

PART TWO

Confidential facts and advice

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 Governance Team for advice.

This information is not for publication because: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.

Legal recommendation on the grounds of keeping the information confidential:

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 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.

The recommended period for non-publication of Part 2 is six months

Legal Adviser

I make the above recommendations that this information should be considered confidential, at this time.

| | |
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| Name: Hameera Darr | Date: 20.6.2024 |
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Confidential decision and/or advice

DECISION

That the Deputy Mayor for Planning, Regeneration and the Fire Service authorises the London Fire Commissioner to commit revenue expenditure of up to £750k 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 Brigade and the Mayor, which specifically allocated funds for leadership development. Therefore, the purpose of this business case is to obtain approval to use the allocated budget and to proceed with the recommended option to procure an external provider to design and deliver a Strategic Leadership Programme.

This LFC decision will only be taken after further consultation with the Greater London Authority's finance and legal advisers and Mayoral Delivery Board..

For the London Fire Commissioner

The London Fire Commissioner agrees to commit revenue expenditure of up to £750k for the purpose of Strategic Leadership Programme, over the next three years.

Introduction and background

The Introduction and background is detailed within part one of the report.

Recommended option

The recommended option is to procure an external provider to design and deliver the Strategic Leadership Programme. The management of delivery would be undertaken by the Leadership Academy through the Leadership Model of Trust project, which sits under the Culture Transformation Programme.

Cost analysis

Option 1 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 £10k per delegate for a 9-12 month programme with a residential offering.

The Windsor Leadership Programme provide two courses at executive level. Both consist of a one-year programme and include two residential development sessions. The average cost is £5k 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. £12k per delegate.

As a comparator, the current LFB middle leadership development course consists of 5 days development with 3 days being in-person sessions and 2 days online. This averages £1.2k per delegate.

For the purpose of this business case a cost of £5k per delegate per year has been applied with a £150k 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 2 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 £5k per delegate per year over a 2-year and 3-year period.

Option 3 In-house provision

LFB do not have the skills and resources to design and deliver this type of training, and should an in-

house option be required then additional investment would be needed to develop this capability especially in year one. It will also take additional time. Below are the initial assumptions and calculations on the provision of an in-house delivered programme.

It has been assessed that two registered Occupational Psychologists would be required for two months, at the cost of £800 per day (£64,000 for two months), to help design the programme and to upskill the facilitators in the content and delivery style of the leadership development programme. The College of Policing, Transport for London and the NHS all employ/procure Occupational Psychologists to design and support their internal leadership programmes.

Existing Leadership Academy trainers/facilitators will be used to deliver this programme. It should be noted that these resources are subject to final governance approval but were contained in the agreed budget for 2024/25. A fund of £64k is proposed to cover the abstraction of these staff to be upskilled. Their core role is delivering existing and planned leadership training within LFB so there will likely be a need to temporary cover their abstraction. At this stage it has been costed to use contract trainers for 10 days at £800 per day.

It is proposed to provide tailored learning and development opportunities to meet personal development needs, recognizing that some leaders will have completed courses or have the necessary skills. An allocation of £60k is proposed for attendance at events or courses such as CIPD conferences and workshops, Leadership College of Government masterclasses and workshops and NFCC leadership programmes and conferences. This will be allocated on a needs basis.

An in-house programme will likely need to draw on subject matter experts and speakers to deliver certain elements of the programme. For example, subjects such as emotional intelligence/resilience and decision making within strategic leadership roles, operating in a political environment, social value thinking, wellbeing and diversity, equity and inclusion for strategic leaders are likely to require subject matters expert. An allocation of £30k is proposed.

The provision of a residential course for participants is proposed which will include food and accommodation, occupational psychologist support and attendance of subject matter experts. An allocation of £80k is proposed.

Future years will involve some elements of the above, for example the residential element and use of subject matter experts and speakers.

Table 1 – Project Cost Analysis

| Project Cost Analysis | | | |
|--------------------------------|--|--|--|
| Description | Option 1 (recommended option) | Option 2 (do nothing option) | Option 3 (alternative option) |
| Strategic Leadership Programme | Procurement of an external provider to design and deliver the Strategic Leadership Programme via a contract tending process. | Continued internal delivery of the existing Leadership Development Workshop and Speaker Programme via the Leadership Academy (with sourced external speakers). | In-house design and delivery of the Strategic Leadership Programme via the Leadership Academy. |
| Total Project Cost | 3-years £750k 2-years £550k | Estimated at £120k over 3 years (40k pa) | 3-years £600k 2-years £550k |

- Option 1
 - Data available in the public domain has provided insights into the expected costs when developing comparable leadership programmes across public sector organisations – see above.
- Option 2
 - This is a known quantity taken from last financial year costs and anticipated additional costs based on feedback from TMG attendees.
 - Last financial year costings did not exceed £14k.
 - Feedback shows a need to growth this cost by bringing in more keynote speakers and finding other methods on engagement.
- Option 3
 - Covers costs for additional resources e.g. occupational psychologists, residential costs, subject matter experts and speaker.
 - The current skills within the Leadership Academy are unlikely to be able to meet the requirements in the expected outcomes. Developing these skills will cost money and take time.

Table 2 On-going Costs (Post Project)

| On-going Costs – Post Project (Add lines to table for additional years) | | | |
|--|---|---------------------------------|------------------------------------|
| | Option 1 (Recommended option) | Option 2 (do nothing) | Option 3 (alternative) |
| Year 1 | £350k | £40k | £300k |
| Year 2 | £200k | £40k | £150k |
| Year 3 | £200k (if 3-year) | £40k | £150k (if 3-year) |
| Total Cost | £550k (2-years) or £750k (3-years) | £120k | £450k (2 years) £600k (3 years) |

Financial comments

This report seeks approval to commit revenue expenditure over the 3-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 3 years of up to £750k, 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 existing approved budget.

Legal comments

1. The legal comments are set out in Part 1 and Part 2 of this report.
2. The LFC's Strategic Leadership Programme ('The Programme') may require goods and services to be procured in accordance with the Public Contract Regulations 2015. Part 1 report confirms an open and transparent exercise will be undertaken, in accordance with the aforementioned regulations.

Subject to approval of the commitment to expenditure, the LFC may proceed with the intended procurement exercise and award the contract to the preferred supplier to deliver the Programme.

Confidential appendices and supporting papers

