

LEICESTERSHIRE POLICE AUTHORITY



Meeting **HUMAN RESOURCES COMMITTEE**

Date **14 MAY, 2009**

Report of **DIRECTOR OF HR**

Subject **LEADERSHIP IN PARTNERSHIP PROGRAMME**

Background

1. There is significant overlap in the provision of leadership development opportunities across the public sector organisations of Leicester, Leicestershire and Rutland. In many cases we are using the same academic providers to address the same generic management and leadership skills often by sending managers on the same courses! By doing so we are not necessarily making best use of our resources, nor are we harnessing the significant added value that could be achieved if we managed those individuals together as a local cohort with a shared agenda, shared objectives and the opportunity to network together locally and build relationships.
2. It is clear that many of the gaps in leadership, business and management skills are same across our public sector agencies and that tackling under-representation in terms of gender and ethnicity amongst senior managers is also a shared local priority. Tackling these issues jointly by a leadership development programme aimed at talented middle managers drawn from across Leicestershire's public sector has been proposed as an innovative and pragmatic way forward.

Introduction

3. Leicestershire County, Leicester City, District and Borough Councils, Health, Criminal Justice agencies, Police and Fire and Rescue colleagues have agreed to come together to devise a joint leadership development programme which incorporates: high quality academic input; an accredited and marketable qualification; added value in terms of lasting relationships built between local cohort members; personal development opportunities; executive coaching and mentoring across each agency and further added value by the completion of local project work targeted at agreed local priorities.
4. For the past two years Assistant Chief Constable Mike Goodwin has been selected to be a syndicate director on the Strategic Command Course which assesses and develops all aspiring Chief Police Officers nationally. Mike has been asked by partners locally to develop this local proposal for joint leadership development.
5. Partners have each nominated an executive lead to join a 'Leadership in Partnership Board' to shape this work and agree a final proposal. Chief Superintendent Garry Forsyth (South Area Commander) is the chair of this Board. Senior HR Manager, Phil Mason is also a fellow Board member.
6. Following consultation with City, County, Fire, Health, Police and District colleagues an outline proposal emerged which included: an assessed academic element; personal development opportunities; relationship building between local partners and the delivery of agreed pieces of work on behalf of the partnership.

7. Warwick Business School already provides and/or supports much of the academic leadership development courses amongst public sector organisations in Leicestershire. They have agreed to offer preferential terms for a post graduate diploma in public sector leadership and management for up to 15 participants from Leicestershire within their existing open programme or run an entirely separate course solely for us if we secure over 25 participants. Two voluntary sector places have been offered to us by Warwick free of charge now that we've secured 25 participants.
8. The programme is well respected Nationally and is aimed at public sector middle managers. The course commences in June 2009 and is of 18 months duration, it comprises six assessed 3 day modules and a final dissertation. The current diploma course which is underway already has four Leicestershire participants.
9. The post graduate diploma in public sector leadership and management is accredited to be two thirds of a Masters Degree and costs £6800 with a further £1200 if residential. Warwick have agreed to amend the contents of up to two of the six modules to suit Leicestershire's local requirements.
10. The Leadership in Partnership Board has secured regional funding of £64k which has made the programme more affordable and accessible to District and Criminal Justice colleagues. We have now secured representation from County, City, Health, Districts, Fire, Police and Criminal Justice agencies making this a unique development programme.

The Leadership in Partnership Programme

11. It is envisaged that 25 managers, already recommended by the participating organisations, will be selected by a panel, drawn from the agencies and Warwick Business School, to join this programme in June 2009. There are four participants from Leicestershire Constabulary – a Detective Chief Inspector, a Chief Inspector, a senior member of support staff and an Inspector already selected for promotion.
12. The target group are talented 'middle managers' with the ability to step up to a senior management role with potential for further advancement. Positive action to address under-representation across the agencies has been encouraged.
13. Mentors will be appointed from each agency and across agencies along with executive coaching support. The participants will form 'action learning sets' for the duration of the programme to network locally and jointly tackle pieces of work set for them by the Leadership in Partnership Board.
14. This is an ambitious and demanding programme. The aim is for participants to learn and develop their skills as managers; develop professional relationships with partners, produce a consultancy piece of work commissioned by the Board and deliver tangible results back in identified communities within 18 months.
15. The existing Community Safety Programme Board is well placed to advise on local priorities for the cohort to address but the projects are by no means confined to community safety themes. Sponsors for the project work will be agreed by the Leadership in Partnership Board. This year's priority has been selected to be 'improving confidence in police and local agencies tackling crime and antisocial behaviour priorities in the context of a recession'.
16. The Leadership in Partnership Board will receive progress reports from the academic provider and will monitor progress of individuals against their personal development plan. The Board will have discretion to remove candidates from the programme.
17. The programme will be formally reviewed after 18 months with the option to discontinue or select a further cohort(s).

18. Individual agencies will ensure alignment between this local programme and their own existing mainstream talent management or leadership development initiatives within their own organisation whether at a national or local level.
19. The Board is already considering the common ground for a joint public sector leadership strategy for Leicester, Leicestershire and Rutland and is scoping further work to apply the same 'Leadership in Partnership' principles to other areas of management development.

Conclusion

20. The objective of this Programme is to develop talented public sector managers from Leicester, Leicestershire and Rutland to be the exceptional leaders of the future. At the same time we intend to take positive action where possible to address identified under representation. Our joint approach is attracting considerable support locally and is now generating interest nationally amongst senior government officials. The concept is simple and deliverable yet is both innovative and 'leading edge' with the additional potential to further enhance our successful working in partnership reputation.

Person to Contact

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