



Agenda Item
6.2

Meeting	SPA People Committee
Date	31 May 2023
Location	Video Conference
Title of Paper	Police Scotland – Your Leadership Matters Phase Two Progression
Presented By	Katy Miller, Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix 1: YLM Phase Two High Level Overview Appendix 2: Programme High Level Design Appendix 3: Evaluation strategy Appendix 4: Communications Plan

PURPOSE

This paper outlines the progress of Your Leadership Matters (YLM) programme for Phase Two launch, describing the implementation and delivery plan to the leadership population of Police Scotland, as well as an overview of the communications and engagement plan alongside this. A summary of the process of evaluation is also presented.

Members are invited to discuss the content of this paper.

1. BACKGROUND

1.1 Following Phase One of YLM, and its evaluation, YLM Phase Two was proposed and presented to the Change Board for consideration with an additional, supporting application made to access £1.35 million from the Scottish Government Reform Budget. Following this application the following activity took place:

- Business Justification Case and Procurement process commenced January 2022
- Sign off gained at Change Board, Strategic Leadership Board & SPA People Committee
- Procurement published, closed May 2023, 13 bids received July 2022
- Final sign off given by Scottish Government early December 2022
- Contract awarded to EY December 2022
- Statement of Works agreed and signed off February 2023
- Mobilisation commenced February 2023

1.2 To ensure YLM Phase Two core programme success, the Leadership and Talent function formed a dedicated YLM team. To establish the foundation for Phase Two, analysis was conducted of Phase One identifying key focus aspects for the YLM team:

- Develop Board papers focusing on Procurement, Timelines and resource deployment implications
- Review evaluation provided by EY from Phase One with a particular focus on the key challenges being identified
- Review feedback received from 2021 Senior Police National Assessment Centre attendees as well as Chief Superintendent forum.
- Review details as per awarded technical envelope with particular focus on the following organisational requirements:
 - Resource deployment / administration / IT / Project Planning / Implementation Strategy / Content Design Principles / evaluation strategy

1.3 A YLM Business Management Co-ordinator has been appointed to join the YLM team (March 2023) and is supporting the team in terms of governance reporting, risk management and the coordination of administrative support via administrators aligned to YLM Phase Two.

- 1.4 YLM Phase Two is being managed by the Leadership & Talent Manager assigned to the programme and overall leadership is provided from the Head of Leadership and Talent.
- 1.5 Full engagement and collaboration commenced between the YLM team and EY in December, and continues via joint planning, regular communication and various weekly and monthly meetings.
- 1.6 To provide strategic governance, the YLM Strategic Reference Group has been established, chaired by DCC Taylor with executive level members in attendance. This group holds the YLM team to account in terms of progress, budget, impact and evaluation.
- 1.7 To ensure programme governance and transparency, the YLM Steering Group has been established from a cross-section of the organisation and broader stakeholders and meets on a monthly basis. Stakeholders provide direction, decision making, guidance and authority as appropriate to the YLM team.

2. FURTHER DETAIL

Aims and Objectives of the Programme

- 2.1 It is critical that we invest in the development of our leaders, not only for our people, but also for the people that we serve across our communities. It is vital that we equip our leaders with the support, capability and skills they need to be able to lead, in a manner that is aligned to Police Scotland's Competency and Values Framework, and to the three leadership behaviours that have been defined as part of the YLM programme (see Appendix 1 YLM Phase Two High Level Overview)
 - Lead and learn inclusively
 - To have the courage to do the right thing
 - Collaborate for growth
- 2.2 Leading and learning inclusively must be the consistent thread that runs through everything that we do. Building inclusive teams with diverse perspectives to proactively strengthen decisions and solutions. Learning with a restless curiosity, prioritising development, and continuous improvement. Being deliberately appreciative about our people, public and partners and the work we do together.

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- 2.3 We must continue to display moral courage in decision making to do the right thing for our teams, partners, and the public. Leading with confidence but with the vulnerability and humility to admit to and learn from mistakes. Role modelling personal accountability and setting clear boundaries of authority so that our people can do the same.
- 2.4 In our efforts to collaborate for growth we must build trust with our people, public and partners as one collegiate team. Constructively challenge with honest, open feedback to improve performance and decisions. Support each other with compassion so that we all remain healthy, resilient, and well.
- 2.5 The YLM programme is the foundation for the wider leadership and management development programmes, and talent approaches, being delivered by Police Scotland, and is an enabler for Policing Together.
- 2.6 YLM core programme delivery commenced in April 2023 and runs through to October 2024. To support the implementation of the programme, investment has been made in an engagement and launch of YLM for the Senior Leader population (circa 250) to share key messages and equip these leaders to act as role models and ambassadors for the programme as it is implemented across the broader leadership population.
- 2.7 The YLM core programme is being divided into two cohorts; the first cohort comprises approximately 515 mid-level leaders (Chief Inspectors and staff grades 8-10 with line management responsibility). The second cohort is made up of approximately 5,000 First Line Leaders, (Sergeants, Inspectors and staff grades 4-7 with line management responsibility).
- 2.8 The overall organisational aim is to deliver Phase Two of the Your Leadership Matters core development programme, embed the three leadership behaviours and to create a positive leadership culture across the service.
- 2.9 The Leadership and Talent team are working in partnership with EY to develop the YLM Phase Two core programme and will continue to work in partnership until Oct 2024 at which point the partnership with EY will end on this project and the YLM core programme will be delivered as BAU by the L&T function.

Learner Journeys

- 2.10 The YLM team are working directly with EY to ensure that the content created meets the specific aims and objectives of the three leadership behaviours.
- 2.11 YLM Phase Two has been designed to focus upon 'Learner Journeys' and to help ensure context is engaging, immersive and contextualised to Police Scotland, a number of internal influential key speakers have been selected to help shape the overall learner journey and bring the learning to life. Learning summits will provide an interactive learning experience with the following activities:
- Senior Sponsor opening each event
 - Police Scotland speakers sharing lived experiences of the leadership behaviours
 - In the spirit of lead and learn inclusively speakers will be from across all ranks and grades
 - Utilising digital technology, (videos & interactive apps)
 - Appropriate leadership themes and models applied in Police Scotland context
 - Digital sound bites (Police Scotland colleagues sharing specific experience / knowledge around summit topic areas)
 - Break out groups for collaborative peer conversations
 - YLM microsite
- 2.12 For the senior leader group, this learner journey will include a launch event where Deputy Chief Constable Fiona Taylor will provide an input to set the context and importance of attendance and commitment. This will then be followed by a four-hour summit that will introduce and set the current context whilst consolidating the learning on the YLM Leadership Behaviours. There will also be a call to action in terms of how the senior leader group can support and engage the mid-level leaders, before a closing session is then provided (Appendix 2 Programme High Level Design).
- 2.13 For the mid-level leadership group, the learner journey will include a launch event with the force executive providing an input to set the context and introduce the YLM programme. Following this there will be three separate learning series that are themed on the Leadership Behaviours, each series will include one virtual interactive summit with guest speakers, digital content and sound bites, and one consolidation session. A programme close session will then be provided with a focus and a call to action on how to embed the YLM behaviours, additionally what actions the leaders will take to

support and engage the first level leadership group. (Appendix 2 Programme High Level Design)

- 2.14 For the first level leadership group, there will be a similar journey to that highlighted above and the journey will also include a virtual launch event with force executive input. There will then be three separate learning series that are themed on the Leadership Behaviours, each series will include one virtual interactive summit with guest speakers, digital content and sound bites, digital learner book and drop-in consolidation sessions. The purpose of these sessions is to provide participants with learning on key leadership topics, with an opportunity to discuss and understand how to apply them to their day-to-day role. This will then be followed with a closing session. (Appendix 2 Programme High Level Design)
- 2.15 As part of the content development and design phase, a YLM Stakeholder Working Group has been established from a cross-section of the organisation to further ensure that programme content is contextualised and relevant to programme participants. The Working Groups also help link EY with a cross-section of the organisation to test content and ensure that it is pitched at the correct level and is relevant for all participants.

Programme Timelines

- 2.16 To ensure a successful implementation of the programme which meets the organisational demands and provides a coherent learner journey, three programme schedules have been developed.
- 2.17 Based on feedback from Phase One it has been agreed that the full YLM programme is managed through rostering on SCoPE (the HR system where all individuals' training is booked alongside their rotas) to help individuals commit to attendance.
- 2.18 Senior Leader Events, led by EY and Police Scotland Leadership and Talent Team:



2.19 Mid-Level Leaders (Chief Inspectors & staff Grades 8-10) Summits led by EY with Police Scotland Leadership & Talent Team Supporting:



2.20 Consolidation sessions led by Police Scotland Leadership and Talent Consultants. Series 1: 29th May – 9th June, Series 2 10th – 21st July, Series 3 21st Aug – 1st Sept.

2.21 First Level Leader (Sergeant, Inspector and staff grades 4-7) Summits led by EY with Police Scotland Leadership & Talent team Supporting.



2.22 The First Level programme implementation plan is agile to accommodate operational needs, and participants will be scheduled based on organisational capacity.

2.23 There will be four rotations of the three learning series for the 5,000 FLL YLM journey:

- Rotation 1: Aug 2023 – Dec 2023
- Rotation 2: Dec 2023 – Apr 2024
- Rotation 3: Apr 2024 – Jul 2024
- Rotation 4: Jul 2024 – Oct 2024

Evaluation

- 2.24 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 ongoing 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 various methods are:
- Pre / Post programme leadership confidence and capability measures
 - Series surveys, asking specific questions in relation to the leadership behaviour content.
 - Focus groups & deep dive interviews
- 2.25 The criteria to successfully evaluate the YLM core programme interlink with the following organisational strategies and reports: Policing Together Strategy, EDI Strategy 2022-2026, Your Voice Matters 2021 Survey and Joint Equality Outcomes for Policing 2021.
- 2.26 Using the results from the Your Voice Matters 2021 Survey, the YLM programme content aims to address these lower performing areas, linking these to the three leadership behaviours and the positive actions our leaders can take to address these issues.
- Fear of Making Mistakes – score 3.13 / 7
 - Experienced Workplace Incivility – score 2.04 / 5
 - Authoritarian Leadership – score 3.24 / 7
 - Supportive Leadership – score 4.80 / 7
 - Inclusive Leadership – score 5.40 / 7
 - Team Inclusion in Decision-Making – score 5.08 / 7
- 2.27 A full evaluation strategy has been developed and further details can be found in Appendix 3.

3. FINANCIAL IMPLICATIONS

- 3.1 Budget spend is on track and is closely being monitored by the YLM team. In addition, the Procurement Manager is acting in an advisory capacity in terms of contract scope to ensure that no additional tasks / costs are created during programme implementation stage.
- 3.2 The YLM team will present regular updated budget spend to the YLM Strategic Reference Group chaired by DCC Taylor on a monthly basis.

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 will be an element of co-delivery during the launch and roll-out of YLM Phase Two with Leadership and Talent Consultants working alongside EY Facilitators to enhance and further develop ongoing discussions, learning and consolidation.
- 4.3 To further ensure that programme content is contextualised and relevant to programme participants, a series of Stakeholder Working Groups have been established from a variety of ranks and roles to help link EY with a cross-section of the organisation to test content and ensure that it is pitched at the correct level and is relevant for all participants.
- 4.4 In addition, to ensure that programme content is brought to life in an immersive engaging and relevant way, a variety of internal key speakers at all levels have committed to delivering as part of the live summits. This will provide empowerment to speakers and relevant development to participants, but will also directly ensure that content remains relevant to Police Scotland.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications in this report.

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 themes which are current and linked to our key leadership behaviours and policing values.

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 There are no equality implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

YLM Phase Two High Level Overview



POLICE
SCOTLAND
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YOUR LEADERSHIP
MATTERS



BE INCLUSIVE, BE COURAGEOUS, BE COLLABORATIVE

The Three Leadership Behaviours

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.

Your Leadership Matters

Leading and learning inclusively must be the consistent thread that runs through everything that we do. Building inclusive teams with diverse perspectives to proactively strengthen decisions and solutions. Learning with a restless curiosity, prioritising development, and continuous improvement. Being deliberately appreciative about our people, public and partners and the work we do together.

We must continue to display moral courage in decision making to do the right thing for our teams, partners, and the public. Leading with confidence but with the vulnerability and humility to admit to and learn from mistakes. Role modelling personal accountability and setting clear boundaries of authority so that our people can do the same.

In our efforts to collaborate for growth we must build trust with our people, public and partners as one collegiate team. Constructively challenge with honest, open feedback to improve performance and decisions. Support each other with compassion so that we all remain healthy, resilient, and well.

The launch of your Leadership Matters (YLM) is part of a commitment to develop and deliver leadership training to enable officers and staff to continue to improve themselves and the lives of the public we serve, it's vital to have the investment and tools people need to do their jobs.



YOUR LEADERSHIP
MATTERS

POLICING
TOGETHER

Programme Overview

Senior Leaders



Chief Inspectors and Staff Grades 8-10 with line management responsibilities



Programme Overview

Sergeants, Inspectors and Staff Grades 4-7 with line management responsibilities



High Level Design – Senior Leaders



Logistics

- **Dwight Lawrence** to facilitate all events
- **Guest speakers** confirmed
- **Dates** agreed
- Use of **Slido**: An audience interaction platform that engages participants with live questions and polls
- **Technical Support** from PSoS AV team and EY Virtual Events Coordinator

- **Purpose:** To introduce YLM and encourage the Top 250 to engage with YLM.
- **Activities:** Open by the Programme Sponsor with event facilitated by EY Facilitator. There will be breakout groups and poll participation within this session.
- **Key takeaways:** Understand the importance of acting as visible role models and the support available to help them with role-modelling.

Key Components of the Designs

- **Purpose:** To deepen the Top 250s understanding of the journey that the N400 will go through and introduce them to the Leadership topics that will be covered in the N400 journey.
- **Activities:** The event will be facilitated by EY, with PSoS Guest Speaker/s throughout. Slido and breakout groups will be used for reflection and to capture outputs.
- **Key takeaways:** Have clarity around the N400 YLM journey, how they can support this cohort and hold each other accountable in providing this support.

- **Purpose:** To reinforce the purpose of YLM to the Top 250 and the role they play.
- **Activities:** Open by the Programme Sponsor with event facilitated by EY Facilitator. Slido and breakout groups will be used for reflection and to capture outputs.
- **Key takeaways:** Have a clear direction on what their commitment to action is and feel confident that they can support the N400 cohort through their respective YLM journey.

High Level Design – CI & Staff Grades 8-10



Logistics

- Events to be **co-facilitated**
- **Guest Speakers being identified by L&T team**
- **Dates** agreed
- Use of **Slido**: An audience interaction platform that engages participants with live questions and polls
- **Technical Support** from PSoS AV team and EY Virtual Events Coordinator

- **Purpose:** To introduce the N400 to the YLM Programme.
- **Activities:** Open by the Programme Sponsor, breakout groups and Slido polls.
- **Key takeaways:** Understanding the importance of the YLM programme and its context.

- **Purpose:** Learning on how to live and breathe 'Lead and Learn Inclusively'.
- **Activities:** PSoS Guest Speaker, plenary discussions, breakout groups, Slido polls and digital content.
- **Concepts:** 5x appreciation vs feedback.
- **Key takeaways:** Understand how to create psychologically safe environments where people feel listened to and appreciated.

Key Components of the Designs

- **Purpose:** Learning on how to live and breathe 'Have the Courage to do the Right Thing'.
- **Activities:** PSoS Guest Speaker, plenary discussions, breakout groups, Slido polls and digital content.
- **Concepts:** The Four S model.
- **Key takeaways:** Understand how to learn from mistakes, and have challenging conversations.

- **Purpose:** Learning on how to live and breathe 'Collaborate for Growth'.
- **Activities:** PSoS Guest Speaker, plenary discussions, breakout groups, Slido polls and digital content.
- **Concepts:** Weak links theory.
- **Key takeaways:** Understand how to collaborate/network, and influence others.

- **Purpose:** To cover next steps after YLM and remind the N400 of their role in supporting the FLL 5000 through their YLM journeys.
- **Activities:** Word from the Sponsor, breakout groups and Slido polls.
- **Key takeaways:** Know their commitment to action and feel confident as role models to the FLL 5000.

Overview of Our Approach to Evaluation



Detailed Designs Executive Summary



**YOUR LEADERSHIP
MATTERS**

Top 250 Detailed Designs

Included in the Top 250 Detailed Designs are:

Logistics

- **Dwight Lawrence** to facilitate all events
- **Guest speakers** confirmed
- **Dates** agreed
- Use of **Slido**: An audience interaction platform that engages participants with live questions and polls
- **Technical Support** from PSoS AV team and EY Virtual Events Coordinator

Open Event



YLM Event



Close Event



Apr 2023

Key Components of the Designs

- **Purpose:** To introduce YLM and encourage the Top 250 to engage with YLM.
- **Activities:** Open by the Programme Sponsor with event facilitated by EY Facilitator. There will be breakout groups and poll participation within this session.
- **Key takeaways:** Understand the importance of acting as visible role models and the support available to help them with role-modelling.

- **Purpose:** To deepen The Top 250s understanding of the journey that the N400 will go through and introduce them to the Leadership topics that will be covered in the N400 journey.
- **Activities:** The event will be facilitated by EY, with PSoS Guest Speaker/s throughout. Slido and breakout groups will be used for reflection and the capture outputs.
- **Key takeaways:** Have clarity around the N400 YLM journey, how they can support this cohort and hold each other accountable in providing this support.

- **Purpose:** To reinforce the purpose of YLM to the Top 250 and the role they play.
- **Activities:** Open by the Programme Sponsor with event facilitated by EY Facilitator. Slido and breakout groups will be used for reflection and the capture outputs.
- **Key takeaways:** Have a clear direction on what their commitment to action is and feel confident that they can support the N400 cohort through their respective YLM journey.

N400 Detailed Designs

Included in the N400 Detailed Designs are:

- Logistics**
- **Paul Langton-Rose** to facilitate all events
 - **Guest Speakers** being identified by **L&T team**
 - **Dates** agreed
 - Use of **Slido**: An audience interaction platform that engages participants with live questions and polls
 - **Technical Support** from PSoS AV team and EY Virtual Events Coordinator



- Key Components of the Designs**
- | | | | | |
|---|--|--|---|--|
| <ul style="list-style-type: none"> • Purpose: To introduce the N400 to the YLM Programme. • Activities: Open by the Programme Sponsor, breakout groups and Slido polls. • Key takeaways: Understanding the importance of the YLM programme and its context. | <ul style="list-style-type: none"> • Purpose: Learning on how to live and breathe ‘Lead and Learn Inclusively’. • Activities: PSoS Guest Speaker, plenary discussions, breakout groups, Slido polls and digital content. • Concepts: 5x appreciation vs feedback. • Key takeaways: Understand how to create psychologically safe environments where people feel listened to and appreciated. | <ul style="list-style-type: none"> • Purpose: Learning on how to live and breathe ‘Have the Courage to do the Right Thing’. • Activities: PSoS Guest Speaker, plenary discussions, breakout groups, Slido polls and digital content. • Concepts: The Four S model. • Key takeaways: Understand how to learn from mistakes, and have challenging conversations. | <ul style="list-style-type: none"> • Purpose: Learning on how to live and breathe ‘Collaborate for Growth’. • Activities: PSoS Guest Speaker, plenary discussions, breakout groups, Slido polls and digital content. • Concepts: Weak links theory. • Key takeaways: Understand how to collaborate/network, and influence others. | <ul style="list-style-type: none"> • Purpose: To cover next steps after YLM and remind the N400 of their role in supporting the FLL 5000 through their YLM journeys. • Activities: Word from the Sponsor, breakout groups and Slido polls. • Key takeaways: Know their commitment to action and feel confident as role models to the FLL 5000. |
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Communications Plan - Your Leadership Matters

Phase 2

Background

In 2021, Ernst & Young (EY) was commissioned to provide a Senior Leadership Programme for the 'Top 250' senior leaders in Police Scotland. The Your Leadership Matters (YLM) Programme was rolled out between March and July 2021.

EY's work is ongoing with Police Scotland to lay the ground-work for continued YLM core programme delivery in 2023/24. The programme is split into two cohorts, the first cohort will be rolled out to mid-level management (Next 400 Chief Inspectors and staff equivalent with line management responsibility). The second cohort will be rolled out to 5000+ First Line Leaders (FLL 5000 Sergeants, Inspectors and staff equivalent with line management responsibility).

The programme is part of a wider leadership and management development programme being delivered by People and Development, and there is a clear link between the programme and Policing Together.

This document provides an overview of the recommended communications and engagement plan provided throughout the YLM programme.

Organisational aim

To deliver phase 2 of the Your Leadership Matters core development programme and to create a positive leadership culture across the service.

Communications aim

To promote the benefits and encourage attendance on the Your Leadership Matters core development programme to leaders in Police Scotland. By being an active participant in the programme, it will encourage their professional development and empower delegates in a way that leads to organisational culture change.

To demonstrate clearly that Your Leadership Matters is a crucial part of a wider programme of work across the organisation, to bring additional focus on our values of integrity, fairness, respect and a commitment to upholding human rights.

Objectives

- We want our mid-level managers (Next 400, chief inspector and staff equivalents with line management responsibility) to engage with communication content before, during and after the each learning series.
- We want senior leaders to re-engage with Your Leadership Matters and act as advocates or ambassadors to drive enthusiasm and awareness in the lead up to each learning series starting.
- We want those in the FLL 5000 audience group (sergeant and staff equivalent with line management responsibility) to engage with communication content before, during and after the each learning series.
- We want everyone in Police Scotland to be aware that the organisation is investing in its leaders for the benefit of all by the end of the programme.
- We want all of our audiences to understand the clear link between YLM and Policing Together by the end of the programme.

Audience

There are three key audience groups for phase 2 of Your Leadership Matters:

- Executive Team – L&T Project Team to regularly brief and update this audience and reinforce the ask to encourage Line Managers to engage and attend the Programme

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- Senior Leaders – 250 Superintendent and staff equivalent with line management responsibilities
- Mid-level management – Next 400 Chief Inspectors and staff equivalents with line management responsibilities
- FLL 5000 – approx. 5000 sergeants, inspectors and police staff equivalents with line management responsibilities

Strategy

Our strategy for reaching our three key audience groups is as follows.

Senior Leaders

We will make direct contact with senior leaders by writing to them at the start. This is designed to start the process of re-engaging them in Your Leadership Matters. Senior leaders have a number of roles to play in this phase of the programme. We need to re-engage with the programme as part of their own development journey and they also play a role as key influencers as other audience groups go through the programme. The letter will be the first step in that process.

We will adopt an innovative approach for ongoing communication for this group. We will set up a Microsoft Teams chat with all senior leaders included and use it like a social media feed, posting rich content that encourages people to click back to the programme microsite and engage in conversation.

As well as being an innovative communication tactic, the audience won't have seen before in Police Scotland, there are a number of advantages to using the Teams chat approach. Including that it is targeted directly at the audience, we can easily see how many of our audience has read the message and we can measure direct clicks back to the YLM microsite.

Our messaging will encourage senior leaders to become ambassadors and advocates for the programme.

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Mid-level management

Our approach to communicating with this group will mirror our approach for senior leaders.

Our messaging will aim to encourage senior leaders take part in the programme, not because it's mandatory, but because it is an excellent opportunity to develop themselves as leaders. Like senior leaders, we want this group to become ambassadors and advocates for the programme to those in the FLL 5000 group.

FLL 5000

Using the same approach for this group as described above will not work effectively (should really state why).

Instead of relying on channels like Microsoft Teams, or solely on the intranet and email, we will aim to develop printed materials that we can send to this audience to maximise awareness.

Messaging style

Messaging will highlight the significant investment by Police Scotland in developing our leaders and the move to being learner focused. It will talk about this unique opportunity for professional development, the chance to discover the tools and behaviours which can drive positive change that empower others.

It will focus on the key benefits of completing the programme and provide an insight into the tailored design of the course material, which has been developed taking into consideration feedback received from our colleagues.

It will ensure there is a link to the Policing Together programme and will convey corresponding messaging about our values and standards, and a human rights-based approach to policing.

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It will also ensure there is a link to the messaging of the MyCareer programme and other people-based initiatives.

Key messages

- What unites us in Police Scotland is a shared and non-negotiable set of values - integrity, fairness, respect and a commitment to upholding human rights.
- Police Scotland has tailored a core programme called 'Your Leadership Matters' (YLM) which has 3 defined leadership behaviours, to equip you with the support, capability and skills you need to police into the future with the right skills including equality, diversity, inclusion and human rights.
- By displaying the 3 leadership behaviours of Lead and Learn Inclusively, Have the Courage to do the Right Thing, and Collaborate for Growth, you will be living our values of integrity, fairness, respect and a commitment to upholding human rights.
- Investing your time in the programme will improve you as a leader and benefit you personally. You will be empowered to lead inclusively and proactively, to create a more diverse and inclusive working environment, so that every team member can thrive and reach their potential.
- Police Scotland is investing in you. The YLM core programme demonstrates that Police Scotland is committed to investing in its leaders, understands the wider organisational benefits of providing the time and resources needed for professional development for all leaders.
- This development programme will help you enjoy your job more. YLM is a unique learning opportunity that will provide the tools and strategies needed for leaders to perform at their very best, working towards a better, and more inclusive police service that represents, understands and serves the communities of Scotland.
- It's mandatory because it's important. It is vital that, individually and as an organisation, we challenge our own and each other's behaviours, attitudes and actions. We have a duty and opportunity to lead change which improves the experiences and lives of all our communities, including our own officers

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and staff. This development programme has been especially designed for Police Scotland following feedback received by officers and staff.

- The Your Voice Matters survey results told us that you wanted to see an improvement in the skills and behaviours of managers and leaders and the Your Leadership Matters programme supports this.

Creative strategy

A series of Your Leadership Matters graphics were developed to support the rollout of phase 1. These will be updated to visibly show the link between the programme and Policing Together for phase 2.

Digital and printed content will be created using the same visual language as phase 1 graphics to support the YLM Phase 2 delivery plan.

We are currently engaging with Graphics colleagues to list what resources are needed in the short, medium and longer term. Resources which include the updated identify will follow.

Media management

There has already been a media enquiry about the programme and it is reasonable to expect more as the programme rolls out.

Our approved message for the media is:

Deputy Chief Constable Fiona Taylor said: "Policing is a relentless and demanding vocation where leaders are held to high standards. This important investment underlines the Chief Constable's commitment to providing our officers and staff with the training and support they need to do their jobs.

"Our leadership training provides high quality development for over 5,500 people, the majority within our Federated ranks. This will enable police leaders to build and maintain teams which reflect our values and deliver the effective policing our communities need and deserve."

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Should any further media enquiries be received, we will work with DCC Taylor to create and approve required comments.

Risks

There are some limitations of PS Internal Communications infrastructure which need long term commitment and resources.

The L&T project team will gather testimonials from the Senior Management who have completed the programme during phase one. Their feedback will be crucial in engaging with the participants for the second phase of this programme.

This development programme requires participants to commit to approximately 16 - 18 hours of training which might be an issue as there are other mandatory training courses that needs to be attended simultaneously.

It would be worth noting that Corporate Communications cannot:

- Make people start or complete the programme
- Make the content better or more relevant than it is
- Provide protected time to complete
- Reduce workload and competing priorities

Implementation

The tables below show a step-by-step approach of the activity planned for each audience group. Messages will be tailored in real time in line with the attendance rate of the programme and feedback received from the business unit. This will be a work in progress which will be monitored regularly to create targeted messaging to improve engagement.

There will need to be an element of being agile in our communications approach. As we continually review and evaluate how the communications are landing we may change our approach or add additional activity.

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More targeted, visual communications are being investigated with Digital Division colleagues too.

We also need to be mindful of what else is happening across the business and be agile and reactive to unfolding issues and activities, especially as these audiences are likely to be heavily involved.

The plan for the FLL 5000 will be borne out of this core programme, taking into account what has worked well to date. The channels will need to be adapted due to the size of the audience.

Senior Leaders

Timeline	Audience	Channel	Activity
Issued 30 March	250 Top level	Letter	An email, from the Chief Constable/DCC Taylor will be sent to all the participants talking about the launch event and making them aware about the Microsoft Teams group they are going to be a part of. Details of the YLM microsite will be provided as well.
Issued	250 Top level	Email Invite	L&T Project Team to issue email invite to add the launch event (17 April) to calendars and monitor attendance.
12 April	250 Top level	Teams pushing to microsite	Set up of the teams chat with a welcome message and link to the microsite for more information.
14 April and morning of the event (17 April) One day before the launch event	250 Top level managers	Teams pushing to digital info	Message about the launch event to create enthusiasm and encourage attendance
One day after the launch event (18 April)	250 Top level managers	Teams	At this stage the list will be divided into two groups: - People who attended the event

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			<ul style="list-style-type: none"> - People who did not attend <p>Messaging on teams for people who attended:</p> <ul style="list-style-type: none"> - Thank you message with link to more information. <p>Messaging on teams for people who did not attend:</p> <ul style="list-style-type: none"> - Link to a slide deck and the Microsite.
Launch day (17 April)	250 Top level managers from phase 1	Email	From L&T project team to participants. The email will reinforce the messages of the event and any call to action needed.
TBC	All officers and staff	Intranet & Microsite	Intranet news article highlighting the delivery and success of phase 1 and Police Scotland's ongoing commitment to training and development with the link to the microsite. A leader board banner linking it to the microsite
Ongoing (post launch events) L & T Project Team to ascertain dates	Local Divisions	Face to Face	Andrew Broadbent and L&T Project Team to meet with Divisions to explain the Programme further, its benefits and time investment.

Mid Level leaders

Timeline	Audience	Channel	Activity
w/c 11 April	Mid Level Managers	Letter	An email from DCC Taylor/Divisional Commanders/Heads of Department will be sent to all the participants talking about the launch event and making them

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			aware about the Microsoft Teams group they are going to be a part of. Details of the YLM microsite will be provided too.
w/c 3 rd April (completed)	Mid Level Managers	Email Invite	L&T Project Team to issue email invite to add the launch event to calendars and monitor attendance.
13 th April	Mid Level Managers	Teams pushing to microsite	Set up of the teams chat with a welcome message and link to the microsite for more information.
14 th April	Mid Level Managers	Teams	Message about the launch event to create enthusiasm and encourage attendance
17 th April	Mid Level Managers	Teams	Launch event – send a reminder message about launch event
18 th April	Mid Level Managers	Email	Information about Project Launch
19 & 20 April	Mid Level Managers	Teams	Online launch events
21 April	Mid Level Managers	Teams	<p>At this stage the list will be divided into two groups:</p> <ul style="list-style-type: none"> - People who attended the event - People who did not attend <p>Messaging on teams for people who attended:</p> <ul style="list-style-type: none"> - Thank you message with link to more information. <p>Messaging on teams for people who did not attend:</p> <ul style="list-style-type: none"> - Link to a slide deck and the Microsite.
Launch day (send on 20 April to capture both events)	Mid Level Managers	Email	From YLM project team to participants. The email will reinforce the messages and any call to action needed
Ongoing	Mid Level Managers	Teams	Regular, useful information, delivered in bite sized chunks which will include visuals to enthuse, update and keep this

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			<p>group engaged to encourage participation in the programme.</p> <p>These messages will help to embed the message of how it links to Police Together, the Values campaign, MyCareer etc.</p> <p>This includes testimonials from senior leaders.</p> <p>Will need to link in with EY to coordinate with their activity.</p>
Ongoing (post launch events)	Local Divisions	Face to Face	Project Team to meet with Divisions to explain the Programme further, its benefits and time investment.

Please note – all the above is subject to change based on continual analysis of activity and feedback.

The strategy for the next 5,000 FLL will be created based on the above and the feedback received. Senior Leaders and Mid Level Leaders will play a key part in helping to enthuse this larger audience group.

Evaluation

The effectiveness of this strategy will be reviewed on an ongoing basis by the communications team through the evaluation of the Your Leadership Matters core programme. This will provide an insight into the awareness and the completion of the programme by the mid-level management. We will work with the L&T Project team to gather data, review the data the L&T Project team collate and monitor the statistics of the Microsoft Teams Chat, as well as attendance at the events.

Ayush Kejriwal and Nicola Watson
March 2023

Your Leadership Matters – Evaluation Strategy

Overview

Aim of this evaluation 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 and aid decision-making about future courses of action.

Methods

Evaluation will be conducted and analysed throughout the YLM core programme. The various methods are:

- Launch event / pre-programme – live poll or short survey, to capture individual leadership capability regarding the 3 behaviours, to have a leadership score indicator at the start of the programme.
- In the moment surveys – time has been built in at the end of each element of the programme; launch event, each summit, consolidation session and the programme close event. Asking specific questions in relation to the leadership behaviour content and how they rate / compare, e.g., as a leader how good are you at creating a psychological safe space when holding a meeting with your team?
- Close event / post-programme – live poll or short survey, to capture individual leadership capability regarding the 3 behaviours after completing the full programme, to have a leadership score indicator at the end of the programme.
- Focus groups – to discuss line manager leadership behavioural changes post-programme.
- Deeper dive interviews – with selected leaders who have completed the full programme, to build qualitative data of leadership behaviour development growth.
- Your Voice Matters Survey – will there be a revised / conduct another YVM survey, to compare with the 2021 report.

Criteria

The criteria to successfully evaluate the YLM core programme, interlink a few organisational strategies and reports.

- Policing Together Strategy
- EDI Strategy 2022-2026
- Your Voice Matters 2021 Survey
- Joint Equality Outcomes for Policing 2021

The specific benchmarks to measure the leadership behavioural development growth.

- Policing Together Strategy:
 - Equality outcome 6: Leadership (this is listed first, as it has the strongest link to the programme)
 - Equality outcome 5: Workforce Insights
- Your Voice Matters 2021 Survey:
 - Fear of Making Mistakes – score 3.13 / 7
 - Experienced Workplace Incivility – score 2.04 / 5
 - Authoritarian Leadership – score 3.24 / 7
 - Supportive Leadership – score 4.80 / 7
 - Inclusive Leadership – score 5.40 / 7
 - Team Inclusion in Decision-Making – score 5.08 / 7

Other benchmarks

- Attendance – 75% (minimum completion criteria of attending all 3 Summits)
- Survey Response – 15%

Data Analysis

Regular data will be extracted and provided for review at the Strategic Reference Group and YLM Steering Group. For example, if attendance is only 50%, find out why attendance is low.

Strategy

The strategy takes into consideration both internal and external factors. Defines the short, medium and long term outcomes, indicators and evaluation methods.

- ❖ Below is a picture of strategy from the live excel file, meaning the font size is smaller in comparison to the rest of this document.

Aim:	YLM will build leadership behaviours / capabilities at individual and organisational level, which will support towards a measurable level impact in policing.
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Internal Factors	Characteristics, perspectives, implementation and sustainability	External Factors	Resources, policy, guidelines
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Short Term	Medium Term	Long Term
<ul style="list-style-type: none"> · Number of colleagues trained · Changed behaviour 	<ul style="list-style-type: none"> · Organisation progress records · Network forged 	<ul style="list-style-type: none"> · Organisation culture · Policing impact in the Community
Data Source		
<ul style="list-style-type: none"> · Attendance records · Surveys / interviews · Trainer reflections 	<ul style="list-style-type: none"> · Surveys / interviews · Audits 	<ul style="list-style-type: none"> · Surveys · Audits

YLM Impact Evaluation		
<ul style="list-style-type: none"> · Reach (number / % trained) · Effectiveness of training 	<ul style="list-style-type: none"> · Implementation Strategy 	<ul style="list-style-type: none"> · Adoption (ownership of change behaviours) · Maintenance (culture change)

Indicators and Evaluation Methods

	Indicators	Evaluation Method	Comments
Short Term	<ul style="list-style-type: none"> · Output - total attendance, sessions, demographics, duration, content, facilitators · Self-reported change in knowledge, skill, behaviour, perspective, awareness 	<ul style="list-style-type: none"> · Attendance records · Surveys / interviews · Self-assessment (live poll / survey during launch and close event) · 360 feedback 	<ul style="list-style-type: none"> · This is happening now since attending...
Medium Term	<ul style="list-style-type: none"> · Achievement of new leadership positions · Continued behaviour change in leaders (CVF connection) · Elementary organisational changes 	<ul style="list-style-type: none"> · All methods described in short term · Comparison of cohorts over time · Tracking of career outcomes · Review of organisational change from colleagues in YLM · Use of qualitative methods to understand outcomes 	<ul style="list-style-type: none"> · Focus groups · Your Voice Matters · Line Managers
Long Term	<ul style="list-style-type: none"> · Organisational changes · Culture of leadership · Values · Sustainability · Change in implementation · Policing outcomes 	<ul style="list-style-type: none"> · All methods described in short and medium term · Contribution analysis · Sustainability assessment · Tracking organisational level change over time 	<ul style="list-style-type: none"> · Positive working action group connection · Blue light group · Deeper Dive Interviews
Additional ideas	<ul style="list-style-type: none"> · Benchmarks · Timescales 	<ul style="list-style-type: none"> · What do we want to achieve benchmark and what is the starting benchmark · % of expected total number of survey responses · In the moment surveys built at the end of each launch event, summits, consolidation sessions, and programme close event · Qualitative sense check surveys 6 and 12 wks. after YLM · Overall R.O.I. 	<ul style="list-style-type: none"> · Your Voice Matters Survey criteria