

# LFC Procurement of a Staff Survey Platform

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**Report to:**

**Date:**

Investment & Finance Board..... 31 August 2023  
Commissioner's Board ..... 13 September 2023  
Deputy Mayor's Fire and Resilience Board..... 26 September 2023  
London Fire Commissioner

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**Report by:**

Damian Candish, Senior Organisational Effectiveness Manager.

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**Report classification:**

For decision

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**For publication**

I agree the recommended decision below.



**Andy Roe**

**London Fire Commissioner**

**Date** This decision was remotely signed on 31 October 2023

# PART ONE

## Non-confidential facts and advice to the decision-maker

### Executive Summary

The LFC has an existing contract, awarded in November 2020 for the provision of a survey platform, which comes to an end on 25 November 2023. This report seeks authority for the necessary expenditure to procure a survey platform for a three-year period with the option to extend by one further year. The maximum expenditure would be for the amount set out in Part Two of the report, over the four-year maximum contract term.

A longer contract term offers the continuity needed for staff familiarity, upskilling and access to results and offers clearer data trends. It minimises back-end systems integration and administration time, eliminating considerable staff time associated with any change in provider.

### For the London Fire Commissioner

The London Fire Commissioner agrees to commit expenditure set out in Part Two be allocated for the purpose of procuring a staff survey platform for a three-year period with option to extend for one further year.

## 1 Introduction and background

- 1.1** On 25 November 2023 the current contract with Culture Amp for LFC's survey platform expires. The existing two-year contract, awarded in November 2020 was extended by a year. This paper proposes to procure a three-year (with the option to extend by one further year) contract for a survey platform, with a total contract value not exceeding the value set out in Part Two. This sum will be met by People Services department budget.
- 1.2** Culture Amp currently costs are set out in Part Two of the report and are offered at a reduced rate than similar leading global survey providers may charge. A slightly higher maximum spend for the total four-year contract is proposed to accommodate for the realities of inflation and higher operating costs. Although all efforts will be made to achieve a similar annual rate.
- 1.3** This represents value for money compared to paying for single surveys, given the size of LFC (5700 staff), having continual use of the platform, and the functions and quality of data it provides as set out in this report
- 1.4** His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) recommended in the 2018/2019 inspection that LFC needs a consistent approach to staff feedback which results in improvements being made. Regular surveys are part of the LFC Communications and Engagement Strategy 2023-2026.
- 1.5** LFC's operational model is built on risk-ground data, however by using an advanced survey

platform, LFC now has data-driven solutions for the people and skills space, with data that underpins decision-making. LFC also uses the survey to track staff opinion on exiting areas of improvement, such as leadership, inclusion, and bullying, harassment, and discrimination. The survey platform provides targeted data down to watch and team level to pin-point areas of focus with multiple demographics, therefore also equipping managers with data relevant to their fire stations and departments to act on results and make improvements.

- 1.6 A three-year contract (with options to extend by one further year) is proposed to provide essential continuity of service and avoid multiple changes in provider. Continuity offers staff familiarity with using the platform functions to access and drill down into their local data to make local improvements. Integrating new survey platforms into LFB systems is time consuming for multiple teams, including multiple procurement processes. Changes in platforms result in breaks in access to survey results for staff and doesn't allow easily comparable trends to build over time on key improvement plans, which tracks organisational and local improvements.

## 2 Objectives and expected outcomes

- 2.1 The objective of this paper is to secure approval for the procurement of a staff survey platform that delivers targeted, action-focused surveys, for a period of three years with the option to extend by one further year, a total of four years.
- 2.2 The objective of regular surveys is to make LFC a better place to work for all staff, through both central and local improvements based on staff views.
- 2.3 The Culture Amp survey platform, and similar market leading platforms provide the following benefits to LFC:
  - Improved participation through multiple ways to take surveys via email, Microsoft Teams, web-based banners, QR codes, and on external or personal devices.
  - Single sign-on direct access for all staff, continuous access to targeted data.
  - Relevant data for staff by providing targeted results for departments, boroughs, fire stations, watches and teams through demographics which reflect LFC's structure and employee data (grade/rank, length of service etc).
  - Algorithms which identify question areas where improvements will have the biggest impact on a range of factors, for example, engagement or leadership.
  - Key event trend analysis.
  - Promotes local action through an action planning function which links to relevant inspirations or ideas to make improvements in specific question areas.
  - Ongoing use and full LFC platform administration to have as many surveys as desired.
  - Customer success coaching to get the best out of the platform, design surveys, and help analyse results.
- 2.4 LFC's current survey model is for an annual baseline survey to track a range of key improvement plans associated with HMICFRS and the Culture Review, with one or two in-year pulse surveys to focus on tracking specific central commitments made due to the survey results.

## 3. Equality comments

- 3.1 The LFC and the Deputy Mayor for Fire and Resilience are required to have due regard to the Public Sector Equality Duty (section 149 of the Equality Act 2010) when taking decisions. This in broad terms involves understanding the potential impact of policy and decisions on different people, taking this into account and then evidencing how decisions were reached.
- 3.2 It is important to note that consideration of the Public Sector Equality Duty is not a one-off task.

The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.

- 3.3** The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, marriage and civil partnership (but only in respect of the requirements to have due regard to the need to eliminate discrimination), race (ethnic or national origins, colour or nationality), religion or belief (including lack of belief), sex, and sexual orientation.
- 3.4** The Public Sector Equality Duty requires decision-takers in the exercise of all their functions, to have due regard to the need to:
- eliminate discrimination, harassment and victimisation and other prohibited conduct.
  - advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
  - foster good relations between people who share a relevant protected characteristic and persons who do not share it.
- 3.5** Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to:
- remove or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
  - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
  - encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 3.6** The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include steps to take account of disabled persons' disabilities.
- 3.7** Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard to the need to:
- tackle prejudice
  - promote understanding.
- 3.8** Surveys give valuable insight into how particular staff groups with protected characteristics feel on a range of topics at work. This data helps shape organisational design, interventions, and informs LFC leads where issues are so they can be addressed.
- 3.9** An Equality Impact Assessment was conducted during proposals for regular surveys using a survey platform as described in this report in 2020. The platform enables staff data to be assessed by a range of protected characteristic demographics, such as ethnicity, gender, religion, disability, neurodiversity, and caring responsibilities. Therefore, providing greater insight on how certain groups feel on a range of topics which impact them at work, including bullying, harassment, and discrimination, providing data that results in positive change.

## 4 Other considerations

### Workforce comments

- 4.1** A longer contract offers continuity and familiarity for staff in how to use the platform and understand their results. Training sessions were delivered for all staff and specific groups, multiple switches of providers will require more workforce training and upskilling, including LFC

platform administrators to be upskilled to deliver.

- 4.2 Changes in providers will also result in significant additional workload to integrate new platforms into LFC systems, with finite resources efforts would be spent doing this rather than better spent driving central and local improvements.
- 4.3 Representative bodies are consulted on and contribute to baseline survey questions, they are also presented the results and offered support in drilling down into any particular data set or demographic.

### **Sustainability comments**

- 4.4 To ensure sustainability, all strategies, policies, and projects originating from the LFB should be analysed under the Sustainable Development Impact Assessment (SDIA) process. An SDIA has been completed which supports the Brigade to avoid or minimise environmental impact and take opportunities to improve social and economic outcomes in London through the service we provide.

### **Procurement comments**

- 4.5 This requirement will first be tendered using the Crown Commercial Services G-Cloud 13 framework agreement which has survey platform services available. If the service requirements do not match the framework an Open Tender to all suppliers will then be undertaken for the services.
- 4.6 Collaboration with the GLA has been investigated and we have been advised that there are no suitable contracts in place offering the services required that we can use for this procurement.

### **Communications comments**

- 4.7 Individual communications plans will be developed for each survey to support launch activity and to encourage participation. Each plan details how LFC will communicate the results and subsequent actions to be taken for each survey. The 'Your LFB Your Voice' identity has been created and will be used for all LFC surveys. The identity has been developed as part of the 'Your LFB' brand used for the LFC Community Risk Management Plan, Your London Fire Brigade.

## **5. Financial comments**

- 5.1 The LFC has an existing contract for the provision of a survey platform, which comes to an end on 25 November 2023. The existing contract is funded through departmental revenue budget under Leadership, People Services.
- 5.2 This report seeks authority for the necessary expenditure to procure a survey platform for a three-year period with options to extend by one further year. The maximum expenditure would be for and up to the amount set out in Part Two of the report over the four-year maximum contract term.

## **6. Legal comments**

- 6.1 This report seeks approval to commit expenditure of money set out in Part Two of the report to secure the provision of a staff survey platform.

- 6.2** Under Section 9 of the Policing and Crime Act 2017, the London Fire Commissioner ('the Commissioner') is established as a corporation sole with the Mayor appointing the occupant of that office.
- 6.3** Section 327D of the Greater London Authority Act 1999, as amended, the Mayor may issue to the Commissioner specific or general directions as to the manner in which the holder of that office is to exercise his or her functions.
- 6.4** By direction dated 1 April 2018, the Mayor set out those matters for which the Commissioner would require the prior approval of either the Mayor or the Deputy Mayor for Fire and Resilience ('the Deputy Mayor'). In particular, paragraph (b) of Part Two of the said direction requires the Commissioner to seek the prior approval of the Deputy Mayor before "[a] commitment to expenditure (capital or revenue) of £150,000 or above is identified in accordance with normal accounting practices...". The proposed expenditure exceeds this financial threshold, accordingly, prior approval from the Deputy Mayor will be sought.
- 6.5** The proposed contract must be procured in accordance with the Public Contract Regulations 2015.
- 6.6** Having in place a staff survey to better understand staff needs will enable the LFC to make continuous improvements and ensure personnel remain efficient and effective.

# List of appendices

Appendix	Title	Open or confidential*
1	None	

## Part two confidentiality

Only the facts or advice considered to be exempt from disclosure under the FOI Act should be in the separate Part Two form, together with the legal rationale for non-publication.

**Is there a Part Two form:** YES