



LONDON FIRE BRIGADE

# S strategic Leadership Programme

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**Report to:****Date:**

Investment & Finance Board.....	25 July 2024
Commissioner’s Board .....	14 August 2024
Deputy Mayor’s Fire Board.....	27 August 2024
London Fire Commissioner .....	

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**Report by:**

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**Report classification:**

For decision

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**For publication**

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**Values met**

Reports should provide decision makers with the assurance that the Brigade values are reflected in its decision-making, policies, procedures and processes and outline how the recommended decisions align with and further the Brigade values.

Section 3 confirms that all six LFB Values, as set out below, are applicable to the S strategic Leadership Programme.

- Service
- Integrity
- Teamwork
- Equity
- Courage
- Learning

# PART ONE

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

### Executive Summary

The Strategic Leadership Programme, aligned to the Values and Behaviours Framework, aims to address recommendations contained in the independent Culture Review and various HMICFRS reports to improve the trust and confidence in LFB senior leadership and create a more collective and collaborative leadership approach across all groups and teams.

This business case sets out the core aims, objectives and outcomes the Brigade expects to achieve. It also sets out two options for delivering the development programme (and a third 'do nothing' option).

Recommended approach:

Option 1: To procure an external provider to design and deliver the development programme. The external provider will provide an external perspective and meet industry best practice. Management of delivery would be undertaken by the Leadership Academy and overseen through the Leadership Model of Trust project, which sits under the Culture Transformation Programme.

Growth in the 2024/25 budget has already been approved by the Brigade and the Mayor, which specifically allocated funds for senior leadership development. Therefore, the purpose of the 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 Development Programme.

## Recommended decision

### For the London Fire Commissioner

The London Fire Commissioner agrees to commit revenue expenditure set out in Part 2 to deliver the Strategic Leadership Programme over the next three years, set out in more detail in the Business Case at Appendix 1.

#### 1 Introduction and background

- 1.1 Since 2017 LFB has needed to respond to unprecedented challenges both operationally and culturally. The Grenfell Tower Inquiry, the independent Culture Review and a number of reports from His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) identified the need for the Brigade to develop leadership that could be trusted, both by the public we serve and the staff who work for LFB. The LFB Staff Survey results reinforced the need to improve leadership and the way senior colleagues behave and lead the Brigade.
- 1.2 Up to 2022 there had been limited leadership learning and development within LFB. The priority had been operational training. In 2022 the Brigade launched three leadership programmes aimed at junior and middle to senior leaders. The courses are being delivered by Babcock, LFB's training provider, and the Leadership Academy with some specialist support for Equality, Diversity and Inclusion modules. These are currently being delivered with evaluation showing positive impact.
- 1.3 In early 2023 the Brigade commissioned leadership consultants to work with the Commissioner, Directors and members of the Top Management Group (TMG) to assess the future requirements for the most senior leaders of LFB. They conducted six half day workshops and one-to-one meetings and coaching sessions with the Commissioner and all Directors. In addition, they held two full day workshops with members of the TMG exploring themes around cultural leadership and their future needs and requirements. Between the two TMG sessions, those who attended the workshops spoke to all of their TMG colleagues to gather feedback on existing and future development needs and how best to bring about culture transformation. The consultants also reviewed existing materials, resources and the programmes to support the leadership development of Directors and TMG.

- 1.4 The assessment concluded that although there were some generic leadership programmes, there was little development activity targeted at Directors or TMG. Those consulted expressed the current leadership development provision at this level was disjointed, provided on an ad-hoc basis and with little evidence of positive impact at team or organisational level. The reviews found it was vital for greater clarity about the composition of TMG, finding the current number of approx. 70 members to be too large. They proposed changing the name to Strategic Leadership Team (SLT) and reducing the size. They found leaders needed greater understanding of their collective and wider organisational responsibilities beyond their specific remit or job role. There was a need to establish three different leadership communities (Commissioner, Directors and TMG/SLT) to learn and lead together. The current provision emphasised individual leadership and whilst this is useful, further development provision should be focused on cultivating a collective leadership approach with leaders collaborating to lead LFB.
- 1.5 Following this work LFB established a Working Group consisting of 12 TMG members from operational, control and FRS groups and colleagues from the Culture Transformation programme team and the Leadership Academy. The group developed the specification of the proposed development programme and supporting business case. This sets out two options for delivering a Strategic Leadership Programme, as well as a third option of 'do nothing'. Directors have reviewed the options in relation to the composition of a newly formed SLT and propose reducing the number to approximately 40 members.
- 1.6 TMG will remain an important leadership group. The current monthly briefings and leadership development opportunities will continue. TMG members will continue to be invited to the keynote speaker sessions introduced in 2023 and will be able to access the coaching and mentoring support available from both LFB and other organisations such as the National Fire Chiefs Council, Greater London Authority and Westminster Industry Group. In addition, the learning and development provision through the Windsor Leadership programme is open to all TMG members. Investment is being made in the provision of management training and bespoke learning and development aimed at FRS staff which all TMG FRS staff will be able to access.
- 1.7 The recommended option is to procure an external provider to design and deliver the programme. 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 significant investment would be needed in year one to develop this capability. The management of the delivery of an external sourced provision would be undertaken by the Leadership Academy and be overseen through the Leadership Model of Trust project which sits in the Culture Transformation programme. Funding has been allocated in the 2024/25 budget and permission is sought to proceed to tender via an approved framework of suppliers.

1.8 There is a clear opportunity over the next 2 to 3 years to strengthen the collective leadership function of the Brigade. This business case sets out how the Brigade can work towards achieving this through the delivery of a 'Strategic Leadership Programme'.

## 2 Objectives and expected outcomes

### 2.1 Aims:

- Strengthen relationships within the Strategic Leadership Team, driving active collaboration and cooperation.
- Build strong and accountable leadership communities across the Brigade.
- Build leadership skills and explore and understand how they are different to management skills.
- Actively consider and support succession planning.
- Help resolve complex problems and evolve working cultures, together.

### 2.2 Objectives:

- To embed constructive disagreement, negotiation and informed decision-making into collective leadership practice across the London Fire Brigade.
- To strengthen relationships within the Strategic Leadership Team, empowering groups to collaborate more effectively, demonstrate consistency in behaviours, values and vision as a means of driving organisational effectiveness.
- To work collaboratively to build a better understanding of, and shared confidence in the multiple leadership roles and responsibilities across the LFB.
- To develop sustainable mechanisms, such as evaluation processes, workshop storyboards, governance processes and clear objectives, for building skills, knowledge and experience of collective leadership in a complex organisation in a constantly changing environment.
- For future staff surveys to measure positive change in leadership and management and in understanding and being motivated by the senior leader's communication of their vision for LFB.
- To build a collective and collaborative strategic leadership group with a consistent style of behaviours that demonstrate the LFB Values leading to increased psychological safety and resultant improvement in wellbeing and performance.
- Personalised development, specific training needs (including support for those that are neurodiverse), objective setting, and peer to peer learning.

### 2.3 Outcomes :

- A strengthened collective leadership function with a clear sense of shared purpose as to their roles and responsibility as a strategic leadership team.
- A new set of relationships based on mutual trust and respect where individuals feel a strong sense of belonging and where diverse perspectives are encouraged.
- A leadership culture which creates the right conditions for healthy challenge, appropriate risk-taking and collaboration.
- A culture of on-going learning, where the leadership community take responsibility for empowering others across the Brigade. A clear sense of succession planning opportunities within LFB.
- Increased creativity and innovation across the leadership community, driving effectiveness.

## 3 Values Comments

3.1 The LFC notes the Fire Standards Board requirements around adopting and embedding the Core Code of Ethics at an individual and corporate level. Following extensive engagement, the LFC has introduced Brigade values which build on and do not detract from the Code of Ethics.

3.2 The proposal has direct relevance to all of LFB Values and these will form a core part of the programme.

3.3 The Brigade values are:

- Service: we put the public first
- Integrity: we act with honesty
- Teamwork: we work together and include everyone
- Equity: we treat everyone fairly according to their needs
- Courage: we step up to the challenge
- Learning: we listen so that we can improve

## 4 Equality comments

4.1 The LFC and the Deputy Mayor for Planning, Regeneration and the Fire Service 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.

- 4.2 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.
- 4.3 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.
- 4.4 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.
- 4.5 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, in particular, 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.
- 4.6 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 4.7 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, in particular, to the need to:
  - tackle prejudice
  - promote understanding.
- 4.8 An Equality Impact Assessment has been conducted for the current TMG development programme. This is attached within the Business Case. This will be updated as the programme develops and composition

is confirmed.

## **5 Other considerations**

### Workforce comments

- 5.1 Prospect have been engaged and are supportive of investment in senior staff leadership development and the need to reduce the size of a future S LT. They have requested information on the composition and rationale for inclusion.



## Sustainability comments

5.2 The sustainability impact assessment was signed off on 30 May 2024 (Appendix 3).

## Procurement comments

5.3 LFB Procurement team have been engaged in developing the business case and advising on potential supply routes. Following research, they propose if option 1 is chosen the procurement should be via a Public Contracts Regulation 2015 compliant framework run by YPO. This will give LFB a wide range of suppliers to review submissions from (approx. 17). This ensures a fair comparison in regard to capability/commerciality and taking into consideration our commitment for Responsible Procurement, including Sustainability, CSR and Social Value.

5.4 Procurement have proposed a Tender Panel is established to help inform the process and assess submissions. It has been agreed this will consist of the following:

Cliff Morton, Interim Chief HR Officer  
AC Keeley Foster, Leadership Model of Trust Sponsor  
Lewis Coakley, Head of Culture and Organisational Development  
Mary-Anne Pilkington, Head of Leadership Development  
Nadia Bob-Thomas, Head of Equality, Inclusion and Diversity  
Adrian Bevan, Prospect representative

5.5 The assessment criteria will be agreed with Procurement to ensure appropriate weighting is given to the quality of the product and cost considerations.

## Communications comments

5.6 The Communications Team will inform the Comms Strategy once the detail of the Leadership Development Programme emerges through the design stage.

5.7 Comments from the Communications Team:

Strategic Leadership Development - communications plan outline:

- Brief senior leaders in person to gain their engagement in the process
- Agree timing and prioritization for leadership development actions
- Agree visual identity for the development activity in line with LFB Values 'learning' value
- Highlight materials available to leaders via our normal communication channels on Hotwire and via TMG sessions.

## 6 Financial comments

6.1 This report seeks approval to commit revenue expenditure to deliver the Strategic Leadership Programme, funded from investment growth approved as part of the 2024/25 budget. Further information on costs and funding is provided in part two.

## 7 Legal comments

- 7.1 This report seeks approval to commit revenue expenditure on goods and services set out in more detail in Part 2 to deliver the Senior Leadership Programme.
- 7.2 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. Under section 327D of the GLA Act 1999, as amended by the Policing and Crime Act 2017, 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.
- 7.3 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 Planning, Regeneration and the Fire Service (the "Deputy Mayor"). Paragraph (b) of Part 2 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 as identified in accordance with normal accounting practices...". Accordingly, the revenue expenditure set out in more detail in Part 2, requires prior approval.
- 7.4 The statutory basis for the actions proposed in this report is provided by sections 7 and 5A of the Fire and Rescue Services Act 2004 ("FRSA 2004"). Under Section 7 (2)(a) FRSA 2004 the Commissioner has the power to secure the provision of personnel, services and equipment necessary to efficiently meet all normal requirements for firefighting and section 5A allows the Commissioner to procure personnel, services and equipment they consider appropriate for purposes incidental or indirectly incidental to their functional purposes.
- 7.5 General Counsel advises that all proposed tenders (together with any modifications to any existing contracts) required to deliver the Senior Leadership Programme must be carried out in accordance with the Public Contracts Regulations 2015 ("the Regulations"), together with the London Fire Commissioner's Scheme of Governance (Part 3 Standing Orders Relating To Procurement).
- 7.6 Delivery of the Senior Leadership Programme will enable the Brigade to make continuous improvements, enable it to operate efficiently and effectively, and build trust and confidence.

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.

The rationale for non-publication is that we will be entering a procurement exercise.

List of appendices

Appendix	Title	Open or confidential*
1	Strategic Leadership Programme Business Case	Confidential
2	Equality Impact Assessment	Open
3	Sustainability Impact Assessment	Open
4	Data Protection Impact Assessment	Open