

REQUEST FOR DMPC DECISION – PCD 110**Title: Leading for London****Executive Summary:**

The 'Leading for London' programme identifies the leadership and cultural needs of the MPS and provides a solution (comprehensive training package) that will benefit organisational culture, build greater leadership capability and support the wider transformation programme.

It will build the skills, capability and positive behaviours that the MPS needs to create an inclusive workforce that is suitably equipped to deliver the best public service to the people and communities of London.

Recommendation:

The DMPC is asked to approve the investment into leadership training for officers and staff in supervisory positions, under the programme 'Leading for London'.

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature**Date**

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

Decision required – supporting report

1. Introduction and background

- 1.1 The Leading for London programme is an investment in the leaders within the Metropolitan Police Service at all supervisory levels. It will be a key enabler to change within the service.

2. Issues for consideration

- 2.1 A comprehensive report is provided with supporting additional information at Part 2.

3. Financial Comments

- 3.1 The breakdown of the investment required is outlined at Part 2.

4. Legal Comments

- 4.1 There are no legal implications in approving this funding.

5. Equality Comments

- 5.1 There are no equality implications in approving this funding.

6. Background/supporting papers

Appendix 1

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If yes, for what reason:

Until what date:

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – YES

ORIGINATING OFFICER DECLARATION:

	<i>Tick to confirm statement (✓)</i>
Head of Unit: The Workforce and Professional Standards Unit has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
Legal Advice: Legal advice is not required.	✓
Financial Advice: The Strategic Finance and Resource Management Team has been consulted on this proposal.	✓
Equalities Advice: The Workforce Development Team has been consulted on the equalities and diversity issues within this report.	✓

OFFICER APPROVAL**Chief Executive Officer**

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature

R. Lawrence

Date

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Leading for London: Roll out and Investment decision

EXECUTIVE SUMMARY

Effective leadership at all levels is critical if the MPS is to deliver the best possible policing for London. Leading for London identifies the leadership and cultural needs of the MPS and provides a solution that will benefit organisational culture, build greater leadership capability and support the transition to OMM.

Building upon the recommendations contained within the learning of the 2015 pilot, Leadership Review (2015), HMIC and Judicial rulings, Leading for London represents the MPS investment in London's officers and staff. It will build the skills, capability and positive behaviours that we need to create an inclusive workforce that is suitably equipped to deliver the best public service to the people and communities of London.

As a bespoke programme, the design and content of Leading for London has been tailored to address not only MPS-wide issues, but also the strategic needs of individual business groups. The programme will draw on skills, expertise and experience from across the private and public sector.

A. RECOMMENDATIONS - That Members:

- Note the strategic objectives of Leading for London to build management skill, leadership capability and influence inclusive behaviour to benefit culture
- Note investment over financial years 2016/17 and 2017/18, with no requirement for new money
- Agree the delivery of Leading for London to 10,300 officers and staff at supervisory and management levels commencing February 2017.

B. SUPPORTING INFORMATION

Background

In 2015, a pilot leadership programme was completed by 4,745 employees (representative of 78% of target audience). The purpose of this pilot was to assess the suitability of the development offer as a way of embedding the six priority skill areas of the new MPS Leadership Framework and assess the likely benefits of transferred learning within the workplace. A range of techniques were deployed to gather information about the effects of the pilot programme including participant feedback surveys, focus groups, independent workshop observation, feedback from facilitators/personal development mentors and collation of Digest¹ material. Management Board reviewed the interim evaluation of the pilot programme and business case proposal, accepting the successes and recommended learning.

¹ Digest: collated delegate commentary - LfL Pilot (2015)

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The Leading for London design has been underpinned by findings and recommendations from the Deloitte (2014) MPS Leadership Review, HMIC PEEL (2015 & 2016), the broader Leadership review by College of Policing (2015), the MPS Staff Survey Feedback (2015) and our pilot of Leading for London. These sources have been used to achieve an understanding of the MPS current leadership baseline, how our workforce perceives and understands leadership and what is needed in terms of skills, development capability and cultural change to re-shape the MPS and support transition to OMM.

Why does the MPS need the Leading for London programme?

Internal Objectives

If we are to enable our workforce to successfully lead, implement major change and instill desired values and behaviours, we need to invest in and develop our people. At the heart of the business case for leadership development and cultural change is the anticipated return from engaged, accountable and empowered people. By investing further in skill development, we will be able to actively influence a shift in our leadership capability, to build a more motivated and productive workforce that will be equipped to manage commercial, people, financial and organisational change as we transition to OMM.

Leading for London is intended as a lever to drive positive behaviours and to empower our staff to communicate and engage more effectively with internal and external audiences. Through embedding people management skills defined within our leadership framework and by creating opportunities to develop better working practices, our business groups will be better equipped to influence, build trust and successfully manage change. The skills development offer will align to, and be embedded, as part of the MPS change management process.

Creating a more engaged, accountable and empowered workforce will leverage greater performance of officers and staff, in turn benefiting trust and confidence by delivering a more responsive, professional and efficient public service to London.

External Objectives

MOPAC are identified as a stakeholder with significant interest in the development and implementation of the Leading for London programme. Early engagement and governance for this project has been observed, with consultation having commenced 6 September 2016. Subject to Management Board accepting the terms within this paper, this proposal will be reviewed by MOPAC Investment Advisory Board in November 2016.

By investing in the leadership and cultural development of the MPS, Leading for London will drive a step change in organisational culture and behaviour, to benefit and better engage communities. The design of this programme offers a tailored solution and complements MOPAC's commitment to make London safer; by enhancing the skills and capabilities of officers and staff, the MPS will be able to deliver a more efficient and therefore sustainable policing service to the public.

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In embedding the principles and values of the MPS Leadership framework, our workforce will develop new behaviours and practices that can proactively influence cultural norms, creating an inclusive and progressive organisation that reflects the dynamics of London.

The strategic objectives of Leading for London will align with manifesto pledges to deliver real policing within neighbourhoods and communities, providing an investment that will develop specific skills and drive cultural change. Through inspired leadership, our frontline will be more engaged, and therefore provide an improved service to the public, which in turn will engender trust, confidence and improve public perception of the MPS.

Who will be included within Leading for London?

The Leading for London programme will be targeted at all levels from Assistant Commissioner to Sergeant and police staff equivalents over an 18-month period.

The programme will initially engage with senior leaders (at AC and staff equivalent level) to define priorities and strategy for each business group.

Tailored skills development activity will then be delivered to 10,300 delegates (Chief Superintendent to Sergeant plus staff equivalents) from February 2017. Facilitated workshops, self-directed learning and formal coaching will translate the strategy and offer appropriate development that will build on capability and behaviours.

The target audience reflects the accepted pilot recommendations contained within the interim evaluation (to directly focus upon management and supervisory ranks). While management and supervisory ranks will be the majority, there was clear feedback at borough commander / SLT level from our professional reference group that they wanted the local flexibility to include emerging leaders at PC level, and key stakeholders representing local strategic partnerships.

A balanced approach has been taken when defining our target audience, to work within the constraints of available budget resources. The proposed design and delivery methodology will allow for Leading for London to be delivered without the need for 'new money'.

Our constable ranks, PCSOs and staff equivalents will be indirect recipients, benefiting from the process through structured localised supervisor and line manager activity. Throughout the programme, local supervisors and managers will be accountable for evidencing the cascade of learning within their business area and demonstrating an impact on team development, local needs and service delivery. Anyone in the Met can access the continuous professional development tools that are part of LfL, and will be encouraged to use them.

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What will the programme aim to achieve and why is it different?

Leading for London is a wider leadership and culture change programme. The programme, in its revised form, will provide MPS leaders with a range of easy to adopt, pragmatic tools and techniques to raise the skill and create sustainable improvement in leadership capability.

The MPS, given its scale and complexity, needs a development solution that will be relevant and useful to business groups, yet can address corporate objectives whilst reflecting local priorities. The uniqueness of this programme, it that the design will incorporate senior leadership strategy and our Borough Commanders and business leads will inform, tailor and agree priorities. These will be incorporated into skill development activity for individual teams. This will allow for corporate and local objectives to be aligned; providing business groups greater ownership of the programme to drive skill development that addresses specific local needs.

The bespoke design directly translates the MPS Leadership Framework and responds to the need to develop working practices that shift behaviours and enable cultural change.

To safeguard investment, strategy is defined by senior leaders and accountability to deliver on commitments is owned by individual business groups.

Line managers and supervisors will be able to evidence impact to teams and communities through structured coaching and communication routes, this directive will ensure a return on investment and support evaluation methodology.

Programme outcomes will influence workplace behaviour of our supervisors and managers, making them accountable for the development of teams and self. By developing a positive working culture, greater communication streams, cohesive working relationships and the right types of behaviours, Leading for London delivers a learning experience and environment where officers and staff are engaged (trusted), inspired, empowered and motivated.

With increased engagement, officers and staff will be better equipped to actively contribute to providing a world class policing service to the people and communities of London.

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Organisational objectives	Programme outcomes
<p>Contribute towards culture change by embedding the six skills within the Leadership Framework:</p> <ol style="list-style-type: none"> 1. Adapt approach to suit situation and context 2. Value and Promote Diversity and Difference 3. Collaborate and Partner 4. Encourage challenge and seek feedback 5. Be self-aware and understand impact on others 6. Empower Others. 	Inspire and empower individuals and teams to deliver a world class policing service to the public.
Provide supervisors and managers with the leadership skills and accountability to drive cultural and organisational change.	Create a culture of trusted accountability, where feedback and openness is encouraged.
Develop an inclusive culture through the appropriate leadership style, ensuring the organisation is seen and felt to be a Fair Employer by the positive recognition of differences.	Create a culture of self-directed learning and career activism.
Develop management practice to improve effective communication that drives performance and maximise impact.	Consistently focus on improving performance and efficiency.
Provide a range of innovative and practical development tools and resources to inspire CPD and career activism through access to self-directed learning.	Create opportunity for clearer communication methods and empower our officers and staff to connect with each other as well as improve our communication with the public.
Include optional professional endorsement (Level 6/7).	Role model and 'live' the MET values.
Generate a sustained 'leadership legacy' through a mentoring network and coaching investment.	Optimise and encourage collaboration to instill trust and better connect our policing service within local communities.
Create an Inclusive Culture through inclusive leadership.	Evidence Inclusive practice.

What are the core benefits?

Leading for London represents the MPS commitment to creating an inclusive workforce that is suitably equipped and representative of the people and communities of London. It will drive a positive working culture and clearly set out our expectations of behaviour.

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An evidence based investment in developing skills, capability and working practice (behaviours) will raise the skill of supervisors and managers to build greater leadership capability and support the OMM change agenda. Investment will address staff survey feedback from managers "not feeling skilled" and a perceived "lack of training and investment in people management skill".

By adopting Leading for London, the MPS will be able to satisfy recommendations contained within the learning of the 2015 pilot, Leadership Review (2015), HMIC, MPS Staff survey and Judicial rulings, to invest further in leadership capability.

By encouraging business groups to own and be accountable for the way Leading for London is applied in the workplace, we create greater opportunity to transfer learning, empower team and emphasize self-development, thus encouraging career activist behaviours.

The programme will not only benefit the MPS, our wider stakeholder network will also benefit from the investment as we develop our collaborative networks, improve working practices, strengthen decision making and generate communication opportunities to enhance service delivery to London.

How will we deliver?

The scale and complexity of the MPS has required us to re-assess the viability of a single provider being able to address each of the dynamic requirements of the organisation. Taking a pragmatic approach, remaining mindful of commercial, financial and time constraints, it has been possible to draw from a collective range of credible industry SMEs, organisations and partners, to re-design elements of Leading for London to meet the explicit needs of the organisation, without applying a 'one size fits all' approach to the solution.

The Leading for London project is split into four interdependent stages:

Stage One: Design (In progress)

Design of the programme and content shaping will be completed during August to October 2016. Individual specialists and MPS collaborative partners form a design team, operating as an extension to the Leading for London project team. The objectives of this stage will be to present for ratification, a detailed design and delivery plan for Leading for London Authority Board on 25th October 2016.

Stage Two: Pre-Planning for Delivery/Implementation

Observing the learning from the pilot, the pre-delivery phase will be used to work with business groups and internal MPS departments to manage abstraction options, project planning administration, resourcing, communication and logistics. These work streams will be provisionally delivered during November, December & January 2017.

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Stage Three: Delivery/Implementation of the programme (from February 2017)

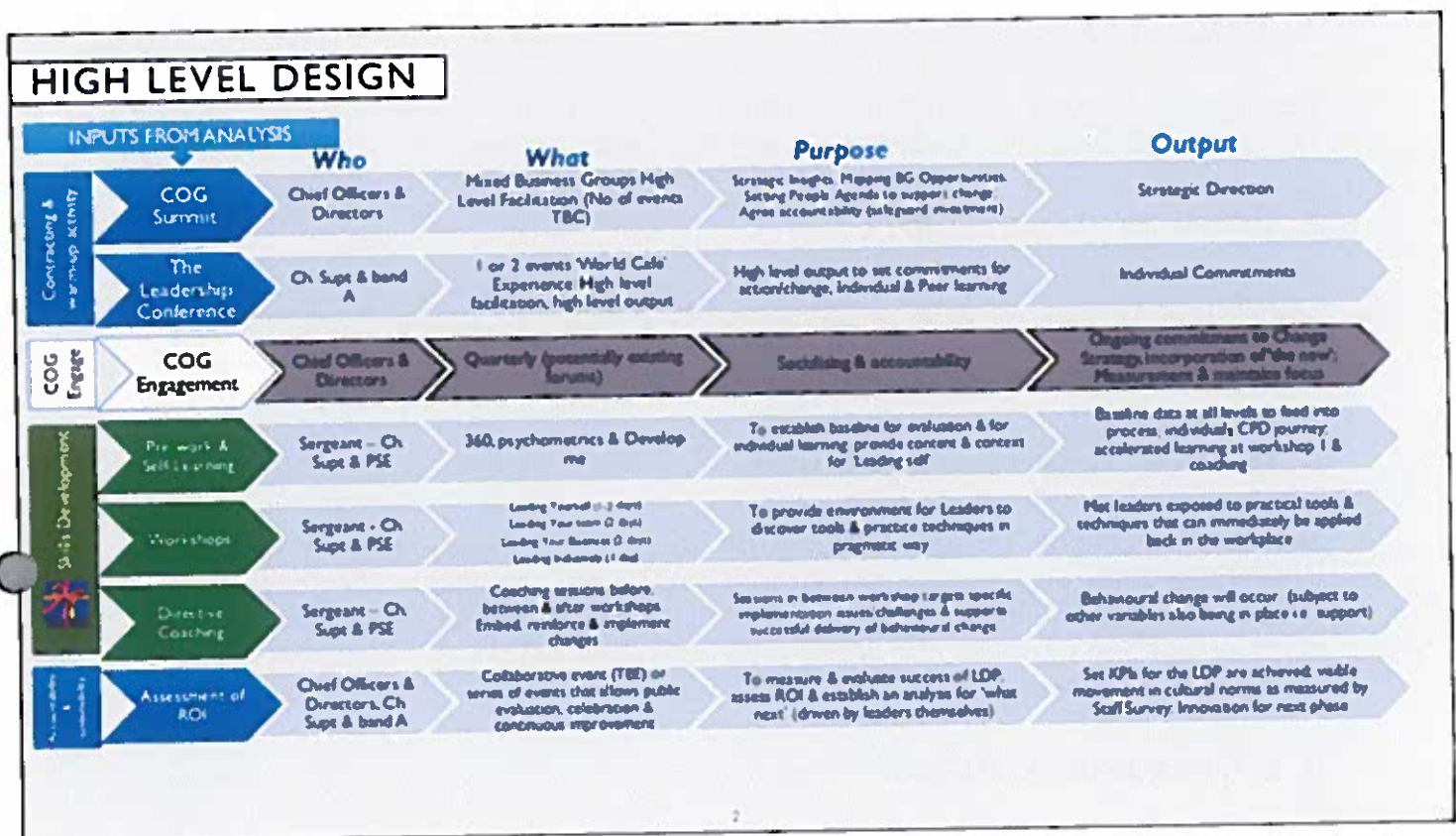
A series of tailored activities will be delivered by a designated pool of MPS and SME facilitators. (See High Level Design illustration).

Delivery will incorporate designated attachments for our Met Leaders (stc. Chief Inspector to Sergeant PSE), such as Ambassadors for Change, to co-facilitate workshop modules, providing an opportunity to upskill, engage and place leaders at the heart of our leadership and cultural development.

Bringing resilience, experience and capability, MPS and SME's will collaboratively work to deliver this programme over a planned 18-month period, ensuring that we have the right balance of internal and external influence, sufficient to manage the complexities of the audience and meet the objectives of this programme.

Stage Four: Evaluation & Safeguarding of the investment

Dependent on Delivery Window and cited in section D.



C. CONSULTATION

Early design consultation with ACs (or nominated representatives) commenced in August 2016, to obtain business group insight to better understand strategic objectives and challenges.

MOPAC, staff associations and collaborative partners have been identified and

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incorporated within Leading for London Authority Board governance and will help to shape design requirements and solutions. There will also be an opportunity to participate in design testing (test and challenge) throughout development, to ensure that the returned products are tailored and interchangeable to meet the needs of individual business groups.

The Workforce Futures Professional Reference Group, with police officers from across the Met at every rank from Chief Superintendent to police constable, and police staff, has participated in early "test and challenge" to specifically consider the critical success factors for LfL.

Design and content mitigates cited areas within the DARA risk matrix specific to cultural change and leadership capability, strengthening our case for investment by addressing these explicit needs.

Learning, Design and Content of the Leading for London programme IPR remains the property of the MPS and is protected under commercial contracting procurement terms.

D. EVALUATION STRATEGY

Leading for London evaluation is written as part of the parallel detailed design process. Full Evaluation Strategy is presented within Appendix F.

E. EQUALITY AND DIVERSITY

Leading for London will receive full consultation with staff associations throughout. All content and delivery will comply with the Equality Act 2010 and relevant police regulations, judicial rulings or legislation.

F. CONSULTATION UNDERTAKEN

Leading for London Design Authority Board includes representatives from MPS Business groups, staff association and MOPAC. Early consultation has commenced at AC level and MOPAC. Formal stakeholder activity will continue with strategic London Borough Councils and collaborative services to consider organizational and community implications.

G. ENVIRONMENTAL IMPLICATIONS

No implications cited. Paper circulated for note.

H. RISK (H&S) IMPLICATIONS

No implications cited. Paper circulated for note.

I. LEGAL IMPLICATIONS

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No implications cited. Paper circulated for note.

Report Author: Tamsyn Heritage (Strategy HR), Chief Superintendent Rob Jones (Work Force Futures) and Zoe Baxter (Strategic HR).

APPENDIX J

Leading for London (Objectives)
Leading for London (Indicative Outline)

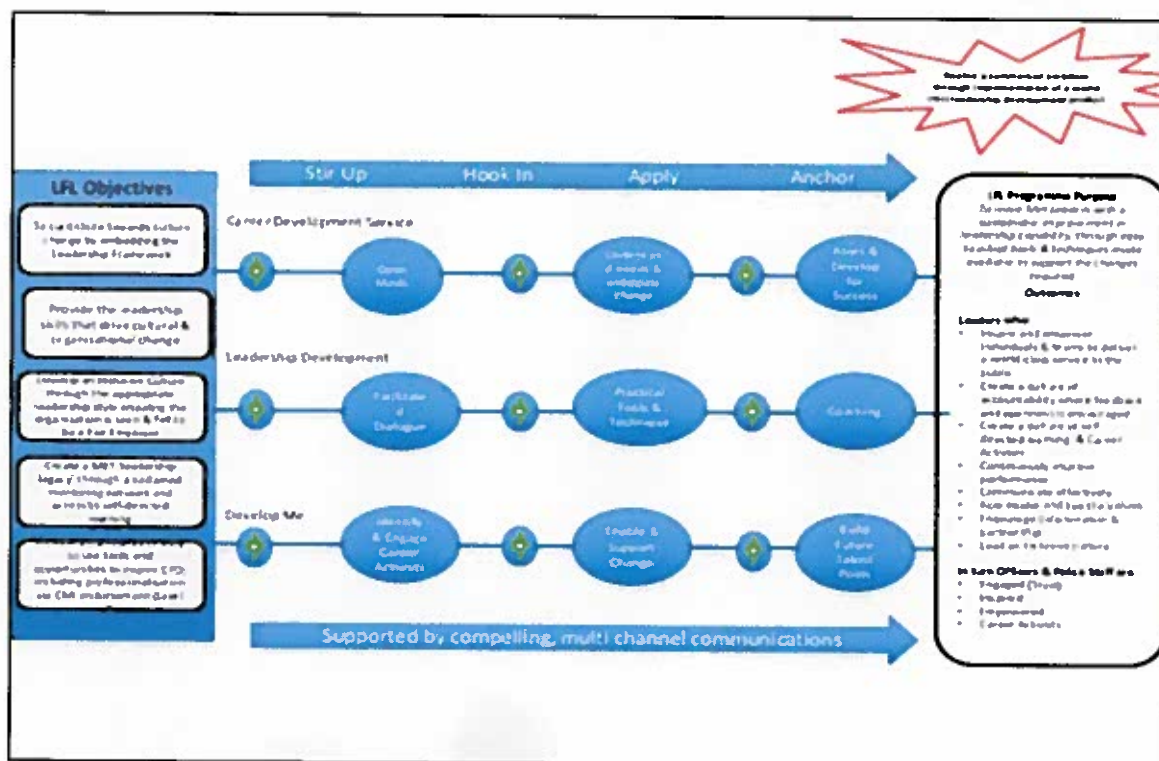
APPENDIX K

Design Testing strategy
Detailed Design – Roll Out (Illustration)
Delivery Plan (Training Days, Events, Volumes, Head Count, Resourcing & Venue)
Evaluation Strategy

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J. APPENDIX (Extract – Authority Board Presentation)

Leading for London (Objectives)



Leading for London (Indicative Outline)

Development Experiences		Year 1 Oct/Nov / Dec/Jan	Year 2 Ch. Sept / A	Year 3 Sept / O	Ch. Sept / C	Year 4 Aug / D
No of formal development days		3	3	3	3	3
COG Summit		✓				
The Leadership Conference		✓	✓			
W1 Leading Yourself					✓	✓
W2 Leading Others/Your Team					✓	✓
W3 Leading Your Business/Organisation			✓			
W4 Leading an inclusive culture			✓		✓	✓
'Assessment of ROR'		✓	✓			
Directive Coaching (Embedding the learning)			3	4	4	4
Pre-Work • Psychometric • 160		✓	✓	✓	✓	✓

APPENDIX K

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(Hard copy to be provided at PIB – 25 October 2017)

Design Testing strategy

Consultation Feedback MB Paper (v6) 21 10 2016
(4) Business Engagement

A structured testing framework has been created. In addition to the test pilot programme (2015), the following activities will be completed during Stage One Design.

Strategic Needs Analysis: AC Interviews

- AC Hewitt
- AC Rowley
- AC Gallan
- Robin Wilkinson (SRO)
- AC King / DAC Taylor

Business Group (assumption testing and sampling)

- Croydon Borough
- Tower Hamlets Borough
- CCC
- Forensic Services

Authority Board (business engagement and validation)

- TP (Commander Neil Jerome)
- SO (Commander Adrian Usher)
- SCO (Commander BJ Harrington)
- Met HQ (People, OMM Business Change, Workforce Futures)
- Professionalism (DAC Taylor)
- Staff Engagement (Linda Kelly)
- Diversity and Inclusion (Ch Supt Victor Olisa)
- MOPAC (Policy and Audit)

Met Collaborative Partners (assumption testing / test and challenge: aligned to Project Design SME)

- Senior Leadership and Strategy
- Leadership Practice and agile conversations
- Leadership and Organisational Performance
- Resilience, Trauma and Wellbeing
- Evaluation
- Policing, Inclusivity and Leaderships styles (including Psychometrics')
- Business Simulation and immersive learning

Table Top Exercises will be completed of the final detailed design (to include content, learning objectives, learning outcomes and subject groupings) by:

- Change Champions (OMM Business Change Lead)

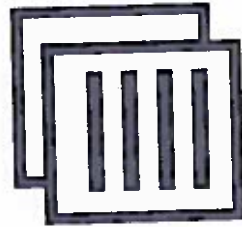
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- Staff and Trade Unions
- LfL Professional Reference Group
- Workforce Futures PRG
- SCO22 (Delivery Proposal: Abstraction management, operational planning and impact assessment).

Full trail run (including immersive business facilitation exercises) will be completed by an internal cohort of Met Facilitators, to form part of onboarding activity for 'attachment roles'. * subject to confirmation of resourcing plan (Stage Two).

* Event labels are to be confirmed	COG	Ch Supt / A	Supt / B	CI / C	Insp	Sgt / D	PC / PCSO / E, F, G	Total Delegates	Delegates per event	Total Training Days
Pre-Work										
Clarity 2D Psychometric Bespoke 360°	59	194	530	1080	1244	7220		10327	NA	NA
COG Summit										
1 day	59							59	59	1
Leadership Conference										
1 day	59	194						253	125	2
Business Simulation Workshop										
2 day		194	530					724	54*	13
Lead Self Workshop										
2 day				1080	1244	7220		9544	24	398
Lead Inclusive Culture Workshop										
1 day		194	530	1080	1244	7220		10268	24	428
Lead Others Workshop										
2 day				1080	1244	7220		9544	24	398
Impact on the Community							✓			
Digital Tool-kits									NA	NA
External Coach		✓	✓						NA	NA
Coaching Solution TBC				✓	✓	✓			NA	NA
Develop Me	✓	✓	✓	✓	✓	✓	✓		NA	NA
Digital self-directed learning										
TOTAL TRAINING DAYS										1239
Facilitation and Coaching Simulation Workshop		194	530	1080	1244			3048	24	127
1 day										

Appendix K - Detailed Design Illustration [DRAFT]



Senior Events

Leading for London Summit & Conference: A one day immersive event with strategic input which will allow collaborative working across the most senior population of the organisation, mapping Business Groups opportunities, setting the tone for the 'People Agenda'. To support change and inspire accountability across the organisation, achieving a substantial return. The outputs of these events are solid 'Commitments' that can be measured and evaluated throughout the programme and beyond.



Leadership Business Simulation

The Leadership Business Simulation is for local Commanders over two days to immerse them in a simulated strategic leadership challenge, developing their leadership skills in preparation for leading the Culture Change required for delivering the OMM.



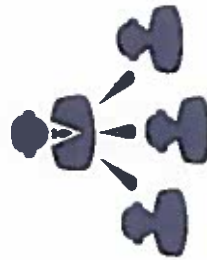
Leading Yourself Workshop

A two day workshop for Sergeants through to Chief Inspectors featuring practical skills development and focusing on the key learning requirements: Leadership Style & Performance, Building Resilience & Energy, Feedback & Coaching and Challenging Productively.



Leading an Inclusive & Diverse Culture Workshop

This one day workshop is for all levels of leaders within the organisation and is designed to develop the knowledge, skills and mind set of leaders tasked with creating an inclusive and dynamic workforce in a complex and diverse environment.



Leading Others Workshop

A two day workshop for Sergeants through to Chief Inspectors featuring practical skills development and focusing on the key learning requirements: Leading the Team of the Future; Challenging Conversations; Shifting from 'Command & Control' to Empowerment; Taking Accountability for Change; Role Modelling & Influencing; and Collaboration & Partnership.

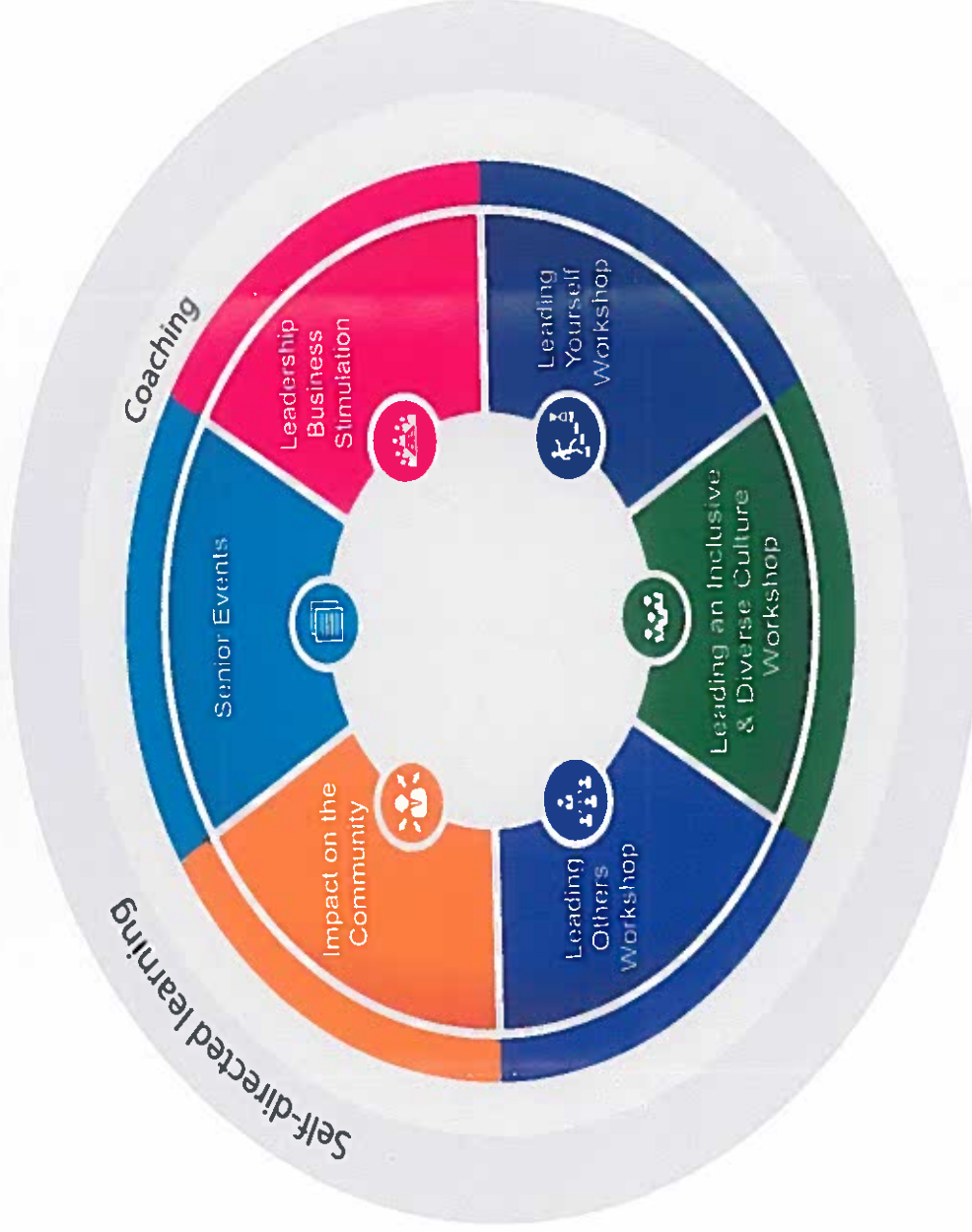


Impact on the Community

As Leadership improves and changes the culture of the organisation, engagement of front line teams strengthens and in turn there is a positive impact on the Community. To facilitate this change the LfL programme will establish a suite of development tools that can be used by Sergeants to develop their direct reports and also self-directed learning careers and skills tools that Constables can access directly.

Learning Outcomes / Organisational Requirements

To leave Met leaders with a sustainable improvement in leadership capability. The programme targets the skills and mind set required to embed the people and leadership changes required to support the OMM philosophy. In particular, a change of leadership style to engender a culture of empowerment, accountability, collaboration and inclusivity.



Culture Change

- Accountable
- Inclusive
- Resilient
- Empowered
- Collaborative
- Adaptable
- Challenging
- Self-aware

Evaluation Strategy

Recommendation:

Three evaluation standards have been tabled, offering 'good', 'better' and 'best' options. Recommendation to Authority Board will be to endorse the use of the 'gold' standard (providing a greater depth of analysis).

Consultation:

Evaluation design has been completed by project SME (Evaluation), working collaboratively with MPS Occupational Psychologist, EBP representative and MOPAC Audit advisor.

Scope:

1. Provide a clear and structured evaluation approach to monitor and assess impact, benefit and distance travelled throughout the programme (organisational development and individual development).

Evaluation will map programme aims, objectives and outcomes. Using stakeholder input (needs analysis) to help frame and assess:

- *benefits to business*
- *efficiency and success of the project*
- *Organisational development (change transition)*
- *Impact to service: efficiency and benefits to public service*
- *Behavioural change (Culture).*

2. Identify a baseline for measurement and periodical touch points.

Baseline measurement is established via pre questionnaire, focus groups and includes HR performance data. Touch points proposed at 6,12 and 18 months, with specific activity (focus groups, surveys, raters & metrics), with additional measures for project delivery performance.

3. Have a credible methodological approach that is simplistic for a user (and can be implement cost-effectively).

To mitigate survey fatigue and abstractions for staff; in scope is the potential to phase delivery of some evaluation activity (to enable control groups to be utilised).

To maintain staff appetite/engagement; where possible existing (HR/MPS/MOPAC) generated data, including performance data and links with public satisfaction, will be used. Innovative delivery of questionnaires (incorporated through tablet and smart phone technology) will simplify collecting participant feedback.

4. Include academic rigor to balance and underpin creating an evidence lead evaluation. Support our commercial/professional aspirations to produce an evaluation report of publishing standard to contribute to Evidence Based Policing (EBP).

See Consultation.

5. Satisfy the Audit and Evaluation needs of MOPAC (evidence VFM, translatable benefits to our organisation and public, behaviour change and engagement).

See Consultation.

Resources:

The proposed strategy will be dependent on a number of key resources, including:

- Access to the relevant pre-existing and future generated data, such as Employee Survey, HR Data (e.g. FaW, absence, PDR / PPM participation) and any relevant internal or external service performance reports.
- Intranet (or other platforms) services to allow online materials to be accessed.
 - Acknowledging the IT infrastructure restrictions, mitigation is presented to offer access via external provider via work email accounts.
- Permission to means of coding individual participants, to correlate per and post course changes
- Access to Met expertise during both design and implementation phases (collaboration and alignment); and post implementation (gather feedback using collection mechanisms such as public/client feedback).
- Access to Met resource to conduct follow up interviews.

Time line:

The proposed structure is as follows, subject to confirmation of landmarks in the final design (Stage one) and pre delivery planning (Stage two).

Activity	Scope	Duration / Note
R&D	Stakeholder / Client Consultation / Research.	3 weeks (to include up to 3 meetings).
Technical Liaison	Collaboration with IT to secure platform / tools.	3 weeks (parallel to above, i.e. part of R&D phase).
Design	Drafting the research / evaluation questions and format.	2 weeks.
Approval	Stakeholder feedback on Design	1 week.
Final Version	Modification of design to account for feedback.	1 week.

Pilot	Live pilot of the questionnaire / focus groups and analysis testing/	Stage two dependent: Must be pre roll out.
Evaluate (1)	Run evaluation	Aligns delivery time line.
Analyse (1)	Statistical and textural analysis of the results	3 weeks
Evaluate (2)	Focus Groups (Optional)	6,12 & 18 months (post intervention).
Analyse (2)	Transcription of analysis of focus groups	Cohort size dependent
Evaluate / Analyse (3)	Community impact and staff survey results	Identify re delivery stats and measures. Stage two dependent.
Reporting	Interim publishable reporting; sufficient to meet EBP standards.	Pre, periodical, interim and final report.

