

## PART 2 – CONFIDENTIAL FACTS AND ADVICE

**DMFD247**

**Title: Strategic Leadership Programme**

*Information may have to be disclosed in the event of a request under the Freedom of Information Act 2000. In the event of a request for confidential facts and advice, please consult the Information Governance team for advice.*

**This information is not for publication until the stated date, because:**

There will be a procurement exercise for goods and services in order to deliver the Strategic Leadership Programme, so this report contains commercially sensitive information.

**Date** at which Part 2 will cease to be confidential or when confidentiality should be reviewed: 28 February 2025

**Legal adviser recommendation on the grounds for not publishing information at this time:**

In the event the information contained in this Part Two and/or its appendix is the subject of a request for information under section 1 of the Freedom of Information Act 2000 (the "Act"), it is considered that access can be denied on the basis that such information constitutes exempt information under s43(2) of the Act.

Section 43(2) (Commercial Interests) of the Act provides that Information is exempt information if its disclosure under this Act would, or would be likely to, prejudice the commercial interests of any person (including the public authority holding it).

**Public Interest Assessment**

Here, on balance, it is considered that disclosure by the London Fire Commissioner (LFC) of the information contained in this part 2 report would be likely to have a detrimental effect on the LFC's commercial position in the procurement of the goods and services, and therefore should not be disclosed at this point. The LFC has not yet entered into formal procurement stage or contracts, and therefore publication of information would prejudice the LFC's ability to secure the optimal value for public money which would not be in the public interest.

The eligibility of the exemption should be reassessed in the event of an FOIA request for this information as the level of sensitivity will change over time and different circumstances may alter the arguments in favour of non-disclosure.

**Legal Adviser** - I make the above recommendations that this information should be considered confidential at this time

**Name:** Diane Maino

**Date:** 4 September 2024

### **Confidential decision and/or advice:**

Part One of this decision requests the Deputy Mayor to authorise the LFC to commit revenue expenditure of up to £750,000 for the purposes of the Strategic Leadership Programme over the next three years.

The 2024/25 growth budget for the Leadership Model of Trust project has already been approved by the LFC and the Mayor, which specifically allocated funds for leadership development.

The LFC considered three options for delivering the Strategic Leadership Programme, as set out below:

- Option 1 – procurement of an external provider;
- Option 2 – do nothing; and
- Option 3 – in house design and delivery of the Strategic Leadership Programme through the Leadership Academy.

After analysing the options, the LFC considered the best option would be to procure an external provider to design and deliver the Strategic Leadership Programme. The management of delivery would be undertaken by London Fire Brigade's (LFB) Leadership Academy through the Leadership Model of Trust project, which sits under the Culture Transformation Programme. Details of the cost analysis of the three options are set out in Appendix 1 (Part Two of report LFC-24-083).

#### Cost Analysis of External Provider

Research has taken place on the cost associated with similar leadership development programmes. The National Fire Chiefs Council currently offer places on an Executive Leadership Programme at a cost of £10,000 per delegate for a nine-to-12-month programme with a residential offering.

The Windsor Leadership Programme provides two courses at executive level. Both consist of a one-year programme and include two residential development sessions. The average cost is £5,000 per delegate.

The Metropolitan Police Service has a Strategic Leadership Programme delivered by an external provider. This lasts for one year and has two residential modules. The cost of this programme is approx. £12,000 per delegate.

As a comparator, the current LFB middle leadership development course consists of five days development with 3 days being in-person sessions and 2 days online. This averages £1,200 per delegate.

For the purpose of this business case a cost of £5,000 per delegate per year has been applied with a £150,000 one-off build cost. It is likely that the providers on the framework will be able to build the programme at a lower cost. Although the programme has been scoped and costed for a 3-year period, there is an option to reduce this to two years. The tender process will seek to explore this.

The project cost analysis is based on an assumption of 40 delegates at a cost of £5,000 per delegate per year over a two-year and three-year period.

Table 1 – Costs of Strategic Leadership Programme

<b>Costs of Procuring and external provider</b>	
Year 1	£350,000
Year 2	£200,000

Year 3	£200,000 (if three-year)
Total costs	£550,000 (2-years) or £750,000 (3-years)

### **Financial comments**

This decision seeks approval to commit revenue expenditure over the three-year period 2024/25 to 2026/27, to deliver the Strategic Leadership Programme.

The recommended option to procure an external provider to design and deliver the development programme has been estimated at a total cost over the three years of up to £750,000, profiled in the table above.

This project sits within the Culture Transformation Programme. Funding of £560,000 for this year and the next two years up until 2026/27 (a total of £1,680,000) was approved in the LFC's 2024/25 budget in respect of Learning and Development Redesign. That funding includes the potential three years of the Strategic Leadership Programme.

The costs of the recommended delivery option for the Strategic Leadership Programme will be funded from this investment and, therefore, contained within the existing approved budget.

### **Appendices**

Part Two of Report LFC-24-083 including Appendix 1 (Business Case)