

Evaluation Case Study: Cambridgeshire Constabulary

Senior Leadership Development Programme

Cambridgeshire Constabulary employs around 1,400 officers who cover an area of over 3,500 km². This force area has a resident population of around 700,000 people.

The Challenge

Like all Police Forces, Cambridgeshire Constabulary is faced with the challenge of having to make substantial savings without damaging the policing service provided to the public. There was awareness at senior levels within the organisation that alongside the planned structural and process changes, a shift in culture and a change of 'habits' was required to enable the realisation of the required financial savings whilst maintaining the frontline policing service.



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The Beech Solution

Cambridgeshire Constabulary and The Beech Centre worked collaboratively to find the best way to realise this outcome. Together, Supt. Melanie Dales and Ian Andrew, Governance & Partnerships - Director at The Beech Centre, completed a joint diagnosis of the prevailing situation based on a range of data, in order to understand and take account of initiatives already being implemented and scope out an intervention involving a number of senior leaders, who had the potential and opportunity to influence behaviour and change 'habits' across significant elements of the force.

The resulting solution was a Senior Leadership Development Programme for 12 senior leaders in the force. Key to the success of the programme was an acknowledgement of the skills, knowledge and experience of the participants' in the room' from the outset of the first programme module, and also the anchoring of the programme content in the participants' individual and organisational context.

Time was given at the start of the first session to creating a group 'contract' for the programme – this enabled the participants to 'co-create' the specific content and approach for working together over the programme to maximise the benefit from their own and the organisation's investment.

Feedback was invited during each module and a review undertaken with key stakeholders between each module, to check in against the agreed programme outcomes and to enable the programme facilitator to flex the content and approach appropriately.



Quote from programme delegate

“ During the course of 2014 I was fortunate enough to be selected for involvement in a leadership training event run by Beech Consultancy. The event saw me coming together with senior colleagues within my organisation over a period of several days; those days stretching across a period of several months. The way in which the training was delivered, the issues covered and the time in between the group reconvening gave rise to reflection, selfdevelopment and progress; for me personally, for us as a group of leaders, and, for the organisation as a whole. Certainly, it is my view that the event has achieved a re-energised appetite in me for my continued self-development. More importantly, it has contributed to a culture change within the organisation, with a move away from self-reliance and silo-working to a position based much more on the collective, on a culture of mutual respect and support. ”

Quote for senior sponsoring officer

“ Although all the participants had attended a wide variety of management and leadership courses and qualifications previously, I have no doubt that the programme facilitated by The Beech Centre had the greatest impact at both an emotional and operational level. This programme got to the heart of who these leaders are, how they perceive themselves and how others perceive them. As a critical group of senior leaders in the constabulary I now have a team who understand each other, will support each other and will work in a cohesive manner to achieve the significant transformation which lies ahead of us. ”

What next?

Work has begun to roll this programme out to all leadership ranks in the organisation, from Chief Inspectors to Sergeants. For more information on The Beech Centre's Leadership Development Programme, please contact us at info@thebeechcentre.co.uk