

Service Initiatives - The Leadership Academy

The MPS Leadership Academy

Speaking at the Morris Inquiry in June 2004, Sir Ian Blair first indicated the intention of the MPS to introduce a Leadership Academy. This, as he indicated *‘would act as a centre of excellence to train and develop our managers amongst both officers and staff. It would bring together several functions, and as well as providing courses, will record and communicate good practice across the organisation. Managers will also be able to seek advice and support when they feel it necessary.’*

The Academy is a major initiative within ‘Together’ led by DAC Bill Griffiths. MPS Leadership Development is also an identified emerging key strategic issue.

Strategic Position.

Like any organisation, the MPS must deliver and meet the demands of its external and internal clients. These demands represent the pressures and challenges facing the MPS and either have a *direct* or *indirect* impact on the need for effective leadership and management within the MPS.

External Demands	Internal Demands
<p>Home Office</p> <ul style="list-style-type: none"> • Leadership is the key to performance of the MPS • Old style ‘command and control’ leadership is no longer effective • Leadership is not just about senior officers but starts at the front-line 	<p>Superintendents Association</p> <ul style="list-style-type: none"> • Leadership development needs to be targeted at front-line managers • Crucial to work with the police culture to ensure this doesn’t hinder performance
<p>MPA /General Public</p> <ul style="list-style-type: none"> • Leaders need to have an impact on the morale and motivation of their staff • Safer communities demand closer partnership working • Community engagement and partnership working can only be achieved with an appropriately skilled workforce • Leadership is needed at the level of sergeant as they are managing a team 	<p>Morris - Ghaffur Inquiries</p> <ul style="list-style-type: none"> • Management and people skills within the MPS are not strong • Line managers are fearful of dealing with diversity and performance issues • The MPS needs to become more people-centred and less procedural • The quality of leadership is the key and diversity must be the central tenet of leadership • Effective leaders need to encourage openness and transparency

External Demands	Internal Demands
<p data-bbox="252 271 580 338">Association of Police Authorities</p> <ul data-bbox="252 344 703 555" style="list-style-type: none"> <li data-bbox="252 344 703 443">• Police officers and staff <i>deserve</i> high quality leadership <li data-bbox="252 456 703 555">• Development of officers and staff leads to effective policing 	<p data-bbox="842 271 916 297">Staff</p> <ul data-bbox="842 309 1326 555" style="list-style-type: none"> <li data-bbox="842 309 1326 443">• Staff are least satisfied with how senior management keep in touch and overall morale within the MPS <li data-bbox="842 456 1326 555">• SMT need to lead by example and leaders need to be open and transparent

All of the initiatives undertaken by the MPS, including ‘Step Change’ and resulting implications for MPS growth, fundamentally depend on effective management and leadership. Review of current management and leadership development across the MPS indicates that whilst there are many successful management and leadership initiatives, there are also a number of shortfalls, which include:

- Inability of police staff to access relevant training and development
- Cultural barriers which inhibit the transfer of learning to the workplace - the need for senior management buy-in to the importance of learning and development
- A need for greater provision of people-centred behaviours for police officers and staff, particularly front-line officers
- B/OCU financial pressures which prevent greater investment in management and leadership
- B/OCU pressures regarding performance targets.

The introduction of a Leadership Academy for the MPS would not only raise the profile and importance of management and leadership development across the MPS, but would provide a crucial mechanism with which to deliver key client demands. It is envisaged that the Leadership Academy would provide the following key roles:

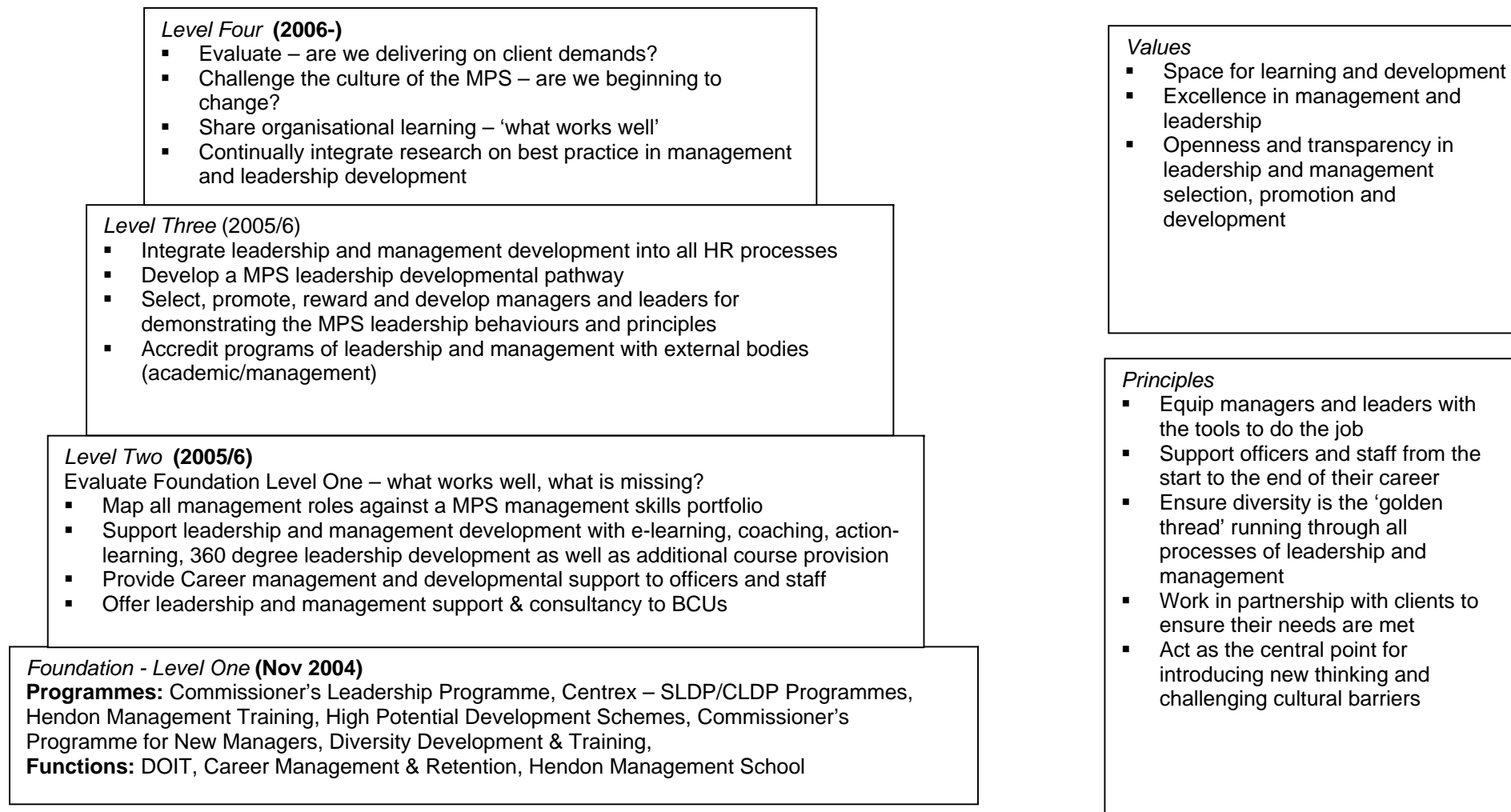
- Build on, and develop excellence in the provision of training, development and support to all line managers across the MPS
- Co-ordinate and centralise all leadership and management development
- Integrate the unique ‘style’ of the MPS - both its Vision, Values and high levels of professionalism, into all management and leadership processes
- Share good practice and learning across the organisation
- Act as facilitator for change - by addressing cultural barriers preventing learning and development
- Provide return-on-investment on the ability of the Leadership Academy to meet client demands.

What will a 'Leadership Academy' look like?

Table 1 presents an overview of the various stages that would be involved in forming an MPS Leadership Academy. Included with this are key values and principles that would underpin its operation and functioning. Key to what the Leadership Academy would 'look like' is the need to build on what already works well within the MPS. This is indicated as part of the 'Foundation - Level One'.

It is envisaged that implementation of the Leadership Academy would require a staged approach, where existing leadership and management development is brought together, evaluated and supplemented at Level Two and then further developed and supplemented at Level Three. The final stage at Level Four would represent a fully-fledged Leadership Academy, with accredited programmes of leadership and management development, and thorough evaluation of all programmes and initiatives as well as evaluation of whether or not the Academy was having an impact on changing the culture of the MPS. There is a key strategic requirement for the Leadership Academy to impact on all Human Resource processes i.e. recruitment, retention, promotion and development in order to ensure the type of leadership needed within the MPS is actively developed.

Table 1: Leadership Academy – Proposed Implementation & Structure



Where are we now?

Foundation level One is complete. A new section, The Together Team (HR6) was formed in July this year. Most of the units were brought together to enable leadership and management development to come under a single command. The MPS Hydra Suite is now part of this new section. The High Potential Scheme and Diversity Training did not move into HR6.

A key milestone for the work of the Academy is the launch of the refreshed MPS values. This work has been done by HR6 and will be presented to the MPA Full Authority meeting in September.

Management Board have been discussing using a 360-degree feedback tool. A paper will go to Management Board in September.

Imbert House has been identified as the base for the Academy. A building plan has been set to accommodate the move of the Hydra Suite into this building. This work should be complete by the end of 2005.

Equality Issues.

Leadership development used to be part of the Diversity Directorate. All programmes and products are designed to be accessible to all qualified staff. Equally, the Management School programmes are also established accordingly. Records are kept of the breakdown of attendees.

Financial Implications.

Step Change imposes a growth bid on the Management School/Academy – this has been submitted and is costed at approximately 400K.

A total growth bid of £2.6 million has been submitted to allow all the work of the Academy and Together to happen.

Start up costs for the Academy are set at 248K.