



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>25 February 2025</b>
<b>Location</b>	<b>Videoconference</b>
<b>Title of Paper</b>	<b>Bi-annual Leadership &amp; Talent Update</b>
<b>Presented By</b>	<b>Katy Miller, Director of People and Development</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>No</b>

## PURPOSE

This report updates Members on progress of Leadership & Talent (L&T) development interventions from July 2024 to the end of December 2024.

Members are invited to discuss contents of this paper.

## 1. BACKGROUND

1.1 In line with objective 2 of the People Strategy: “We support our people to be confident leaders, innovative active contributors, and influencers”, the focus of the last six months has been about simplifying and prioritising the leadership and talent development approach to focus on the following signatory products:

- MyCareer – performance appraisal system.
- Your Leadership Matters (YLM) Core Programme Phase 2 – foundation leadership development programme for all people leaders focusing on ‘how’ to be a leader.
- People Management Development Programme (PMDP) – essential people manager development for all people managers focusing on ‘what’ you need to do to be an effective day-to-day people manager
- Police Leadership Development Programme (PLDP) – qualification for new Sergeants
- A new Managing Organisational Change training product for leaders.
- The National Mentoring Programme.
- Talent Development Programmes: Digital Graduates, Executive Coaching, Accelerated Leadership Pathway, the Newly Appointed Chief Superintendents and Newly Appointed Superintendents Programmes, and the Executive Leadership Programme.

1.2 The report provides an update on these products and other pertinent Leadership and Talent development activity.

## 2. FURTHER DETAIL ON REPORTING TOPIC

### 2.1 MyCareer

2.1.1 Following recommendations from the Manchester Arena Inquiry, MyCareer documentation and process has been updated to include the required formal, annual check of completed training which is recorded on all officers and staff SCOPE training records.

#### 2.1.2 **MyCareer Discussions and Completion of Reflection Logs** (cycle runs from April 2024 – 31 March 2025)

Completion data from 1 April 2024 – 31 December 2024:

##### **MyCareer Discussions**

- 13.83% of officers and 10.75% of staff have completed their MyCareer Discussions = 12.99% combined.

- 7.37% of officers and 7.18% of staff have started but not yet completed their MyCareer Discussions = 7.32% combined.
- Altogether, 20.48% of officers and 17.86% of staff have engaged in the MyCareer process = 19.77% combined.

### **Reflection Logs**

- 7,301 Police Officer Reflection Logs have been complete, 550 Police Staff Reflection Logs completed = 7,851.
- 888 Police Officer Reflection Logs have started but not yet completed, 144 Police Staff Reflection Logs have started but not yet completed = 1,032.

2.1.3 Having listened to feedback from workshops and surveys, we recognise that MyCareer is not the best route for colleagues to apply for promotion. As such a pilot has started for the 2025 inspector to chief inspector National Police Promotion Process where MyCareer will no longer act as the gateway to promotion and will be replaced by an application form. The pilot will be evaluated ahead of any wider implementation.

This will help the MyCareer appraisal process to be refocused for its intended purpose, which is a mechanism to have good quality, structured, and valuable appraisal discussions between colleagues and line managers to reflect on the past period of delivery, celebrate success in their daily roles and talk about the colleague's aspirations.

2.1.4 This Phase 2 evolution of MyCareer is being explored to focus on creating goals/objectives; personal development plans; 360-degree feedback methods and a refocus on managing high performance and motivation.

## **2.2 YLM Phase 2 Core Development Programme (Continuation)**

2.2.1 Whilst YLM Phase 2 programme continues as an enabler of the People Strategy and Policing Together campaign, during the last six months the programme has been refreshed to emphasise the link the role that YLM leadership behaviours play in delivering the 2030 Vision of safer communities, less crime, supported victims and a thriving workforce, regardless of the rank, grade or leadership role performed.

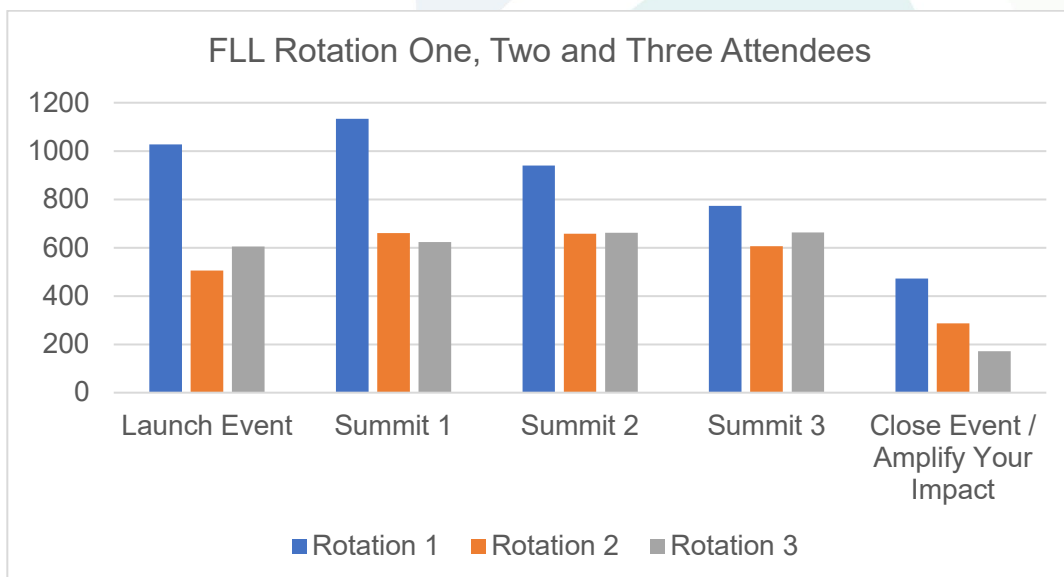
<b>YLM Behaviour</b>	<b>Link to 2030 Vision</b>
Lead and Learn Inclusively	<p>Leading and learning inclusively is the consistent thread that runs through everything we do. That is why it is a central theme to deliver the 2030 Vision, for example, in the drive to develop an anti-discriminatory workforce and the goal of building a thriving organisational culture. YLM programme encourages approaches and behaviours such as proactively gathering diverse opinions and perspectives from all team members, not just the dominant voices. Challenging unacceptable behaviour when it happens. Taking time to develop and practise communication and listening skills, both in YLM training and on-the-job.</p>
Have the Courage to Do the Right Thing	<p>When we consider the 2030 vision, it's clear why this YLM behaviour is so important. To achieve the learning outcomes, there is an enhanced focus on individual and collective behaviours, ensuring that they are lived and breathed, and not just words on a page. With change and new ways of working, there naturally comes the potential for more mistakes as we learn and grow. Self-reflection, and compassion towards ourselves and others is vital as we work towards the vision and as such has been emphasised in the YLM programme.</p>
Collaborate for Growth	<p>Investment in technology and data-enabled solutions will increasingly free up officers to focus on community, front-line policing. This will require an increase in external partnership working. Investment in technology and telephony/contact platforms will help to improve cross-territory / departmental collaboration for officers and staff alike. This achieved through a focus on:</p> <ul style="list-style-type: none"> <li>• Building listening and communication skills, which encourages networking, innovation and creative thinking, sharing ideas and reducing silo working.</li> <li>• Developing personal influencing skills with those we lead, peers, partners and the public, prioritising what matters to foster collaborative trusted relationships.</li> <li>• Identifying opportunities to lead the way, building a sense of belonging, with empowerment and shared purpose, working as one collegiate team.</li> </ul>

	<ul style="list-style-type: none"><li>• Encouraging self-reflection and recommended actions to embed the behaviours.</li><li>• How to build a network in and across SPA &amp; Police Scotland and with partners.</li></ul>
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The final phase of the programme is well underway with the first level leaders (FLL) element of the programme which launched in August 2023, due to conclude in June 2025. This is for the c.3800 FLL (inspectors, sergeants and staff grades 4-7 with line management responsibilities). The programme has successfully transitioned from facilitation by Ernst and Young (EY) to sole facilitation and management by Police Scotland which was a key deliverable of the EY Contract. This allows Police Scotland to have a sustainable skill set and legacy content delivery beyond the completion of YLM Phase 22.

2.2.2 A key element is continually measuring the progress, impact and drive of the development programme, through robust evaluation which is undertaken utilising Kirkpatrick’s ‘four levels’ approach to evaluation. A multi-stakeholder workshop was held to further define the methodology which was approved by the YLM Strategic Reference Group and will be used during and on conclusion of the programme, to assess the extent the YLM leadership behaviours are effecting positive changes in leadership and organisational culture change.

2.2.3 Participation attendance rates dropped for the latter rotations reflecting the challenging operational context for participants during this time as noted below, however focused communications campaigns and support from divisional commanders and the executive team have been encouraging:



2.2.4 The key quantifiable data highlights from level one and two evaluation analysis are:

- 3136 participants have attended at least one part of YLM across the three rotations. This equates to 83% of the target participant group.
- Strong overall participant ratings of good or better across the three rotations for our summits. The averages were: summit one - 77%, summit two - 76%. and summit 3 - 61%.
- Evaluation survey response rates increased over the three rotations, rotation one averaged 41%, rotation two averaged 47% and rotation three averaging 50%.
- 84% of survey respondents in both rotation 1 and rotation 2 agree they understand what is expected in role modelling the YLM leadership behaviours.
- In response to participant feedback about summit 3: Collaborate for Growth, significant changes to content and delivery approach were implemented which was followed by an overall 13% positive rating change in evaluation.
- 73% of survey respondents in rotation one and 75% of respondents in rotation two agreed that they can apply what they have learned.
- Rotation two 'Amplify Your Impact' events delivered locally landed well with an 83% positive rating.
- The greatest highlight across all rotations (average positive rating 86%), has been the speakers joining the sessions to provide a live input. A total of 91 speakers, representation from 15 members of executive team, 42 senior leaders and 34 leaders / colleagues from Police Scotland and SPA.
- Despite the large group sizes on each session, 97% in rotation one, 99% in rotation two and 98% in rotation three agreed the sessions provided them with the opportunity to contribute, whether verbally, through chat function, voting or selecting reactions.

## **2.3 People Manager Development Programme (PMDP)**

2.3.1 The PMDP is a required two-day course for people managers. It runs once a week for approximately 25 participants.

2.3.2 The programme has seven pillars:

- The Competency and Values Framework
- Capability

- Creating a Positive Workplace
- Attendance Management and Duty Modifications
- Health and Wellbeing
- Inclusion
- Managerial Administration

2.3.3 Priority attendance based on learning needs are first level leaders (sergeants and staff grade's 4-7 who have people management responsibility), however all people managers will be scheduled to attend through a phased implementation.

**Phase 1** includes sergeants and staff grade's 4-7 totalling 2,959.

- Delivery is on-track with 43% of the target participants trained and 57% remaining.
- Phase 1 is projected to complete in quarter 4 2025/26.

**Phase 2 – begins on conclusion of Phase 1**

- This includes inspectors, chief inspectors and staff equivalent 8-10 totalling 1,540.

**Phase 3 – (senior leaders' PMDP)**

- Includes superintendents through to executive level, including staff grade 11- 14 totalling c.240.
- A pilot of phase 3 runs in quarter 4, 2024/25 before full roll-out scheduled in quarter 1, 2025/26.

2.3.5 Phase 1 is continuously measured – see summary data below:

- 87% of respondents believe the training is relevant to them and their role.
- 85% of respondents believe they will be able to apply the skills, knowledge, and understanding.
- 71% of respondents say they feel more confident and competent after the training.
- 68% of respondents would recommend the course to a colleague.

## 2.4 Police Leadership Development Programme (PLDP)

2.4.1 In August and November 2024 we welcomed our seventh and eighth cohorts of PLDP students; 41 commenced in Cohort 7 in August with a smaller North-focused cohort of 4 in November. In 2024, 184 officers had undertaken the PLDP, with 104 due to complete in February 2025 and the rest later in the year. The gender split for officers currently undertaking the PLDP is 72% male and 28% female.

2.4.2 Police Scotland continued its partnership with British Transport Police (BTP) with 3 BTP officers undertaking a bespoke version of PLDP through 2025, which they should complete in February 2025.

## 2.5 Other Leadership Development Interventions

### 2.5.1 Managing Organisational Change Training

Recognising the challenge posed by the scale and complexity of organisational people change this training course has been re-developed and is now being piloted ahead of proactive roll-out from quarter 4 24/25. It provides the tools and know-how for line managers leading or directly supporting restructuring or redesign in their areas of business, from both best practice and legal compliance perspectives.

### 2.5.2 Digital Graduate Programme

The Digital Graduate Programme launched in September 2024 with two Graduates joining within Graduate Cyber Security Analyst and Graduate Developer roles for a period of up to two years. The programme is designed to deliver a competitive development offering and includes a mix of role specific and core business acumen training.

### 2.5.3 Executive Coaching

In 2024, 33 colleagues have/are being supported through Executive Coaching – 3 via Taylor Clark (external provider) and 30 via in house Coach. Over 245 hours of coaching has been delivered mainly through face-to-face sessions. 61% are complete with 20 new clients being supported from January 2025. Of the 33, 79% are officers, 21% staff. The rank-ratio of officers is: 8% chief officers: with 46% at the ranks of both chief superintendent and superintendent. Of the 33, 64% are female and 36% are male.

Outcomes sought:

- Strategic Thinking 34%
- Imposter syndrome/confidence 31%
- Influencing 17%
- Resilience 10%
- Life/work integration 8%



Evaluation feedback to date has been positive with clear evidence of the benefits.

#### **2.5.4 The National Mentoring Programme**

A formal review began in August 2024 and early indications suggested a refocus was needed to align more closely with the new People Strategy and Vision 2030. The conclusion of the review and recommendations for continuous improvement will be made imminently. Whilst the review took place, mentoring sessions continued to be delivered to those on the Newly Appointed Chief Superintendents/ Superintendents Development Programme, Digital Graduates and ALP participants.

#### **2.5.5 Accelerated Leadership Pathway (ALP)**

This officer pathway currently has four cohorts, with 20 officers including: 4 x sergeants, 7 x inspectors, 1 x temp chief inspector, 8 x chief inspectors. We have had three ALP graduates following promotion to superintendent and one officer exiting the programme at temp superintendent level. The two most recent were promoted in the November 2024 parade. With a focus upon continuous improvement, further evaluation has been conducted and programme improvements are underway to ensure a strong pipeline of relevant leaders.

#### **2.5.6 Newly Promoted Chief Superintendents Programme & Superintendents Programme**

The 12-month Newly Appointed Superintendent/Chief Superintendent Development Programmes are designed to support recently promoted Superintendents and Chief Superintendents transition into their new role:

##### **Newly Appointed Chief Superintendents Development Programme**

Cohort 2, (10 participants), completes in March 2025. Cohort 3 (3 participants) completes in May 2025. Both cohorts will attend development days in February and March 2025 challenging and focusing them on media skills and complex people scenarios. Evaluation from cohort 2's induction event was positive with participants highlighting the opportunity to hear from members of the Executive as a key highlight. Cohort 4 (4 participants) began January 2025.

## **Newly Appointed Superintendents Development Programme**

Cohort 1 (16 participants) will complete in Q4 2025. Cohort 2 (27 participants), started in November 2024.

### **2.5.7 Executive Leadership Programme**

Extensive support and guidance continues for current and potential future programme participants who will join the programme delivered by the College of Policing. In the second half of 2024 the focus areas were marketing and applicant support for a prospective Cohort 3, as well as assessment advice for Executive colleagues. Additionally, we provided ongoing support for our two Cohort 2 participants who complete their end-of-programme professional discussion stage in January 2025 as part of what we hope will be successful completion of their journey.

## **3. FINANCIAL IMPLICATIONS**

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

## **4. PERSONNEL IMPLICATIONS**

- 4.1 Our commitment to our people is shown within the People Strategy, and the key focus of L&T work is to enable the identification, empowerment, and development of our people to deliver outstanding policing services to the communities across Scotland. Further, it is recognised that effective delivery of the activities discussed above are central to mitigation of the Leadership risk captured in the organisation's strategic dashboard. This recognises its importance in ensuring that we have a capable, resilient and diverse workforce, with accountable and values-based leadership, who drive the delivery of effective policing services.

## **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications that this paper is intended to focus on.

## 6. REPUTATIONAL IMPLICATIONS

- 6.1 There is a reputational risk if Police Scotland does not modernise and keep pace with developing methodologies on performance management, individual development, and new approaches to promotion and leadership development.
- 6.2 Following the public statement made by the former Chief Constable in May 2023, there is even more focus on the leadership and management culture across Police Scotland. The new Chief Constable has fully supported and endorsed the statement and has articulated the effectiveness of leadership development as a priority. It is recognised that the SPA, in the form of the People Committee, also have a focus in this area. As such all L&T activity is expected to support the 2030 Vision and to deliver against the Policing Together campaign and will be evaluated in line with the campaign outcomes.

## 7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications in this report.

## 8. COMMUNITY IMPACT

- 8.1 There are no community implications in this report.

## 9. EQUALITIES IMPLICATIONS

- 9.1 If Police Scotland fails to modernise its officer/staff development infrastructure, not only will there be a disproportionate impact on our workforce, it may also present higher exposure to potential employee relations issues/claims. Through the development and implementation of an effective appraisal system; a modern promotion process; a more flexible and relevant sergeant's qualification and other modern L&T products equality remains at the very heart of all L&T learning interventions developed.
- 9.2 Police Scotland recognises the importance Equality and Human Rights Impact Assessments (EqHRIAs) and, in fact, their Product Design Framework stipulates that EqHRIAs will form the first stage of any new product design, ensuring that fair and equitable practices, and the development of an inclusive workforce, are key considerations.
- 9.3 As such, EQHRIAs have been developed for each individual element of Leadership and Talent work. Formal consultation has

been conducted and feedback incorporated into each of the EQHRIAs. This formal consultation has included Staff Associations and Trade Unions. As ever, EQHRIAs are iterative by nature and will continue to be updated and refreshed as L&T work progresses.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

Members are invited to discuss the contents of this report.