



LONDON FIRE BRIGADE

Report title

Ensuring our people are well led: Middle Leadership Programmes (Update since contract termination)

Report to	Date
People Board	26 August 2021
Commissioner's Board	8 September 2021
Fire and Resilience Board	12 October 2021
London Fire Commissioner	

Report by	Report number
Assistant Director, People Services	LFC-0586y

Protective marking: **OFFICIAL**

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If redacting, give reason: Commercial confidentiality

I agree the recommended decision below.

Andy Roe
London Fire Commissioner

Date

This decision was signed
remotely on 1 February 2022

Executive Summary

This report offers an update on the controls offered in the People Risk Register as mitigations to the risk around leadership development. It complements the initial report (attached as appendix 1) submitted to People board on 27 May 2021. This update discusses options for moving forward to ensure the delivery of the three-year programme across our middle leaders' cohort.

People Board (26 August 2021) approved option 3 to utilise the Babcock training contract, the threeyear contract as set out in paragraphs 36 to 41. This option will enable a quicker timeframe to

delivery for the programme and offers the most efficient ongoing management of the administrative process.

Commissioners Board (8 September 2021) endorsed the decision made at People Board.

Recommended decisions

For the London Fire Commissioner:

That the London Fire Commissioner

1. Approves expenditure of up to £740,000 for the provision of a three-year Middle Leadership Programme.
2. Notes that Babcock Training Limited will be responsible for the procurement of the subcontractor under the terms of the Training contract on behalf of the London Fire Commissioner.
3. Delegates Authority to the Assistant Director, Technical and Commercial to vary the Babcock Training contract include the provision of a Middle Leadership Programme via a subcontractor.

Introduction and Background

1. The People Directorate Risk Register contains the following risk regarding leadership "*under investment in the Brigade's leadership capability means that it is not sufficiently developed to deliver on the LFC's strategic priorities, and the Brigade fails to transform*". The paper deals specifically with the control of introducing a Middle Managers Programme (MLP) and gives the board options for making progress considering recent events discussed within the paper.
2. The Middle Leadership programme (MLP) contracts were awarded to a supplier called Lane4 after a competitive tendering process. In May 2021 the organisation was contacted by the supplier to inform us that the supplier wanted to terminate services, on July 16th, due to a conflict of interest arising. The justification was that a conflict of interest had arisen because of an acquisition of the supplier organisation by an organisation that already provides services to our organisation in the form of external auditing.
3. Following consultation with our procurement department and legal department, we have agreed to terminate the contract. The contraction variation agreeing to the termination was signed on 9 July 2021 and the contract ended on 16 July 2021. This paper covers the next steps in defining a MLP for our Middle Managers cohort.

Funding

4. As a result of the decision to terminate the contract, the full amount paid to Lane4 to date (£92,000) has been refunded. In addition, LFB are now in receipt of funds from a government scheme to incentivise hiring of apprentices during the pandemic (all trainee firefighters are apprentices). We anticipate this to be in the region of £220,000. As well as these two income streams, the Cultural Change Team within People Services have budgeted spending £130,000 each year for the next four financial years. Therefore, the following funding has been earmarked for the delivery of the MLP:

Firefighter Apprentice incentive payment	£220,000	(reserve)
MLP Budget 2021/2022	£130,000*	(reserve)
MLP Budget 2022/2023	£130,000*	
MLP Budget 2023/2024	£130,000*	
MLP Budget 2024/2025	£130,000*	
Total	£740,000	

*A decision to wrap into this project the targeted leadership development for underrepresented groups was made by the Head of Culture, resulting in an additional £30,000 being added to the £100,000 budget within each of the financial years. This will be factored into the programme design in whichever option the board pursues.

5. The apprenticeship incentive payments have been confirmed by our Apprenticeship Service account hosted on the government website as per government funding guidance (<https://www.gov.uk/guidance/incentive-payments-for-hiring-a-new-apprentice>). The current government scheme finished on 30 September 2021, with no current indication of the scheme continuing. None of the budgets for this project rely on future apprenticeship payments due to the uncertainty of the scheme continuing.
6. In order to utilise the funds available, the Board is requested to recommend to the Director of Corporate Services that a reserve of £350,000 (£220,000 and £130,000) be created specifically for the Middle Leadership Programme to contain the funds from the apprentice levy and 2021/2022 funding.

Collaboration

7. Discussions are ongoing with the OD & Engagement Manager at the Greater London Authority around opportunities to design a tender specification that allows for sharing of the content of the programme across the GLA within the bounds of the training contract with Babcock.

Expenditure and Eligibility

8. Previous reports to the People Board have estimated the unit cost per delegate on an open market to be £1,000. We define 'middle leaders' as follows:

i.	FRS E, F and G	356
ii.	Station Commander and Group Commander	222
iii.	Control Operations Manager and Senior Control Commander	10
iv.	Talent Management	32
v.	TOTAL DELEGATES	620

9. Based on the market cost of £1,000 per delegate, the total cost to is projected to be £588,000. In order to add a 5% uplift to the total cost to enable talent management, the project cost rises to £620,000.

10. The final [REDACTED] would then be targeted over the three years on underrepresented staff groups as well as initiatives in the medium term whilst the programme is developed.
11. It is envisaged that each course will consist of 12 delegates mixed from across the 3 staff groups. This equates to a total of 52 courses and encompasses almost 5% (32 delegates) uplift as mentioned above.
12. The impact of the McCloud/Sargeant pension remedy has the potential to impact on the number of middle leaders within the operational staff group across the 3-year programme. There are 31 GC and 56 SC who are eligible to retire. Planning assumptions suggest 80% retiring from the group which would be 25 GC and 45 SC. These numbers include those who will retire in year 2021/2022 as well as at 31/3/22 and includes those who have already retired this year.
13. Planning assumptions expect a further 33 in year 2022/2023 retirements and 37 on 31/3/22.
14. This may impact on the number of operational officers trained across the programme and is dependent on succession planning, officer reviews and replenishment of the various middle leader posts.
15. Empty places will be filled with middle leaders across the other two staff groups as well as individuals identified through talent management across all 3 staff groups as preparational for future middle manager roles. Opportunities will also be offered to individuals selected as part of any Targeted Development Programmes suggested within the proposed recruitment strategy.

Content

16. The original supplier Lane4 were able to complete the discovery phase of the contract before termination. The Discovery was formed of 5 discussions with individuals and 3 group discussions.
17. The Discovery report researched 3 key themes across the LFB discussions:
 - (a) What are the key Leadership challenges facing LFB over the next few years?
 - (b) What does this mean for the Leadership by Middle Managers?
 - (c) What are the considerations for the programme to ensure it is effective and focused?

Notes from these meetings have been collated, amalgamated, and summarised to identify key themes. A synopsis is shown below. The full Lane4 report is attached as (appendix 2).

Key Leadership Challenges

- We have a clear mandate for change but need our managers to support colleagues through this change
- We need the right people in the right roles and a clear, fair, and transparent promotion process
- Great leadership should be an enabler of Diversity and Inclusion, we need to immerse ourselves in our communities

- Everyone should feel they have leadership responsibilities in the organisation
- We need to break down the uniform/non-uniform barrier
- We are all responsible for making our strategy understood and supported by all
- We should encourage innovation and decision-making

18. Impact on Leadership by Middle Managers.

- Important role in driving culture change
- Need to be professional and not rely on friendships
- Need to create inclusive environments where colleagues can have honest conversations
- Need to feel trusted and empowered and lose the fear of failure
- Should show ownership for performance and not blame senior leaders or internal process
- Should feel comfortable influencing upwards to drive change and create environments of success
- Would benefit from having a wider understanding of political and regulatory influences on why certain changes are required
- Should feel responsible for finding solutions not just identifying issues
- Have adaptable style, less Command/Control

19. Considerations for Design

- Conversations suggest that surveys/ALGs may not be received positively, therefore, if used this should be later in the programme
- Ensure the design is simple –but effective, not weighed down by complicated models and frameworks but made as applicable as possible.
- Need follow up –ensure development options beyond the formal programme
- Topics highlighted:
- Make clear the impact they have as leaders
- Understanding the roles of colleagues
- Dial up accountability and proactivity
- Understand leadership vs. management
- Adaptive / situational leadership
- Link coaching to performance
- Managing change (pressure and resilience)
- Change management
- Giving effective feedback
- Compassionate leadership
- Creating a psychologically safe environment
- Growth mindset
- Diversity and inclusion

20. Having this report is of great benefit as it will allow for the agreed supplier to go straight to design, if options one, two or three are endorsed.

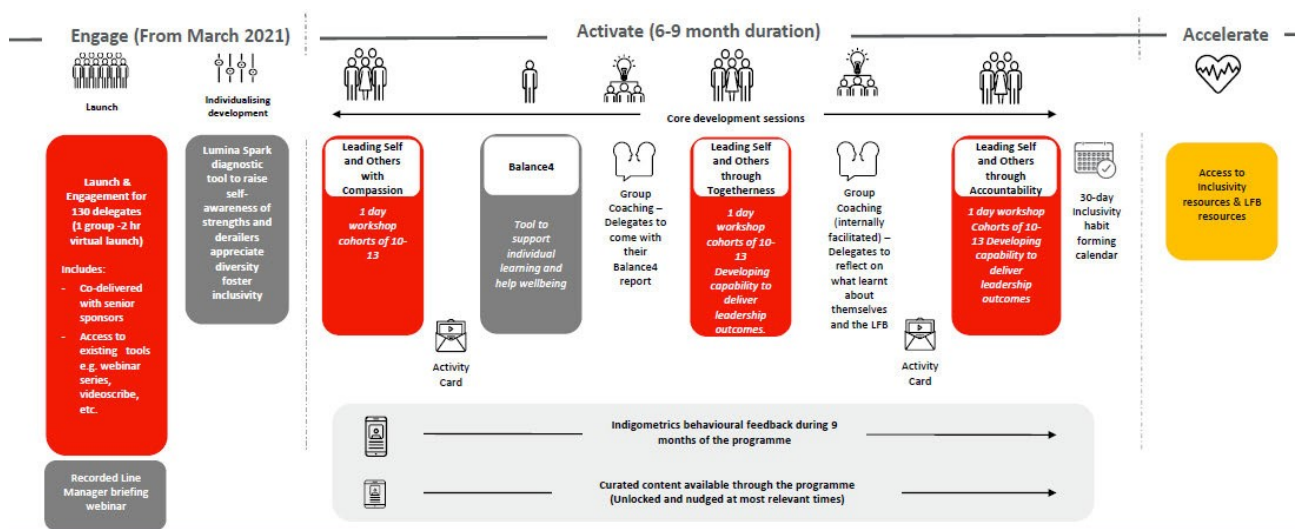
21. In addition to the content identified by the Lane4 discover report, we would also ensure that the NFCC Core Code of Ethics featured heavily in the design of the programme, The code encompasses the following five ethical principles that will be amalgamated into the MLP design:

- (a) Putting our communities first
- (b) Integrity
- (c) Dignity and respect
- (d) Leadership
- (e) Equality, diversity, and inclusion (EDI)

22. Similarly, there are historic documents which will benefit the design of the leadership programme, in addition to the broad structure of the programme put forward in the tender. In 2018 Judy Taylor Associates were commissioned to clarify the organisations leadership development requirements (appendix 3).
23. The establishment of the Leadership Development Committee under the People Board will provide the assurance that the content and design of the programme meets the needs of the organisation as regular project updates will be sent here for review.

Options for decision

24. Following consultation with colleagues across the organisation and in light of the requirement to mitigate the risk identified in the risk register, the following four options are presented for discussion and decision. The costs associated with each option are based on the Lane4 suggested course design shown below.



Option 1: Externally tender for a new three-year contract (Delivery April 2022)

25. Tendering for a new supplier will require a full tendering process and involve the governance of the Greater London Authority as part of the process as the contract value is over the £150,000 limit.
26. This timeframe will allow for consideration of the Organisational Learning Model (OLM) currently being developed by T&D as well as NFCC requirements under Fire standards and the Core Code of Ethics.
27. The estimated timeframes are as follows:

- People Board in August 2021
- Commissioner's Board September 2021
- Deputy Mayor's Fire and Resilience Board – October 2021
- Corporate Investment Board - December 2021
- Procurement Process Start – December 2021
- Appoint Partner Supplier – January 2021
- Delivery - February 2022

28. Awarding any contract to an external supplier will require an agreement with Babcock , through the managed service agreement within the main Babcock contract to facilitate the administration of the programme , This managed service is employed as LFB do not have the

systems and internal resources / processes due to the outsourced contract, for example, the management of release of staff is complex and requires understanding of LFB systems. Babcock have tentatively indicated the following cost for managed service:

Babcock Training Limited Costs:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- 29. This option will offer the delegates a unique leadership experience, as a specialist leadership supplier will be used due to lack of specialist skills within the existing Babcock cohort of trainers.

Option 2: Awarding of existing one-year contract to second place supplier. (Delivery January 2022)

- 30. Options exist to award the current contract to the supplier scored as second within the competitive tendering process. Procurement and legal have confirmed this is possible with flexibility to request minor changes to the suppliers bid to address some of shortfalls highlighted within our feedback document. No approach has been made yet with this potential supplier.
- 31. This would afford us the opportunity to move straight to design but would only support the first-year delivery of the three-year programme. A further two-year competitive tendering process would be required. Procurement and legal have confirmed extending this contract, to encompass the three-year plan, would not be an option.
- 32. The same situation exists regarding the need for Babcock managed service within the cost envelope but for a one timeframe

Babcock Training Limited Costs:

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

- 33. This option is the quickest option to delivery but is not our preferred option as it would require either another 2-year competitive tender or the development of a TCAP with Babcock if managed through the existing contract.

Option 3: Award Babcock the three-year contract. (Delivery February 2022) PREFERRED

- 34. Options exists to award the contract to Babcock through the existing training contract.

35. Babcock will carry out a Procurement process to appoint an external supplier for trainers to deliver the programme through a subcontract (third party). The Training and Professional Development Team have indicated a preference to allow Babcock to complete the tendering process for the agreed supplier as per the agreed contract. The secured funding for the MLP would convert into additional TUs, above the current contract, and would be used to fund the design and delivery. It is not anticipated the MLP will impact on the delivery of any other Babcock delivered training functions.
36. Awarding Babcock with the three-year contract will not negate the need for the governance process through the Deputy Mayor's Fire and Resilience Board. The TCAP process would be enacted to manage the programme but with minimal design content. Babcock have indicated the TCAP is likely to take until February 2022 to complete but this timeframe could be reduced if both parties agreed a fast track approach to the process.
37. Babcock have tentatively indicated that design / delivery costs equate to the following:
- Babcock Training Limited Costs:**
- ██████████
- ██
- ██
- ██
38. This option makes the administration aspect more efficient as it all sits with Babcock and offers us a more flexible approach to the design and delivery. The performance regime of the overall contract will also apply to this.
39. The Training and Professional Development Team are currently proposing a new Organisational Learning Model (OLM). This model will set out the leadership expectations and training requirements for every role across the organisation. Option 3 with allow a competency framework to be developed in tandem with the MLP to support alignment of leadership programmes to the OLM.
40. While this option is not the lowest cost option there is additional benefit of including this in the existing contract. This removed the need for additional internal procurement resource It is consistent with all other LFB training results and will not result in revised or different engagement or processes. Any future changes which may be required will be straight forward to address due to the mature change mechanisms included in the current Training Contract. The performance regime of the current contract will also apply. Apply any similar regime to a new contract will simply add further cost.
41. This is in Officers opinion the best value option.

What we are doing in the interim

42. Several options exist to support the short-term delivery of skills for middle leaders in the interim, while programme design continues under any of the options above. Some are already available and embedding within the organisation.

Short Term (Available now)

- Cultural card sessions.
 - A more structured approach suggested to departments to encourage use at managerial leadership meeting such as SC forum, Team Days.
- Managers Update publication.
 - Monthly links to suggested reading topics aligned to leadership and associated topics.
- All Staff Videos.
 - Promotion of 2 videos covering the LFB behaviours. The first is a three-way discussion of the behaviours in detail. The second is a series of short clips of our staff discussing their interpretation of the behaviours.

Medium Term (Start December 2021)

The following priorities have been identified as the 3 key areas for interventions aligned to themes identified within the Lane4 discovery report.

- Need to create inclusive environments where colleagues can have honest conversations
- Have adaptable style, less Command/Control
- Should feel comfortable influencing upwards to drive change and create environments of success.

43. A growth bid has recently been submitted (August 2021) for a FRS E post to be created to join the Leadership Development Team. This post will enable a gap analysis design / commission and delivery of bespoke sessions based on the themes above along with Project Management of the MLP. The Cultural Change team has been successful in accessing an underspend to fund a FRSE post till 31st March 2022.
44. Fire Stations Leadership Development Programme. The following 4 workshops will be delivered to all middle and supervisory managers across all staff groups over a 20-month period.
- a. LFB Behaviours & Associated Leadership Styles.
 - b. Self and Social Awareness Development (focused around Compassion).
 - c. Teamwork Development/Communication (focused around Togetherness).
 - d. Performance Development (focused around Accountability).

The aim of the workshops are to embed LFB Behaviours and support the development of leaders across fire stations. Although currently only for fire station staff it is envisaged, in the long term that the workshops will be offered across all staff groups.

45. Planning has begun for the return of the annual managers conference in 2022 with an aspiration to align it with the LFB People Awards. The conference will focus on leadership development for staff at all levels of the organisation.
46. The Cultural Change team are offering limited team development opportunities where required which draws upon the skills of the wider team in Cultural Change. The principle of the interventions is to develop High Performing Teams and are badged as such.
47. If agreed, the introduction of People Business Partners, whilst not a direct leadership development intervention, will provide capacity building, coaching, and upskilling for middle leaders indirectly.
48. We are also in the process of accessing the GLA coaching framework, which will be targeted at middle leaders, again, offering external support for this priority group. We await notification from procurement that we have access to this scheme.

Recommended Decision

Commissioners Board have recommended the following option:

Option 3: Award Babcock the three-year contract. (Delivery February 2022)

This option will enable a quicker timeframe to delivery for a three-year programme and offers the most efficient ongoing management of the administrative process.

Impacts

Equality Impact

A full Equality Impact Assessment is attached as appendix 4.

48. The London Fire Commissioner and decision takers are required to have due regard to the Public Sector Equality Duty (s149 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.
49. It is important to note that consideration of the Public Sector Equality Duty is not a one-off task.
50. The duty must be fulfilled before taking a decision, at the time of taking a decision, and after the decision has been taken.
51. 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.

52. The Public Sector Equality Duty requires us, in the exercise of all our functions (i.e. everything we do), to have due regard to the need to:
- a. Eliminate discrimination, harassment and victimisation and other prohibited conduct.
 - b. Advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it.
 - c. Foster good relations between people who share a relevant protected characteristic and persons who do not share it.
53. 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:
- a. removes or minimise disadvantages suffered by persons who share a relevant protected characteristic where those disadvantages are connected to that characteristic.
 - b. 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.
 - c. encourages 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.
54. 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.
55. 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:
- a. tackle prejudice, and
 - b. promote understanding
56. The recommendations set out in this paper aim to ensure we meet our legal duty set out in the Equality Act 2010 and Public Sector Equality Duty through several means. Firstly, through expanding opportunities for staff development and considering protected characteristics when prioritising access within year. Second, several projects referenced in this report include or are targeted at staff from underrepresented groups, for example the coaching service referenced in 45 (v). The opportunity to attend a leadership training programme or benefit from coaching or mentoring directly addresses s.149 (1) b of the Equality Act "that a public authority must demonstrate due regard to the need to "advance equality of opportunity between people who share a relevant protected characteristic and persons who do not share it". It does so by ensuring that staff from underrepresented groups are given training, learning and development opportunities which may increase the likelihood with which they are promoted or take on leadership positions within the organisation, where staff who are women, who are Black, Asian and from Ethnic Minorities are underrepresented:

advancing equality of opportunities between people who share a relevant protected characteristic with those who do not share it.

57. The provision of supervisory and middle leadership courses also has inclusion within the content of the programmes, which also speaks to s.149 (5) a and b the need to tackle prejudice and promote understanding.

Procurement and Sustainability

58. The procurement team have been consulted as part of the drafting of this paper and have considered options regarding the expansion of the leadership development programme for middle leaders. The recommendation is that to continue with any provision that materially changes the original scope of the leadership programme and does not utilise the existing outsourced training contract with Babcock will require the Brigade to run a new competitive tender process. The proposal contained in the report relies upon increased income to the Cultural Change Team from the government, relating to apprentices. If that funding is not realised at the levels currently anticipated, or, the organisation is not able to create a reserve for this funding to be used for expanding middle leadership provision, the impact of that on the procurement would be to extend the delivery of the programme over a longer period of time, to make sure that costs can be met from within existing budgets if the programme for middle leaders was agreed to fall outside of the Babcock contract.

Strategic Drivers

59. This paper is focused on the content of the first pillar of the Transformation Delivery Plan: Best People, Best Place to Work. The impact of this paper will cut across all pillars of the strategy, as good leadership is an enabler to all activity the Brigade undertakes.

Workforce Impact

60. The proposals in this report relate to increase expenditure on leadership development programmes for our staff. The ambition to increase opportunities for staff development will be positive if agreed. There is reference in the report to lack of resource to deliver all the projects within the 'leadership development' space as successfully as the Brigade might wish – the subject of staffing resource is the content of a different paper going to People Board in June.

Finance comments

61. The report discusses options for the delivery of a three-year middle leadership programme and recommends that revenue expenditure up to £740k over three years is approved to support to external tender process. This will result in Babcock being awarded a three-year contract to deliver the leadership programme to the LFB at an estimate cost of [REDACTED]. Babcock have indicated that the managed service would cost [REDACTED], with the remaining [REDACTED] earmarked for contingency.
62. This expenditure would be funded from the Firefighter Apprentice Levy £220k as well £520k from existing revenue budgets over the financial years 2021/22 to 2024/25. It is currently anticipated that due to development and design costs payments related to the contact will be frontloaded therefore it is recommended that the £130k development budget from 2021/22 and the £220k apprentice levy is moved to an earmarked reserve in 2021/22 for programme expenditure in future years. If at the end of the programme, there is any money remaining in the reserve this would be transferred back to the general reserve.

Legal comments

63. 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.
64. 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").
65. 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...". The decision to spend the sums set out option 3 as recommended in this report on a leadership programme accordingly requires prior approval from the Deputy Mayor.
66. Under the LFC Scheme of Governance (1 May 2020) ('the Scheme') the final decision to make a commitment to expenditure (capital or revenue) with a value of £150k and above is reserved to the London Fire Commissioner.
67. 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"). Section 7 (2)(a) FRSA 2004 provides the Commissioner has the power to secure the provision of personnel, services, and equipment necessary to efficiently meet all normal requirements for firefighting. Furthermore, under section 7 (2)(b) of the FRSA 2004 requires that the Commissioner must secure the provision of training for personnel. Section 5A allows the Commissioner to procure personnel, services, and equipment they consider appropriate for purposes incidental or indirectly incidental to their functional purposes. The proposed programme will increase the Brigades leadership capacity to enable better delivery of the LFC's strategic priorities.
68. The Babcock Training contract has been procured in accordance with the Public Procurement Regulations 2015. To include provision for additional middle leadership programme is permitted in accordance with the terms of the contract.

List of Appendices

Appendix	Title	Protective Marking
■	[REDACTED]	[REDACTED]
■	[REDACTED]	[REDACTED]
■	[REDACTED]	[REDACTED]
4.	Equality Impact Assessment	NOT PROTECTIVELY MARKED

Equality Impact Assessment (EIA) Form

The **purpose** of an EIA is to give **as much information as possible** about potential equality impacts, to demonstrate we meet our **legal duties** under the Equality Act 2010.

Please read the EIA Guidance [on Hotwire](#) before completing this form.

Once you open the template please save it on your OneDrive or SharePoint site. Do not open the template, fill it in and then click Save as this will override the template on Hotwire.

1. What is the name of the policy, project, decision or activity?

Middle Leadership Development programme

Overall Equality Impact of this policy, project, decision or activity (*see instructions at end of EIA to complete*):

High		Medium		Low	YES
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2. Contact details

Name of EIA author	Terry Gooding
Department and Team	Leadership Team (Cultural Change)
Date of EIA	19/8/21

3. Aim and Purpose

What is the aim and purpose of the policy, project, decision or activity?	The purpose of the project is to develop a leadership development programme for Middle Managers across all three staff groups.
Who is affected by this work (all staff, specific department, wider communities?)	The following staff groups will be invited to attend the workshops. <ul style="list-style-type: none"> i. FRS E, F and G ii. Station Commander and Group Commander iii. Control Operations Manager and Senior Control Commander

	Workshop places have been allocated to support talent management from staff aspiring to become middle managers. In total it is envisaged that 620 members of staff will attend the suite of workshops.
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4. Equality considerations: the EIA must be based on evidence and information.	
What consultation has taken place to support you to predict the equality impacts of this work?	Consultation with the Equality Support Groups and Trade Union will take place once the decision on the preferred option for delivery has been identified.

DRAFT

5. Assessing Equality Impacts

Use this section to record the impact this policy, project, decision or activity might have on people who have characteristics which are protected by the Equality Act.

Protected Characteristic	Impact: positive, neutral or adverse	Reason for the impact	What information have you used to come to this conclusion?										
<i>Example: Age</i>	<i>Adverse</i>	<i>Moving this service online will adversely affect older people, who are least likely to have access to a computer or smart phone and may not be able to use the new service.</i>	<i>GLA Datastore: X% of the London community are aged 70 or over. GLA data shows that only 10% of those over the age of 70 have regular access to a computer or smart phone.</i>										
Age (younger, older or particular age group)	Neutral	<p>The workshop design will not take age into consideration for the staff receiving the training. The workshops will be developed as a result of the design specification identified within the discovery report and will be delivered across all ages across all staff groups.</p> <p>Differing learning styles will be factored into the specification to ensure that the training does not disadvantage younger/older people or people of a particular age group.</p>	<p>The following numbers of staff will be trained.</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 80%;">i. FRS E, F and G</td> <td style="text-align: right;">356</td> </tr> <tr> <td>ii. Station and Group Commander</td> <td style="text-align: right;">222</td> </tr> <tr> <td>iii. Control Manager and Senior Control Commander</td> <td style="text-align: right;">10</td> </tr> <tr> <td>iv. Talent Management</td> <td style="text-align: right;">32</td> </tr> <tr> <td>v. TOTAL DELEGATES</td> <td style="text-align: right;">620</td> </tr> </table> <p>It is not envisaged that the programme will have any direct external impact on London's communities</p>	i. FRS E, F and G	356	ii. Station and Group Commander	222	iii. Control Manager and Senior Control Commander	10	iv. Talent Management	32	v. TOTAL DELEGATES	620
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Disability (physical, sensory, mental health, learning disability, long term illness, hidden)	Positive	<p>Brigade Staff:</p> <p>The preferred supplier will be required to design workshops that afford the delegates accessibility. However, to date no design has been undertaken relating</p>	Principles already agreed through our TCAP process will be used to ensure materials and venues are suitable for the workshops.										

		<p>to what colour schemes, visual aids (such as flowcharts and diagrams), font sizes, or other design elements will be used, it is difficult to assess whether the design of the training or training resources will have an adverse effect to people with learning difficulties, dyslexia or neurodivergent characteristics.</p> <p>There will be a potential adverse positive impact on employees with a disability. Specifically, staff with a learning disability such as dyslexia who can receive support.</p> <p>Throughout the design process we will invite feedback from ESGs on the suitability of the content.</p> <p>The venues used are likely to be external and will require a full assessment for suitability in line with existing assessment criteria.</p>	
<p>Gender reassignment (someone proposing to/undergoing/ undergone a transition from one gender to another)</p>	<p>Positive</p>	<p>This project will be applied equally to all employees regardless of their gender identity or reassignment. We will ensure that language is inclusive when communicating during workshops and avoid unnecessarily gendered terms to ensure staff identifying outside of a binary gender are not excluded. Through this, we anticipate a positive impact on transgender staff. Workshop design will be gender neutral avoiding unnecessary titles.</p> <p>Venues will afford suitable changing facilities and toilets and will form part of the venue assessment mentioned above.</p>	<p>Principles already agreed through our TCAP process will be used to ensure materials and venues are suitable for the workshops.</p>
<p>Marriage / Civil Partnership (married as well as same-sex couples)</p>	<p>Neutral</p>	<p>Workshop content and delivery will apply equally to all staff members we engage with regardless of their marital or civil partner status. Through the use and promotion of</p>	

		inclusive language and inclusive leadership, there will be a positive impact on this group.	
Pregnancy and Maternity	Positive	Staff on maternity leave will be able to access the workshops as the project will run over a 3 year programme. Training design and venue selection will afford opportunities for anyone pregnant to attend.	
Race (including nationality, colour, national and/or ethnic origins)	Positive	<p>An analysis of ethnicity and grade of FRS staff suggests that the majority of Black, Asian, and Minority Ethnic middle managers are clustered at FRS D (21%) and E (15%) levels. Only 7% of ethnic minority middle managers are an FRS F, and 2% are an FRS G. Prioritising future attendees who are FRS D and E, particularly those who are from an ethnic minority background will provide the opportunity for minority staff to be supported to develop, progress and the Brigade can demonstrate that it is delivering against the Public Sector Equality Duty (PSED).</p> <p>The same can be said for operational staff. 10% of our middle managers are either SC's or GC's. Control currently have no-one from a Black, Asian, and Minority Ethnic employed at a middle manager grade.</p> <p>These aspirations are factored within the talent management uplift proposed within the numbers of delegates.</p>	Data assessed from equalities information as of July 2021.
Religion or Belief (people of any religion, or no religion, or people who follow a particular belief (not political))	Neutral	<p>Workshops will be applied equally to all employees regardless of their religious beliefs.</p> <p>Venues will be selected in accordance with agreed protocols ensuring adequate facilities are provided such as quiet areas for prayer.</p>	

<p>Sex (men and women)</p>	<p>Neutral</p>	<p>There is a lack of representation of women within the Operational staff groups at middle leader level. We will ensure language is inclusive throughout the framework to avoid excluding any groups, including the use of unnecessarily gendered language. Women from all staff groups will be offered opportunities as part of talent management with numbers factored within the talent management uplift proposed within the numbers of delegates.</p> <p><i>FRS Staffing</i> <i>Female 52%</i> <i>Male 48%</i></p> <p><i>Operational</i> <i>Female 9%</i> <i>Male 91%</i></p> <p><i>Control</i> <i>Female 77%</i> <i>Male 23%</i></p>	<p>Data assessed from equalities information as of July 2021.</p>
<p>Sexual Orientation (straight, bi, gay and lesbian people)</p>	<p>Neutral</p>	<p>Workshops will be designed to ensure everyone is treated equally. This will include choice of language used as well as training props and design.</p>	

<p>6. Impacts outside the Equality Act 2010</p>
<p>What other groups might be affected by this policy, project, decision or activity?</p>
<p>Consultation will take place throughout the design phase of the workshops with a number of stakeholders. Most notably, the ESGs and RBs. Once the contract is awarded the supplier will be given a full overview of the requirements of the LFB in line with protective characteristic.</p>

7. Legal duties under the Public Sector Equality Duty (s149 Equality Act 2010)	
How does this work help LFB to:	
<p>Eliminate discrimination?</p>	<p>Elements of the workshop such as unconscious Bias training, inclusive behaviours and Inclusive leadership input will help in reducing the likelihood of discrimination in the workplace.</p> <p>Staff will need to be able to demonstrate the behaviours required to be trusted to serve and protect London, specifically:</p> <p>Compassion</p> <ul style="list-style-type: none"> oB1 Self-aware - Can honestly self-assess, manage their emotions, and understand their impact on others. oB2 Selfless - Considers and supports the needs of others whilst respecting their own health, safety and wellbeing. oB3 Empathy - Recognises the emotions of others and shows understanding for these. <ul style="list-style-type: none"> • Togetherness oB4 Inclusive - Includes others and welcomes everyone. oB5 Teamwork - Works with others to achieve results. oB6 Empowers and coaches' others - Gives autonomy to others and helps them grow. <ul style="list-style-type: none"> • Accountability oB7 Takes ownership and responsibility - Demonstrates personal accountability. oB8 Professional - Demonstrate high standards and the skills and ability to deliver. oB9 Forward-looking - Demonstrates adaptability and anticipates change positively.
<p>Advance equality of opportunity between different groups?</p>	<p>Positive action measures have been considered for inclusion in the request for funding, to promote participation and promotion, of people from the protected characteristics of sex and race.</p> <p>The outcomes of the project aim to achieve tangible behavioural change from our middle leaders, measured against LFB behaviours, who are competent and capable of deliver our Transformational plan. Leadership and management development that creates leaders who are people focused and more trusting, empowering, and encouraging to those that they lead through a leadership style that is collaborative and inclusive and embraces greater diversity of opinion.</p>

<p>Foster good relations between different groups?</p>	<p>Workshops will be created around the LFB Behaviours. Consultation with representative bodies and staff equality support groups will ensure that the behaviours help foster good relations between groups across the Brigade. Greater relations between staff groups will be realised through design of the workshops and a multi-faceted set of delegates.</p>
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<p>8. Mitigating and justifying impacts</p>		
<p>Where an adverse impact has been identified, what steps are being taken to mitigate it? If you're unable to mitigate it, is it justified?</p>		
<p>Characteristic with potential adverse impact (e.g. age, disability)</p>	<p>Action being taken to mitigate or justify</p>	<p>Lead person responsible for action</p>
<p>N/A</p>		

Now complete the RAG rating at the top of page 1:

High: as a result of this EIA there is evidence of significant adverse impact. This activity should be stopped until further work is done to mitigate the impact.

Medium: as a result of this EIA there is potential adverse impact against one or more groups. The risk of impact may be removed or reduced by implementing the actions identified in box 8 above.

Low: as a result of this EIA there are no adverse impacts predicted. No further actions are recommended at this stage.

Document Control

Signed (lead for EIA / action plan)		Date	
Sign off by Inclusion Team		Date	
Stored by			
Links			
External publication	Are you happy for this EIA to be published externally?	Yes <input type="checkbox"/>	No <input type="checkbox"/> If No state why:

