



MAYOR OF LONDON  
OFFICE FOR POLICING AND CRIME

## **MPS First Line Leaders Programme - Delivery Support in 2023/24**

### **MOPAC Investment Advisory and Monitoring Meeting - 4<sup>th</sup> July 2023**

**Report by Alex Walsh, Director of Learning & Development, on behalf of the Chief People and Resources Officer**

**Part 1: This section of the report will be published by MOPAC. It is classified as OFFICIAL - PUBLIC**

#### **EXECUTIVE SUMMARY**

Leadership is one of the biggest levers for enabling cultural change. By April 2024, the MPS Management Board have made a clear commitment to give all MPS First Line Leaders (substantive and newly promoted) a new leadership development programme. This new First Line Leaders Programme (FLLP) is designed to build the core skills and capabilities required to enable MPS first line leaders to actively support and drive improvements in our organisational culture and decisively act on recommendations from the Baroness Casey Review as well as from HMICFRS.

The current paper seeks approval to procure targeted support for the delivery of the new First Line Leaders Programme in Year 1 (2023/24). Whilst we are executing a plan to build up our internal delivery capability to enable a more self-sufficient approach, during Year 1 (2023/24) the pace and scale of the delivery plan requires focused external support.

#### **Recommendations**

The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to:

- 1. Give approval to go to market for a contract with a maximum value of £700k for support on First Line Leaders Programme delivery from October 2023 until April 2024, with associated delegation of any resulting award to the Director of Commercial Services.**

**To note that funding is in place through the allocated budget for leadership development.**

#### **Time sensitivity**

A decision is required from the DMPC by the end of July to ensure that there is no disruption in delivery support for the FLLP during 2023/24. This time criticality has

resulted from our existing external support arrangements being drawn down against more quickly than originally planned. Our FLLP roll out plan has been built on the basis of using some of our best existing MPS First Line Leaders to deliver the programme. This requires a cadre of 30 FTE internal MPS facilitators throughout 2023/24. However, there have been some initial challenges in standing up this team and on-boarding into Learning & Development has been more staggered than assumed. This position has arisen due to competing operational priorities (e.g. Coronation). Working with Chief Officer / Director Leads, we are hopeful that the full cadre of internal attachments will be with L&D by the end of June. To ensure operational currency and the effective management of abstraction from the areas releasing facilitators, attachments into L&D are on a 6 month basis. This will continue on a rolling programme. A new group of facilitators will join L&D in October.

### **Non-confidential facts and advice to the Deputy Mayor for Policing and Crime**

#### **Background**

1. This report centres on the requirement for Learning & Development (L&D) to engage third party support for the delivery of the new MPS First Line Leaders Programme (FLLP) launched on 17 April 2023. We have a plan in place to deliver a minimum of 5 days of face to face leadership training to all c7,500 MPS First Line Leaders (substantive and newly promoted) by April 2024.
2. To deliver to this plan, external support is required in relation to;
  - a) The provision of experienced facilitators to support programme delivery whilst L&D build up a dedicated cadre of internal facilitators to partner with officers / staff working with L&D under a rolling programme of internal attachments.
  - b) Upskilling the internal MPS facilitators being attached into L&D from across the MPS to support FLLP delivery. Attachments are on a 6 month basis under a rolling programme. A robust selection of facilitators has centred on using our best existing leaders to help deliver this new training. However, these individuals require upskilling on the specifics of the Programme curriculum / content as well as in training / facilitation techniques.
3. External support from Ernst & Young (EY) is in place until the end of September 2023. EY are currently supporting programme delivery as well as upskilling internal MPS facilitators. We now need to go to market to identify a supplier to work with L&D on FLLP delivery from October 2023 to April 2024. This will provide critical additional capacity and capability whilst we build our internal infrastructure in order to reduce our need for external support from April 2024.
4. This is a notable change in the MPS approach to building the leadership capability of MPS First Line Leaders. The FLLP is built on the new national curriculum and standards for first line leaders developed and set by the College of Policing. The College of Policing have reviewed the Met's new programme and confirmed it meets all of the new national requirements. The FLLP has been designed to cover the build of practical skills as well as focus on individual behaviours. To facilitate this, there is significant use of immersive scenarios to

support learning. The FLLP has also been shaped drawing on the experience of the L&D Community Reference Group, and community stakeholders are involved in training delivery (noting that this is subject to further review and enhancement).

5. This sets the FLLP apart from the previous large scale leadership programmes delivered in the MPS, specifically the High Performing and Inclusive Teams programme which ran in 2022/23 (focused on team development and performance of senior leadership teams) and 'Leading for London' which ran in 2018/19.

### Issues for Consideration

6. The MPS's Turnaround Plan will only succeed if we have strong leaders with the right skills at every level within the organisation. A key priority for the Turnaround Plan is to invest in our people by modernising our learning, including developing a strong cohort of leaders. The Commissioner has given a clear commitment to 5 days of leadership training for every leader each year within the organisation, driven through the creation of a new MPS Leadership Academy.
7. Proposals for the Leadership Academy are in the process of being shaped in collaboration with the College of Policing, commercial partners, selected London business schools / academic institutions and community stakeholders. Leadership Academy training will be based on the national curriculum and standards set by the College of Policing spanning inclusive, organisational and operational leadership capability. The national curriculum will be augmented to reflect the London context and the MPS's local policies / operating practices / processes. All training will be underpinned by the MPS's values and standards.
8. We cannot wait for the new Leadership Academy to start to deliver significantly improved leadership training. This has been underlined in the Baroness Casey Review as well as by HMICFRS. Improving our leadership capability is critical in enabling us to drive sustained reform.
9. Our first priority when it comes to leadership development is our First Line Leaders (Sergeant / Band D Team Leaders / MSC Sergeants). This includes both newly promoted officers and staff as well as 'reaccrediting' the leadership credentials of all existing First Line Leaders. This group totals c7,500.
10. We have developed a new programme for all First Line Leaders, with tailored approaches for newly promoted and substantive colleagues providing a minimum of 5 days face to face training for all. The training is based on the national leadership standards for First Line Leaders and associated curriculum and specification set by the College, noting that individual Forces are required to develop their own programme in accordance with these core requirements. In the MPS, we have augmented the programme to reflect a London context / what London communities need.
11. The FLLP will equip MPS first line leaders with the capability to drive the culture change necessary across the MPS to respond to the stark recommendations of the Baroness Casey Review. L&D continue to work closely with the

Transformation Directorate and the Culture, Diversity & Inclusion Programme to ensure that all opportunities to maximise the contribution of the FLLP in delivering 'A New Met For London' and driving / embedding the values and guiding principles are taken.

12. The design and delivery approach for the new First Line Leaders Programme was approved by People & Learning Board in March 2023. Further engagement and consultation has taken place through SO COG, FLP Extended Leadership Meeting, the Shadow Turnaround Board chaired by DAC Taylor (March 2023) and the Turnaround Board chaired by the Commissioner (March 2023).
13. In addition, a Chief Officer Design Authority has been mobilised for ongoing programme oversight. This is chaired by AC Gray with senior representatives from all Business Groups, along with the Federation.
14. The specifics of programme content have been approved by the relevant 'Heads of Profession' (agreed via the Chief Officer Design Authority).
15. The new programme launched on 17 April 2023.
16. The benefits that we are seeking in delivering this programme is to improve first line leader capability in support of more trust, less crime and high standards. Specifically, equipping our first line leaders with the skills to better:
  - Drive and improve standards, including the management of misconduct
  - Manage performance and development, including those on probation
  - Promote and hold others to account for building an inclusive culture
  - Manage attendance and wellbeing, including supporting team members through trauma
  - Supervise incidents and investigations to an appropriate quality
  - Build effective relationships with London communities
17. The new FLLP was mobilised at pace recognising the operational imperative. We have also maximised its reach in taking the decision to deliver to all c7,500 MPS First Line Leaders in Year 1, extending the training to police staff colleagues and MSC officers for the first time.
18. To ensure that the programme is actively supported by all parts of the MPS, we have attached some of our strongest First Line Leaders from across the Business Groups into L&D to support with programme delivery. Attachments are for six months at a time in order to keep the Facilitator pool operationally current and diverse.
19. However, we must accept that our existing infrastructure is insufficiently robust or mature to deliver the programme during 2023/24 without additional external specialist capacity and capability. Having expert external support with regards to facilitation and structured upskilling is critical in realising our desired benefits.
20. This procurement and delivery will be managed by the Leadership Development Team within L&D. This team includes:

- A new quality assurance function. This team will be responsible for overseeing the third party's delivery. This team will also ensure we are collecting appropriate data to measure benefits of this delivery. Third party delivery will be assessed on a weekly basis through participant evaluation so that any drops in quality or service can be promptly escalated. This team will meet weekly with the third party provider.
  - A dedicated Project Manager. This role holder will be responsible for ensuring facilitators and trainer activities are scheduled appropriately for delivery activities and payments are made, ensuring early indication of schedule changes to avoid cancellation fees. This post holder will also track progress against realisation of benefits.
21. The Head of Leadership Development in L&D will be responsible for overseeing supplier management and quality on a day to day basis, supported by a dedicated Superintendent.
22. Strategic oversight will be provided via the Director of Learning & Development (meeting with the supplier on a bi-weekly basis) and the Chief Officer Design Authority chaired by AC Gray (meeting monthly).

### **Contributes to the MOPAC Police & Crime Plan 2022-25<sup>1</sup>**

23. The programme will significantly increase the leadership capabilities of our first line leaders and enable significant reform. This will enable the MPS to deliver on the MOPAC Police & Crime Plan 2022-25 to reduce violence, increase trust and confidence, improve service to victims, and protect people from criminal exploitation and harm.

### **Financial, Commercial and Procurement Comments**

24. We are seeking third party support for two key areas of FLLP delivery;
- (a) Delivery support: Delivering FLLP alongside MPS Facilitators and providing additional resilience into the facilitator pool to ensure that the 2023/24 delivery schedule has sufficient resilience and flexibility.
  - (b) Structured upskilling of internal MPS Facilitators: Including running 'Train the Trainer' sessions for all new facilitators as well as co-delivery for a minimum of two weeks with each new facilitator combined with coaching and developmental feedback / support.
25. External specialist support from Ernst & Young (EY) is in place until the end of September 2023.
26. The intention is now to go out to market via a competitive tender to identify a supplier to work with L&D on FLLP delivery from October 2023 to April 2024. The MPS will proactively seek a wide set of bids through hosting an open supplier event as well as making direct market approaches to promote the

---

<sup>1</sup> [Police and crime plan: a safer city for all Londoners | London City Hall](#)

opportunity and encourage engagement. This supplier will provide critical additional capacity and capability whilst the L&D internal infrastructure is built in order to reduce our need for external support from April 2024 onwards. L&D are working hard to recruit a cadre of permanent facilitators and will have a core team in place by the end of March 2024. This will be supplemented by a rolling programme of operationally current facilitators on attachment.

27. The CCS MCF3 framework is considered the most appropriate route to market for this requirement. This route has a wide range of pre-qualified suppliers (29) ensuring from SMEs to large multinationals, enabling a robust and timely competitive call-off process to be conducted, whilst supporting the London Anchor Institutions commitments.
28. A full open tender is unlikely to offer greater competition but will take longer to deliver (putting October 2023 at risk) whilst the MPS's existing contract route for training via Premier Partnerships offers a similar timely route to market as the CCS framework but would not offer value for money at this spend value due to the handling / service cost.
29. Expenditure for this procurement will be capped at £700k.
30. Costs will be met via the existing budget created via the precept for MPS leadership development in support of the Turnaround Priority of investing in our people by modernising our learning offer, including developing a strong cohort of leaders.

## Legal Comments

31. The Mayor's Office for Policing and Crime ("MOPAC") is a contracting authority as defined in the Public Contracts Regulations 2015 ("the Regulations"). All awards of public contracts for goods and/or services valued at £213,477 (inclusive of VAT) or above shall be procured in accordance with the Regulations.
32. This report confirms the value of the proposed contract exceed this threshold and therefore the Regulations apply.
33. The use of a compliantly procured Framework Agreement will constitute a compliant process where the Framework Agreement's ordering processes are followed.
34. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime ("DMPC") has delegated authority to approve:
  - (a) Business cases for revenue or capital expenditure of £500,000 and above (paragraph 4.8); and
  - (b) All requests to go out to tender for contracts of £500,000 or above, or where there is a particular public interest (paragraph 4.13).
35. Paragraph 7.23 of the Scheme provides that the Director of Strategic Procurement has consent for the approval of the award of all contracts, with the

exception of those called in through the agreed call in procedure. Paragraph 4.14 of the Scheme provides the DMPC reserves the right to call in any MPS proposal to award a contract for £500,000 or above.

### Equality Comments

36. Increasing our leadership capability through the FLLP will increase first line leaders' awareness and effectiveness in relation to equality, diversity and inclusion, in turn enabling them to champion better ways of working throughout the organisation. The programme will enable the MPS to better meet its commitments through the London Anchor Institutions' Charter. Provision is made for staff with flexible working arrangements and reasonable adjustments. The FLLP delivery approach offers delegates a range of sites to attend and runs under different shift patterns. Flexible working arrangements and reasonable adjustments are also accommodated where needed.

### Privacy Comments

37. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.
38. Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.
39. The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the programme meets its compliance requirements.
40. The programme does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered.

### Real Estate Implications

41. The current L&D delivery estate incorporates Hendon (Peel House & Becke House) and Marlowe House (3rd and 4th floors). A dedicated training room has also been secured at NSY for the duration of 2023/24. Through use of a 2-shift training roster, there is confidence that all training delivery for the FLLP can be accommodated in the existing MPS estate.
42. Existing capacity has been assessed as meeting requirements. However, Additional capacity can be found by use of meeting rooms across the HQ, BCU buildings and sports clubs.
43. In the eventuality that L&D needed to secure additional space, there is assessed capacity within the existing estate as well as through the use of the MPS Sports Clubs. Stepping beyond this, if needed, wider external commercial

space across London and the surrounding Counties is available.

44. Work on the MPS Academy is on-going under the new Estate Strategy and Turnaround plans, and it is expected that any new facility would be able to accommodate the Leadership Academy alongside other BAU training programmes. Timescales for delivery are still being progressed

### **Environmental Implications**

45. The MPS Environment Policy will be taken into consideration during the contract pipeline process. All new contracts must have at least a 10% weighting for Social Value which includes environmental themes.
46. There is no impact to delivering the Mayor's London Environment Strategy.

### **Background / Supporting Papers**

1. **Leadership Development: Building the Capability of MPS First Line Leaders. MPS Turnaround Board - 28 March 2023.**
2. **PIB Decision Paper: MPS First Line Leaders Programme - Delivery Support in 2023/24**

**Report Author:** Alex Walsh, Director of Learning & Development