



Meeting	SPA People Committee
Date	29 August 2023
Location	Video Conference
Title of Paper	Bi-annual Leadership & Talent Report
Presented By	Katy Miller, Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Appendix 1 - HMICS Recommendations/Actions and Updates Appendix 2 - MyCareer Executive Summary Report Appendix 3 - YLM Quarterly Evaluation Report

PURPOSE

The purpose of this report is to update Members on the progress of the delivery of Leadership & Talent (L&T) development interventions from January to the end of June 2023.

As part of this report, a list of the recommendations and subsequent actions from HMICS LTD Phase 1 Inspection are recorded in Appendix 1 as requested.

Members are invited to discuss this report.

1. BACKGROUND

1.1 This paper provides updates on a number of Leadership & Talent development solutions that have been developed between January and June 2023 including:

- MyCareer appraisal system
- Your Leadership Matters Programme (YLM) Phase 2
- People Management Development Programme (PMDP)
- First Line Managers Programme (FLM)
- Established Leaders Programme (ELP)
- Introduction to Leadership (ITL) Playbook
- Accelerated Leadership Pathway (ALP)
- Police Leadership Programme – Stage 5 (PLP5EL)
- Digital Graduate Programme
- Global Policing Innovation Exchange Leadership Programme (GPXLP)

2. FURTHER DETAIL ON REPORTING TOPIC

LEADERSHIP AND TALENT DEVELOPMENT INTERVENTIONS

2.1 MyCareer

2.1.1 MyCareer has celebrated its first annual cycle running from 1 April 2022–31 March 2023 with an extension given to the 31 May, for the first year only, recognising that this is a new approach. MyCareer is mandatory for all and colleagues must have a minimum of one MyCareer discussion per appraisal year. As of the 31 May 2023, the following activity was reported for the period 1 April 2022–31 May 2023:

- 76.2% of officers and 66.6% of staff have completed their MyCareer Discussions = 73.6% combined
- 15.7% of officers and 16.4% of staff have started but not yet completed their MyCareer Discussions = 15.9% combined
- Altogether, 92% of officers and 83.1% of staff have engaged in the MyCareer process = 89.56% combined
- 15,276 officers have completed or are in the MyCareer discussion process, meaning 1,330 officers still required to start and complete the process at deadline of 31 May 2023
- 5,184 police staff have completed or are in the MyCareer Discussion process, meaning 1,055 staff still required to start and complete the process at deadline of 31 May 2023.

Further details are provided in Appendix 2 - MyCareer Executive Summary Report.

2.1.2 The gateway to Police Promotion opened April 2023, where officers use MyCareer as their application for Promotion.

2.1.3 An evaluation will now take place which includes:

- CVF/MyCareer Moodle Training evaluation
- MyCareer SPOC evaluation
- MyCareer Empower Hours evaluation
- MyCareer process Audit / Quality Assurance
- The Data insights / evaluation report will be finalised at the end of September 2023 and will be shared with Members thereafter.

2.2 YLM Core Programme (Phase 2)

2.2.1 The YLM Phase 2 programme was designed and developed by the end of February 2023 and has evolved as a crucial enabler of the Policing Together Campaign and programme of work, focusing on the core leadership behaviours.

- Lead and Learn Inclusively
- Have the Courage to do the Right Thing
- Collaborate for growth.

This included consideration of how to re-engage the Senior Leaders who had completed Phase 1 in 2021.

2.2.2 Senior Leader Re-engagement – CS/Supt and staff grades 11-14

Senior Leader YLM event delivery took place in April and May, targeted at 234 colleagues.

Senior Leader attendance levels were as follows:

Event	No.	%age
Launch Event	185/234	79%
YLM Event	210/234	90%
Close Event	178/234	76%

To support wider programme engagement and contextualise learning for the Mid-Level Cohort, Senior Leaders attend summits to provide key speaker inputs whilst role modelling the key leadership behaviours.

2.2.3 Mid-Level Leader Cohort – CI and staff grades 8-10

Mid-Level Leader programme commenced in April and will run until August with three summits and corresponding consolidation events. Mid-Level attendance levels has been as follows:

Event	No.	%age
Overall Launch Event	417/515	81%
Summit 1 (Lead & Learn Inclusively)	461/526	88%
Summit 1 Consolidation Session	360/461	78%

2.2.4 First Level Leaders (FLL) Cohort – PI / PS and staff grades 4-7

The First Level Leaders (FLL) YLM programme will launch in August and will run until October 2024 with 3287 officers and 472 staff scheduled to attend.

2.2.5 YLM Evaluation

A monthly Evaluation Report is produced, and the first Quarterly Evaluation Report is detailed in Appendix 3.

2.3 People Manager Development Programme (PMDP)

2.3.1 A short life working group ran from December 2022 to May 2023 to rapidly identify options and create solutions around improving the competence and confidence of first/second line managers to be more effective people managers.

2.3.2 The output is that a development programme has been designed and piloted focusing on seven pillars of people management. All the pillars are vital; however, prioritisation has been given to Positive Workplace, Attendance & Duty Modifications and Health and Wellness.



2.3.3 The programme delivers:

- Two days training via Microsoft Teams including a session called Starting Point which focuses on creating a positive workplace.
- A People Management Development Programme intranet site which ensures all People Managers have access to the resources and performance support they need, when they need it, 24/7. Resources include checklists, guidance, toolkits, and FAQ's. There is also clear signposting to key information and support functions, like the Policy Hub and People Direct.

2.3.4 The People Management Development Programme intranet site launched 13th June 2023 and the pilots have been taking place since May with positive feedback from participants and Divisional Commanders. The full programme launches in Quarter 2 and will run into 2024.

2.4 Police Leadership Development Programme (PLDP) replacing Diploma in Police Service Leadership and Management (DPSLM)

2.4.1 Following the successful completion of the PLDP pilot in March 2022, two National Promotions Assessment Centres have been undertaken for Sergeants which resulted in two new PLDP cohorts. 48 officers were successful for a North cohort with 46 having been provided Temporary Sergeant postings to date. Of the 46 officers, 30 are due to complete the qualification in July 2023. 15 officers were successful for a rural cohort with all allocated postings.

2.4.2 Following the end of pilot Evaluation Strategy Report, previously submitted to members, it was subsequently submitted to the Scottish Police Consultative Forum (SPCF) and then to the Strategic Leadership Board in May 2023 at which the Chief Constable approved the PLDP as the new Police Scotland promotion qualification, thereby replacing the DPSLM.

2.5 Other Leadership Interventions

2.5.1 The First Line Managers Programme (FLM) Programme is a blended delivery programme for newly promoted Sergeants and staff equivalent.

- 234 students completed Moodle from 1/1/23 - 30/6/23.
- 185 students completed consolidation from 1/1/23 -30/6/23.

2.5.2 The Established Leaders Programme (ELP) is a blended programme for Inspectors and staff equivalent:

- 44 students completed Moodle from 1/1/23 - 30/6/23.
- 45 students completed Consolidation from 1/1/23 - 30/6/23.

2.5.3 The Introduction to Leadership (ITL) Playbook is designed for new Acting and Temporary leaders to increase the behaviours that have a positive impact on leadership at an individual level, the organisational level and for their team. ITL focuses on bite sized and micro learning with a mix of infographics, videos and podcasts and is designed to be downloaded quickly and viewed at any location. ITL uses 'HOWTO' which is a web-based learning platform.

2.5.4 The above leadership interventions are under review with a view to simplifying the L&T portfolio due to the implementation of Your Leadership Matters (YLM) and the People Management Development Programme (PMDP).

2.6 Accelerated Leadership Pathway (ALP)

2.6.1 Cohort 1

Reviews of officer progress took place in April 2023. Three Chief Inspectors were supported for this year's Superintendent Assessment Centre. Four officers remain in post and one officer was rotated to L Division. Cohort 1 consists of:

- 3 Chief Inspectors
- 2 Inspectors

- 2 Sergeants (one on maternity leave)

2.6.2 Cohort 2

Reviews of officer progress took place in April 2023. Five officers remain in post. One officer has been rotated to G Division. Cohort 2 consists of:

- 1 Chief Inspector
- 2 Inspectors
- 1 Sergeant
- 2 Temp Sergeants (will complete their PLDP in July)

2.6.3 Cohort 3

Twelve officers were supported to attend National Assessment Centre (NAC) in March 2023 where eight passed and created Cohort 3 which consists of:

- 1 Temp Sergeant (commenced PLDP in June 2023)
- 5 Sergeants
- 2 Inspectors

2.7 Newly appointed Chief Superintendents Programmes

2.7.1 Following Learning Needs Analysis (LNA) a Programme has been delivered to assist recently promoted chief superintendents to transition into role. It includes the following elements:

- Collaboration and Partnership Working
- Equality, Diversity and Inclusion
- Finance
- Media
- Complex HR issues
- Strategy and Governance
- Change Management
- Informal engagement with senior leaders (existing Ch Supt's in addition to the Force Executive)
- Peer networking/collective learning
- Self-awareness – 360, Clarity 4D, Mentoring, Coaching.

2.7.2 The 12-month programme provides participants with greater self-awareness as leaders along with a more structured way to address some of the gaps that newly appointed chief superintendents may face. By the end of the 12-month programme, delegates will have a clearer understanding of their leadership style; the areas they still

require to develop; and their ability to self-assess in terms of their next career move, be that by refining their skills in post, looking for a sideways move and/or applying for the PLP(5)EL (Executive Leaders).

2.8 Police Leadership Programme – Stage 5 (Executive Leaders) PLP(5)EL

2.8.1 The College of Policing (CoP), in conjunction with Deloitte, conducted an independent review of their current leadership offering for Senior Leaders (Senior Police National Assessment Centre and Strategic Command Course) in December 2022. As an outcome of this review, a new UK-wide programme was launched in early 2023 with a change in focus from assessment to ongoing development over a 12-month period. As with previous offerings, this continues to be open to superintendents, chief superintendents and staff equivalents.

2.8.2 Police Scotland has supported the following to participate in the programme during 2023 (all chief superintendents):

- Cohort 1 – commenced Jan 2023 – five participants active.
- Cohort 2 – due to commence August 2023 – four participants supported.

Three further individuals who were not supported at this time have been offered development including 360 feedback, internal mentoring, and external executive coaching in preparation for consideration for future cohorts.

2.8.3 Programme content for Cohort 1 includes:

- Development Centre (2 days, June 2023) – no pass or fail, but those who may need developmental support may be deferred with a development plan.
- Personal and Inclusive Leadership (Sept/Oct 2023) – 2 x 3 days, pass or fail, with resit required if less than 50% is achieved.
- Organisational Leadership (Nov/Dec 2023) – as for Personal and Inclusive Leadership.
- Operational and Partnership Leadership (Feb/March 2024) – as above.

2.8.4 Delegates on cohort 1 are eligible, now accepted onto the programme, to apply for appropriate Force Executive opportunities across the UK. For cohort 2, work continues with portfolio content

(submission window to College of Policing being 10th July to 25th August).

2.9 Mentoring

2.9.1 At present there are 254 Mentors and 270 Mentees in the organisation.

2.9.2 Mentoring activities during the period include

- Mentors matched to the newly promoted Chief Superintendents and ALP cohorts.
- Candidates for the PLP(5)EL have been offered multiple mentoring opportunities, including reciprocal, peer, traditional or reverse mentoring.
- Meeting with Grampian NHS to share Police Scotland approach to Mentoring.
- Mentoring was 'spotlighted' at the REACH Leaders Forum.
- Reverse Mentoring with protected characteristics pilot was extended and the evaluation survey conducted during June 2023.

2.10 Coaching

2.10.1 A new External Executive/Senior Management Coaching Contract has commenced with Taylor Clarke Partnership with 12 coaching relationships active at time of reporting. This complements our internal Executive Coach.

2.11 Digital Graduate Programme

2.11.1 A Digital Graduate Programme is under development to help create a future talent pipeline and reduce current skills gaps within the Digital Division.

2.11.2 The Programme will be advertised from Sept/Oct 2023 via university roadshows and external corporate communications engagement and is scheduled to commence from Aug 2024 as this will allow for the full assessment process and vetting to be completed prior to launch. The graduate programme will last for up to two years and will offer a graduate developer or cyber analyst role focus.

2.12 Onboarding Executives

2.12.1 Completed Onboarding Programmes for Force Executive and Senior Colleagues included:

- ACC Duncan – January/February 2023
- DCC Connors – February 2023
- Director of People & Development, Katy Miller – February 2023
- ACC Middleton – February/March 2023
- Ch Supt Rob Shepherd – January 2023

2.13 Global Policing Innovation Exchange Leadership Programme (GPXLP)

2.13.1 The GPXLP programme Pilot launched in April via the International Academy in conjunction with the Leadership and Talent team, with a residential programme on Personal and Systems Leadership delivered over a weeklong period at the Australian Institute for Police Management (AIPM). The programme welcomed 19 participants from Police Scotland, the Australian Federal Police (AFT), the National Crime Agency, the Ontario Provincial Police, the New Zealand Police Service, the Dutch National Police, the Carabineros de Chile and the Federal Police of Brazil. A virtual 'Map the Systems Workshop' took place in June and work continues to deliver the pilot programme including a study tour in October and final residential in February, hosted by Police Scotland.

3. FINANCIAL IMPLICATIONS

- 3.1 Revenue Budget spend and forecast for Leadership and Talent activity is on track. The Reform Budget aligned to YLM to date is on track for this financial year.

4. PERSONNEL IMPLICATIONS

- 4.1 Our commitment to our people is demonstrated within the People Strategy, and the key focus of L&T work is to enable the identification, empowerment, and development of our people to deliver outstanding policing services to the communities across Scotland.

5. LEGAL IMPLICATIONS

- 5.1 Following agreement with Staff Associations, SPA and HMICS, a legislative change to allow for the facilitation of the PLDP pilot was approved on 22 December 2020. The 12 Month Evaluation Report was submitted via relevant Police Scotland / SPA Governance to the SPCF in March 2023. The Scottish Government representative confirmed that a further legislative change is not required and will submit confirmation to Scottish Ministers that the PLDP has been approved as the recognised Police Scotland 'Qualification for Promotion'.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There is a reputational risk if Police Scotland fails to modernise, keep pace with developing methodologies on performance management, individual development, and new approaches to promotion and leadership.
- 6.2 Following the public statement made by the Chief Constable in May 2023, there is even more focus on the leadership and management culture across Police Scotland. As such all L&T activity is expected to deliver against the Policing Together Campaign and will be evaluated in line with the campaign outcomes.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 If Police Scotland fails to modernise its officer/staff development infrastructure, not only will there be a disproportionate impact on our workforce, it may also present higher exposure to potential employee relations issues/claims. Through the development and implementation of an effective appraisal system; a modern promotion process; a more flexible and relevant Sergeant’s qualification and other modern L&T products equality remains at the very heart of all L&T learning interventions developed.

9.2 Police Scotland recognises the importance Equality and Human Rights Impact Assessments (EqHRIAs) and, in fact, their Product Design Framework stipulates that EqHRIAs will form the first stage of any new product design, ensuring that fair and equitable practices, and the development of an inclusive workforce, are key considerations.

9.3 As such, EQHRIAs have been developed for each individual element of Leadership and Talent work. Formal consultation has been conducted and feedback incorporated into each of the EQHRIAs. This formal consultation has included Staff Associations and Trade Unions. As ever, EQHRIAs are iterative by nature and will continue to be updated and refreshed as L&T work progresses.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss this report.

Appendix 1 - HMICS Recommendations / Actions and Updates

Leadership and Talent HMICS Recommendations Dashboard					
Recommendation	Description	Update	Target Completion Date	Status	Issues
1	Establish a robust performance framework for Leadership, Training and Development, with key performance indicators and quality assured evaluation strategies.	Reporting carried out across LTD and L&T. Quality Assurance checkpoints in place. Checks carried out on an ongoing basis against all projects.	Jul-23	Complete	
2	Establish an evaluation framework to assess the impact of the Chief Constable's commitments.	Actioned.	Jul-23	Complete	
3	Review the Leadership and Talent (L&T) function, and consider if it has adequate resources and sits in the correct place in the organisation's structure.	Review completed by Director of People and Development. L&T function fully established.	Jul-23	Complete	
4	Ensure senior Police Officers and Support Staff are provided with leadership training beyond technical training for specific roles, as a matter of urgency.	The YLM programme has been launched and will accommodate 5000 - 6000 supervisory, with priority afforded to senior Officers, per calendar year. The Pilot completed in April 21 and Phase 2 is currently ongoing. In total, there will be three Cohorts which will conclude in October 2024.	Jul-23	Complete	
5	Ensure all Police Officers and Support Staff are provided with appropriate leadership training prior to undertaking a supervisory role.	The People Management Development Programme (PMDP) has just concluded a pilot and will be launched in Q2. With YLM and PMDP both covering territory of other development programmes and initiatives within the portfolio, there is a requirement to review all existing leadership and management development products and approaches. The aim of this review is to simplify and consolidate the programmes, whilst negating the requirement to remove any key learning and development material.	Jul-23	Complete	
6	Ensure 'My Career' is supported by a range of continuous professional development products.	L&T are exploring a phase 2 for MyCareer which will include objective setting, 360 feedback and structured development planning.	Jul-23	Complete	
7	Review use of Acting and Temporary promotions to achieve consistency across the organisation.	Review has concluded. Carried out by Recruitment Management and Strategic Workforce Planning (SWP).	Jul-23	Complete	
8	Develop an effective communications strategy to assist implementation of 'My Career' and 'Leadership Pathways'.	Full communications strategy updated following the launch of MyCareer.	Jul-23	Complete	
9	Initiate an EQHRIA at the earliest possible stage in the development of all training and development products.	EQHRIA carried out for all Leadership Programmes.	Jul-23	Complete	
10	Ensure diversity training is provided and mainstreamed into leadership courses at all levels as a matter of urgency.	Diversity is a consideration in all leadership courses in LTD and L&T.	Jul-23	Complete	
11	Review current approach to delivering training, more flexible options for accessing training through use of technology, and at different times and locations	Review completed by LTD and L&T. The utilisation of MS Teams has been instrumental in establishing and promoting on-line learning across LTD and L&T.	Jul-23	Complete	
12	Develop a systematic process to record wellbeing conversations.	Managed by the Wellbeing Matters Team.	Jul-23	Complete	
13	Develop a systematic approach to use of coaching and mentoring throughout the organisation, as part of core leadership and management training.	Executive Coaching Contract with Taylor Clark commenced Q1. National Mentoring Programme continues to develop and grow.	Jul-23	Complete	
14	Review the various places where local and specialist training are being delivered, outwith LTD and consider opportunities to increase capability and capacity through sharing resources.	Strategic Training Development review is ongoing.	Jul-23	Complete	
15	Raise awareness of products and services provided by Leadership and Talent.	A new L&T Intranet site was launched in April 2022. SPOCs have been established in respect of all programmes including MyCareer, YLM and PMDP for promotional purposes. People Partners are also involved in promotion of the programmes.	Jul-23	Complete	
16	Consider increasing use and development of specialist training tools and ICT to deliver cost effective and accessible training programmes.	The use of virtual and on-line learning has increased significantly across all programmes. LTD and L&T are now able to offer blended learning approaches in all areas.	Jul-23	Complete	
17	Work collaboratively to develop a strategy which supports delivery of joint training with other key partners across the public sector.	LTD and L&T are always looking to work with key partners and have developed relationships with a number of the said partners. For example, Blue Light Collaboration Service which is a joint working approach with Scottish Fire and Rescue and the Scottish Ambulance Service.	Jul-23	Complete	

Appendix 2 – MyCareer Executive Summary



MyCareer
Your future in your hands

SCoPE Engagement Report

01.04.22 – 31.05.23

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Executive Summary

The data contained within the report is provided YTD from 1 April 2022 – 31 May 2023.

MyCareer Discussions

- 76.2% of officers and 66.6% of staff have completed their MyCareer Discussions = 73.6% combined.
- 15.7% of officers and 16.4% of staff have started but not yet completed their MyCareer Discussions = 15.9% combined.
- Altogether, 92% of officers and 83.1% of staff have engaged in the MyCareer process = 89.56% combined.
- 15,276 officers have completed or are in the MyCareer Discussion process, meaning 1,330 officers still required to start and complete the process at deadline of 31 May 2023.
- 5,184 police staff have completed or are in the MyCareer Discussion process, meaning 1,055 staff still required to start and complete the process at deadline of 31 May 2023.

The MyCareer extension until 31 May 2023 positively increased the numbers of completion.

MyCareer cycle closed on 31 April 2023	Two-month extension applied until 31 May 2023
44% combined officers and staff completed their MyCareer Discussions	73% combined officers and staff completed their MyCareer Discussions
30% combined officers and staff have started but not yet completed their MyCareer Discussions	15% combined officers and staff have started but not yet completed their MyCareer Discussions
74% combined officers and staff have engaged in some part of their MyCareer process	89% combined officers and staff have engaged in some part of their MyCareer process
26% combined officers and staff combined have not engaged in MyCareer	11% combined officers and staff combined have not engaged in MyCareer

Executive Summary

The data contained within the report is provided YTD from 1 April 2022 – 31 May 2023.

Reflection Logs

- 17,245 Police Officer Reflection Logs have been completed, 2,028 Police Staff Reflection Logs completed = 19,273
- 1,093 Police Officer Reflection Logs have started but not yet completed, 259 Police Staff Reflection Logs have started but not yet completed = 1,352

Ready Now / Not Ready Now - Taken from Development to Lead

- 1,856 Police Officers Ready Now
- 843 Police Officers Not Ready Now
- 9 Police Staff Ready Now
- 4 Police Staff Not Ready Now

Data Insights

- CVF/MyCareer Moodle evaluation to be carried out June 2023
- MyCareer evaluation to be carried out June/July 2023
- MyCareer Audit/ Quality Assurance to be carried out July 2023
- MyCareer SPOC evaluation to be carried out June 2023
- Data insights/ evaluation report will be completed end August 2023

CVF Levels

- taken from completed Reflection Log submissions

CVF Level 1 Development Required

Emp Type	Post Level	Submitter Level	Reviewer Level	Complete
POLICE OFFICER	Level 1	Development Required	Development Required	4
POLICE OFFICER	Level 1	Level 1	Development Required	3
POLICE OFFICER	Level 1	Development Required	Level 1	8
POLICE OFFICER	Level 1	Level 2	Development Required	7
PROBATIONER	Level 1	Development Required	Development Required	3
PROBATIONER	Level 1	Level 1	Development Required	1
SUPPORT STAFF	Level 1	Level 1	Development Required	6

CVF Levels

- taken from completed Reflection Log submissions



CVF Level 1

Post CVF Level 1, signed off at CVF Level 1

Emp Type	Post Level	Submitter Level	Reviewer Level	Complete
POLICE OFFICER	Level 1	Level 1	Level 1	3675
POLICE OFFICER	Level 1	Level 2	Level 1	332
POLICE OFFICER	Level 1	Level 3	Level 1	17
PROBATIONER	Level 1	Development Required	Level 1	1
PROBATIONER	Level 1	Level 1	Level 1	419
PROBATIONER	Level 1	Level 2	Level 1	2
PROBATIONER	Level 1	Level 3	Level 1	1
SPECIAL CONSTABLE	Level 1	Level 1	Level 1	20
SPECIAL CONSTABLE	Level 1	Level 2	Level 1	1
SUPPORT STAFF	Level 1	Level 1	Level 1	405
SUPPORT STAFF	Level 1	Level 2	Level 1	22

CVF Levels

- taken from completed Reflection Log submissions

CVF Level 1

Post CVF Level 1, signed off at CVF Level 2

Emp Type	Post Level	Submitter Level	Reviewer Level	Complete
POLICE OFFICER	Level 1	Level 1	Level 2	232
POLICE OFFICER	Level 1	Level 2	Level 2	6745
POLICE OFFICER	Level 1	Level 3	Level 2	7
PROBATIONER	Level 1	Level 1	Level 2	1
PROBATIONER	Level 1	Level 2	Level 2	3
SPECIAL CONSTABLE	Level 1	Level 2	Level 2	2
SUPPORT STAFF	Level 1	Level 1	Level 2	34
SUPPORT STAFF	Level 1	Level 2	Level 2	107
SUPPORT STAFF	Level 1	Level 3	Level 2	3

CVF Levels

- taken from completed Reflection Log submissions



CVF Level 1

Post CVF Level 1, signed off at CVF Level 3

Emp Type	Post Level	Submitter Level	Reviewer Level	Complete
POLICE OFFICER	Level 1	Level 1	Level 3	5
POLICE OFFICER	Level 1	Level 2	Level 3	8
POLICE OFFICER	Level 1	Level 3	Level 3	10
PROBATIONER	Level 1	Level 1	Level 3	1
PROBATIONER	Level 1	Level 3	Level 3	1
SUPPORT STAFF	Level 1	Level 1	Level 3	1

CVF Levels

- taken from completed Reflection Log submissions

CVF Level 2

Development Required

Emp Type	Post Level	Submitter Level	Reviewer Level	Complete
SUPPORT STAFF	Level 2	Level 2	Development Required	3

Post CVF Level 2 – not achieving post Level 2

Emp Type	Post Level	Submitter Level	Reviewer Level	Complete
POLICE OFFICER	Level 2	Level 1	Level 1	5
POLICE OFFICER	Level 2	Level 2	Level 1	13
SUPPORT STAFF	Level 2	Level 1	Level 1	54
SUPPORT STAFF	Level 2	Level 2	Level 1	29

CVF Levels

- taken from completed Reflection Log submissions



CVF Level 2

Post CVF Level 2, signed off at CVF Level 2

Emp Type	Post Level	Submitter Level	Reviewer Level	Complete
POLICE OFFICER	Level 2	Level 1	Level 2	12
POLICE OFFICER	Level 2	Level 2	Level 2	5288
POLICE OFFICER	Level 2	Level 3	Level 2	52
SUPPORT STAFF	Level 2	Level 1	Level 2	35
SUPPORT STAFF	Level 2	Level 2	Level 2	1243
SUPPORT STAFF	Level 2	Level 3	Level 2	17

CVF Levels

- taken from completed Reflection Log submissions

CVF Level 2

Post CVF Level 2, signed off at CVF Level 3

Emp Type	Post Level	Submitter Level	Reviewer Level	Complete
POLICE OFFICER	Level 2	Level 2	Level 3	27
POLICE OFFICER	Level 2	Level 3	Level 3	293
SUPPORT STAFF	Level 2	Level 1	Level 3	1
SUPPORT STAFF	Level 2	Level 2	Level 3	16
SUPPORT STAFF	Level 2	Level 3	Level 3	53

CVF Levels

- taken from completed Reflection Log submissions

CVF Level 3

Post CVF Level 3 – not achieving post Level 3

Emp Type	Post Level	Submitter Level	Reviewer Level	Complete
POLICE OFFICER	Level 3	Level 3	Level 2	1
SUPPORT STAFF	Level 3	Level 2	Level 2	3
SUPPORT STAFF	Level 3	Level 3	Level 2	3

Post CVF Level 3, signed off at CVF Level 3

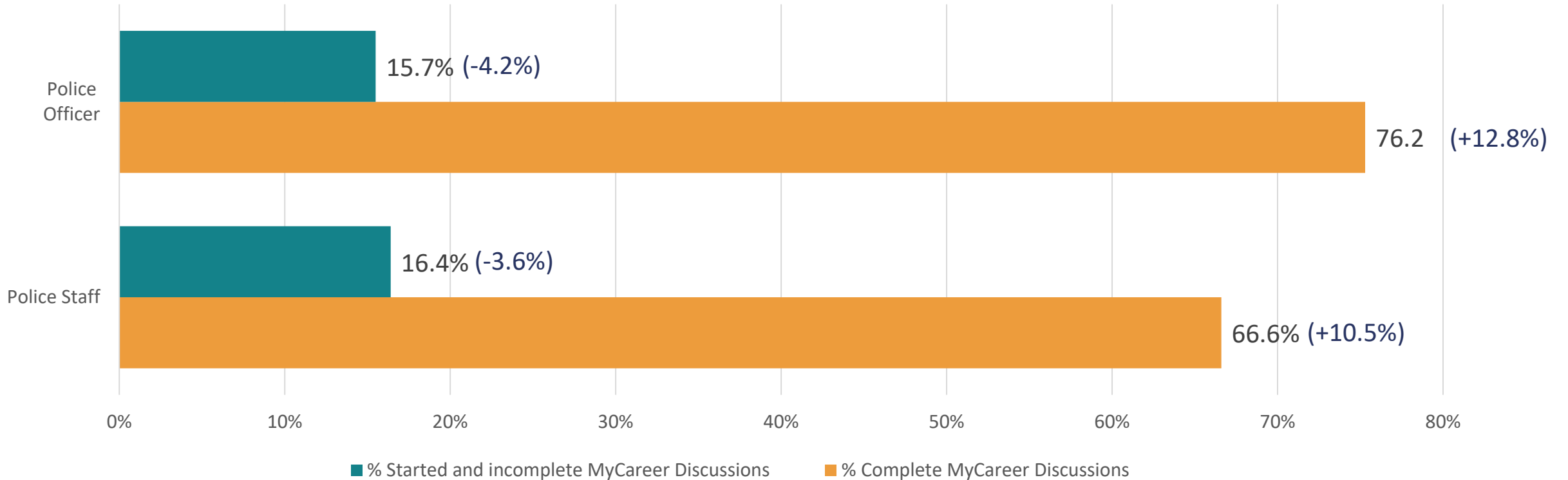
Emp Type	Post Level	Submitter Level	Reviewer Level	Complete
POLICE OFFICER	Level 3	Level 3	Level 3	152
SUPPORT STAFF	Level 3	Level 2	Level 3	2
SUPPORT STAFF	Level 3	Level 3	Level 3	45

MyCareer Discussions



Percentage change from previous month is provided in brackets.

National - MyCareer Discussions against Headcount

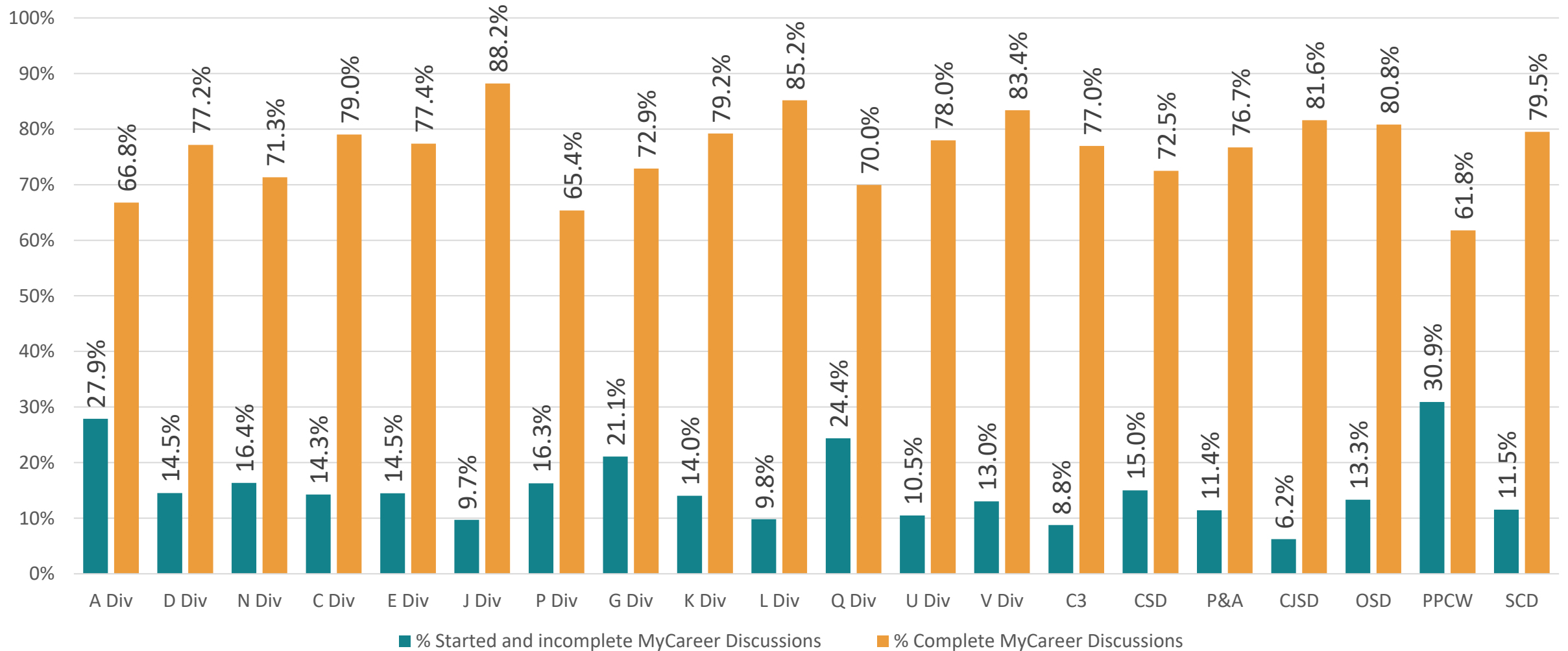


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MyCareer Discussions



Police Officer - MyCareer Discussions against Headcount

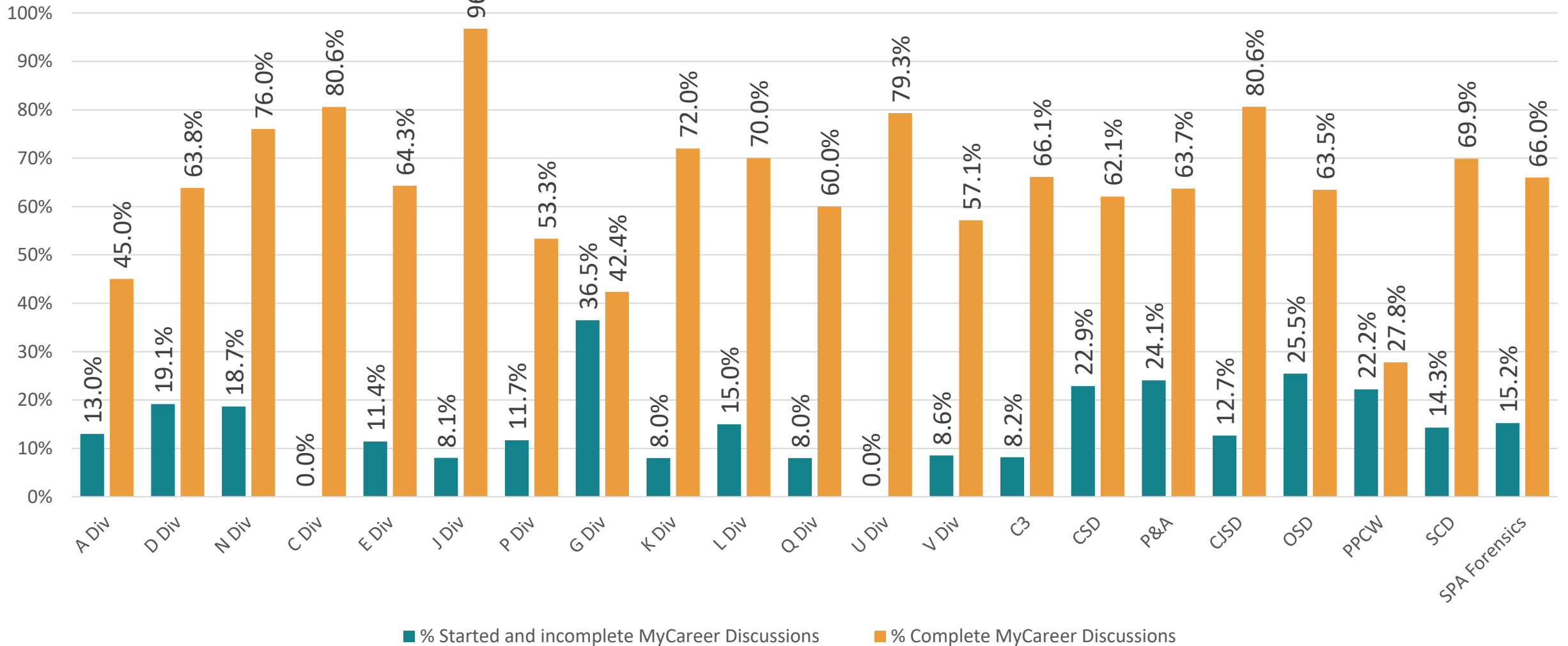


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MyCareer Discussions



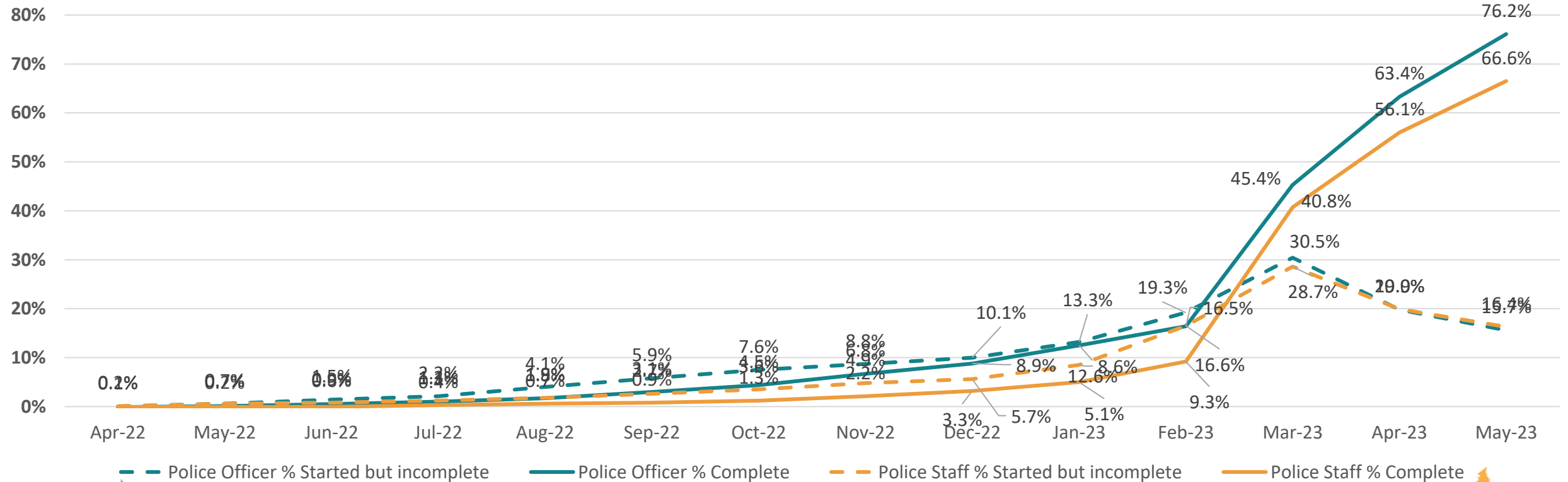
Police Staff - MyCareer Discussions against Headcount



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MyCareer Discussions

MyCareer Discussions to date

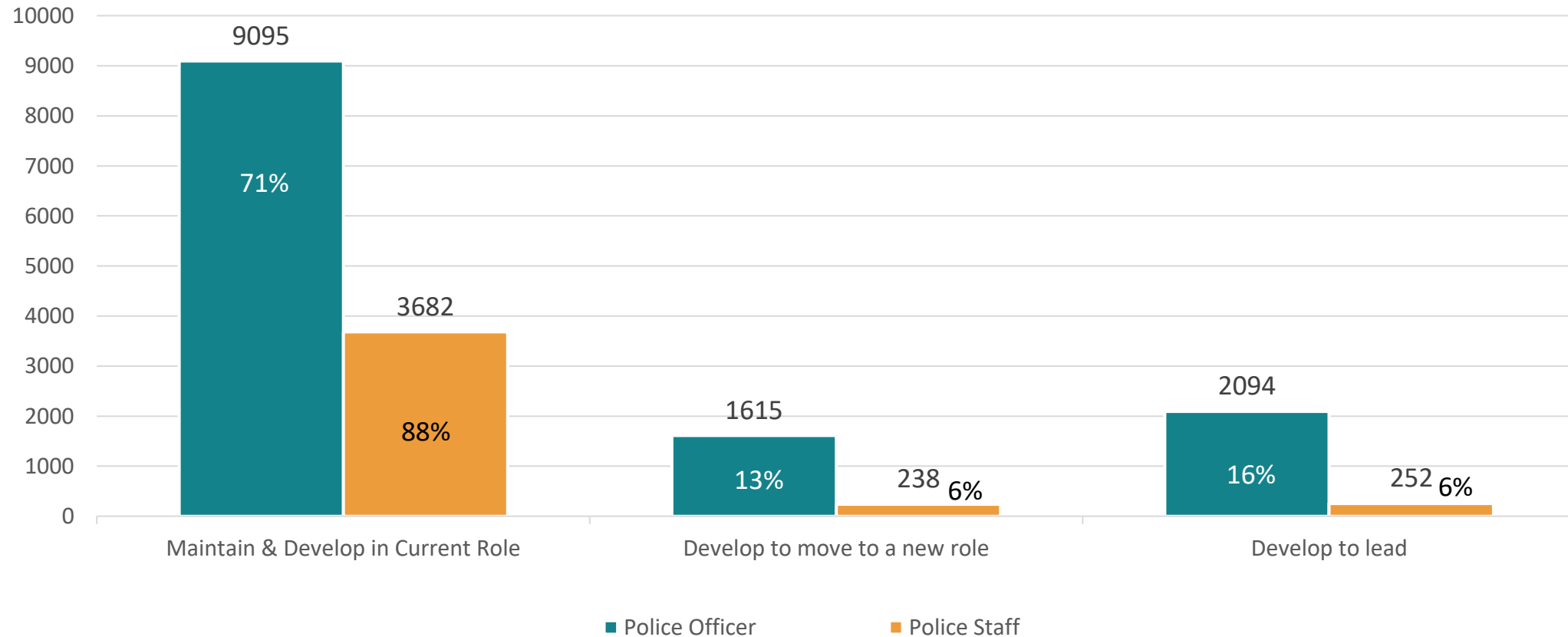


As at 31st May, 3,945 MyCareer Discussions still required completion for Police Officers and 2,081 for Police Staff

As at 31st May, 1,330 MyCareer Discussions for Police Officers and 1,055 for Police Staff require to be started and completed.

Chosen Development Route

Development Route is chosen upon completion of MyCareer Discussion Form.
Percentages are provided against number of complete MyCareer Discussion Forms.

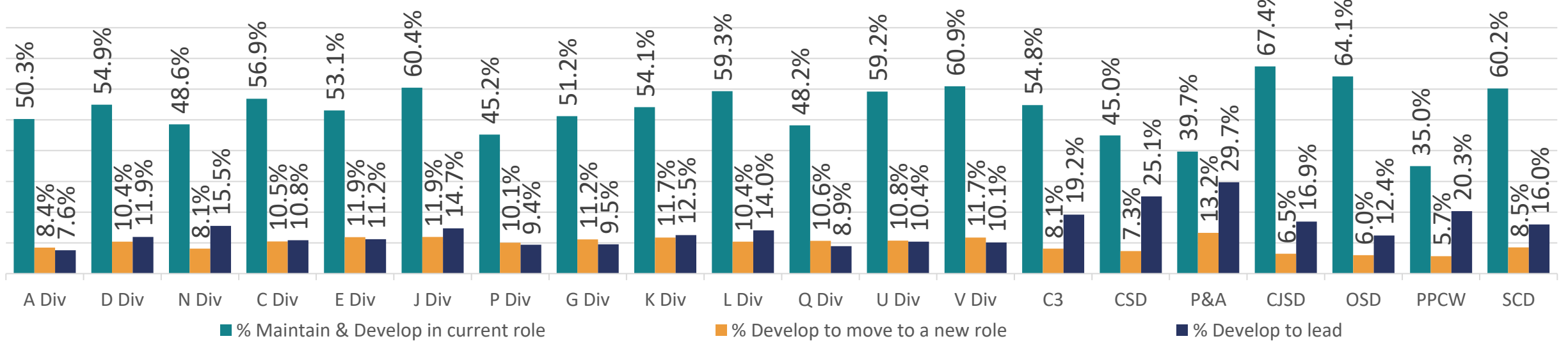


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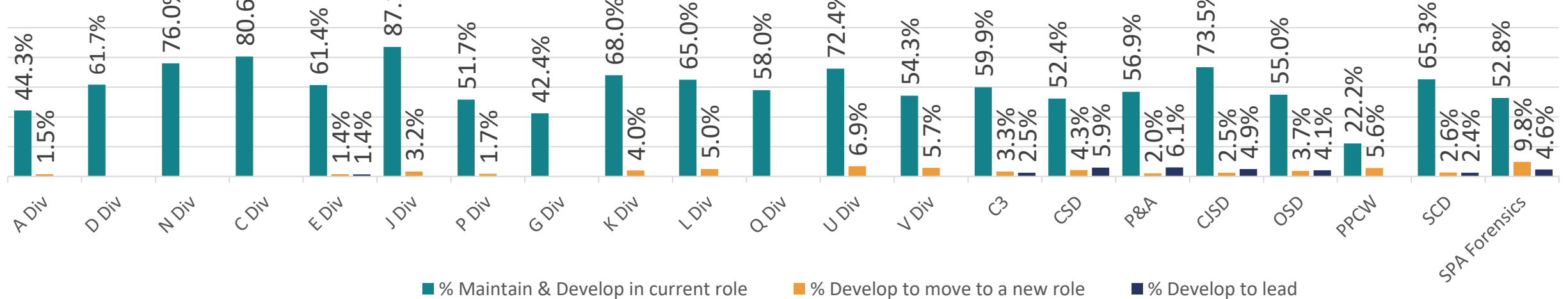
Chosen Development Route

Percentages are based on complete MyCareer Discussion Forms.

Police Officer - Development Route % against Headcount



Police Staff - Development Route % against Headcount



Selected Development

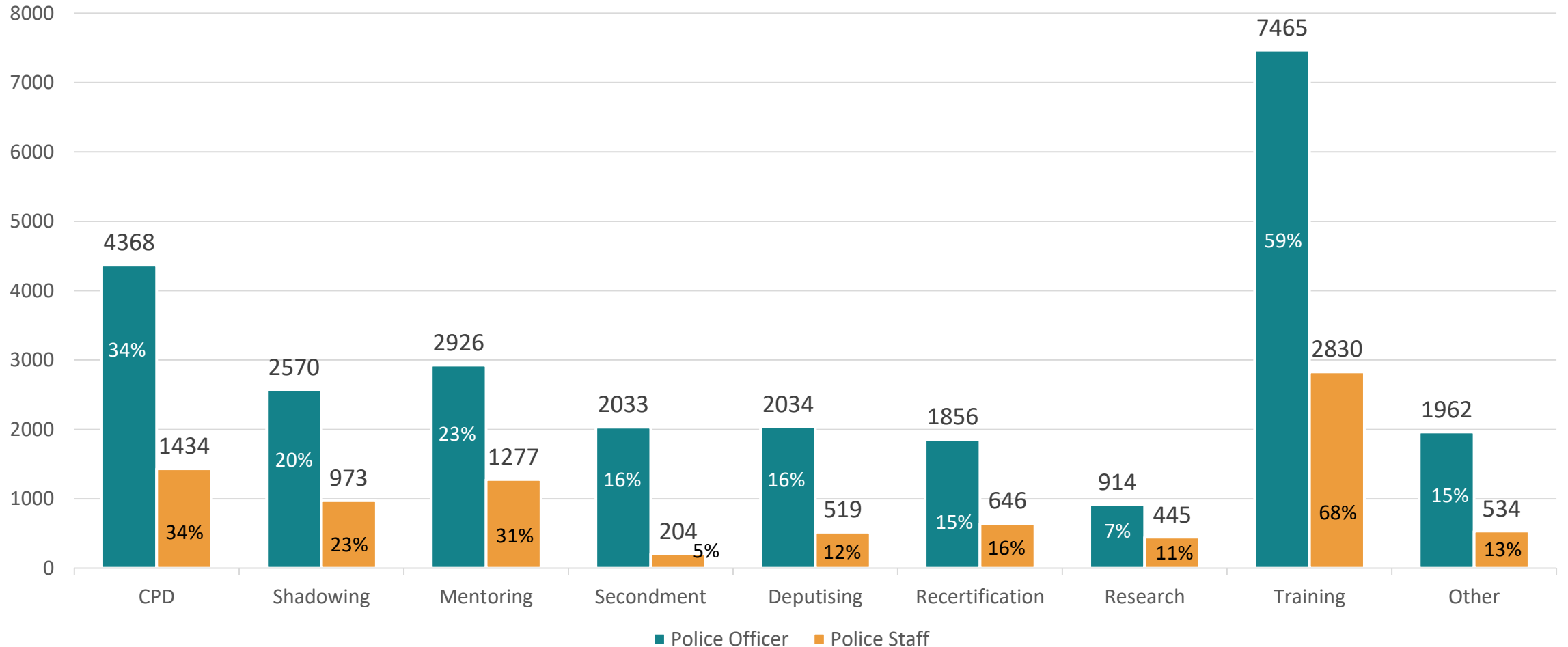


Your future in your hands

Selected Development is chosen upon completion of MyCareer Discussion Forms.

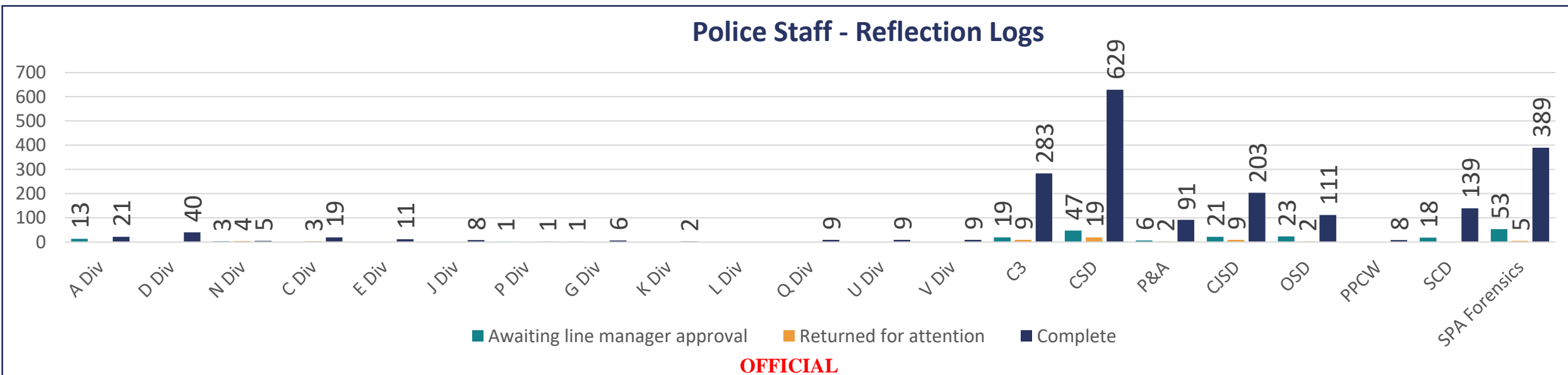
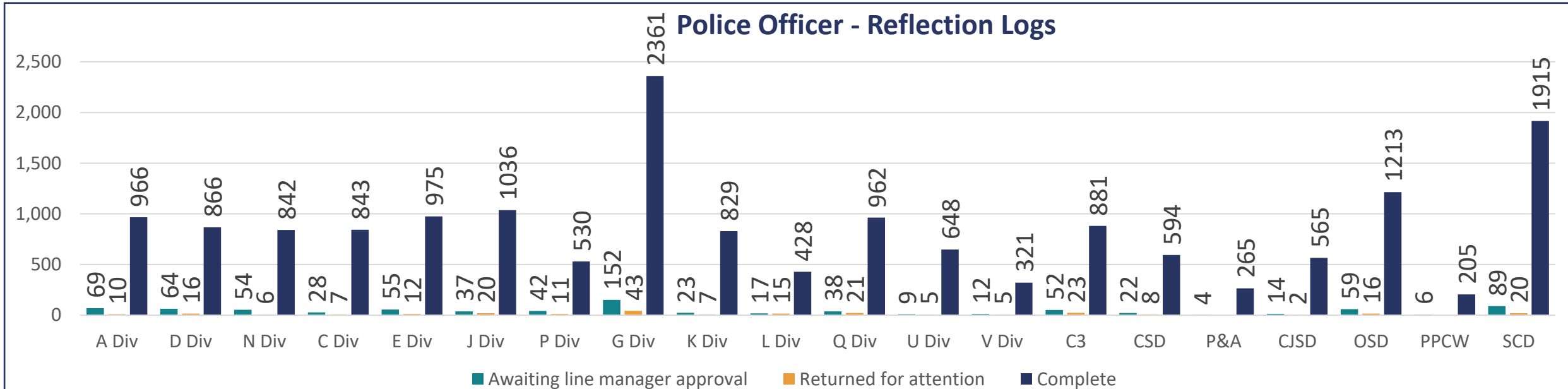
An individual can select more than one Selected Development

Percentages are provided against number of complete MyCareer Discussion Forms



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Reflection Logs



Appendix 3



POLICE
SCOTLAND
POILEAS ALBA

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 POLICING
TOGETHER

Quarterly YLM Evaluation Report

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Executive Summary



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YLM continues to be well received and we are keeping to the ethos of having an interactive programme, where we continuously improve

Senior Leaders

The Senior Leader overall journey has been completed, here is what we found:

Overall Attendance

99% of Senior Leaders attended at least 1 YLM intervention

Programme Quality



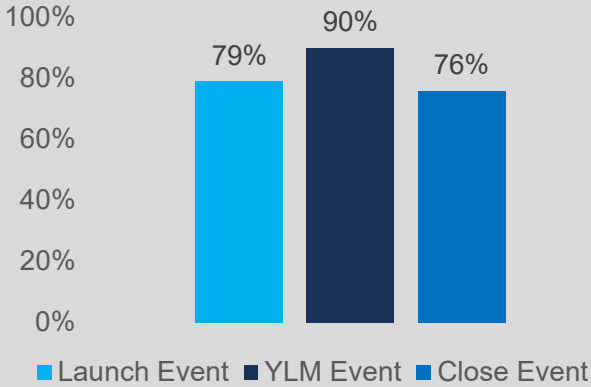
85%

of YLM Events attendees agreed they are likely to recommend them to a friend/colleague



Over the course of the journey between **83% and 100%** of participants agreed that Police Scotland speakers and the EY facilitator were effective and engaging

Attendance per Intervention



Mid-level Leaders

MLL Summit 1 (Lead and Learn Inclusively) has been completed, we found that:

Overall Attendance

88% of leaders attended their Summit 1 event

Programme Quality

93%

of people from Summit 1 Session 3 & 4 agreed that the Police Scotland speakers were engaging

Continuous Improvement

In response to feedback from the first two Summit sessions a number of iterative improvements were made to the Summit design, we have:

Included additional breaks



Increased the number of breakout groups



Provided further time for debriefs and discussion



Following these amendments, the evaluation comments highlighted that participants found the summits more engaging. We found that there were fewer comments regarding the timing of the Summit being too long.



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Whilst we are still early on in the YLM journey, it is helpful to understand what we should consider in order to enable the learning to be embedded

As the programme is being delivered we will focus on analysing programme delivery and the reaction to learning which is being embedded (Level 1 & Level 2) in order to set the foundation for Level 3 and 4 evaluation.

Embedding Learning through Consolidation

The Leadership & Talent (L&T) Team led Consolidation Sessions are being received well, they are the first opportunity for learners to consolidate and embed their learning from the YLM Summits.

78%

Of individuals who booked onto a consolidation session attended the meeting



Driving engagement with the consolidation sessions will be key to embedding the learning from each of the Summits. Options for mop-ups are being considered in the YLM Delivery Options Paper.

Embedding Learning through Leadership Support

The focus groups/interviews have given us three key “watch-outs” that we can be proactive about to help ensure that the YLM behaviours are being embedded outside of the YLM sessions:

To support YLM learning being embedded it is important that...

How we are implementing this...

- | | | | | |
|----------|--|--|---|--|
| 1 | We keep the design of the YLM Programme live the organisation’s changing context | | → | <ul style="list-style-type: none"> We have created an opportunity to discuss the Chief’s recent announcement in the ‘Have the Courage to do the right thing Summit’ with participants responding well to this |
| 2 | We continue to remove barriers to the learning being embedded post YLM Summit attendance | | → | <ul style="list-style-type: none"> We are setting up the YLM Influencer Community to support with the YLM leadership behaviours being adopted locally |
| 3 | Leaders “walk the walk” in living the leadership behaviours | | → | <ul style="list-style-type: none"> The Comms team are finalising the YLM Comms Plan with the inclusion of a mechanism to celebrate the YLM behaviours being role-modelled |



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Introduction



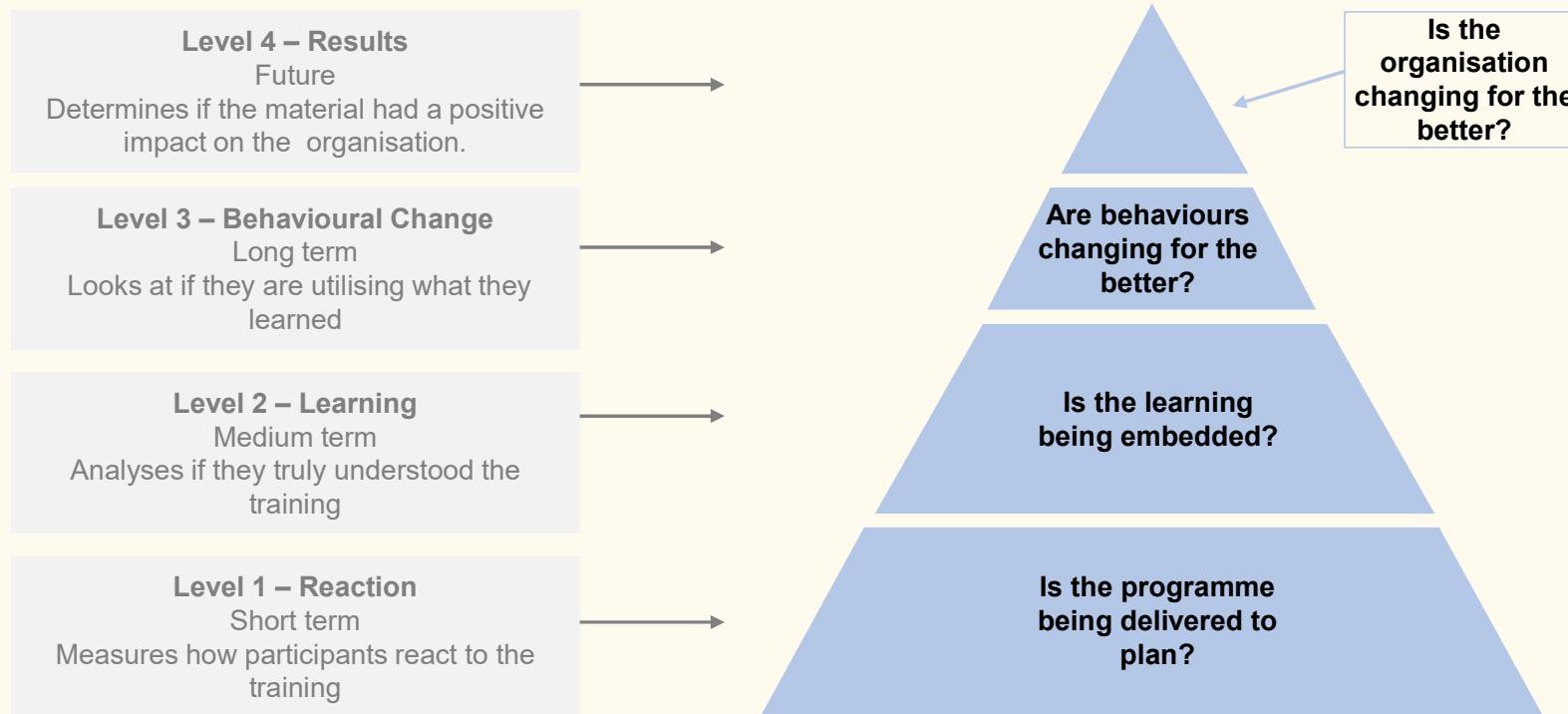
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Approach to Evaluation

As outlined in the May Evaluation update, we will use the Kirkpatrick's 'four levels' approach to evaluate the YLM Programme. The model can be implemented before, throughout, and following training to show the value of training to the organisation.



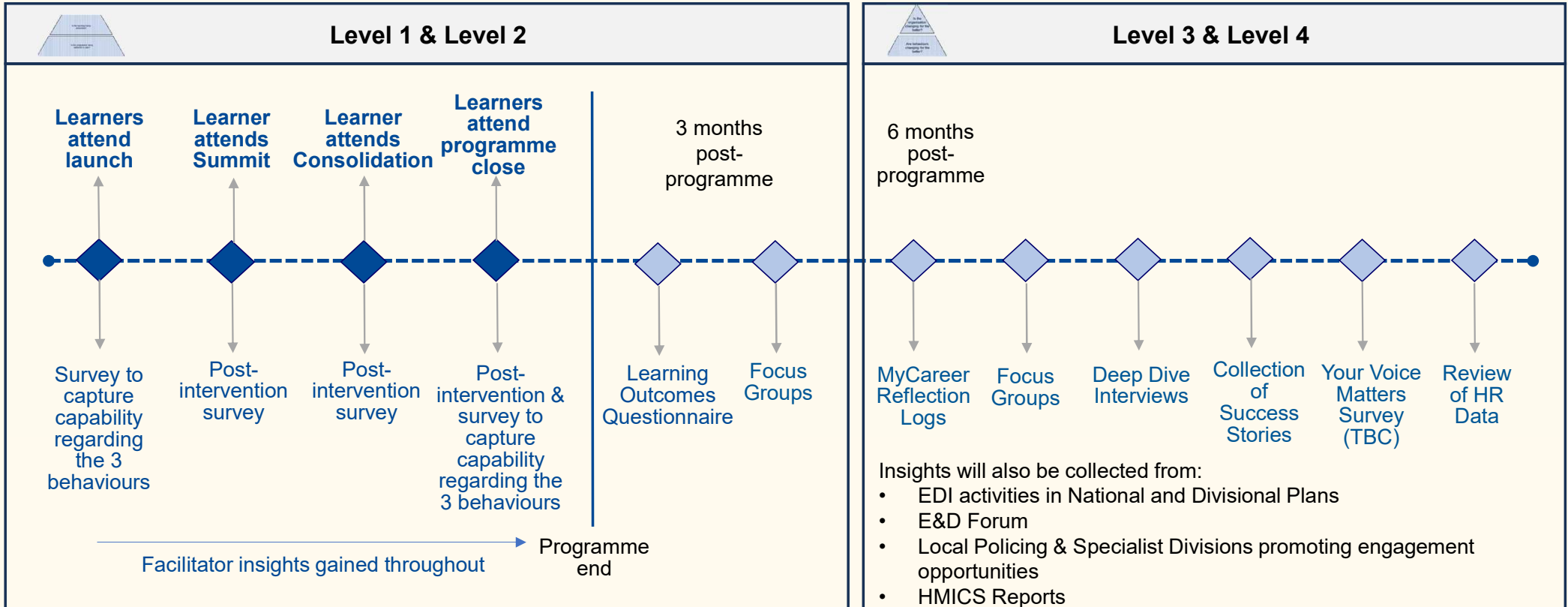
This Quarterly Evaluation Report will broadly focus on Levels 1 & 2. Levels 3 & 4 will be explored further in the Evaluation Workshop taking place on 30th June 2023.

Evaluation Timeline

Key

◆ During the Programme ◇ Post-Programme

This particular Quarterly Evaluation Report will focus mainly on Levels 1 and 2. Level 3 and Level 4 evaluation will be the focus of future reports when we have had sufficient time following the delivery of the Senior Leaders and Mid-Level Leaders' Programmes to assess behaviour adoption and organisational change. The report will, however, outline the baseline for Levels 3 and 4 so that we have a comparison point once we begin collecting data to support these levels.



Please note, it will be important for the YVM and HR Data to be reviewed over a number of years in order to evaluate the longer term impact of YLM.



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YLM Leadership Behaviours and Learning Outcomes

All of the evaluation conducted will be based upon the learning outcomes in order to ensure that the programme is delivering what we intended.

Learning Outcomes aligned to the YLM Leadership Behaviours

Lead and learn **INCLUSIVELY**

- Leading inclusively and proactively to create a **psychologically safe environment**, where everyone thrives and feels valued.
- Through empowerment, our people will proactively seek out **diverse perspectives**, to test ideas, **challenge decisions**, learn and grow.
- With role modelling a growth mind-set and **curiosity** about others, **listen without judgement and seek with compassion** to **understand** those around them.

Have the **COURAGE** to do the right thing

- Leading with **confidence and humility**, demonstrating personal accountability, being open to challenge, admitting to, and **learning from mistakes**.
- Utilising **emotional intelligence**, effectively manage challenging situations with transparency, openness and respect.
- Empower and engage teams to have the **autonomy to take the lead**, unlocking motivation and high performance.

COLLABORATE for growth

- Building **listening** and **communication skills**, which encourages networking, innovation and creative thinking, sharing ideas and **reduce silo working**.
- Develop personal **influencing skills** with those we lead, peers, partners and the public, prioritising what matters to foster **collaborative trusted relationships**.
- Identifying opportunities to lead the way, building a **sense of belonging**, with empowerment and shared purpose, working as one collegiate team.

Level 1: Is the programme being delivered to plan?



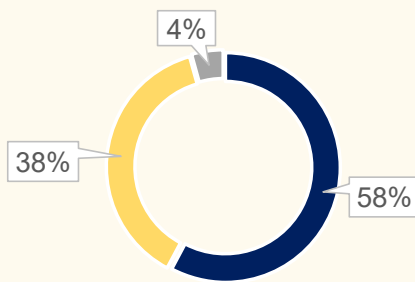
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Across the different demographics, the Senior Leader population have had a positive YLM experience

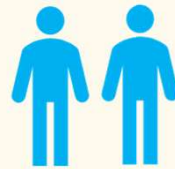
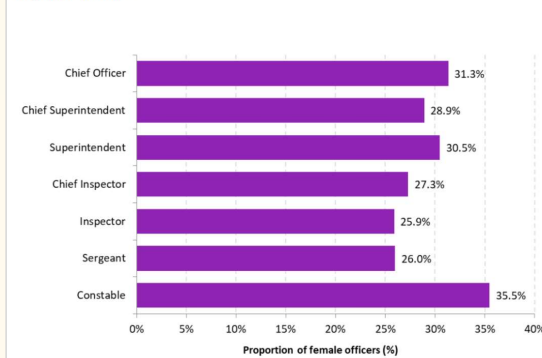
The differences between protected characteristics were too small to draw statistically relevant conclusions about YLM experiences. However, on the whole the Senior Leader population was highly positive about YLM with a **4.3/5 score** to recommend the programme to a friend.

Gender: c.38% of the senior leader respondents are female. This is very positive position given that 30% of the Met's workforce is female, and that the national average of 34.9% in police forces. The England & Wales Chief Superintendent population is 28.9% female.



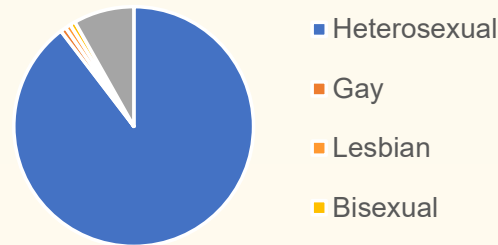
■ Men ■ Women ■ Prefer not to say

Figure 5.8: Proportion of female police officers, by rank, as at 31 March 2022, England and Wales¹



Ethnicity: 2 respondents from the YLM Events identified themselves as not being non-white. Ethnic minorities represent 8.1% of all officers across England & Wales.

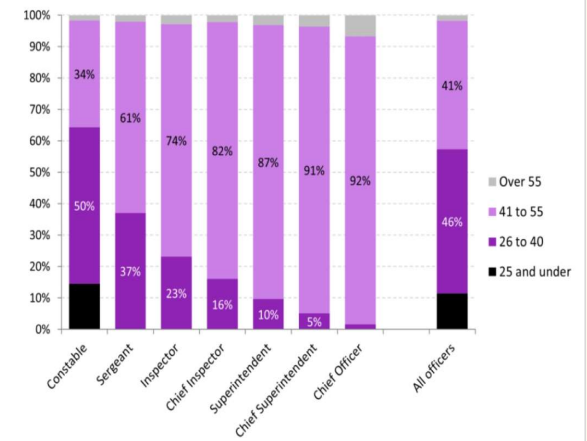
Sexual Orientation: A small minority of this population describe their sexual orientation as something other than heterosexual



Physical/Mental Health Illnesses: Across the 5 YLM Events, out of the 135 responses, **12%** of these identified themselves as having physical/mental health conditions

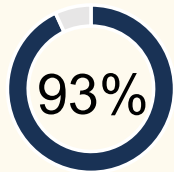
Age: Out of the 135 respondents, 68% are between the ages of **45-54**, followed by 17% of individuals being 34-44. We can see that the comparable Chief Superintendent population across England & Wales is 91% within the 41-55 age group.

Figure 5.10: Age breakdown¹ of police officers, by rank, as at 31 March 2022

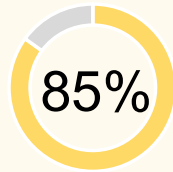


Similar to the Senior Leaders, there is not much discrepancy between different demographic groups' YLM experience within the MLLs

Gender: On average, men have rated Summit 1 slightly higher than women



of men rated the summit excellent/very good/good



of women rated the summit excellent/very good/good

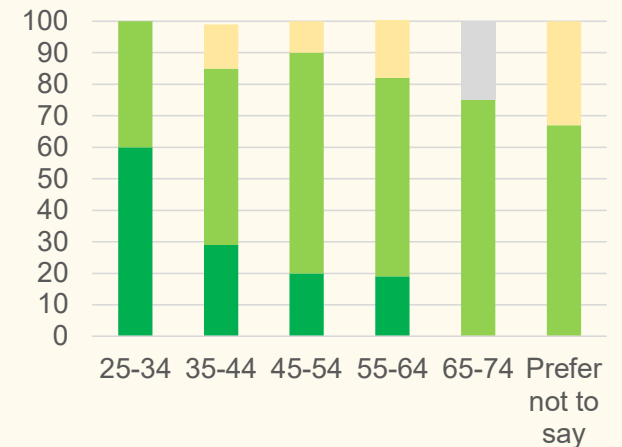
Ethnicity



Only 1 respondent identified themselves as not being part of the white ethnic group

To note not all attendees completed evaluation (45%)

Age: The youngest group of YLM attendees are most confident in applying their YLM learning



■ Strongly Agree ■ Disagree
■ Agree ■ Strongly Disagree
■ Neither agree nor disagree ■ Blank

Physical/Mental Health Illnesses: Those who do not have an illness are more likely to find that the YLM content is pitched at the right level for them.

of people who described themselves as **having mental/physical illnesses**

71%

agreed that the content was pitched at the right level for them

of people who described themselves as **not having mental/physical illnesses**

84%

agreed that the content was pitched at the right level for them



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Level 2: Is the learning being embedded?




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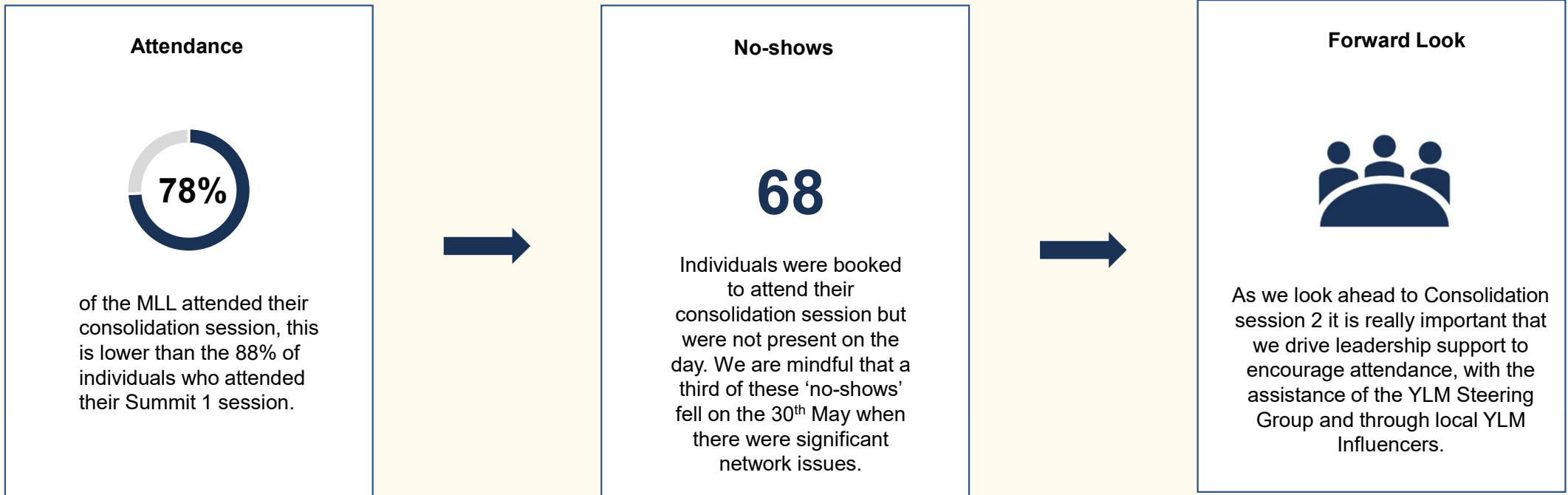
Focus Group and Interview Insights

A total of three focus groups and two 1:2:1 interviews were conducted by the Research and Insights team. These engagements explored perceptions of the YLM Programme and gave participants the opportunity to reflect on their own leadership style and behaviours. When we analyse the evaluation data we can begin to see the alignment with the focus group themes and offer recommendations to enable further YLM engagement.

<p>Our observations were that...</p>	<p>13% of participants did not agree that they would be able to apply what they have learned to their role</p>	<p>The vast majority of participants (94%) feel confident in role-modelling the YLM behaviours</p>	<p>Through our tailored design and responsiveness to feedback we have been able to ensure that participants are broadly confident that the content is pitched at the right level (80%)</p>
<p>The focus groups and interviews helped us understand that...</p>	<p>The focus groups and interviews have highlighted some barriers which may provide some explanation behind this:</p> <ul style="list-style-type: none"> • Time and resource pressures • Negative associations with “performance” • Feelings that other colleagues will attend the training without implementing the learning 	<ul style="list-style-type: none"> • This aligns with a key theme from the insights report, which is the importance of leading by example • Colleagues highlighted how important it was for them to “walk the walk” in living the leadership behaviours 	<ul style="list-style-type: none"> • Although there were positive comments regarding the content, there were a number of colleague suggestions within the insights report of how to further develop the content so that it is even more relevant to participants
<p>Our recommendations are...</p> 	<ul style="list-style-type: none"> • Leaders to encourage all participants to attend their Your Leadership Matters consolidation session and to help participants to protect time for it 	<ul style="list-style-type: none"> • The Comms team to showcase examples of where YLM Behaviours are being lived and recognised (this will also provide evidence for L3 and L4 evaluation) 	<ul style="list-style-type: none"> • The YLM Design Lead has greater engagement with critical friends as part of the summit design review process • We would also like a formal cadence to be set up with the YLM Influencers so we can further refine content further based on their feedback

Learning Embedding through the Consolidation Session

As part of the MLL journey, Summit 1 Consolidation Sessions are being delivered by the L&T team in order to enable participants to further discuss the content introduced in the Summits and how they can take the learning forward to apply it to their day to day role.



Recommendation: To ensure the learning is embedded there will need to be a drive from Senior Leaders to get people to attend their future Consolidation Sessions.



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Consolidation Sessions – Key Themes

During the Consolidation Sessions, a number of themes were highlighted:

The consolidation sessions are designed in an engaging way that encourages open discussion

- The breakout time within these sessions **enabled proper conversation** and discussion
- The **smaller group size** was much better to help connect with others and participate further in the YLM Programme
- An **opportunity to connect** with other leaders who **share the same concerns and positive attitudes** across the organisation
- Consolidation sessions seen as **beneficial for reinforcing the summit content** as well as for networking with other in the organisation
- Useful forum to **ask questions** about YLM

There are a number of barriers to living the YLM behaviours have been identified

- Due to workloads there often isn't the **capacity** to explore staffing requirements
- Due to the current nature of work, teams have been **"forced" to work in silos** due to demands to turnaround results
- There is a sense that YLM was a **"knee jerk" reaction** to the latest issues in the organisation.

There were some useful reflections on the summit content and the impact YLM has already had on individuals

"Having the understanding and application of the psychological safety 4 stages helped with the Chief's message and took a different approach than what they would of previously, as they were able to create a safe space for their team to share their views and challenge with positive intent."

A number of key recommendations came out from the Consolidation discussions

1. There should be more sessions facilitated between leaders across the organisation to share good working practices.
2. Providing a summary of the points raised during the consolidation sessions would be reassuring to managers as they would see that their views and opinions align
3. Suggestion that the CI / Staff equivalent level need to interact as a full group. They feel they need a more strategic approach to engagement from senior leaders, for example quarterly sessions at the SPC (similar to senior leader forum).



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Level 3 Observations: Are behaviours changing for the better?



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The Your Voice Matters Survey provides us with a baseline for the leadership culture in the organisation

Your Voice Matters 2021 baseline measurements, participants were asked to rate the following on a scale from either 1-7 or 1-5:



Following the delivery of the YLM Programme we expect to see an uplift in these scores.



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The focus groups and interviews that have taken place we also provide examples of how the leadership behaviours are being lived today

Examples of good practice identified through the focus groups:

C3 ONE

- Colleagues across different areas highlighted the “C3 ONE” programme as an area of good practice.

Divisional Forums

- On a divisional level, some senior leaders are holding “forums” with inspectors and sergeants, which cascade down and then feed back up. These forums encourage open discussion amongst teams.

MyCareer

- Open discussions are also being enabled and enhanced via MyCareer conversations

EDI Strategy

- The Equality, Diversity and Inclusion strategy is viewed positively by colleagues.

Opportunities to better understand current Leadership behaviours:

- 2023 Your Voice Matters Survey

- Feedback from the public on leadership behaviours

- My Career conversations taking place twice a year

- A baseline on EDI measures



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Level 4 Observations: Is the organisation changing for the better?



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A number of metrics will be used in order to provide Level 4 evaluation, including HR Data

Over the course of the programme we will look to measure how we are progressing on these themes, for now we want to be clear on the baseline results for the following areas.

Required baseline data:



Retention



Sickness



Internal promotion



Public Perception



Stakeholders'
Perceptions (e.g. SPA,
HMIC)

We are currently working to obtain the baseline data for the measures listed above. The baseline date will be key to help us understand where the organisation is today so that we have clarity on the impact that YLM is having over time. We will be focusing on the thinking for Level 3 and Level 4 evaluation during the workshop on 30th June and will provide an update on the output of the session at the next SRG session.



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