

Meeting	SPA People Committee
Date	28 February 2022
Location	Video Conferencing
Title of Paper	Wellbeing Report Q3 2021/22
Presented By	Jude Helliker, Director of P&D
Recommendation to Members	For Discussion
Appendix Attached	Yes

PURPOSE

The purpose of this report is to provide Members with a review of Q3 wellbeing performance and activities.

Members are invited to discuss the contents of this report.

1. BACKGROUND

- 1.1 The People Strategy 2018-2021 placed a central focus on officer and staff wellbeing which has been embedded and consolidated within our processes, activities and priorities to date.
- 1.2 Whilst much has been achieved since the launch of 'Your Wellbeing Matters' and the establishment of core systems and support in this area, it is recognised that the organisation must strive to further understand our people's needs.
- 1.3 'Your Wellbeing Matters' focuses support on four key areas of wellbeing; Physical, Psychological, Social and Financial. The strategic aim is to promote and embed an inclusive approach to Wellbeing within Police Scotland and the SPA, taking proactive measures and promoting good practice to ensure that our Officers and Staff feel informed, valued and supported. Following the recent appointment of a Force Health and Wellbeing Manager, development of the Health and Wellbeing (H&W) function and the wider Health and Wellbeing approach for Police Scotland/SPA are immediate areas of focus.
- 1.4 This report provides an overview of Q3 2021/22 activity across the health and wellbeing landscape.

2. FURTHER DETAIL ON THE REPORT TOPIC

COP26 and Wellbeing

- 2.1 Whilst the formal de-brief for COP26 has still to be completed, the following aspects are highlighted from a wellbeing perspective.
- 2.2 The wellbeing delivery team provided 24/7 wellbeing support prior to and during the lifetime of the event. The team consisted of 15 officers who were selected to provide support to the diverse workforce deployed to support the delivery of COP26. The team included existing wellbeing champions, TRiM officers, hate crime advisors and members of the diversity staff associations including the Muslim Police Association, LGBT and Disability and Carers Association (DACA).
- 2.3 The wellbeing delivery team worked tirelessly throughout the event to support officers and staff during their deployment and did not stand down until the last officer was repatriated back to their home Force on Sunday 21 November.

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- 2.4 Due to the number of COVID cases, the wellbeing delivery team was utilised to support both those who tested positive and in facilitating the delivery and submission of PCR testing for those identified as close contact(s). Given the impact of COVID and the scale and geography of the event, the size of the wellbeing delivery team required to be augmented by a team of officers to assist with the delivery of PCR kits.
- 2.5 Affected officers and staff were supported through isolation periods, via daily contact and provision of regular welfare packs containing snacks, drinks, magazines and puzzle books.
- 2.6 A dedicated wellbeing strategy was established to support COP 26 and provided a framework for, and maintained focus on, support for officer and staff wellbeing. Effective working relationships were established with key stakeholders (the Federation, Diversity Staff Associations, mutual aid liaison officers (MALOs), Health and Safety Team etc.) to ensure that wellbeing considerations and support remained at the forefront of planning and activity. This ensured any identified issues could be quickly resolved through pre-established communication routes.
- 2.7 A dedicated wellbeing telephone number provided direct access to support for officers and staff 24hrs a day. The number was well utilised, especially by those who found themselves having to isolate as a result of COVID.
- 2.8 High visibility purple bibs were utilised to designate wellbeing team, health and safety team and MALO's to officers and staff, enabling anyone who needed support to easily identify the appropriate assistant at staging posts etc. Such tactics have been adopted as good practice by NPOCC and have been retained to use at the Commonwealth Games.
- 2.9 Deployment of five 'Oscar Kilo' Wellbeing vehicles provided both a static support presence at strategic points, as well as the ability to provide mobile support as and where required throughout the course of the event.
- 2.10 The support provided by the Rapid Relief Team (RRT) charity who provided care kits to all officers and staff at the staging posts was highly effective and well received by officers. RRT staff were very professional and worked tirelessly to support officers on arrival at the event.

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- 2.11 During the event and as part of the observer programme, the Health and Wellbeing Manager provided an overview of the wellbeing strategy and work of the wellbeing team to ACC Ward, West Mids Gold Commander for Op Unity, Commonwealth Games. ACC Ward was keen to hear of the work Police Scotland was undertaking in relation to wellbeing.
- 2.12 NPOCC has already set up a meeting with Op Unity and Op Urram in the months ahead in relation to how COVID was managed during the event and any lessons learned / good practice.
- 2.13 The work in support of officer/staff wellbeing for both Op Urram and BAU has been shortlisted for the Chief Constables Excellence Awards.

Wellbeing Training and Development

- 2.14 Mental health and wellbeing is very much the focus of our training offering at present. Via two delivery partners, ELEOS and Lifelines, a weekly schedule of training activity remains ongoing. However, due to the on-going impact of COVID-19 scheduling has been severely impacted and cancellation of training has been a common occurrence. A short overview of the progress of both training programmes is provided below:
- 2.15 As part of the Mental Wellbeing Programme Eleos have been delivering interactive sessions on a rolling basis. These sessions were initially restricted to supervisors only, however, in order to widen the offering, they were opened up to all officers and staff across the organisation in September 2021.

Eleos Partnership

- 2.16 The interactive Eleos sessions have been warmly received and during this block of training 874 of our people have attended at least one session with 74 more booked onto courses at the time of reporting.
- 2.17 In terms of feedback, participants reported that the training placed mental health and wellbeing at the forefront of their minds (extracts below) and in a wider sense this feedback allows us to further understand the training needs of our people to further assist in shaping the wellbeing learning, training and development programme moving forward.

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- “(I feel this training is) extremely relevant to the extent that I would say it should be mandatory particularly for those in a supervisory role. The subject matter and peer discussion around it is so important in the modern workplace”.
- “It provided the time and the professional development to take stock of my approaches and to understand the impact that I can make (positive and negative) as a member of Police Scotland”.
- “Mental Health is very important, and increasing the profile is welcome.”

Lifelines

2.18 Lifelines Scotland is a national tri-service project aimed at supporting the emotional and psychological wellbeing of people working, volunteering or retired from ambulance, fire and police services in Scotland. In terms of the Lifelines training roll-out within SPA/Police Scotland this has been disrupted with the cancellation of training due to COVID-19 however plans are in place to mitigate this and an overview is provided below:

- Staying Well – Session 1: Training is underway again after COP26 for C3 and Forensics (joint sessions) with training places fully occupied.
- Supporting your Colleagues – Session 2: Training currently running for Forensics.
- Post Trauma Support – Session 3: dates scheduled for Cybercrime, C3 and Forensics in February 2022.
- Wellbeing Champions have also been offered Session 1 and have a Session 2 date scheduled for late January 2022.

2.19 Further discussions have taken place on opening up a couple of early 2022 C3 ‘Staying Well’ sessions to tri-service partners. This would be a trial in the first instance.

Trauma Risk Management (TRiM)

2.20 TRiM Licence - The TRiM national update was held at the end of November and was attended by Heather Hyslop (Wellbeing

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Coordinator/TRiM Lead). This weekend event resulted the achievement of the TRiM Licence for Police Scotland to run until November 2022 along with the identification of key development and learning opportunities for the Police Scotland team for 2022.

- 2.21 TRiM and COP 26 - The development of a TRiM briefing structure was put in place for all attending officers and staff for COP 26, with the development of specific COP 26 post incident support materials. There were no significant additional pressures placed on the TRiM team over this period however, with both the BAU and COP 26 TRiM needs all met within required timescales. Only 7 additional TRiM referrals were received from incidents during COP 26 duties.
- 2.22 TRiM Referrals - The overall TRiM referral numbers continue an upward trend for comparable quarters and years. The figures below show the number of referrals supported through the TRiM process each month.
- 2.23 For Q3, 704 interventions took place following referral. These interventions included supervisor wellbeing checks, group briefings, 1:1 sessions, small group sessions, leaflets and resilience guidance. This shows a significant number of individuals supported following traumatic incidents.

	2019/20	2020/21	2021/22	Variance
Quarter 1	54	87	102	+15 (+17%)
Quarter 2	72	91	98	+7 (+7%)
Quarter 3	82	86	92	+6 (6.5%)
Quarter 4	71	92		

Table One: TRiM referral numbers by quarter

- 2.24 TRiM Recruitment - The TRiM team currently sits at just over 200 assessors. In Q3 six additional assessors were recruited and trained for V Division.
- 2.25 TRiM Training - One refresher training course was held in Q3 with 36 assessors in attendance. This course focused on providing skills practice and CPD, with the focus being on suicide intervention / prevention (of note, suicide incidents are the most referred incident type into the TRiM team).

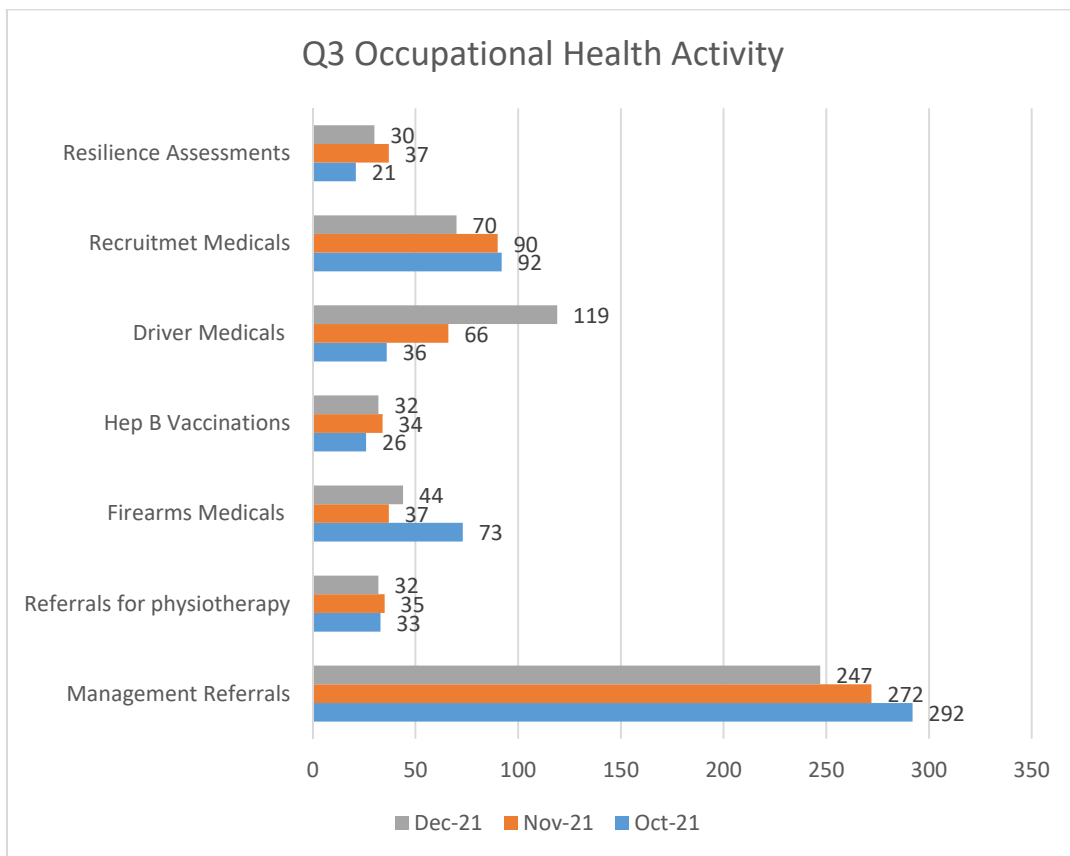
Optima – Occupational Health and HELP Employee Assistance Programme

2.26 Occupational Health & Employee Assistance Programme Q3 review meetings are due to take place with OPTIMA on the 16th February but some key headlines from progress to date are provided below.

2.27 COVID-19 continues to have an impact on occupational health demand and the provision of service delivery but the slight reduction in management referrals across this Quarter has not correlated with the reintroduction of some pandemic restrictions. Virtual sessions still remain popular as they are reducing waiting times and the need to travel.

2.28 The critical review of the Ill Health Retirement process for officers is ongoing. Limited Selected Medical Practitioners availability continues to present significant challenge but progress has been made with the on-boarding of an additional SMP who is now up and running.

Occupational Health

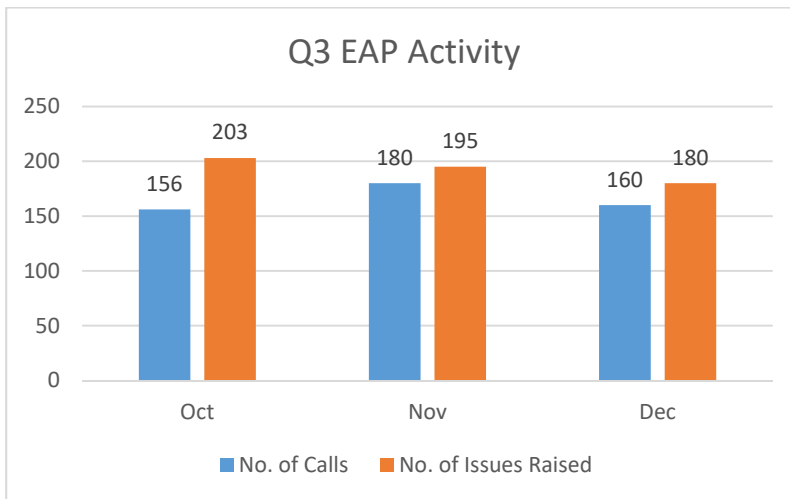


Graph 1 – Q3 2021/22 Occupational Health Activity per Month

2.29 Q3 2021/22 witnessed an increase of 7% in management referrals compared to the equivalent quarter during 2020/21 but a decrease in comparison with Q2 2021/22 reporting.

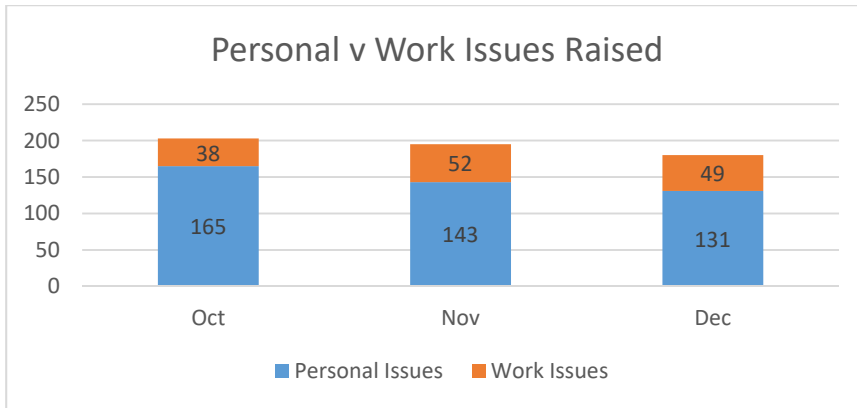
- 2.30 Musculoskeletal (MSK) and psychological issues remain the most common reasons for management referrals.
- 2.31 Q3 2021/22 referrals to physiotherapy once again recorded a decrease on those submitted in Q2 2021/22. The reintroduction of COVID-19 restrictions has undoubtedly resulted in reduction in sports and gym activities. Physiotherapists continue to provide virtual and face to face (F2F) MSK sessions.
- 2.32 During Q3 2021/22 there were 221 driver medicals, this is a decrease of 67% compared with Q3 2020/21. However December 2021 recorded a significant increase in medicals due to the backlog driver training courses caused by COVID-19 restrictions.

HELP Employee Assistance Programme



Graph 2 – Q3 2021/22 EAP Activity and Issues Raised per Month

- 2.33 Of the 496 officers and staff above who contacted HELP EAP in Q3 2021/22, many presented with multiple issues adding an extra complexity to the support provision.
- 2.34 312 went on to have a Mental Health Assessment (MHA) and 178 were subsequently offered counselling support.
- 2.35 The most common reason for MHA remains personal out-of-work mental health issues and the least common being work specific reasons, this is highlighted below:



Graph 3 – Q3 2021/22 Personal v Work Issues Raised per Month

- 2.36 The wellbeing team have been working with OPTIMA to further understand the data in terms of personal and work related issues. It has been found that the initial EAP contact and mental health assessment referrals very much align as they are both heavily skewed towards personal related issues.
- 2.37 Over the course of the last 12 months of EAP contacts, 45% (795) of the personal related issues were focused on mental health (stress / anxiety / depression) and 75% (469) of the work related issues were driven by work related stress. Combined with the mental health assessment referral data, in October 2021 alone 103 mental health assessments (related issues - 9 work, 59 personal, 35 work & personal) have taken place, this highlights the ever growing importance of mental health related activity within the workplace i.e. mental health and wellbeing training.
- 2.38 The qualitative data tells us that mental health has no boundaries in terms of the work or personal issues and we must continue to provide officers and staff with tools and coping mechanisms to face the challenges of both their day to day Police Scotland roles and personal lives. The Health and Wellbeing team will continue to analyse the data, which will in turn drive the future direction of our learning, training and development activity in particular.

Moving Forward

- 2.39 The Wellbeing Governance Board took place on the 23rd December 2021 at which the Health and Wellbeing Team tabled a 'Health and Wellbeing Programme Review' paper which was approved by the Board. The Health and Wellbeing Programme Review proposal, which will take place during Q4 of 2021/22, aims to:
- 2.40 Measure the impact of the overall Health and Wellbeing Programme against its objectives; and more specifically 4 key services and

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projects within the wider programme, namely TRiM, Wellbeing Champions, Employee Assistance Programme (EAP) and Occupational Health (OH);

- 2.41 Evaluate the extent to which the objectives of the Health and Wellbeing Programme are pertinent to the needs, problems and issues it was designed to address;
- 2.42 Evaluate the efficacy of the Programme and identify its most efficient and its most inefficient aspects;
- 2.43 Provide relevant, realistic and impartial recommendations which enable us to develop a Health and Wellbeing Statement of Intent and Health and Wellbeing Framework; and
- 2.44 Provide input for the next generation of the Health and Wellbeing Programme and individual elements e.g. the re-tender of EAP and OH provision.
- 2.45 The Wellbeing Team have begun to engage with key stakeholders and partners, both internally and externally, inclusive of Local Policing Divisions, National Specialist Divisions and departments and Organisational Support Departments. The involvement of these stakeholders' is vital as we recognise that they can enhance the evaluation design and implementation and validate insights from the evaluation to inform decision-making.
- 2.46 Once the evaluation and review is complete, recommendations and conclusions will be shared with stakeholders and partners, including the SPA People Committee. This will be done through oral presentations, papers and briefings. This dissemination of information will ensure that collectively we will understand the issues addressed by the programme, increase understanding and awareness about the types of support needed for successful implementation and ultimately inform programme improvements.
- 2.47 As stated previously, ultimately the evaluation and subsequent review will inform and provide relevant, realistic and impartial recommendations and conclusions which will enable us to develop a Health and Wellbeing 'Statement of Intent' and Framework moving further into 2022 and beyond.

3. FINANCIAL IMPLICATIONS

- 3.1 There are financial implications associated with this paper albeit funding has been secured which allows for the continuation of the

various ongoing projects and the further integration and mainstreaming of wellbeing across the organisation in a meaningful way.

4. PERSONNEL IMPLICATIONS

4.1 There are no specific personnel implications associated with this paper.

5. LEGAL IMPLICATIONS

5.1 There are legal implications associated with this paper in that Police Scotland requires to be compliant with the Health & Safety at Work Act 1974. There is direct correlation between an individual's wellbeing and their working environment. We must do everything reasonably practical to provide a safe and healthy workplace for our people.

6. REPUTATIONAL IMPLICATIONS

6.1 There are reputational implications associated with this paper in that if Police Scotland do not continue to prioritise the wellbeing of our people then staff morale and public perception may be negatively impacted.

7. SOCIAL IMPLICATIONS

7.1 There are no specific social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no specific community impact implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no specific equalities implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no specific environmental implications associated with this paper.

RECOMMENDATIONS

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

People & Development Quarterly MI Report – December 2021

Welcome to the Quarter 3 edition of the P&D MI Report

This report provides a quarterly overview of changes in the Police Scotland workforce, identifying areas of improvement and areas where HR intervention may be required.

Exclusions

Detached officers – those currently working outside of both Police Scotland and SPA – are excluded from **all** analyses except for leavers, turnover and projected retirements (slides 8-16), as their positions will be filled by existing Police Scotland establishment.

Recent Additions

Turnover (sides 13, 14 and 16) and Length of Service (slide 7) are now analysed by sex. At this time, they are a point in time snapshot, and will be compared against preceding quarter from next report.

A short analysis of Temporary Ranks is now included in slides 8-10.

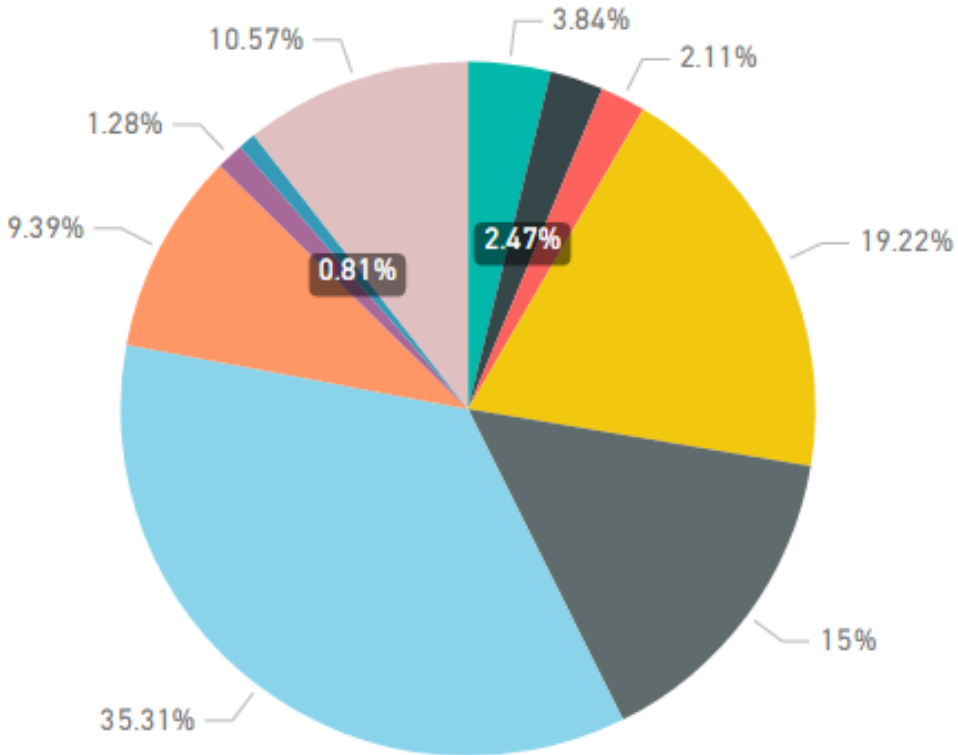
YTD and Projected Year End Average Working Days Lost (AWDL) figures are now provided in slide 23. The Projected YE value is calculated using a monthly average based on the total YTD value to project out to the end of the financial year. It does not take into consideration any likely seasonal absence fluctuations, and cannot take into account any estimations of COVID incidence rates.



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FTE and Distribution

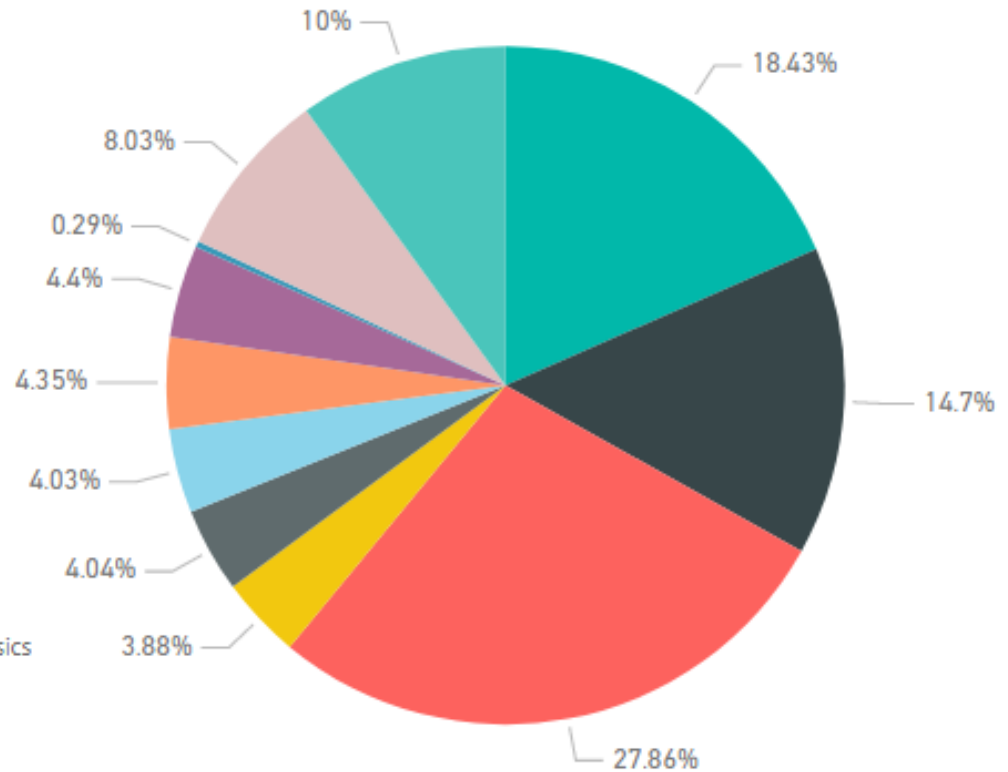
Officers



17,056.16 FTE (-116.13 FTE on Q2)

Staff

- LP and National Areas
- C3
- CJSD
- Corporate Services
- Local Policing East
- Local Policing North
- Local Policing West
- OSD
- P&A
- PPCW
- SCD
- SPA Corporate & Forensics



5,146 FTE (-13.14 FTE on Q2)

571.50 FTE SPA Corporate & Forensics (+1.29 FTE on Q2)

People & Development Quarterly MI Report – December 2021

FTE and Distribution Change Since Q2 21/22

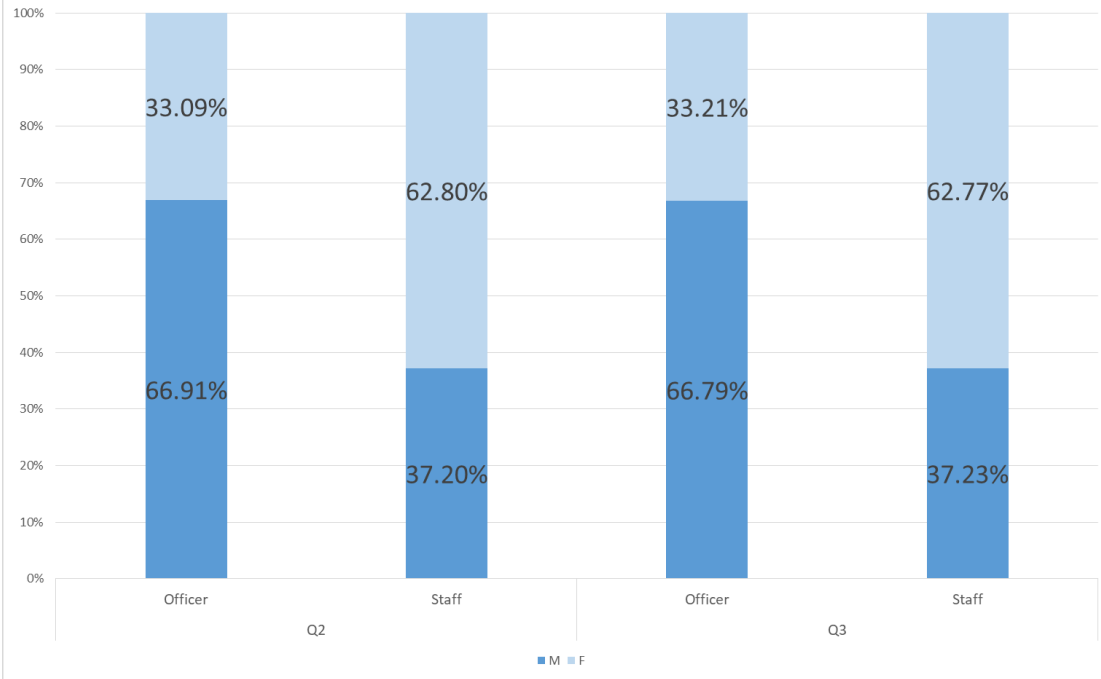
Officers		
Area	Q3 Change - FTE	Q3 Change - Workforce Proportion
C3	-0.88	0.03%
CJSD	8.7	0.06%
CSD	-82.56	-0.47%
LP East	58.37	0.47%
LP North	-3.52	0.08%
LP West	144.41	1.08%
OSD	-219.28	-1.21%
P&A	2.35	0.02%
PPCW	4.1	0.03%
SCD	-27.82	-0.09%

Staff		
Area	Q3 Change - FTE	Q3 Change - Workforce Proportion
C3	-22.4	-0.50%
CJSD	-7.28	-0.22%
CSD	-108.81	-2.09%
SPA	1.29	0.79%
LP East	5.34	0.07%
LP North	-4.47	-0.11%
LP West	-0.41	-0.03%
OSD	-1.46	-0.05%
P&A	4.5	0.05%
PPCW	1.49	0.03%
SCD	120.37	2.07%

People & Development Quarterly MI Report – December 2021

Sex Profile

Sex Split by Emp Type



Both workforce groups continues to shift positively toward balance. The proportion of female officers has increased by **0.12%**, and the proportion of male staff members has increased by **0.03%**.

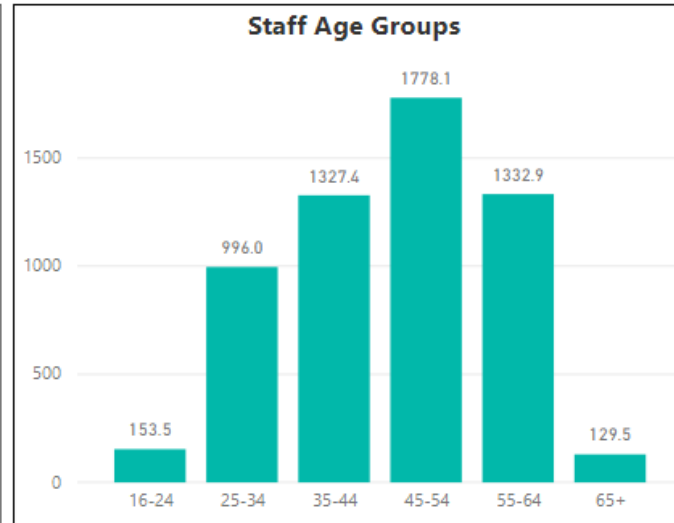
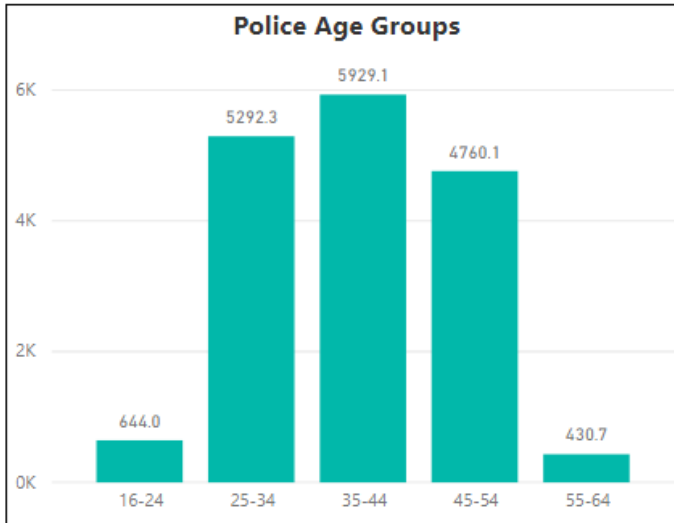
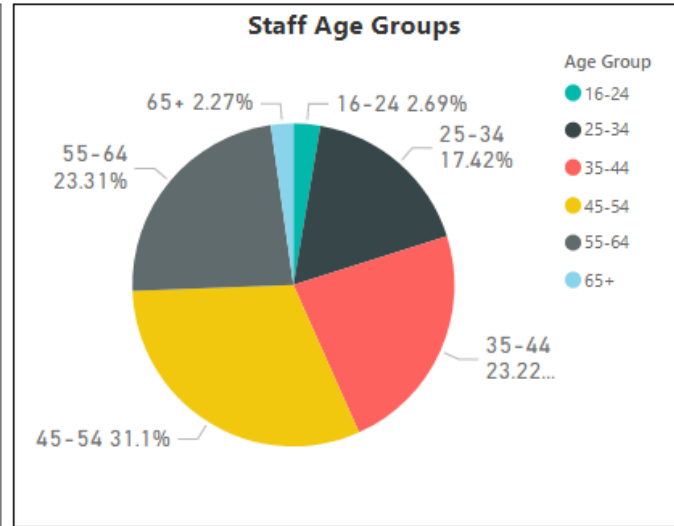
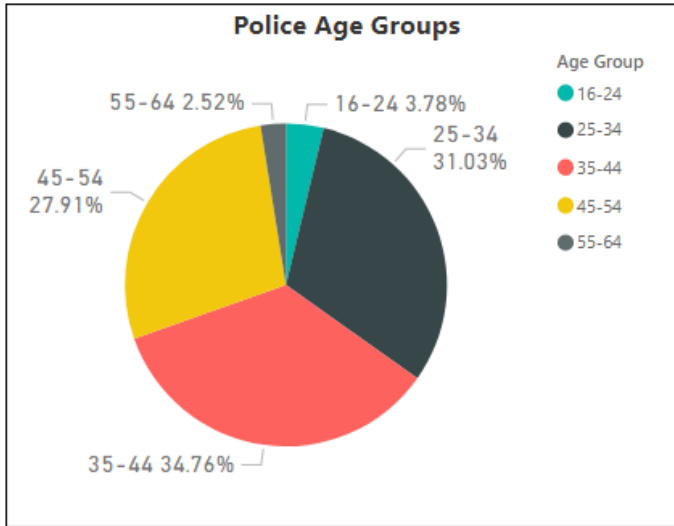
Sex	F		M		Total	
	FTE	%	FTE	%	FTE	%
PC	3456.69	32.43%	7201.98	67.57%	10658.66	100.00%
DC	1035.02	39.47%	1587.43	60.53%	2622.46	100.00%
PS	489.29	26.56%	1353.13	73.44%	1842.43	100.00%
DS	221.78	31.48%	482.81	68.52%	704.59	100.00%
PI	165.86	26.51%	459.75	73.49%	625.61	100.00%
DI	68.55	24.61%	210.00	75.39%	278.55	100.00%
CI	49.00	27.68%	128.00	72.32%	177.00	100.00%
DCI	13.00	17.81%	60.00	82.19%	73.00	100.00%
SUP	31.00	32.63%	64.00	67.37%	95.00	100.00%
DSU	12.00	28.57%	30.00	71.43%	42.00	100.00%
CS	6.00	19.35%	25.00	80.65%	31.00	100.00%
DCS	3.00	37.50%	5.00	62.50%	8.00	100.00%
ACC	1.00	10.00%	9.00	90.00%	10.00	100.00%
DCC	1.00	33.33%	2.00	66.67%	3.00	100.00%
CC			1.00	100.00%	1.00	100.00%
Total	5553.19	32.34%	11619.11	67.66%	17172.29	100.00%

Total Rank	Female Officer % of Rank	
	Q2	Q3
PC	33.82%	33.89%
PS	27.92%	28.21%
PI	25.93%	25.39%
CI	24.80%	27.87%
SUP	31.39%	30.47%
CS	23.08%	24.32%

Female representation has **increased** at all ranks with the exception of PI and SUP, which have **decreased**.

People & Development Quarterly MI Report – December 2021

Age Profile



Average Officer Age

Average of Age

39.01

Average Staff Age

Average of Age

45.88

Average Officer age has slightly increased (+0.05 years) since Q2.

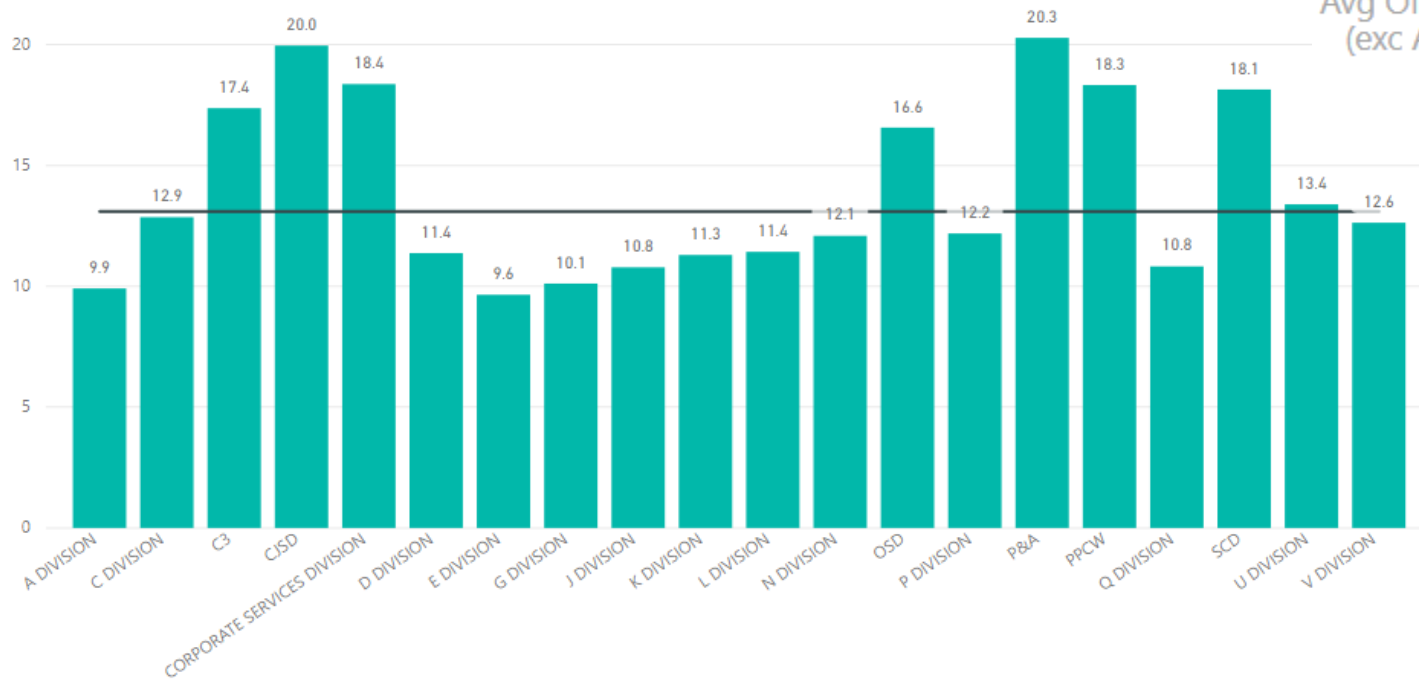
Average Staff Age has also very slightly increased (+0.06 years) since Q2.

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Length of Service Profile – Actual Service

Officer Avg Actual Service (excluding ACC,DCC and CC)

● Average of Actual service ● Average Across Force



13.10

+0.04 years
on Q2

Avg Officer Actual Service
(exc ACC, DCC and CC)

Local Area/Division	Variance from average	
	Q2	Q3
A DIVISION	-24.22%	-24.40%
C DIVISION	-2.44%	-1.90%
C3	32.77%	32.60%
CJSD	54.33%	52.40%
CORPORATE SERVICES DIVISION	35.92%	40.20%
D DIVISION	-12.25%	-13.20%
E DIVISION	-28.15%	-26.40%
G DIVISION	-23.34%	-22.80%
J DIVISION	-17.54%	-17.70%
K DIVISION	-14.38%	-13.80%
L DIVISION	-14.36%	-12.80%
N DIVISION	-8.74%	-7.70%
OSD	23.30%	26.40%
P DIVISION	-7.53%	-7.00%
P&A	54.89%	54.80%
PPCW	41.10%	39.90%
Q DIVISION	-18.36%	-17.40%
SCD	38.79%	38.50%
U DIVISION	0.22%	2.20%
V DIVISION	-4.41%	-3.60%

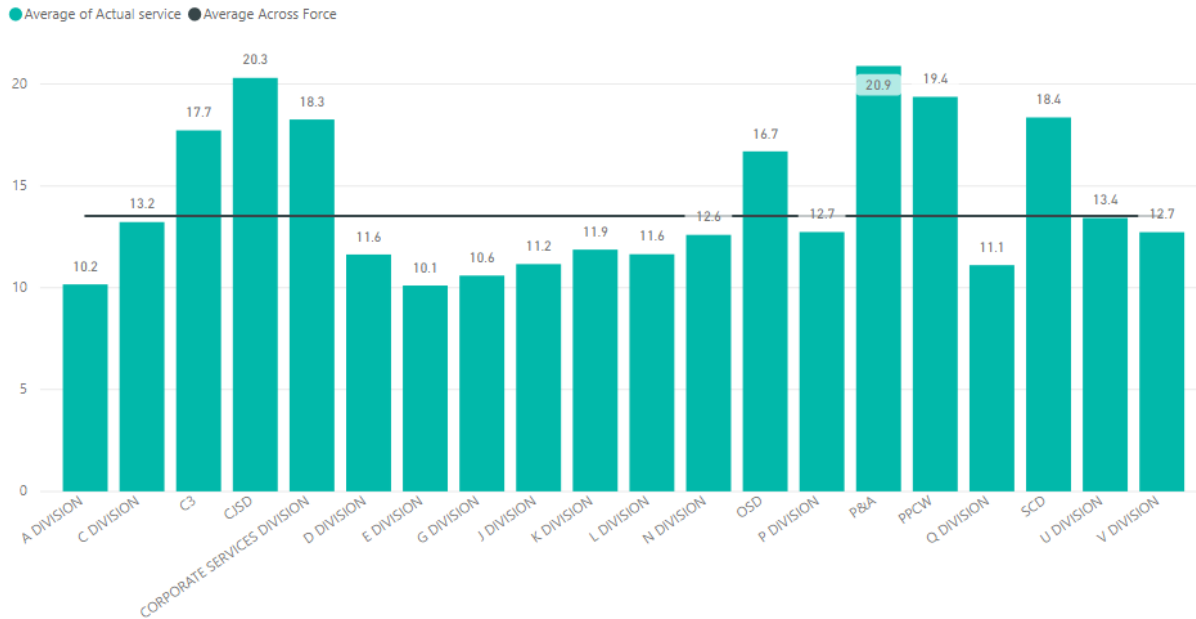
Local Policing Divisions can be expected to trend lower than the forcewide average, as these are the entry points for new officers. National Services tend to trend above the forcewide average.

Areas demonstrating continuing travel away from (+/-) the forcewide average are highlighted yellow in the table above right.

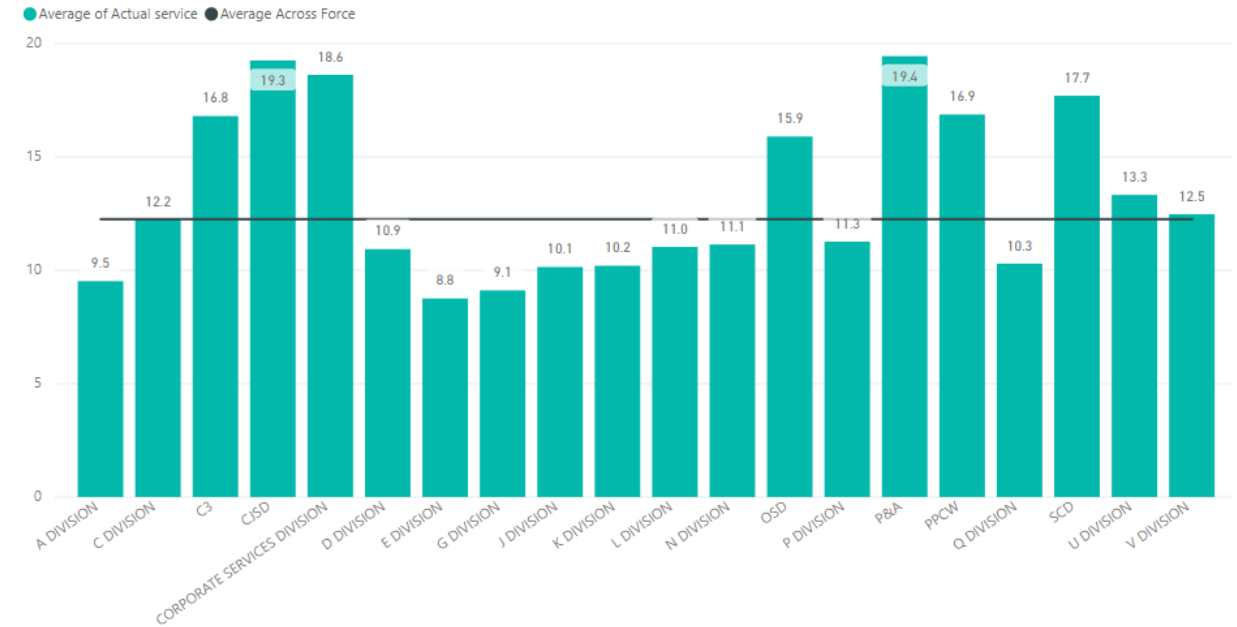
People & Development Quarterly MI Report – December 2021

Length of Service Profile by Sex – Actual Service

Male Officer Avg Actual Service (excluding ACC, DCC and CC)



Female Officer Avg Actual Service (excluding ACC, DCC and CC)

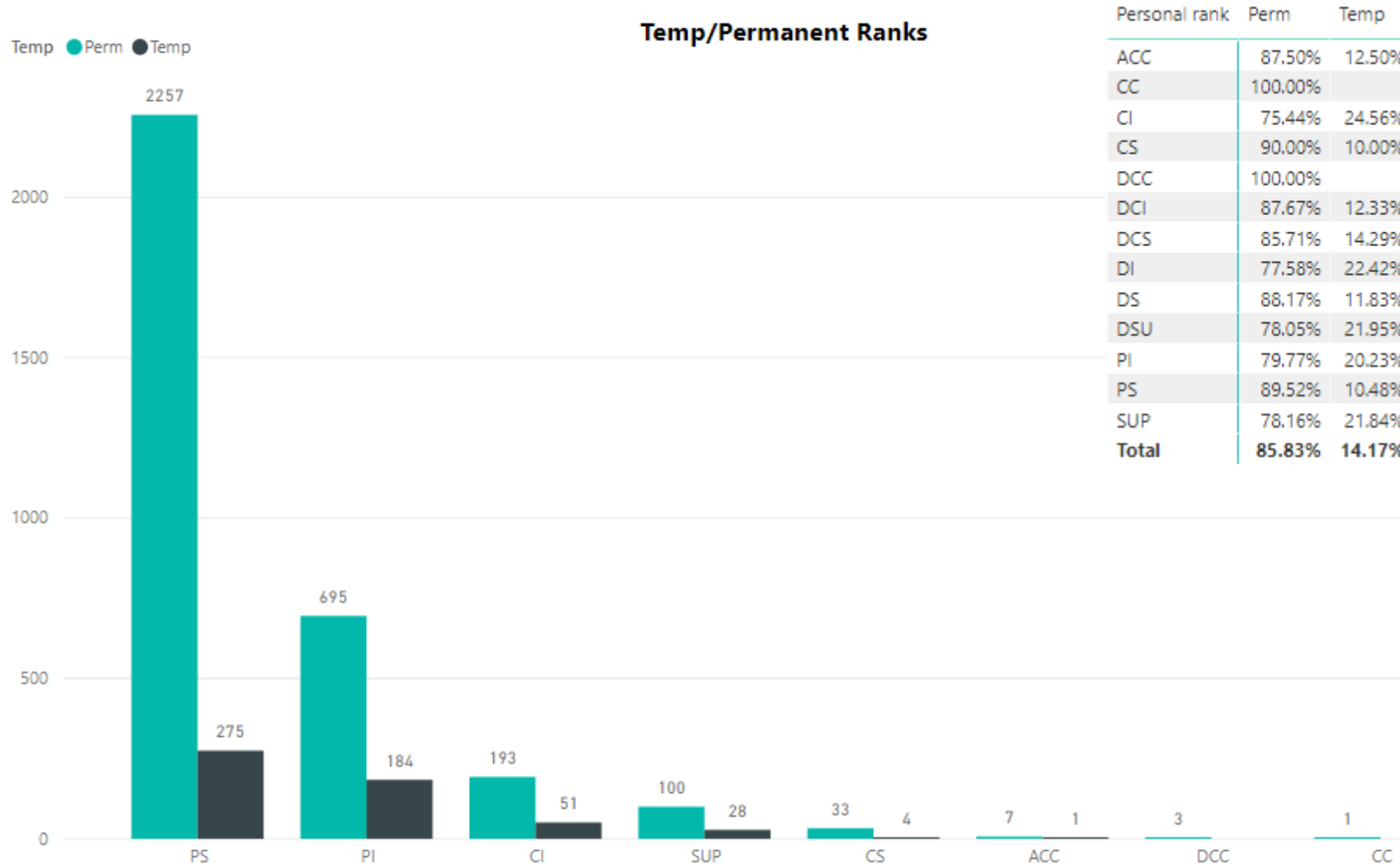


Female officers have shorter average length of service, with an average of 12.25 years service against the average of 13.53 years for male officers.

Variation of average length of service by division are broadly comparable across both sexes.

People & Development Quarterly MI Report – December 2021

Temporary Ranks by Rank – December snapshot



Personal rank	Perm	Temp
ACC	87.50%	12.50%
CC	100.00%	0.00%
CI	75.44%	24.56%
CS	90.00%	10.00%
DCC	100.00%	0.00%
DCI	87.67%	12.33%
DCS	85.71%	14.29%
DI	77.58%	22.42%
DS	88.17%	11.83%
DSU	78.05%	21.95%
PI	79.77%	20.23%
PS	89.52%	10.48%
SUP	78.16%	21.84%
Total	85.83%	14.17%

The proportion of officers in temporary ranks has decreased in Q3, down 3.64% since Q2.

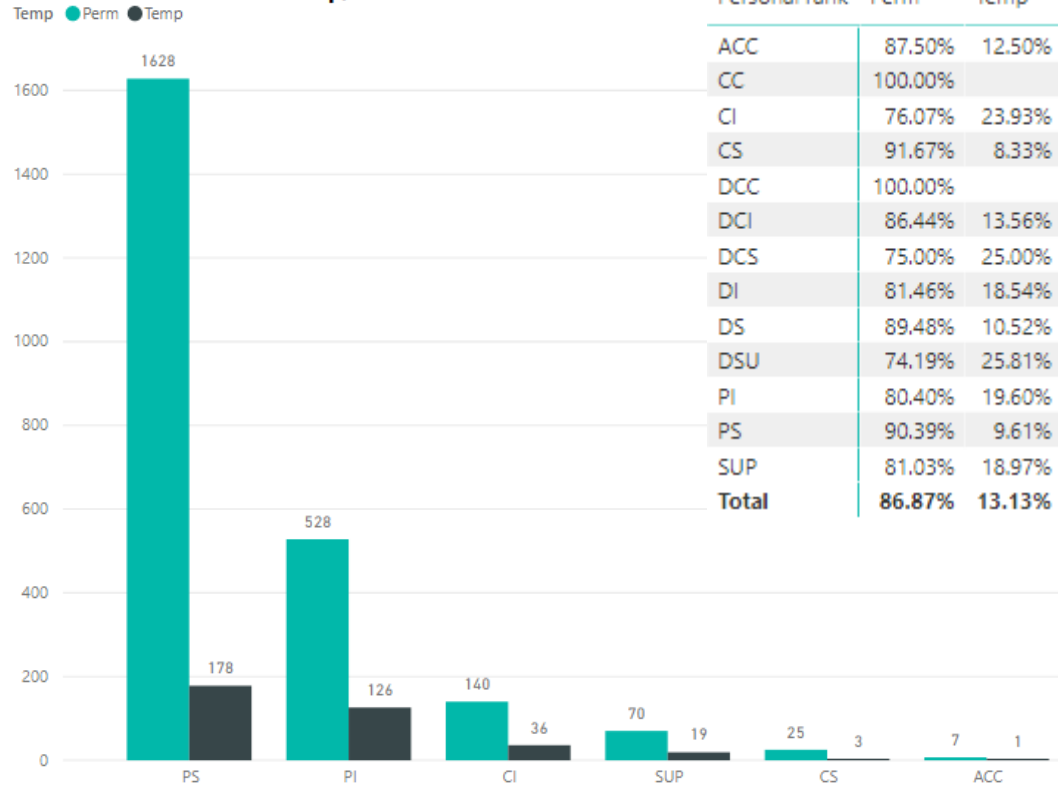
The most recent promotion parade occurred in December 2022.

The highest proportion of temporary ranks occurs at the SUP rank, with 21.88% (combined SUP and DSU) of these individuals in rank on a temporary basis.

People & Development Quarterly MI Report – December 2021

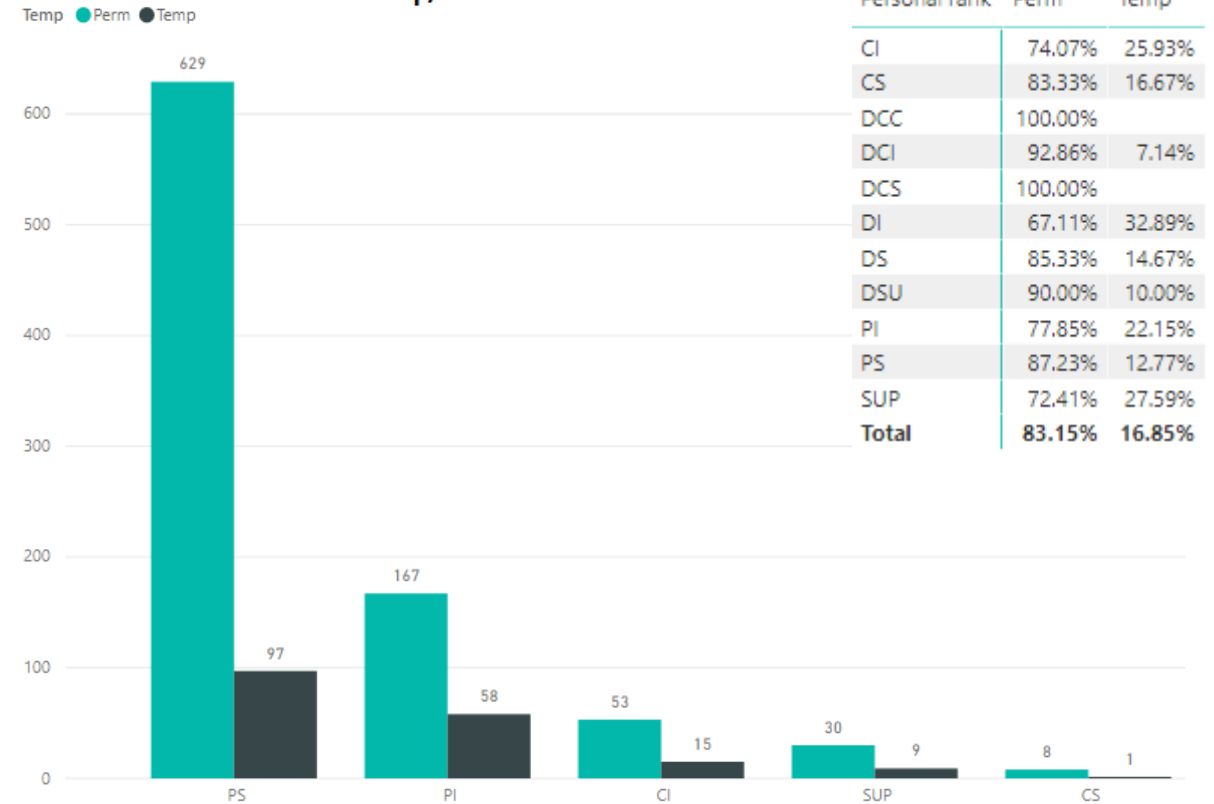
Temporary Ranks by Sex – December snapshot

Male Temp/Permanent Ranks



Personal rank	Perm	Temp
ACC	87.50%	12.50%
CC	100.00%	
CI	76.07%	23.93%
CS	91.67%	8.33%
DCC	100.00%	
DCI	86.44%	13.56%
DCS	75.00%	25.00%
DI	81.46%	18.54%
DS	89.48%	10.52%
DSU	74.19%	25.81%
PI	80.40%	19.60%
PS	90.39%	9.61%
SUP	81.03%	18.97%
Total	86.87%	13.13%

Female Temp/Permanent Ranks

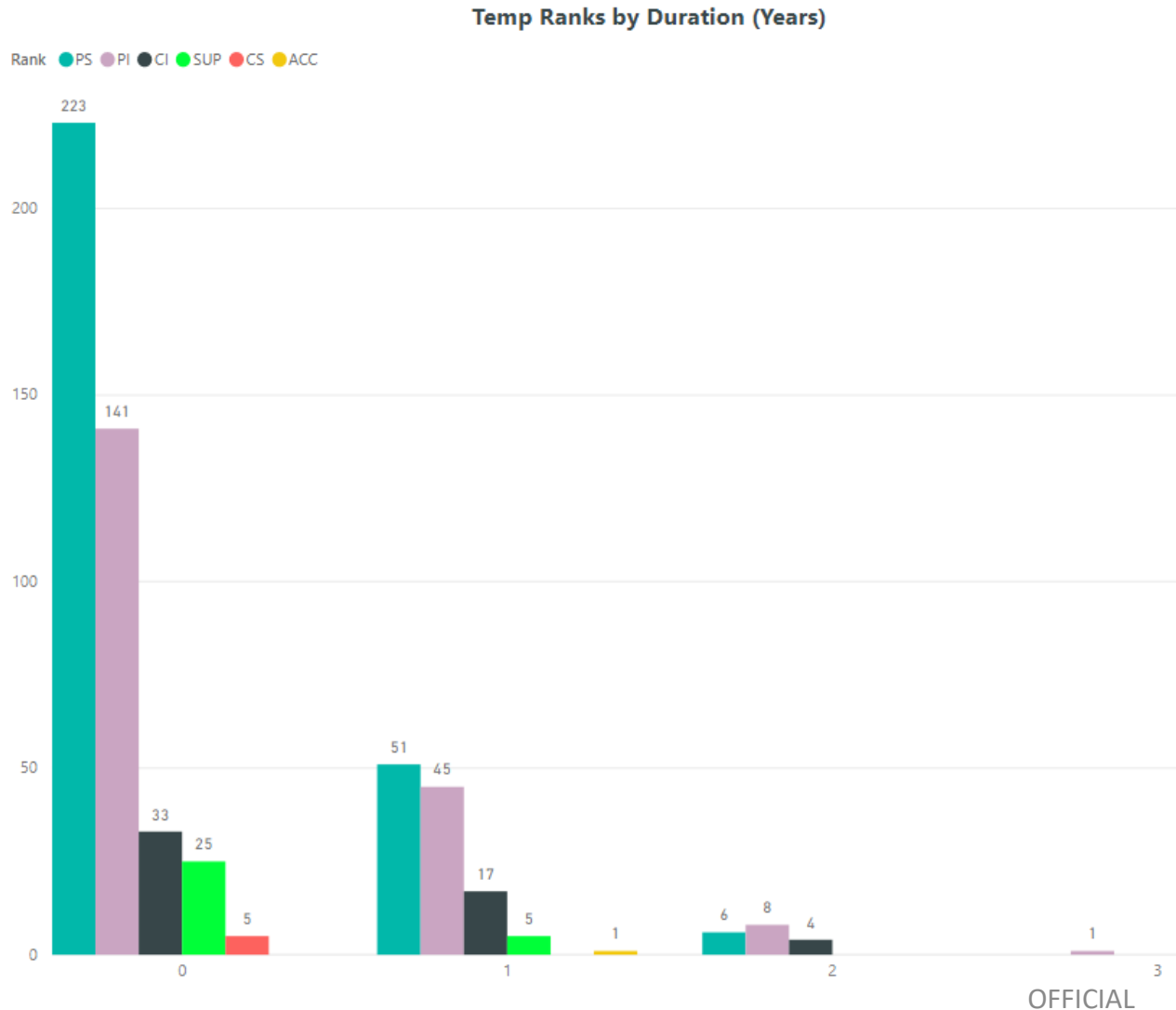


Personal rank	Perm	Temp
CI	74.07%	25.93%
CS	83.33%	16.67%
DCC	100.00%	
DCI	92.86%	7.14%
DCS	100.00%	
DI	67.11%	32.89%
DS	85.33%	14.67%
DSU	90.00%	10.00%
PI	77.85%	22.15%
PS	87.23%	12.77%
SUP	72.41%	27.59%
Total	83.15%	16.85%

A higher proportion of female officers than male officers occupy temporary ranks.
This difference has widened (+2.43%) since Q2.

People & Development Quarterly MI Report – December 2021

Temporary Ranks by Duration – December snapshot



The duration of temporary ranks has decreased since Q2.

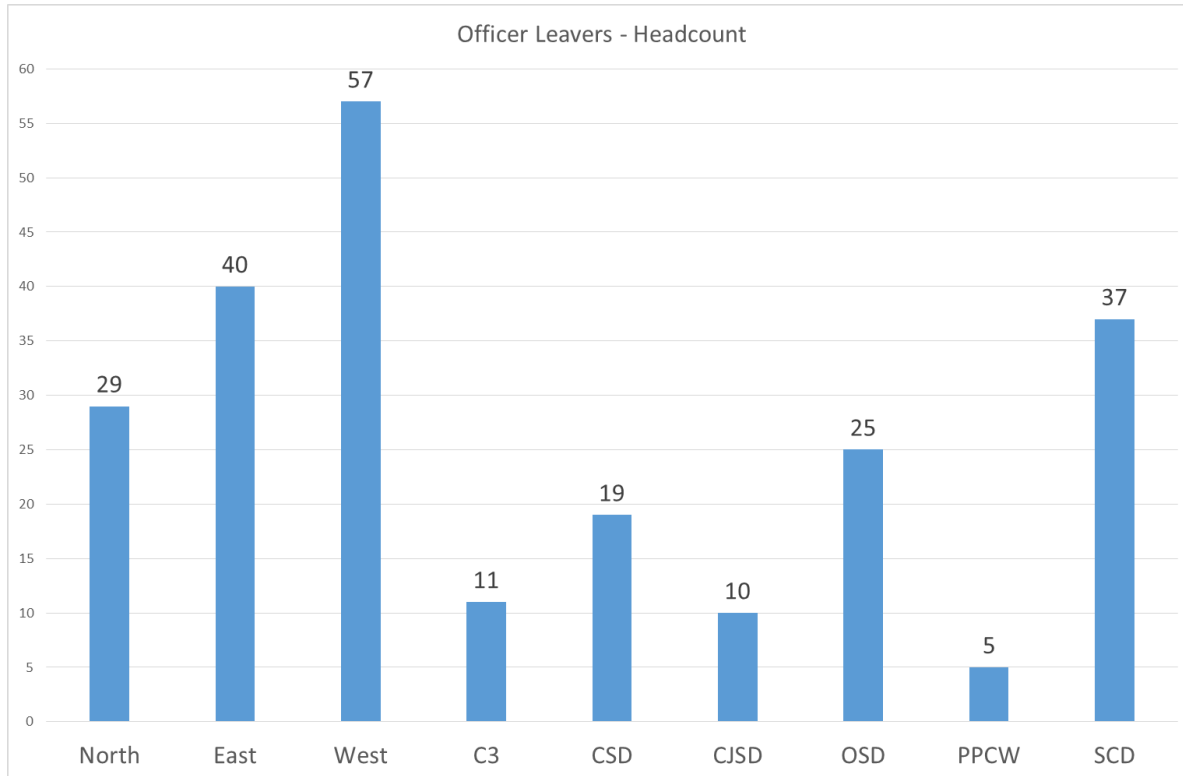
The majority of temporary ranks have now been in place for 1 year or less.

The longest-running temporary ranks appear at the CI level, with 7.41% of temporary CI ranks lasting for 2 years.

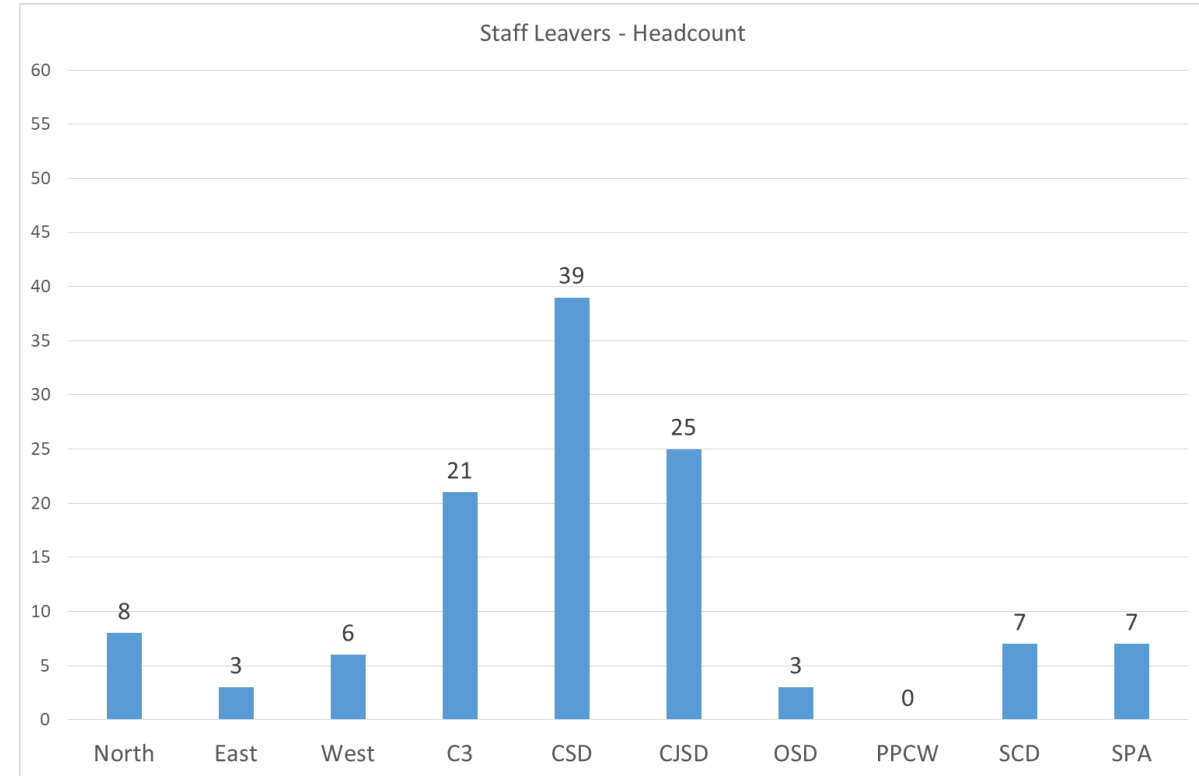
People & Development Quarterly MI Report – December 2021

Leavers – Q3 2021/22

Officer Leavers - Headcount



Staff Leavers - Headcount



Officer Leavers - 233



Up **27 (13.11%)**
on previous quarter

Staff Leavers - 119

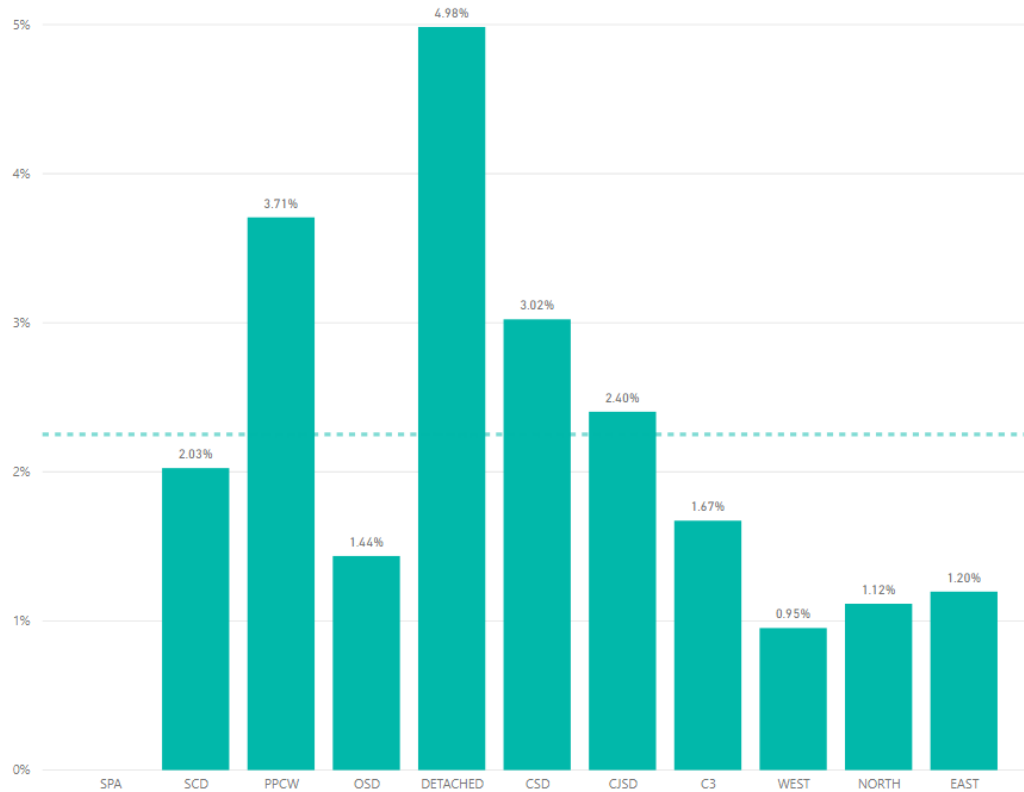


Down **2 (1.65%)**
on previous quarter

People & Development Quarterly MI Report – December 2021

Turnover – Q3 2021/22

Officer Turnover



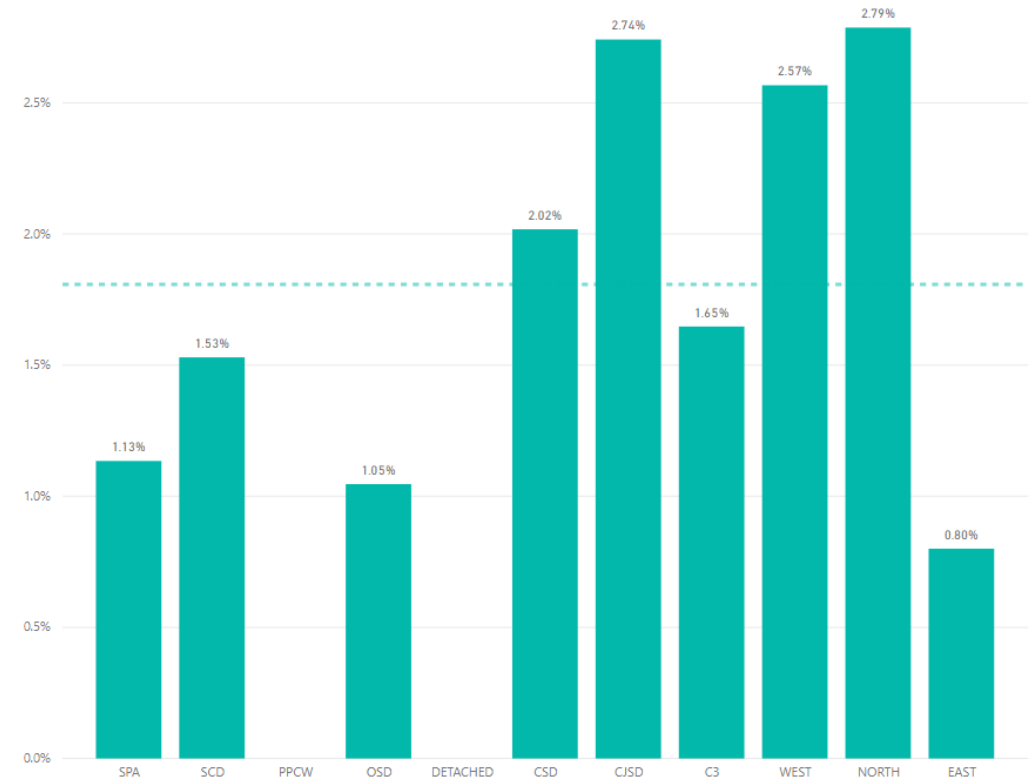
Forcewide Officer Turnover rate:

1.36%



Up **0.17%** on previous quarter.

Staff Turnover



Forcewide Staff Turnover rate:

1.88%

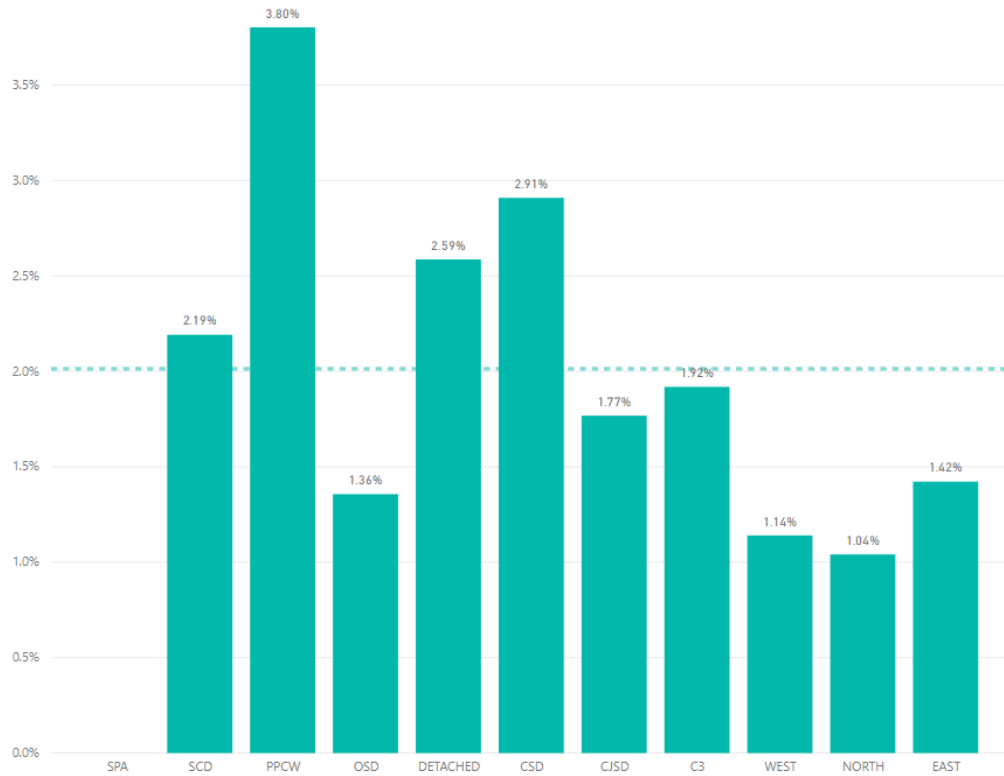


Down **0.03%** on previous quarter.

People & Development Quarterly MI Report – December 2021

Turnover by Sex - Officers – Q3 2021/22

Male Officer Turnover



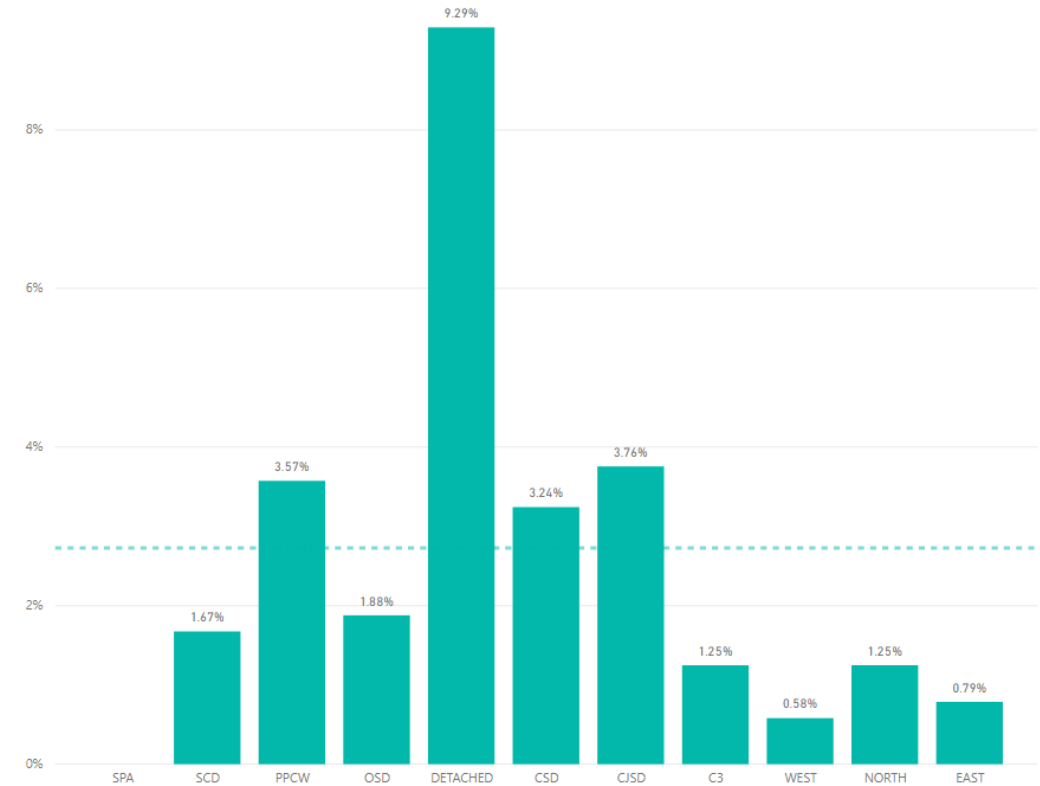
Forcewide Male Officer Turnover:

1.45%



0.09% over
general force
average.

Female Officer Turnover



Forcewide Female Officer Turnover:

1.18%

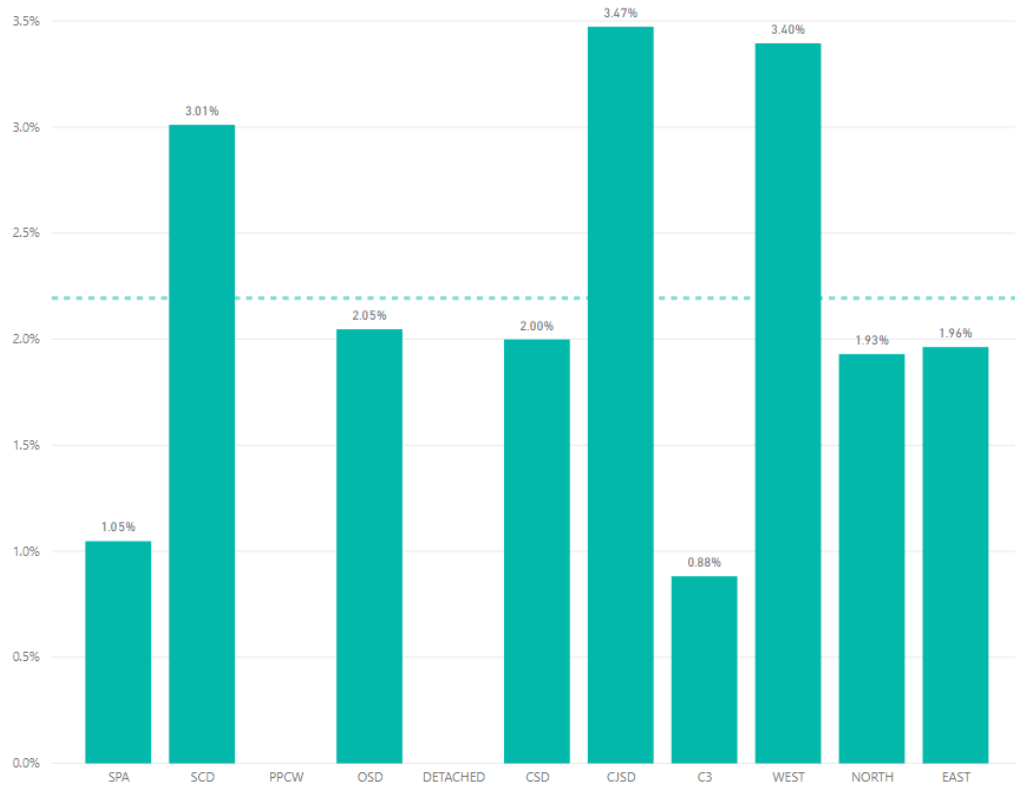


0.18% below
general force
average.

People & Development Quarterly MI Report – December 2021

Turnover by Sex - Staff – Q3 2021/22

Male Staff Turnover



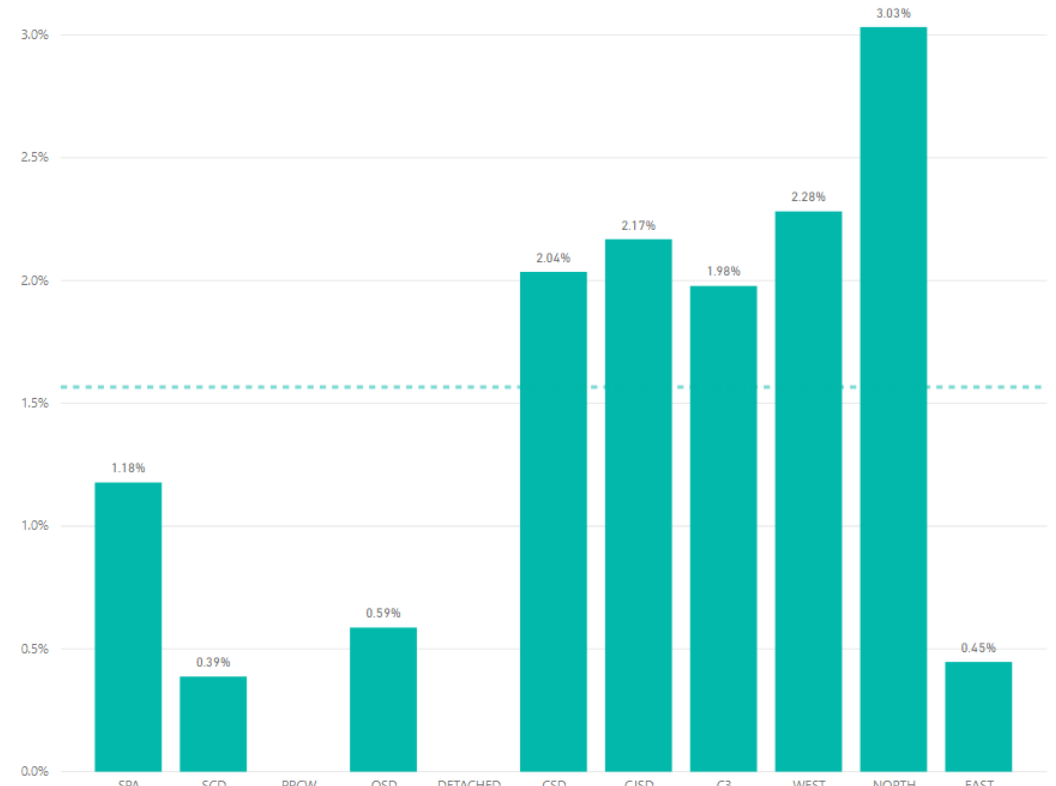
Forcewide Male Staff Turnover:

2.11%



0.23% over
general force
average.

Female Staff Turnover



Forcewide Female Staff Turnover:

1.74%

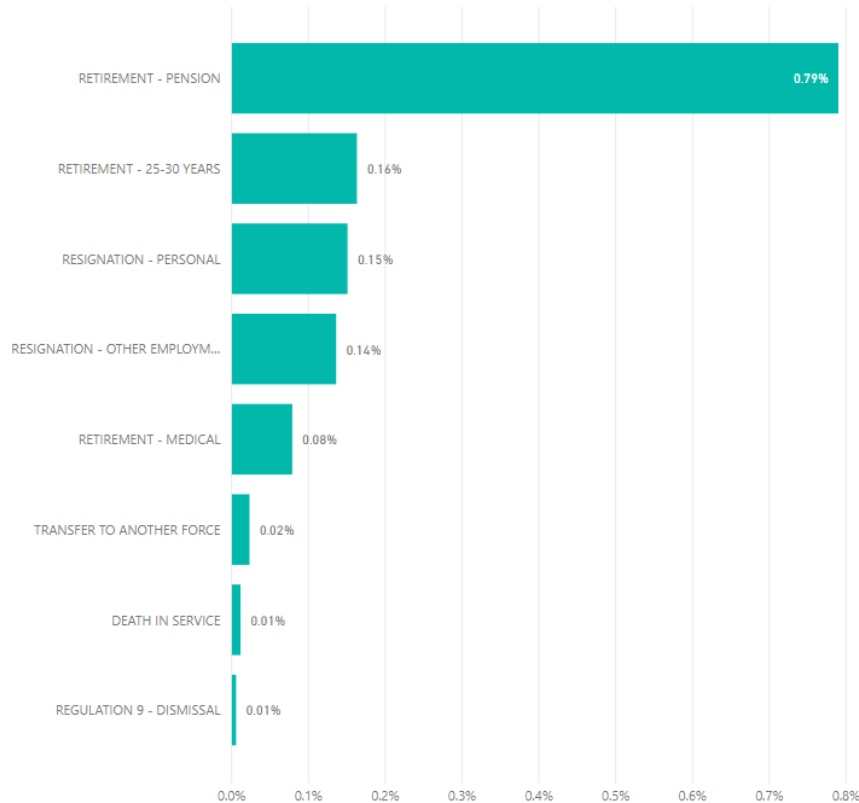


0.14% below
general force
average.

People & Development Quarterly MI Report – December 2021

Turnover by Reason – Q3 21/22

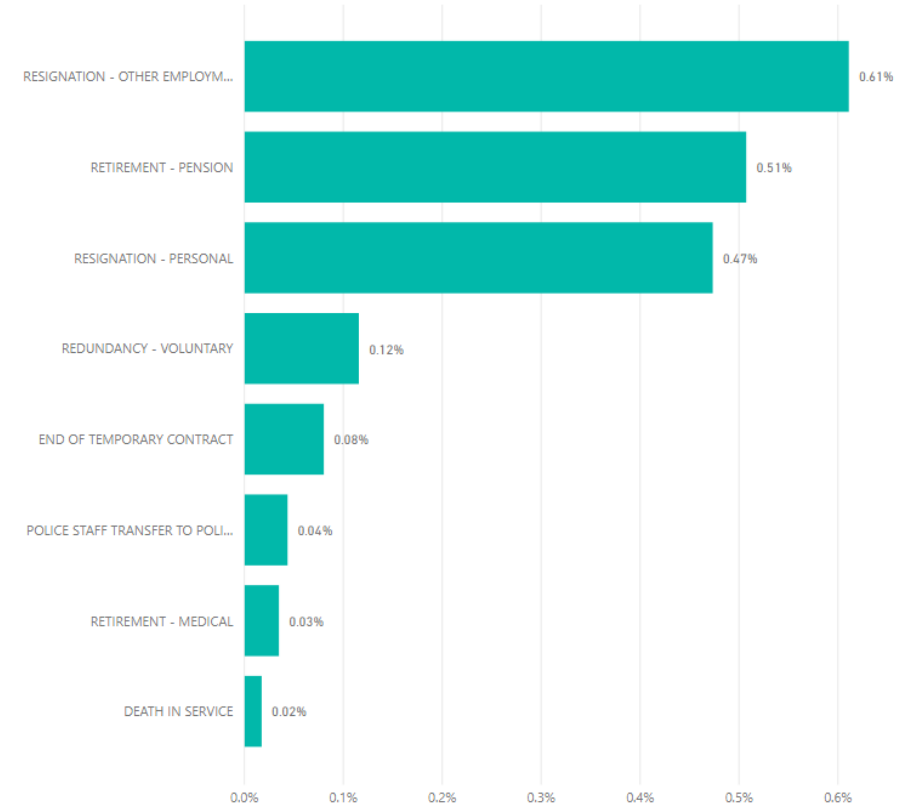
Turnover by Reason - Officers



The main reason for officer turnover this quarter was **Retirement – Pension**, at **0.79%** (up 0.14% from Q2).

For the Staff group, the main reason for turnover was **Resignation – Other Employment**, at **0.61%** (down 0.15% from Q2).

Turnover by Reason - Staff



Retirement remains the main reason for male Officer attrition over the last 12 months, at a combined **3.13%** turnover.

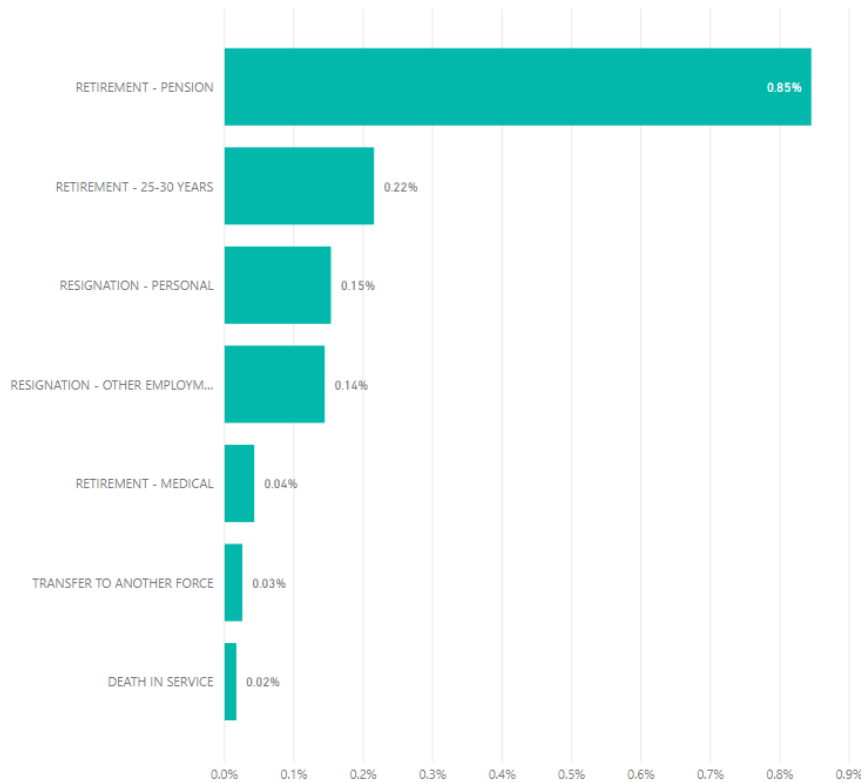
Resignations are the main reason for Staff attrition over the last 12 months, at a combined **3.56%** turnover.

Turnover is now **5.15%** (+0.56% since Q2) organisation-wide over the last 12 months, a return to anticipated levels of 5-6%.

People & Development Quarterly MI Report – December 2021

Turnover by Reason by Sex – Officers - Q3 21/22

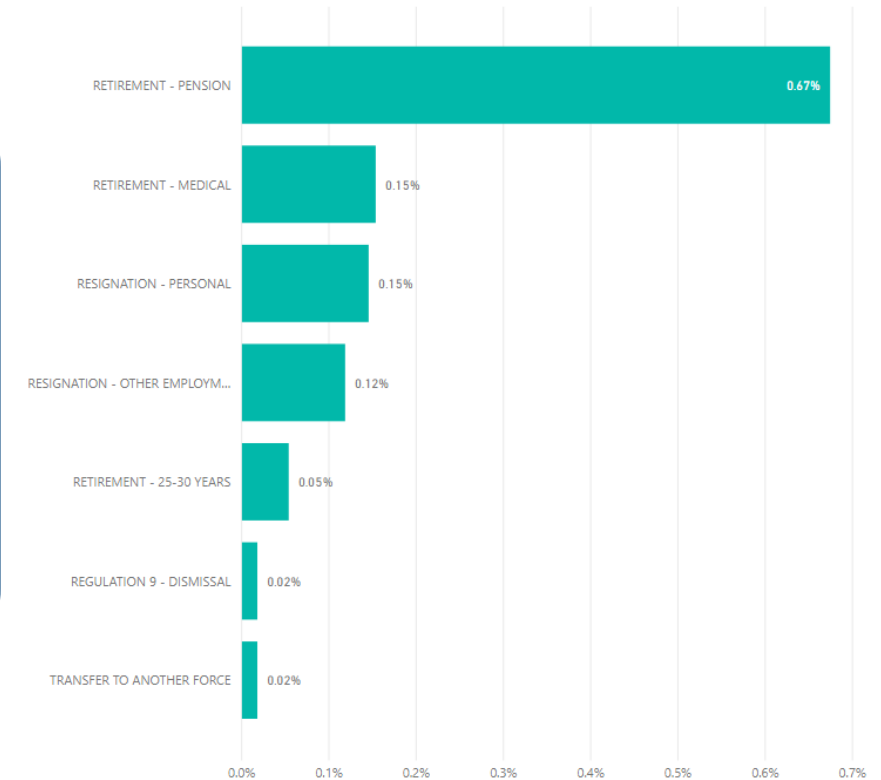
Male Officer Turnover By Reason



Retirement – Pension remains the primary cause of turnover for officers across both sexes.

A higher percentage (0.15% versus 0.04%) of female officers left in Q3 through **Retirement – Medical**.

Female Officer Turnover by Reason



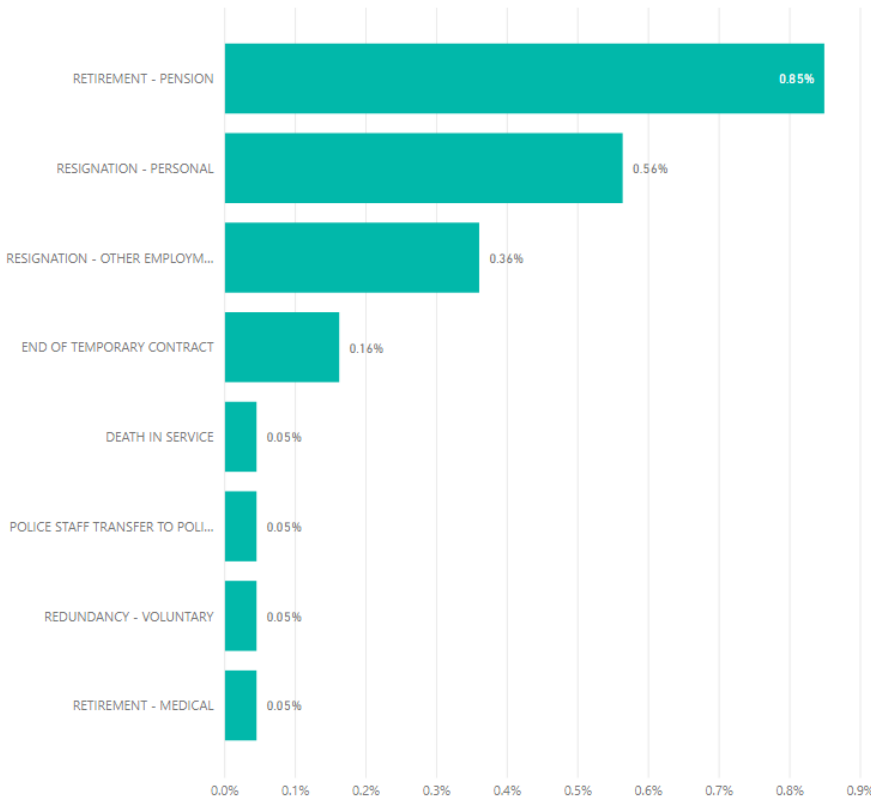
Retirement (excluding Medical) accounts for a combined 3.61% of male Officer and 2.11% of female Officer attrition over the last 12 months.

Retirement - Medical accounts for 0.15% of male Officer and 0.19% of female Officer attrition over the last 12 months.

People & Development Quarterly MI Report – December 2021

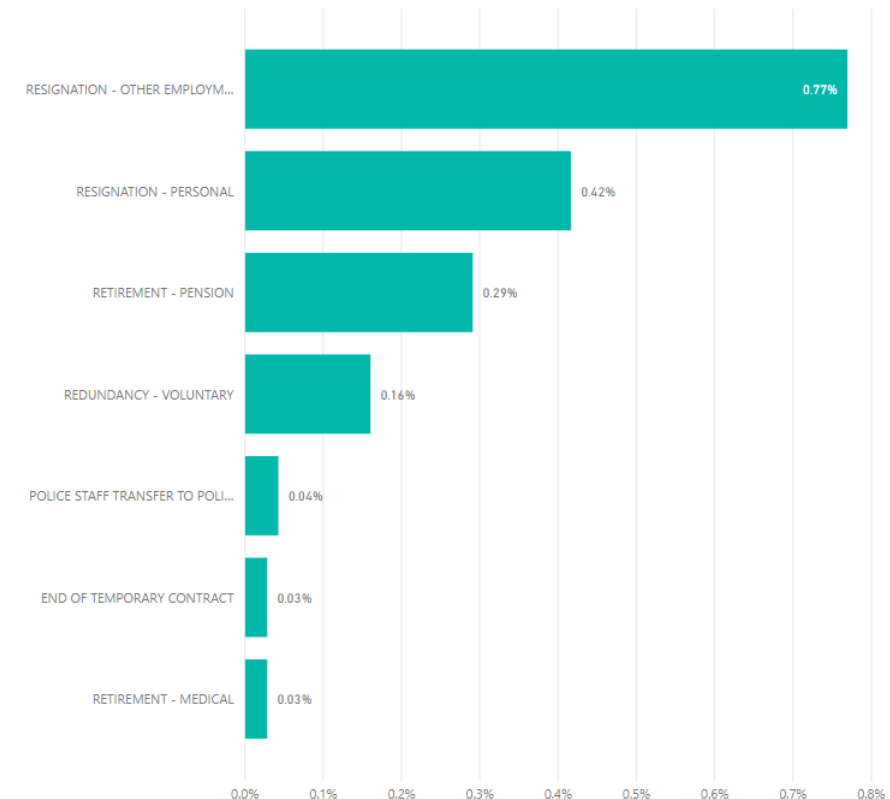
Turnover by Reason by Sex – Staff – Q3 21/22

Male Staff Turnover by Reason



The main reason for male staff turnover this quarter was **Retirement – Pension**, at **0.85%**, whereas the main reason for female staff turnover was **Resignation – Other Employment**, at **0.77%**.

Female Staff Turnover by Reason



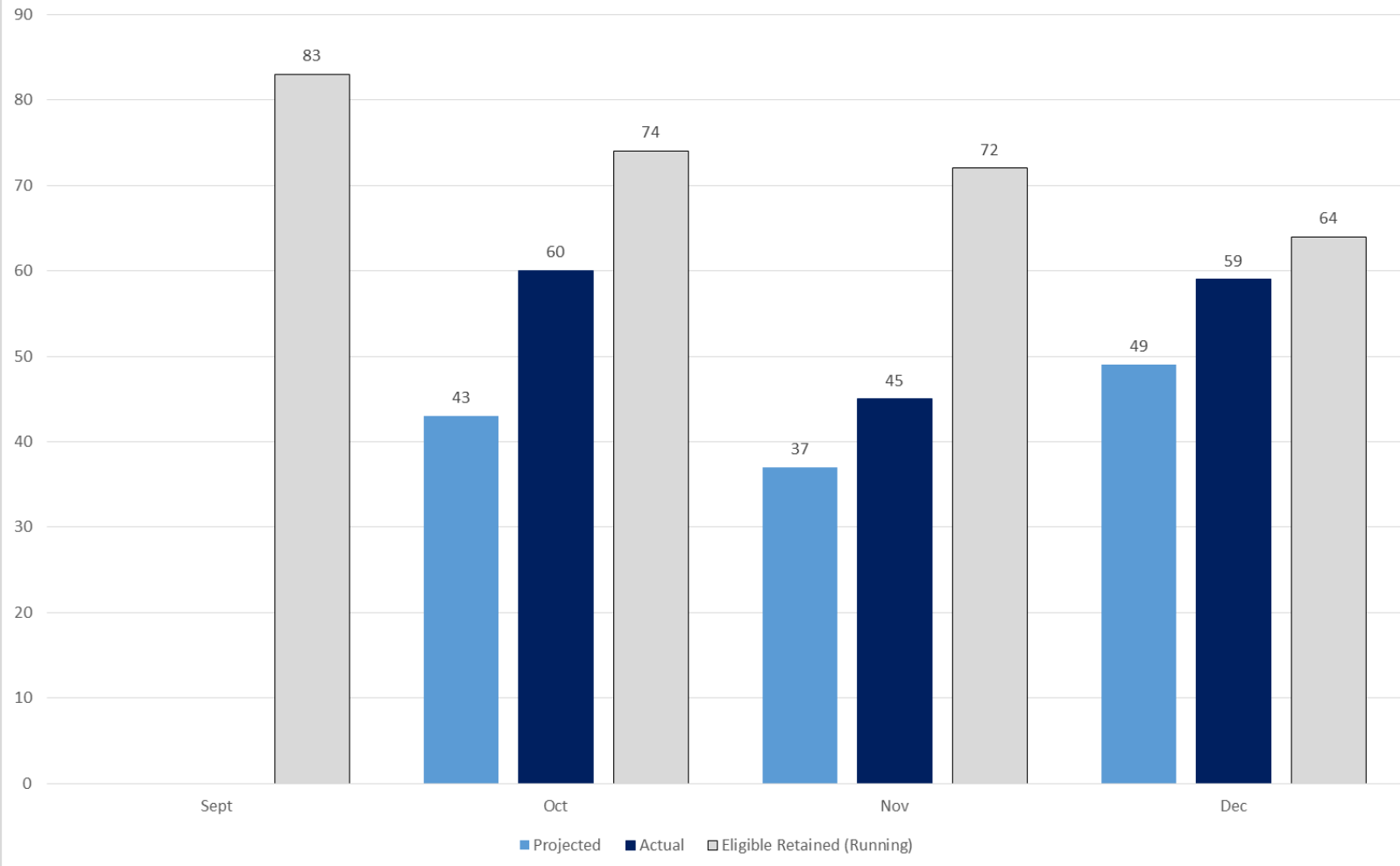
Retirement remains the main reason for male Staff attrition over the last 12 months, at a combined **3.68%** turnover, followed by Resignation types (combined 3.3%).

Resignations are the main reason for female Staff attrition over the last 12 months, at a combined **3.71%** turnover, followed by Retirement types (combined 1.4%).

People & Development Quarterly MI Report – December 2021

Projected vs Actual Officer Retirals – Q3 21/22

Q2 Projected vs Actual Officer Retirals



Actual Officer retirements have continued to outpace projections, with the greatest variance (**17** more than projected) in October

Previously, around 80 Officers eligible for retirement choose to remain in service during any month. This has been higher than normal during the pandemic, and has continued to decrease during Q3.

People & Development Quarterly MI Report – December 2021

Officer Retirals by Length of Pensionable Service – Q3 21/22

Q2 - Officer Retirements by Pensionable Service

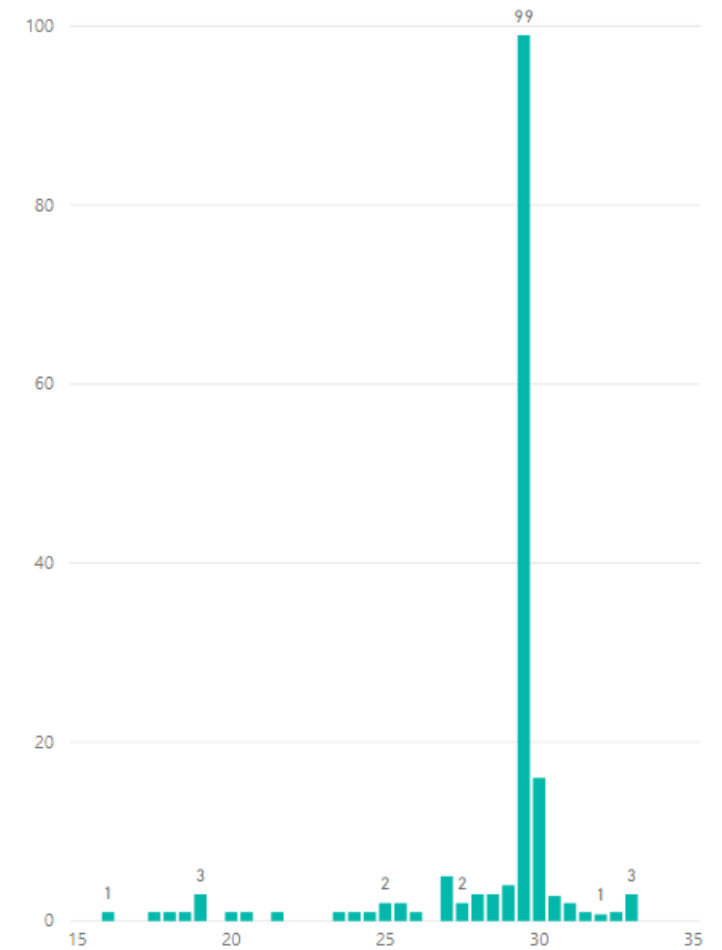


As yet, there is still no evidence of a change in retirement behaviour for Officers.

As also seen in Q1, in both Q2 and Q3 the vast majority of retirements occurred around 30 years service.

Some apparent outliers of retirement in early service relate to those who joined the Service later in their careers.

Q3 - Officer Retirements by Pensionable Service



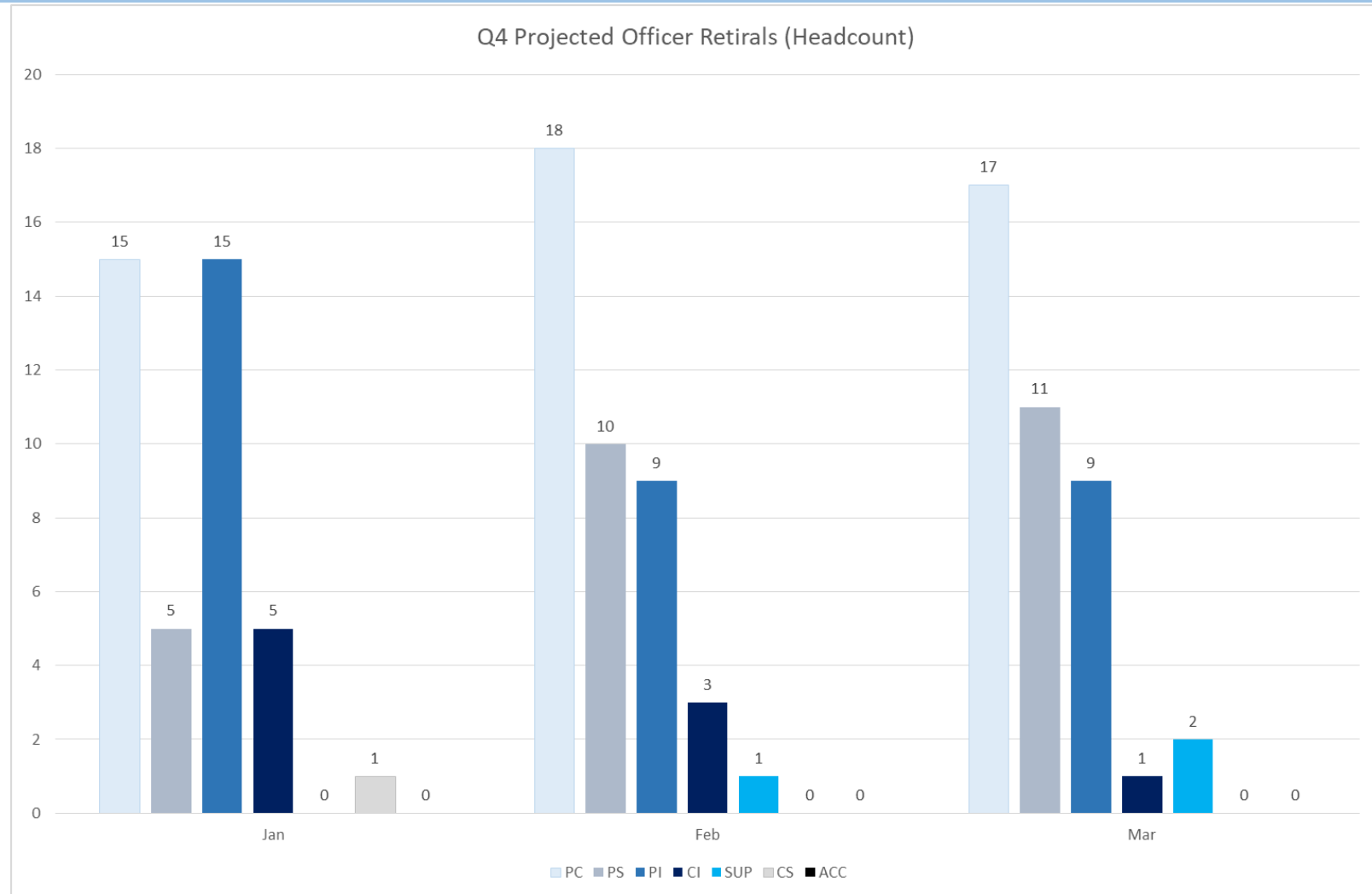
People & Development Quarterly MI Report – December 2021

Projected Officer Retirals – Q4 21/22

A total of **122** Officers are projected to reach full pension eligibility during Q4, based on full pension eligibility under their scheme.

This is still currently the best predictor of officer retirement, but may change following the introduction of the pension remedy in April 2022.

A full data set has been developed to monitor retirement behaviour, to allow us to adapt our projections accordingly.



People & Development Quarterly MI Report – December 2021

Total Sickness Absence – December snapshot

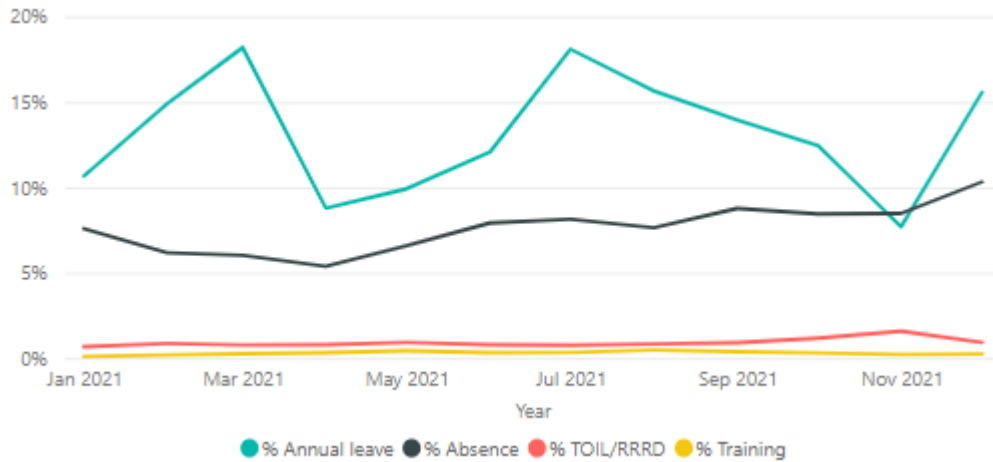
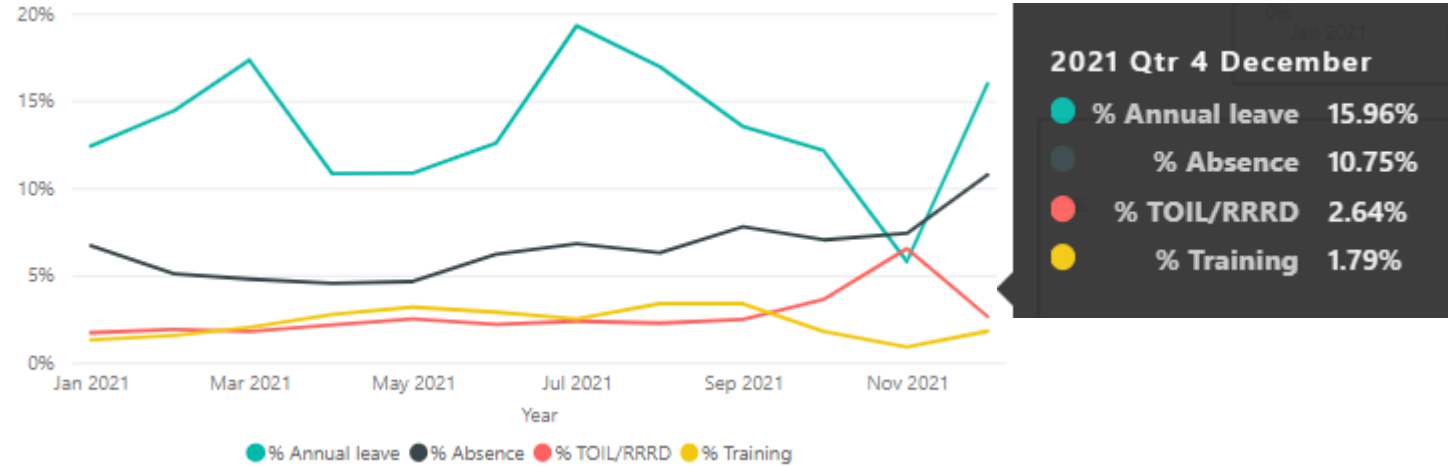
Officer Sickness
Absence rate:

10.75%



Up **2.98%** on end Q2

Monthly rates: Oct 7.02%, Nov 7.40%, Dec 10.75%



Staff Sickness
Absence rate:

10.32%



Up **1.55%** on end Q2

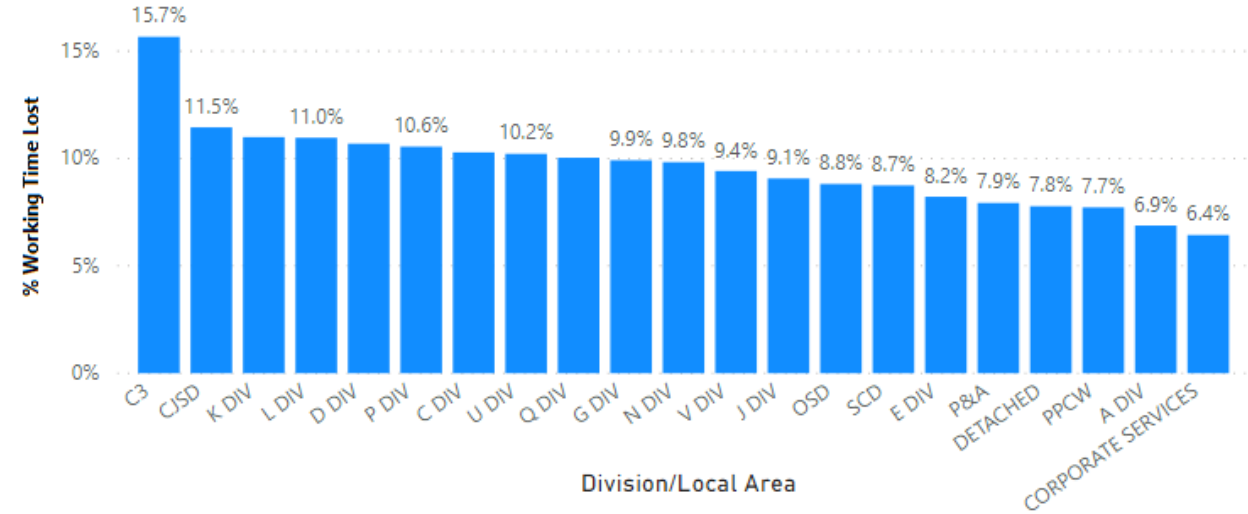
Monthly rates: Oct 8.44%, Nov 8.47%, Dec 10.32%

People & Development Quarterly MI Report – December 2021

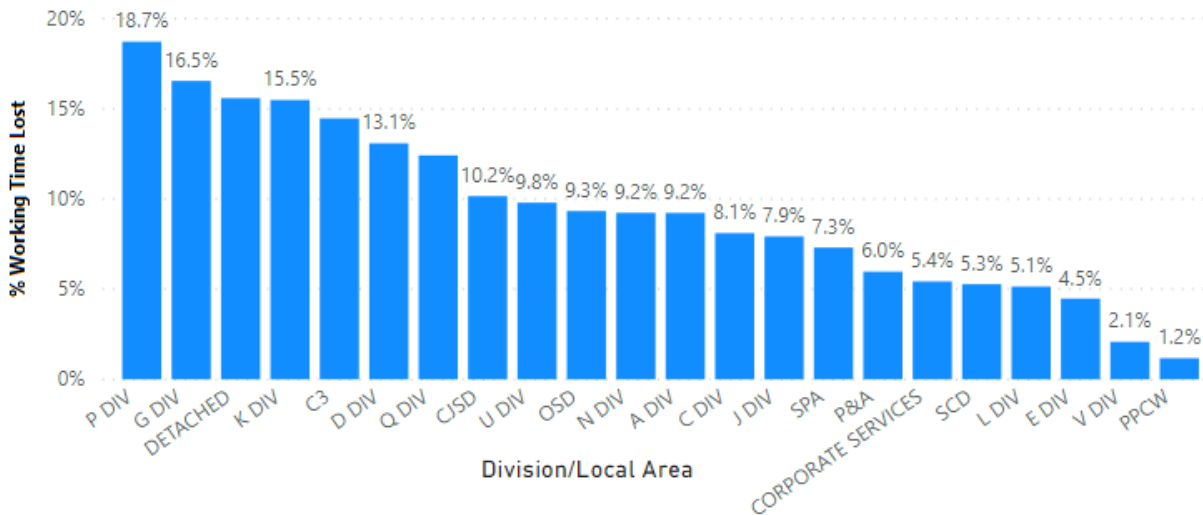
Total Sickness Absence by Business Area – Q3 21/22

C3 remains furthest over the forcewide average for lost working time for officers, at **15.7%** in Q3 (up 2% since Q2).

Absence% of Total Working Time - Officers



Absence% of Total Working Time - Staff

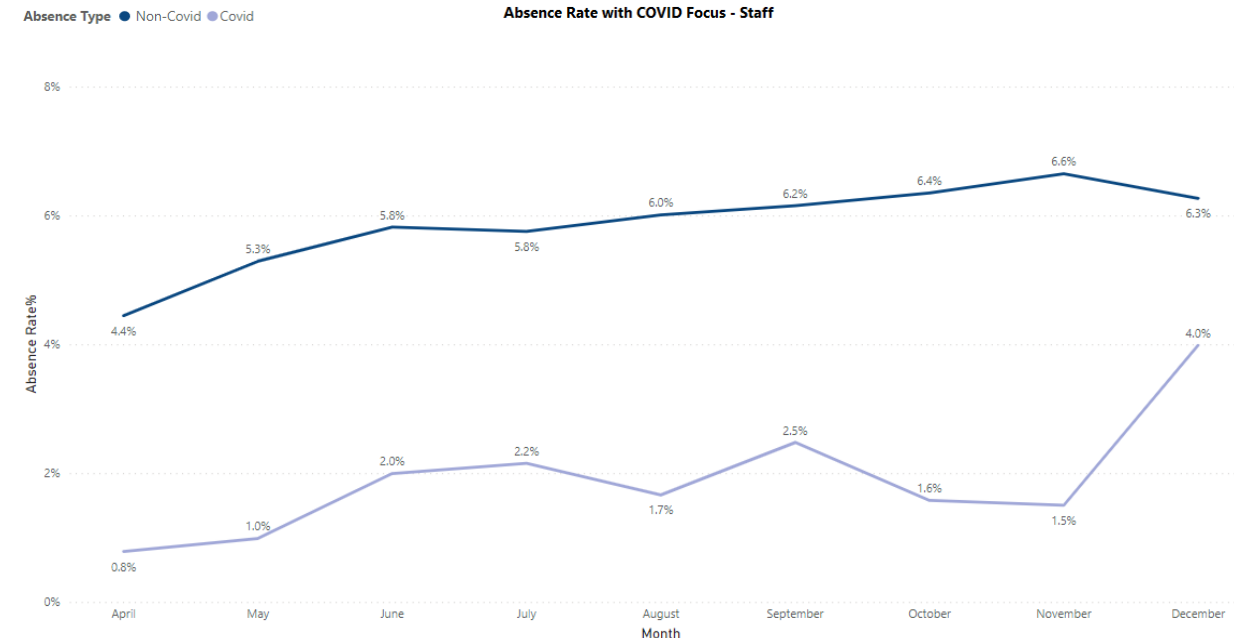
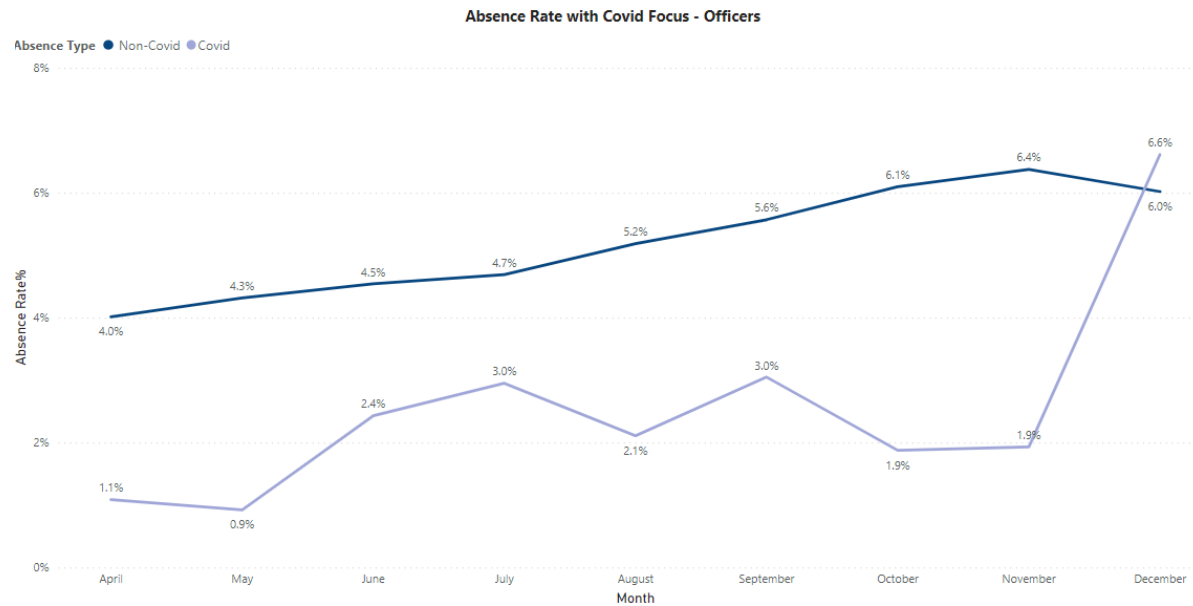


P Division is now the furthest over the forcewide average for lost working time for staff, at **18.7%** in Q3 (up 6.4% on Q2). This follows a significant reduction in G Division staff absence, down 4.6% on Q2.

The small size of cohorts should be noted when considering absence rates in Local Policing staff.

People & Development Quarterly MI Report – December 2021

COVID and non-COVID Absence Rates Over Time

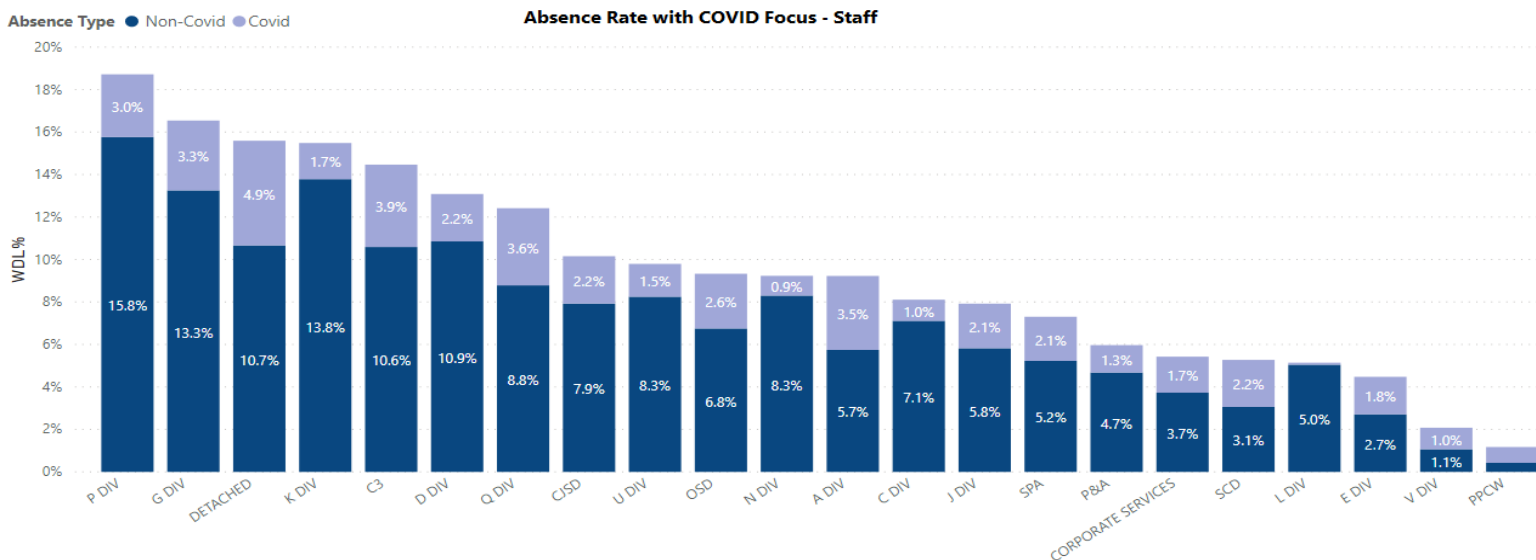
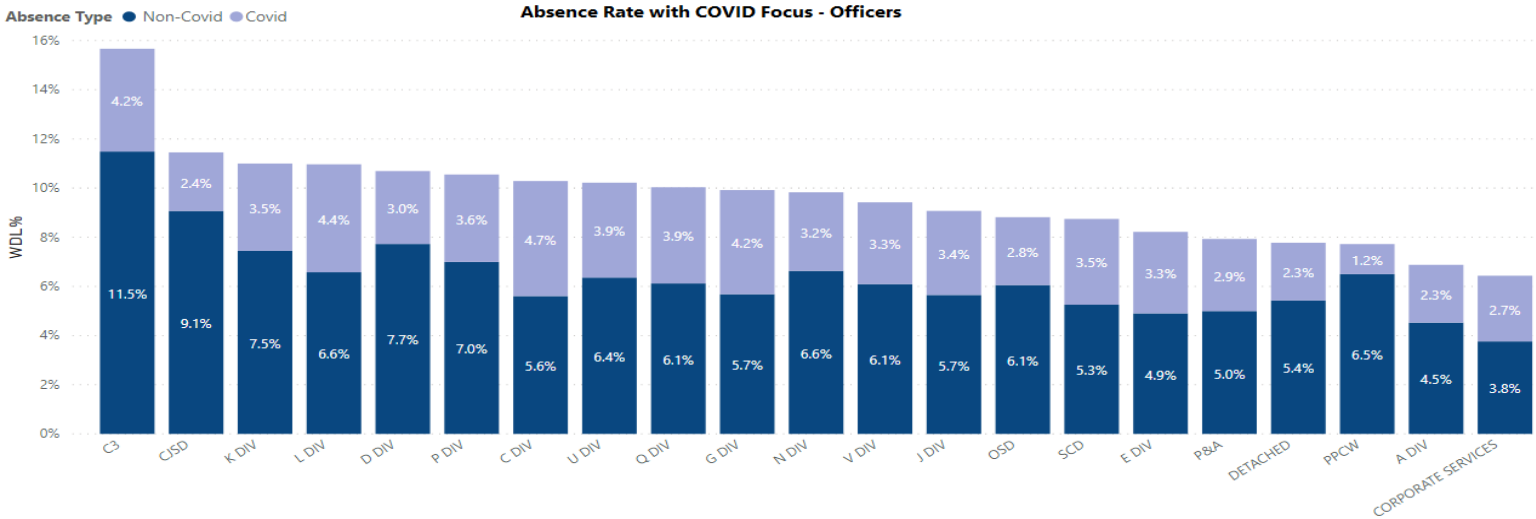


COVID-related absence dropped in September before rising markedly again in December. There was a particularly steep rise in the Officer group.

Non-COVID sickness absence rose in the early months of the quarter, before decreasing in December.

People & Development Quarterly MI Report – December 2021

Sickness Absence – split COVID and non-COVID – Q3 21/22



COVID absence rates increased across all areas within the Officer group except one (PPCW) and in most areas of the Staff group. This is influenced by the nationwide spike of Omicron COVID cases all across the UK during December*.

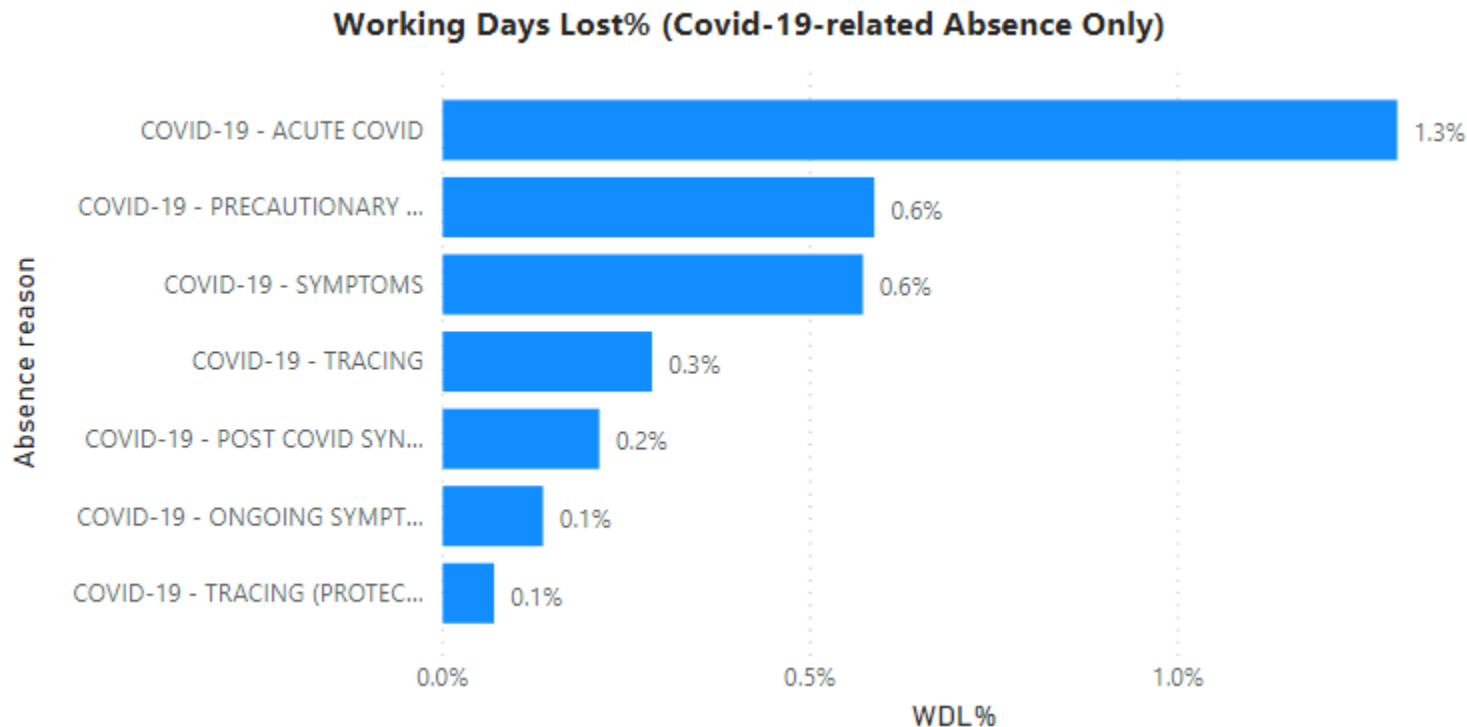
Of note is a significant increase in Officer COVID absence in C Division, from 2.4% in Q2 to 4.7% in Q3. Territorial areas of C Division were consistently among those with the highest 7-day positive rates in the country throughout this quarter**.

* Source: ONS Coronavirus (COVID-19) latest insights, 14 January 2022

**Source: Public Health Scotland interactive dashboard: Cases by neighbourhood

People & Development Quarterly MI Report – December 2021

% of Total Working Days Lost to COVID by Reason – Q3 2021/22



The largest proportion of working days lost to COVID in Q3 relate to the **Acute COVID** (+0.6% on Q2) and **COVID-19 – Precautionary Self-Isolation** (+0.3% on Q2) categories.

COVID-19 Symptoms and **COVID-19 Tracing** have also increased this month, up 0.4% and 0.1% respectively on Q2.

The proportion of days lost to **Post-COVID Syndrome** remains stable.

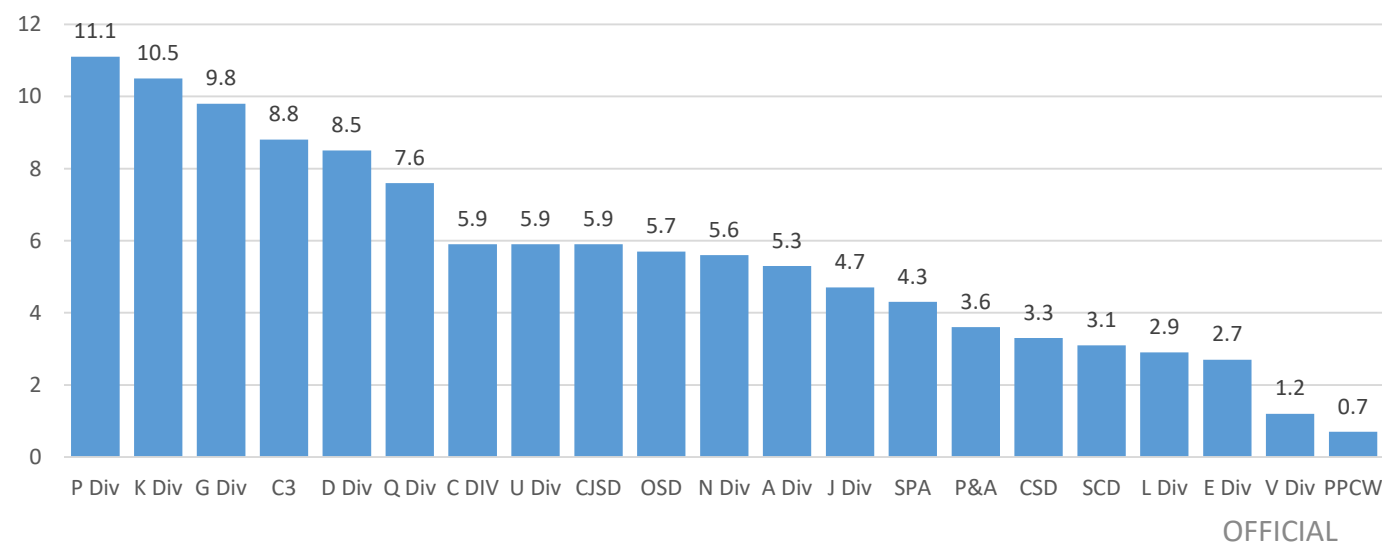
People & Development Quarterly MI Report – December 2021

Sickness Absence – Average Working Days Lost (AWDL) – Q3 2021/22

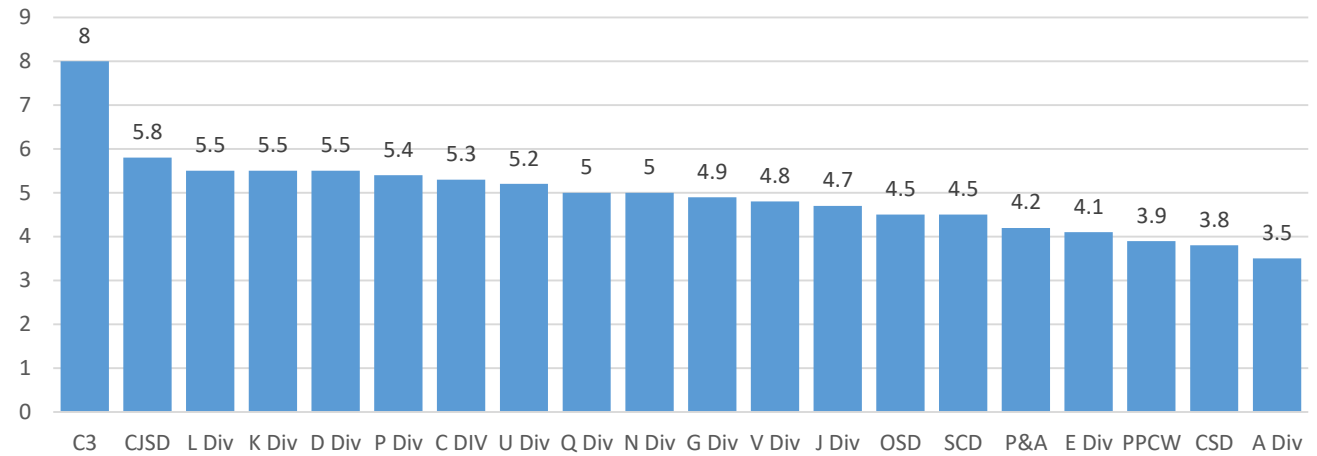
Forcewide AWDL to sickness was **4.8 days** for Officers (up 0.8 on Q2), with a 3.1:1.7 non-COVID:COVID split.

YTD: 10.5 (6.9:3.6 non-COVID:COVID)
Projected YE: 14

Average Working Days Lost in Q3 - Staff



Average Working Days Lost in Q3 - Officers



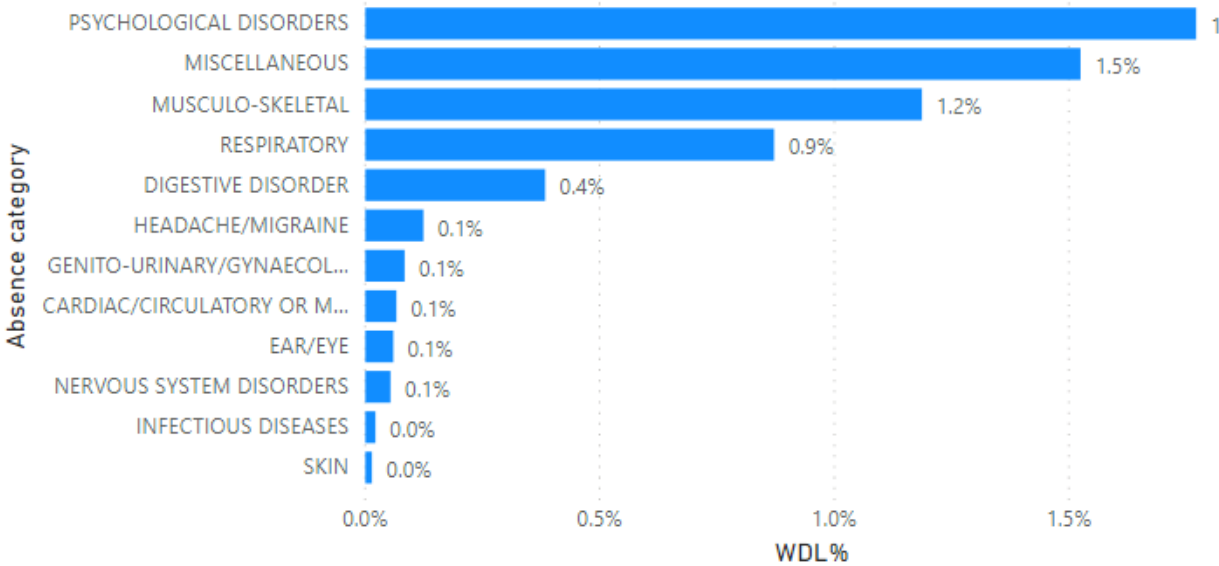
Forcewide AWDL to sickness was **5.3 days** for Staff (up 0.5 days on Q2), with a 3.9:1.4 non-COVID:COVID split.

YTD: 12.5 (8.9:3.6 non-COVID:COVID)
Projected YE: 16.7

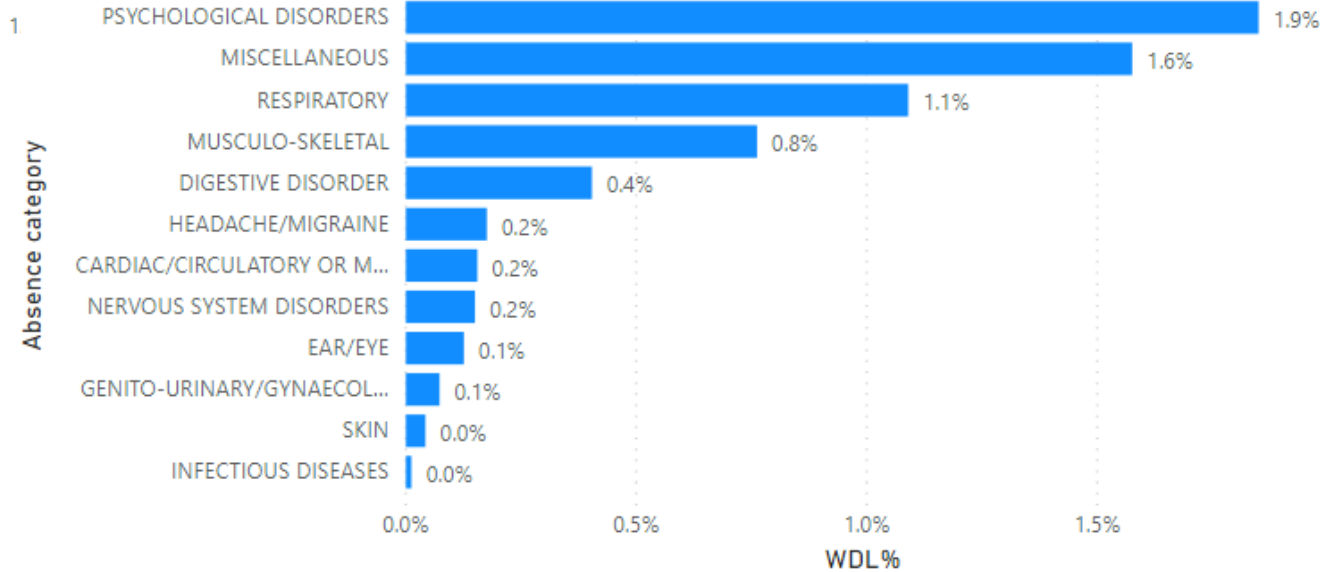
People & Development Quarterly MI Report – December 2021

% of Total Working Days Lost to non-COVID Sickness by Reason – Q3 2021/22

Working Days Lost% (Excluding Covid-19-related Absence)
Officers



Working Days Lost% (Excluding Covid-19-related Absence)
Staff



The main causes of non-COVID sickness absence are broadly similar across both Officer and Staff groups.

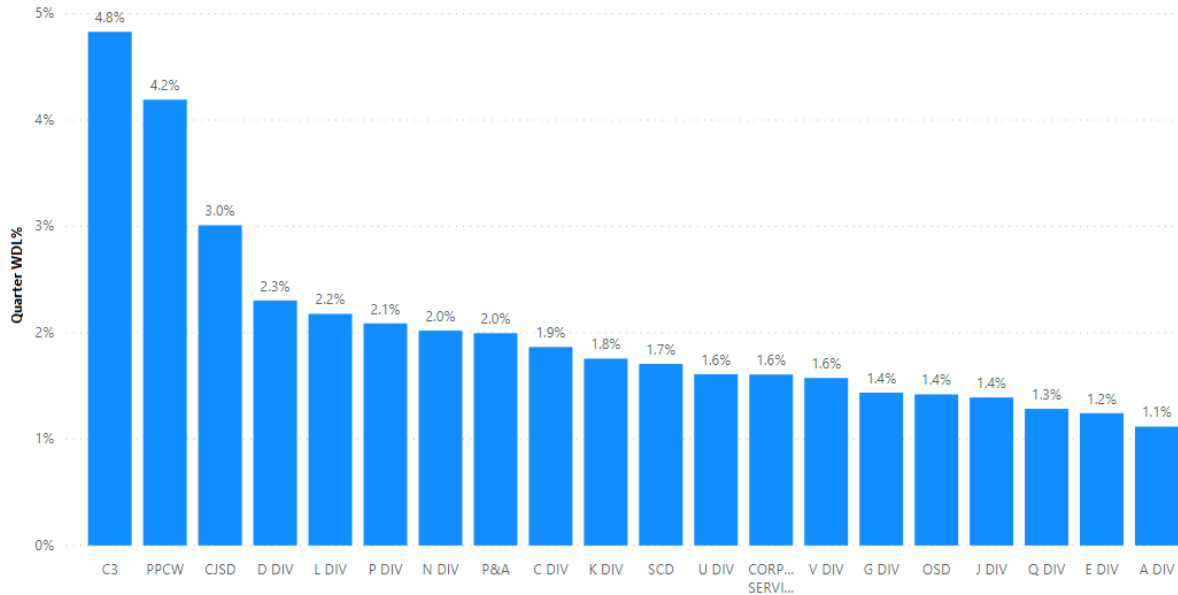
Psychological Disorders remain the highest cause of sickness absence across both groups this quarter, with a higher percentage of work days lost to this category of illness in the Staff group than in the Officer group.

The absence rate for Psychological Disorders has **decreased** by 0.4% for Officers since Q2, and has remained stable for Staff.

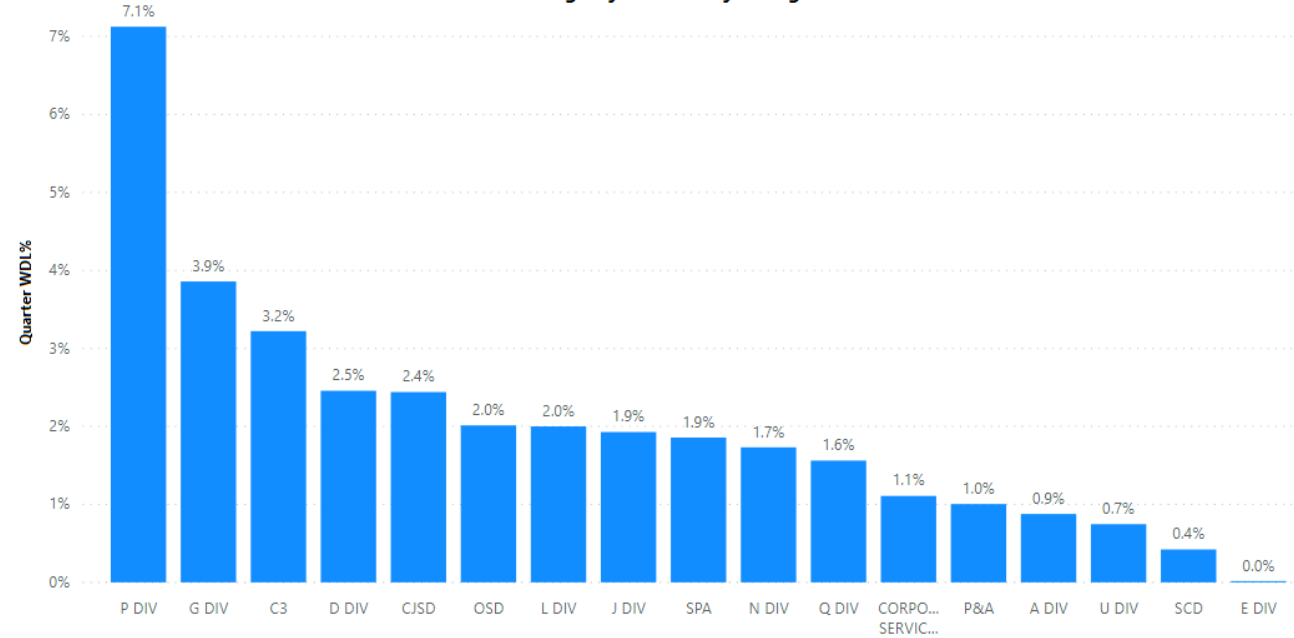
People & Development Quarterly MI Report – December 2021

% of Total Working Days Lost to Psychological Disorders by Business Area – Q3 2021/22

% Working Days Lost to Psychological Disorders - Officers



% Working Days Lost to Psychological Disorders - Staff



C3, PPCW and CJSD remain areas of highest Officer absence related to Psychological Disorders. This absence rate has reduced in PPCW (-0.2%) and CJSD (-1.2%), and risen by 1.6% in C3 since Q2.

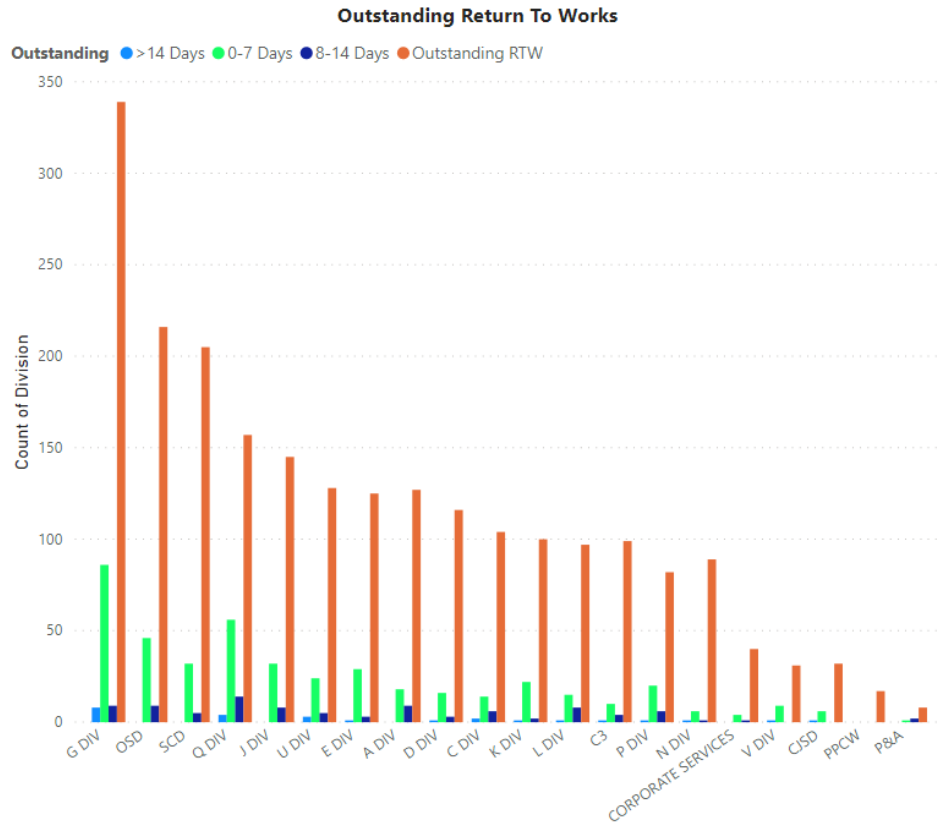
In the Staff group, P Division has experienced a significant (+3.2%) increase in this absence type during Q3. Small cohorts in Local Policing Divisions can result in significant swings in absence rates. Among areas with the largest staff proportions, small increases in this absence type are noted in CSD and C3 (each +0.1%), and a reduction in CJSD (-0.2%) since Q2.

People & Development Quarterly MI Report – December 2021

Outstanding Return to Work Interviews - Officers – December snapshot

Outstanding Return to Work Interviews

***2257**  Up **(98%)** on total of 1136 as at end of Q2*



567 return to work interviews were signed by line managers for absences that ended during December.

Of these :-

- 446 (79%) were completed within 7* days of return
- 95 (17%) were completed between 8 and 14 days after return
- 26 (4%) were completed more than 14 days after return

2257 RTW interviews between 1 and 6 months old remain incomplete**.

*There is currently no set timescale that RTW interviews have to be completed within, however the Attendance Management policy states these should be completed as soon as possible after the employee returns to work.
 **Movement between COVID absence categories creates a RTW interview requirement which may not be appropriate.

People & Development Quarterly MI Report – December 2021

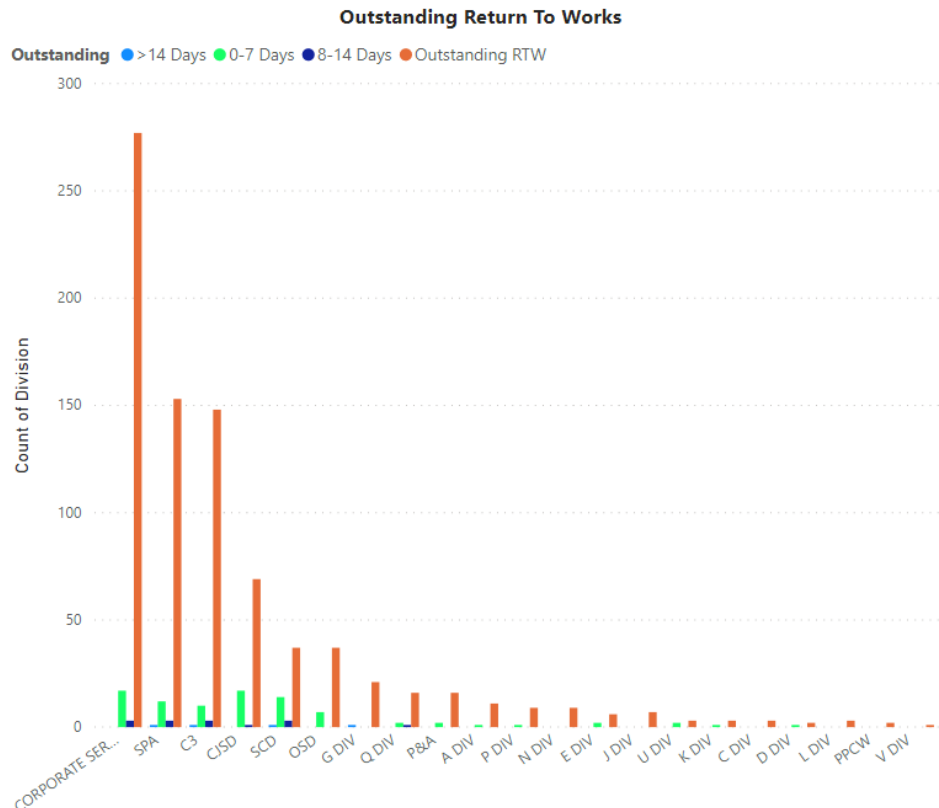
Outstanding Return to Work Interviews – Staff – December snapshot

Outstanding Return to Work Interviews

***833**



Up **293 (54%)** on total of 540 at end of Q2



107 return to work interviews were signed by line managers for absences that ended during December.

Of these :-

- 89 (83%) were completed within 7* days of return
- 14 (13%) were completed between 8 and 14 days after return
- 4 (4%) were completed more than 14 days after return

833 RTW interviews between 1 and 6 months old remain incomplete**.

*There is currently no set timescale that RTW interviews have to be completed within, however the Attendance Management policy states these should be completed as soon as possible after the employee returns to work.
 **Movement between COVID absence categories creates a RTW interview requirement which may not be appropriate.

People & Development Quarterly MI Report – December 2021

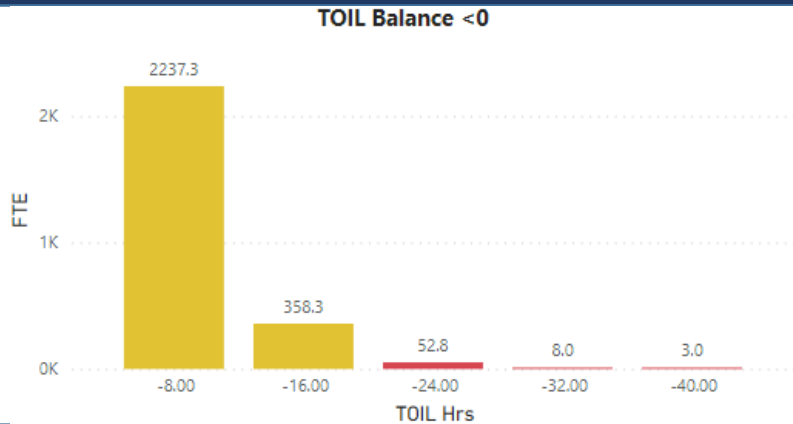
TOIL & RRRD Balances – December snapshot

TOIL Balances

47,888 hrs



Up **3,925 hours**
(8.9%) on Q2



RRRD Balances

***76,767 days**



Up **22,819 days**
(42.3%) on
Q2

**Does not include agency staff or special constables*

TOIL Balances currently stand at **13,422** hours for officers and **34,466** for staff, with an approximate total pay value of **£1,283,027.21**.

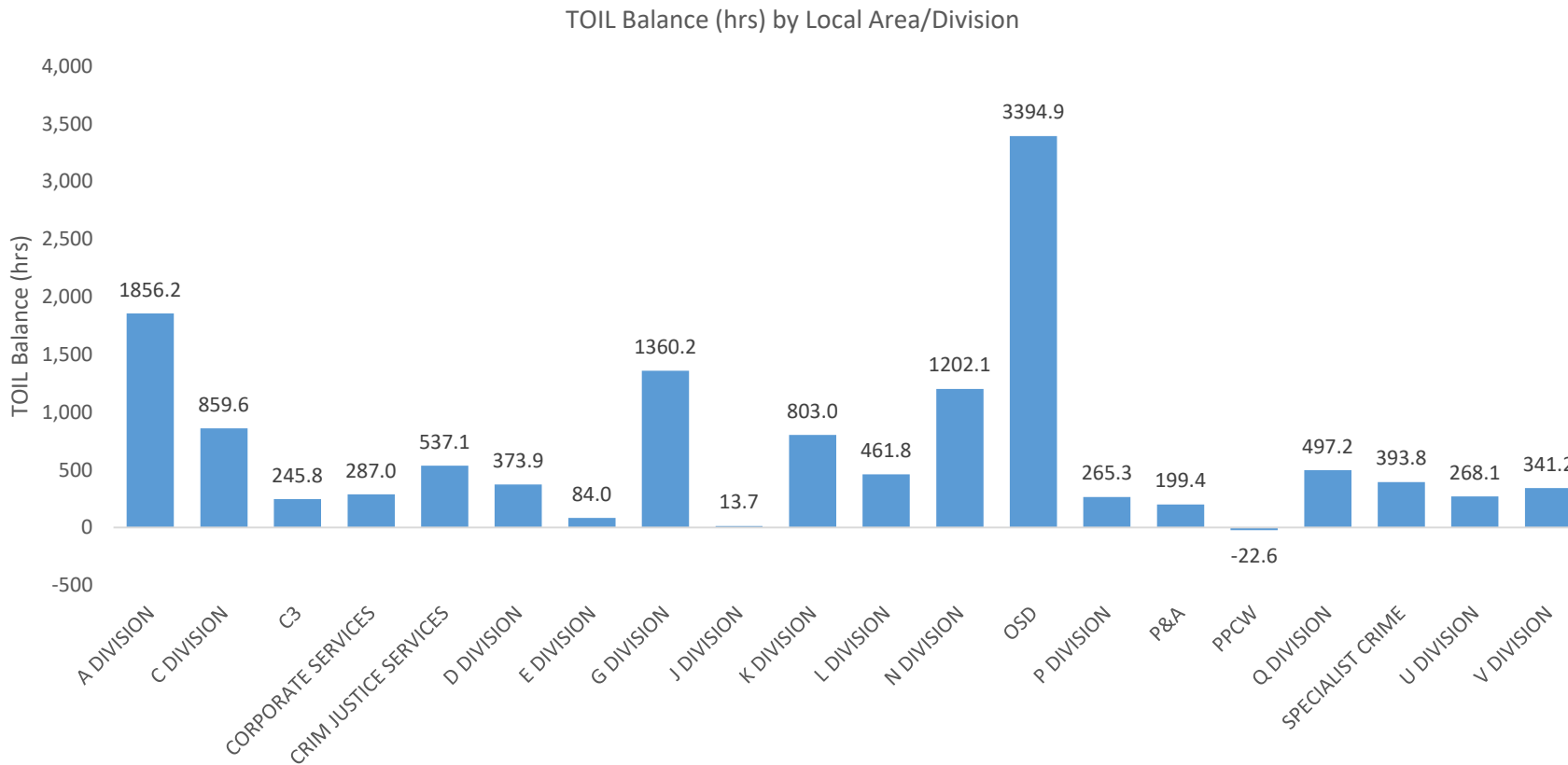
63.8 FTE hold negative TOIL balances in excess of 16 hours, the permitted limit as per Force Memo PS 034-21 – this is down by just 0.1 FTE in the last quarter.

RRRD Balances currently stand at **74,911** RRRD for officers and **1,856** for staff, with an approximate total pay value of **£17,826,680.10**.

20,497 of new RRRDs relate to the festive public holidays falling on a weekend and being observed on the following weekdays.

People & Development Quarterly MI Report – December 2021

TOIL Balances by Business Area – Officers – December snapshot

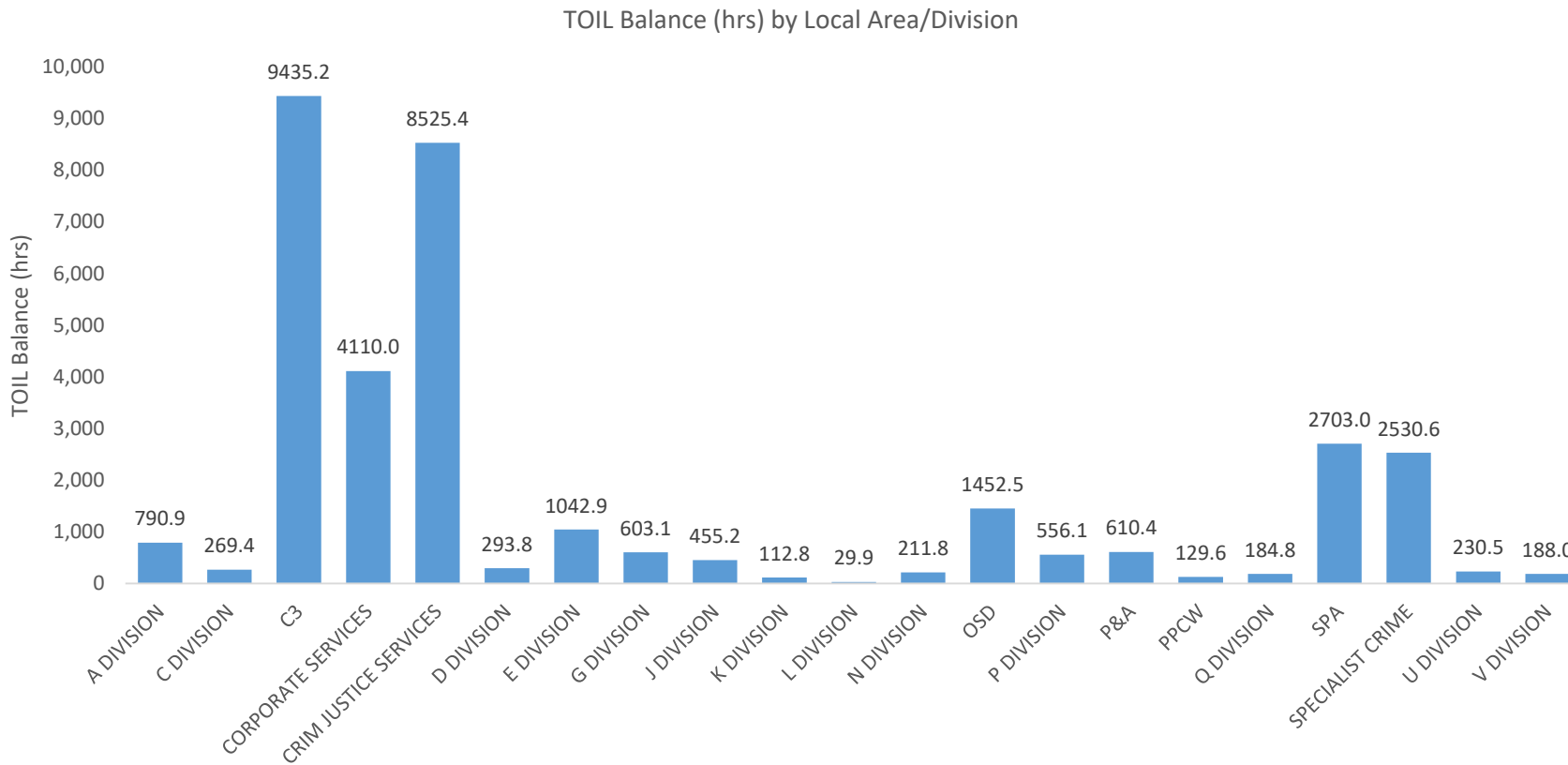


The highest TOIL balance for officers remains in OSD, at **3394.9** hours.

The lowest TOIL balance is now in PPCW, where officers currently appear to **owe back 22.6** hours.

People & Development Quarterly MI Report – December 2021

TOIL Balances by Business Area – Staff – December snapshot

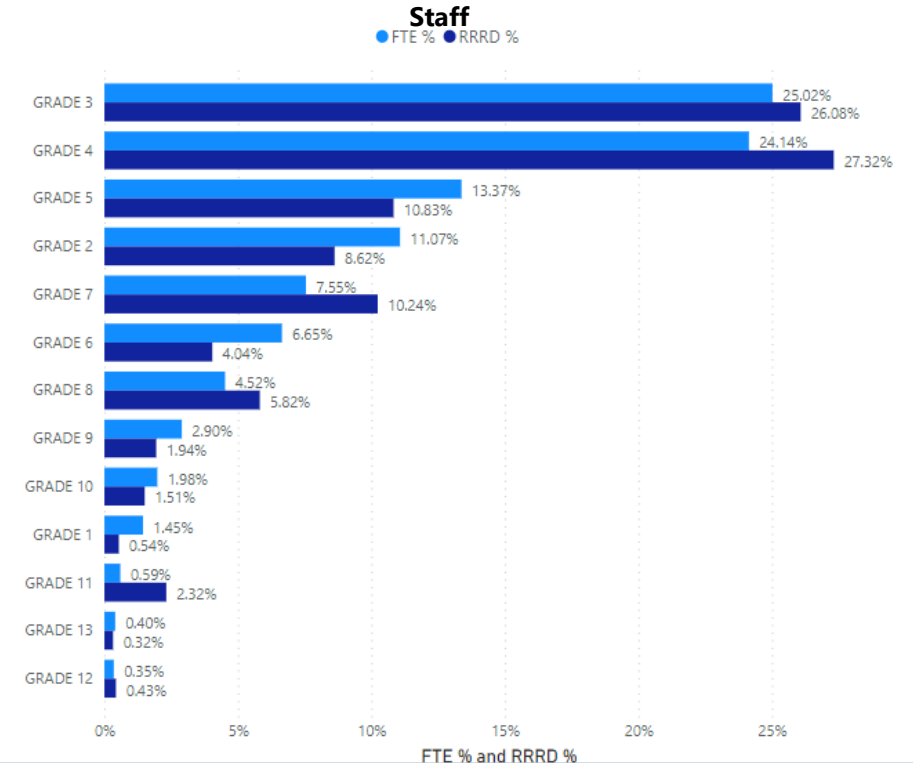
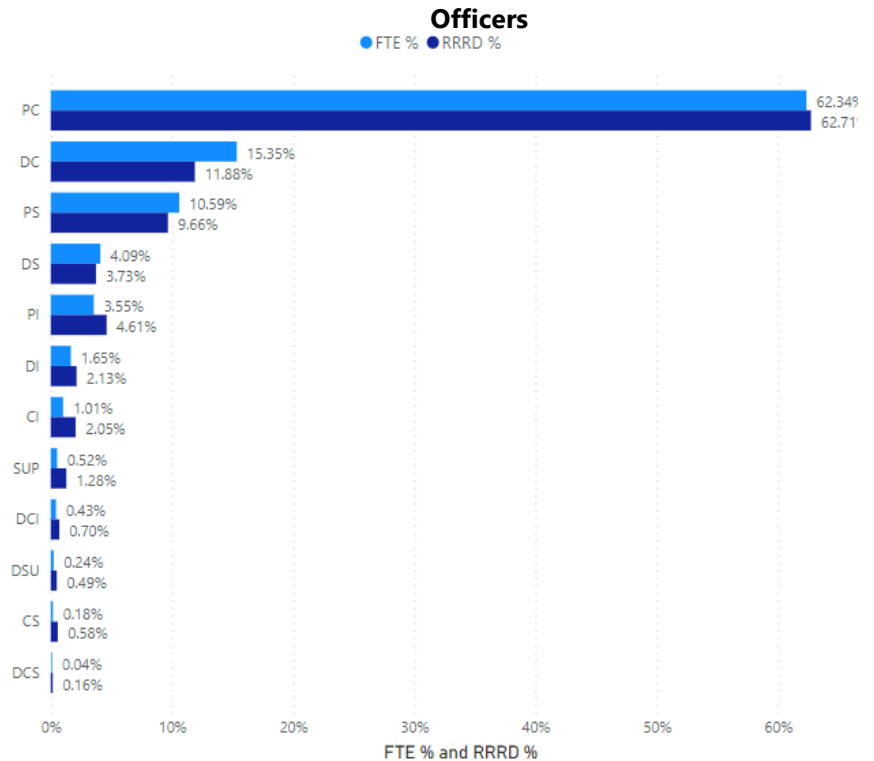


The highest TOIL balance for staff remains in **C3**, at **9,435.2** hours, followed by **CJSD** with **8,525.4** hours.

These areas also have two of the largest proportions of members of police staff (18.52% and 14.69% respectively).

People & Development Quarterly MI Report – December 2021

RRRD Balances by Rank/Grade and Workforce Proportion – December snapshot



Officer group significant variations:

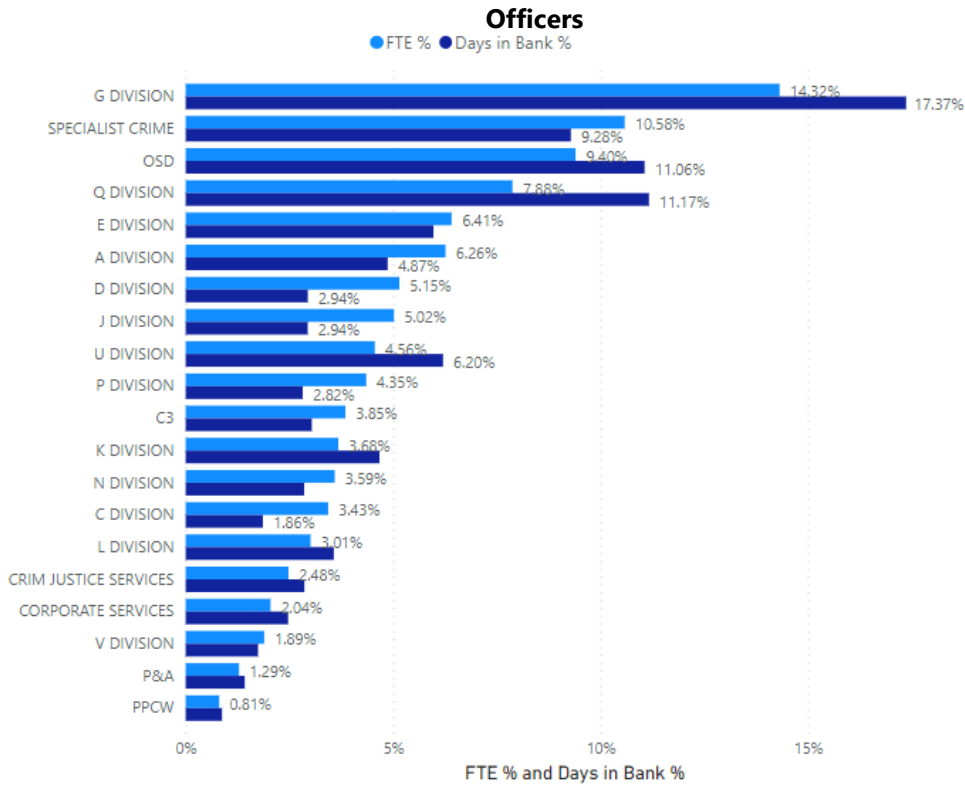
- PI (**3.55%** of officer FTE, **4.61%** of RRRDs)
- CI (**1.01%** FTE / **2.05%** RRRDs)
- PS (**10.59%** FTE / **9.66%** RRRDs)
- DC (**15.35%** FTE / **11.88%** RRRDs)

Staff group significant variations:

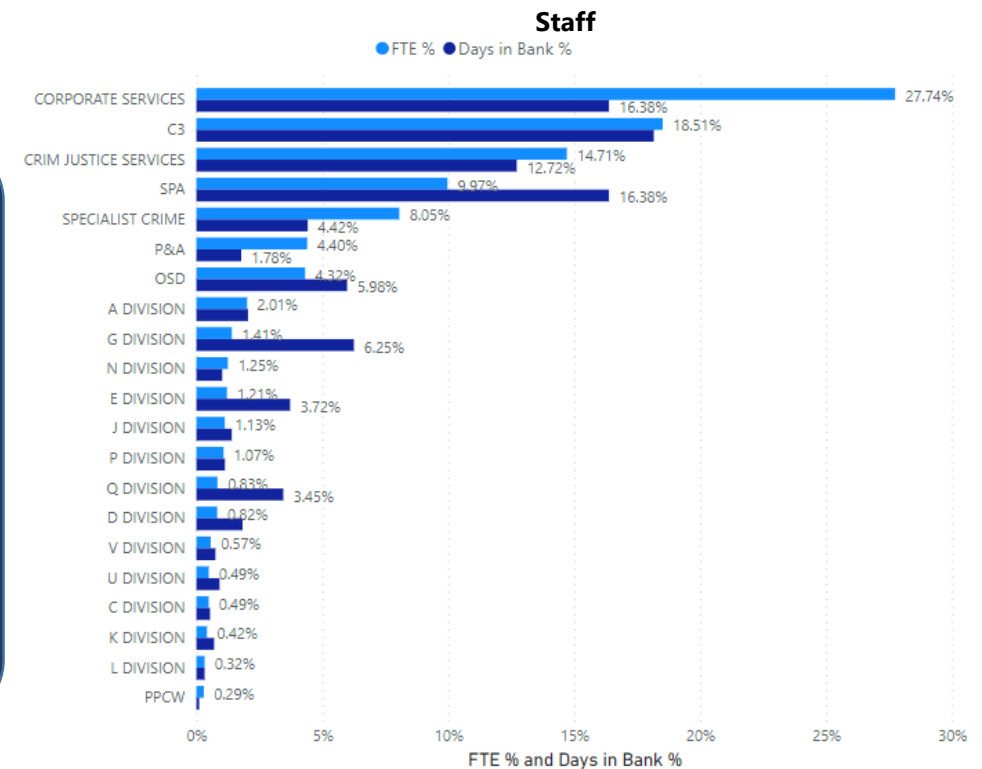
- Grade 4 (**24.14%** of staff FTE / **27.32%** RRRDs)
- Grade 7 (**7.55%** FTE, **10.24%** of RRRDs)
- Grade 5 (**13.37%** FTE / **10.83%** RRRDs)
- Grade 6 (**6.65%** FTE / **4.04%** RRRDs)

People & Development Quarterly MI Report – December 2021

RRRD Balances by Business Area and Workforce Proportion – December snapshot



The variance patterns of RRRD data continue to indicate that there is a stronger relationship between RRRDs and **business area** than rank/grade.



Officer group significant variations:

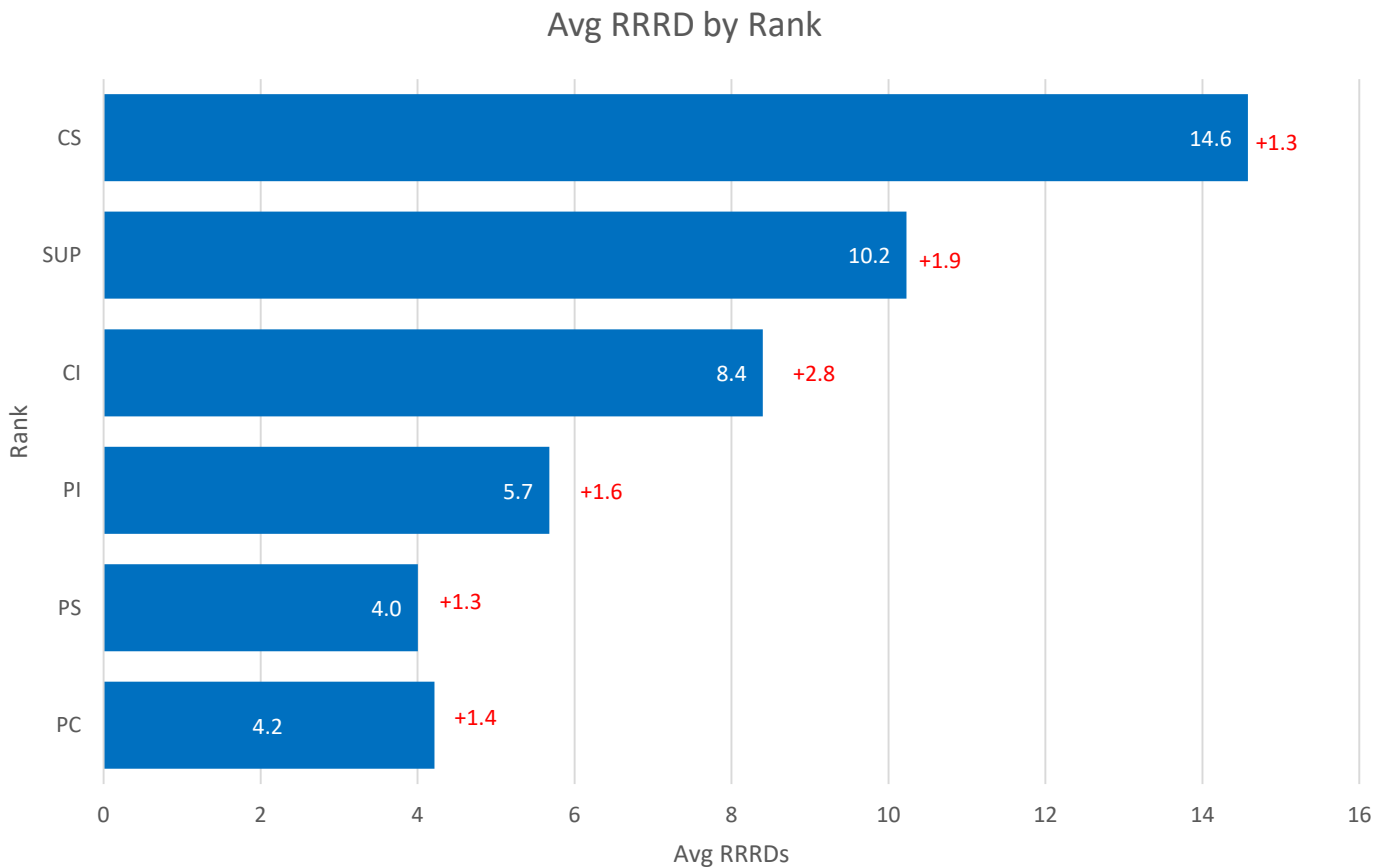
- Q Division (7.88% of officer FTE / 11.17% RRRDs)
- G Division (14.32% FTE, 17.37% of RRRDs)
- J Division (5.02% FTE / 2.94% RRRDs)
- D Division (5.15% FTE / 2.94% RRRDs)

Staff group significant variations:

- SPA (9.97% of staff FTE, 16.38% of RRRDs)
- G Division (1.41% FTE / 6.25% RRRDs)
- Specialist Crime (8.05% FTE / 4.42% RRRDs)
- Corporate Services* (27.74% FTE / 16.38% RRRDs)

People & Development Quarterly MI Report – December 2021

Average RRRD by Rank – Officers – December snapshot



This graph shows how many RRRDs the “average” officer* at each rank had banked as at 31 December. Detective ranks have been amalgamated into a single bar per rank.

The more senior in rank, the more RRRDs in the bank an average officer tends to have.

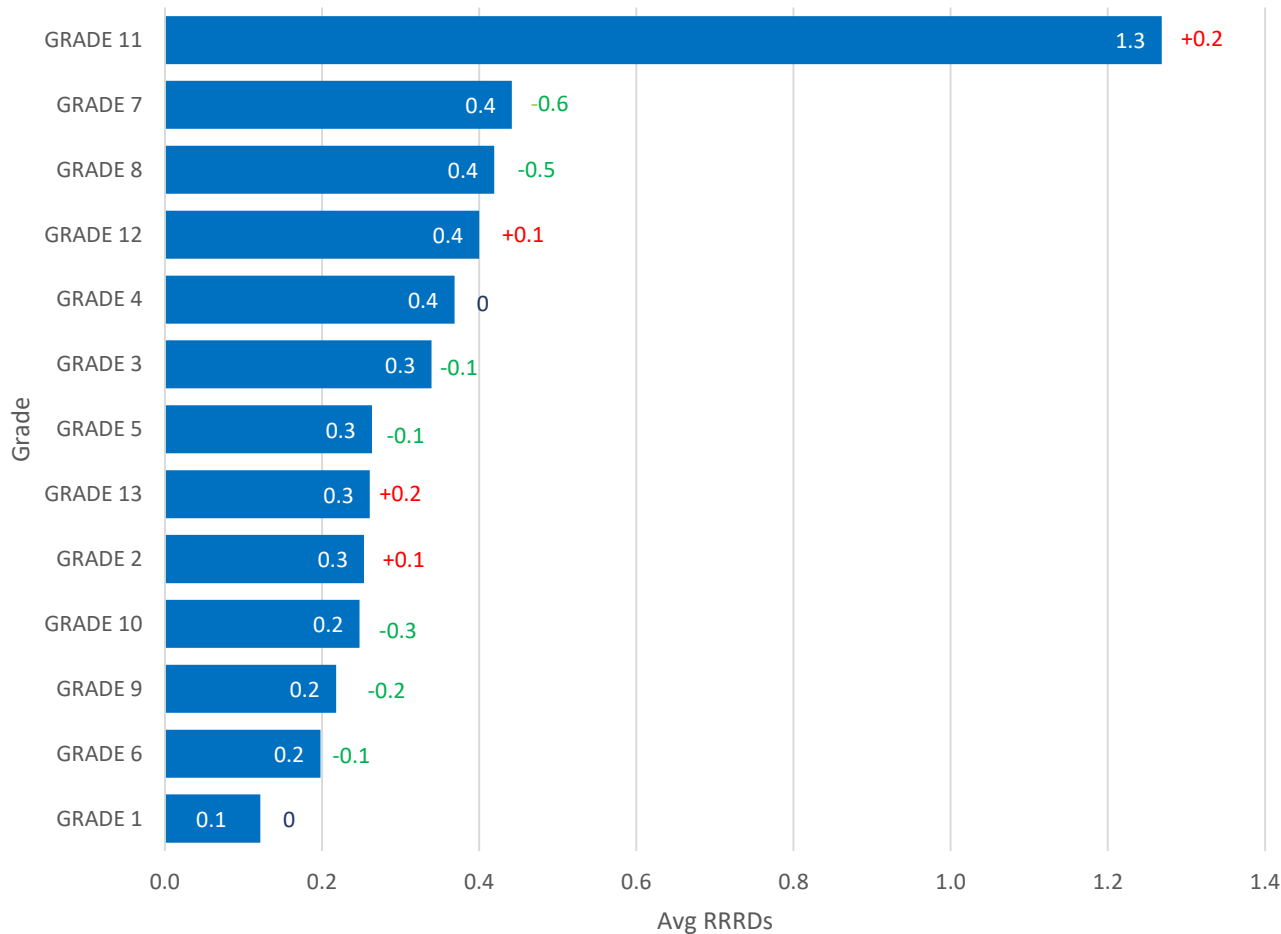
All ranks have had an increase in the average number of RRRDs over the last quarter. The biggest impact was the addition of public holidays to the bank as a result of Christmas and New Years Days falling on a weekend, indicating rest day balances are not simply a consequence of operational demands outstripping available resources.

Changes to averages since the last quarter (September 2021) are illustrated in **red** (average increased) or **green** (average decreased) text.

People & Development Quarterly MI Report – December 2021

Average RRRD by Grade – Staff – December snapshot

Avg RRRD by Grade



This graph shows how many RRRDs the “average” staff member at each grade had banked as at 31 December.

Changes to averages since the last quarter (September 2021) are illustrated in **red** (average increased) or **green** (average decreased) text.

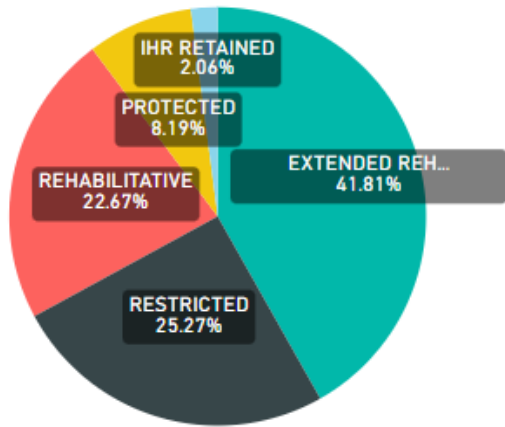
The decreases in the Grade 7 and 8 cohort are driven by the reduction in RRRDs with SPA Forensic Services.

Again, it should be noted that this graph compared each Grade against the full workforce data set, but not all staff are likely to be eligible for, or need to use, RRRDs.

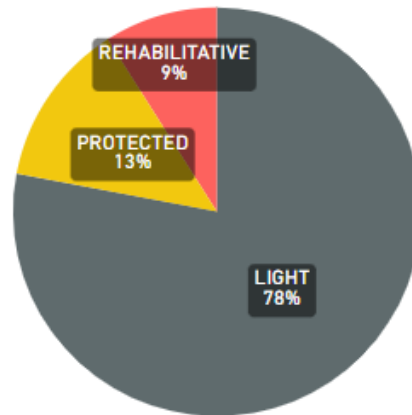
People & Development Quarterly MI Report – December 2021

Modified Duties – December snapshot

Mod Duty Type - Officers

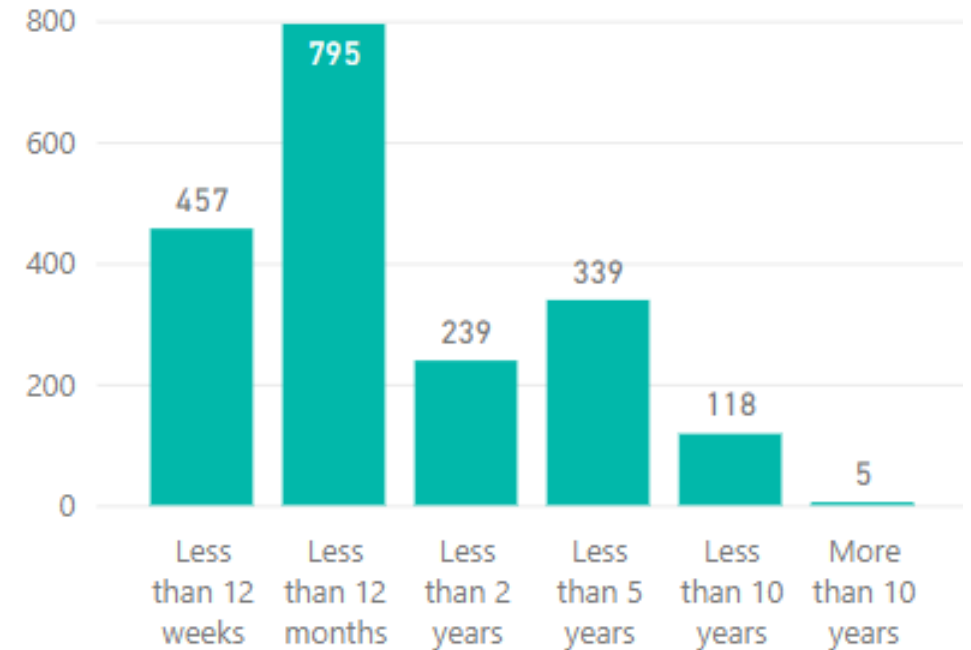


Mod Duty Type - Staff



48.8% (+6.8%) of Officer and **67.6%** (+19.5%) of Staff Modified Duties either do not have or are past review date.

Duration



Mod Duty Type	PSI Count	Change
EXTENDED REHABILITATIVE	771	25
IHR RETAINED	38	-1
LIGHT	**	**
PROTECTED	151	-58
REHABILITATIVE	418	63
RESTRICTED	466	3

Mod Duty Type	PSI Count	Change
EXTENDED REHABILITATIVE	**	**
LIGHT	78	-9
PROTECTED	13	-2
REHABILITATIVE	9	6
RESTRICTED	**	**

464 new instances of Modified Duties during Q3 2021/22

462 Modified Duties (23.66% of total) have persisted beyond two years
123 Modified Duties (6.30% of total) have persisted beyond five years

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Annual Leave Utilisation – December snapshot

76.4%

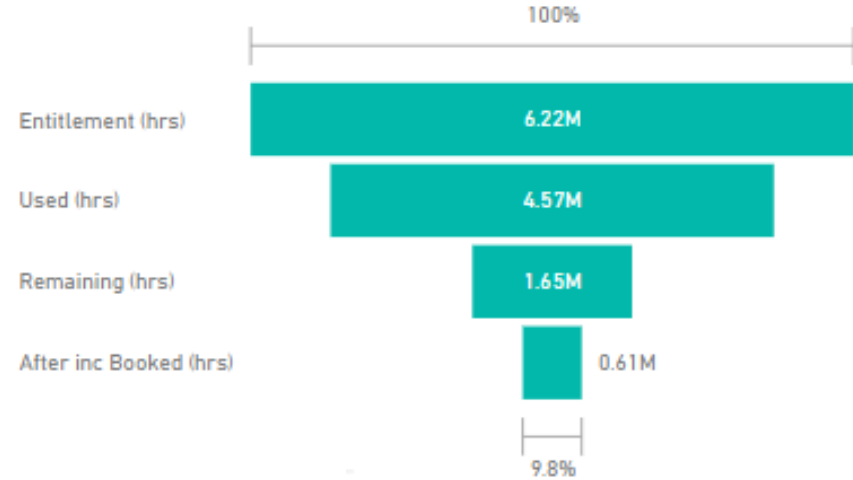
% Year Complete



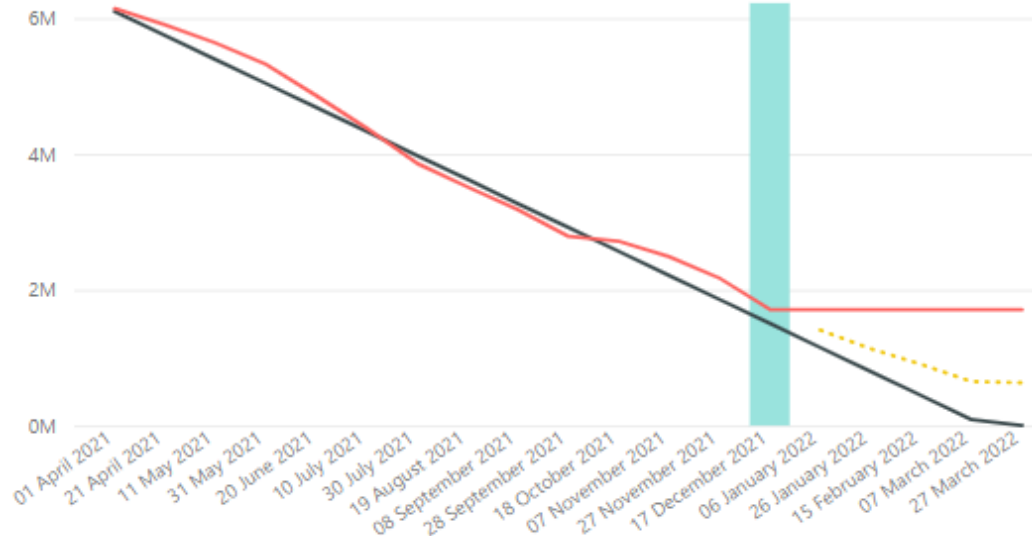
Annual Leave

2.88%

underutilised
to date



● Current Period ● Expected ● Hours Actually Used ● Booked (hrs)



Current projections based on hours booked indicate **9.8%** underutilisation by 31 March 2022, creating a rollover of circa 600k hours of leave entitlement – this equates to a cost projection of approximately ***£17.6m** of 2021/2022 leave rolling into the new year.

Memo PS 003/22 has increased the amount of annual leave balance that can be carried into the next year due to the exceptional circumstances surrounding the pandemic.

*Excludes ACC, Director roles and above

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SCoPE Errors



High Risk HR Data Anomalies

Financial Risk to Individual or Organisation

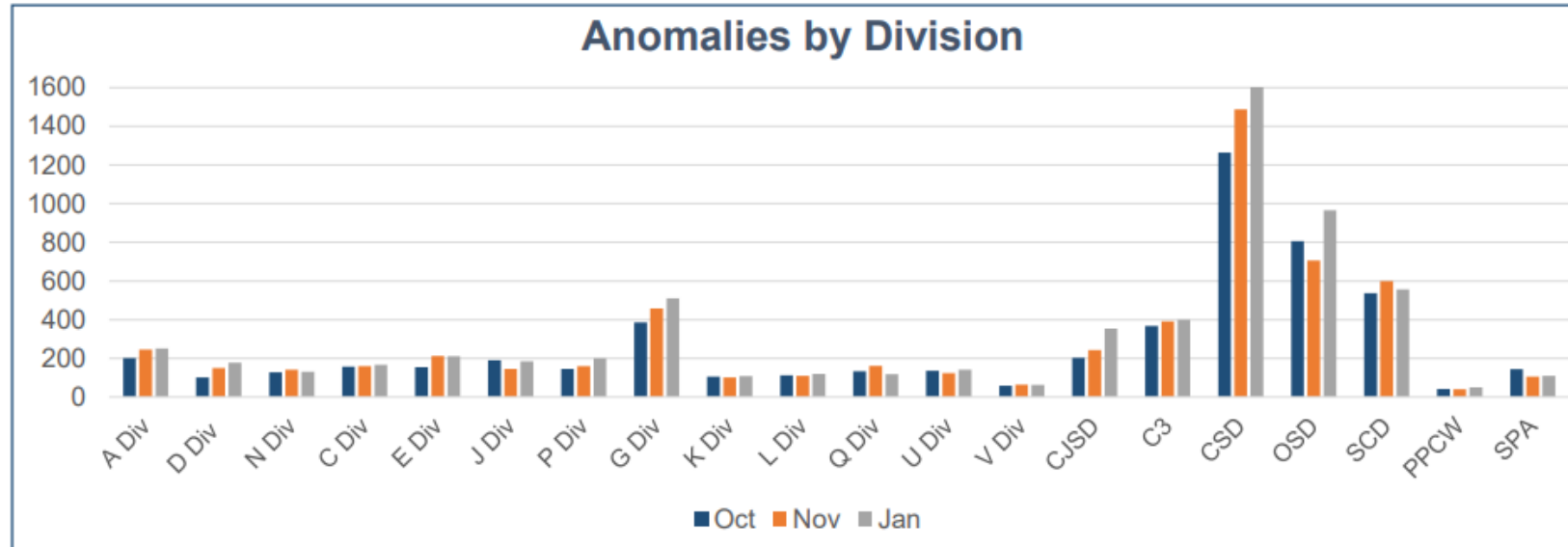
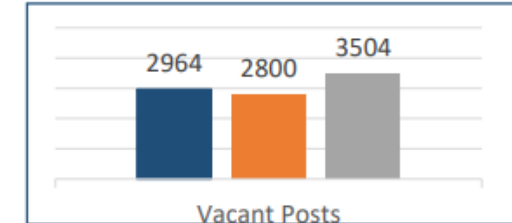
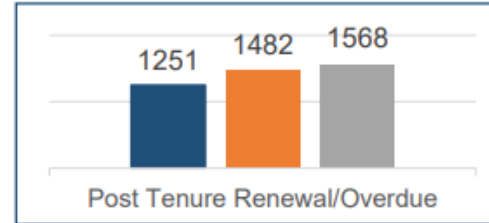
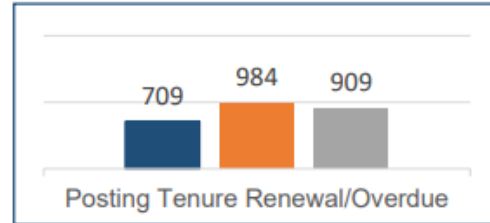
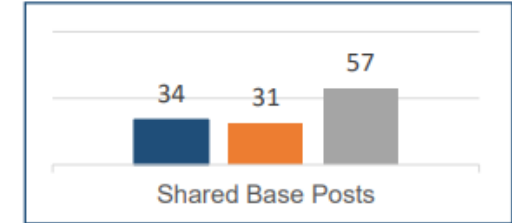
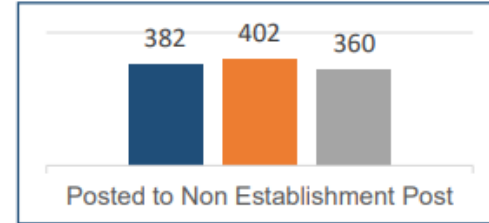
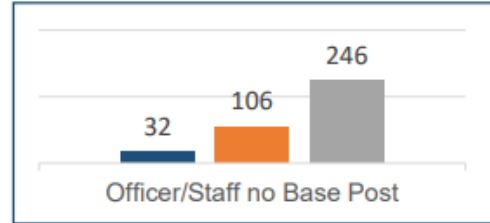
5,805

16 NOV 2021

Increased To

6,644

11 JAN 2022



SCoPE Errors

Of the 6,644 anomalies recorded overleaf, these include:

- 1,672 Operation Talla vacant posts or overdue tenures
- 582 Operation Urram vacant posts over overdue tenures
- 326 processing errors relating to posting tenure dates, to be investigated by Shared Services in January
- 173 Special Constable vacancies
- 10 staff vacancies which have been empty since 2018 or earlier