



Agenda Item 6.1

Meeting	SPA People Committee
Date	28 February 2023
Location	Virtual Conference
Title of Paper	Bi Annual Leadership & Talent Update
Presented By	Nicky Page, T/Deputy Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Yes – Appendix A - MyCareer Update

PURPOSE

The purpose of this report is to update Members on the progress of the delivery of Leadership & Talent (L&T) development interventions and work of the 'Leadership Project'.

Members are invited to discuss the contents of this report and Appendix.

1. BACKGROUND

- 1.1 The Leadership Project concluded in November 2022. It was a key enabler to achieving and delivering our People Strategy priorities. Each element of the project was interdependent and of equal importance in terms of focus and investment, with equality at the heart. The Project included rollout of the new appraisal system (MyCareer); launch of new talent management process for Officers with high potential (Accelerated Leadership Pathway) and introduction of the Police Leadership Development Programme (PLDP) to replace the existing Diploma in Police Service Leadership and Management (DPSLM). The outcomes of the Project and move to 'business as usual' are detailed throughout Section 2.
- 1.2 The Leadership & Talent Department are through the initial stages of establishing a second Leadership Project Programme, to support wider developments of MyCareer (to include Development Planning Tools, Objective Setting and 360 Feedback linked to CVF); an Accelerated Leadership Programme for Police Staff and the Police Executive Leadership Programme, the replacement for Senior Police National Assessment Centre.
- 1.3 This paper also provides updates on other Leadership & Talent development solutions delivered or developed during 2022 (July-December) including:
- Your Leadership Matters Core Programme Phase 2 Update (YLM)
 - Completion rates for Leadership training and development products: First Line Managers Programme (FLM); Established Leaders Programme (ELP); Introduction to Leadership Playbook (ITL)
 - Senior Police National Assessment Centre (SPNAC) participants and Strategic Command Course completion
 - Police Leadership Programme (Stage5) Executive Leaders (PLPS5EL) replacing the Senior Police National Assessment Centre Development Programme) (SPNAC)
 - National Mentoring Programme
 - Coaching
 - People Manager Programme
 - Chief Superintendent Leadership Development programme
 - Chief Inspector Leadership Development programme
 - Executive OnBoarding
 - Supporting Global Policing Innovation Exchange Leadership Programme

2. FURTHER DETAIL ON REPORTING TOPIC

LEADERSHIP AND TALENT DEVELOPMENT INTERVENTIONS

2.1 MyCareer

2.1.1 Following the launch of MyCareer, the new appraisal system, on 1 April 2022 the focus between July and December was:

- To hold monthly meetings with the 56 Single Points of Contact (SPOCs) across the organisation who act as ambassadors for MyCareer and support the local messaging and support within their business areas. Monthly meetings were held and these will continue on an ongoing basis. SPOCs were upskilled to deliver MyCareer inputs within their own business areas and were provided with the training materials to support this. The SPOCs received monthly completion data for the areas regarding MyCareer training and MyCareer discussion activity.
- MyCareer related training and support including a CVF awareness module; MyCareer training for all; Empower Hours for people managers and MyCareer Surgeries continued to be delivered. Appendix A details completion statistics as of 14 December 2022.
- Tracking the completion of MyCareer activities continued including the volume of reflection logs being submitted; volume of MyCareer discussions underway and completed. Appendix A details activity levels.
- Delivery of an ongoing communications plan to ensure that MyCareer continues to have a high profile across the organisation. Appendix A details activity.
- In July a new Probationary Sergeants Process was launched to include the use of reflection logs and MyCareer discussions to monitor progress throughout the Probation period.
- From April 2023 Officers will use Reflection Logs and MyCareer records as the gateway to their promotion processes – as such, activity took place between July and December to ensure that templates and guidance are ready for the launch.
- Staff Associations have created champions in collaboration with the MyCareer Team. A Staff Association MyCareer input was delivered 13, September 2022.

2.1.2 Ongoing evaluation of MyCareer is being supported by the Quality Assurance Team.

- Interim evaluation (6 months) has been carried out for the Empower Hours and has evaluated well. A final evaluation will be carried out April 2023 before the Empower hours will continue as part of the ongoing CPD programme.
- Evaluation of the Competency and Values Framework (CVF) Moodle training will take place late January 2023.
- Evaluation of the MyCareer Moodle training will take place March 2023.
- At April 2023, MyCareer will have been live for a full annual cycle and a full evaluation will be carried out.

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

2.2.1 Following the successful completion of the PLDP pilot in March 2022, two National Promotions Assessments Centres have been undertaken for Sergeants. This has resulted in two additional PLDP cohorts commencing, for Sergeants in the North (Local Policing and Specialist Departments in A, D and N Divisions) and Rural Policing (L and N Divisions). The processes were run in response to Workforce Planning needs. In the North Cohort, 48 officers were successful with 40 having been provided with Temporary Sergeant Postings. In the Rural cohort, 15 officers were successful with postings having been allocated to 13 Officers to date. Suitable postings will be provided to the remaining successful officers when available.

2.2.2 Monthly standardisation meetings continue to take place between Programme Tutors and Police Scotland Quality Assurance team to ensure consistency. It is evident that the standard of assessments, submitted by officers on the North and Rural cohorts, is of a high level thereby following the standard set by officers who undertook the PLDP pilot.

2.2.3 The pilot was subject to a rigorous evaluation process, with an end of pilot Evaluation Strategy Report submitted, for noting, to the Professionalism, Digital and Transformation Management Board (PDTMB), Corporate Finance People Board (CFPB), Senior Leadership Board (SLB) and the SPA People Committee. The report will now be submitted to the Scottish Police Consultative Forum (SPCF) for noting and thereafter returned to the PDTMB for final approval to replace the DPSLM with the PLDP.

- 2.2.4 The Evaluation Report provided 47 recommended actions and to date 46 of the actions have been addressed and will be incorporated in all future PLDP cohorts. The recommendation in respect of Action 47 (to remove the requirement for PLDP learners to undertake the First Line Managers (FLM) course) is under consideration.
- 2.2.5 During the last 6 months, the qualification content was subject to a Credit Rating process by Police Scotland Quality Assurance team who confirmed the qualification is a SQA Level 8.
- 2.2.6 Discussions have taken place between Leadership and Talent Department (L&T) and British Transport Police (BTP) with regards the inclusion of BTP officers on the PLDP. This partnership was operated on the DPSLM with a number of BTP officers successfully completing the qualification. Discussions are ongoing with regards required amendments to learning content on the PLDP.
- 2.2.7 The final two cohorts of the Diploma in Police Service Leadership and Management (DPSLM) concluded in September and October 2022 with 225 officers successfully completing the qualification.

2.3 Accelerated Leadership Pathway (ALP)

- 2.3.1 The Accelerated Leadership Pathways (ALP) which launched in 2021 has 2 cohorts on the programme with a total of 13 officers. Cohort 3 selection was completed in December with 12 candidates selected to progress to the College of Policing National Assessment Centre through February/March 2023. Successful candidates will start Cohort 3 of the ALP in May 2023.
- 2.3.2 ALP Review boards took place October and November 2022, with 4 officers from cohort 2 being promoted to the next rank. The current rank profile for both cohorts is:

Cohort 1

- Sergeant – 2
- Inspector – 2
- Chief Inspector – 3

Cohort 2

- T/Sergeant (PLDP) – 2
- Sergeant – 1
- Inspector – 2
- Chief Inspector – 1

2.4 First Line Managers Programme (FLM)

2.4.1 The FLM Programme is a blended delivery programme for:

- Sergeants
- Staff equivalent
- Those newly promoted to a Line Manager

2.4.2 In the reporting period, 236 individuals completed the programme, with a further 275 started and awaiting their consolidation session.

2.5 Established Leaders Programme (ELP)

2.5.1 The EL Programme is a blended programme for:

- Inspectors
- Staff equivalent

2.5.2 In the reporting period, 94 individuals completed the programme, with a further 97 started and awaiting their consolidation session.

2.6 Introduction to Leadership (ITL) Playbook

2.6.1 The ITL is designed for new Acting and Temporary leaders to increase the behaviours that have a positive impact on leadership at an individual level, the organisation 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 anywhere.

2.6.2 In the reporting period, 161 individuals accessed the playbook.

2.7 Your Leadership Matters Core Programme (YLM)

2.7.1 In December 2022 the Scottish Government approval and funding were confirmed for Your Leadership Matters Core Programme Phase 2. With this confirmation, the procurement process for a third party partnership provider was finalised and Ernst & Young (EY) were confirmed as the successful bidder. From 9 January 2023 the Leadership and Talent team and EY mobilised to deliver a bespoke leadership development programme, whilst also receiving the necessary training and resources to deliver this internally going forward. This therefore represents an investment in our leaders and future-proofing of this initiative from a financial standpoint.

2.7.2 It is projected that the full mobilisation of the program will take 12 weeks with the programme launching in March 2023.

2.7.3 During the reporting period, the Leadership and Talent team commenced planning and preparation for Phase 2 ahead of final approval. The below provides an overview of the key stages of this work:

- **Strategic narrative:** Communications Strategic Narrative created to support the Business Case for YLM phase 2
- **Funding:** Business case presented through internal governance and forwarded for approval by the SPA board. Further information was provided to the Scottish Government and final sign off was granted end of November 2022
- **Lessons Learned:** YLM phase 2 has a greater target audience which will have an impact on logistics. To ensure a positive learning experience and that the aims of the programme are realised, the YLM team have drawn on lessons learned from phase 1 and have liaised with key areas across PS to ensure successful implementation, with a particular focus on; IT, resource deployment, communications strategy, learning content, logistics, and administration
- **Contract:** The contract with EY has been signed off and the statement of works is currently under final negotiations.
- **Commencing Phase 2:** A 'kick off' meeting with EY and PS on 12 December 2022 provided an opportunity to meet the EY team and present the PS YLM team. On 22 December 2022 a further meeting took place between EY and DCC Taylor, Temporary Deputy Director Nicky Page and HOD L&T Alex Hunter, to agree and finalise the mobilisation.

2.7.4 The Programme will be delivered to 2 target audiences:

- **Next 400** = Chief Inspectors and Staff Grades 8-10 (with Line Manager responsibilities) plus any of the top 250 who did not complete in Phase 1.
- **FLL 5000** = Inspectors, Sgts, Staff Grades 4-7 (with Line manager responsibilities)
 - Due to the volume of participants within this cohort we will split the group in half, with 2500 completing as the programme in 'rotation 1' and the final 2500 completing the 'rotation 2'

2.8 Police Leadership Programme (Stage5) Executive Leaders (PLPS5EL) – replacing Senior Police National Assessment Centre (SPNAC)

2.8.1 In August 2022 a programme review was undertaken to provide an update of work being carried out by the Leadership and Talent Team for the SPNAC/SCC candidates. The paper provided an update on the SPNAC Development Programme, the format of the programme, potential challenges identified and amendments for the upcoming cohort. The paper discussed recommendations for the design/development the programme.

2.8.2 Key themes outlined included:

- **Talent Management**- developing talent through the organisation with a robust approach to Talent Management, linking to our other programmes and starting far earlier than previously.
- **MyCareer and the CVF** - the programme should be woven around these and link back to them.
- **Data driven** - with robust processes that are data driven including feedback, and the consistency of feedback.

2.8.3 The **UK** College of Policing with Deloitte conducted an independent review of the SCC and SPNAC programmes in December 2022. As a result of this review the process for 2023 changed with the creation of the Police Leadership Programme (Stage5) Executive Leaders (PLPS5EL) replacing the SPNAC and Strategic Command Course SCC from 2023. As an outcome of this review, a new PLPS5EL Programme will be a continuous assessment programme with successful candidates working on an individual portfolio. We have been working with the College of Policing to clarify what this means for our candidates.

2.8.4 In October 2022, we requested internal applications from colleagues interested in being considered for the new PLPS5EL programme. This was still a self-nomination process with applicants seeking approval from their Line Manager before submitting. Submitted applications were considered by the Chief Officer team, reviewed against the PLPS5EL criteria Level 3 of the Competency Values Framework. 10 endorsed Notes of Interest were received by closing date and in January 2023, following the Chief Officer selection panel, it was confirmed that all 10 applicants are supported to be considered for PLPS5EL with 8 being supported to be considered for

this year's portfolio submission by the end of March 2023 and that 2 should prepare for a subsequent date (tbc by the CoP).

2.8.5 The Leadership & Talent Team will host a development programme for successful candidates commencing with a Summit on 14, 15, and 16 Feb 2023. Having selected a third party supplier (P2P) to support with a development centre, PS are in discussion with them to develop an additional Development process following each individual's portfolio review conducted by the College of Policing.

2.9 Mentoring

2.9.1 At present there are a total there are 254 Mentors and 270 Mentee's in the organisation.

2.9.2 Opportunities are being explored at present on how Leadership and Talent can grow and develop this offering.

2.9.3 Mentoring activities that have taken place since the July report include;

- Evaluation of the Mentoring element of SPNAC, particularly the new reverse mentoring that took place are included in the SPNAC Development Programme Evaluation Report.
- Progressed external mentoring pilot through discussions between Police Scotland and Met Police, and Police Scotland and British Transport Police. Police Scotland & Metropolitan Police Mentoring pilot – framework and scope of pilot agreed to commence August 2022. The pilot was advertised to the members of the SWDF and the Mets NOW (Network of Women). Pilot is on hold due to competing demands in MPS and BTP. British Transport Police & Police Scotland/SWDF Collaboration – advert issued on 9 Sept by SWDF seeking mentoring interest (PS will provide 10 mentors and 10 Mentees). Matching of pairs with BTP took place 4th October.
- Progressed mentoring discussion with SEMPER to agree role of mentoring and how to promote it.
- Black Professional Scotland – meeting held with Black Professional Scotland to increase understanding of their mentoring needs. As a result we will seek support from senior officers and staff equivalent to support the members of this organisation.
- Working with SEMPER, DACA and LGBTI staff associations to create mentoring relationships for their members.

- Reverse Mentoring – Invites for mentees to be mentored by an officer/staff member with protected characteristics, was issued, followed by a meeting with SEMPER and DACA on 7 September 2022 to plan matching of pairs. Closing date for applications was 14 October 2022 and matching took place on the 27 October 2022. The closing dates were extended due to Op Unicorn and there was a good response from senior officers and staff equivalent on being mentored.
- Continuing to source mentors for the protected characteristic on Race. Engagement with the chair of the Police Muslim Association to promote the reverse mentoring and increase the applications for mentors.
- Reciprocal mentoring – Meeting held with the PSYV. They will be sending out notes of interest to youths shortly, Once interest has been established, we will source senior officers in the organisation to join the pilot to increase knowledge of lived experiences from a youths perspective.
- Self Service Matching – exploring concept of an internal self-service platform for mentors and mentees. Have reviewed a platform that is currently used by College of Policing, Humberside Police and NHS Wales.

2.10 Coaching

- 2.10.1 The Leadership and Talent Team are in the process of creating a Coaching Framework including solutions to create a coaching culture.
- 2.10.2 The procurement process to secure an Executive Coaching Contract has completed with Taylor Clarke being appointed as the provider and an initial meeting took place in January to progress the working relationship.

2.11 People Manager Programme

- 2.11.1 A Short Life Working Group across the People and Development function commenced in December 2022 and will run until March 2023 to plan, design, develop, and implement a new People Managers Development Programme which will focus on developing the skills, knowledge and competence of people managers in the following areas:
 - Grievance – how to achieve earlier resolution, what a people manager should do.

- Inclusion – how to create ‘positive working environments’ and encourage diverse thinking.
- Attendance Management – in particular responding to disabilities and the need for reasonable adjustments, moving the conversation to what the person can do as opposed to what they can’t.
- Duty Modifications – what and how to support officers.
- Capability – how to address performance issues/concerns which is, arguably, underutilised currently.
- Creating positive environments – how to confidently engage with individuals and the team as part of normal working practices which does not raise challenges from Staff Associations and Unions – we know from the various pieces of work done that a common theme in terms of gap, is the ability to have open and honest conversations.
- Health and Wellness
- People Management related admin

2.12 Chief Inspectors Programme

2.12.1 The Leadership & Talent Team is currently conducting a Learning Needs Analysis (LNA) to identify whether there are specific learning needs for new Chief Inspectors. A number of focus groups and 1-2-1 interviews have been undertaken, with further focus groups and 1-2-1s taking place in January and February 2023 to develop deeper insights.

2.13 Superintendents/Chief Superintendents Programmes

2.13.1 Following a detailed Learning Needs Analysis (LNA) delivered by the Leadership and Talent Team, a leadership development programme has been devised to help recently promoted Chief Superintendents continue to strengthen their individual leadership journey.

2.13.2 Core items identified via the LNA are woven through the 12-month programme, both collective events and individual learning – including:

- Collaboration and Partnership Working
- Equality, Diversity and Inclusion
- Finance
- Media
- Complex HR issues
- Strategy and Governance
- Change Management

- Informal engagement with senior leaders (existing CSUP's plus Force Executive)
- Peer networking/collective learning
- Self-awareness – 360, Clarity 4D, Mentoring, Coaching

2.13.3 Input was sought from the individual delegates as to further content throughout the Induction Event in order to tailor the content as required. Evaluation on all aspects of the programme will be sought from delegates throughout, with the expectation being that a similar approach will be extended to newly promoted Superintendents, and further intakes of Chief Superintendents.

2.13.4 As a result of the programme, the participants will have greater self-awareness as leaders along with a more structured way to address some of the perceived gaps that newly appointed Chief Superintendents may face (as identified via the LNA). Participants will benefit from a tailored programme of activity, greater opportunity to work with their peers (internally and externally), as well as increased informal engagement with the Force Executive. 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 refining their skills in post, looking for a sideways move and/or applying for PLPS5EL.

2.13.5 The 12-month programme assumes a level of commitment by the individual and their Line Manager, balanced with other deliverables e.g. other training, high-profile work/projects, etc. As such, a cumulative learning approach has been taken, with formal input being relatively light-touch each month.

2.14 Onboarding – Assistant Chief Constables and Deputy Chief Constable

2.14.1 The Leadership & Talent Team continue to support onboarding for Force Executive including DCC Jane Connors and new ACC's David Duncan and Wendy Middleton. Key engagement with Executive Support and Recruitment is integral to this, with work now in place to finalise an end-to-end process map from a lifetime management perspective.

2.14.2 Feedback from ACC Onboarding in February 2022 was positive, with lessons learned from this being factored into the above onboarding plans.

2.15 Global Policing Innovation Exchange Leadership Programme (GPXLP)

2.15.1 The Leadership & Talent Team is providing a consultancy role in the development of the GPXLP, an international policing leadership programme which is due to launch in April 2023. The programme is being developed in partnership with the Australian Federal Police with Police Scotland taking a lead role in consolidating and developing the content of the programme. The Leadership and Talent team will play a key role in reviewing this content and ensuring consistency and standards are maintained across the four core programme modules.

3. FINANCIAL IMPLICATIONS

3.1 Budget spend is on track and was closely monitored alongside the Finance Lead for the Leadership project, with monthly updates provided to the PMB up until November 2022 when the project closed. Leadership and Talent Department will continue to monitor budget spend on a monthly and quarterly basis.

4. PERSONNEL IMPLICATIONS

4.1 Our commitment to our people is demonstrated within the People Strategy, and the key focus of both the Leadership Project and Leadership and Talent work is to enable the identification, empowerment and development of our people to deliver outstanding policing services to the communities across Scotland.

4.2 Staff associations have been heavily involved in discussions to shape the content and direction of each element of Leadership and Talent work. In particular, significant engagement has been conducted with regard to the pilot of PLDP and ALP. The staff associations, once satisfied that both PLDP and ALP were unconnected to wider changes across the People and Development function, were fully supportive of both

5. LEGAL IMPLICATIONS

- 5.1 Following agreement with staff associations, SPA and HMICS, the PLDP commenced its pilot phase for 12 months in April 2021 (detailed above). A legislative change was approved on 22 December 2020 to facilitate the pilot. The 12 Month Evaluation Report will be submitted via relevant Police Scotland / SPA Governance to the SPCF for consideration of permanent regulatory changes, if considered necessary.
- 5.2 In order to conduct the pilot, Police Scotland developed the national units internally, approved by Quality Assurance and with appropriate level of engagement with the SPA HR Governance Team. Following the pilot, a Credit Rating process, conducted by Quality Assurance, has been concluded with three recommended actions which are being actioned.

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.

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 Sergeants qualification and other modern leadership and talent products equality remains at the very heart of all Leadership and Talent 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.
- 9.4 Leadership & Talent Team work closely with both internal and external stakeholders. The Positive Action Team continue to attract Black Minority Ethnicity/White Minority Ethnicity (BME/WME) applications by using online events and meetings. In the main, the new online sessions are proving to be a good alternative to encouraging applications for the probationer intakes from BME and WME applicants. There is an absolute drive to represent and reflect the communities we are here to serve.
- 9.5 The retention and development of BME/WME officers currently sits with line management, however P&D senior management accept that we need to do more to support this. This work will form a deliverable over the next 12 months and will be a key consideration for MyCareer, Leadership Pathways, PLDP, ALP and the embedding of CVF.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this report and Appendix.

Appendix A



MyCareer Training

CVF Moodle Training – Completion data up to 14 December 2022.

- The CVF Moodle Training Launched 28 February 2022
- The timeframe for completion was 31 October 2022
- 84% of the organisation have completed the training
- The MyCareer Team will continue to promote the completion of the training
- This figure will fluctuate with leavers and joiners to the service

MyCareer Moodle Training – Completion data from 14 December 2022.

- The MyCareer Moodle Training Launched 1 April 2022
- The timeframe for completion was 1st January 2023
- 68% of the organisation have completed the training
- The MyCareer Team will continue to promote the completion of the training
- This figure will fluctuate with leavers and joiners to the service

Empower Hours – Completion data as of 22 November 2022

- 1,173 people have attended MyCareer Empower Hours

MyCareer Completion rates

MyCareer Discussions – Completion data up to 30 November 2022.

- 8.8% of officers and 4.9% of staff have started but not yet completed their MyCareer Discussions = 11.2%
- 6.8% of Officers and 2.2% of Staff have completed their MyCareer Discussions = 5.8%
- 2626 officers have completed or are in the MyCareer Discussion process, meaning 14,244 officers still require to start and complete the process by 31 March 2023.
- 436 police staff have completed or are in the MyCareer Discussion process, meaning 5,746 staff still require to start and complete the process by 31 March 2023.

Reflection Logs – Completion data up to 30, November 2022.

- 3584 Police Officer Reflection Logs have been completed, 455 Police Staff Reflection Logs completed = 4,039 (+1688)
- 1355 Police Officer Reflection Logs have started but not yet completed, 213 Police Staff Reflection Logs have started but not yet completed = 1,568 (+226)

MyCareer Communications

Regular national MyCareer surgeries have been running to support the MyCareer journey and provide a platform to answer questions and queries. This approach will take a new direction in January 2023, where they will be delivered locally on request by MyCareer SPOC's.

The communications strategy and plan for MyCareer identified three key phases of Warm Up, Go Live and a Journey phase to inform, enthuse and engage staff in MyCareer which takes account of what we learned from the proof of concept (PoC). The plan has matured and has been revised and now includes 3 tiers;

Tier One - Reset of core messaging - Your future with Police Scotland is in your hands

Evolved core message based on workshop feedback. Mainly talking to the 80+% in the 'Maintain and Develop' route category.

Supporting themes will be:

- Complete the training
- Decide what you want your career to be (and what a career means)
- Arrange your MyCareer Discussion with your line manager

Tier Two – Divisional Face to Face sessions

- Build an engagement plan targeting the Divisions with the lowest uptake, based on SPOC briefings and regular reporting
- Utilise the SPOC's to deliver the core messaging and support
- Review numbers and engagement four weeks on from each session
- Re-visit if required

Tier Three – Bespoke comms for specific audience groups

- Targeted communications to address specific needs – Promotion process
- Always linking to core themes and assets