

Appendix 3

Overview of the Leadership Academy 'local' programme

1. Under the banner of *Together*, the MPS Leadership Academy is working to deliver improved management training, develop a model of leadership for the MPS and take the experience at handling critical incidents into the handling of routine encounters. Particular emphasis is being placed on personnel management and the handling and reduction in levels of internal grievance and customer dissatisfaction.

Leadership Academy local

2. Leadership Academy local represents a significant next stage for the Leadership Academy in the provision of Leadership Academy products and services at the local level. LA local has three key aims:
 - To provide MPS officers and staff in leadership roles with the skills and tools of effective leadership
 - To engage officers and staff at the local level in helping make the MPS a more Values consistent workplace
 - To ensure that the connection between operational activity and the Values is clear to all staff.
3. LA local is based on a number of key areas that the Leadership Academy has identified as being essential to the achievement of the above key aims:
 - **Senior Leadership:** The leadership style of the [Senior Team](#) is a significant aspect of what shapes the performance of a BOCU. The starting point of LA local is to work with the Senior Team, focussing on their leadership style and effectiveness as a team. Specific interventions at this level include critical incident training, team development, individual coaching and Values Based 360 feedback. LA local connects to operational reality and provides support to teams 'in the field', by taking for example a Borough management team through an intensive critical incident exercise; Strategic Management of Critical Incidents Training (SMoCIT).
 - **Involving Officers and Staff in decisions:** Officers and staff are asked key questions about '[what matters](#)', both for BOCU performance and the type of changes that would make the BOCU a better place to work. A key part of making this happen is the establishment of a Steering Group made up of volunteers fairly chosen from across all levels of the BOCU. The Steering Group then communicate with the BOCU on these two key areas.
 - **Communication:** Communication is at the heart of LA local. If the MPS is to be a more Values consistent workplace it is important that

communication across the BOCU is enabled and supported. This is done in a number of ways: (a) [Working with the SMT and representatives from the local community](#) to identify what the key messages are for the BOCU (b) Working with the [Steering Group](#) who can share these communication messages and feedback the types of changes that may make a difference to performance and the workplace (c) [Conducting a BOCU wide survey](#) which asks officers and staff to indicate their views on where the BOCU is currently, both in leadership and communication and in making the BOCU a better place to work.

- **Identifying Actions:** Based on the feedback from both the Steering Group and the BOCU survey, the Leadership Academy then works in partnership with the Steering Group to identify specific actions that may make a difference to BOCU performance [and](#) in helping to make the BOCU a more positive work environment. These are locally owned and supported by the SMT/Steering Group for implementation.
- **Provision of Skills and Tools to Officers/Staff in leadership roles:** Leadership Academy staff provide localised interventions to officers and staff in leadership roles (Team Leaders). This would also include local community involvement and is based on a three day module focussing on leadership, coaching skills and people management. In addition officers/staff at specific leadership impact levels will be offered Coaching.

We believe that LA local represents a unique opportunity to try something different, to bring together some of the key learning and messages from across the MPS, to encourage officers and staff to have a say in shaping the BOCU they work for, and to support this through effective leadership.

4. LA local is currently being piloted at five specific evaluation sites - Hackney, Hillingdon, Wandsworth, Greenwich and Central Communications Command (CCC). The evaluation will aim to look at the impact the delivery of LA local can have on a number of key measures related to BOCU performance, both internally and in the overall citizen experience of the MPS. Subject to the evaluation findings it is planned to roll out LA local to further BOCUs during 2008.
5. The five evaluation sites were chosen in consultation with senior MPS stakeholders and are based on specific performance criteria as well as length of time in post of the BOCU Commander. The Leadership Academy is currently identifying specific criteria and a tasking process that can identify which BOCUs can be part of the next stage of LA local.

Flexibility in terms of training delivery

6. The new style Leadership Programme was introduced in April 2007. During the design phase consideration was given to the format and its suitability for staff working flexible patterns. The programme was

organised on a modular basis for this reason; with attendance required for two days in week one, three days in week two and three days the following week, with police officers attending the fourth week for their operational skills module. It was considered that this format would be more helpful to staff working part time. Start times were also part of this consideration and a training day of 9am to 4pm was considered to be the most reasonable option. The programmes are planned months in advance in order to give staff the opportunity to make provision to cater for any caring commitments.

7. The Leadership Academy is fully committed to the MPS family friendly policies. Many of our staff work flexibly and we always try to accommodate the needs of our individual delegates. There are, however, up to fifty six delegates on each of our programmes, which are run twice per month, many of the delegates work flexible working patterns and have caring responsibilities. To accommodate the needs of every delegate in terms of start and finish times is extremely difficult when dealing with such large numbers, although we do try to respond positively to individual requests, but we are also anxious to ensure that this doesn't have an impact on the training delivery for the individual and other delegates.
8. Whilst the modular approach assists individuals working less days per week, the Leadership Academy recognises this may not necessarily accommodate those who work shorter days. The Leadership Academy has therefore appointed a Flexible Needs Advisor, who will seek to assist individuals. In the event that the Academy is unable to accommodate any individual in our programme, we will look to provide a more flexible format to meet their specific needs. The frequency of these will be determined by the number of people and their specific needs. The Leadership Academy is also exploring the possibilities of using other training venues.