

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.

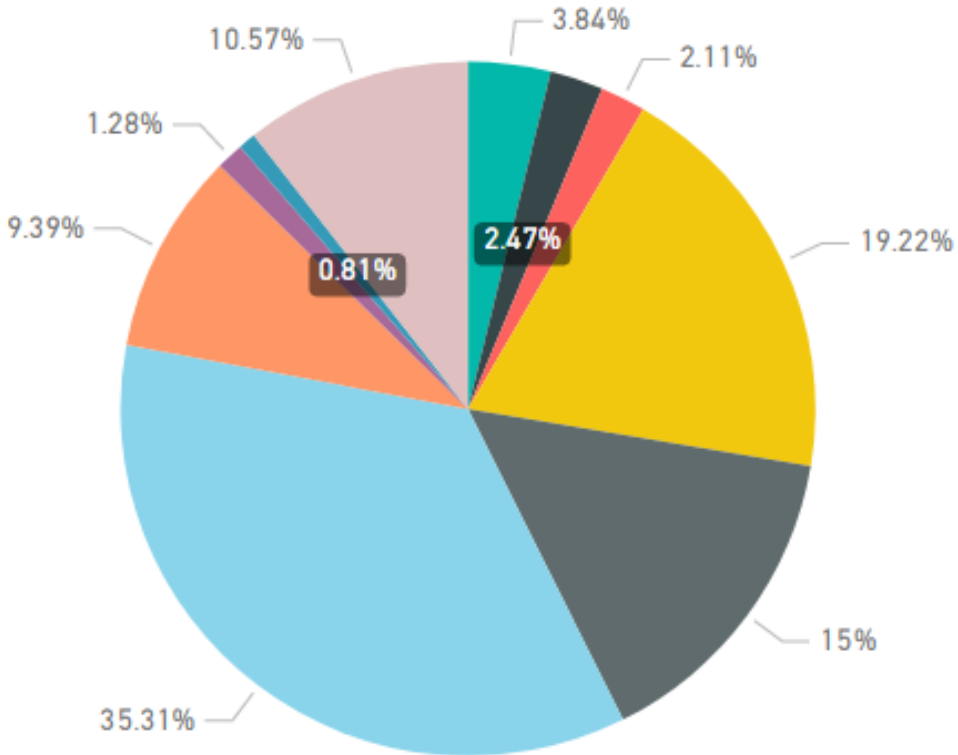
YTD and Projected Year End Average Working Days Lost (AWDL) figures are now provided in slide 23. The Projected YE value is calculated using a monthly average based on the total YTD value to project out to the end of the financial year. It does not take into consideration any likely seasonal absence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



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FTE and Distribution

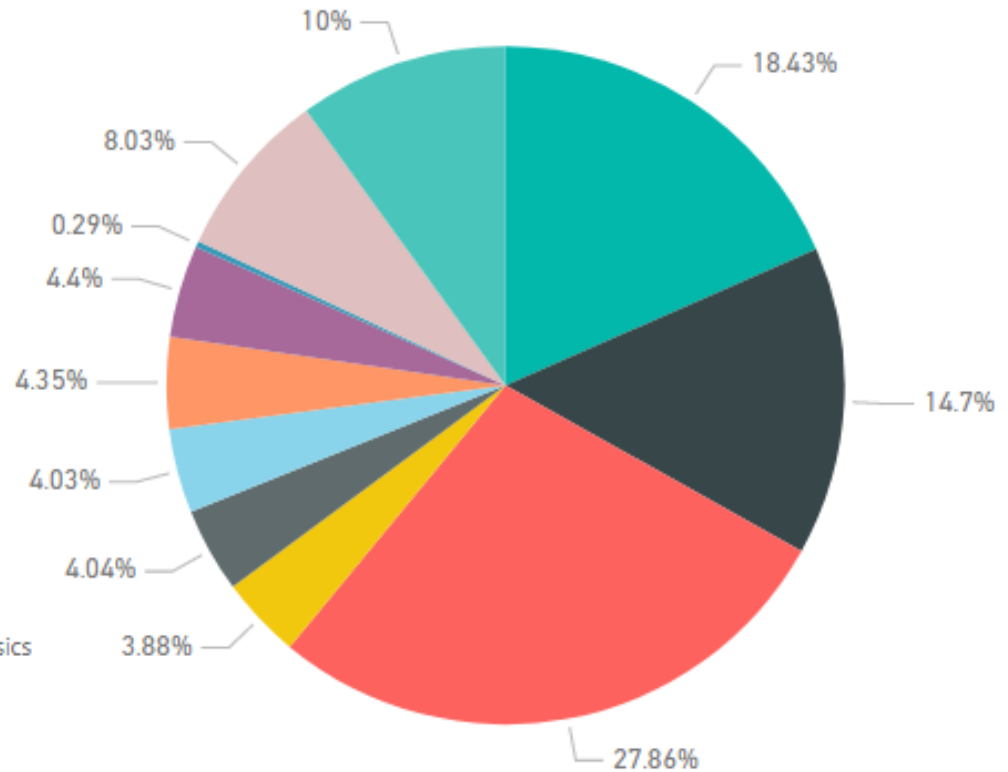
Officers



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)

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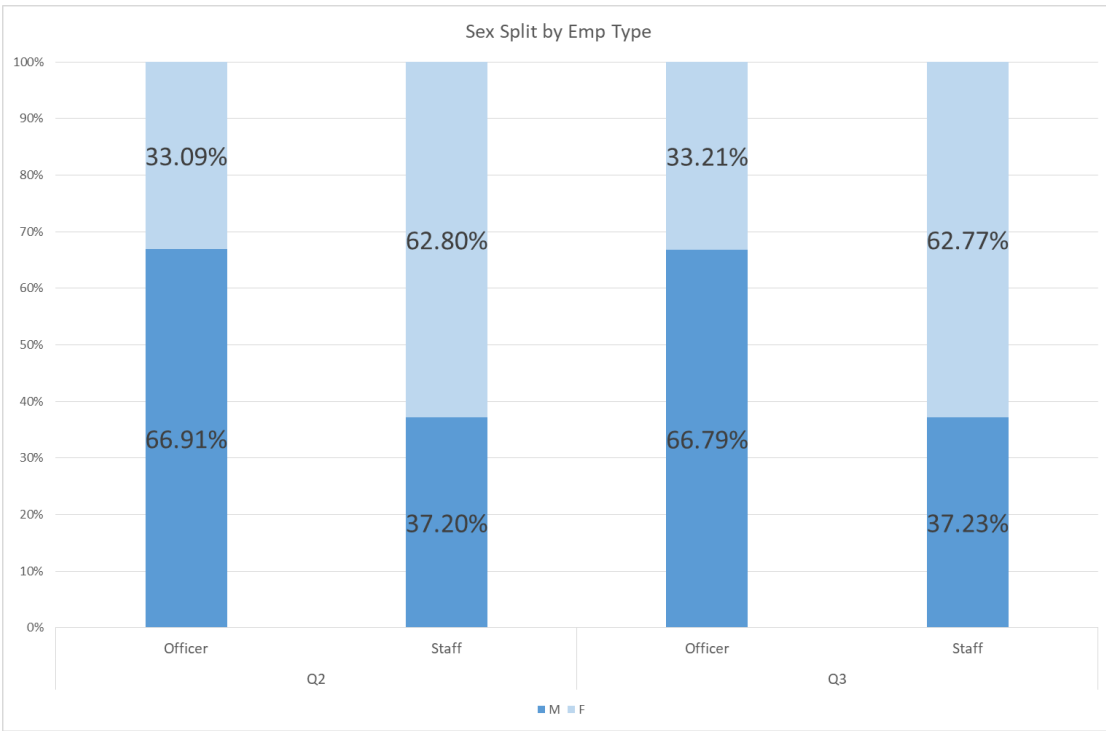
FTE and Distribution Change Since Q2 21/22

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%

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Sex Profile



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%**.

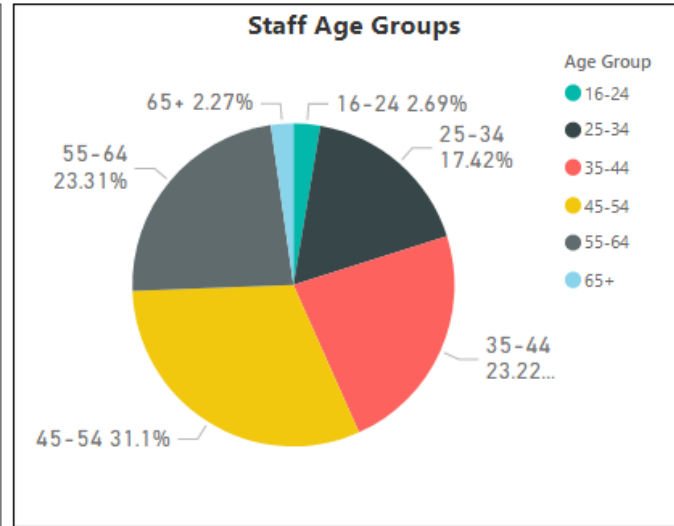
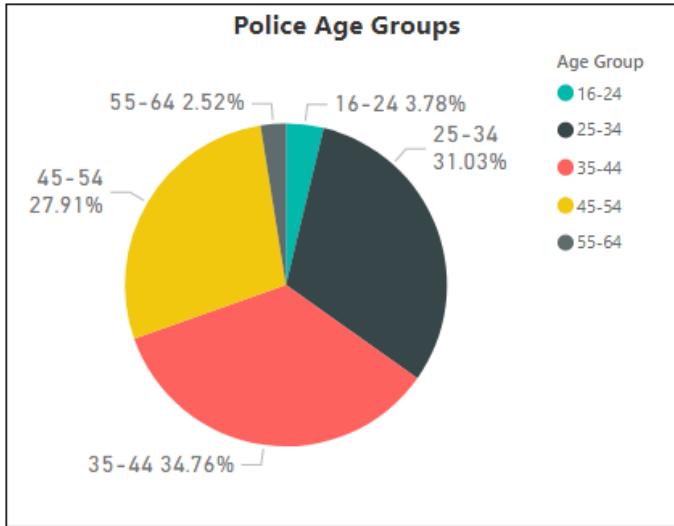
Sex	F		M		Total	
	FTE	%	FTE	%	FTE	%
PC	3456.69	32.43%	7201.98	67.57%	10658.66	100.00%
DC	1035.02	39.47%	1587.43	60.53%	2622.46	100.00%
PS	489.29	26.56%	1353.13	73.44%	1842.43	100.00%
DS	221.78	31.48%	482.81	68.52%	704.59	100.00%
PI	165.86	26.51%	459.75	73.49%	625.61	100.00%
DI	68.55	24.61%	210.00	75.39%	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**.

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Age Profile



Average Officer Age

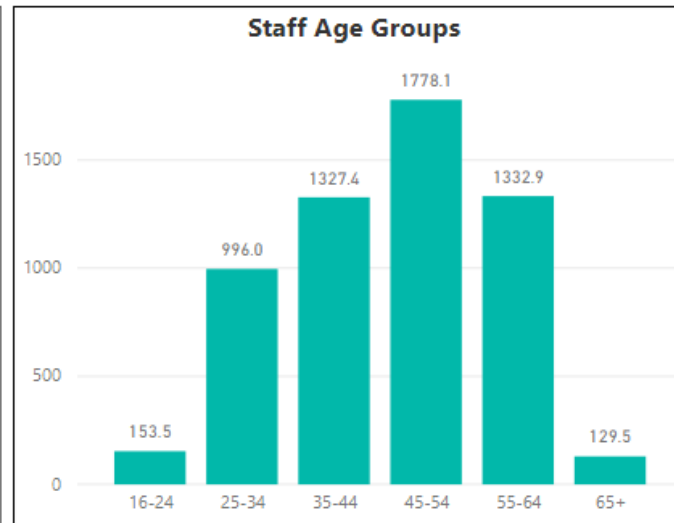
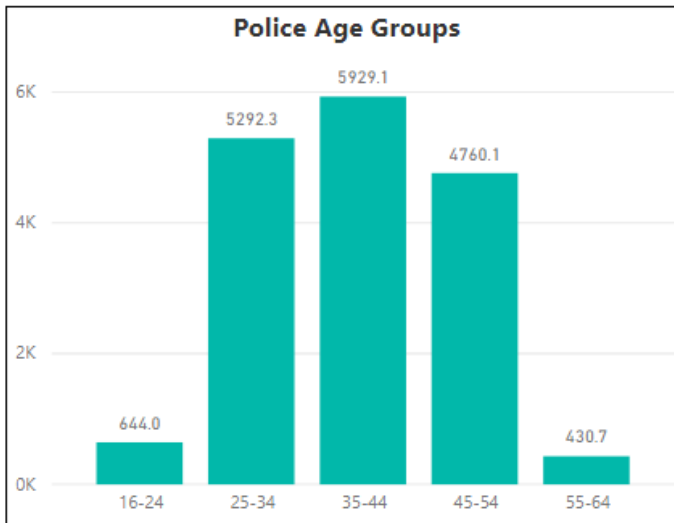
Average of Age

39.01

Average Staff Age

Average of Age

45.88



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

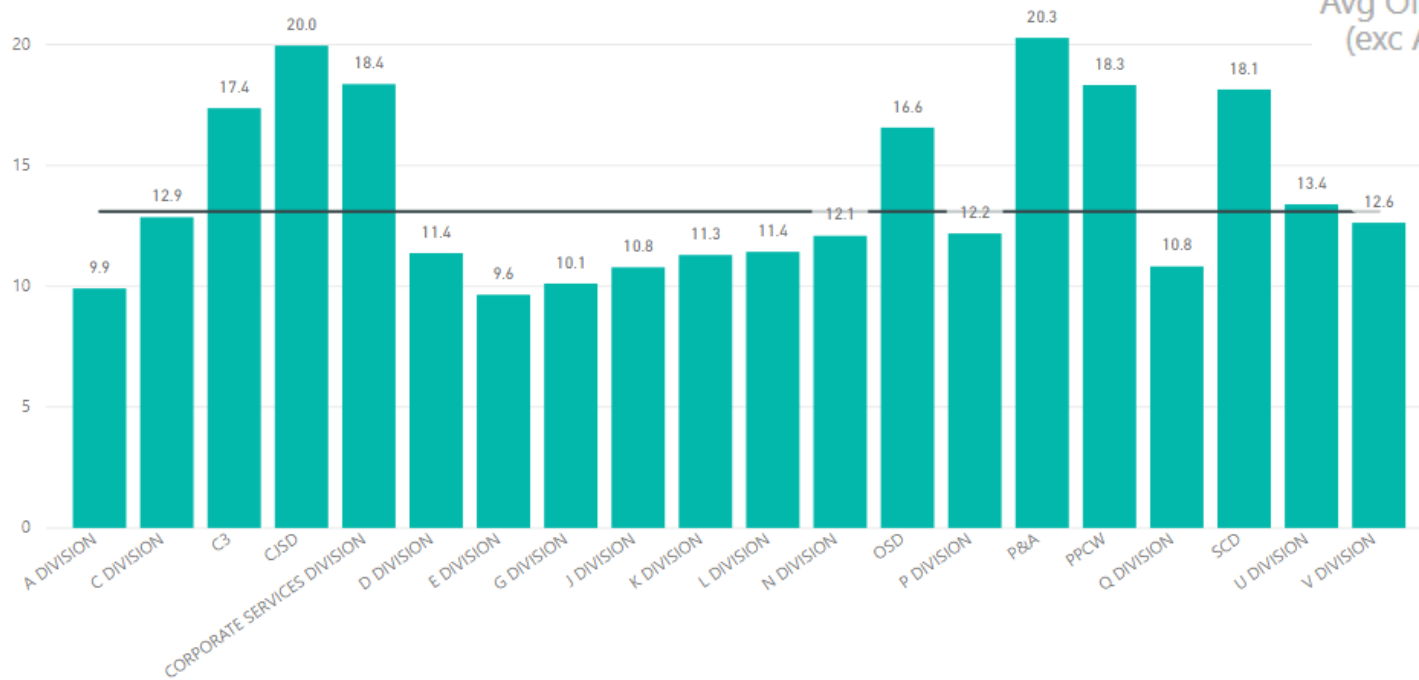
Average Staff Age has also very slightly increased (+0.06 years) since Q2.

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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%

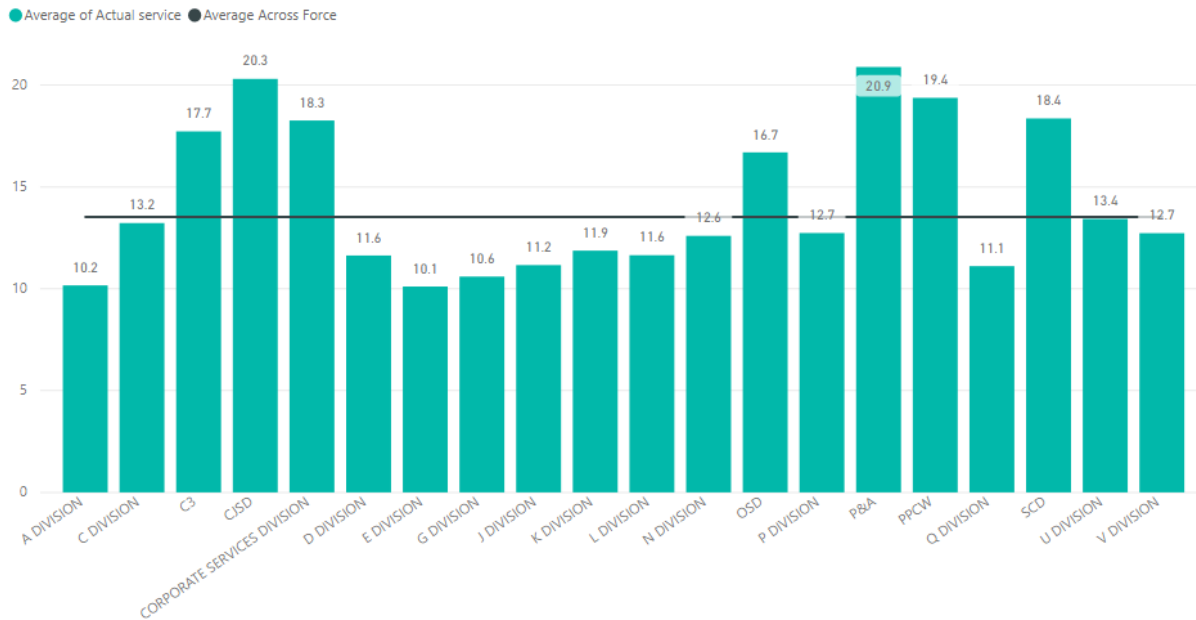
Local Policing Divisions can be expected to trend lower than the forcewide average, as these are the entry points for new officers. National Services tend to trend above the forcewide average.

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

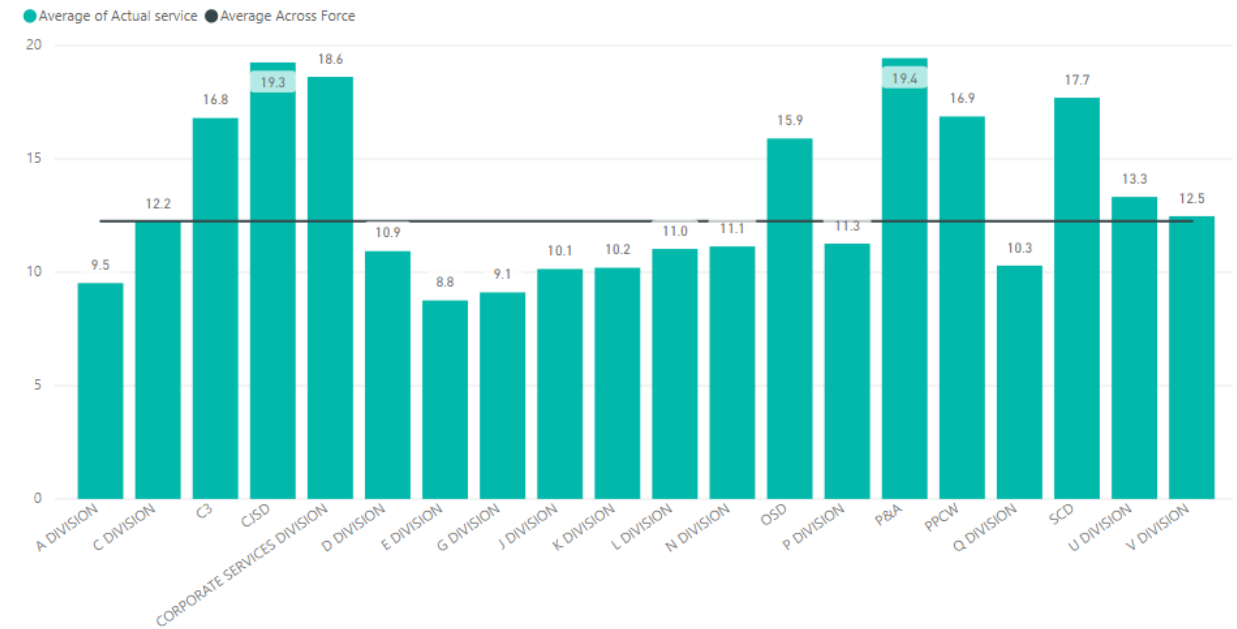
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Length of Service Profile by Sex – Actual Service

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



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

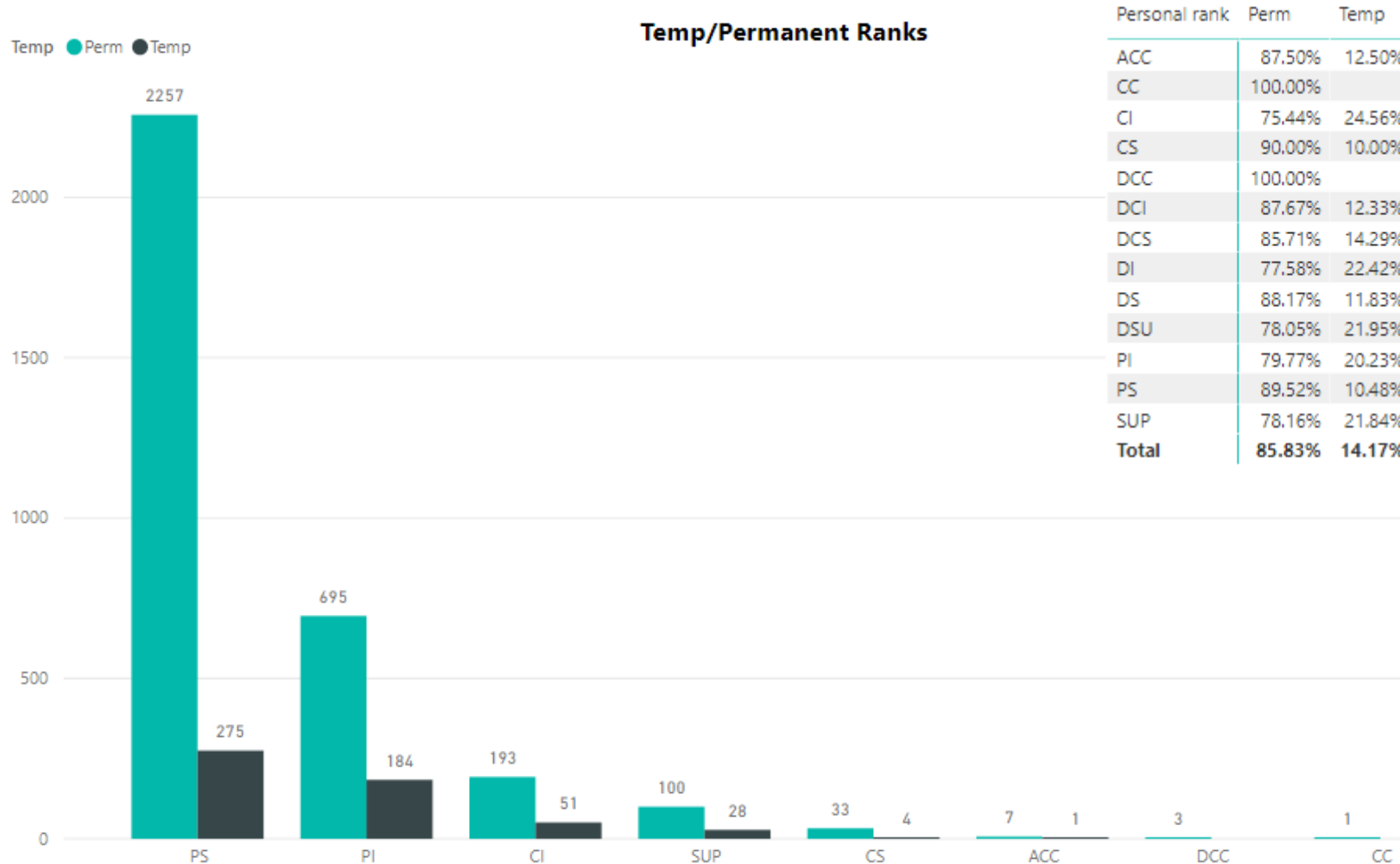


Female officers have shorter average length of service, with an average of 12.25 years service against the average of 13.53 years for male officers.

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

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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.

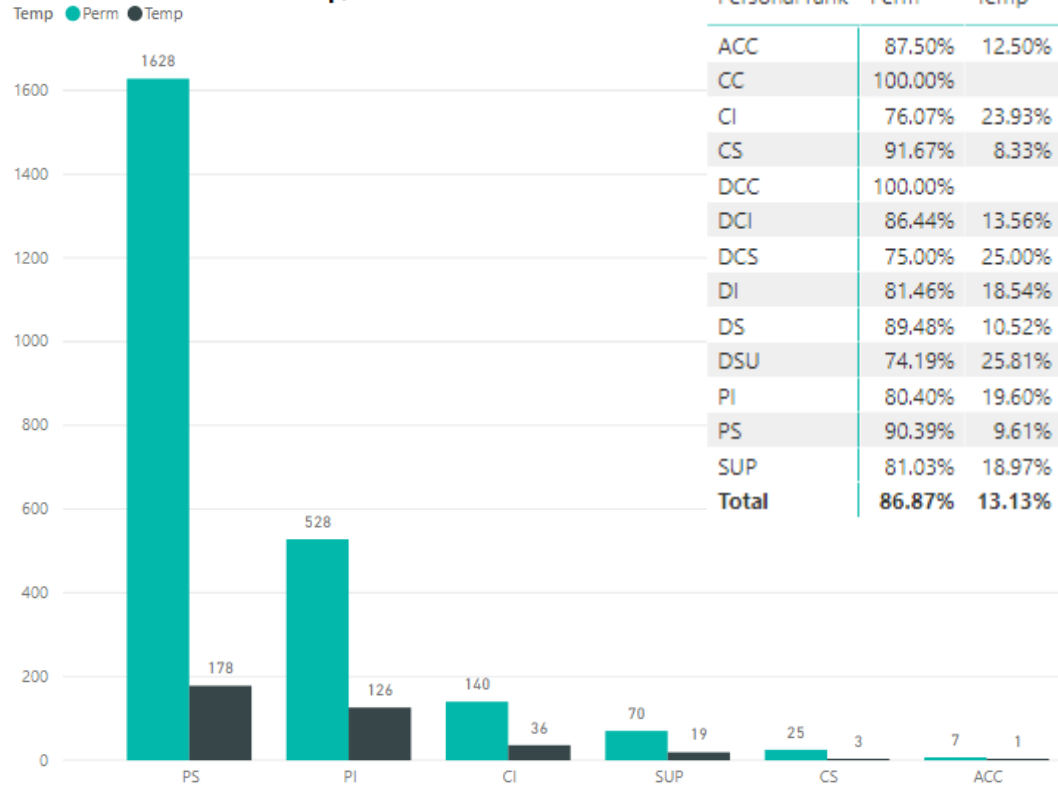
The most recent promotion parade occurred in December 2022.

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.

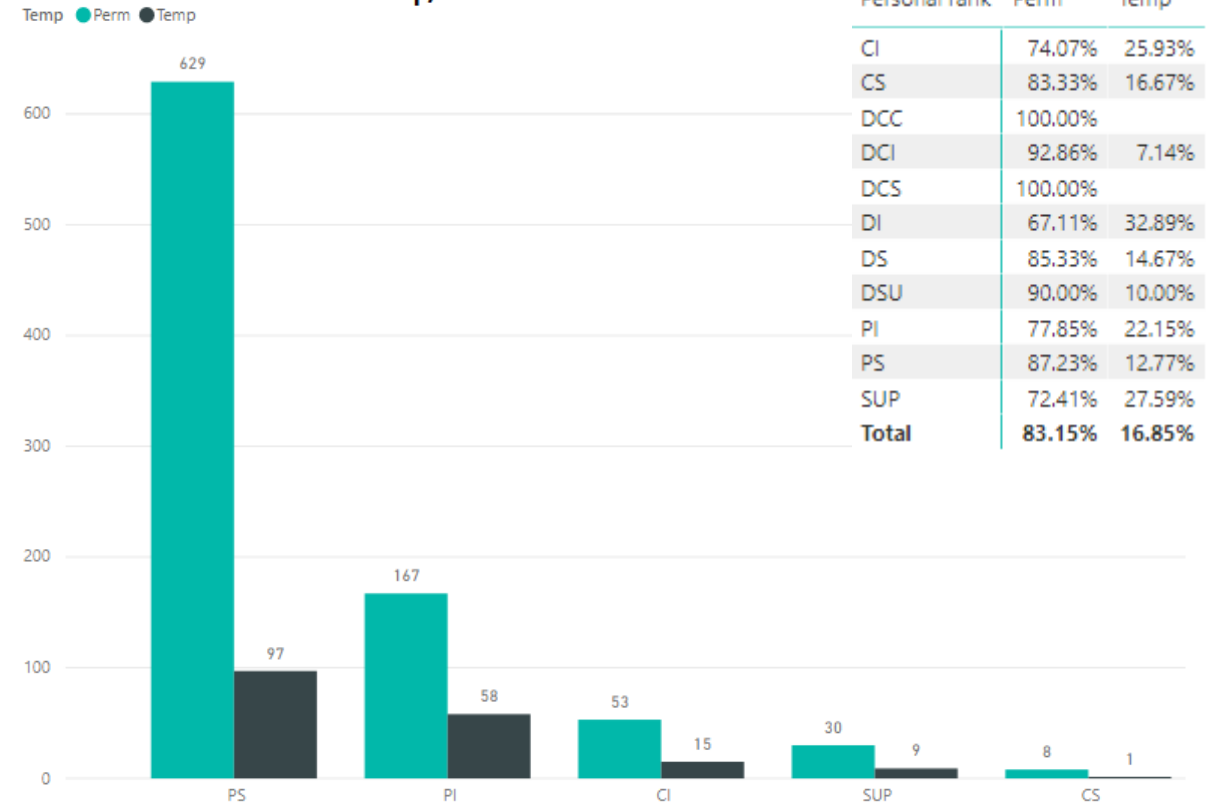
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Temporary Ranks by Sex – December snapshot

Male Temp/Permanent Ranks



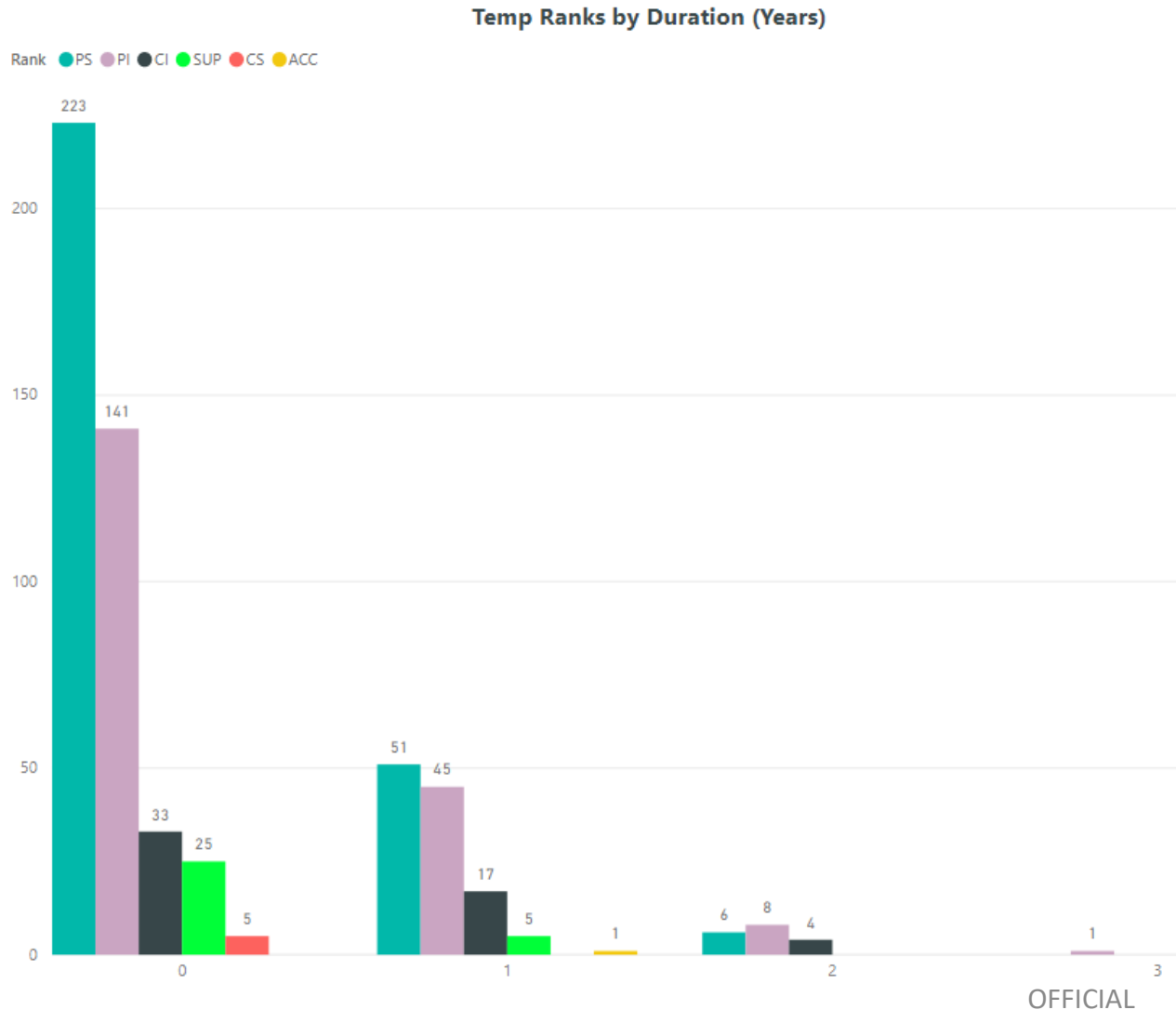
Female Temp/Permanent Ranks



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

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Temporary Ranks by Duration – December snapshot



The duration of temporary ranks has decreased since Q2.

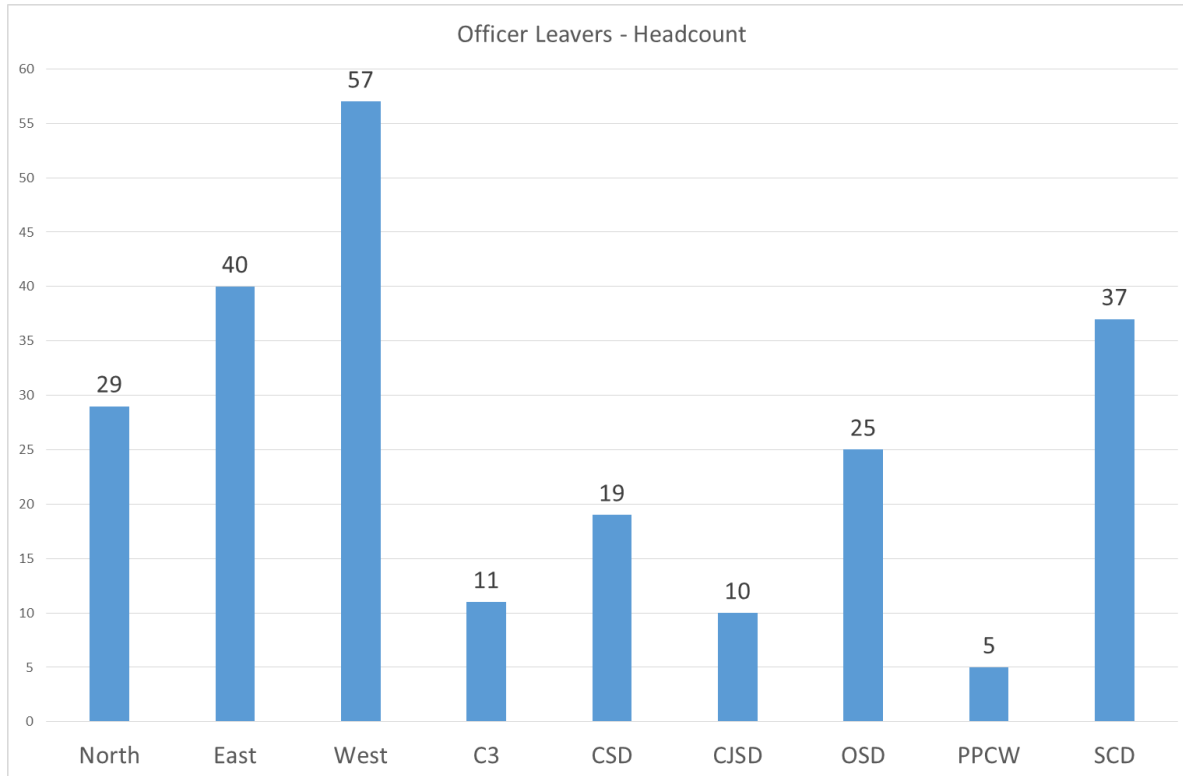
The majority of temporary ranks have now been in place for 1 year or less.

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

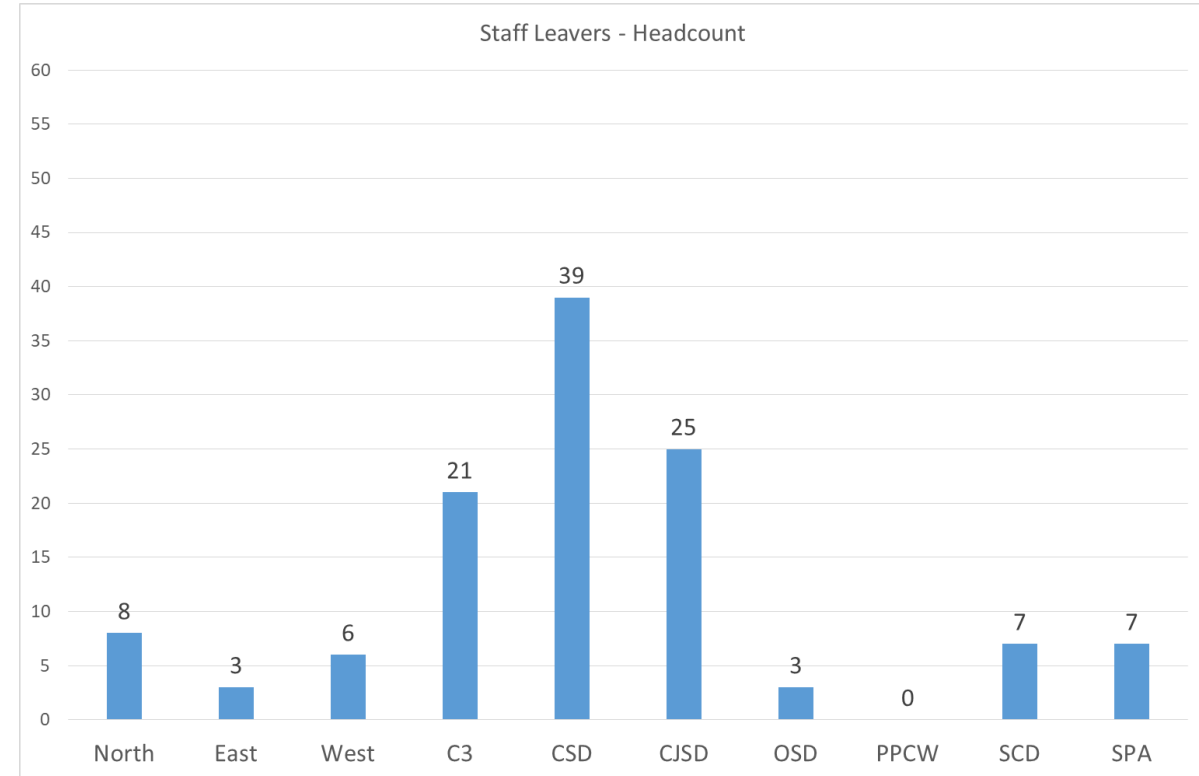
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Leavers – Q3 2021/22

Officer Leavers - Headcount



Staff Leavers - Headcount



Officer Leavers - 233



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

Staff Leavers - 119

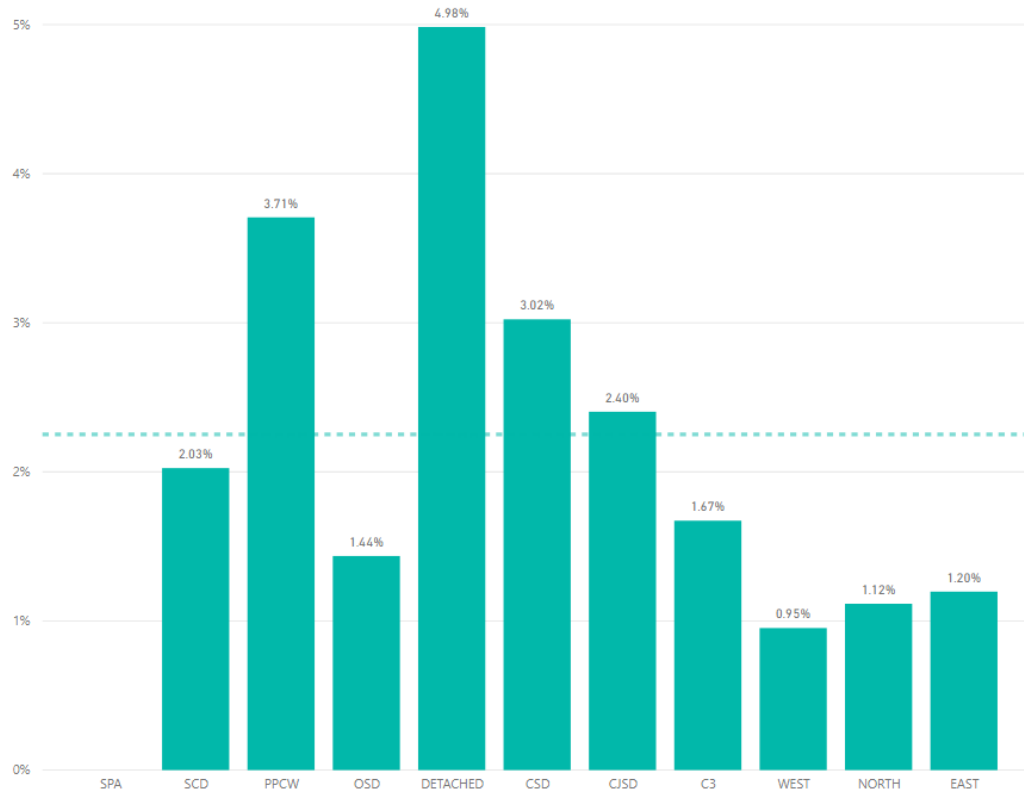


Down **2 (1.65%)**
on previous quarter

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Turnover – Q3 2021/22

Officer Turnover



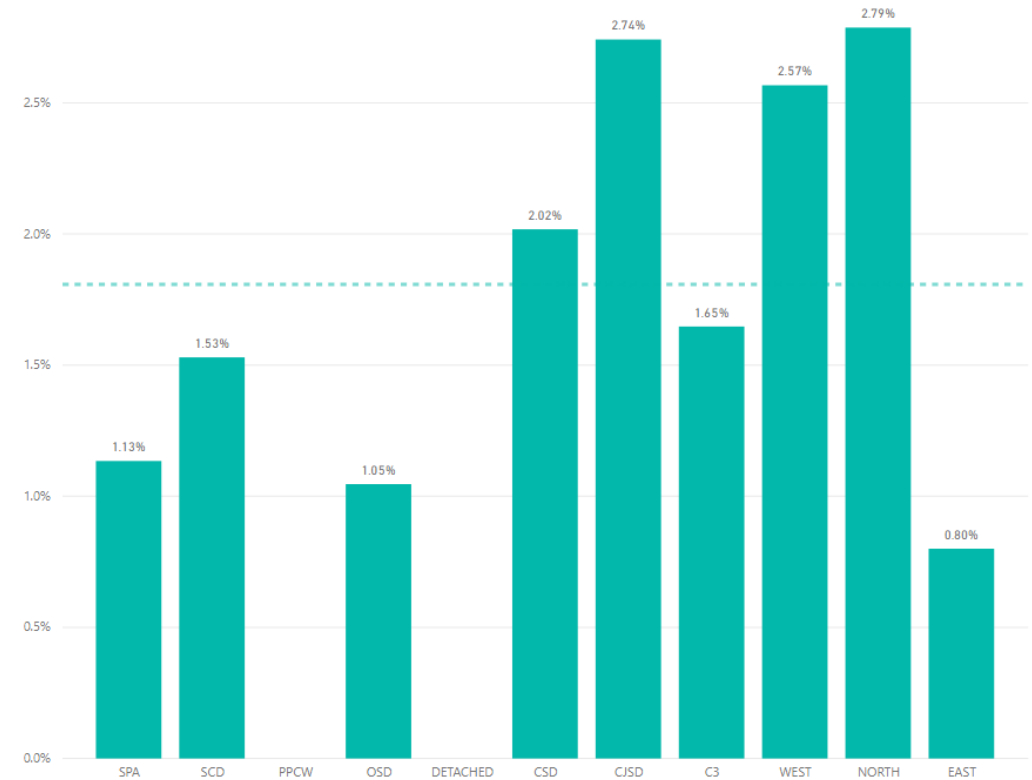
Forcewide Officer Turnover rate:

1.36%



Up **0.17%** on previous quarter.

Staff Turnover



Forcewide Staff Turnover rate:

1.88%

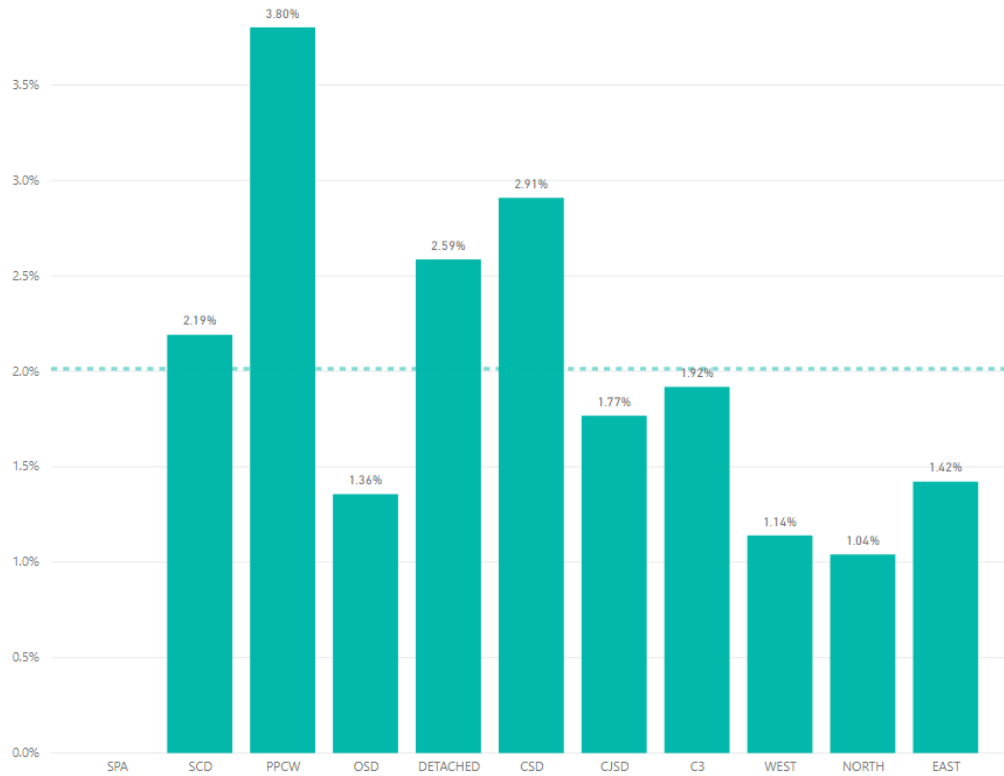


Down **0.03%** on previous quarter.

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Turnover by Sex - Officers – Q3 2021/22

Male Officer Turnover



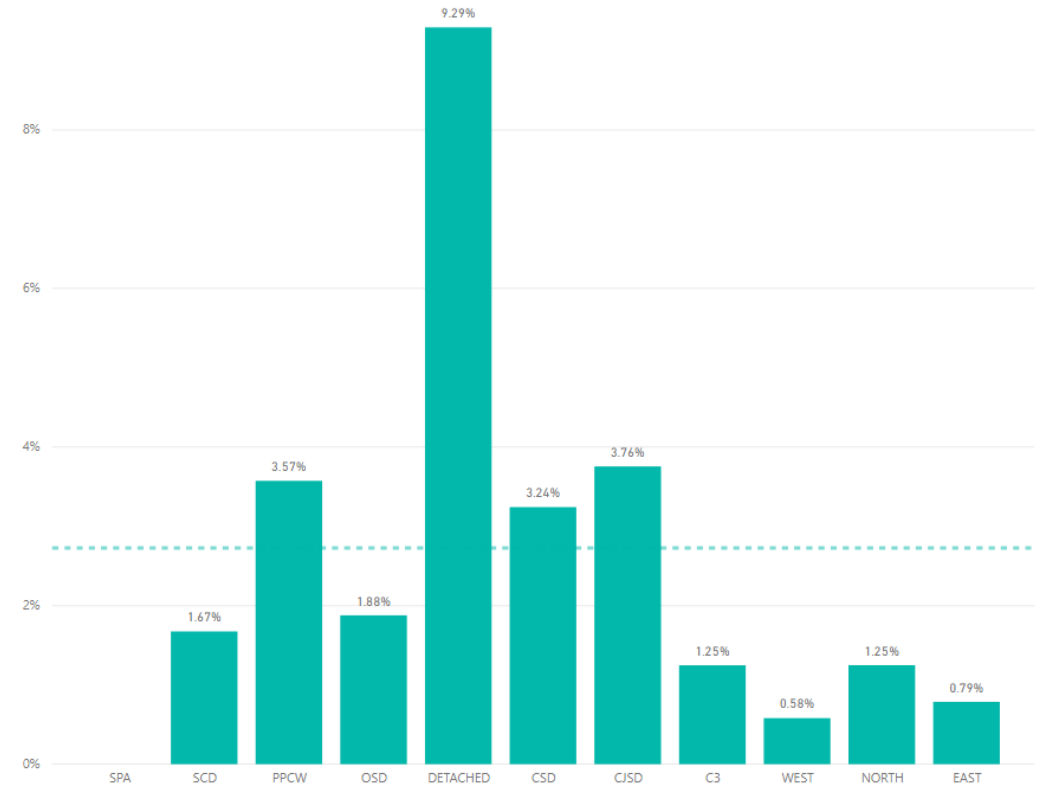
Forcewide Male Officer Turnover:

1.45%



0.09% over
general force
average.

Female Officer Turnover



Forcewide Female Officer Turnover:

1.18%

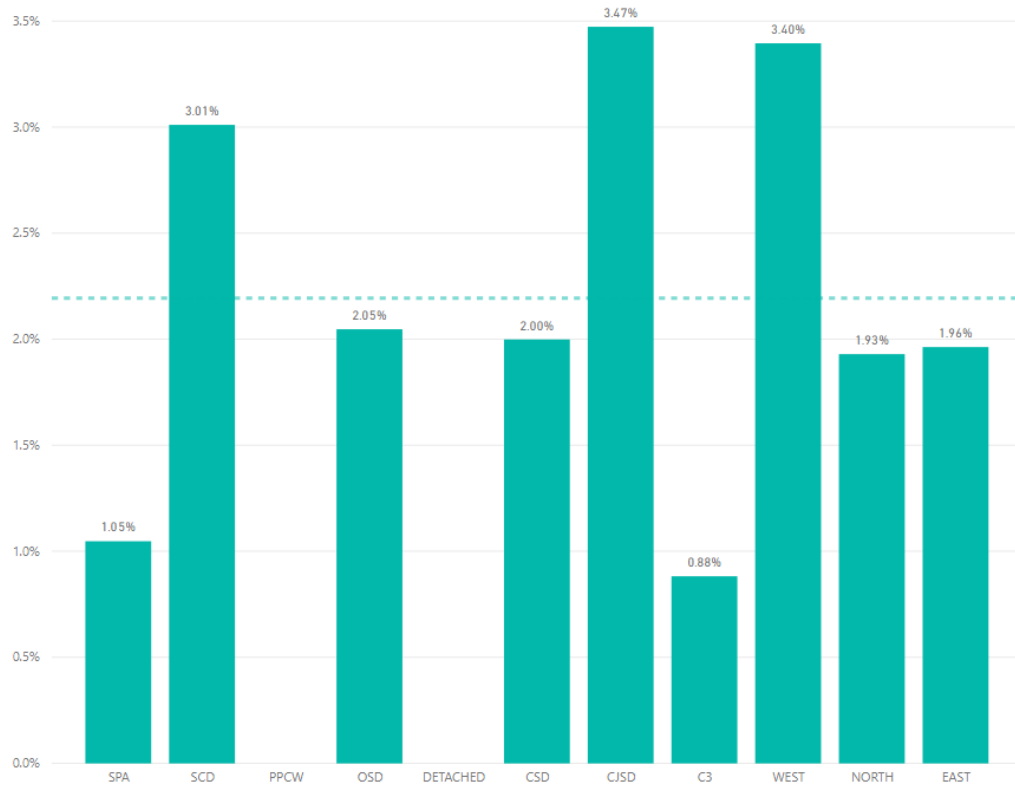


0.18% below
general force
average.

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Turnover by Sex - Staff – Q3 2021/22

Male Staff Turnover



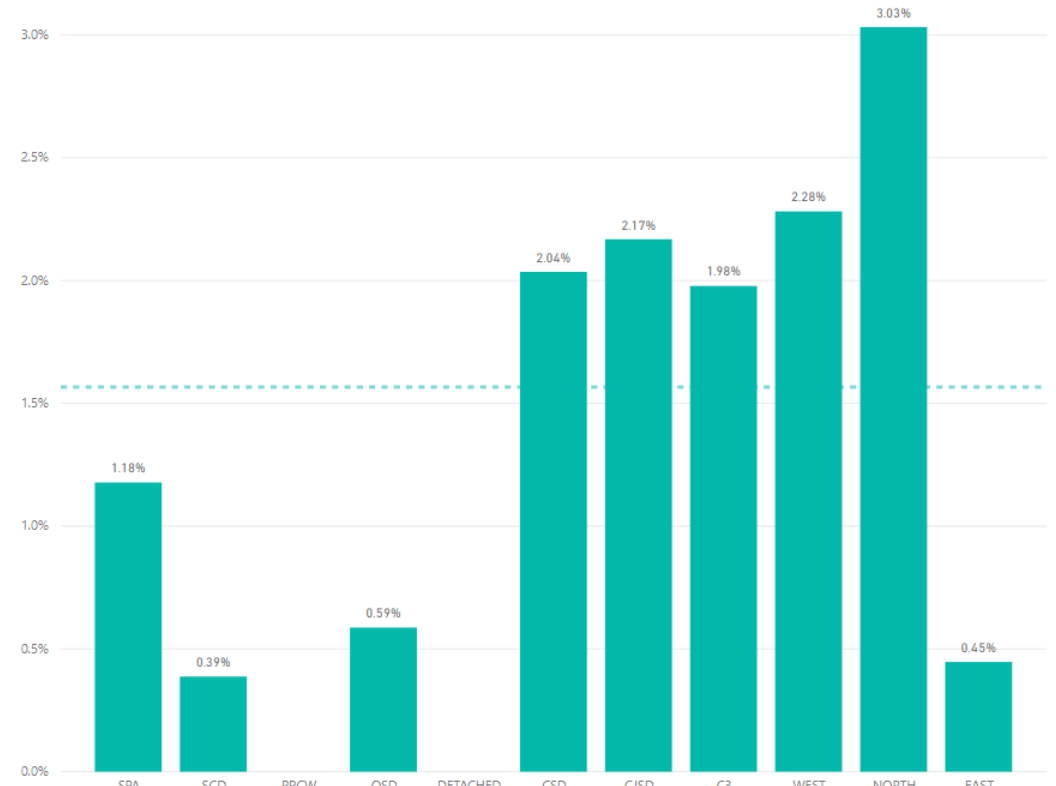
Forcewide Male Staff Turnover:

2.11%



0.23% over
general force
average.

Female Staff Turnover



Forcewide Female Staff Turnover:

1.74%

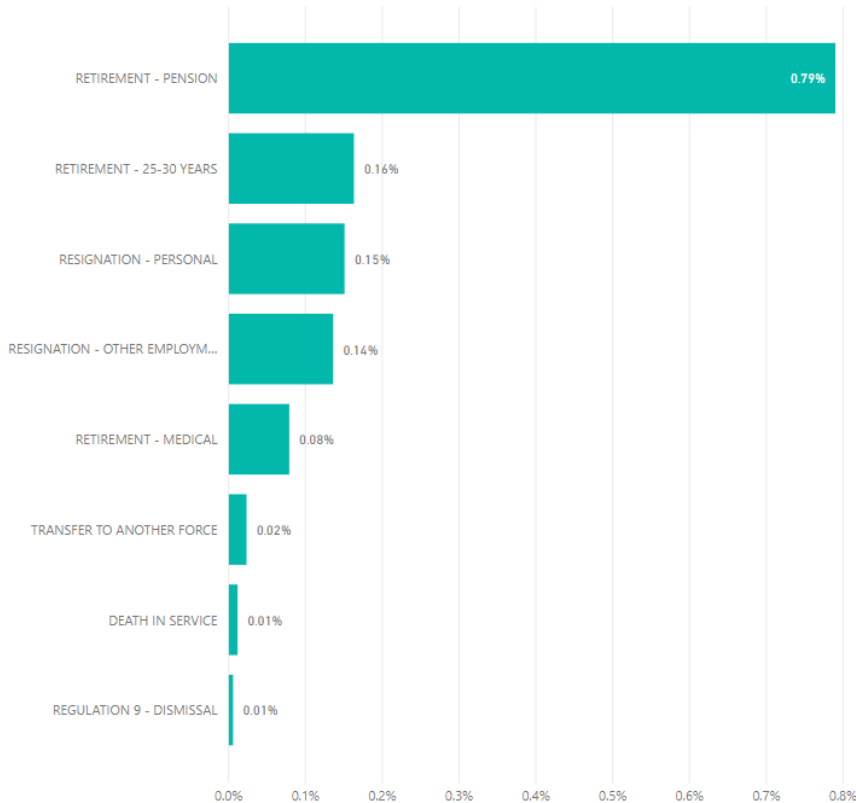


0.14% below
general force
average.

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Turnover by Reason – Q3 21/22

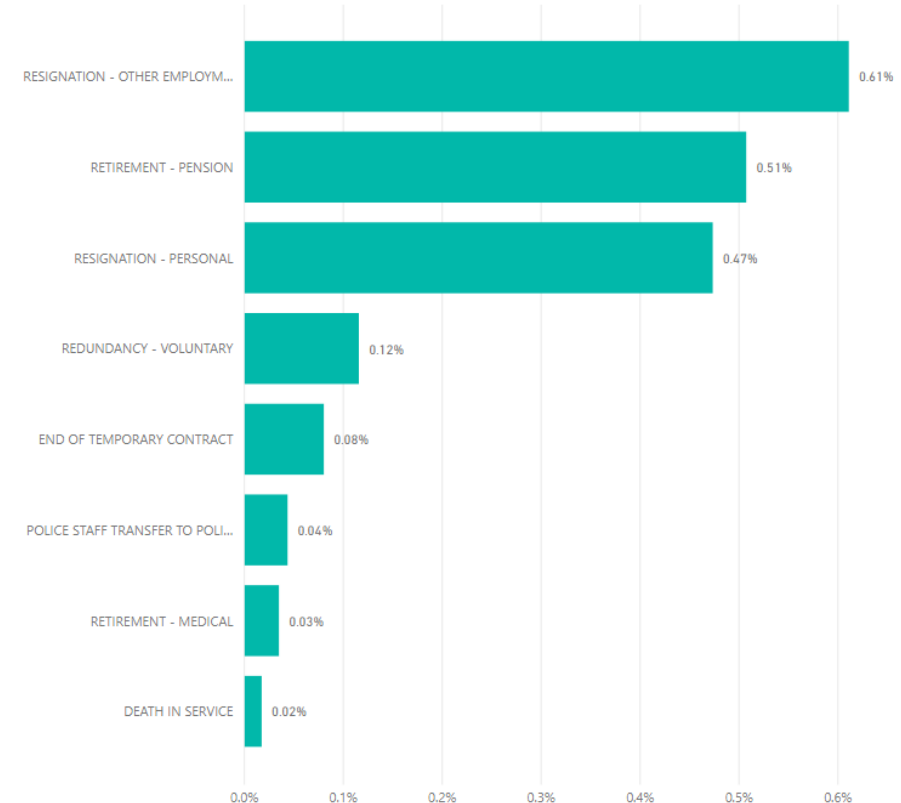
Turnover by Reason - Officers



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.

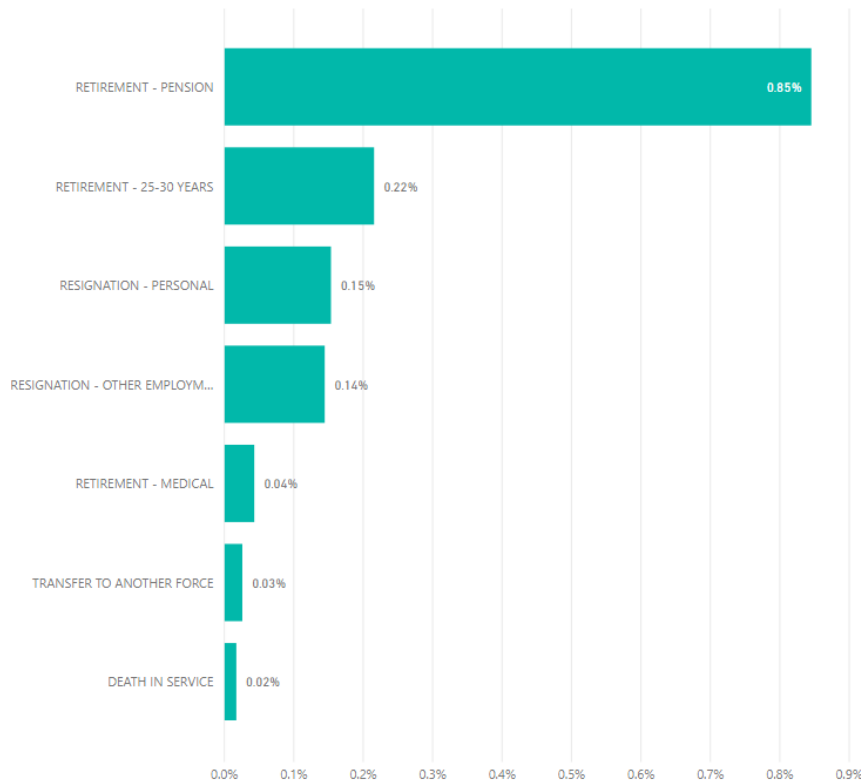
Resignations are the main reason for Staff attrition over the last 12 months, at a combined **3.56%** turnover.

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

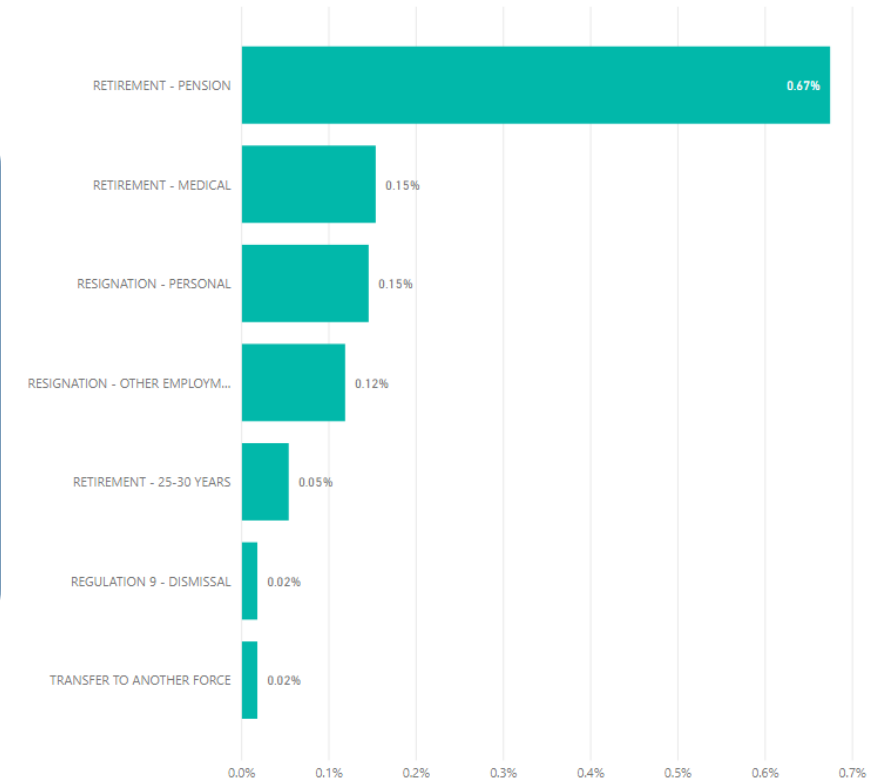
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Turnover by Reason by Sex – Officers - Q3 21/22

Male Officer Turnover By Reason



Female 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**.

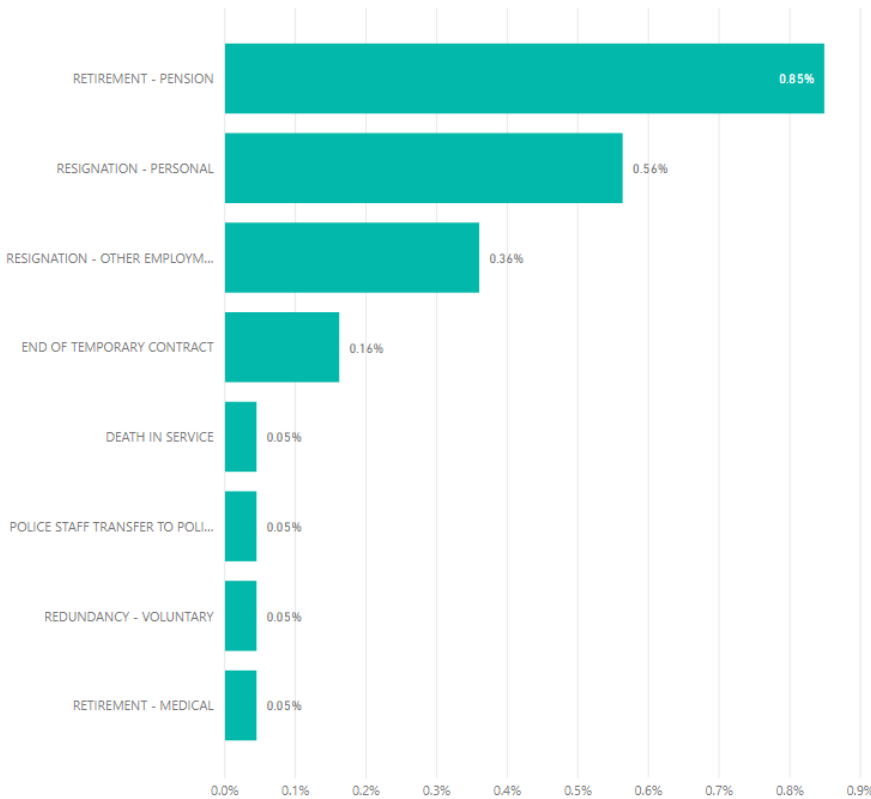
Retirement (excluding Medical) accounts for a combined 3.61% of male Officer and 2.11% of female Officer attrition over the last 12 months.

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

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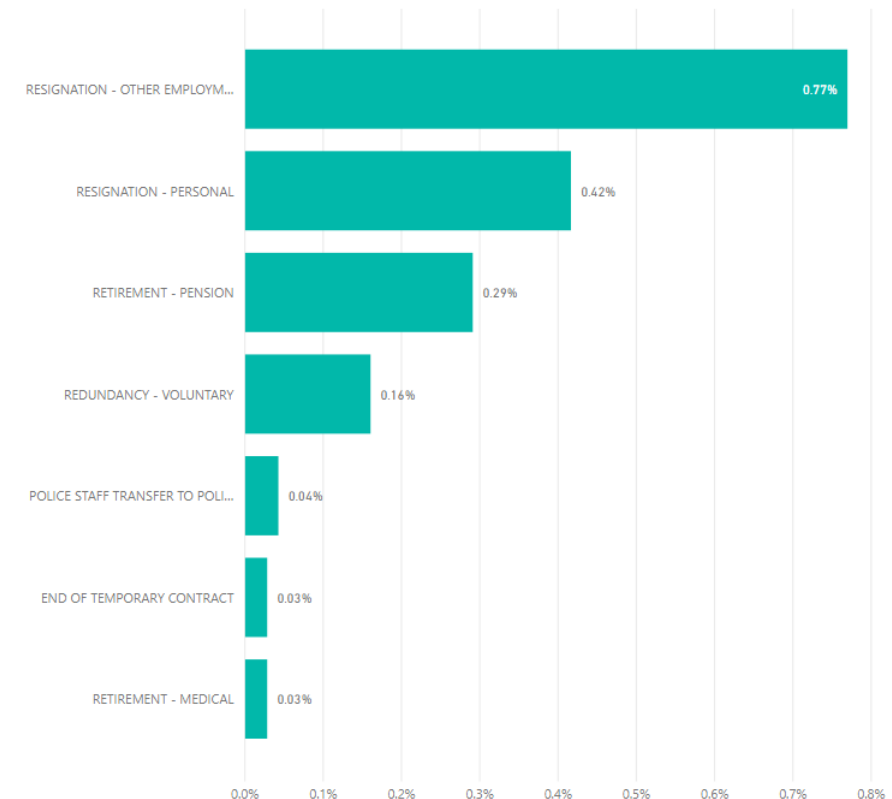
Turnover by Reason by Sex – Staff – Q3 21/22

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



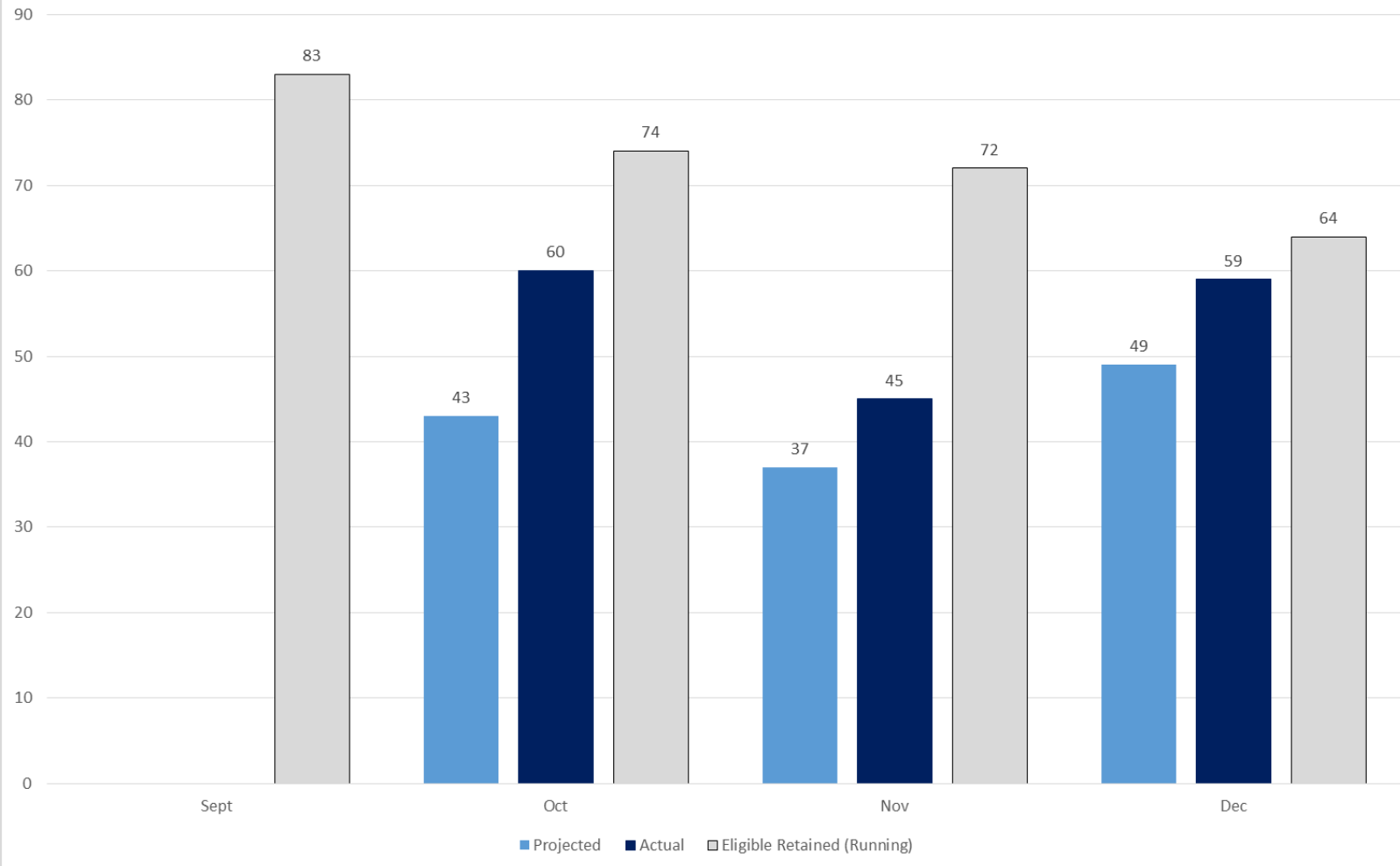
Retirement remains the main reason for male Staff attrition over the last 12 months, at a combined **3.68%** turnover, followed by Resignation types (combined 3.3%).

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%).

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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.

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

Q2 - Officer Retirements by Pensionable Service

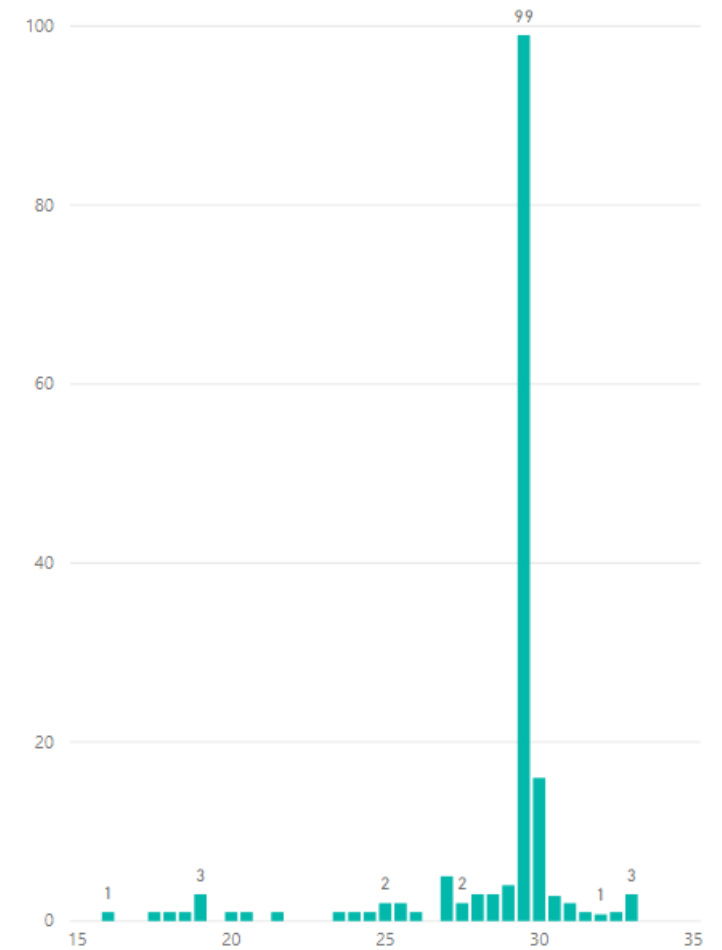


As yet, there is still no evidence of a change in retirement behaviour for Officers.

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



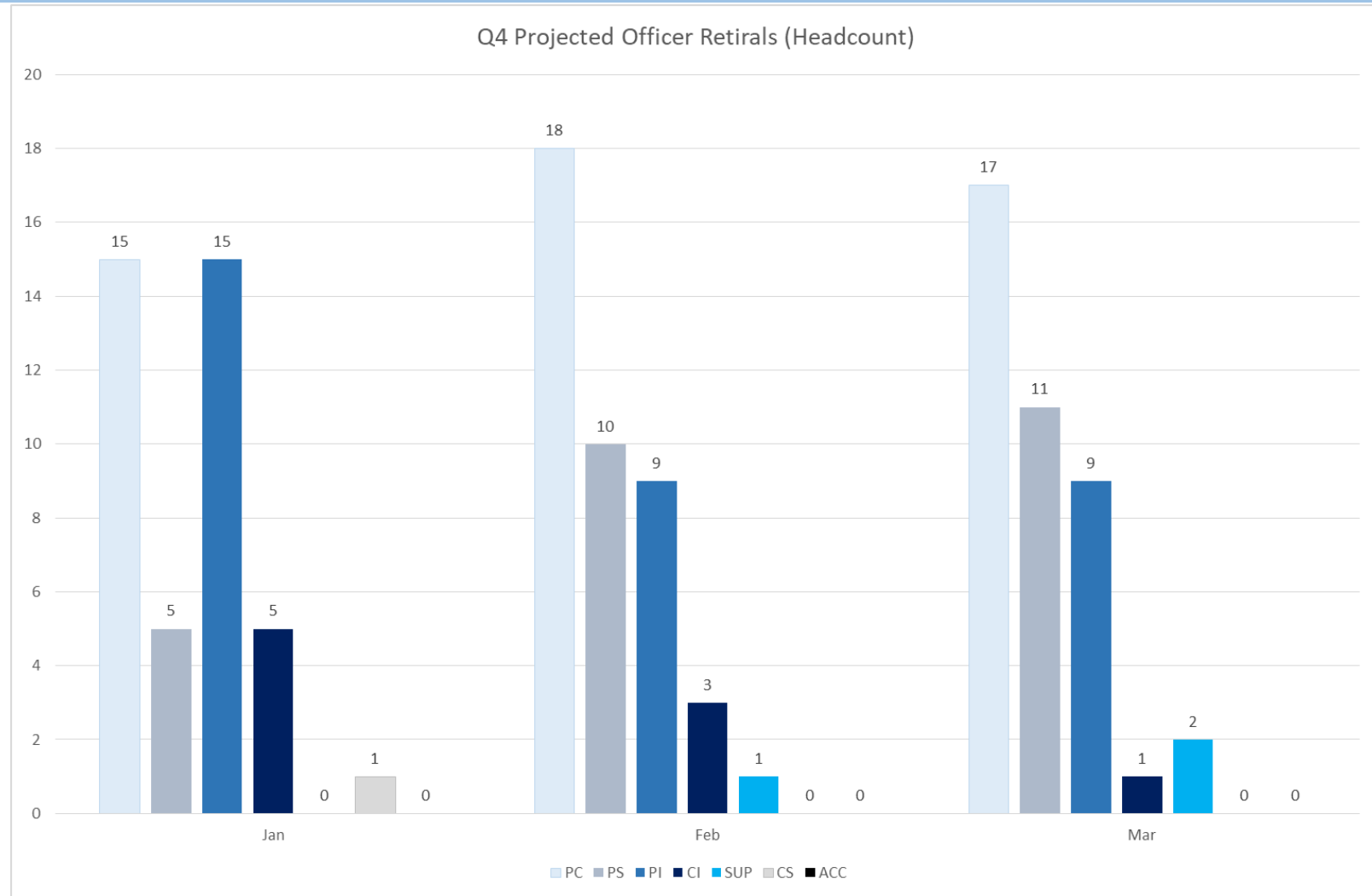
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Projected Officer Retirals – Q4 21/22

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.



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Total Sickness Absence – December snapshot

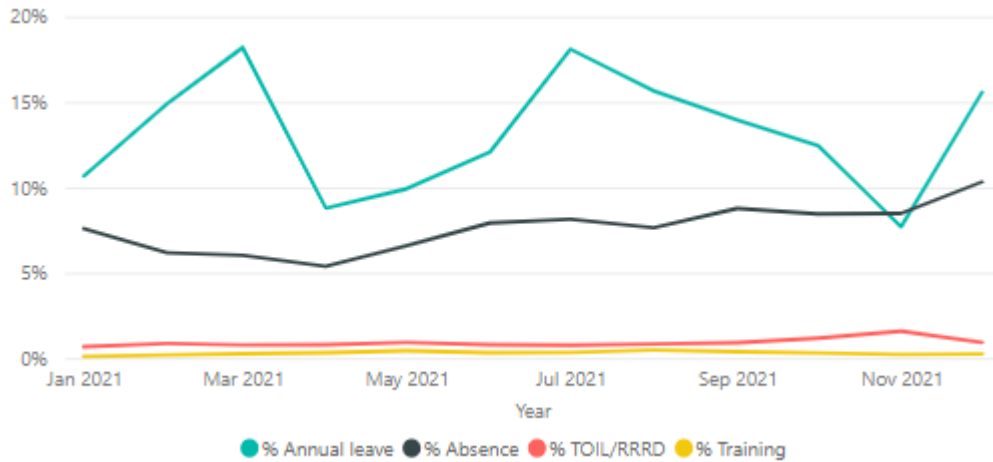
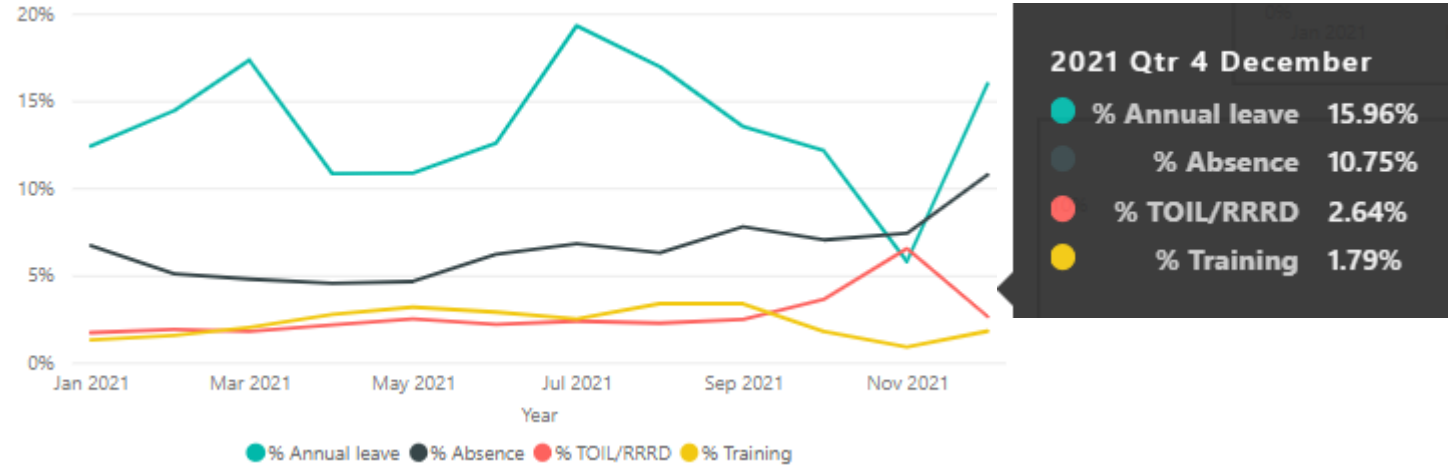
Officer Sickness
Absence rate:

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

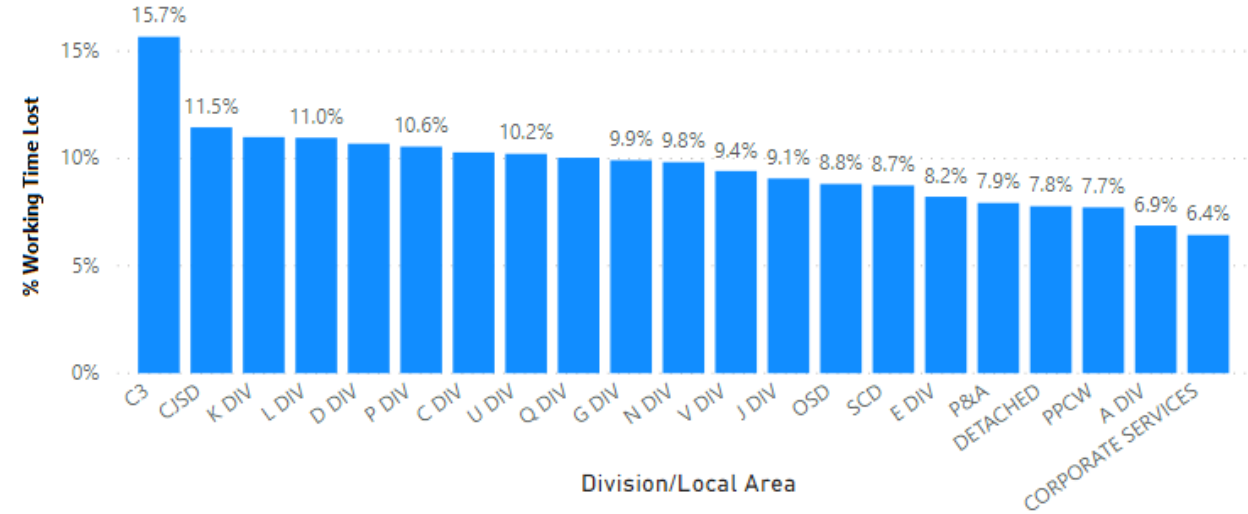
Monthly rates: Oct 8.44%, Nov 8.47%, Dec 10.32%

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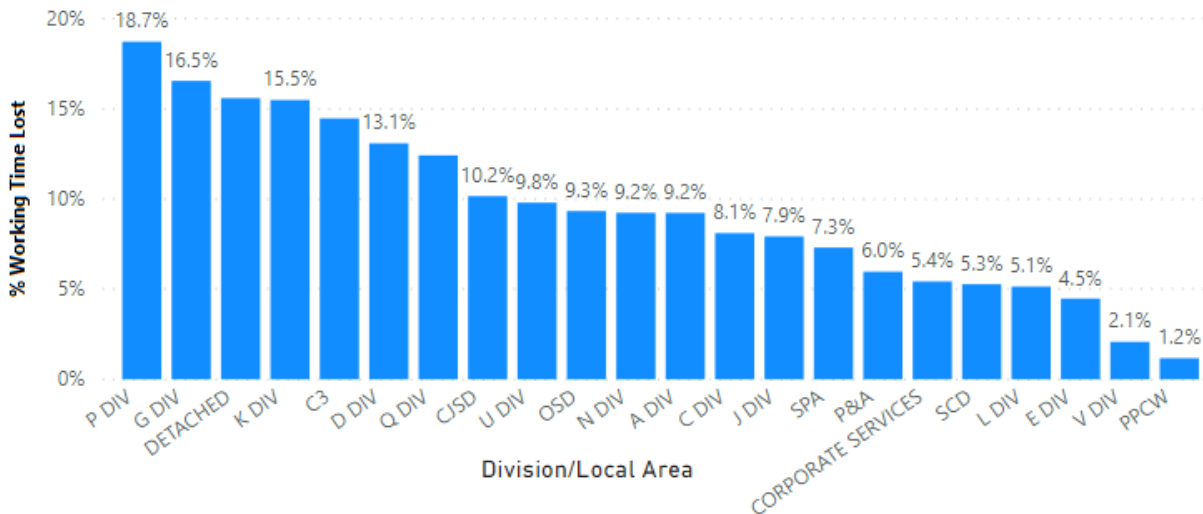
Total Sickness Absence by Business Area – Q3 21/22

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

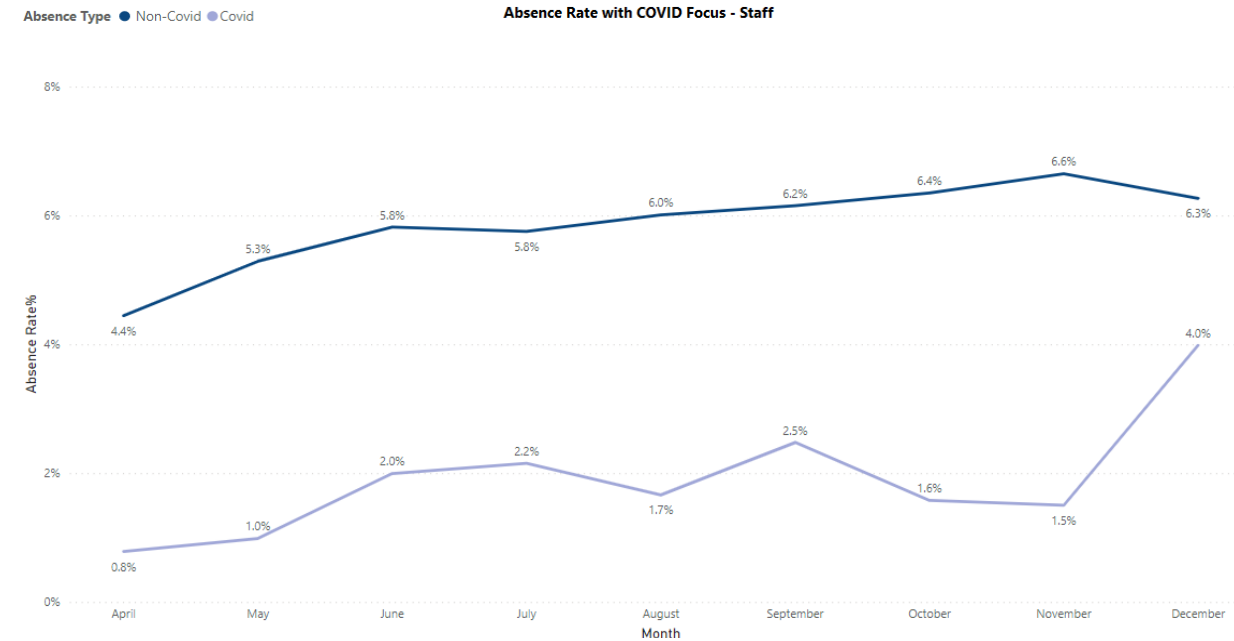
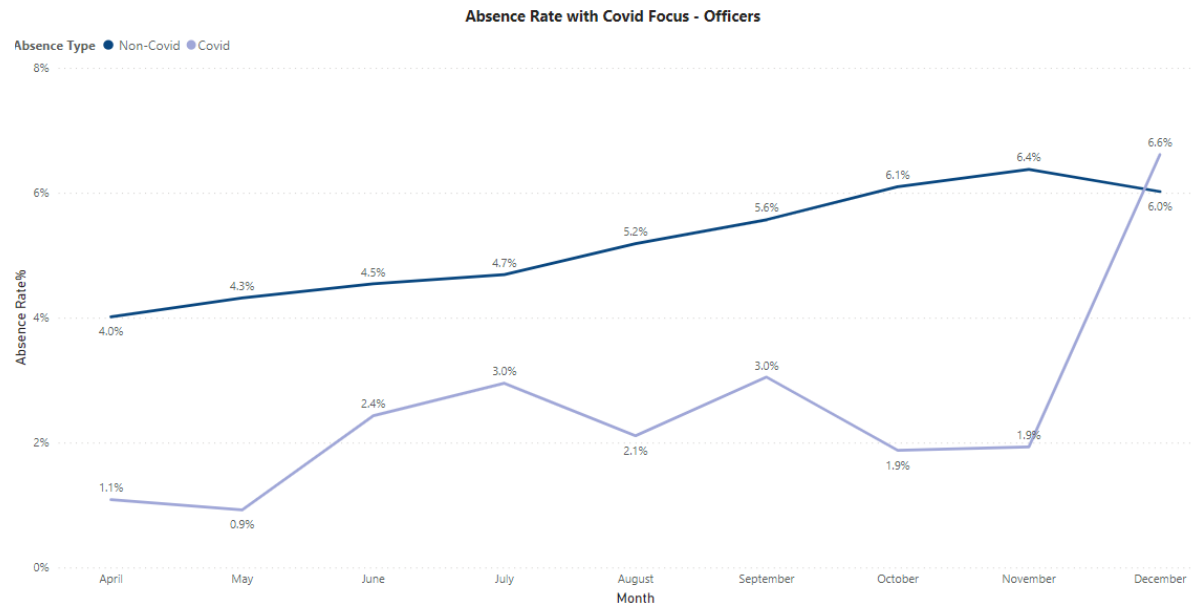


P Division is now the furthest over the forcewide average for lost working time for staff, at **18.7%** in Q3 (up 6.4% on Q2). This follows a significant reduction in G Division staff absence, down 4.6% on Q2.

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

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COVID and non-COVID Absence Rates Over Time

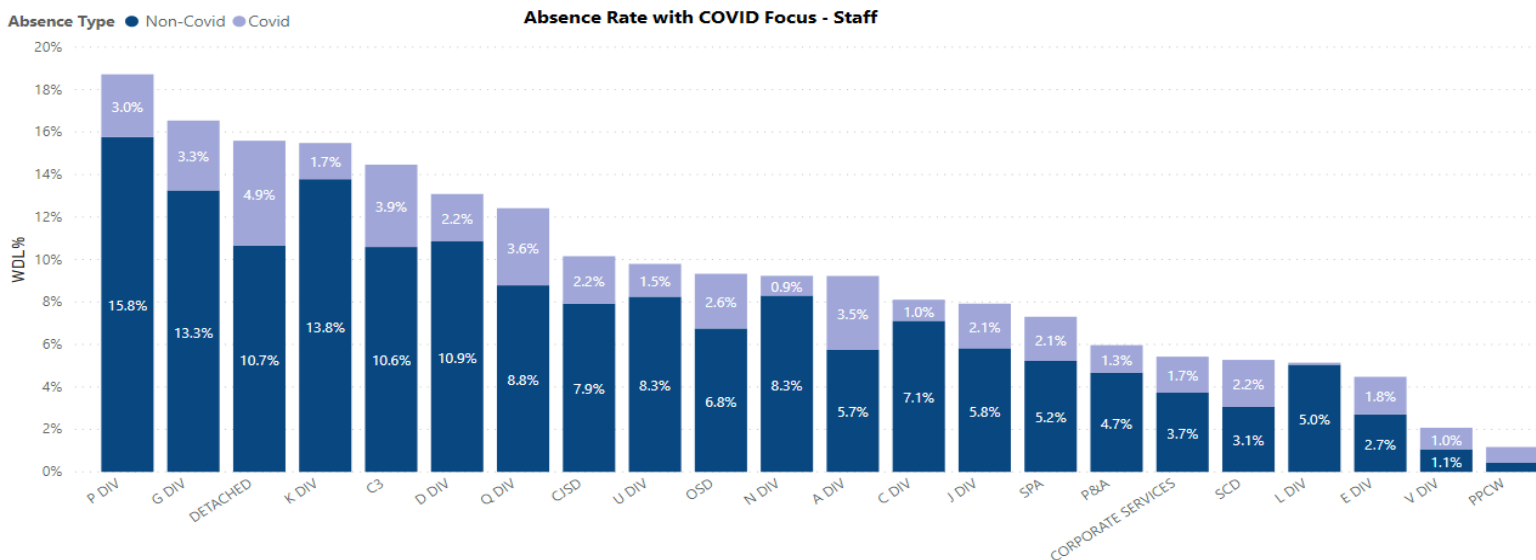
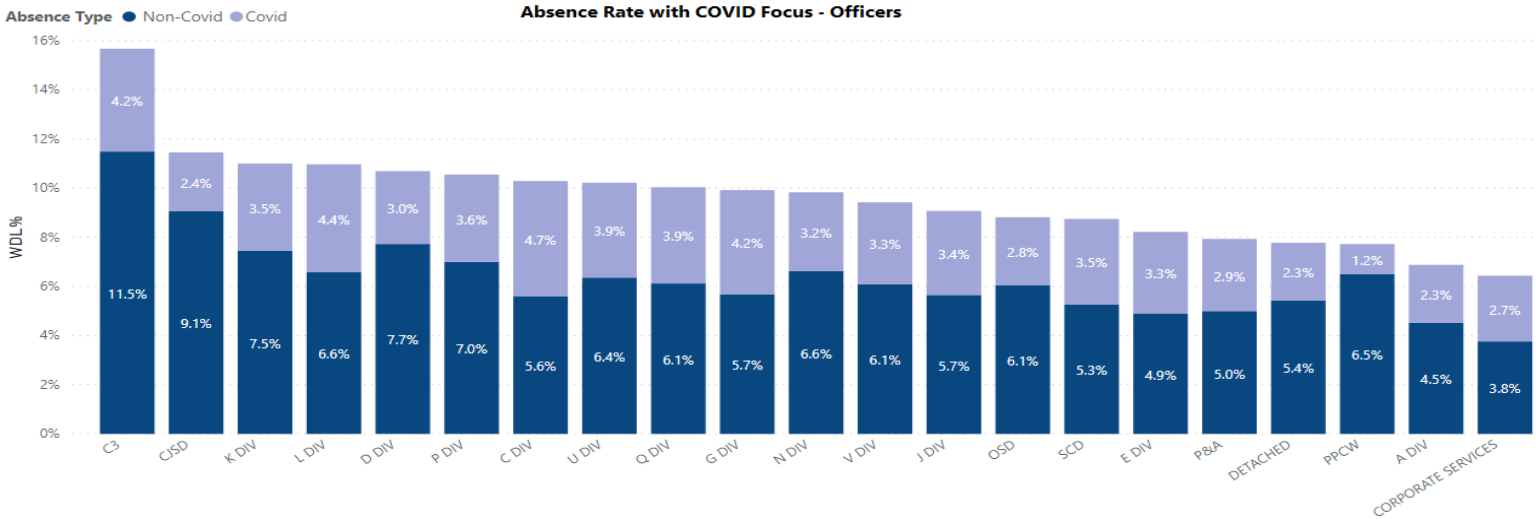


COVID-related absence dropped in September before rising markedly again in December. There was a particularly steep rise in the Officer group.

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

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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**.

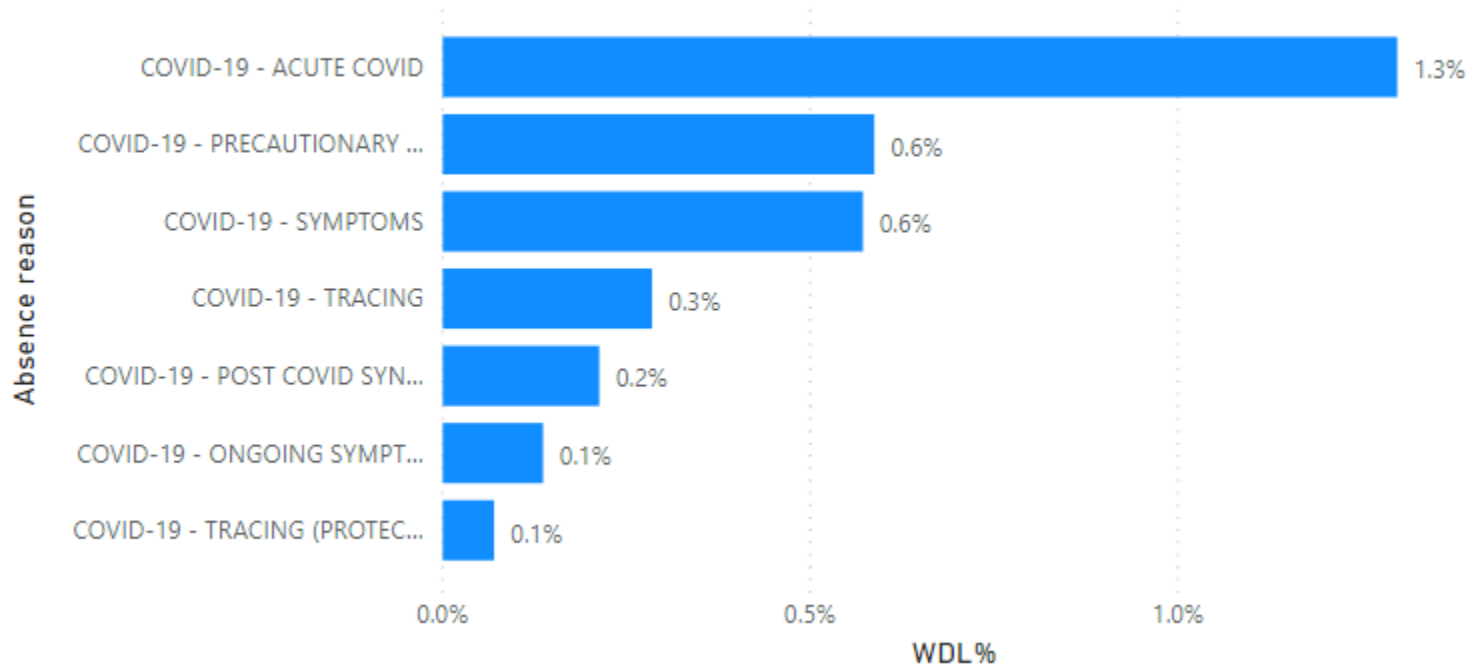
* Source: ONS Coronavirus (COVID-19) latest insights, 14 January 2022

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

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

Working Days Lost% (Covid-19-related Absence Only)



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.

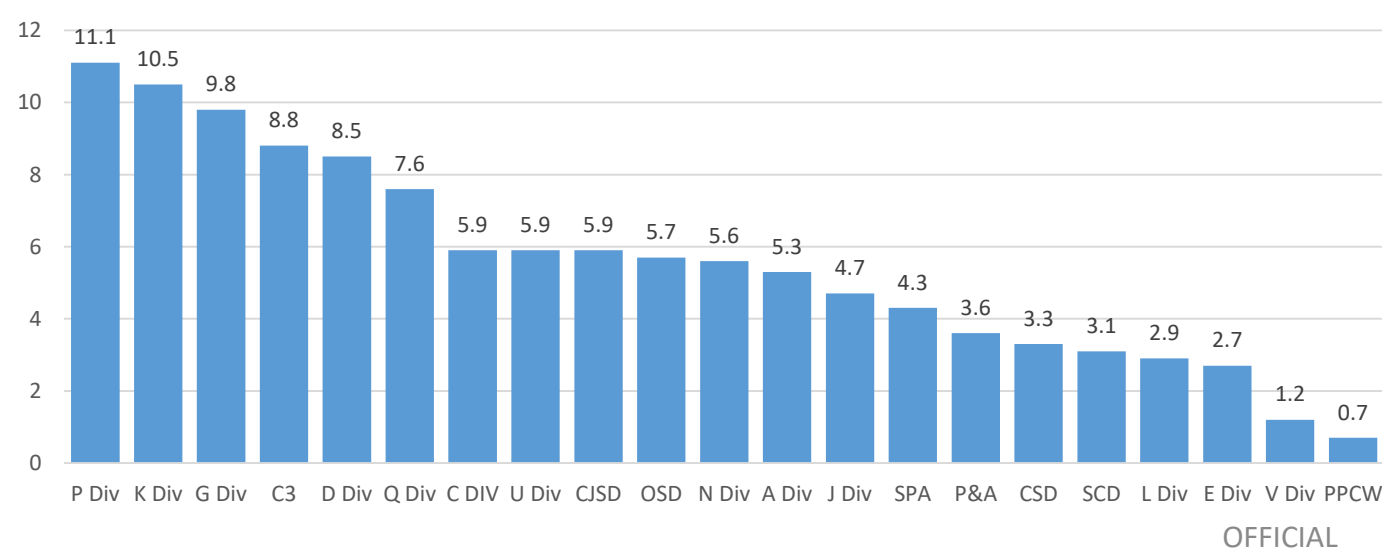
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Sickness Absence – Average Working Days Lost (AWDL) – Q3 2021/22

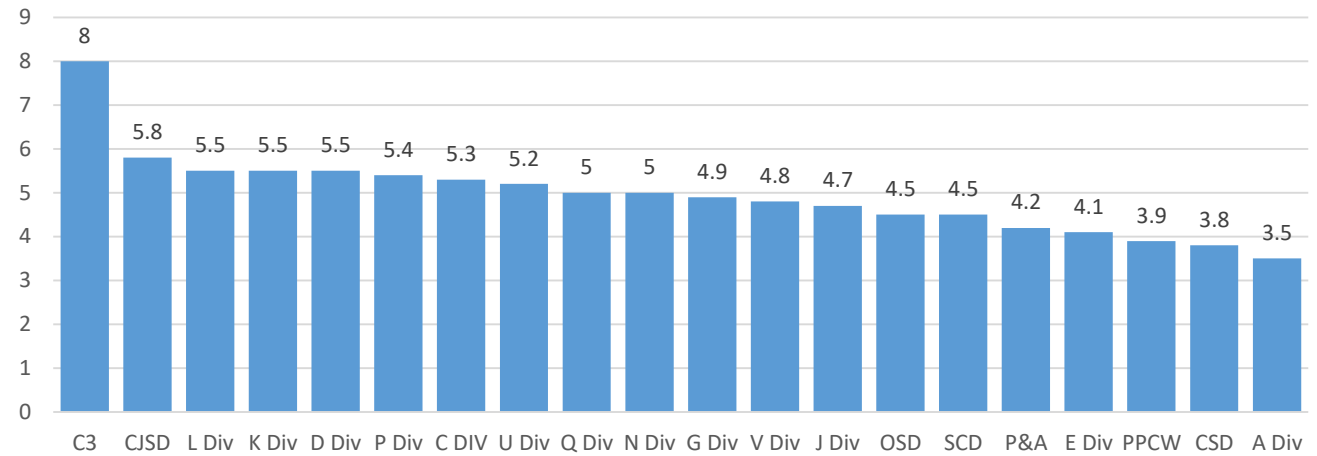
Forcewide AWDL to sickness was **4.8 days** for Officers (up 0.8 on Q2), with a 3.1:1.7 non-COVID:COVID split.

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



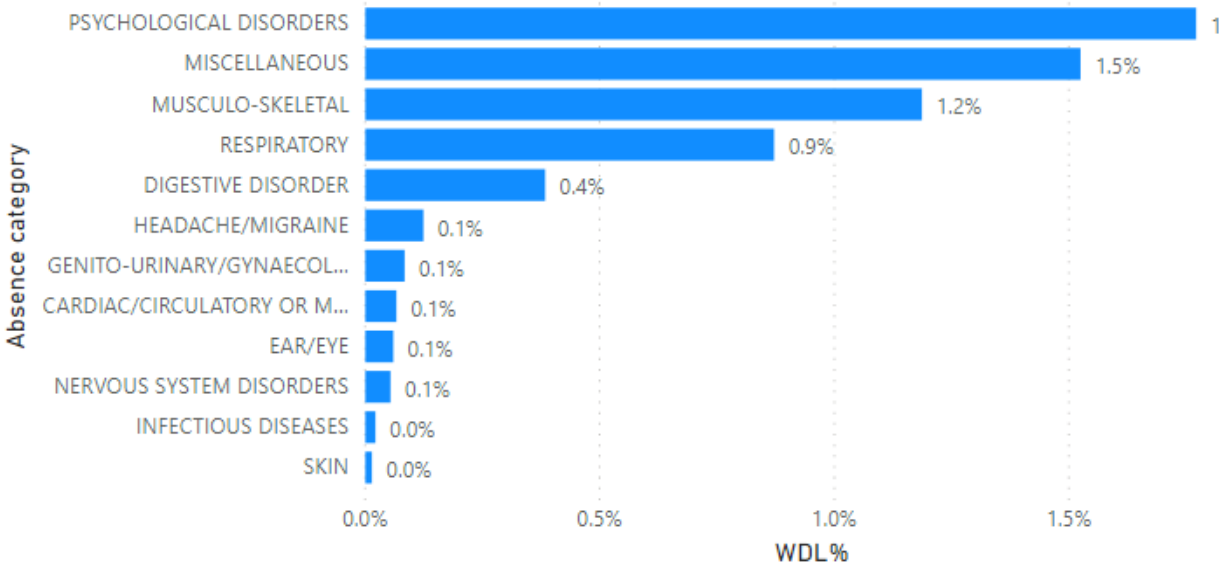
Forcewide AWDL to sickness was **5.3 days** for Staff (up 0.5 days on Q2), with a 3.9:1.4 non-COVID:COVID split.

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

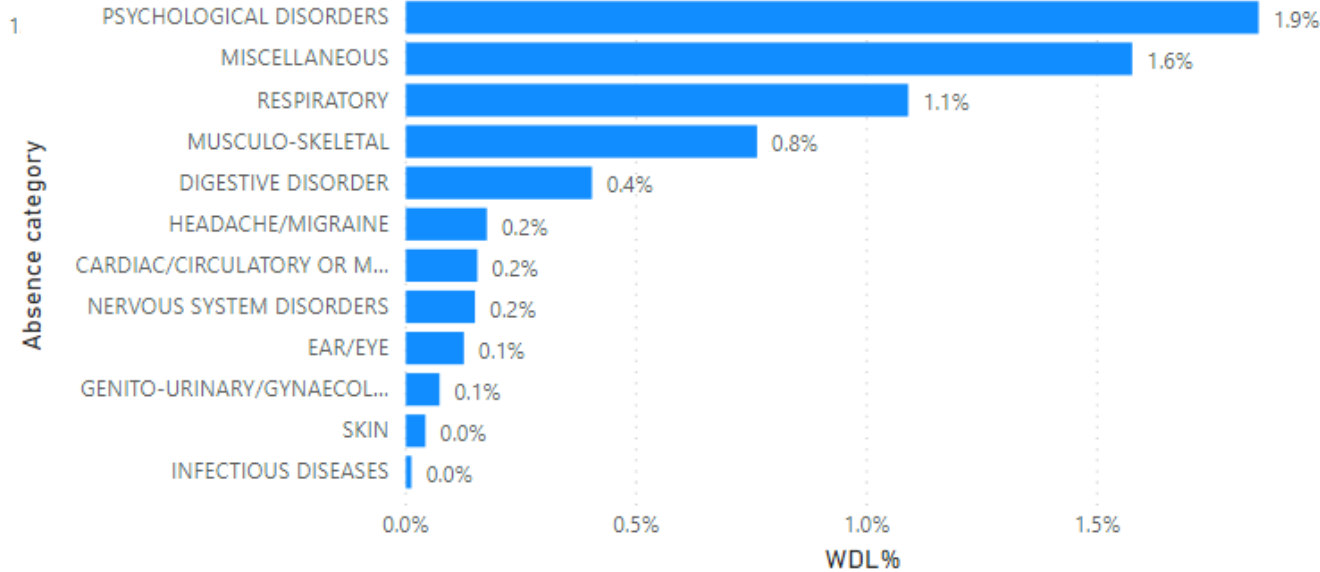
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% of Total Working Days Lost to non-COVID Sickness by Reason – Q3 2021/22

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.

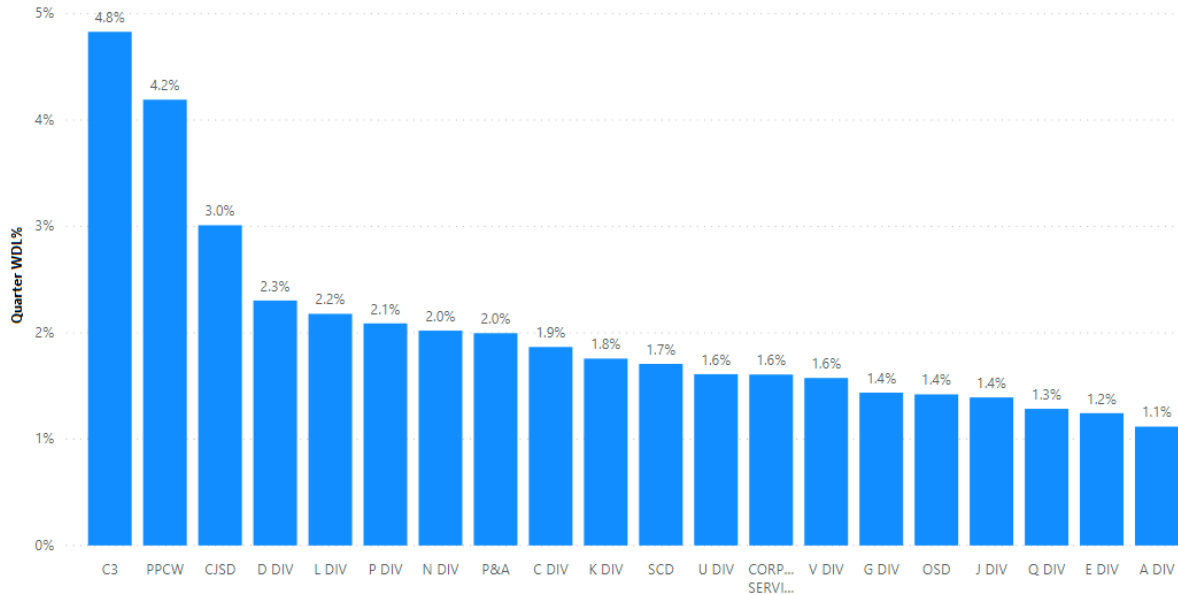
Psychological Disorders remain the highest cause of sickness absence across both groups this quarter, with a higher percentage of work days lost to this category of illness in the Staff group than in the Officer group.

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

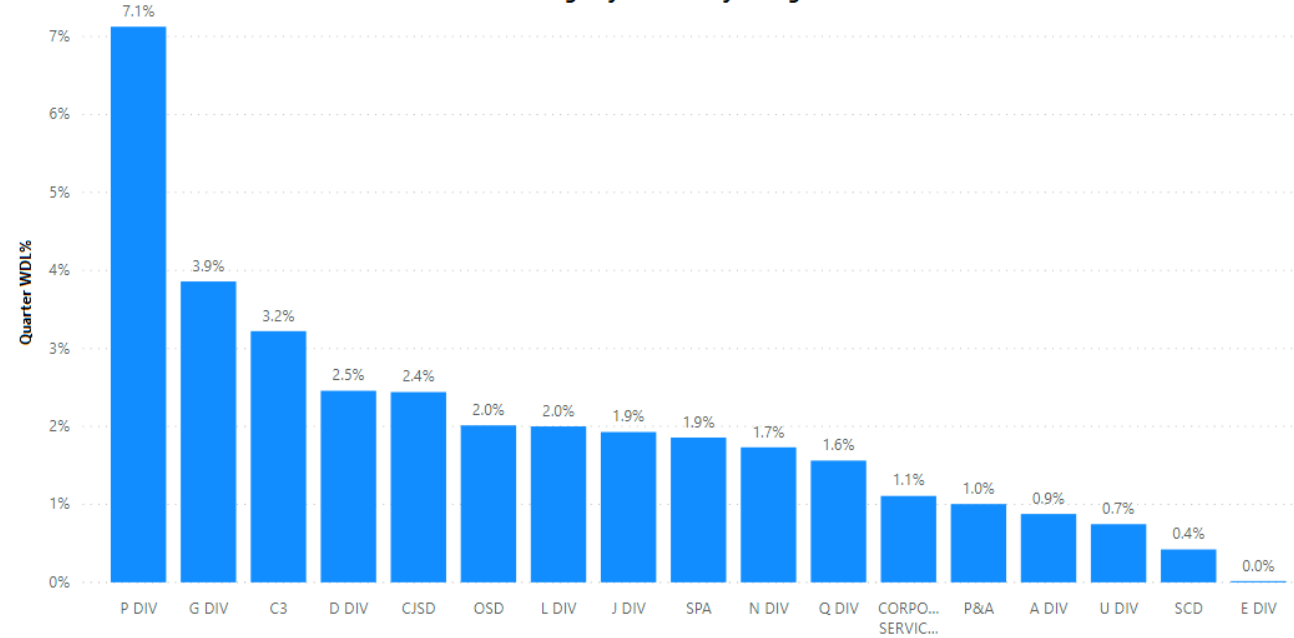
People & Development Quarterly MI Report – December 2021

% 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.

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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*

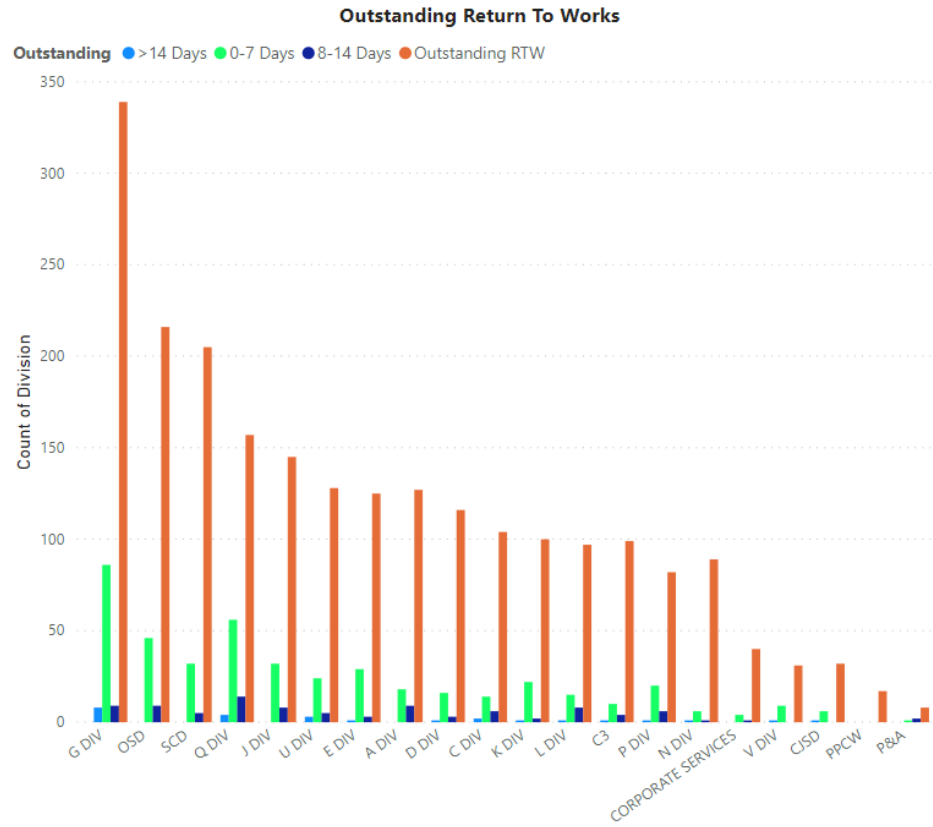
567 return to work interviews were signed by line managers for absences that ended during December.

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.



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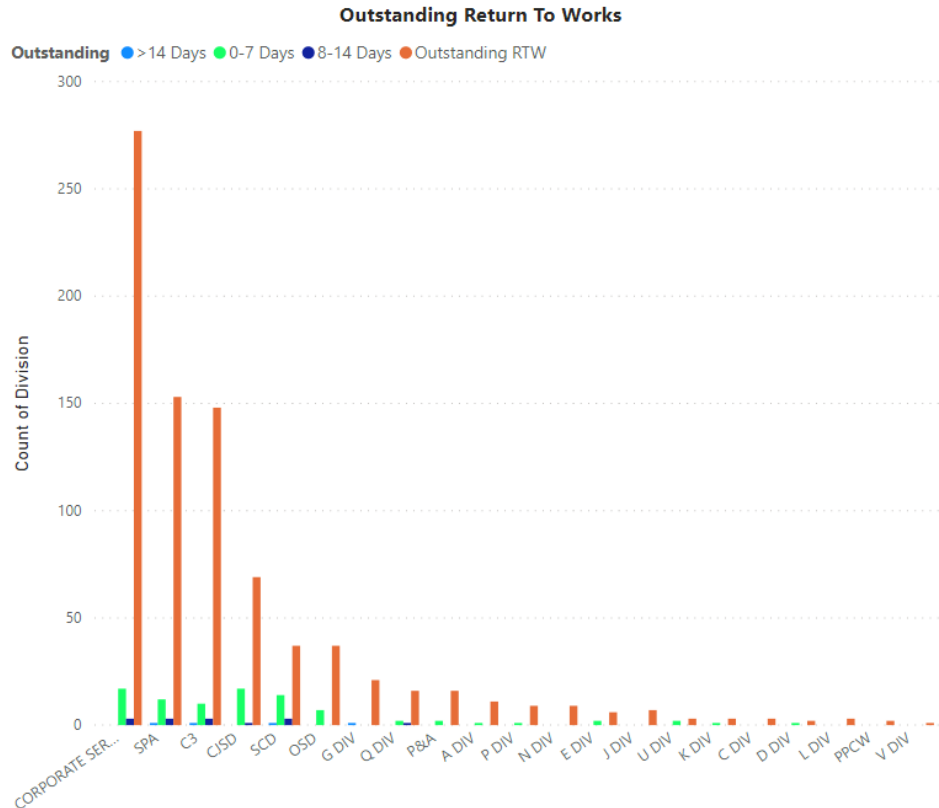
Outstanding Return to Work Interviews – Staff – December snapshot

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.

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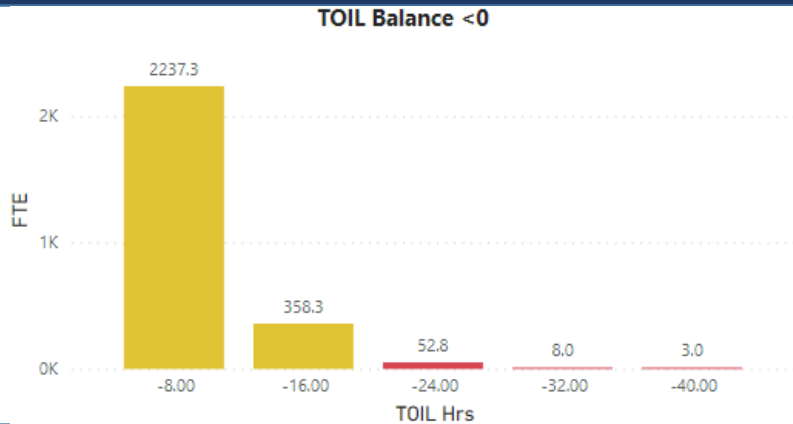
TOIL & RRRD Balances – December snapshot

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**.

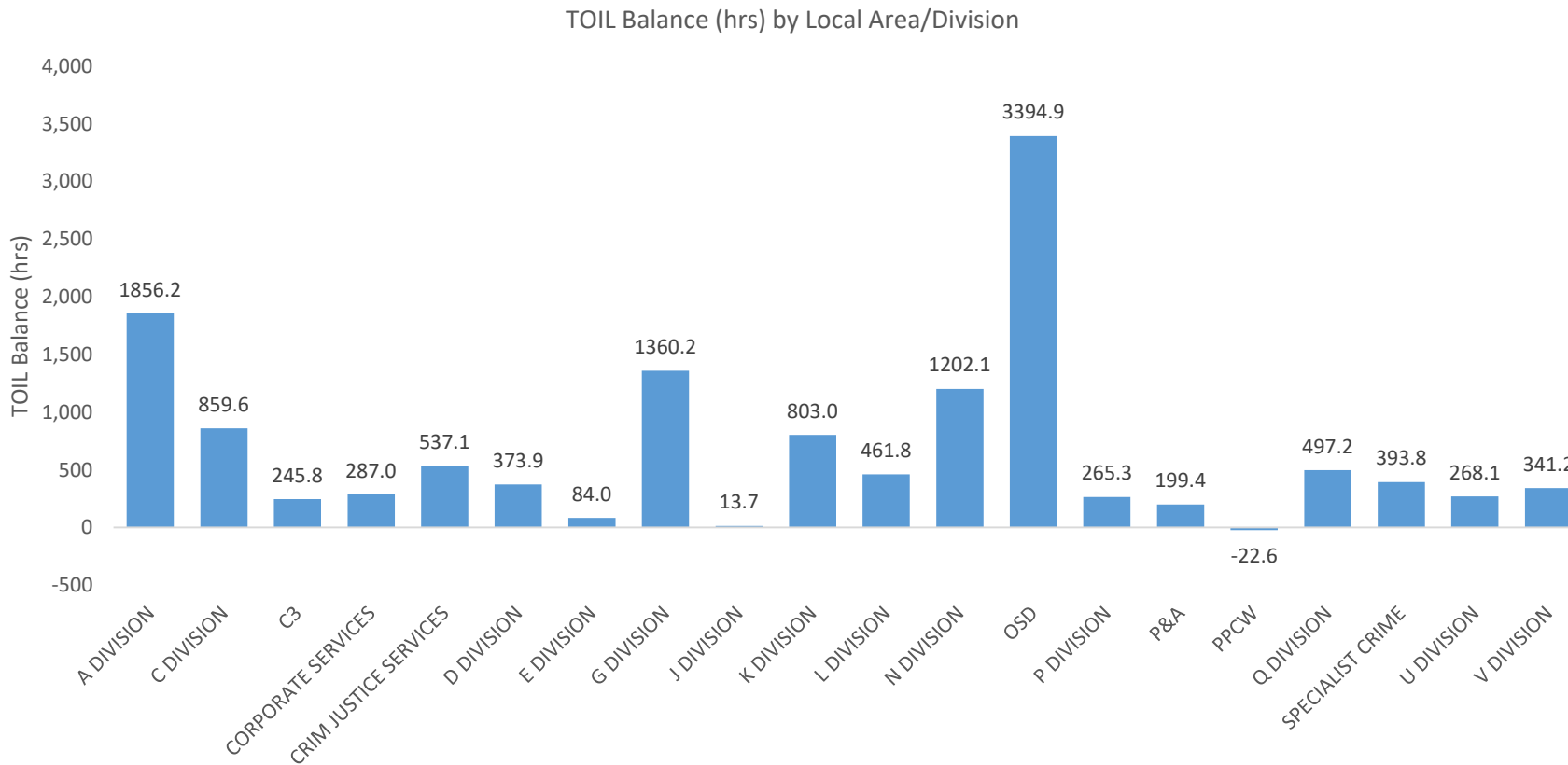
63.8 FTE hold negative TOIL balances in excess of 16 hours, the permitted limit as per Force Memo PS 034-21 – this is down by just 0.1 FTE in the last quarter.

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

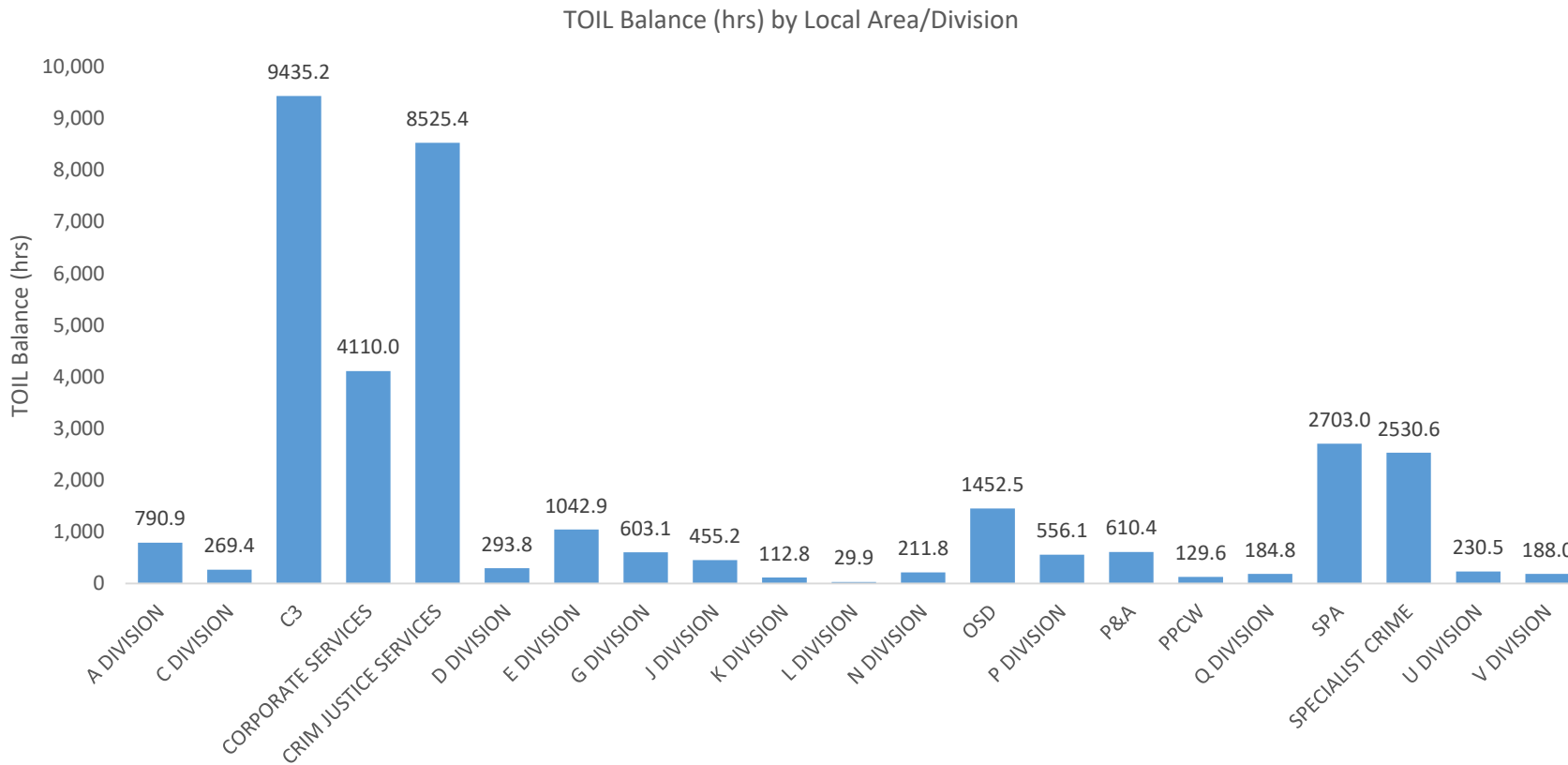


The highest TOIL balance for officers remains in OSD, at **3394.9** hours.

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

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TOIL Balances by Business Area – Staff – December snapshot

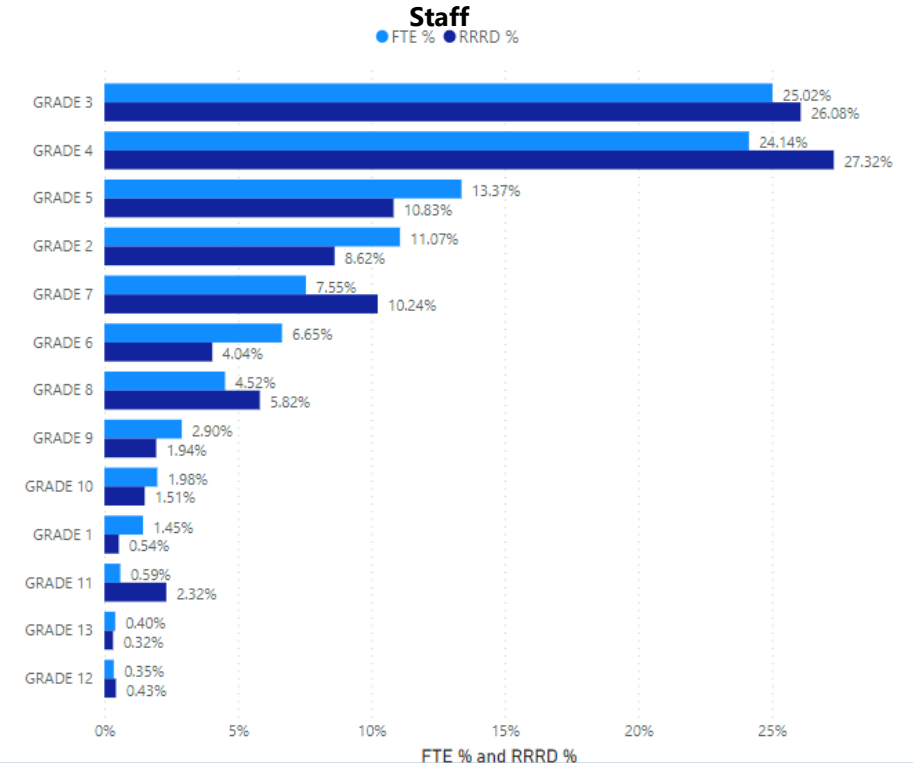
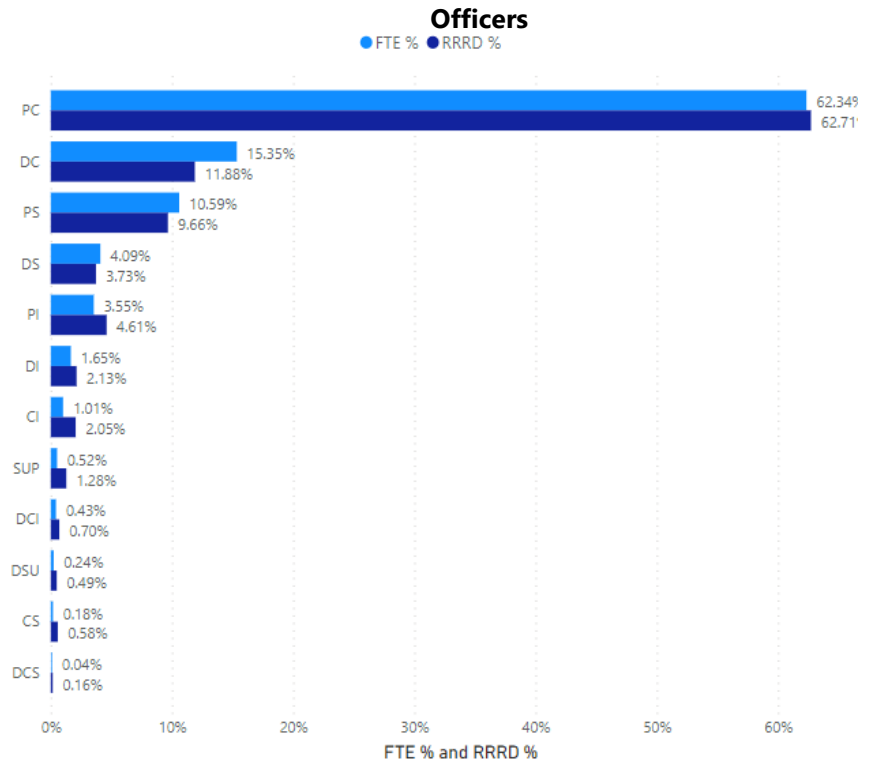


The highest TOIL balance for staff remains in **C3**, at **9,435.2** hours, followed by **CJSD** with **8,525.4** hours.

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:

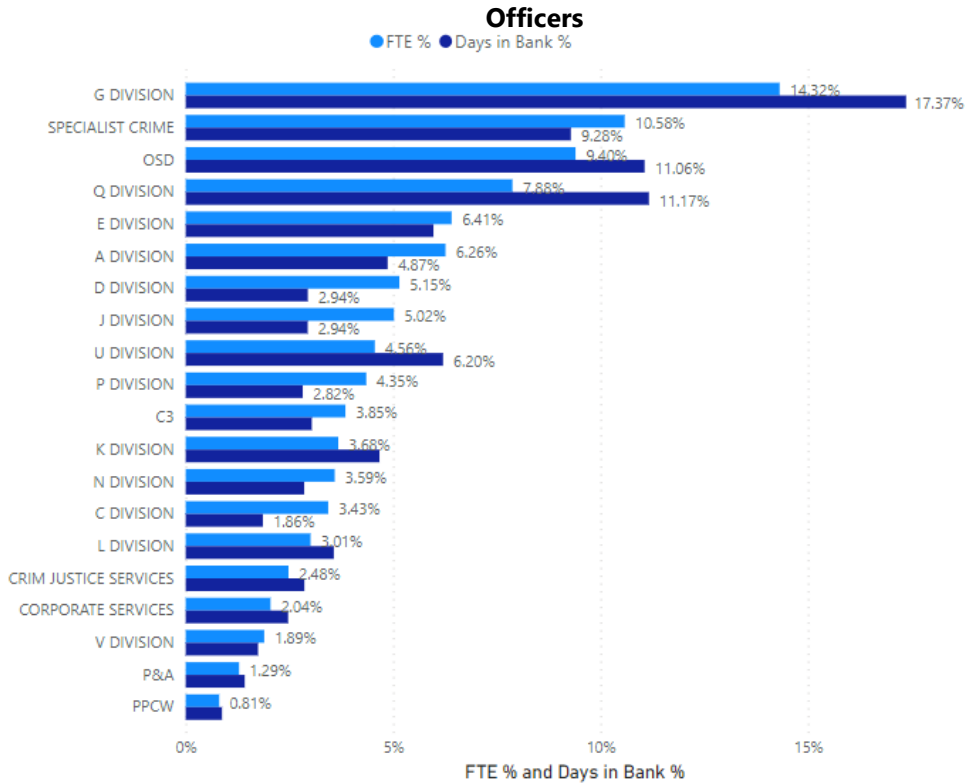
- PI (**3.55%** of officer FTE, **4.61%** of RRRDs)
- CI (**1.01%** FTE / **2.05%** RRRDs)
- PS (**10.59%** FTE / **9.66%** RRRDs)
- DC (**15.35%** FTE / **11.88%** RRRDs)

Staff group significant variations:

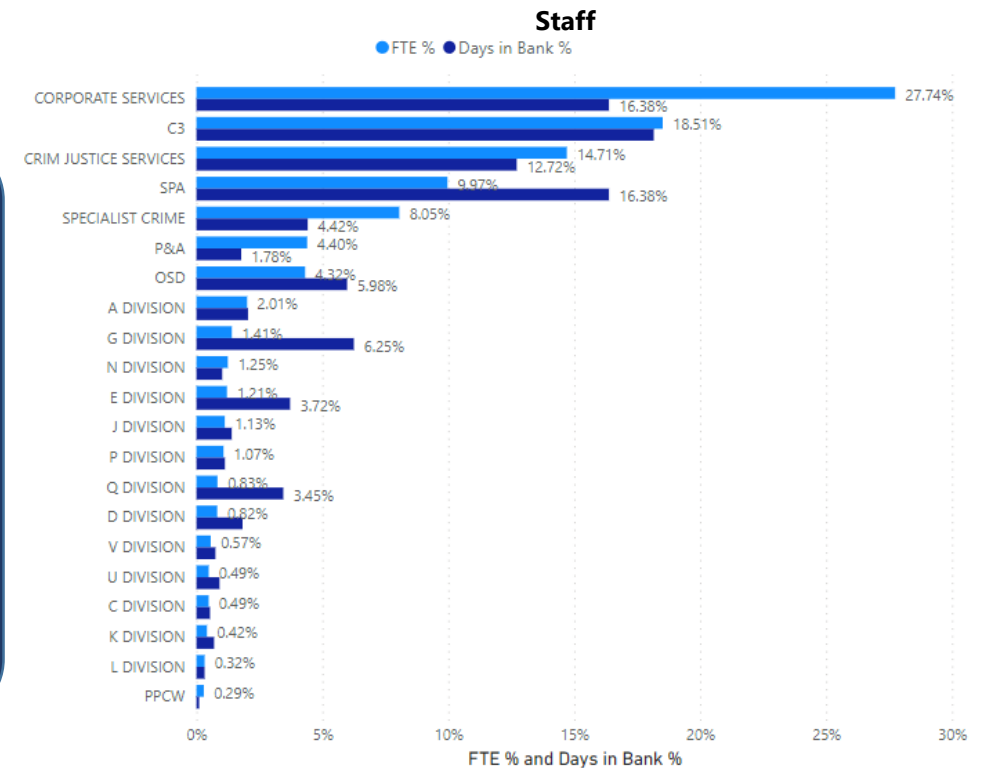
- Grade 4 (**24.14%** of staff FTE / **27.32%** RRRDs)
- Grade 7 (**7.55%** FTE, **10.24%** of RRRDs)
- Grade 5 (**13.37%** FTE / **10.83%** RRRDs)
- Grade 6 (**6.65%** FTE / **4.04%** RRRDs)

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:

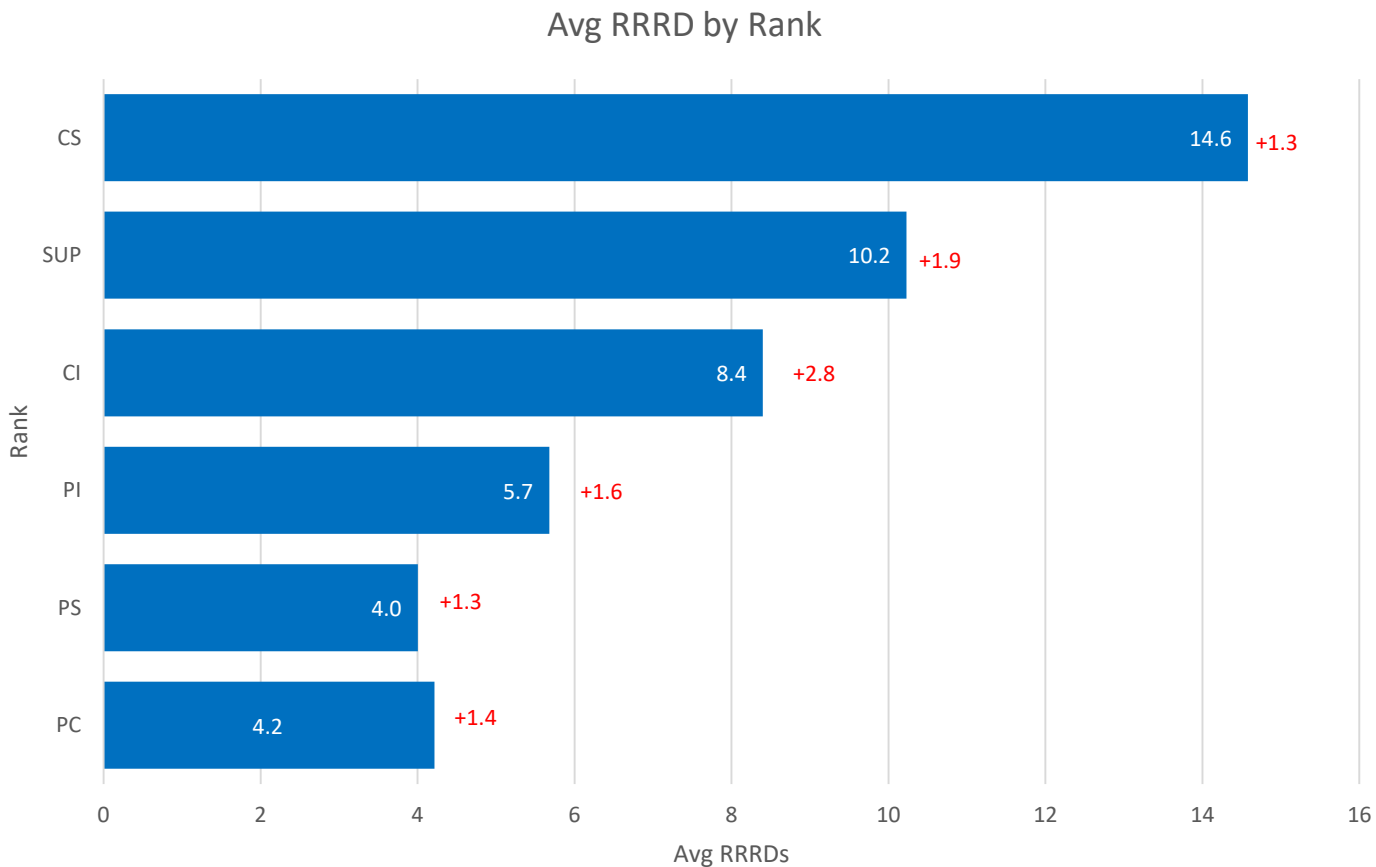
- Q Division (7.88% of officer FTE / 11.17% RRRDs)
- G Division (14.32% FTE, 17.37% of RRRDs)
- J Division (5.02% FTE / 2.94% RRRDs)
- D Division (5.15% FTE / 2.94% RRRDs)

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.

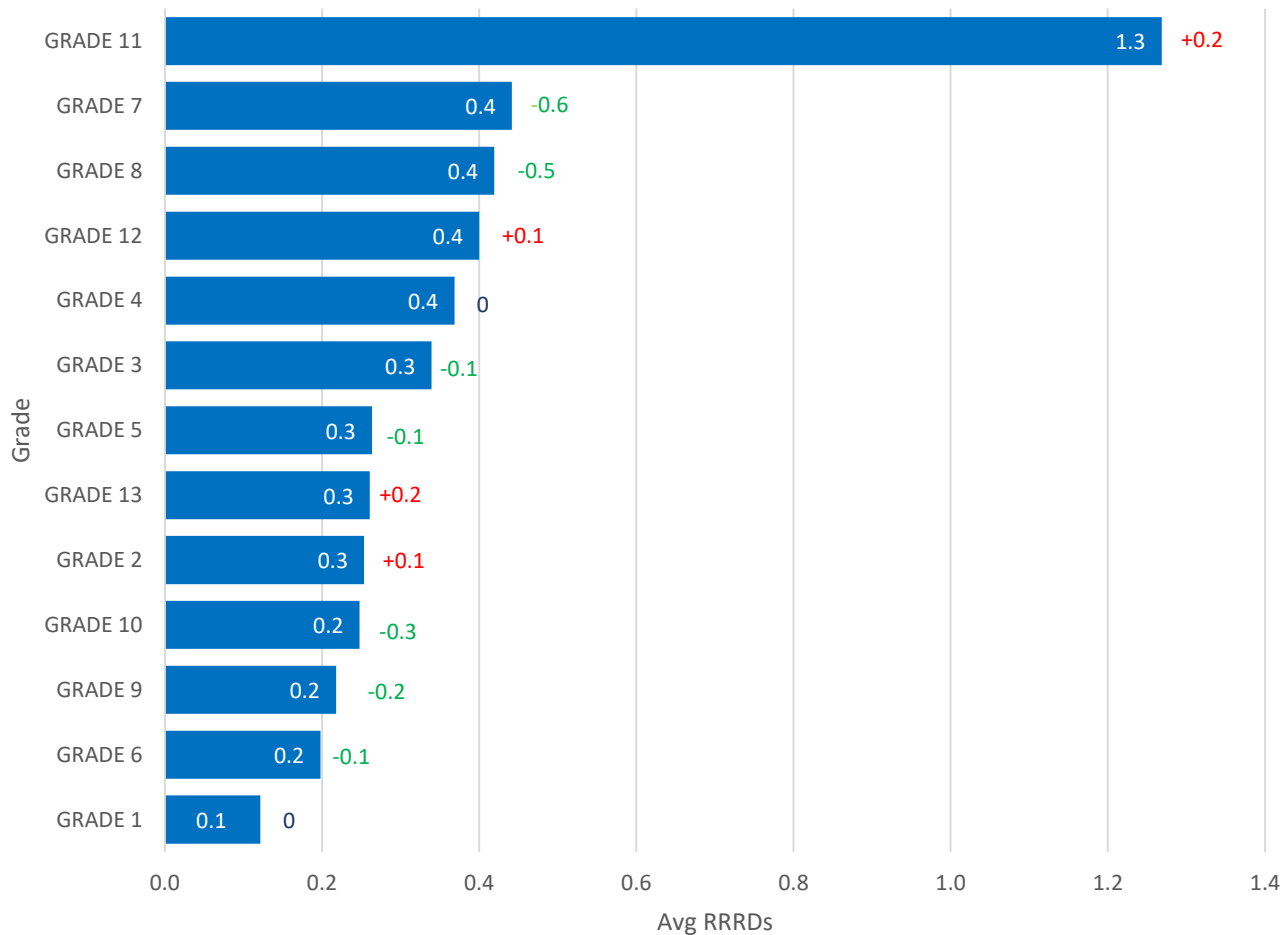
All ranks have had an increase in the average number of RRRDs over the last quarter. The biggest impact was the addition of public holidays to the bank as a result of Christmas and New Years Days falling on a weekend, indicating rest day balances are not simply a consequence of operational demands outstripping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

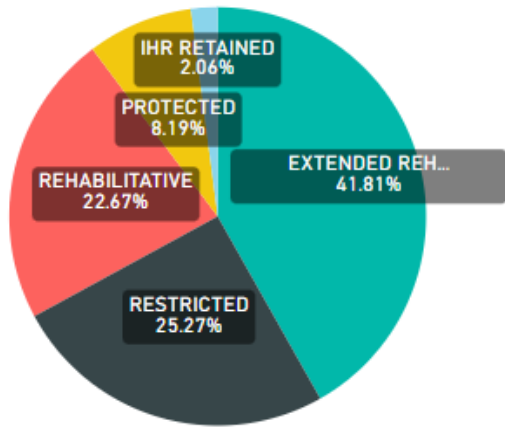
The decreases in the Grade 7 and 8 cohort are driven by the reduction in RRRDs with SPA Forensic Services.

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.

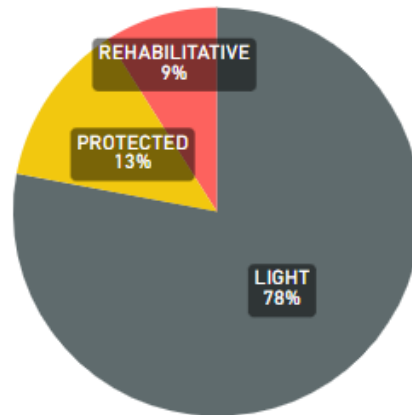
People & Development Quarterly MI Report – December 2021

Modified Duties – December snapshot

Mod Duty Type - Officers

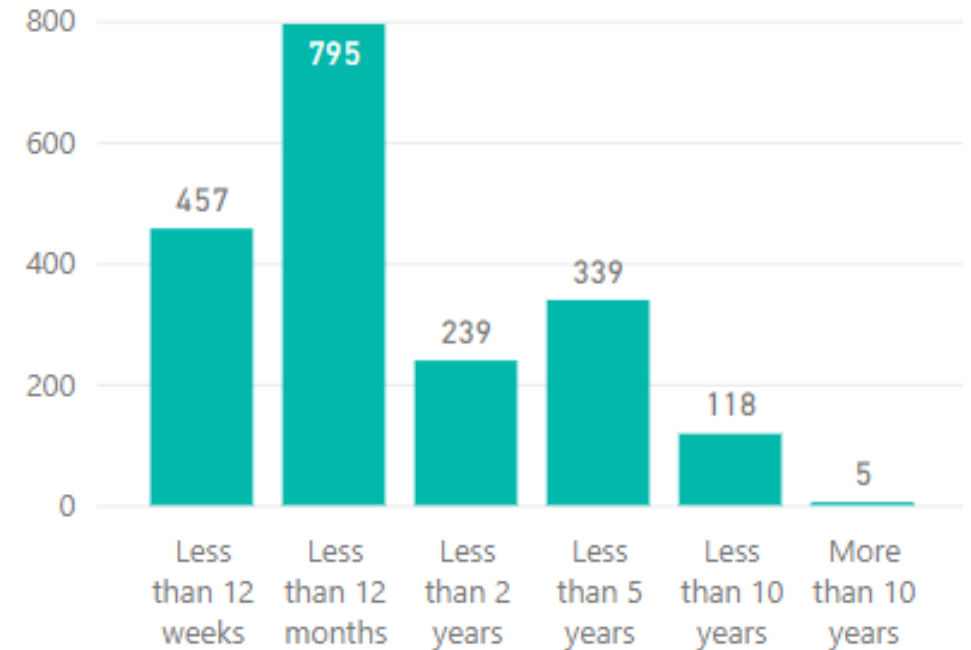


Mod Duty Type - Staff



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

People & Development Quarterly MI Report – December 2021

Annual Leave Utilisation – December snapshot

76.4%

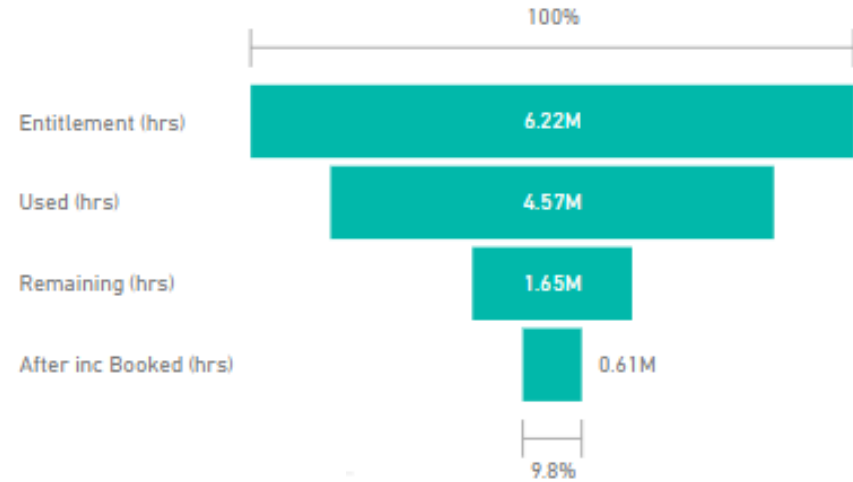
% Year Complete



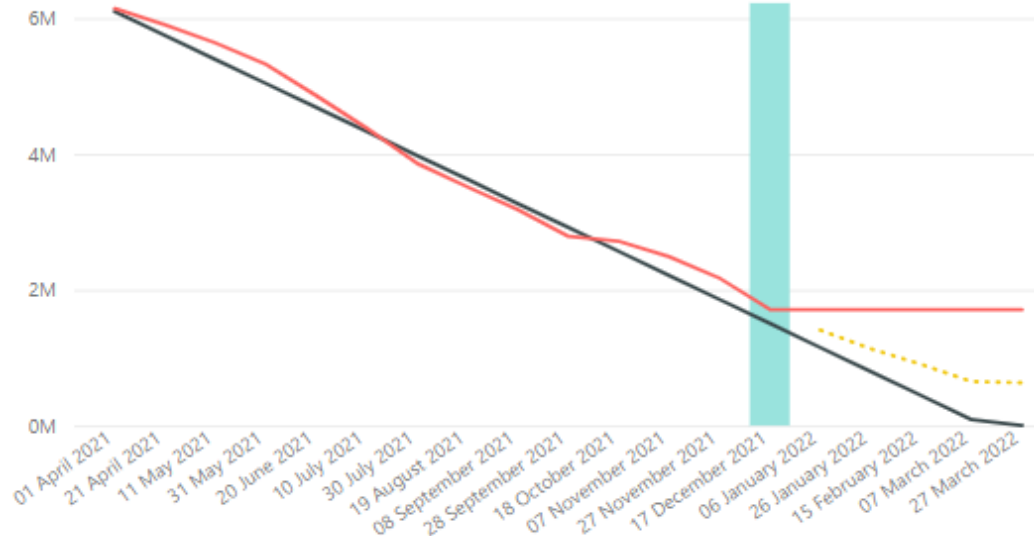
Annual Leave

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

People & Development Quarterly MI Report – December 2021

SCoPE Errors



High Risk HR Data Anomalies

Financial Risk to Individual or Organisation

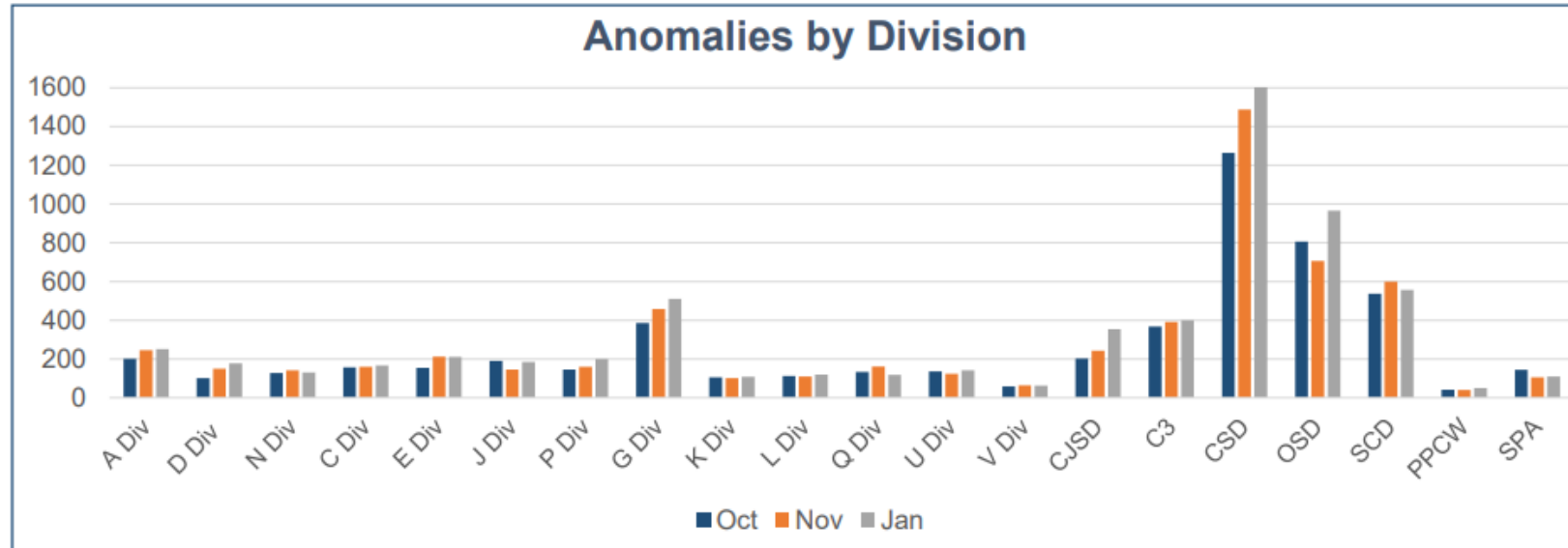
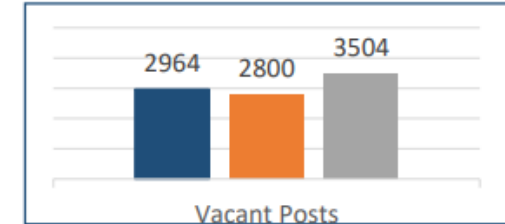
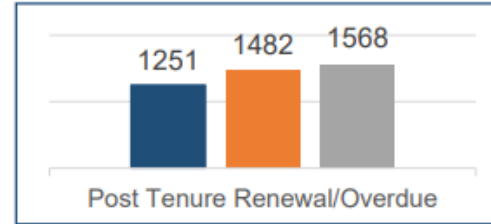
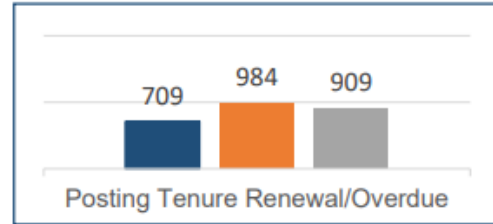
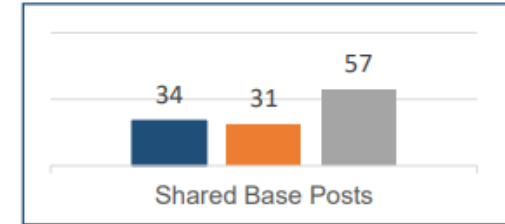
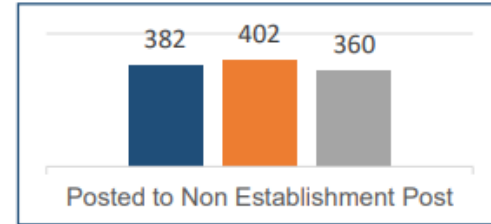
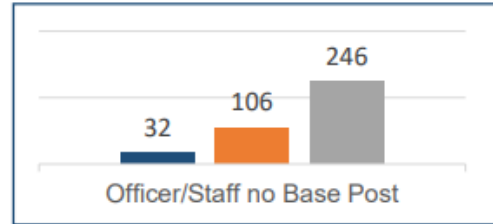
5,805

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