



Meeting	SPA People Committee
Date	27 November 2023
Location	Video Conference
Title of Paper	Your Leadership Matters Phase Two – 6-month progress and evaluation
Presented By	Katy Miller, Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Appendix A: YLM 6 month progress and evaluation report

PURPOSE

The purpose of this paper is to outline the progress and evaluation of Your Leadership Matters (YLM) programme Phase Two at the end of the initial 6 months.

The paper is submitted for discussion.

1. BACKGROUND

- 1.1 The Your Leadership Matters Programme Phase 2 launched in April 2023. In September 2023 the programme reached the milestone of completing the Senior Leaders (SL) YLM Refresh; completed the Mid-Level Leaders (MLL) Programme and commenced the First Level Leaders (FLL) Programme with an anticipated completion of Phase 2 by November 2024.
- 1.2 The 6-month progress and evaluation report detailed in Appendix A covers the following elements:
- Reminder of the drivers for the programme, the purpose and YLM journey
 - Progress to date including participation rates and formal evaluation/feedback from senior leaders, mid-level leaders and the initial stages of the first level leaders programme.
 - Recap of the evaluation method that will continue to be used throughout the programme.
 - What has already been actioned as a result of feedback / evaluation to date.
- 1.3 To ensure that progress and feedback is continually measured, and actions delivered, monthly and quarterly reports are produced and reviewed with the YLM Strategic Reference Group and YLM Steering Group. The report at Appendix A summarises highlights and findings from these reports.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 **Programme Participation Rates (numbers are rounded up)**

- 2.1.1 YLM Phase 2 commenced in April 2023 and runs through to November 2024. The programme is being delivered across three groups of participants as detailed in the report:
- **Completed:** Senior Leader refresh c 200 invited – 90% completed a YLM event in April.
 - **Completed:** Mid -Level Leaders c515 invited – participation across summits ranged from 80% - 86% and was delivered between April and August.
 - **In progress:** First Level Leaders c 3800 invited to attend between September and November 2024 (across 4 rotations with approx. 1000 participants in each rotation which includes capacity for any MLL or SL who were unable to attend their programme) – to date Summit 1 has been completed for the

first rotation with 31% of the total FLL population booked to attend i.e., exceeding the target of 25%.

2.2 **Evaluation and Feedback To Date**

2.2.1 The aim of the evaluation strategy is to successfully measure YLM core programme outcomes and development growth of leadership behaviours, through various methods of quantifiable data. This will inform on-going improvements to any elements of the programme and aid decision-making about future courses of action. Evaluation will be conducted and analysed throughout the YLM core programme. The methods are:

- Pre / Post programme confidence and capability measures
- Series on in-programme surveys, asking specific questions in relation to the leadership behaviour content and satisfaction with the delivery of the programme.
- Focus Groups & deep dive interviews

The criteria to successfully evaluate the YLM core programme, interlinks and is a key enabler of the Policing Together Strategy and delivers actions following the most recent Your Voice Matters survey.

2.2.2 The report at **Appendix A** provides detailed feedback and evaluation however some key highlights are:

- **Senior Leaders Refresh** – 83% said they feel more confident in supporting the success of YLM; 84% said they feel the refresh helped them to understand the YLM behaviours and how to embed them.
- **Mid-Level Leaders Programme reaction** – 80% rated the summits as good or above; 79% said they can apply what they learned; 81% say they will be able to role model what they learned; 74% said that overall their leadership skills have improved.
- **Mid-level Leaders capability uplift** – immediately after the programme there was a self-rated increase of capability by 4% overall – this included a 10% increase in leading and learning inclusively leadership; a 12% increase in collaborate for growth however a 11% decrease in having the courage to do the right thing. It will be important to re-measure this following a period of consolidation and to gain feedback from

the line managers of attendees and their direct reports as this was a self-rate immediately post learning.

- **First Level Leaders** (accurate at time of report noting more summit 1 sessions to be completed) – 77% rated the summit as good or above; 81% said they can apply what they learned; 87% said they know what is now expected of them when role modelling the behaviours.

2.2.3 Some themes/ feedback that have required a review of content, design, methodology and resulted in continuous improvements to date are:

- **A review of duration** – this has become a consistent theme against challenging workforce numbers and workload. Some sessions have been reduced slightly as a result; start times altered and the programme is included in the training 'halt' over December and January.
- **Content** – ensuring the material is pitched at the correct level and reviewing Summit 3 which received less favourable feedback. The cross- organisation stakeholder content feedback/design group has been reinstated and summit 3 was re-designed. Additional or more thought-provoking participant questions have been created; more focused examples/case studies have been sought from stakeholders group and the content has been revisited when organisation events occur e.g. the CC statement; recruitment 'halt'; workload challenges highlighted.
- **Methodology** – several participants indicated they would have preferred face to face delivery. This was explored and it was finalised that a hybrid approach was most appropriate to ensure the delivery to high volume, on time and achieved to budget. The formal knowledge content continues to be delivered virtually in groups however a new consolidation session is delivered locally and wherever feasible face to face i.e. driven by local Divisions/Departments.
- **Lack of obvious rationale why some evaluation data was emerging** – e.g. why some females were less positive than males about some content; why were some self-rated capability uplift score indicating a decrease rather than increase. To gain deeper insight and to identify statistical validity and rationale for evaluation/feedback data, the Strategy and Insights Team were asked to conduct some

'deep dive' analysis and bespoke focus groups. To date these have been useful to identify any drivers or correlations across data.

2.2.4 Whilst the formal evaluation strategy is being well implemented and the formal evaluation reports are largely indicating a positive roll out of the YLM behaviours (as noted in Appendix A) there has been some more anecdotal feedback from Scottish Police Federation (SPF); some YLM Steering Group Members and some leaders that the formal evaluation reports are not 100% reflective of all views, citing the following themes as areas to highlight for consideration:

- **Content** could be more Police Officer specific (acknowledging the challenge of having content that meets the mixed audience of Officers and Staff)
- **Content pitch** – is it at the right level for the more experienced leaders who have completed other leadership programmes.
- **Duration of sessions** – could it be delivered differently to minimise the duration.
- **Method** – is there an opportunity for more face-to-face delivery.
- **Environment** – is it conducive to MS Teams delivery when in operational environments.
- **Impact** – measuring whether the programme is having the desired impact (it is recognised that impact is not immediate i.e. consolidation and time is required).
- **Evaluation/feedback volume** – how to ensure that evaluation data is reflective of all participants i.e. how to encourage full responses from the majority who complete.

2.3 **Next Steps**

2.3.1 To ensure that the YLM Phase 2 Programme continues to meet the needs of the organisation; the individuals participating in it and ultimately delivers all its objectives and achieves impact, the evaluation strategy is being revisited to ensure it takes account of the anecdotal feedback and how to validate it.

2.3.2 The months of October and November see the first rotation of the First Level Leaders programme being rolled out further i.e. will allow us to measure how Summit 2 and Summit 3 delivers for this group. This will allow a fuller evaluation of this aspect of the programme before any recommendations/continuous improvements are actioned. During this time the Leadership and

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Talent team will facilitate additional feedback from the Senior Leaders, Mid-level leaders and stakeholders to build a fuller insight.

- 2.2.3 Whilst the training 'halt' is in place in December and January the Leadership and Talent Team and Ernst & Young will work in partnership to create recommendations to continually improve the programme based on feedback and evaluations.
- 2.2.4 In Q4 and Q1 the Leadership and Talent Team will scope the legacy product of YLM Phase 2 to ensure that new leaders and emerging leaders are developed in line with the YLM leadership behaviours.



3. FINANCIAL IMPLICATIONS

- 3.1 Budget spend is on track and is closely being monitored by the YLM team and the Finance Business Partner. The programme is delivered via Reform Funding. In addition, the Procurement Manager continues to act in an advisory capacity in terms of contract scope which is important when changes to content, method and approach are being considered.

4. PERSONNEL IMPLICATIONS

- 4.1 Our commitment to our people is demonstrated within the People Strategy and the key focus of 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 In order to help create programme legacy and ensure a contextualised Police Scotland approach, there is an element of co-delivery during the roll-out of YLM Phase Two with Leadership and Talent Consultants working alongside EY Facilitators to enhance and further develop on-going discussions, learning and consolidation. During 2024 the reliance on EY will decrease until such times as the Police Scotland team are ready to facilitate on their own with EY acting as advisors ahead of their contact termination.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There is a reputational risk if Police Scotland does not place emphasis upon supporting our leaders and providing development opportunities based upon this which are current, interactive, and fully immersive linked to our key leadership behaviours and policing values.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications.

8. COMMUNITY IMPACT

- 8.1 There is no community impact.

9. EQUALITIES IMPLICATIONS

9.1 There are no equalities implications.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environment implications.

RECOMMENDATIONS

Members are requested to discuss the information contained within this report.



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**YOUR LEADERSHIP
MATTERS**

**POLICING
TOGETHER**

Appendix A - YLM 6 Month Progress and Evaluation Report

Contents

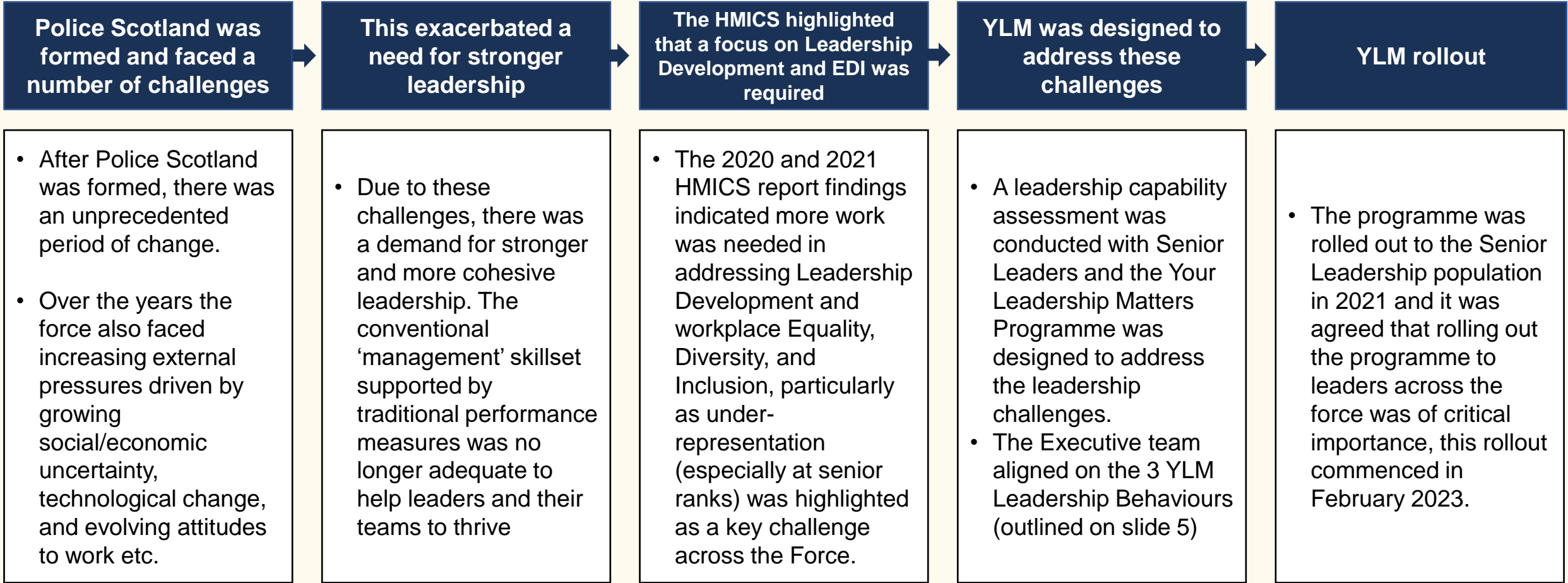
This document consists of the following sections:

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(Throughout this report, figures are rounded to the nearest whole number and therefore do not always add to 100%).

Why was the Your Leadership Matters development programme created?

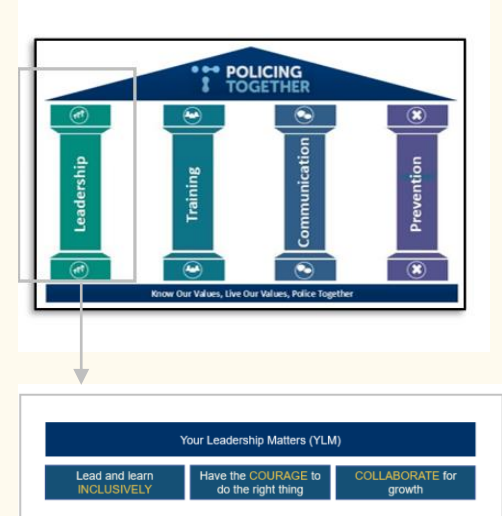
Please see below for the background behind the creation of the YLM programme.



The YLM Programme Journey with Police Scotland

In 2021 the Your Leadership Matters (YLM) Programme was rolled out to the Top 250 Senior Leaders in Police Scotland. It was well received with 72% of respondents stating that a follow-on to the programme would be beneficial within the next 6-12 months. We are now working to continue the journey by designing and delivering a refresher YLM Programme for the Senior Leaders and YLM to the Mid-level Leaders and First Level Leaders.

This second phase of YLM started in April 2023 and will run through to November 2024 and looks to embed the 3 YLM Leadership Behaviours into the organisation. Furthermore, YLM will act as a key enabler of Policing Together (please see diagram to the right).



Journey to Date

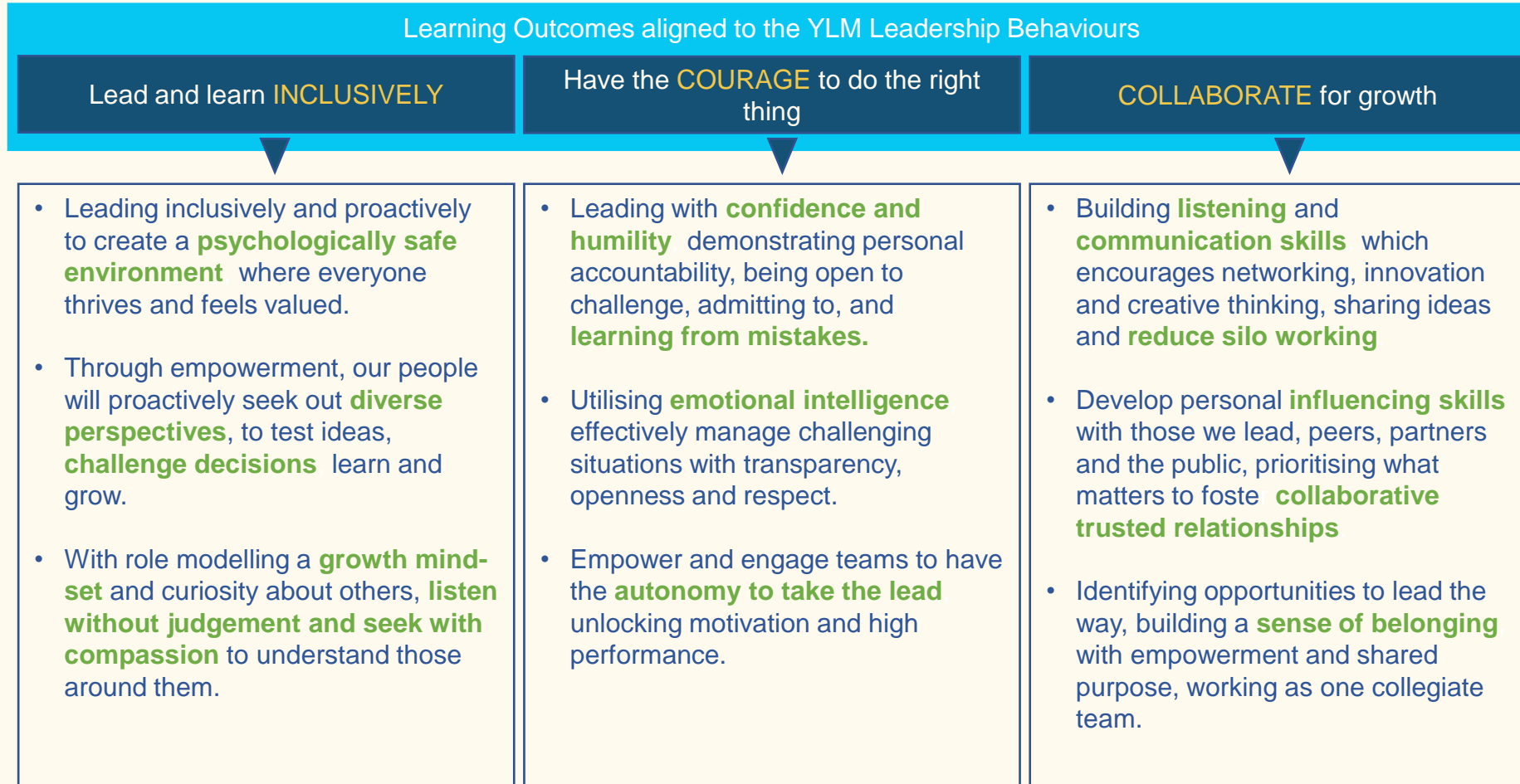
As of October 2023, the following aspects of YLM have been delivered:

- Senior Leaders YLM Journey (cohort size of c.200)
- Mid-level Leaders (MLL) YLM Journey (cohort size of c.500)
- The start of the First Level Leaders (FLL) YLM Journey (cohort size of c.4,000)

This report provides an overview of progress of the Senior Leader and Mid-level Leader YLM Programmes. It also covers how the FLL YLM Programme has been received so far and how we plan to evaluate this population throughout their journey. Finally, we will detail the iterative nature of this programme and the plan for the future of YLM.

The Purpose of the YLM Programme

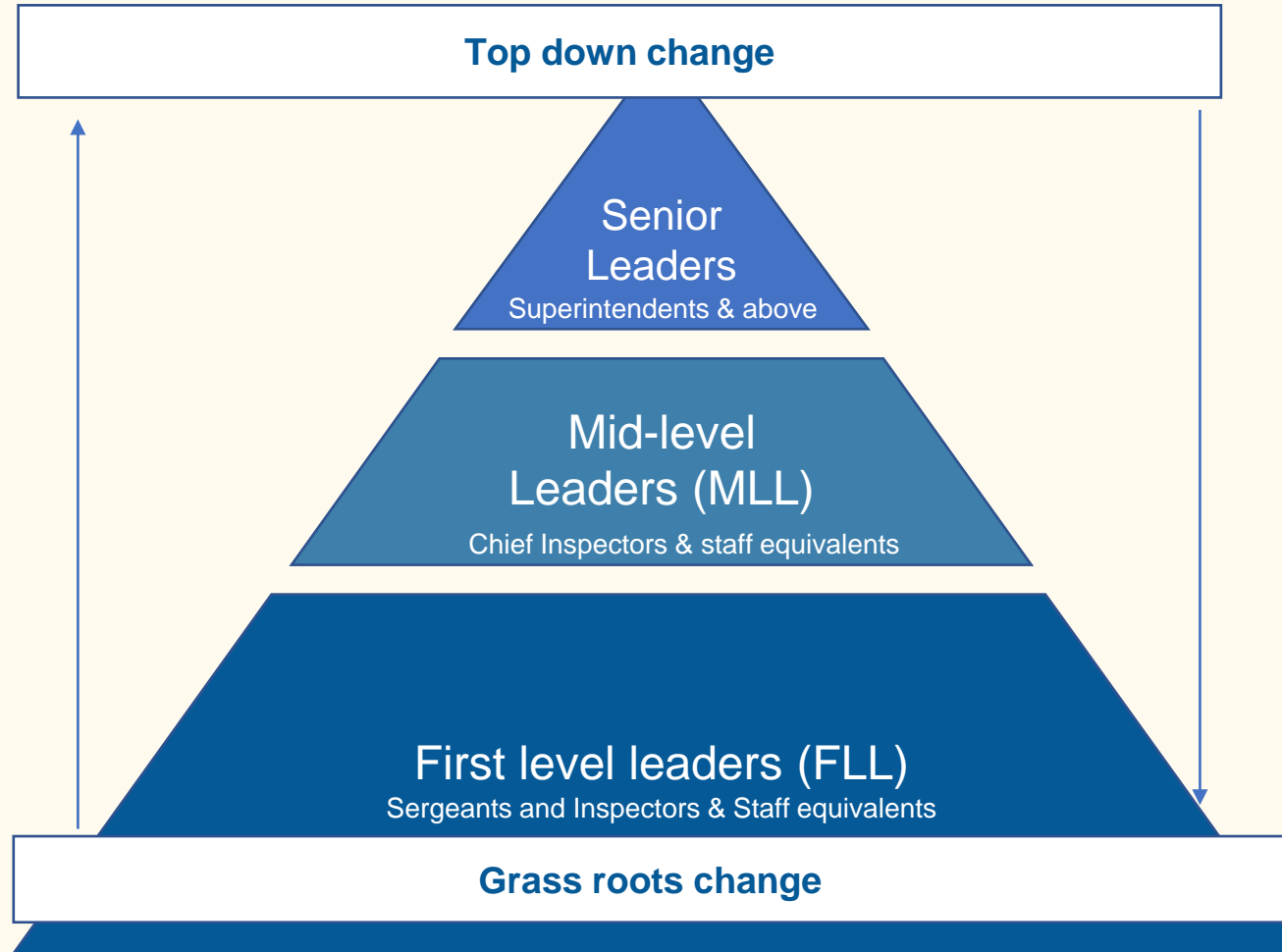
Please see below the 3 YLM Leadership Behaviours and the associated Learning Outcomes, which were created by the Force Executive in 2021.




The aspiration for the programme is to support the people of Police Scotland and the Scottish Police Authority to become more proficient in the 3 YLM Leadership Behaviours.

The cohorts included in YLM

Please see below for an overview of the different cohort groups included in the YLM Programme.




Key overview of the Programme So Far (as of 10 October 2023)

21 
month program

39 
summits
conducted (includes 5 Senior Leader Events)


2127
Participants so far

97 
consolidation sessions
conducted

7 
learner journals
created

Value for Money

Below is a reminder of the cost of the YLM Programme.

In comparison to spend on leadership development in other organisations.

c.£1.5m Overall	In similar organisations spend on leadership development programmes is approximately:	More broadly 65% of businesses spend:
c.£300 per person	c.£600-£1,000 per person	up to \$2,500 per person per year on leadership development.*

*February 2022 survey of 700+ HR leaders conducted by Forrester and HR Executive Magazine

Green shoots – how is change starting to happen on the ground?

Below are examples of shifts that we are starting to see.

Psychologically safe environments are being created

“The contributors spoke with great impact and I was really moved and in awe of [the speaker’s] bravery in sharing his story.”



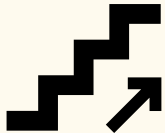
Leaders are being more reflective and empathetic in their style

The event “ offered a **good opportunity to both reflect but also think about how to continue to utilise the learning of all YLM sessions.**”



Capability uplift is starting to take place

91% of participants agreed that the Police Scotland facilitators were engaging, highlighting the effectiveness of the upskilling sessions



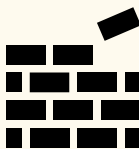
YLM is supporting internal performance management

There is an opportunity for YLM to support **internal performance management** by supporting people in the completion of their MyCareer discussions



Participants are putting their learning into practice

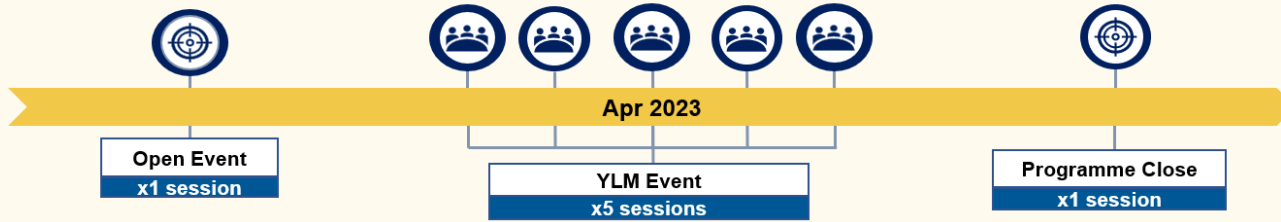
“Having the **understanding and application of the psychological safety 4 stages** helped with the Chief’s message” following the announcement on institutional discrimination



Progress So Far

Each of the YLM cohort will/have gone through the following interventions:

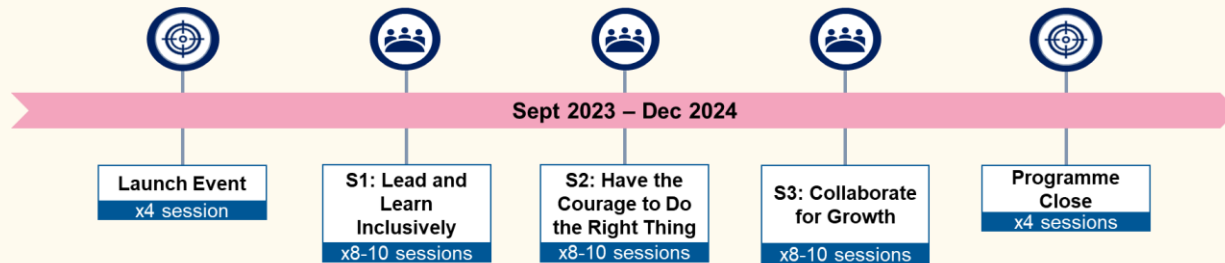
Senior Leaders



Mid-level Leaders



First Level Leaders



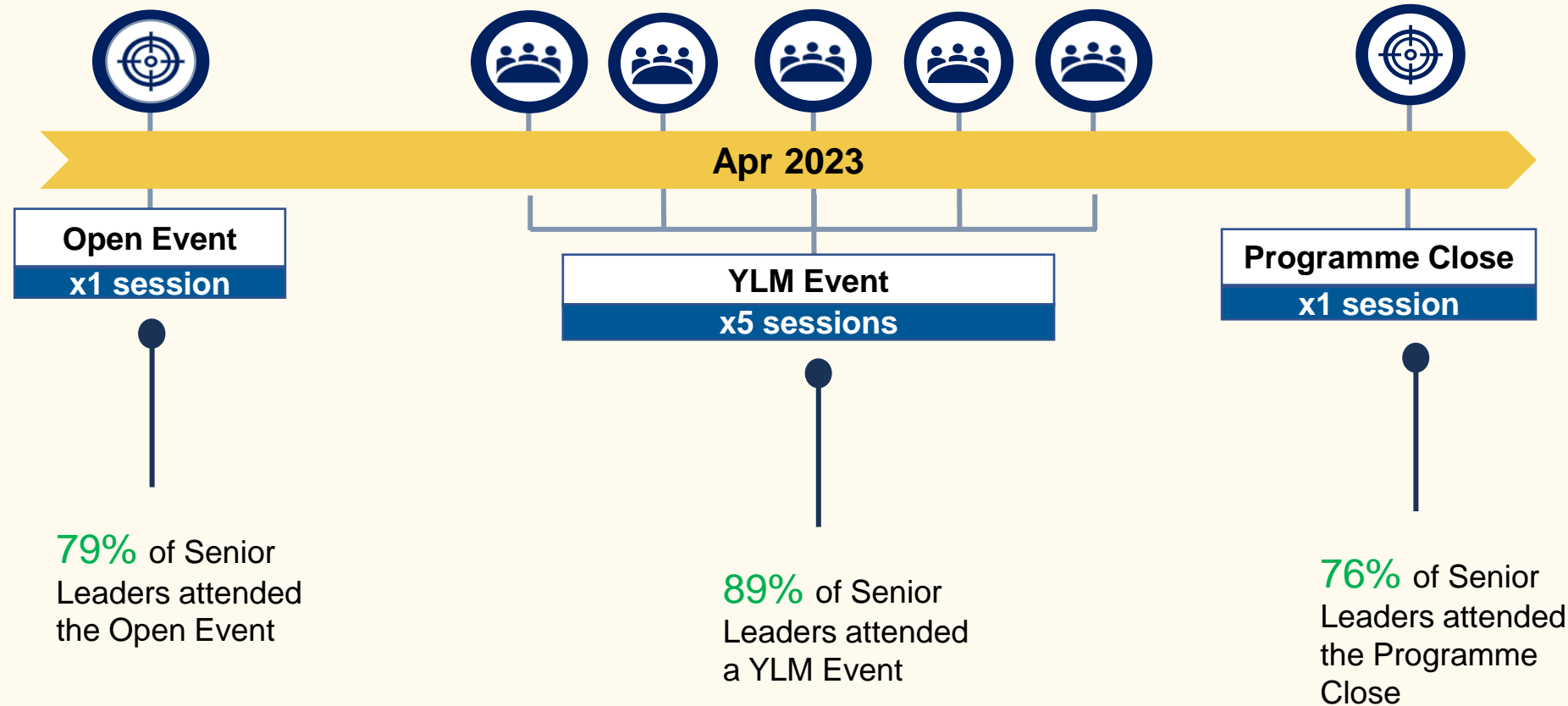
Objectives

A refresher of YLM, from their journey in 2021, to enable them to advocate the programme and support the other leaders in the organisation on their respective YLM journeys.

To embed the 3 YLM Leadership Behaviours and make Mid-level Leaders feel more confident in living these behaviours.

To embed the 3 YLM Leadership Behaviours and make First Level Leaders feel more confident in living these behaviours.

The programme was well attended by Senior Leaders



Objective

A refresher of YLM, from their journey in 2021, to enable them to **advocate the programme and support the other leaders** in the organisation on their respective YLM journeys.

Evaluation

83%

Of close event attendees agreed that the events have made them more confident in supporting the success of YLM

85%

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

We successfully delivered YLM to the Senior Leaders within Police Scotland to a high standard, learning in flight from our Evaluation work to respond to feedback and refine our approach. Please see the following slide for an overview of how this programme was received.

Following the programme, Senior Leaders felt more confident in advocating for YLM

We saw an increase in participants' confidence in supporting YLM

Participants agreed that...

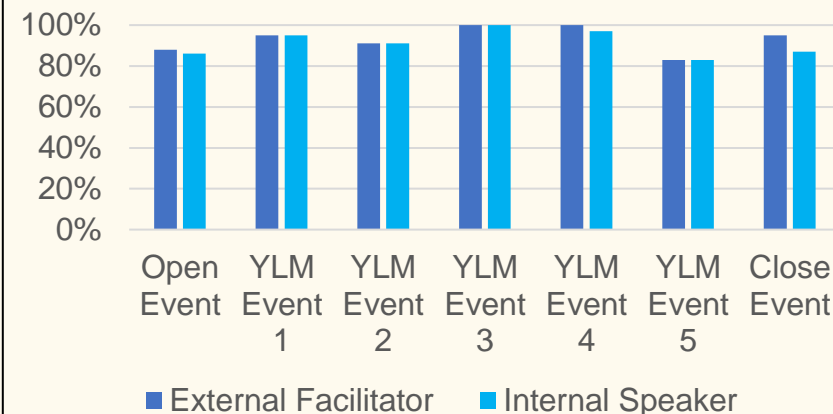
...the events have helped them **understand the behaviours and how to embed them**

Open Event **60%** → Close Event **84%**

...the events have made them more **confident in supporting the success of YLM**

Open Event **67%** → Close Event **83%**

Between 83% and 100% of participants agreed that our external and internal speakers were effective & engaging



Participants had strong attendance and strong advocacy for the programme



90%

attendance across the Senior Leaders YLM journey



85%

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

A number of participants shared their commitments to put learning into action. They were asked to share how they will embed or keep alive the leadership behaviours.



“Build the topic of YLM into the agenda of SMT meetings”

“Ensuring we are demonstrating these behaviours in our daily interactions with our teams”

“Be accountable for dealing with the negative feedback and taking on board the criticism”



Participants continue to find guest speakers engaging

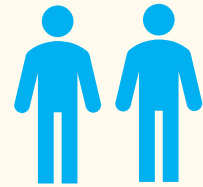
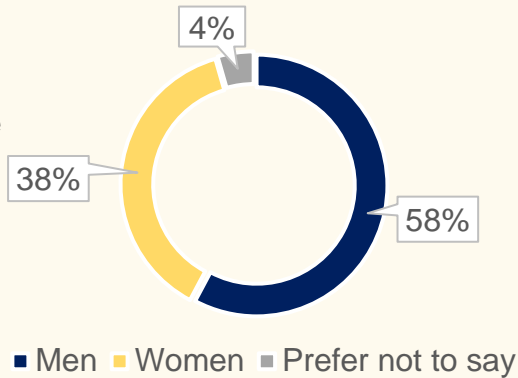
“Police Scotland speakers are **200% the right approach**”

“The speakers were brilliant - **thought provoking and inspiring.**”

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

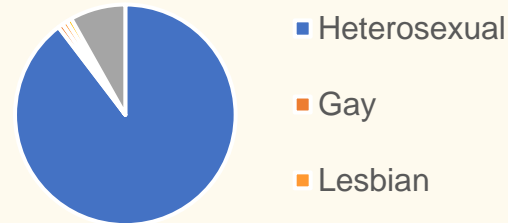
The differences between protected characteristics were too small to draw statistically relevant conclusions about YLM experiences. However, on the whole the Senior Leader population was highly positive about YLM with a **85% of participants agreeing they are likely** to recommend the programme to a friend.

Gender: c.38% of the senior leader respondents are female. This is a positive position given that 30% of the Met's workforce is female. Across England & Wales 34.9% of the Policing workforce is female, this falls to 28.9% for the Chief Superintendent population.



Ethnicity: 2 respondents from the YLM Events identified themselves as being non-white. By way of comparison, Ethnic minorities represent 8.1% of all officers across England & Wales. We would like to analyse the HR data for this cohort to better understand this population in Police Scotland.

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 individuals 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, has 91% of people within the 41-55 age group.

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

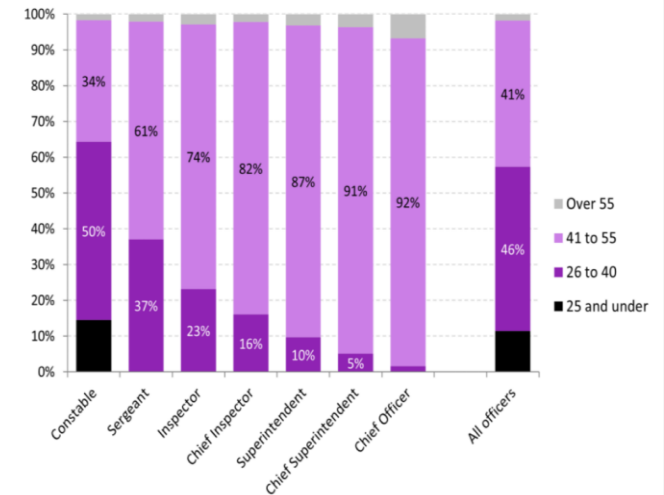
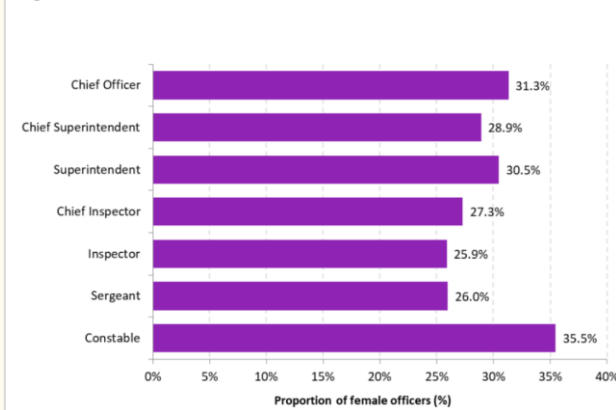
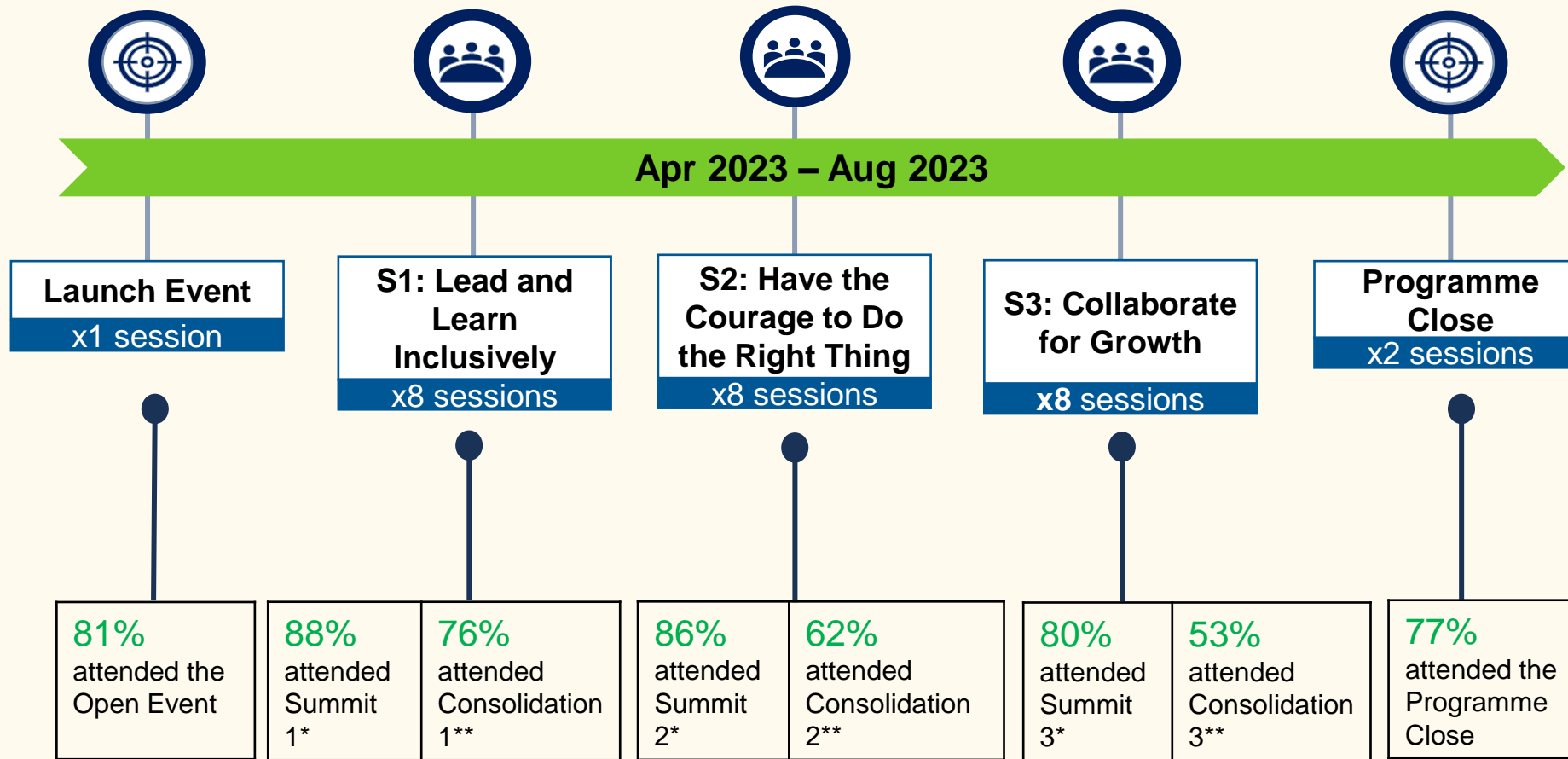


Figure 5.8: Proportion of female police officers, by rank, as at 31 March 2022, England and Wales¹



MLLs now feel more confident in role modelling the behaviours



Objective

To embed the 3 YLM Leadership Behaviours and make Mid-level Leaders feel more confident in living these behaviours.

Evaluation

79%
of respondents agreed that they can apply what they have learned

81%
Of respondents agreed that they will be able to role model what they have learned

We successfully delivered YLM to the MLLs within Police Scotland to a high standard, learning in flight from our Evaluation work to respond to feedback and refine our approach. Please see the following slide for an overview of how this programme was received.

*MLLs who missed their own programme are attending relevant summit(s) in FLL programme

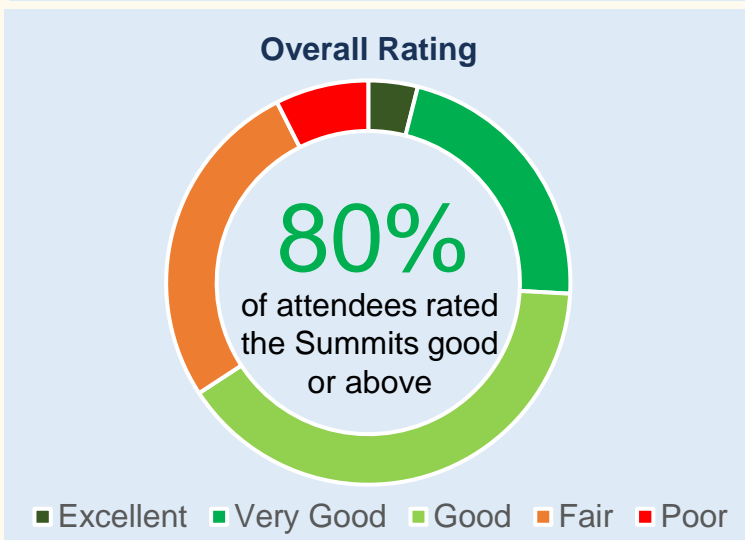
**There will be further wash-up sessions

Overview of the Mid Level Leaders Journey

The MLL journey has now been completed, here is the overall high level data:

Role Modelling Behaviour

89% of participants agree that they **understand what is expected** of them in role modelling the summit behaviour



Apply Learning

79% of respondents agreed that they can **apply what they have learned**

Police Scotland Speakers

88% agreed that the Police Scotland speakers were effective*

89% agreed that the Police Scotland speakers were engaging*

Programme Satisfaction

71% agreed that they were satisfied with the YLM programme

Learning Approach

76% Agreed that the learning approach was appropriate (e.g. mix of summits, guest speakers, videos and consolidation sessions)

Programme Advocacy

61% of attendees agreed they are **likely to recommend** them to a friend/colleague*

Additional Context
(Summit 1 - 71%, Summit 2 - 70%, Summit 3 - 47%)*
We are adapting this summit for the FLL
This is the behaviour we saw the highest self-assessed improvement in (see slide 11)

Duration

55% of attendees agreed that the duration of the summits were appropriate*

Programme Length

56% of respondents agreed that the length of the programme was right for them

Additional Context
SRG reviewed this and although resources are stretched, the strategic importance of this programme is such that it was decided to keep the duration as it is.

Context Setting for Capability Uplift

Our original aim for the YLM Programme was to support the 3 YLM Leadership Behaviours to be embedded into the organisation in order to enable Policing Together. When reviewing design and delivery, there are some key points to note that can effect the impact of the programme. This was delivered virtually, with large cohorts of c.60 people, over a period of 4 months. Furthermore, the programme was standardised across officers, staff, divisions and regions. For reference, please see below for examples of capability uplift scores we have seen on past projects:

Leadership Development Programme with a Police Force

This programme was delivered in-person to 10,000 leaders over an 18-month period



6% average capability uplift

36% of participants completed the baseline and only **10%** completed the re-assessment

Large Scale Programme within the Nuclear Industry

This virtual programme was delivered over 6-9 months and was delivered to cohort sizes of 15



17% average capability uplift

81% of leaders showed an improvement in their self-review scores

In comparison to our YLM Scores



4% average capability uplift (+10% for inclusivity, -11% for courage and +12% for collaboration)

34% of participants completed the baseline and **20%** completed the re-assessment

74% of leaders showed an improvement in their self-review scores

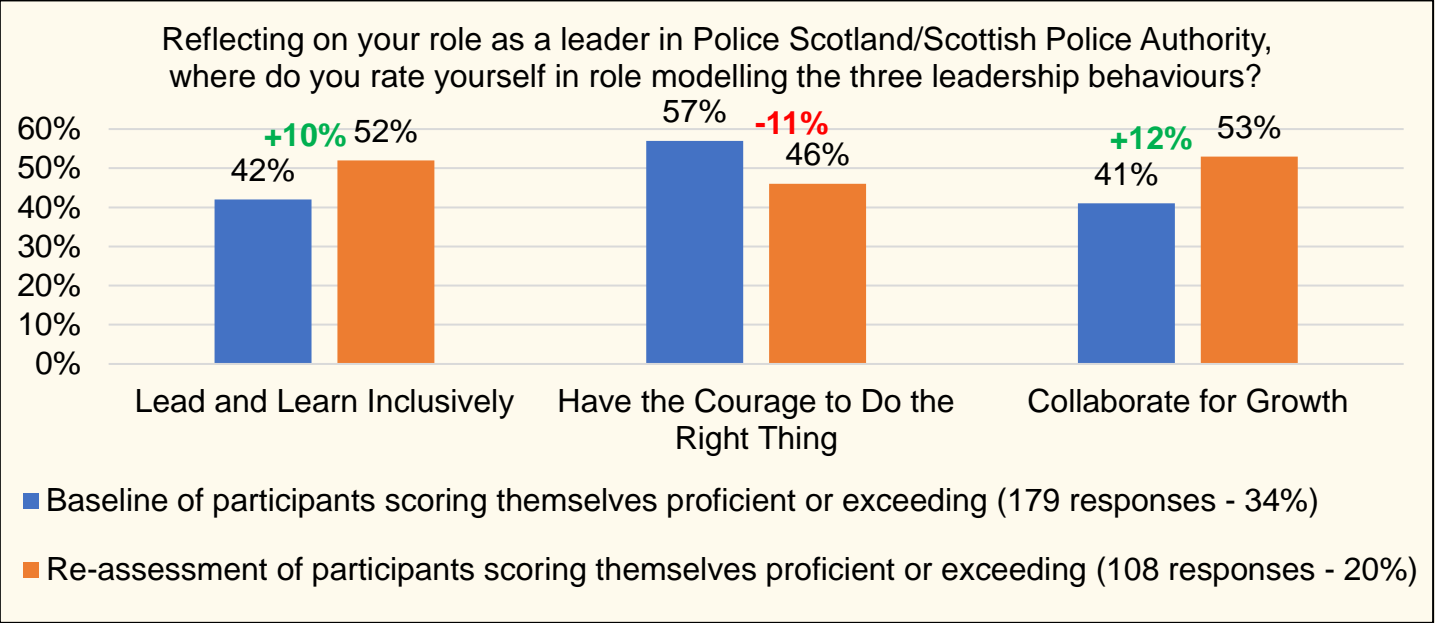
We also recognise that the average response rate for Police Scotland surveys is 15%.

MLLs rated themselves higher in role-modelling 2 of the YLM Behaviours

MLLs were asked the following question at the start and end of their YLM Journey, “Reflecting on your role as a leader in Police Scotland/Scottish Police Authority, where do you rate yourself in role modelling the three leadership behaviours?”. In comparison to the start of the programme, the percentage of participants scoring themselves proficient or exceeding has **increased for two out of the three YLM Leadership Behaviours**



For ‘Have the Courage to Do the Right Thing’ **11% less participants scored themselves as proficient or exceeding**, this is potentially due to the programme **raising awareness of what good looks like** in this area. This summit also took place (25/07/23) following the Chief’s announcement on 25/05/23 where we did see a drop in attendance and a shift in attitude.



“I have been able to identify areas of improvement in my behaviours by listening and learning from others... **This program has allowed time and space for that which I have found empowering.**”

“This is something I’ll need to continuously develop **but the knowledge and skills provided by YLM will help** with that commitment.”

“I think this has **helped me work with my teams** in a wide variety of ways and remain open-minded.”

“**My approach to others within the team has changed...** I now alter my approach to support differing levels of competence and understanding.”



YOUR LEADERSHIP MATTERS



74% of participants reported that overall their leadership skills have improved

During the MLL Close Events, participants were asked questions about their skills improvement. Out of the MLL Close attendees, 29% completed the evaluation.

The chart below highlights that 74% of participants feel that YLM has improved their leadership skills.



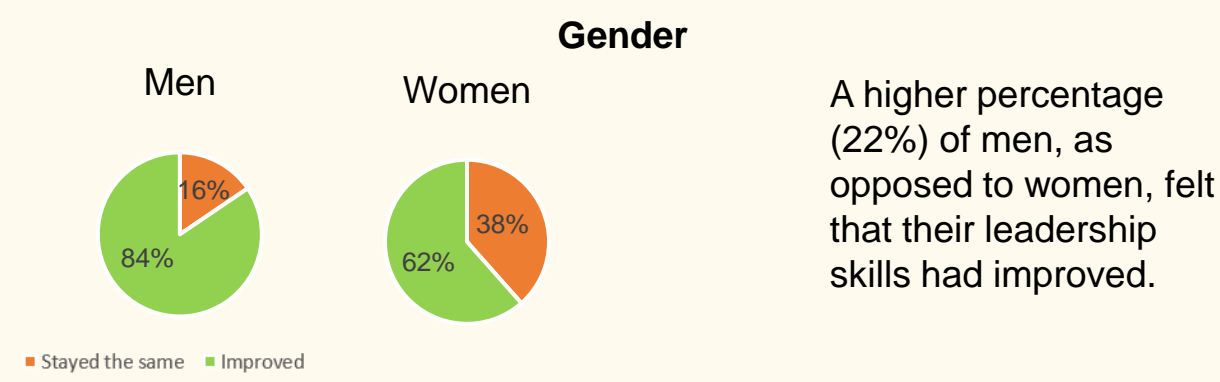
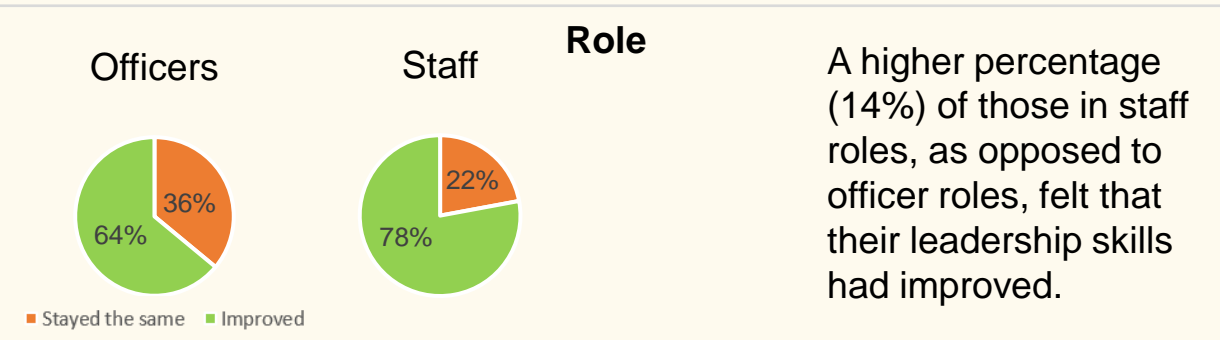
Out of those participants who felt their leadership skills stayed the same:

63% were staff	52% were aged 45-54	56% were women
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Out of those participants who felt their leadership skills improved:

75% were staff	60% were 45 or over	61% were men
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Overall, when looking at the participant demographics for all those who answered this question across the 4 launch events:

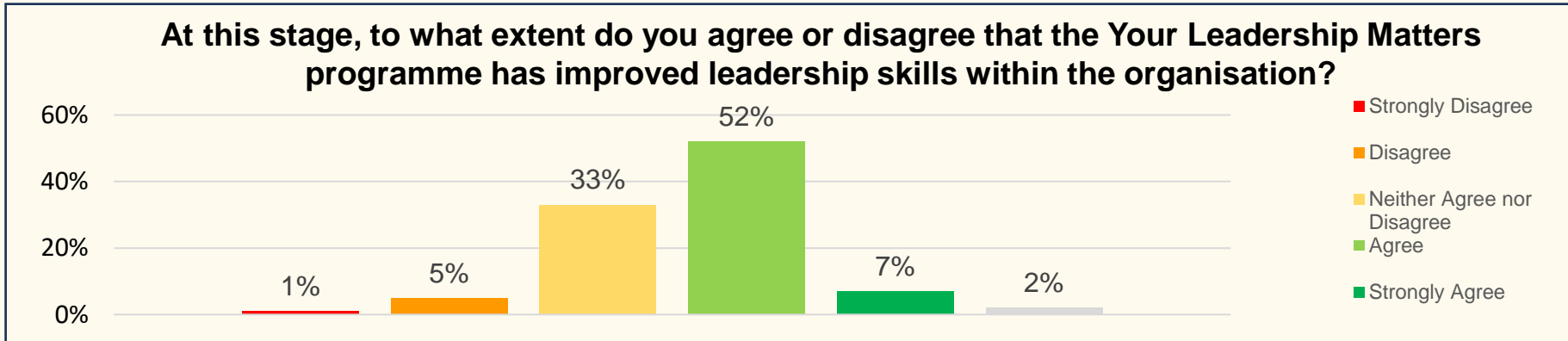


Age & Years of Service

There were no significant trends seen when analysing the skills improvement question against the participant demographics of age and years of service.

Participants agree that leadership skills in the organisation have improved and will continue to in the future, as a result of YLM

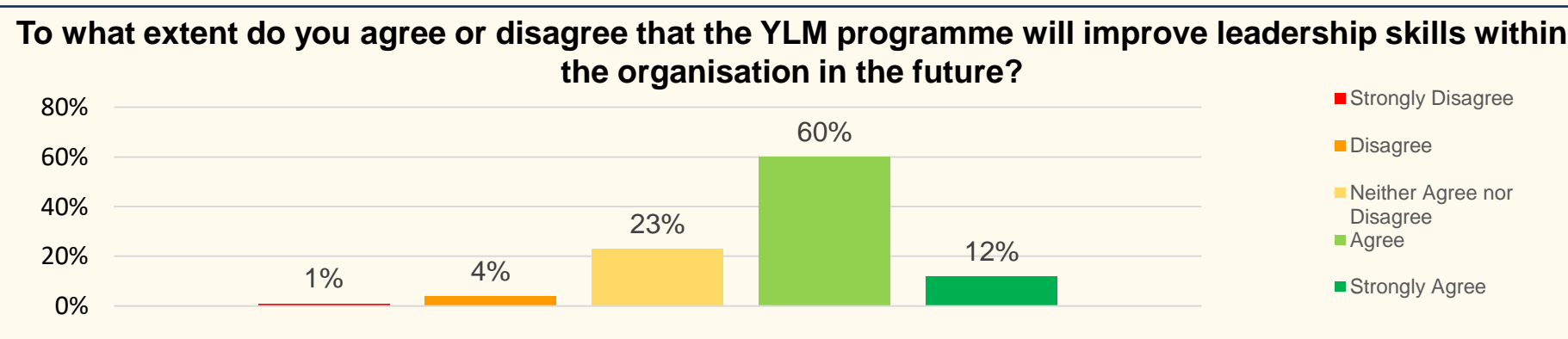
Now



59% of participants feel that YLM has improved leadership skills within the organisation.

Interestingly, 75% of the participants who agreed with this were staff.

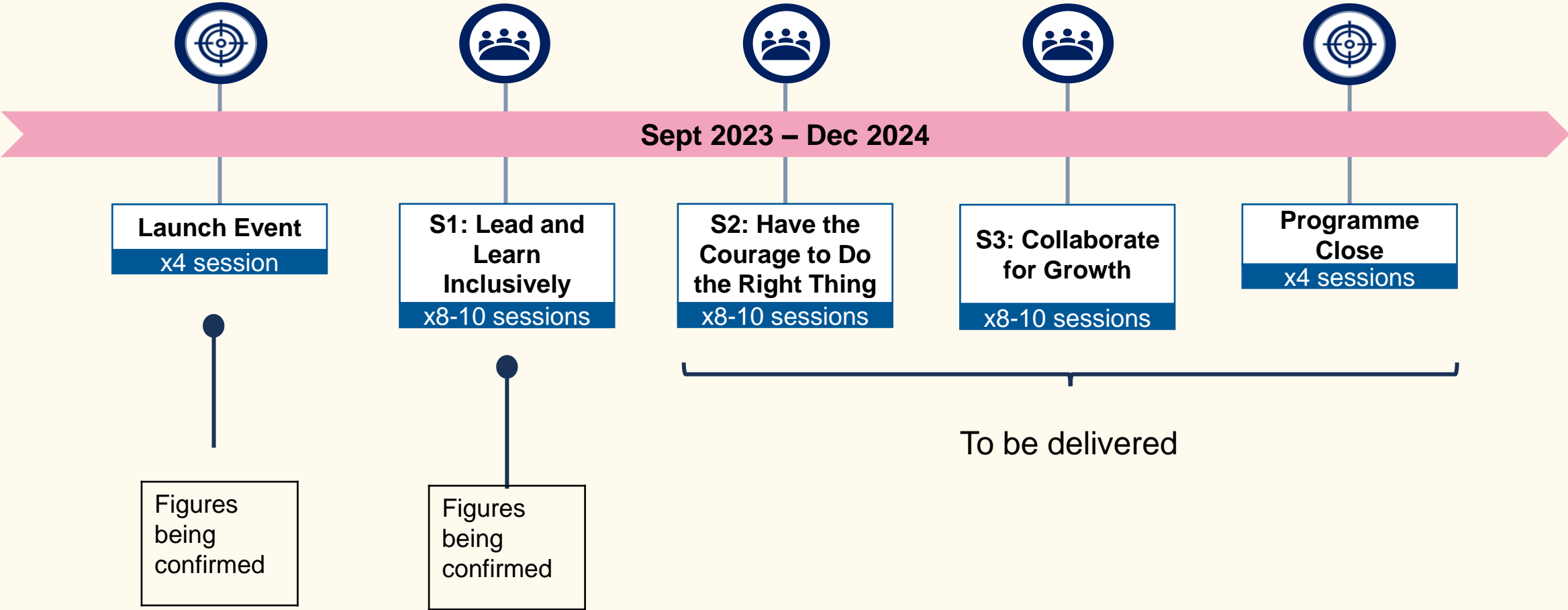
Future



72% of participants feel that YLM will improve leadership skills within the organisation in the future.

75% of the participants who agreed with this were staff and 61% of the participants who agreed with this were men.

First Level Leaders

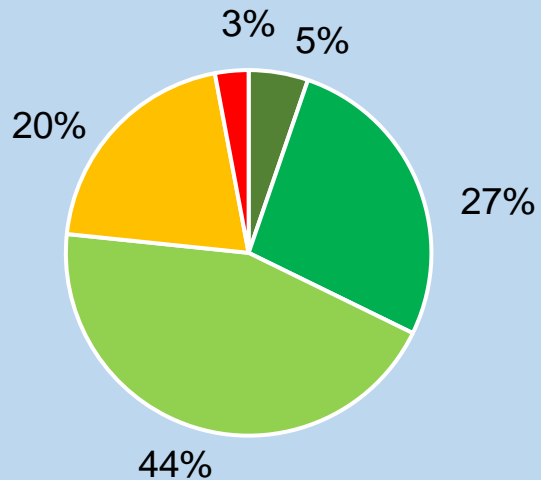


The Launch Events Were Received Well by The FLLs

The 4 FLL Launch Events are now complete, here is an overview of how these events have been received.

77%

of launch participants rated the launch good or above



■ Excellent ■ Very Good ■ Good ■ Fair ■ Poor

+ What went well?

Speakers

“Director Miller's input on culture was really interesting and thought provoking..”

“The introduction by ACC Mairs was excellent and the enthusiasm he demonstrated helped motivate me for the rest of the programme.”

Setting Expectations

“good to understand how this will benefit myself...the launch showed key points which will benefit my role and staff.”

“It was worthwhile to fully explain the programme, removing any doubts about how effective it could be.”

“set the tone well and clearly outlines aims and objectives and encouraged me to think about what I wanted to get out of it..”

Hearing from Others

“good to hear from people's experiences of leadership out with the policing organisation.”

“it was very informative and beneficial in hearing from others across the Force..”

What could have been better?

Group Size

“the number of participants restricted how successful and personable this could be.”

“The group is very large for seeking comments and feedback even with the chat facility..”

In Person Training*

“Face to face training and development may cost more but will reap significantly better results..”

“if we are to invest in our people surely we could invest time for in person training.”

*For Summit 2 2% highlighted this, for Summit 3 6% people highlighted this

Considering Financial Constraints

“I assume this will have been expensive to purchase and deliver.”

“Furthermore how much did this cost. At a time of budgetary restraint, we have employed an outside agency.”

FLLs are particularly enjoying the guest speakers and finding the facilitators engaging

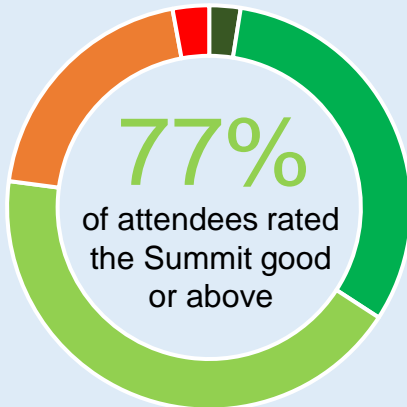
Summit 1

Summit 1 has been held 6 times:

Apply Learning

81% of respondents agreed that they can apply what they have learned

Summit Rating



■ Excellent ■ Very Good ■ Good ■ Fair ■ Poor

Engaging the Participants

98% of respondents agreed that within the Summit they were provided with the opportunity to contribute

Role Modelling Behaviour

87% of participants agree that they understand what is expected of them in role modelling the summit behaviour

Programme Advocacy

58% of attendees agreed they are likely to recommend them to a friend/colleague

Duration

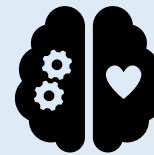
59% of attendees agreed that the duration of the summit was appropriate

Police Scotland Speakers



84%

agreed that the Police Scotland speakers were effective



84%

agreed that the Police Scotland speakers were engaging

Facilitators



94%

agreed that the external facilitators were engaging

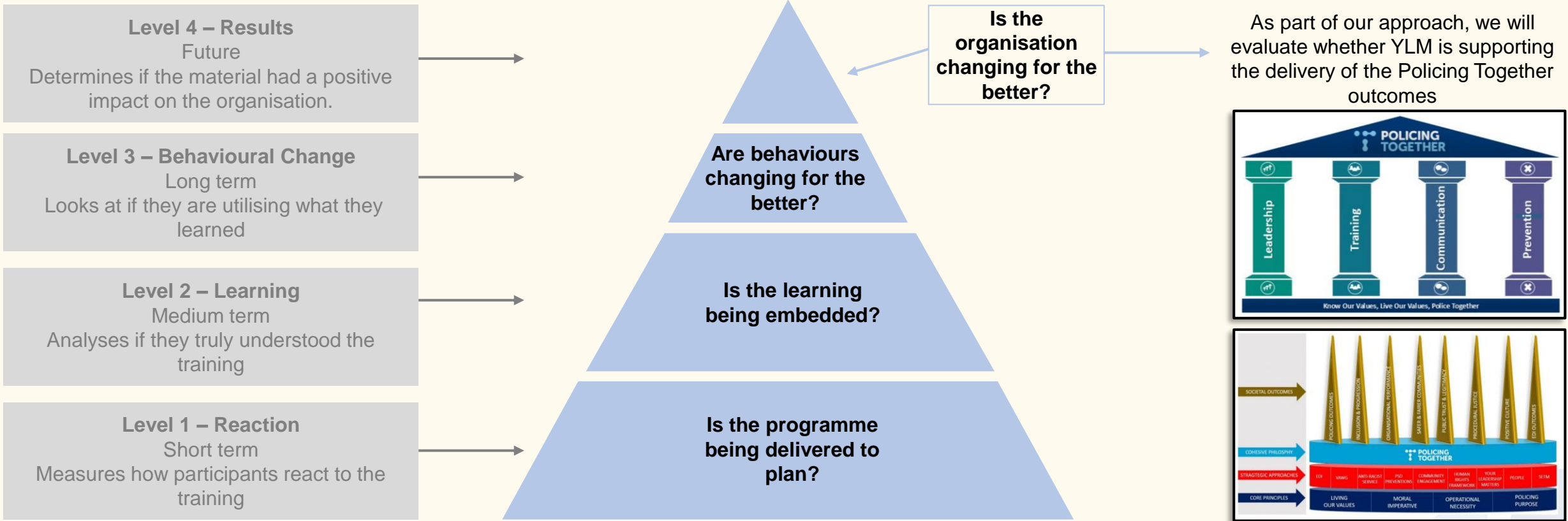


91%

agreed that the Police Scotland facilitators were engaging

The Evaluation Approach



This evaluation approach uses 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.

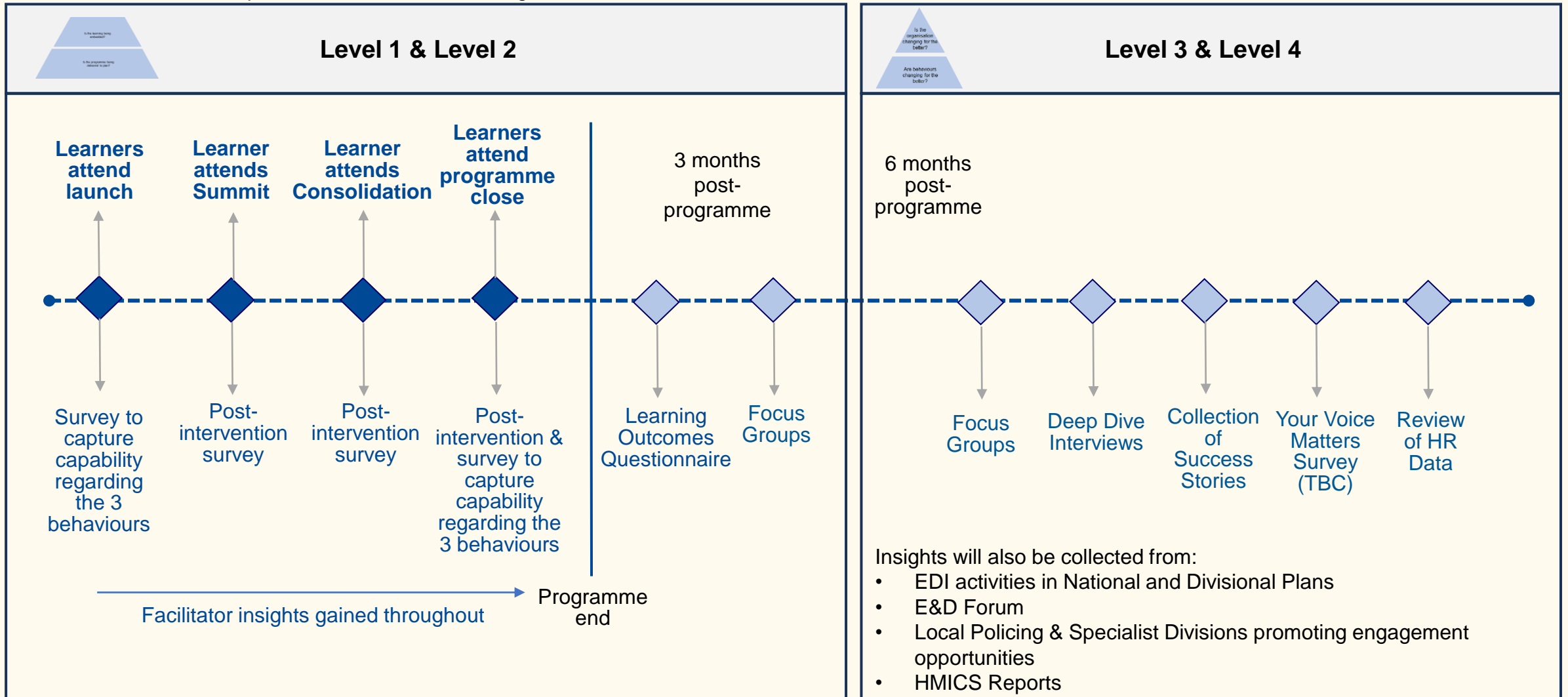


The following slides will be highlighting each of these levels and the associated measures, actions and owners.

Our plan to re-evaluate the FLL Programme

Please see below for our plan to evaluate the YLM Programme across all four levels of evaluation:

Key
 During the Programme
 Post-Programme



YVM and HR Data will be reviewed over a number of years in order to evaluate long term change

Continuous Improvement

Throughout the delivery of the YLM Programme, participant feedback has been considered and, in response to this, a number of iterative changes have been made to the programme. For example:

You said



The summit content could have been pitched at a better level for the intended audience



There was a feeling that the summit included a lot of content, and more time could be spent on discussion



The examples in the summit resonated more with officers than staff



The length of the summit could be shorter



Participants reflected that some of the Summit content felt repetitive



Participants highlighted an opportunity to ask more engaging Summit questions



Participants requested more practical tools



We did



Action: Reviewed role profiles for mid-level leaders and incorporated this into the context

Action: The time spent on the initial context section was reduced to allow for more time to be spent on discussing key content

Action: Balanced the internal and external perspective for partnering and colleagues working together

Action: reduced the session length by 15 minutes (and a short wait time to enter the session)

Action: clearly laid out and explained in further detail that the use of the frameworks to help structure the learning on something they recognise

Action: updated summit questions so that they are more thought-provoking, strategic and tangible questions that support the discussions and get people engaged

Action: supplied practical tools and advice on how to implement them

Continuous improvement continued

We have also conducted meetings with various key stakeholders, for example, on Tuesday 12th September 2023 a critical friends group was held in order to review the FLL Summit 2 material. A range of staff and officers across all levels were invited to attend, including representatives from associations. The session validated that the design feels inclusive across Police Scotland and the SPA and is pitched at the correct level for the audience and the following feedback was provided:

Opportunity to add in additional context on this behaviour being part of a culture change by explaining the importance of the YLM Behaviours in the current environment

Provide additional examples to bring the learning to life using examples provided by the critical friend group

Include a focus on how to motivate teams and how to share learning with others by providing additional information on this

The feedback has been incorporated into the design and a further 'critical friends' design approach is underway for a review of FLL Summit 3 material.

Achieving our Objectives

Senior Leaders

Objective

A refresher of YLM, from their journey in 2021, to enable them to **advocate the programme and support the other leaders** in the organisation on their respective YLM journeys.



Evaluation

83%

Of close event attendees agreed that the events have made them more confident in supporting the success of YLM

85%

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

“very inspiring and help build confidence to go out and do the right thing.”

Mid-level Leaders

Objective

To **embed the 3 YLM Leadership Behaviours** and make Mid-level Leaders **feel more confident** in living these behaviours.



Evaluation

79%

of respondents agreed that they can apply what they have learned

81%

Of respondents agreed that they will be able to role model what they have learned

“Really enjoyed it and has assisted in my development as a leader”

First Level Leaders

Objective

To **embed the 3 YLM Leadership Behaviours** and make Mid-level Leaders **feel more confident** in living these behaviours.



Evaluation

The FLL journey is still being delivered but we will continue to evaluate this and gain participant feedback.

“Already making me look at myself and leadership style to improve.”