24 - Appendix A Tasks

Aim 1 – We want to achieve fewer incidents with lower impact

Continue to undertake our education and enforcement activities, targeting those most at risk.

38. The Fire protection team met its Risk Based Inspection Programme target of 960 in 2022/23 with a final total of 976 Audits completed. In addition to this 240 additional Audits were completed. These are generated from concerns received from members of the public or crews attending operational incidents. As part of

the response to the Grenfell tragedy and the subsequent investment via the Uplift Grant an increase in Operational Managers receiving accredited Fire Protection training has taken place. As a result, the Fire Protection team has seen an increase from 219 (2021-22) to 278 (2022-23) concerns raised whilst working in the Community. In 2023/24 the Fire Protection team will add 1040 properties to the Risk Based Inspection Programme, continuing to make use of the Uplift Grant provided by the Home Office.

39. Recruitment for the Building Safety Regulator has commenced, a Manager and an Inspecting Officer have been appointed. These staff will form part of a team of four, created to enforce the Building Safety Act 2022 in the East Midlands as part of a national network of teams.
40. The Community Safety team continues to target the most vulnerable in the community. During 2022/23 3538-person centred Home Safety checks were completed by specialist Community Educators who target the most complex cases.
41. An emerging area of vulnerability is Hoarders. The Safeguarding Officer has identified this, and a support group has been established that supports ten high risk individuals. This is a multi-agency approach and is supported by Leicester City Council, Leicestershire County Council and Rutland County Council.

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

42. LFRS Operational Learning Board continues to provide oversight and scrutiny of the six remaining actions associated with the Grenfell Tower Inquiry. LFRS has closed 87% (40 of 46) of actions associated with the Inquiry. Within this quarter work has been undertaken to ensure partners at Police and Ambulance Control Rooms are able to provide fire survival guidance if multiple calls were being received to multiple Control Rooms. This will ensure a consistent message is delivered from Control Rooms to occupants of a property.
43. Operational crews have undertaken multiple e-learning packages related to fires in tall buildings to provide knowledge on how to respond effectively and manage incidents at high rise buildings. A checklist with clearly identifiable actions will be used for future inspections of tall buildings by operational crews (Fire Service Act 2004, section 7.2.d) when undertaking risk inspections at this type of premises. Draft user requirements are being scoped to procure a fully interactive and cloud based software solution to improve the management of premises risk, including tall buildings within Leicester, Leicestershire and Rutland.

Ensure effective risk management at incidents by improving assurance processes.

44. A service wide software solution to improve assurance has been successfully implemented. The solution has removed all paper-based reporting for safety, near miss and personal hazard exposure events. Stage two of the development

of the software will extend functionality to facilitate the submission of learning from incident and exercise debriefing to assist with identification of trends for analysis and action. The software solution is currently available as a web application with progression to a mobile based application available on all service provided devices anticipated by September 2023. Progression to a mobile application will ensure immediate access to reporting of events and ability to access live data for statistical analysis.

Develop and maintain plans or procedures for the top 10 risks identified on the Community Risk Register.

45. Using a risk based programme of works based around the Local Resilience Forum Community Risk Register, significant effort has been expended with multi-agency partners to improve existing plans and where necessary develop new plans and procedures to address the possible consequences of widespread power outages. This has included:
- Participating in national and local multi-agency exercises
 - Developing and implementing site power loss plans across the whole of the Service estate; and
 - Testing of emergency power generators and back-up arrangements at all Stations, Service HQ, Training and Development and the Workshops/Stores complex. In conjunction with the Estates Department, a number of issues have been identified and remedial action taken or scheduled for further investigation in the near future. This work has seen a significant improvement in our resilience to widespread power outages.
46. As Chair of the newly re-formed Risk Assessment Working Group (RAWG), LFRS staff have spent a significant amount of time and effort in kick-starting the programme of multi-agency work to revise, renew and publish the Community Risk Register. At the end of May 2023, the Government published the latest Local Risk Assessment Guidance for Local Resilience Forums. This is substantial in size and will take some time to read and digest before it can be applied to the development of a new Community Risk Register. Dependant on capacity within partner agencies, it is hoped that good progress towards agreeing and publishing a new Community Risk Register can be made over the summer.

Aim 2 – Respond effectively to incidents

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

47. During April and May, the Service has attended a total of 151 life risk incidents. The average response time is 11 minutes 13 seconds. To assist in achieving this, the Service relocates appliances from their usual base, whilst others crews are committed at operational incidents or whilst they are training. Tactical Response Vehicles are utilised at locations where crewing levels are reduced, to help reach life risk incidents as quickly as possible. Within the City, Blaby

District and Oadby and Wigston areas, attendance is under 10 minutes. Other districts are over the 10 minute response time due recently to the remoteness of some incidents.

Use our firefighters efficiently and flexibly to maximise our appliance availability.

48. To support maximum appliance availability, Firefighters have been relocated from their usual work base to support other stations on 330 occasions. This included On-Call staff working at whole-time stations on 37 occasions. Whole-time staff working at On-Call stations on 30 occasions and whole-time staff working at another whole-time station on 330 occasions.

Implement alternative crewing arrangements in the event of the Service moving away from the current Day Crewing Plus (DCP) duty system.

49. The CFA has approved changes to Day Crewing Plus (DCP) duty system operating stations and these changes have begun. On 6 February 2023 Coalville Station was the first station to transition from DCP and moved to a 12 hour self-rostering shift. Five further stations will transition to alternative shift patterns with the final station transitioning in April 2025. The Service is currently working to change Hinckley station to 12 hour self-rostering shifts in January 2024.

Undertake Operational exercises with neighbouring Fire and Rescue Services and multiagency partners to test our interoperability and ensure efficient and effective response.

50. Since April, 33 operational exercises have been completed with other Fire and Rescue Services and partner agencies. These have included; Multi agency Flood Exercise, Prisons, Tall buildings and rail.

Aim 3 – Deliver value for money quality services

Purchase a second high reach appliance to replace the older one of the two vehicles.

51. The CFA approved the procurement of a replacement high reach appliance in February 2020 as proposal three of the 2020-2024 Integrated Risk Management Plan (IRMP). The vehicle is now operational and is actively attending incidents.

Relocate and centralise our Learning and Development facilities.

52. A report outlining the current progress was presented to the CFA at its meeting on 21 June 2023. A formal project to manage the build of the facility will be established when the location has been finalised and the land purchased.

Continue to collaborate with other blue light services and our partner agencies to support our purpose of 'safer people, safer places'.

53. In February 2023, the case against Allied Place concluded with a successful prosecution and all costs awarded. LFRS is now working with the new managing agents for the premises who are in a LFRS led Primary Authority Scheme. The managing agents are now completing remedial action such as fire stopping works and other upgrades.
54. The Level 5 (multi-agency) Site Specific Risk Information plan for Ashfordby test track was exercised and reviewed in February. Operational crews, Operational Planning along with Network Rail, British Transport Police, the rail operator, Ambulance, and Police were present. The scenario was a train derailment on the test track striking the Overhead Lighting Equipment with children seen and now missing in the area. The exercise was effective, and the plan updated with minor amendments. Operational Planning team are liaising with the site to ensure arrangements are robust and visible for any FRS response.
55. Community Educators delivered several Fire Safety talks to Afghan refugees and asylum seekers in collaborative work with Leicester City Council and IBIS Hotel management. Specific male only and female only sessions were delivered to cater for individual requirements, and in total 47 people were engaged with during these sessions.

Develop the bistro area of the headquarters building to maximise office and training space.

56. Work on the refurbishment of fire stations is currently taking priority, therefore the Bistro development has been delayed. It will however still be progressed. The spacial planning has been done and the architect has drawn plans.

Refurbish Western Fire and Rescue Station.

57. Project progress is outlined in paragraphs 26 and 27 above.

Aim 4 – An engaged and productive workforce

Design and deliver learning and development interventions that ensure we have a competent, professional workforce who can help our communities.

58. A series of Core Code of Ethics Workshops have been delivered across LFRS by the Learning & Organisational Development (L&OD) manager. To date, 40 individual sessions have been facilitated allowing open and productive conversations about ethical behaviour within the workplace and whilst serving our communities.
59. A two day leadership programme for supervisory leaders has been designed in conjunction with an external provider. Five courses have been delivered to green and grey book staff with excellent feedback. More courses have been

scheduled from September. A two day course for middle managers has been designed and will be delivered from September.

60. There are currently 20 staff completing the online NFCC supervisory leadership development online programme and a further 20 free licenses are available from September. There is funding available to procure additional licenses as needed.
61. A bespoke e-Learning course has been procured to increase staff awareness of Neuro-Diversity (ND). The online course will go live in August on Oracle (Oracle is the Service's learning and development application) and will be available to all staff. A day long course by the ND specialist who designed the e-Learning was run in Training and Development for instructors and more have been scheduled aimed at people who line manage those with ND from September.
62. 20 sessions (individual and group) sessions have been delivered to a range of staff to support them in interview skills using competencies. More have been scheduled to support the upcoming promotion campaigns, the On-call campaign and ongoing in service transfers.
63. A suite of 18 self-coaching modules is available in Oracle, along with a further five 'coaching for non-coaches' modules. Face to face sessions on 'how to have a coaching conversation' to support the professional development discussions (PDD) are scheduled to be delivered from September.
64. A new and bespoke in service assurance process has been designed by L&OD and this will support many areas across LFRS including recording of competence for operational staff. There are a series of sessions that will be delivered to upskill operational staff to be able to quality assure evidence recorded in Oracle.
65. Development pathways and portfolios have been designed (Firefighter to Watch Manager initially) to support operational staff who wish to work towards promotion. These will be trialled with various stakeholders during August to gain feedback.
66. A variety of courses to support staff development have been procured by L&OD including level 3 introductory and level 3 certificate in FP, level 2 safeguarding and self defence for lone workers (community safety). Media and investigation training are currently having a training needs analysis written to ascertain need.

Implement improvements based on the staff feedback to improve the employee experience.

67. Learning and Organisational Development (L&OD) have reviewed a series of data sets including the results of recent the cultural survey, ER data, HMICFRS reports and historical staff surveys, this has resulted in a report that has been written by L&OD Manger with recommendations of areas of Organisational Development interventions across the Service.

68. The NFCC Maturity Model is being completed with feedback and engagement from staff across relevant areas and this again will help shape proposed developments in promotions process and development pathways based on feedback from focus groups.

Develop the knowledge, skills and behaviours of our leaders in order for them to engage and motivate their teams.

69. The numbers of PDDs being completed across all areas of LFRS continues to steadily increase. A suite of resources has been provided within Oracle to support people with having and recording the conversations alongside the face to face sessions. A soft relaunch and simplified PDD will be available from September.
70. There is also a video guide and 'a how to' printable PDF that is a step by step guide on how to record in Oracle. A series of face to face sessions to continue to support managers in having coaching conversations has been designed and procured.

Introduce a range of interventions that prevent workplace stress and help people manage stressful situations.

71. We now have 19 Peer Supporters trained in the service to support people dealing with stress and stressful situations as well as a broader health and wellbeing remit.
72. The contract with Amica to provide counselling to LFRS employees is being renegotiated allowing the opportunity for additional services to be included in the contract such as increasing the support available for post incident debriefs, emotional resilience and support for the Peer Support network.
73. A Working Party has been initiated to embed appropriate elements of the Health and Safety Executive (HSE) Stress Management Standards. This will ensure the statutory obligations of LFRS as an employer are considered and embedded.
74. The Health and Well Being (HWB) Lead is working closely with the Firefighters Charity to provide appropriate and accessible platforms for support by face-to-face groups (online) around a range of wellbeing support with a current focus on staff at the recruitment stage.
75. Station visits by the HWB Team are ongoing to highlight support available and to provide a platform on which colleagues can discuss concerns or review available support. It is also an opportunity to showcase national and local awareness days/weeks and discuss any new procedures or tools available for the support of mental and physical wellbeing.

76. A basic suicide awareness package from the Zero Suicide Alliance has been introduced as mandatory learning for all staff following concerns raised by Operational and Non-Operational staff.

Take action to get the right people, with the right skills, in the right roles, at the right time and at the right costs who represent the communities we serve.

77. The Diversity Community Engagement Officer role has been made permanent following a recruitment process. The successful candidate has been appointed to commence on 26 June 2023.
78. The Recruitment Lead, Station Manager Geographical Support and Corporate Communications team are working together to promote On-call campaigns by creating new recruitment materials.
79. The Recruitment Lead has introduced the use of a new recruitment job boards provider, which has significantly improved the number of external applicants.
80. The On-Call 03/23 advert will close on 19 July. We have used At the time of this report there are externally and we will compare the number of applications to last year when advert closes to understand what difference this has made.
81. The next Whole-time campaign is at the planning stage, with the aim for this to take place in September. This will follow last year's progression timelines.
82. The next Station Manager/Group Manager promotion process will start in August 2023.
83. The Corporate Communications team and the Recruitment Lead are working on the Internship project. Two interns from Leicester University will join LFRS from the 19 June 2023 for six weeks as a Campaigns and Recruitment Communications Intern and Website and Digital Communications Intern.
84. The Recruitment Lead attended Wigston Station open day on Sunday 11 June 2023. The event was well attended, and was a great opportunity to engage with the public, discuss vacancies and opportunities at LFRS, and several dozen recruitment cards were distributed.
85. Eastern White Watch, the Recruitment Lead and the Diversity Community Engagement Officer will attended a charity football match on Saturday 24 June aimed at refugees and marginalised groups.

Aim 5 – Provide assurance

Implement the findings from the multiculturalism and fire safety research.

86. The research from the University of Leicester has shaped the approach to multiculturalism. Many elements of the work are now included within the recruitment and positive action activity. The work undertaken by the Diversity

Community Engagement Officer is testament to that. The new EDI Manager is now in role and will continue this work as business as usual moving forward.

Implement our HMICFRS Improvement Plan.

87. The latest HMICFRS inspection concluded on 23 June 2022 and the Inspection Report has been shared with CFA members, staff and the public. The Service achieved the grades of 'Good' for Effectiveness, 'Requires Improvement' for Efficiency and 'Good' for People. The report was overwhelmingly positive with 9 of the 11 categories being rated as 'Good' and only two as 'Requires Improvement'.
88. A new Improvement Plan has been created, which contains 13 Areas For Improvement identified by the Inspectorate. A new Station Manager, Business Assurance has been appointed to oversee delivery of the Improvement Plan following the transfer of the previous role owner to a neighbouring Service. A new HMICFRS Service Liaison Lead is also in place and visited the Service for the first time on 26 June 2023.

Achieve compliance with the fire standards approved by the Fire Standards Board.

89. The role of the Fire Standards Board is to oversee the identification, organisation, development and maintenance of professional standards for Fire and Rescue Services in England. 16 Fire Standards have now been published.
90. Leicestershire Fire and Rescue Service recognises these professional standards and is currently undertaking a gap analysis exercise assessing compliance. Any identified areas for development will be added to an improvement plan. The standards are now being referenced within the corporate documentation. Further standards are forthcoming, with 18 expected to be in place by the end of 2023.

Improve engagement with our communities.

91. The website is an essential platform for the service and during this period the Service has worked to improve the accessibility. As part of this work, a translate feature has been added which now enables the website to be viewed in 132 different languages.
92. The Corporate Communications team has supported on several large incidents during this period, notable incidents include Loughborough HSBC Fire, Lutterworth Shambles Pub Fire, Barrow upon Soar Water Incident, and Wigston Industrial Fire. The team fielded numerous media enquiries for both incidents, set up radio interviews and kept local communities informed of what was going on and important safety messaging.
93. The Service has recruited two new interns on six-week placements during the summer in partnership with the University of Leicester. Their work will be focused on how the Service can improve its engagement with communities on

key campaigns and topics, including how it can better engage with the student population.

94. Leicestershire Fire and Rescue Service is now on 'Nextdoor', an app that brings neighbours and organisations together. Unlike other platforms, the Service knows that the users reached on Nextdoor are residents in Leicester, Leicestershire or Rutland as to register you must be linked to an address. Currently, the Service's account on Nextdoor reaches over 140,000 residents in Leicestershire. The team have also worked to map this onto station localities meaning that it now has the added ability to target messages specifically to residents living in certain areas (ward, district, county and station localities).

Report Implications/Impact

95. Legal (including crime and disorder)

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

96. 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.

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

None.

98. 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.

99. Environmental

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

100. Impact upon Our Plan Objective

These projects and tasks are designed to assist the CFA in meeting all of the objectives detailed in 'Our Plan 2020-24'.

Background Papers

None.

Officers to Contact

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