



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>30 November 2022</b>
<b>Location</b>	<b>Virtual Conference</b>
<b>Title of Paper</b>	<b>Q2 Workforce MI Report</b>
<b>Presented By</b>	<b>Nicky Page, Deputy Director of People and Development</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A – Q2 Workforce MI Dashboard</b>

## PURPOSE

The purpose of this report is to provide Members with an update on Police Scotland workforce as at the end of Q2 of financial year 2022/23

Members are invited to discuss the contents of this report.

## 1. BACKGROUND

- 1.1 In order to better inform the People Committee of the position of Police Scotland's workforce in terms of changes and trends the following Quarterly Workforce Report has been compiled.
- 1.2 This report continues to evolve following feedback from Members in terms of suitability, content and detail.

## 2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Appendix A provides the detailed quarterly report. A selection of headlines are detailed below.

### **Officer/Staff Numbers**

- 2.2 Officer Numbers have dropped this quarter in comparison to last quarter by 38.83 FTE. All Divisions/LP Areas have recorded a decrease in FTE except LP East and West. In terms of workforce proportion, all local policing areas increased their share this quarter where decreases were recorded in all national divisions apart from C3 who increased by 0.02%.
- 2.3 Representation of female officers continue to shift toward a more balanced workforce, the proportion of female officers increased at all ranks with the exception of PI and CI, though it should be noted this is a small cohort of employees.
- 2.4 Staff numbers have increased by total 49.59 FTE (incl. SPA) in comparison to last quarter and total FTE is now 5,786.87.

### **Leavers/Turnover**

- 2.5 Police officer leavers are down 29.80% in comparison to Q1. Highest levels of turnover are attributed to Retirements for officers and highest number of leavers are found in Local Policing West.
- 2.6 The Service wide officer turnover rate has decreased 0.84% since last quarter. Turnover rates broken down by sex shows higher rates of male turnover in comparison to females.
- 2.7 Staff Leavers are down 6.21% in comparison to Q1. The majority of these leavers are within Corporate Services Division.

**Sickness Absence**

- 2.8 Officer absence is down 0.45% on previous quarter, absence rate was at its lowest in July and was 7.74% for end Q2.
- 2.9 Staff absence is down 0.92% on previous month, absence rate was at its lowest in August and was at 8.64% at end Q2.
- 2.10 In September COVID-Related absences were at the lowest they had been in the last 12 months.
- 2.11 Psychological Disorders remain the highest cause of sickness absence for both officers and staff.

**TOIL and RRRD**

- 2.12 TOIL for officers and staff is up 10.6% from previous quarter and is 48,344 hrs, (14,845 hours for officers and 33,498 for staff)
- 2.13 RRRD for Officers and staff are up 6.2% from the previous quarter and total 66,225 days (65,080 RRRD for officers and 1,145 for staff).

**Modified Duties**

- 2.14 The total no. of officers on Mod Duties has increased by 10 from the last quarter with increases in the extended rehabilitative (48) and restricted (2). For staff the total no. has decreased by 1. Total number of officers and staff past or with no review date has increased for both employee groups.

**3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications associated with this report.

**4. PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications in this report.

**5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications in this report.

**6. REPUTATIONAL IMPLICATIONS**

- 6.1 There are no reputational implications in this report

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

**8. COMMUNITY IMPACT**

8.1 There are no community implications in this report.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications in this report.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

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

## Welcome to the Quarter 2 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.

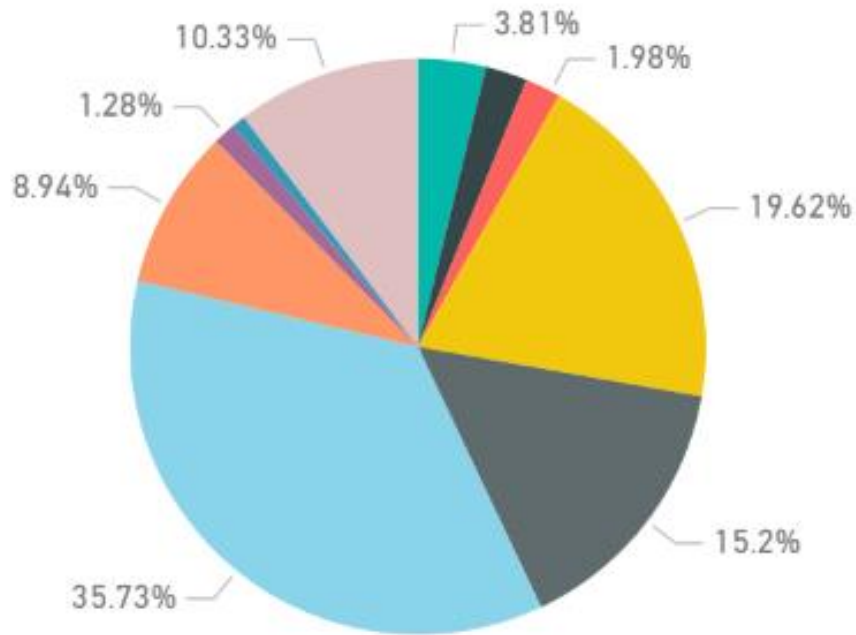
### Exclusions

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.

# People & Development Quarterly MI Report – September 2022

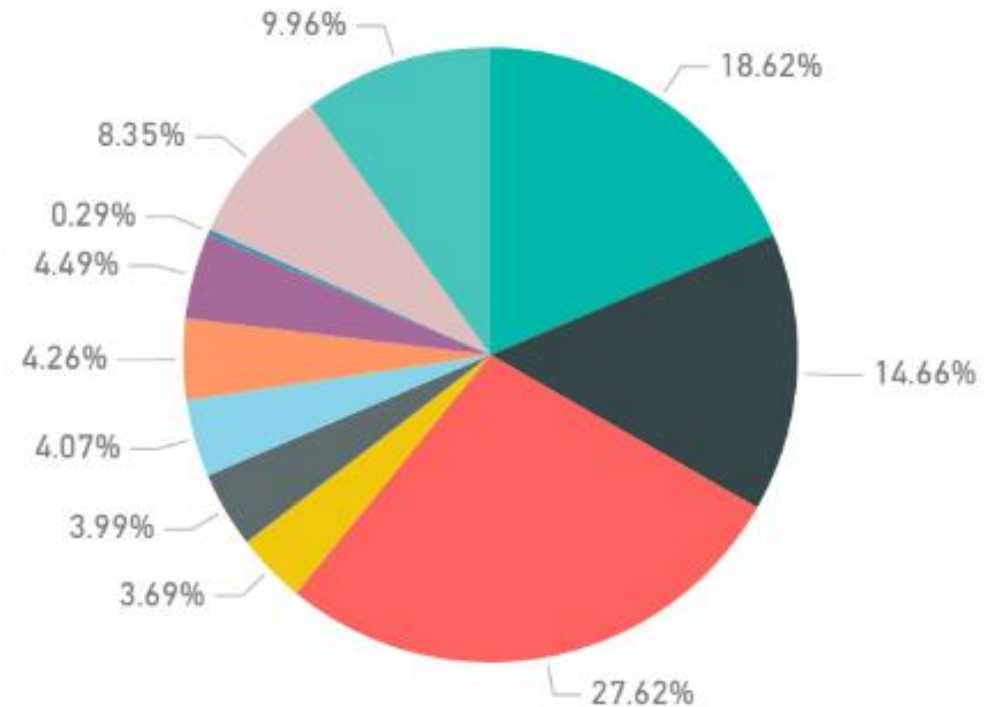
## FTE and Distribution

### Police Officer



16,523.31 FTE (-38.83 FTE on Q1)

### Police Staff



5,786.87 FTE (+49.59 FTE on Q1)

576.53 FTE SPA Corporate & Forensics (-6.23 FTE on Q1)

# People & Development Quarterly MI Report – September 2022

## FTE and Distribution Change Since Q1 2022/23

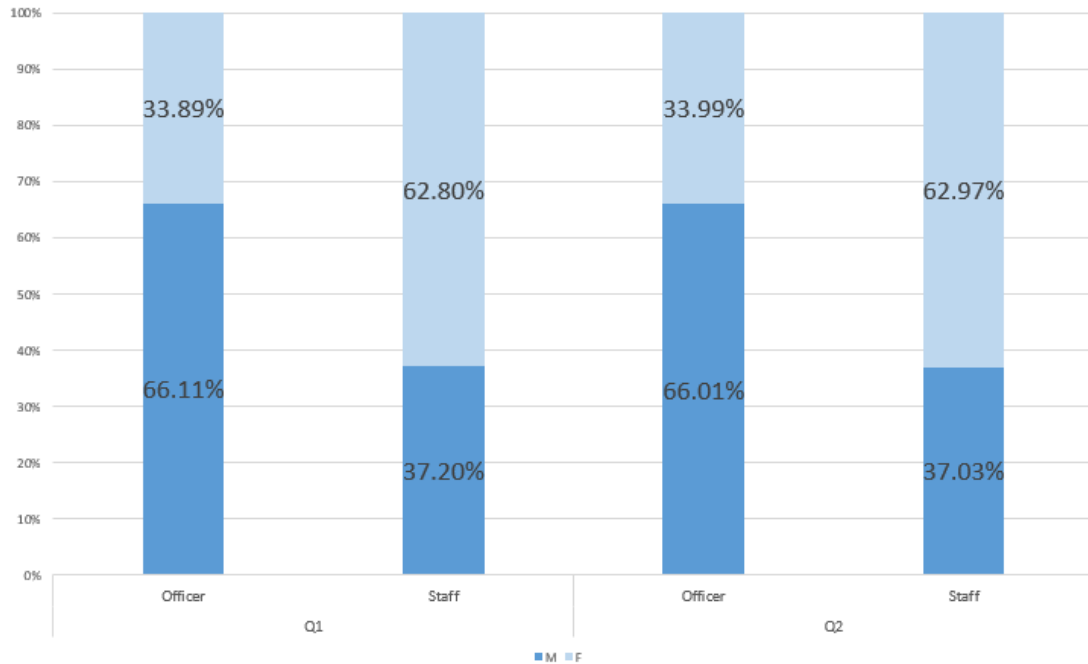
Officers		
Area	Q2 Change - FTE	Q2 Change - Workforce Proportion
C3	2.4	0.02%
CJSD	-15.35	-0.09%
CSD	-17.7	-0.10%
LP East	48.74	0.34%
LP North	-22.75	-0.10%
LP West	55.03	0.42%
OSD	-23.16	-0.12%
P&A	-0.58	0.00%
PPCW	-6.9	-0.04%
SCD	-58.57	-0.33%

Staff		
Area	Q2 Change - FTE	Q2 Change - Workforce Proportion
C3	12.87	0.06%
CJSD	6.25	-0.02%
CSD	25.4	0.20%
SPA	-6.23	-0.19%
LP East	-7.34	-0.16%
LP North	1.65	-0.01%
LP West	4.64	0.05%
OSD	1.57	-0.01%
P&A	10.86	0.15%
PPCW	-1	-0.02%
SCD	0.93	-0.06%

# People & Development Quarterly MI Report – September 2022

## Sex Profile

Sex Split by Emp Type



Officers continue to shift positively toward balance, the proportion of female officers has increased by **0.10%**. Staff groups have fractionally increased the imbalance with the proportion of male staff members decreasing by **0.17%**.

Sex	F		M		Total	
	FTE	%	FTE	%	FTE	%
PC	3401.18	32.87%	6945.87	67.13%	10347.06	100.00%
DC	1054.49	41.23%	1503.15	58.77%	2557.64	100.00%
PS	494.07	28.82%	1220.42	71.18%	1714.50	100.00%
DS	213.26	31.58%	461.94	68.42%	675.20	100.00%
PI	142.57	25.73%	411.54	74.27%	554.11	100.00%
DI	74.00	26.71%	203.00	73.29%	277.00	100.00%
CI	49.80	30.97%	111.00	69.03%	160.80	100.00%
DCI	20.00	25.97%	57.00	74.03%	77.00	100.00%
SUP	23.00	29.87%	54.00	70.13%	77.00	100.00%
DSU	12.00	32.43%	25.00	67.57%	37.00	100.00%
CS	8.00	29.63%	19.00	70.37%	27.00	100.00%
DCS	2.00	33.33%	4.00	66.67%	6.00	100.00%
ACC	2.00	22.22%	7.00	77.78%	9.00	100.00%
DCC	1.00	33.33%	2.00	66.67%	3.00	100.00%
CC			1.00	100.00%	1.00	100.00%
<b>Total</b>	<b>5497.37</b>	<b>33.27%</b>	<b>11025.93</b>	<b>66.73%</b>	<b>16523.31</b>	<b>100.00%</b>

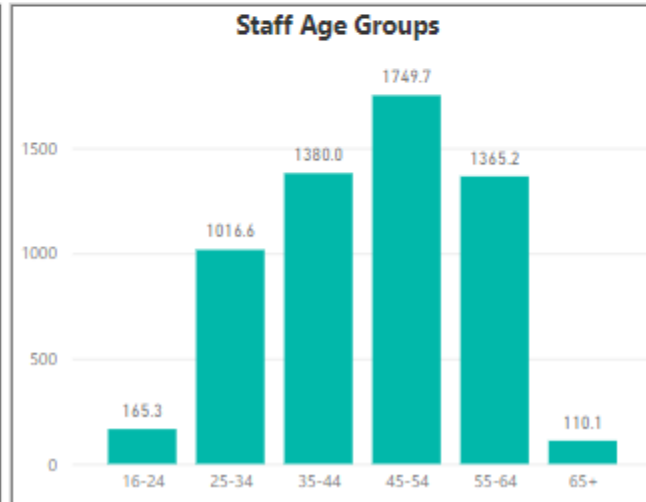
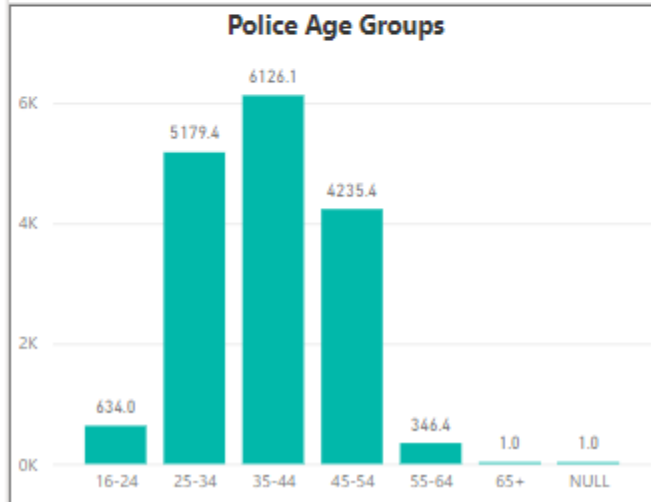
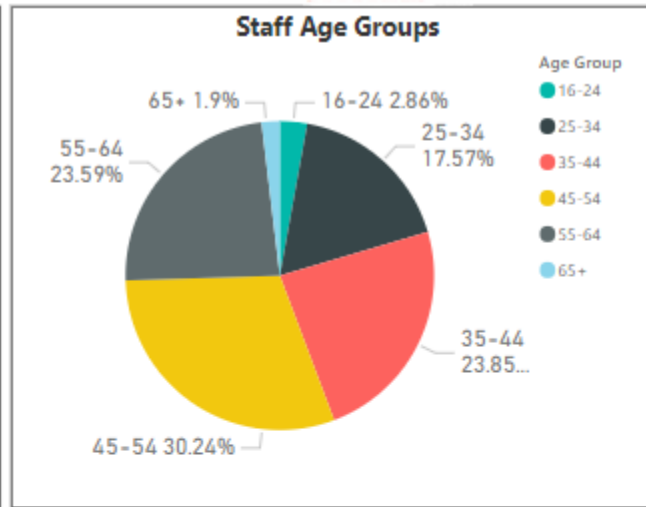
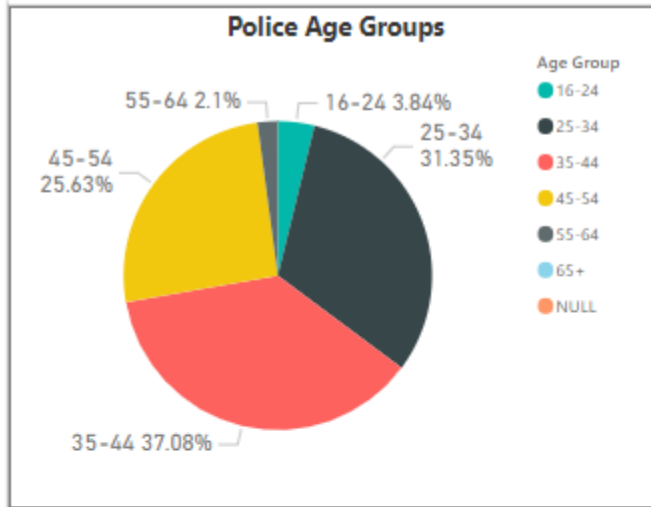
Total Rank	Female Officer % of Rank	
	Q1	Q2
PC	34.51%	34.53%
PS	28.75%	29.60%
PI	26.34%	26.06%
CI	30.49%	29.35%
SUP	30.25%	30.70%
CS	25.71%	30.30%

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



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## Age Profile



Average Officer Age

Average of Age

38.64

Average Staff Age

Average of Age

45.76

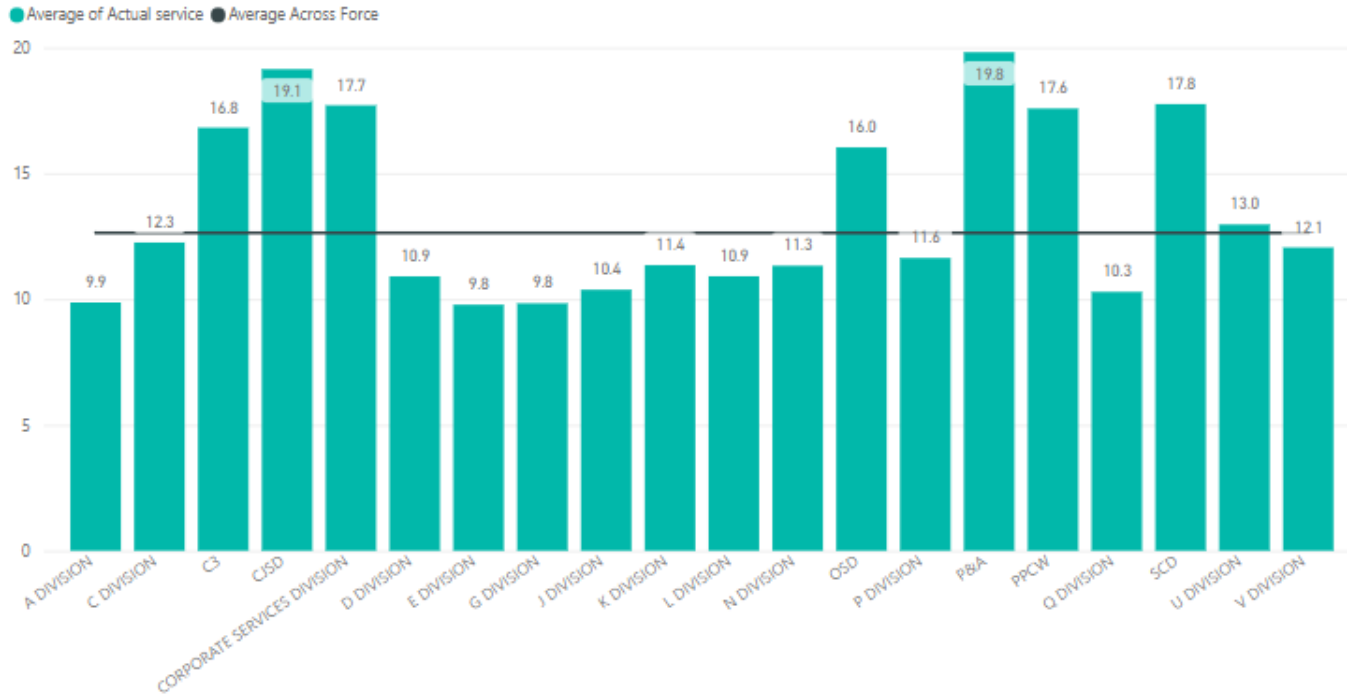
Average Officer age has slightly decreased (-0.15 years) since Q1.

Average Staff Age has also slightly decreased (-0.05 years) since Q1.

# People & Development Quarterly MI Report – September 2022

## Length of Service Profile – Actual Service

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



**12.64**  
Avg Officer Actual Service  
(exc ACC, DCC and CC)

Local Area/Division	Variance from average	
	Q1	Q2
A DIVISION	-23.15%	-21.91%
C DIVISION	-2.57%	-3.09%
C3	32.66%	33.07%
CJSD	53.16%	51.42%
CORPORATE SERVICES DIVISION	39.83%	40.11%
D DIVISION	-13.33%	-13.69%
E DIVISION	-22.92%	-22.63%
G DIVISION	-22.29%	-22.23%
J DIVISION	-18.08%	-17.88%
K DIVISION	-11.07%	-10.21%
L DIVISION	-14.89%	-13.69%
N DIVISION	-8.96%	-10.36%
OSD	26.11%	26.82%
P DIVISION	-6.86%	-7.91%
P&A	53.86%	56.80%
PPCW	36.71%	39.08%
Q DIVISION	-18.32%	-18.59%
SCD	39.05%	40.43%
U DIVISION	1.87%	2.61%
V DIVISION	-5.53%	-4.59%

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.

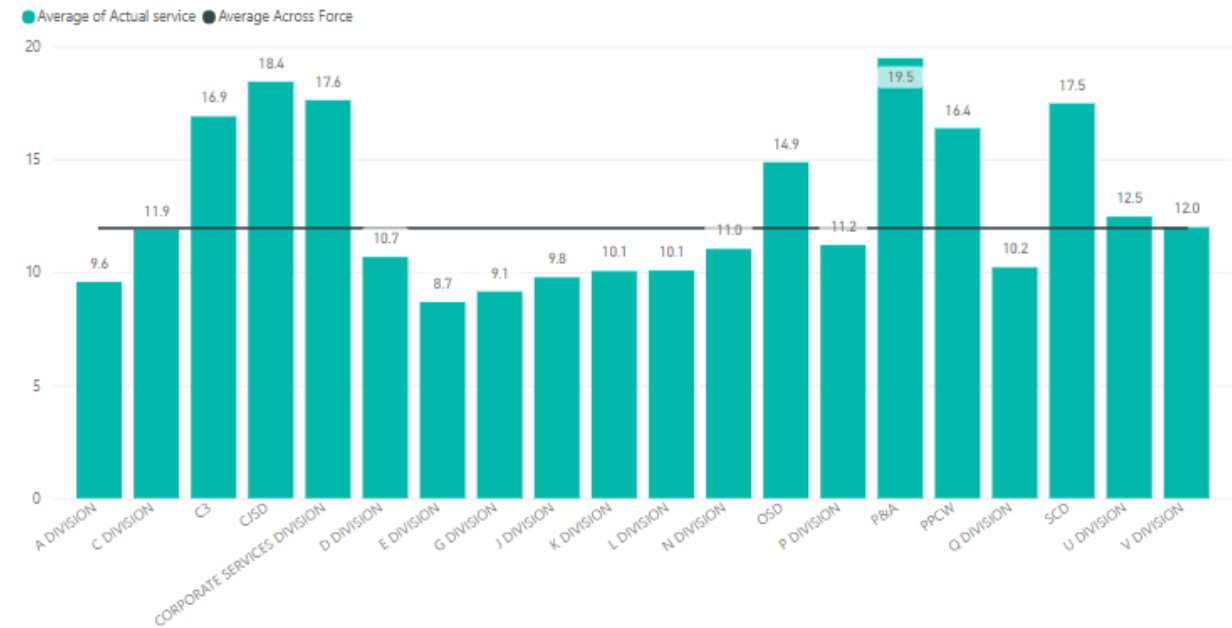
# People & Development Quarterly MI Report – September 2022

## 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)

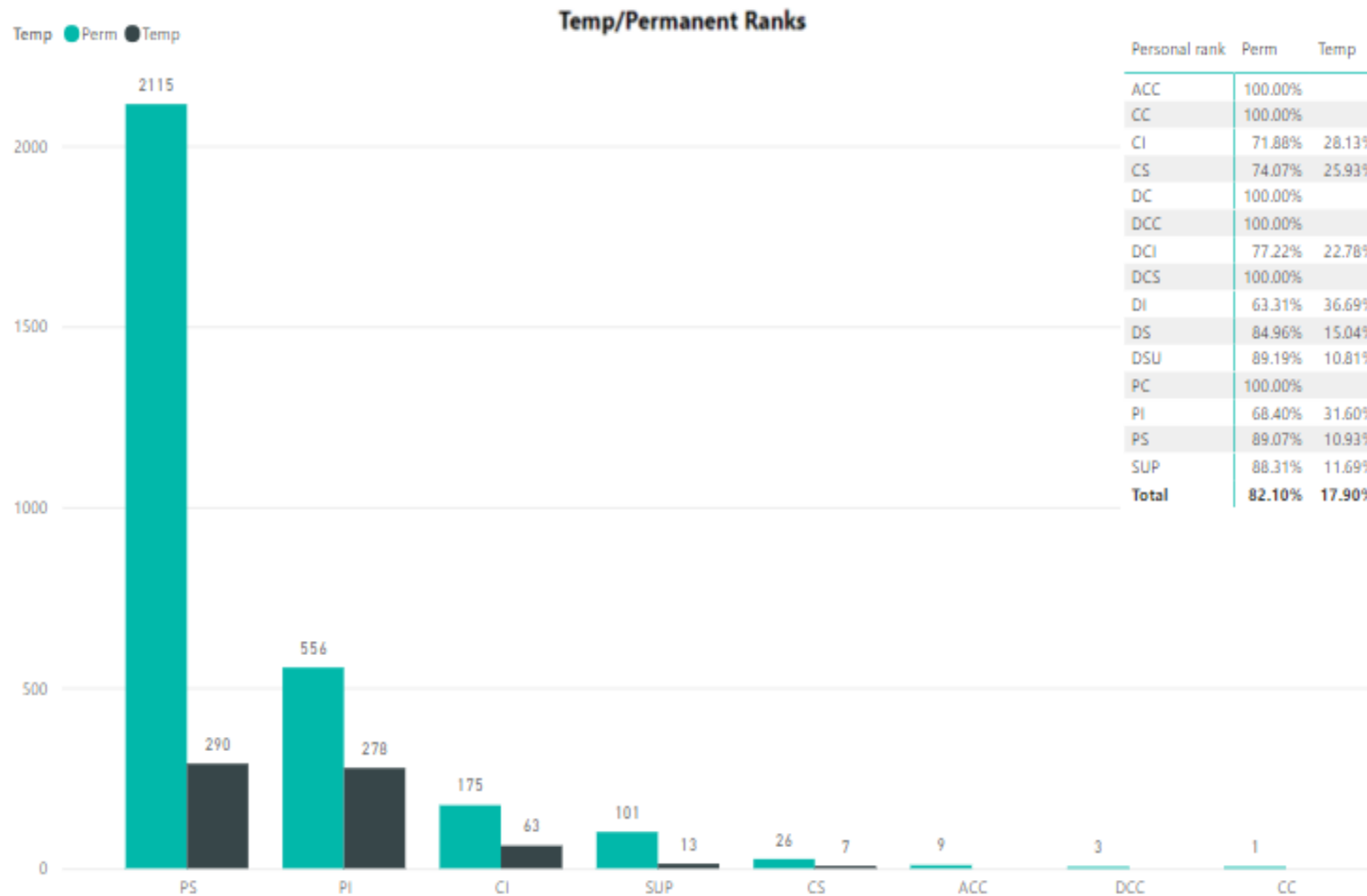


Female officers have shorter average length of service, with an average of 11.95 years service against the average of 12.99\* years for male officers.

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

# People & Development Quarterly MI Report – September 2022

## Temporary Ranks by Rank – September Snapshot



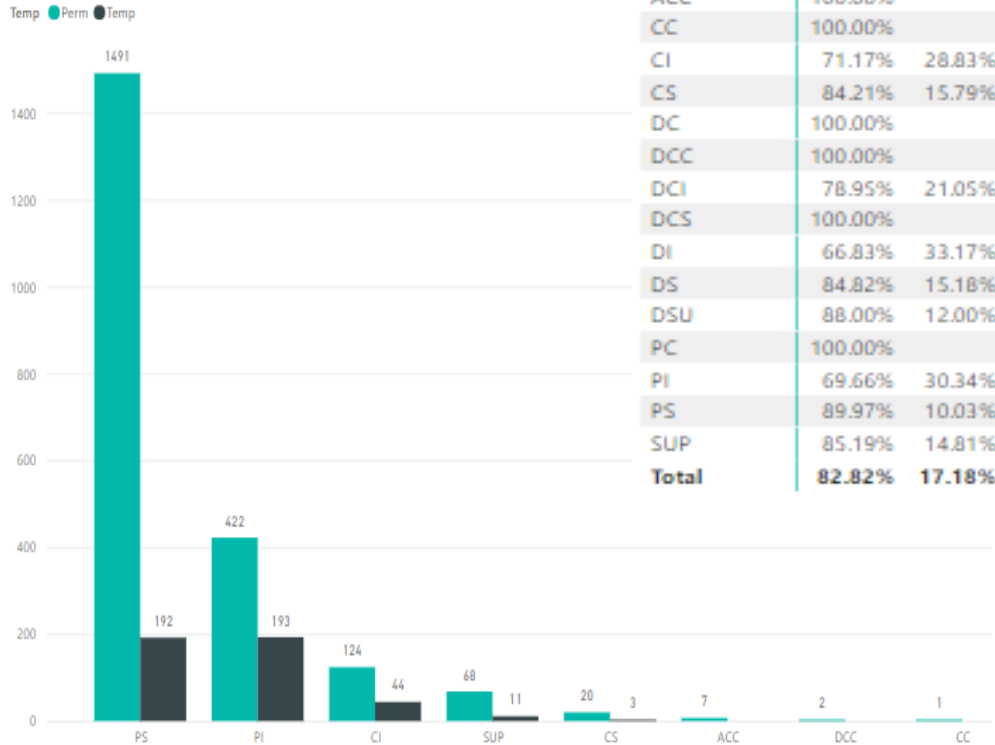
The proportion of officers in temporary ranks has decreased in Q2, down 2.33% since Q1.

The highest proportion of temporary ranks occurs at the PI rank, with 33.29% (combined PI and DI) of these individuals in rank on a temporary basis.

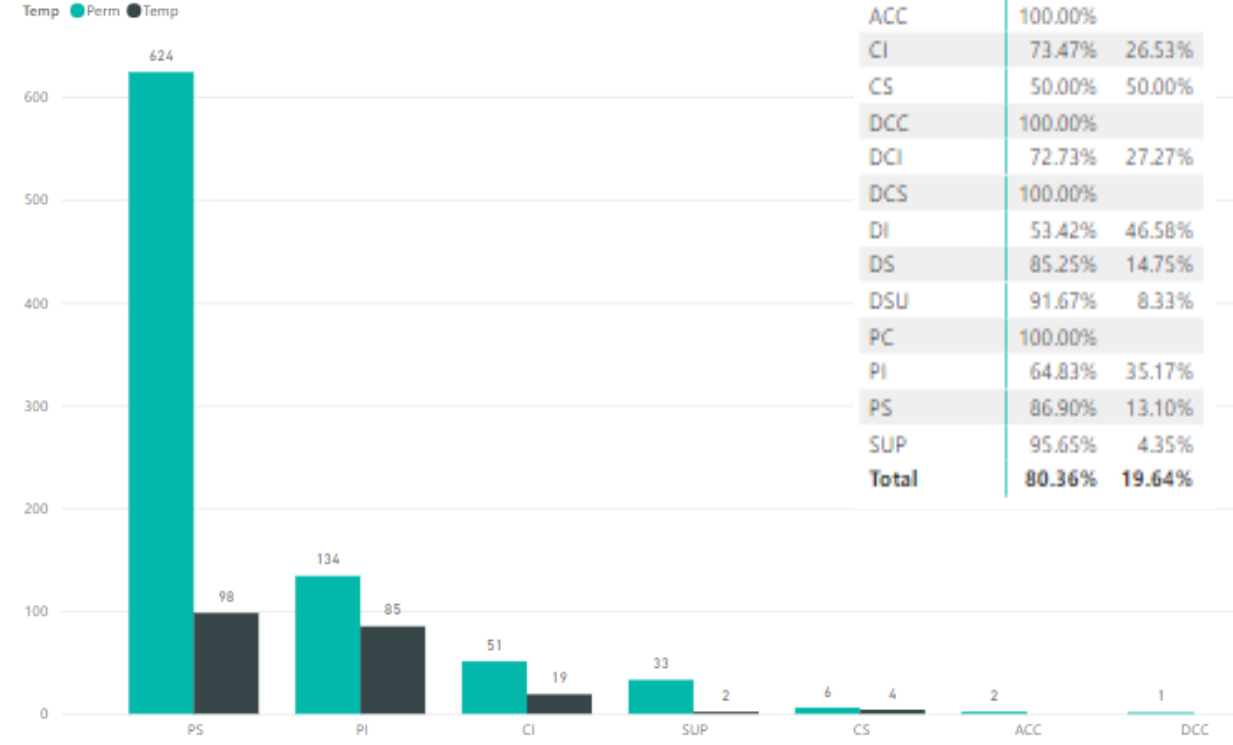
# People & Development Quarterly MI Report – September 2022

## Temporary Ranks by Sex – September Snapshot

### Male Temp/Permanent Ranks



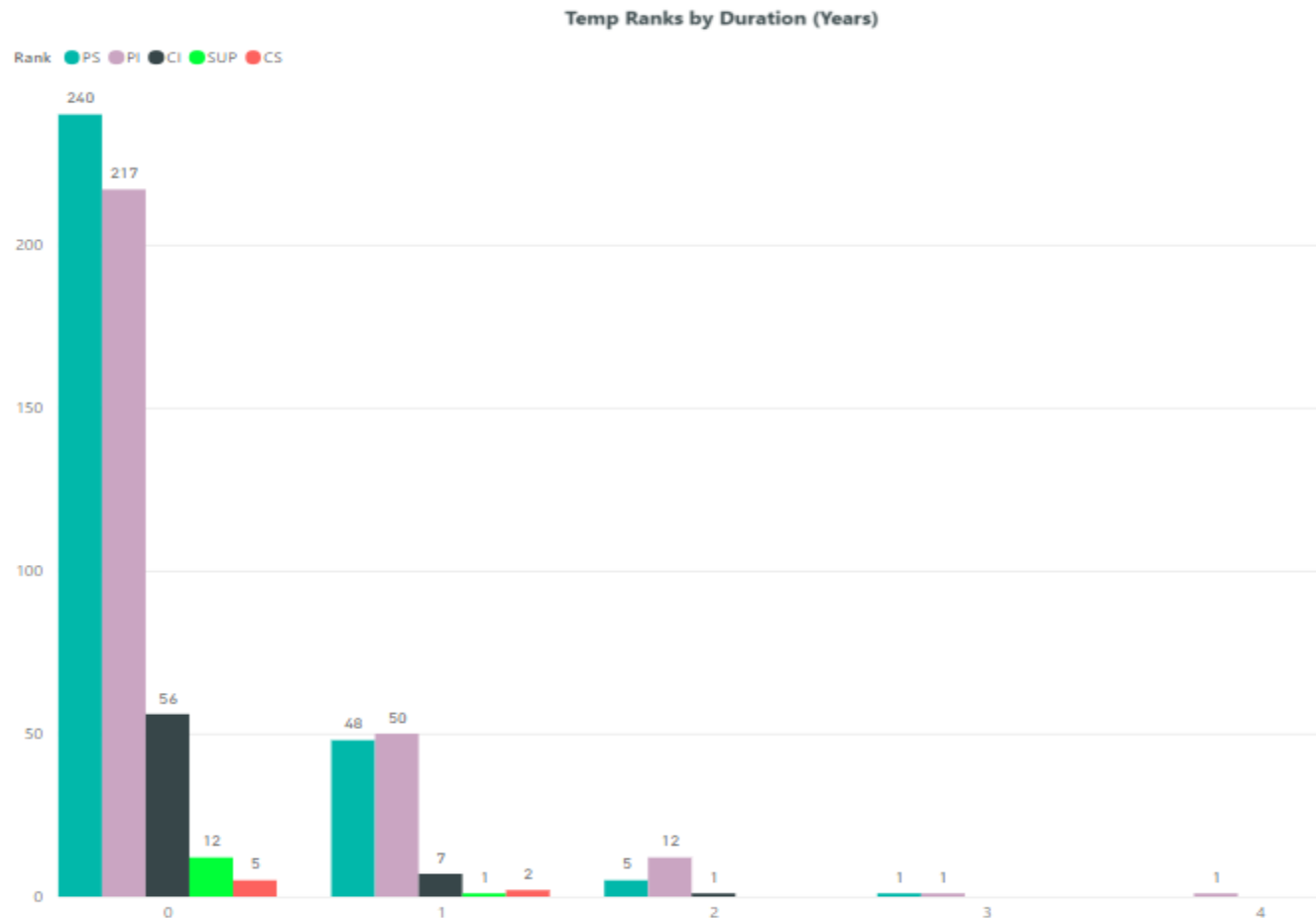
### Female Temp/Permanent Ranks



A higher proportion of female officers than male officers occupy temporary ranks. This difference has shortened (-1.22%) since Q1.

# People & Development Quarterly MI Report – September 2022

## Temporary Ranks by Duration – September Snapshot



The duration of temporary ranks lasting 3 years or more has not changed since Q1, with one of these ranks now moving into its 4<sup>th</sup> year.

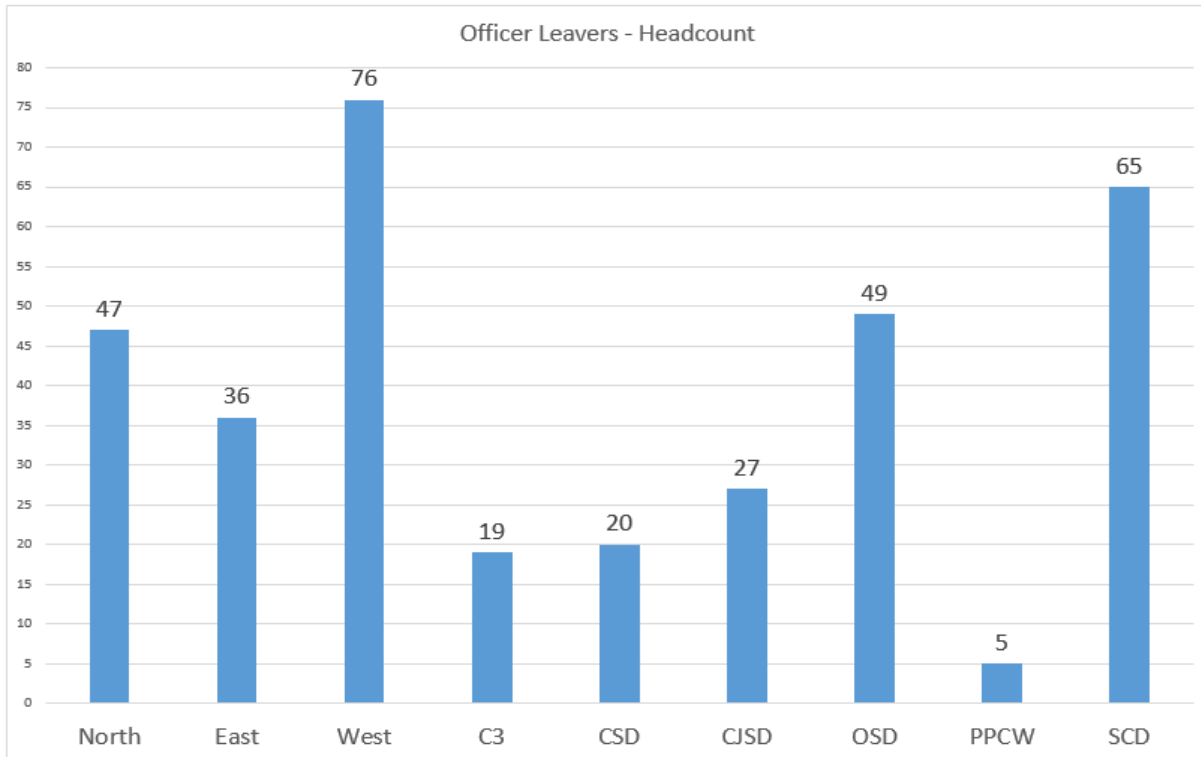
The majority of temporary ranks have now been in place for less than one year.

The longest-running temporary ranks appear at the PI level, with 4.98% of temporary PI ranks lasting for 2 years or more.

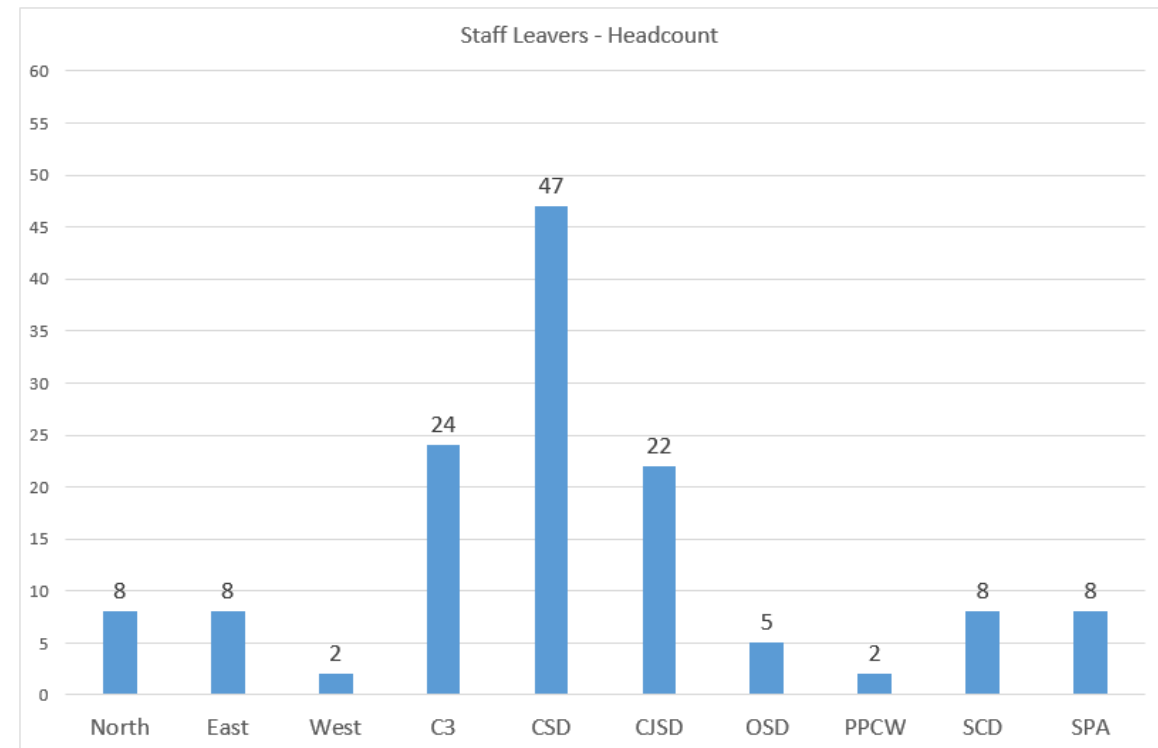
# People & Development Quarterly MI Report – September 2022

## Leavers – Q2 2022/23

Officer Leavers - Headcount



Staff Leavers - Headcount



Officer Leavers - **344**

↓ down **146 (-29.80%)**  
on previous quarter

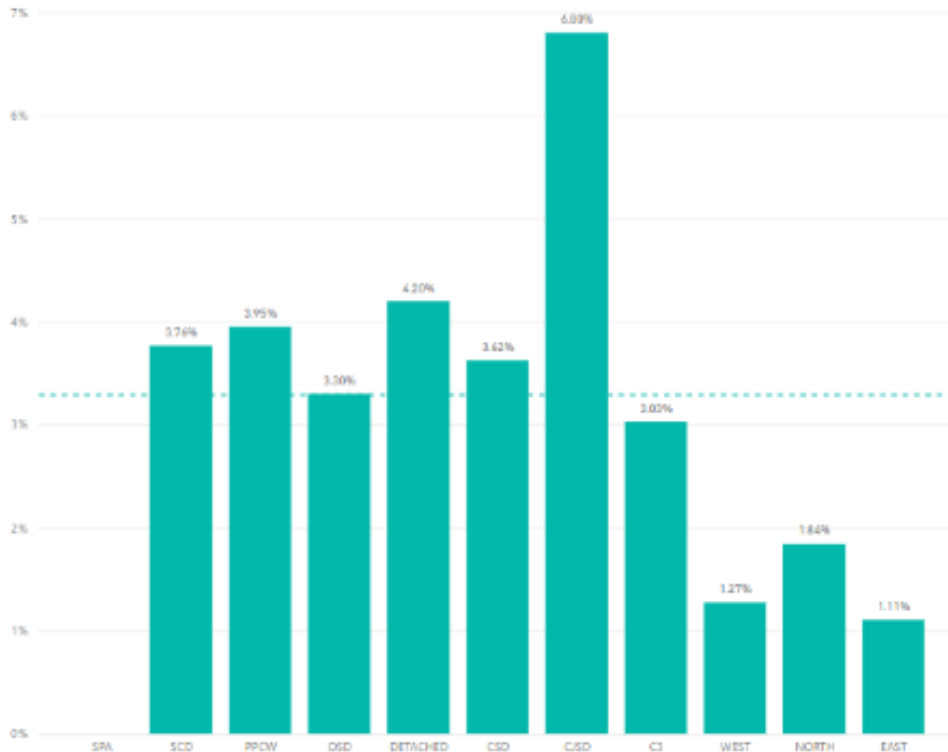
Staff Leavers - **136**

↓ down **9 (-6.21%)**  
on previous quarter

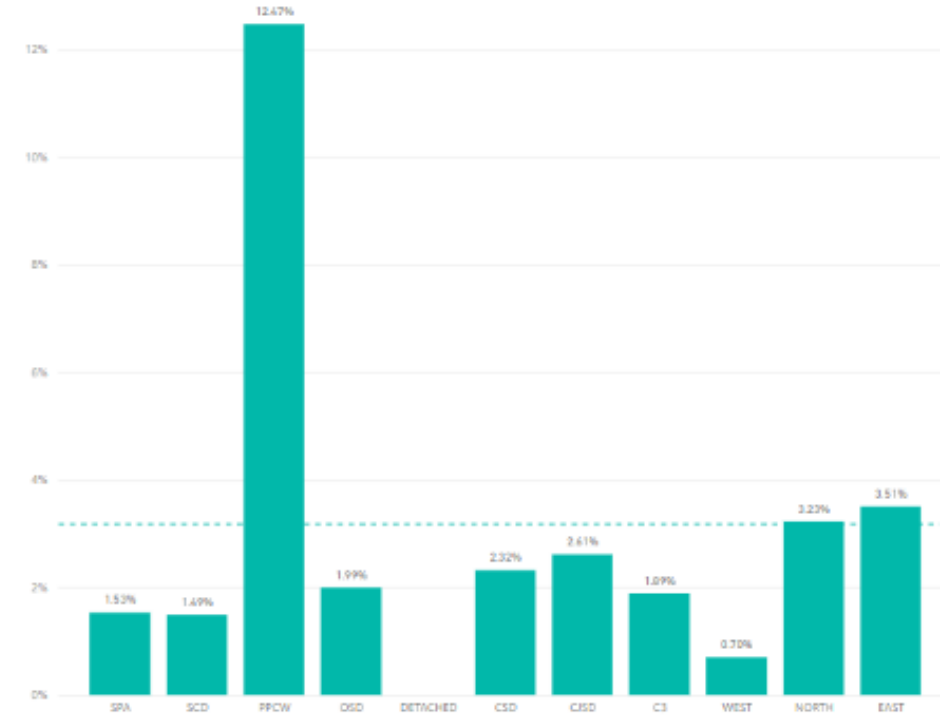
# People & Development Quarterly MI Report – September 2022

## Turnover – Q2 2022/23

### Officer Turnover



### Staff Turnover



Forcewide Officer Turnover rate:

**2.06%**



Down **0.84%**  
on previous  
quarter.

Forcewide Staff Turnover rate:

**2.16%**



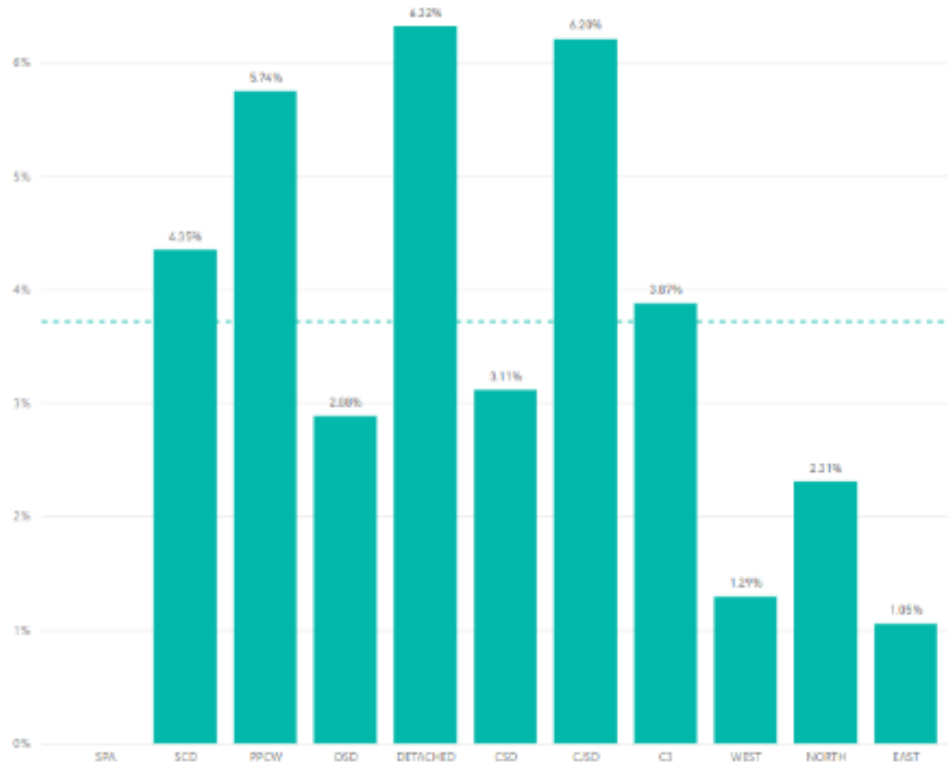
down **-0.11%**  
on previous  
quarter.



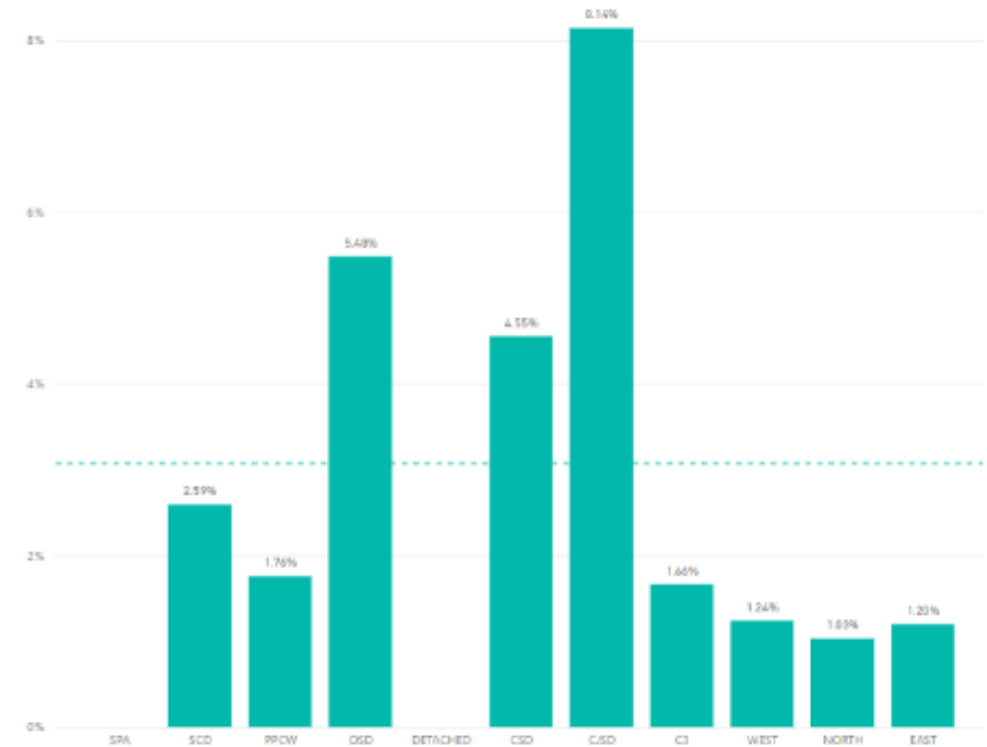
# People & Development Quarterly MI Report – September 2022

## Turnover by Sex - Officers – Q2 2022/23

### Male Officer Turnover



### Female Officer Turnover



Forcewide Male Officer Turnover:

**2.19%**  **+0.13% above**  
general force  
average.

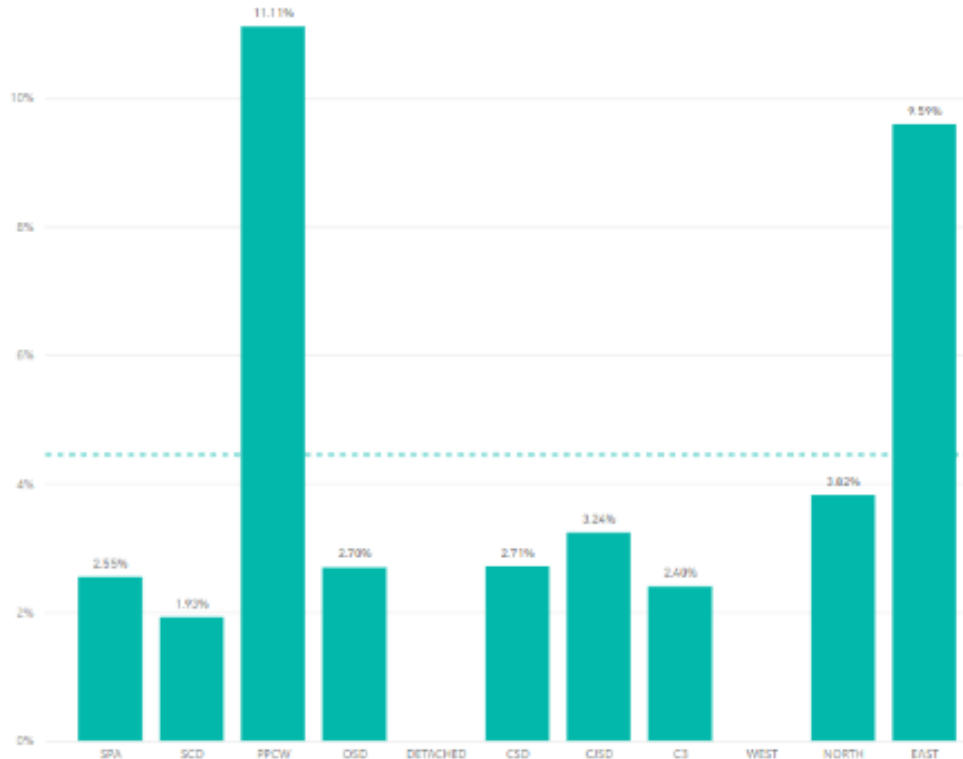
Forcewide Female Officer Turnover:

**1.81%**  **0.25% below**  
general force  
average.

# People & Development Quarterly MI Report – September 2022

## Turnover by Sex - Staff – Q2 2022/23

### Male Staff Turnover



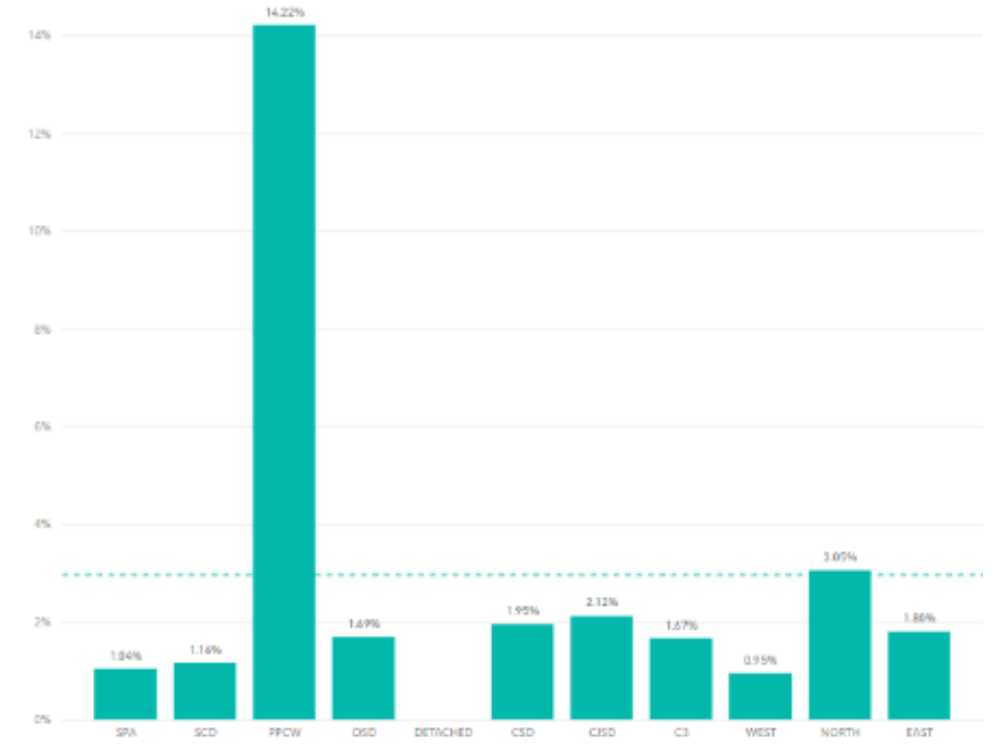
Forcewide Male Staff Turnover:

**2.79%**



**0.01% over**  
general force  
average.

### Female Staff Turnover



Forcewide Female Staff Turnover:

**1.76%**

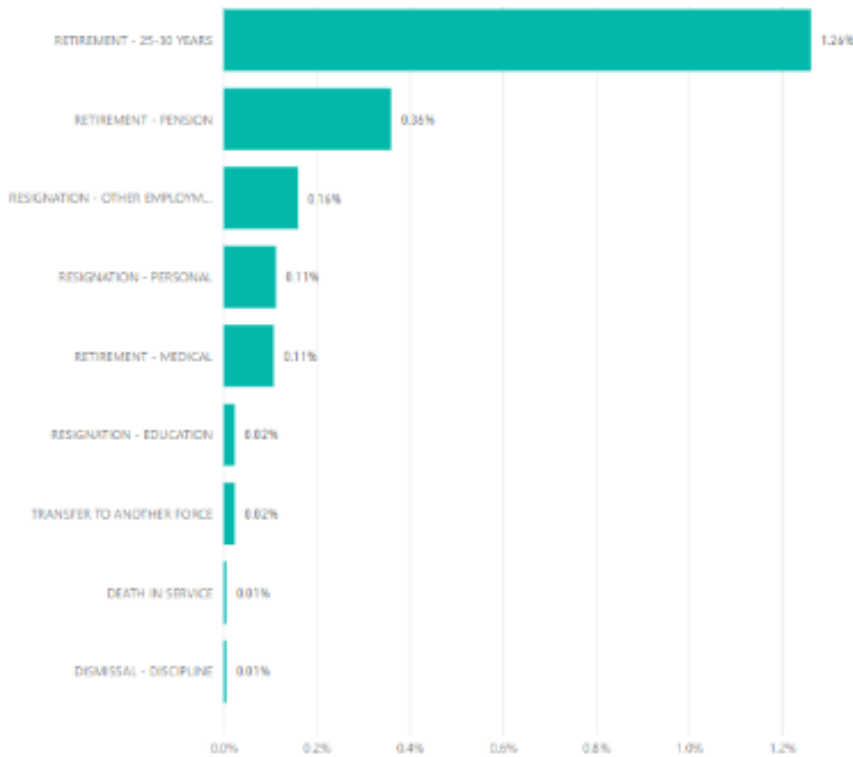


**0.4% below**  
general force  
average.

# People & Development Quarterly MI Report – September 2022

## Turnover by Reason – Q2 2022/23

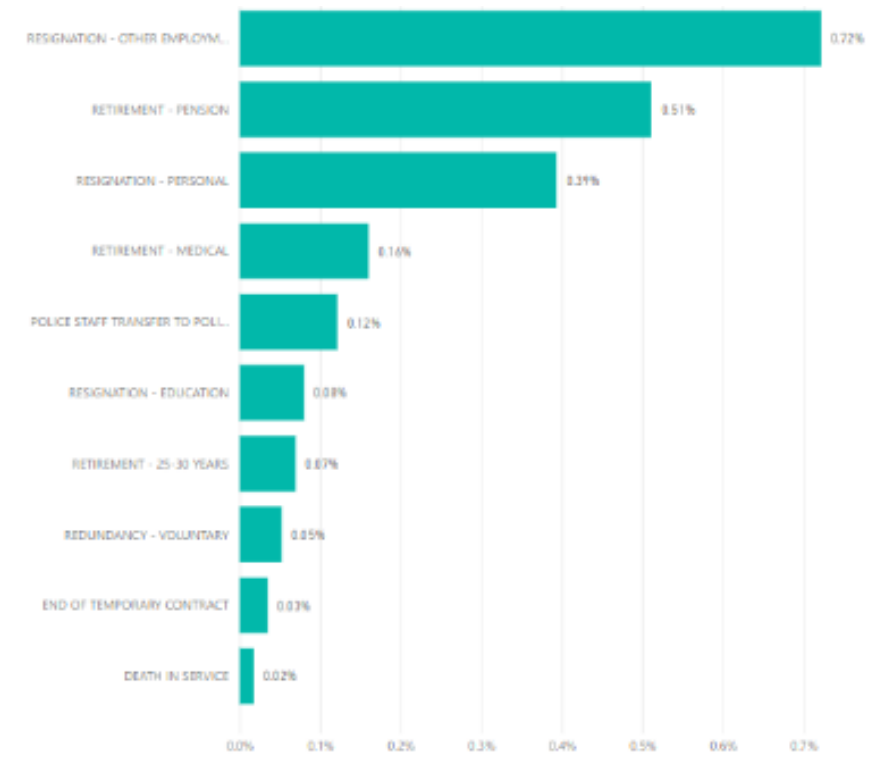
### Turnover by Reason - Officer



The main reason for officer turnover this quarter was **Retirement – 25-30 Years**, at **1.26%** (down 0.22% from Q1).

For the Staff group, the main reason for turnover was **Resignation – Other Employment** at **0.72%** (up 0.13% from Q1).

### Turnover by Reason - Staff



Retirement (excluding Medical) remains the main reason for Officer attrition over the last 12 months, at a combined **6.6%** turnover.

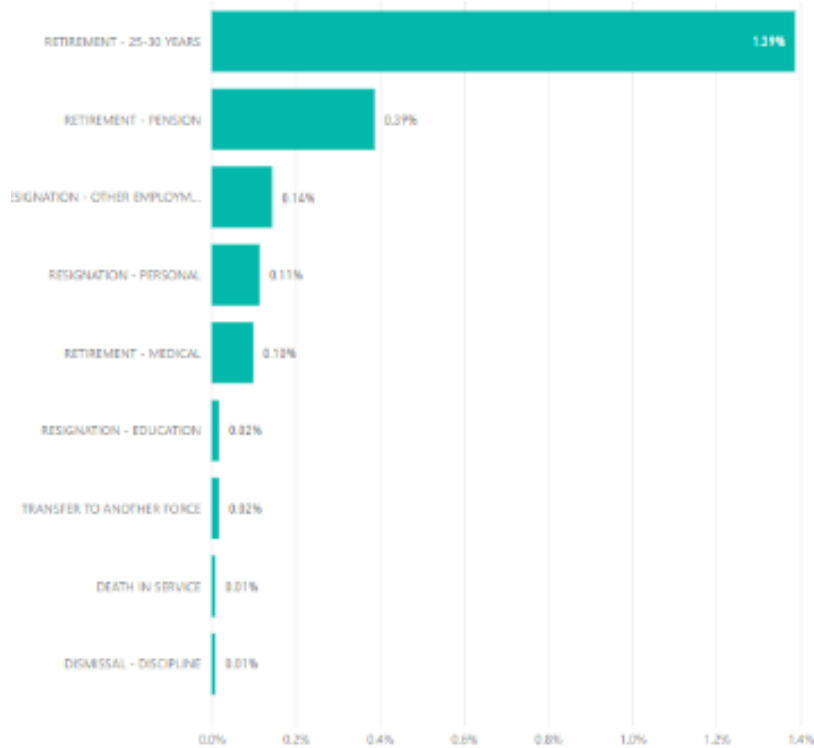
Resignations are the main reason for Staff attrition over the last 12 months, at a combined **4.4%** turnover.

Turnover is now **8.19%** (+0.72% since Q1) organisation-wide over the last 12 months, and is now over the anticipated levels of 5-6%.

# People & Development Quarterly MI Report – September 2022

## Turnover by Reason by Sex – Officers – Q2 2022/23

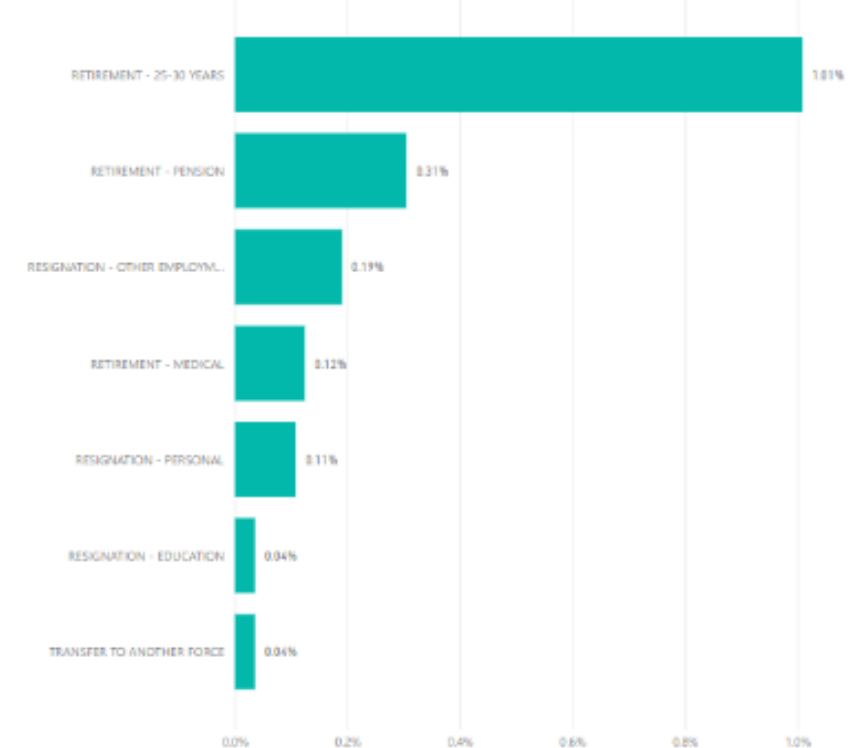
### Turnover by Reason – Male Officer



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

For this quarter both sexes have a higher percentage of turnover in the category of Retirement - 25 – 30 years.

### Turnover by Reason – Female Officer



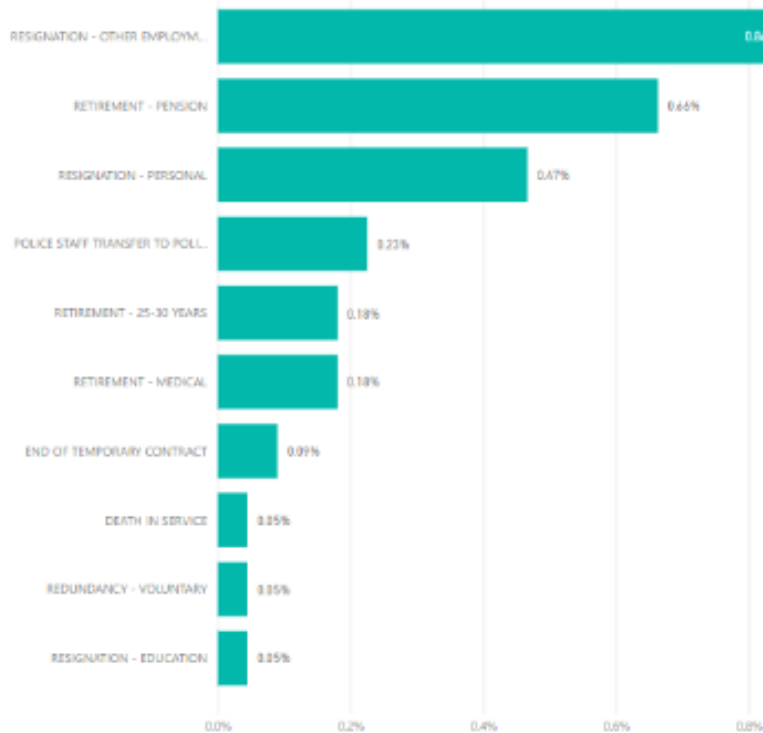
Retirement (excluding Medical) accounts for a combined 7.53% of male Officer and 4.69% of female Officer attrition over the last 12 months.

Retirement - Medical accounts for 0.20% of male Officer and 0.32% of female Officer attrition over the last 12 months.

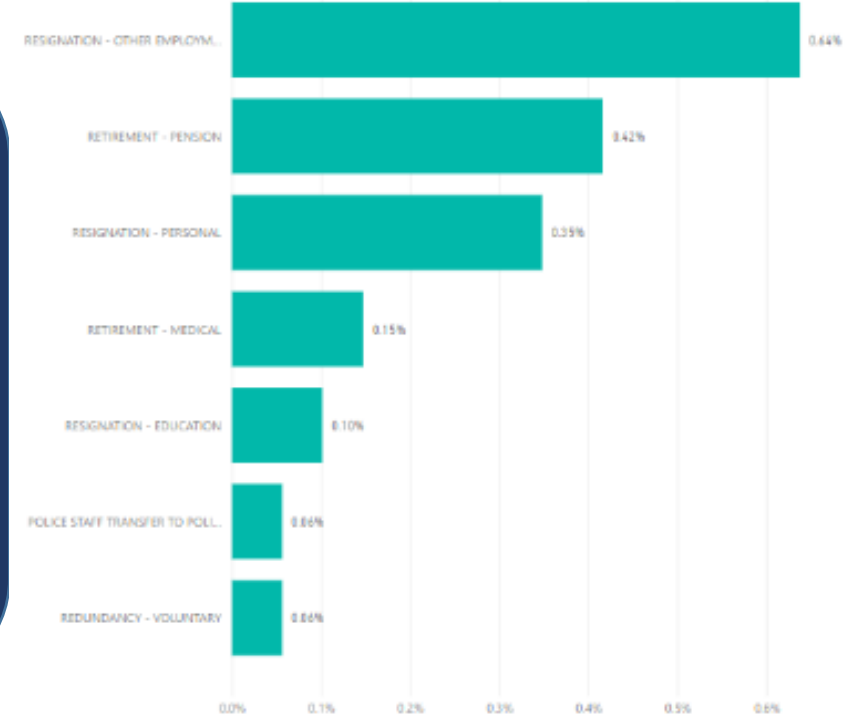
# People & Development Quarterly MI Report – September 2022

## Turnover by Reason by Sex – Staff – Q2 2022/23

### Turnover by Reason – Male Staff



### Turnover by Reason – Female Staff



In this quarter, the main reason for staff turnover for both sexes is **Resignation – Other Employment** with an increase of +0.16 for males and +0.13 for females.

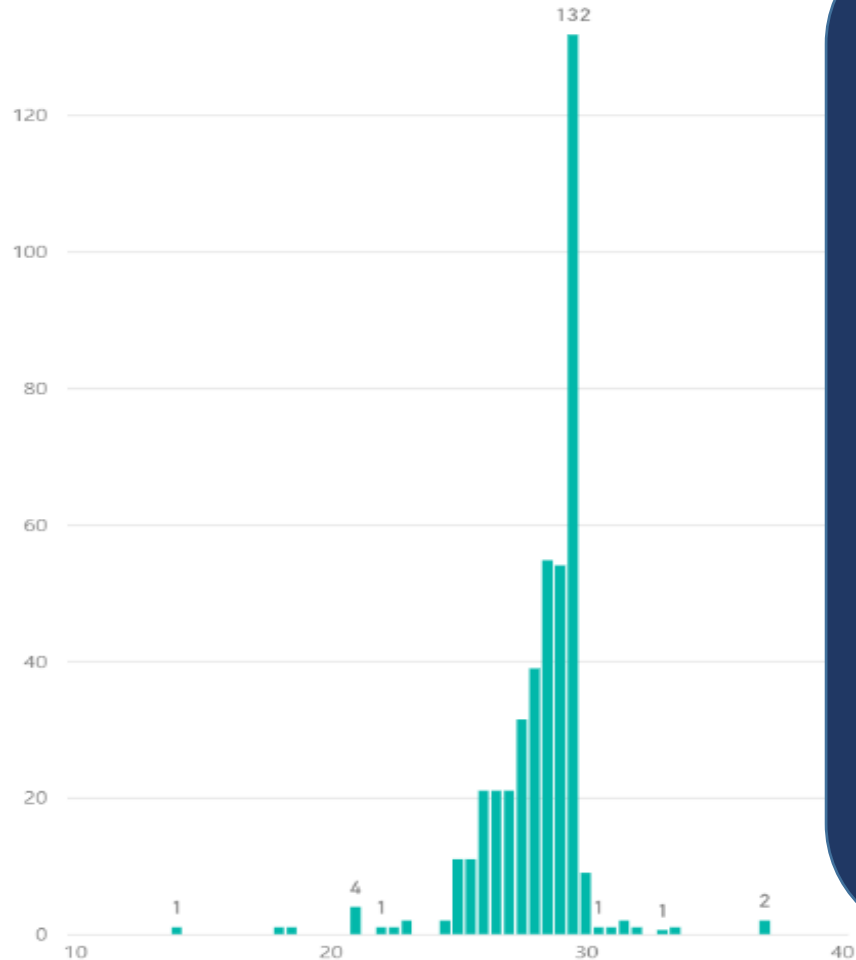
Resignation is the main reason for male Staff attrition over the last 12 months, at a combined **4.31%** turnover, followed by Retirement types (excluding Medical) (combined 3.86%).

Resignations are the main reason for female Staff attrition over the last 12 months, at a combined **4.45%** turnover, followed by Retirement types (excluding Medical) (combined 1.71%).

# People & Development Quarterly MI Report – September 2022

## Officer Retirals by Length of Pensionable Service – Q2 2022/23

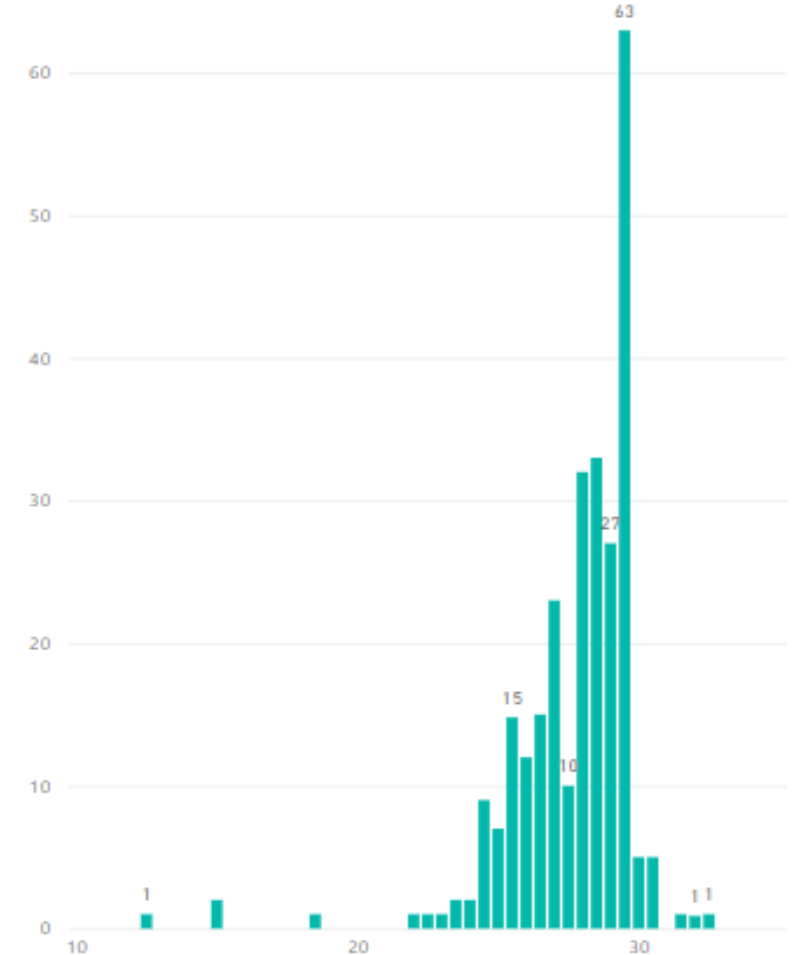
Q1 – Officer Retirements by Pensionable Service



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

Q2 continues to see an increase in officers retiring with less than 30 Years pensionable service. This is likely impacted by the introduction of the 2015 remedy to pensions.

Q2 – Officer Retirements by Pensionable Service



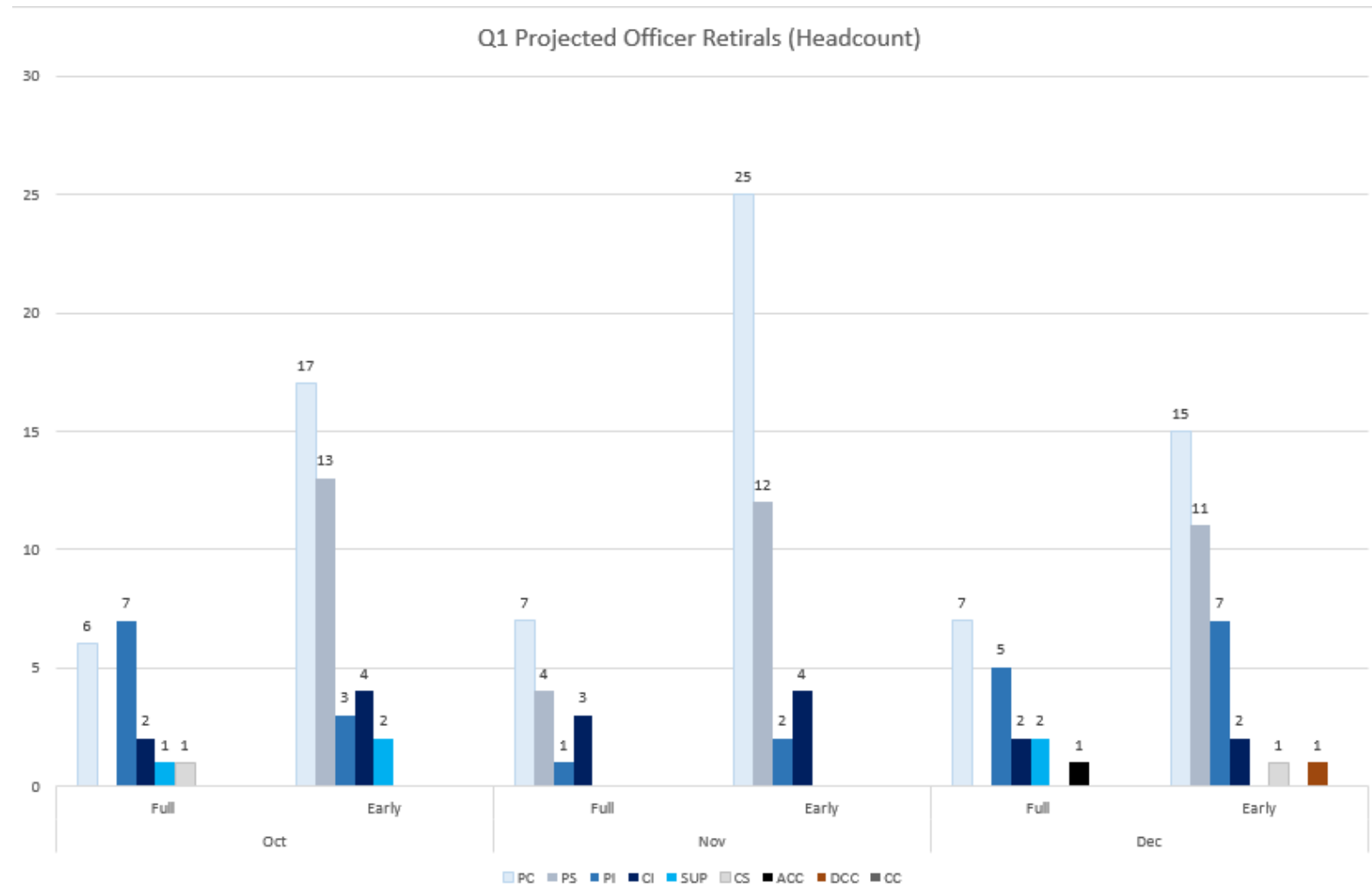
# People & Development Quarterly MI Report – September 2022

## Projected Officer Retirals – Q2 2022/23

A total of **49** Officers are projected to reach full pension eligibility during Q2, based on full pension eligibility under their scheme.

**119** Officers are projected to reach early pension eligibility during Q2 based on early pension eligibility under their scheme.

It should be noted that within these figures there is possibility for an officer to be counted twice if eligibility factors means they have reached full and early pension eligibility.



# People & Development Quarterly MI Report – September 2022

## Total Sickness Absence – September Snapshot

### Officer Sickness

Absence rate:

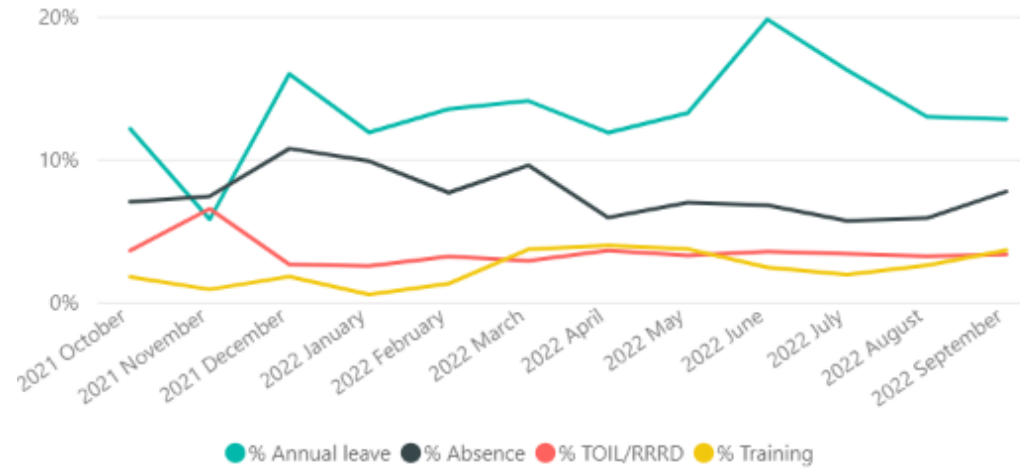
**6.43%**



Down 0.45% on Q1

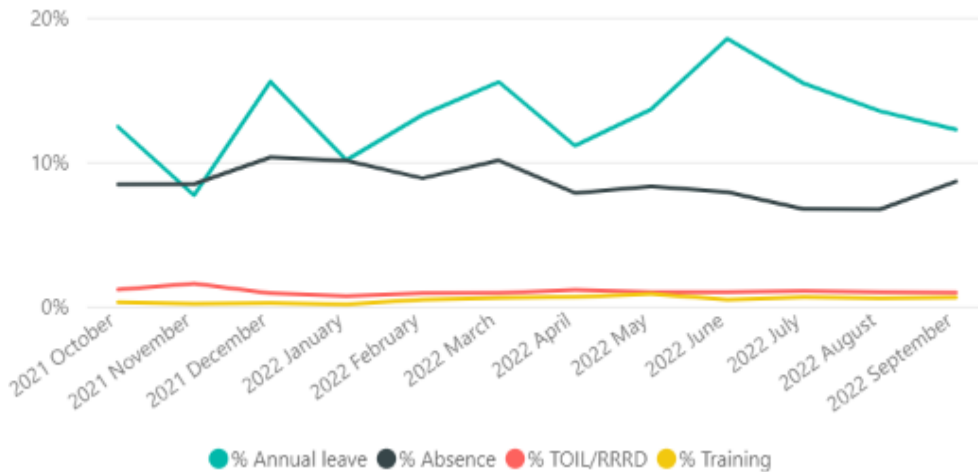
Monthly rates: July 5.69%, Aug 5.87%, Sept 7.74%

### Abstractions by Category - Officer



2022 September Abstractions by	
% Annual leave	12.79%
% Absence	7.74%
% TOIL/RRRD	3.34%
% Training	3.64%

### Abstractions by Category - Staff



2022 September	
% Annual leave	12.24%
% Absence	8.64%
% TOIL/RRRD	0.96%
% Training	0.62%

### Staff Sickness

Absence rate:

**7.34%**



Down 0.92% on Q1

Monthly rates: : July 6.74%, Aug 6.71%, Sept 8.64%

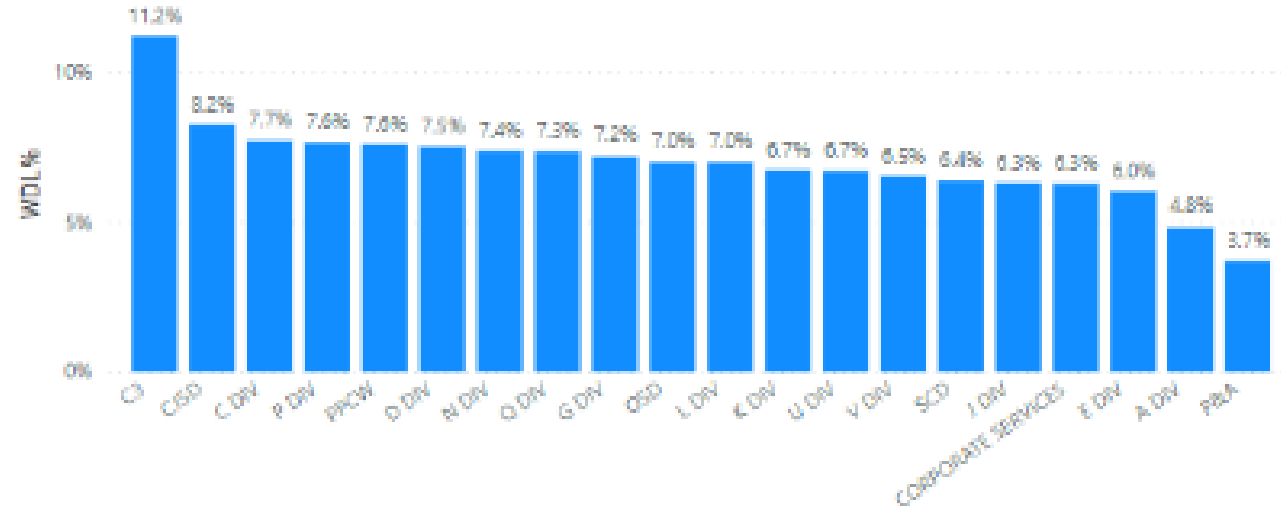


# People & Development Quarterly MI Report – September 2022

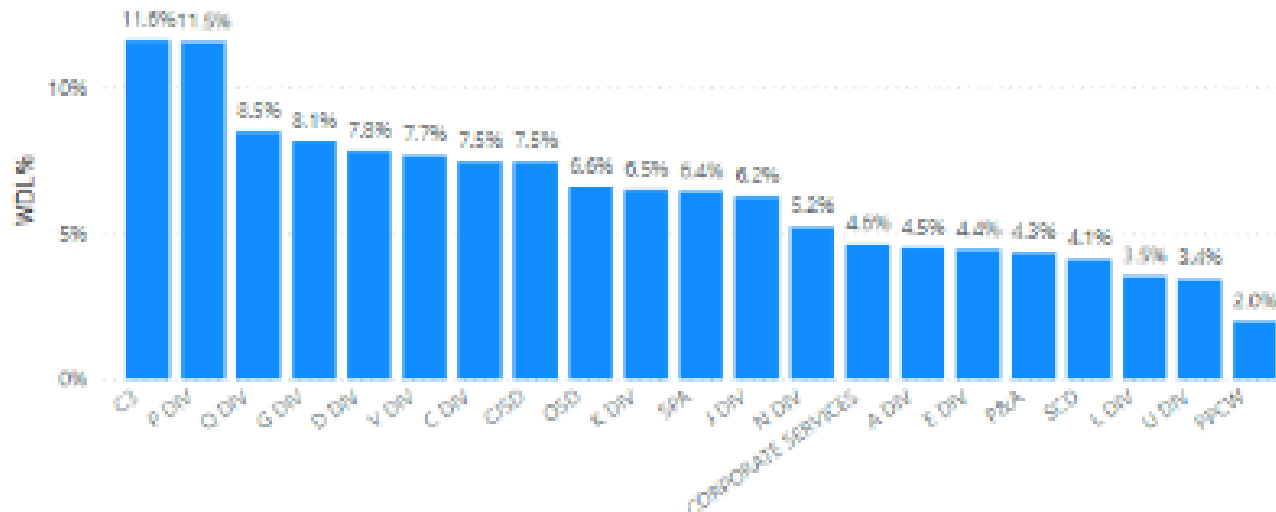
## Total Sickness Absence by Business Area – Q2 2022/23

C3 is the furthest over the forcewide average for lost working time for officers, at **11.2%** in Q2 (down 0.9% since Q1). PPCW has reduced 5.6% since Q1.

Absence% of Total Working Time - Officer



Absence% of Total Working Time - Staff



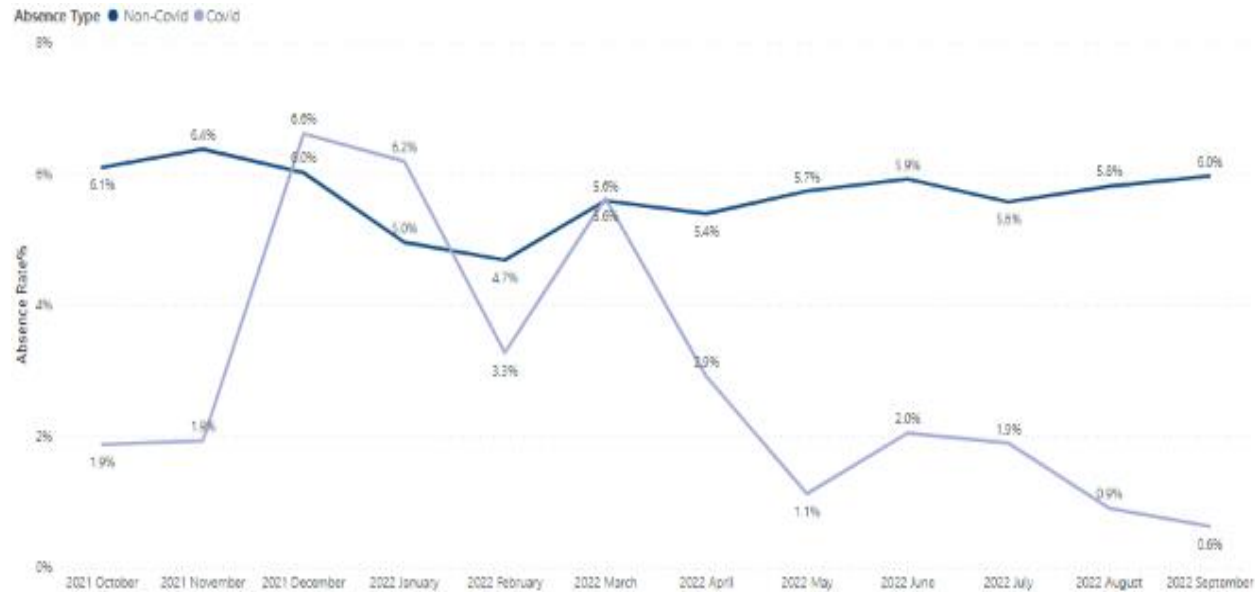
C3 Division is now the furthest over the forcewide average for lost working time for staff, at **11.6%** in Q2 (down 0.6% on Q1). This follows a significant reduction in C Division staff absence, down 5.7% on Q1.

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

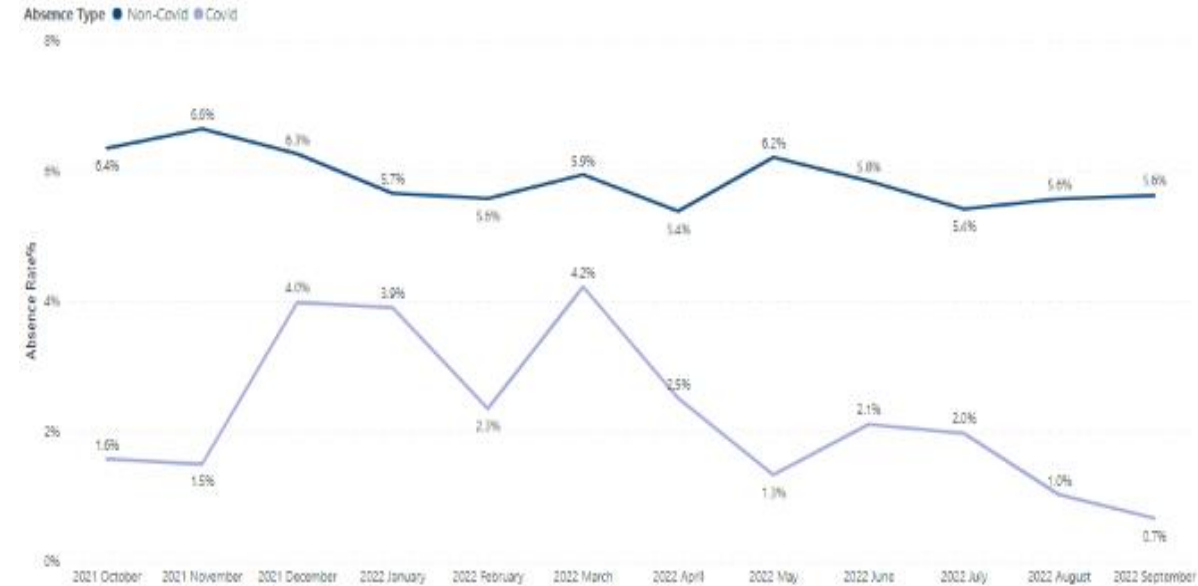
# People & Development Quarterly MI Report – September 2022

## COVID and non-COVID Absence Rates Over Time

### Absence Rate with COVID Focus - Officer



### Absence Rate with COVID Focus - Staff



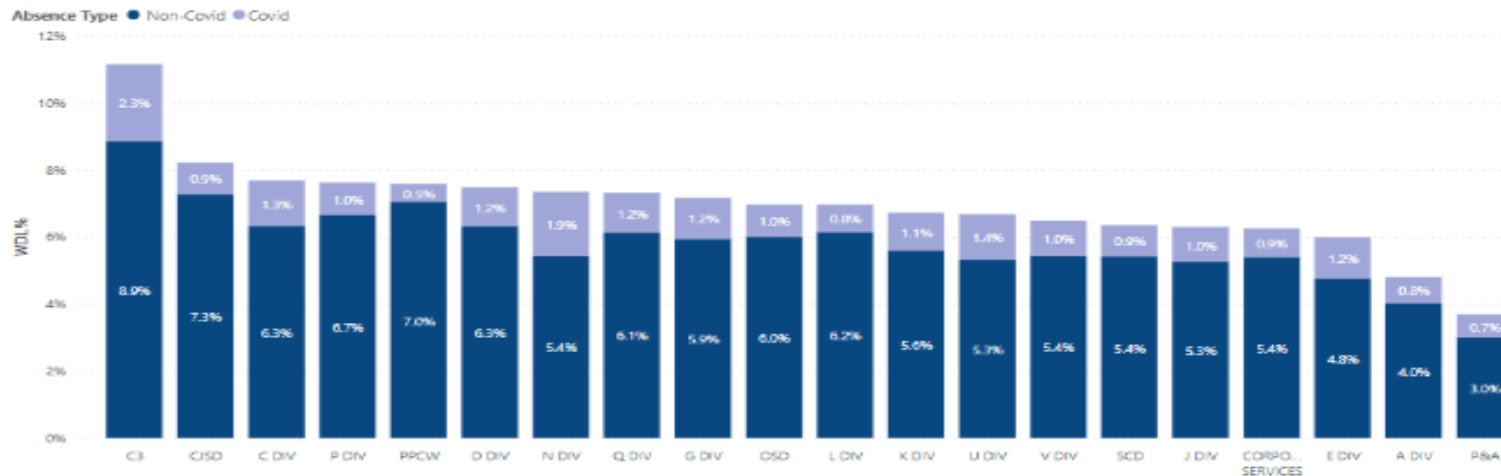
COVID-related absence dropped significantly this quarter in comparison to position at end of Q2 for both employee groups. September saw our lowest levels of COVID-related absences in the past 12 months.

Non-COVID sickness absence fell in July but has been gradually increasing for Officers and Staff.

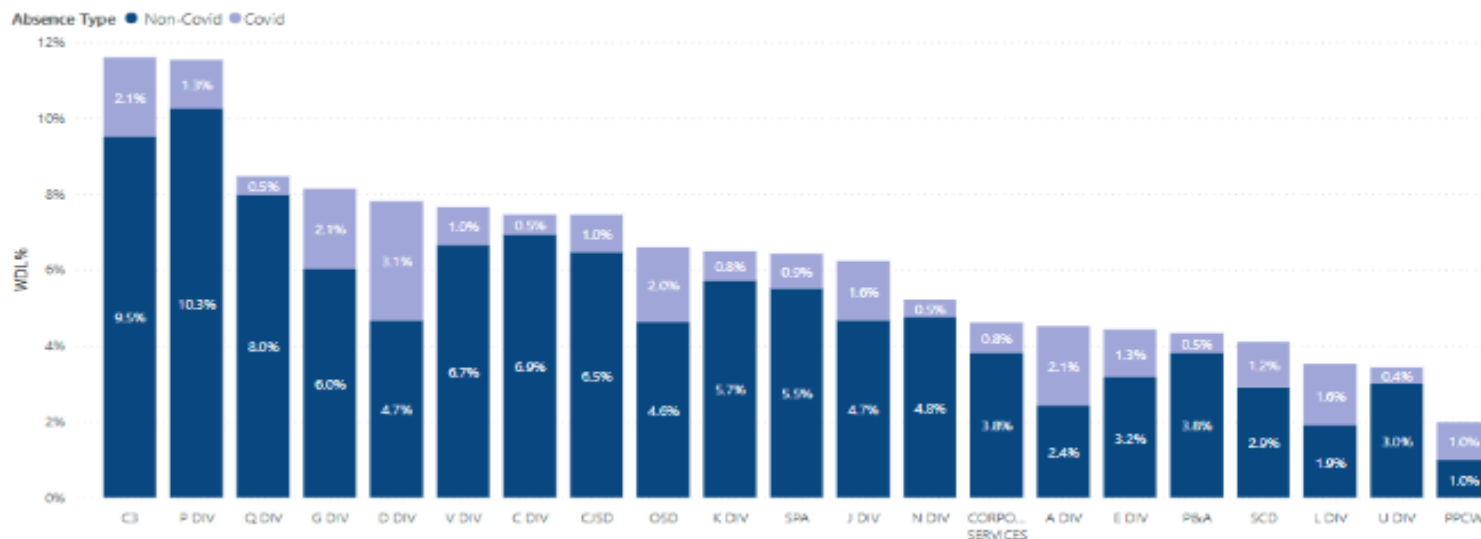
# People & Development Quarterly MI Report – September 2022

## Sickness Absence – split COVID and non-COVID – Q2 2022/23

Absence Rate with COVID Focus - Officer



Absence Rate with COVID Focus - Staff

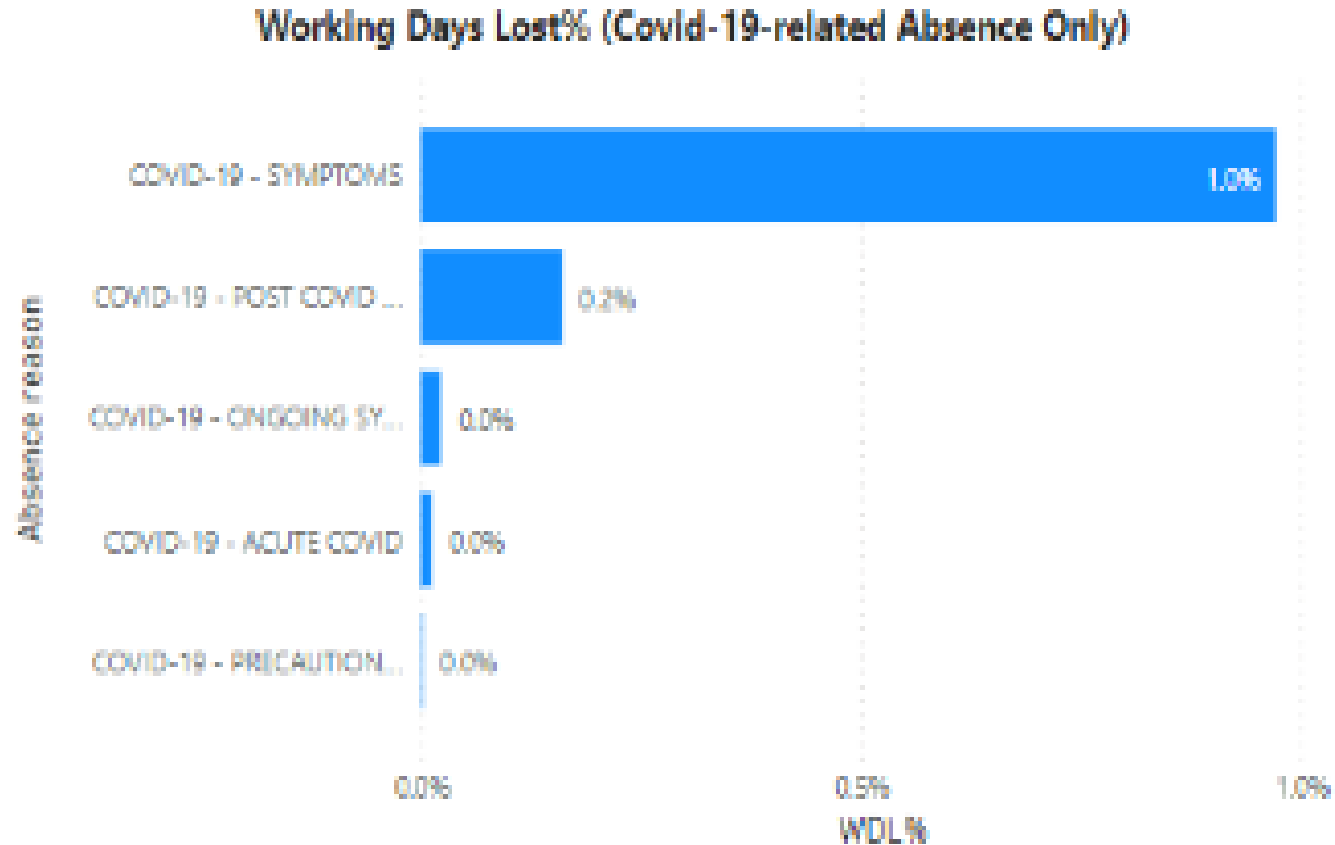


COVID absence rates decreased across all areas within the Officer group and in most areas of the Staff group with the exceptions of G, P & OSD Divisions.

Among Staff, G, D, A & L Divisions appear to have a higher proportion of COVID related absences in comparison to non-COVID absences.

# People & Development Quarterly MI Report – September 2022

## % of Total Working Days Lost to COVID by Reason – Q2 2022/23



The largest proportion of working days lost to COVID in Q2 relate to the **COVID-19 – Symptoms** (+0.1% on Q1).

Reductions were recorded in all reasons (except COVID-19 Symptoms & Post Covid Syndrome). Part of these findings can be attributed to changes in absence recording practices which as of 1 May has seen the 'Acute COVID' marker no longer be used and instead the 'Symptoms' reason has been used. Though in comparison to Q1, a -0.8% reduction in Acute Covid has only seen a +0.1% increase in Symptoms for Q2.

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

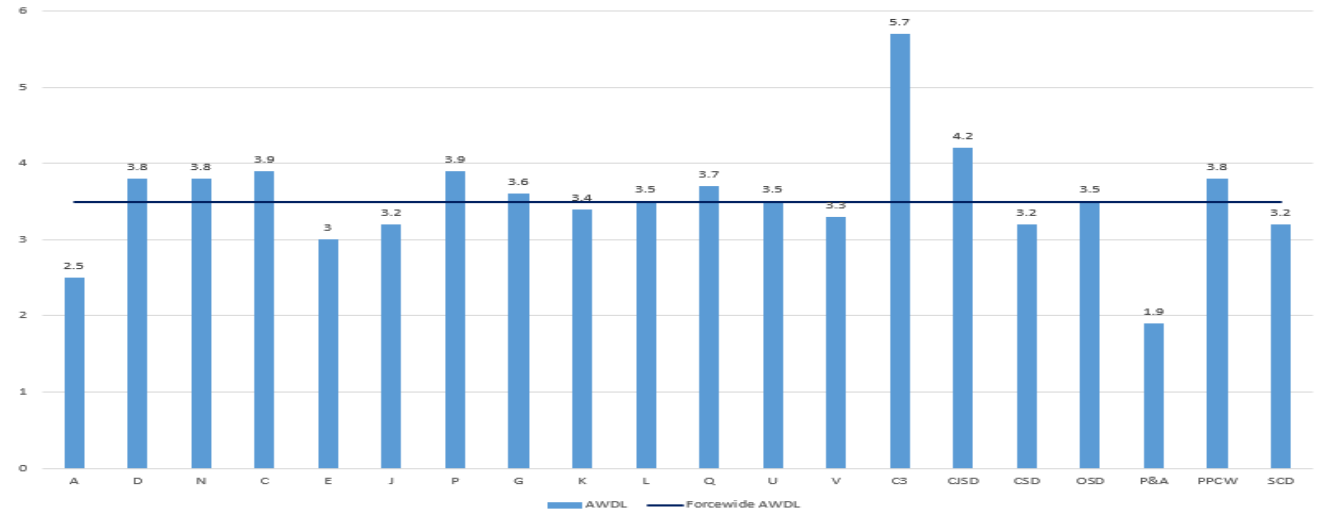
# People & Development Quarterly MI Report – September 2022

## Sickness Absence – Average Working Days Lost (AWDL) – Q2 2022/23

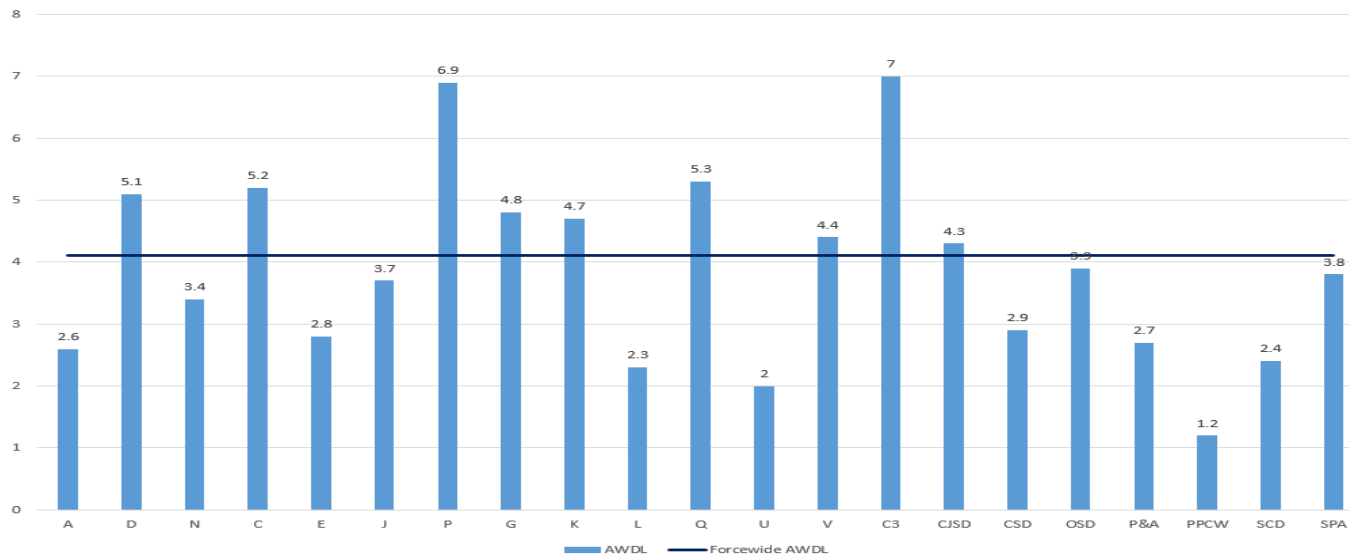
Forcewide AWDL to sickness was **3.5 days** for Officers (down 0.4 on Q1), with a 2.9:0.6 non-COVID:COVID split.

YTD: 7.4 (5.8:1.6 non-COVID:COVID)  
Projected YE: 15.3 (11.8:3.4 non-COVID:COVID)

Average Working Days Lost in Q2 - Officer



Average Working Days Lost in Q2 - Staff



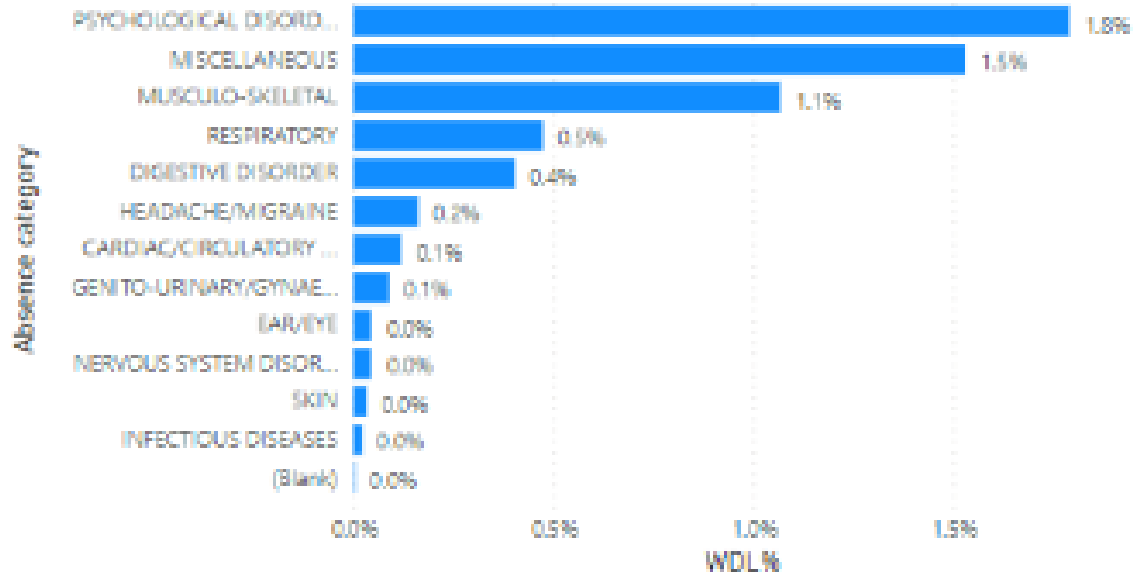
Forcewide AWDL to sickness was **4.1 days** for Staff (down 0.6 days on Q1), with a 3.4:0.7 non-COVID:COVID split.

YTD: 8.8 (6.9:1.9 non-COVID:COVID)  
Projected YE: 17.8 (14.1:3.7 non-COVID:COVID)

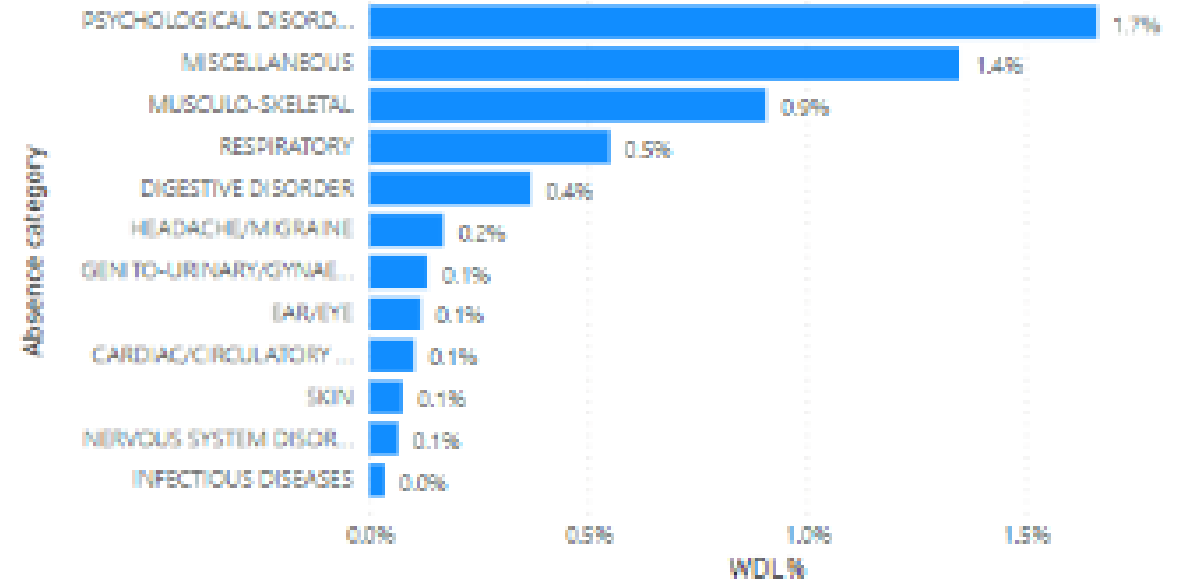
# People & Development Quarterly MI Report – September 2022

## % of Total Working Days Lost to non-COVID Sickness by Reason – Q2 2022/23

Working Days Lost% (Excluding Covid-19 related Absences) - Officer



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



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

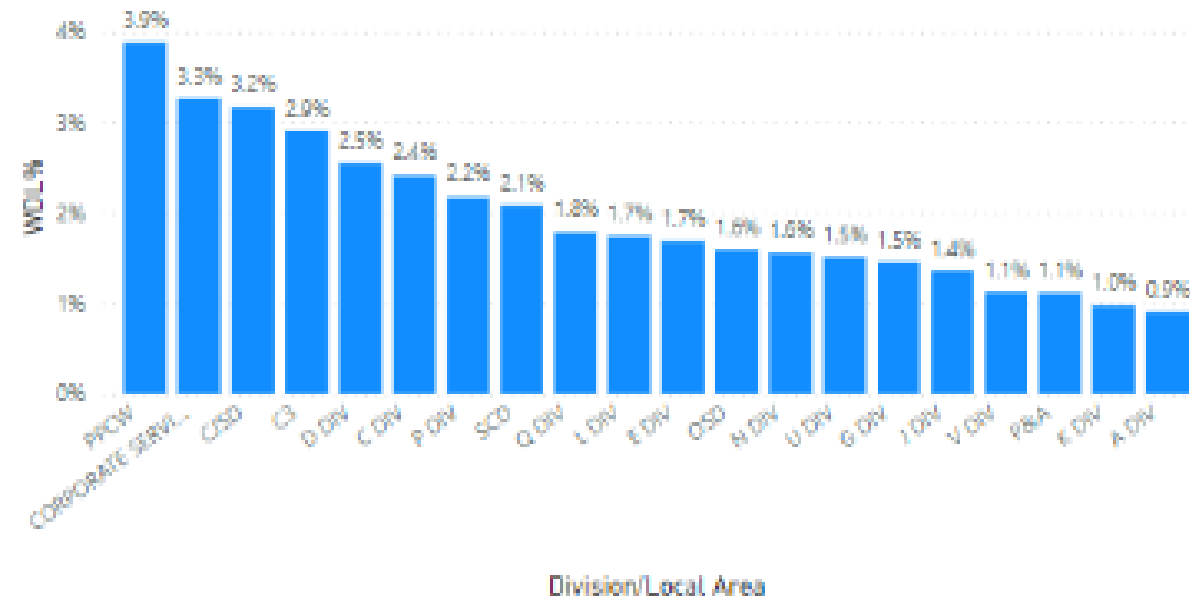
Psychological Disorders remain the highest cause of sickness absence across both groups this quarter, with a higher percentage of work days lost to this category of illness in the Officer group than in the Staff group.

The absence rate for Psychological Disorders has **increased** by 0.2% for Officer since Q1, and has remained the same for Staff.

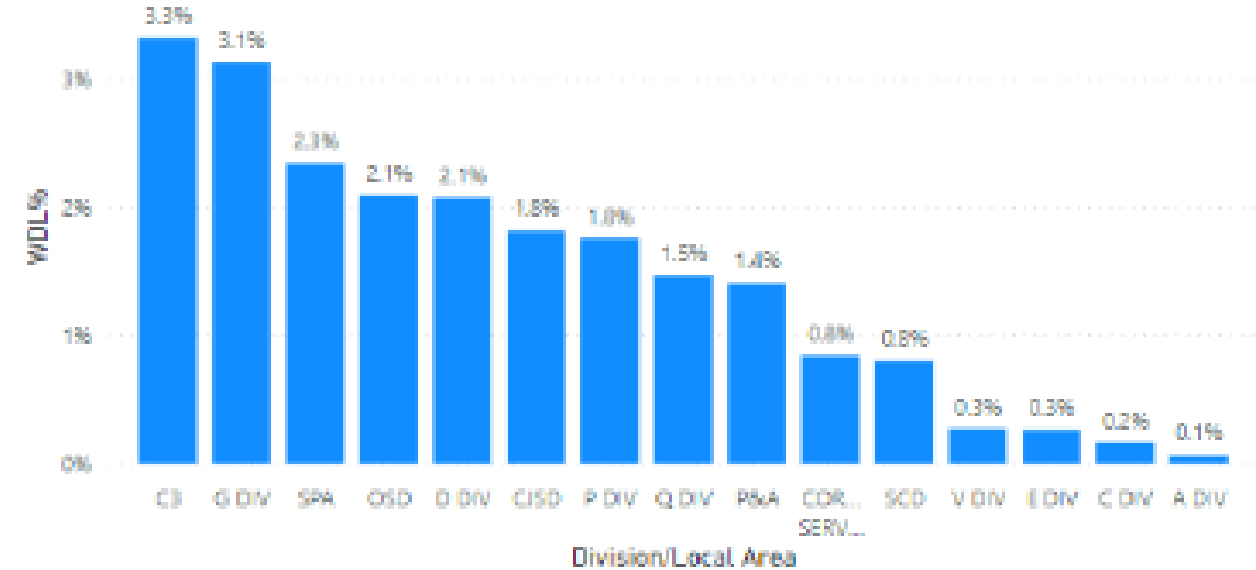
# People & Development Quarterly MI Report – September 2022

## % of Total Working Days Lost to Psychological Disorders by Business Area – Q2 2022/23

% Working Days Lost to Psychological Disorders - Officer



% Working Days Lost to Psychological Disorders - Staff



PPCW, C3 and CJS remain areas of highest Officer absence related to Psychological Disorders. This absence rate has reduced in PPCW (-1.8%) & C3 (-0.3%) and risen in CJS (+0.4) since Q1. CSD has increased by +0.9% since Q1.

In the Staff group, P Division has experienced a (-4%) decrease in this absence type during Q2. 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 C3 (+0.4%), and reductions in CJS (-0.2%) since Q1.

# People & Development Quarterly MI Report – September 2022

## Outstanding Return to Work Interviews - Officers – September snapshot

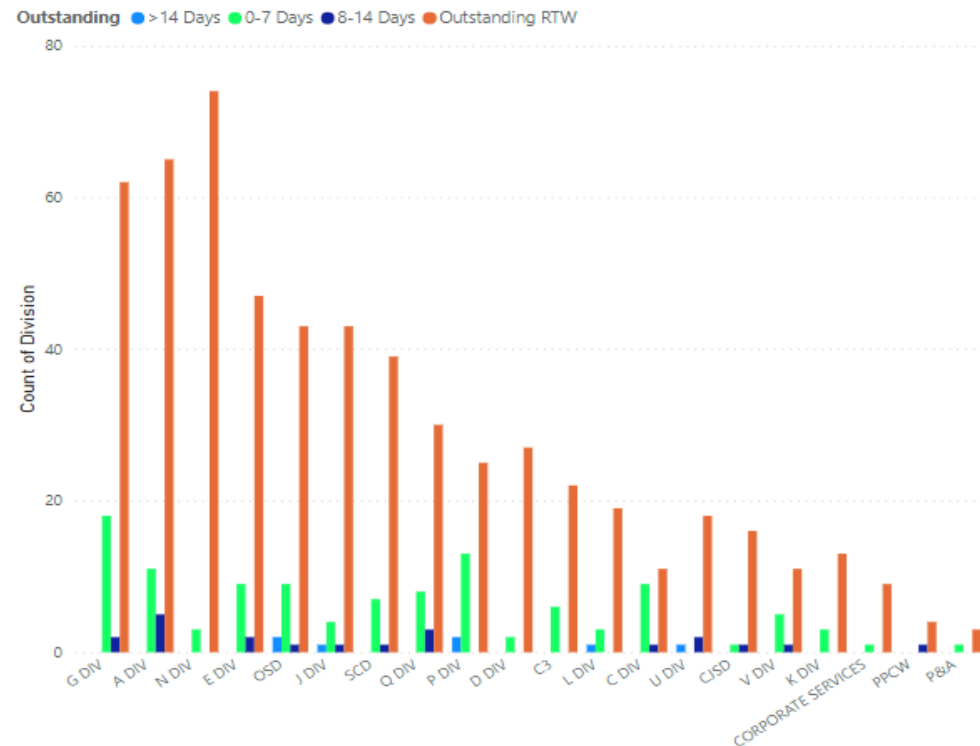
### Outstanding Return to Work Interviews

**\*581**



Down **(4.6%)** on total of 609 as at end of Q1\*

#### Outstanding Return to Works - Officer



141 return to work interviews were signed by line managers for absences that ended during September.

Of these :-

- 113 (80%) were completed within 7\* days of return
- 21 (15%) were completed between 8 and 14 days after return
- 7 (5%) were completed more than 14 days after return

\*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.



# People & Development Quarterly MI Report – September 2022

## Outstanding Return to Work Interviews – Staff – September snapshot

### Outstanding Return to Work Interviews

**\*339**

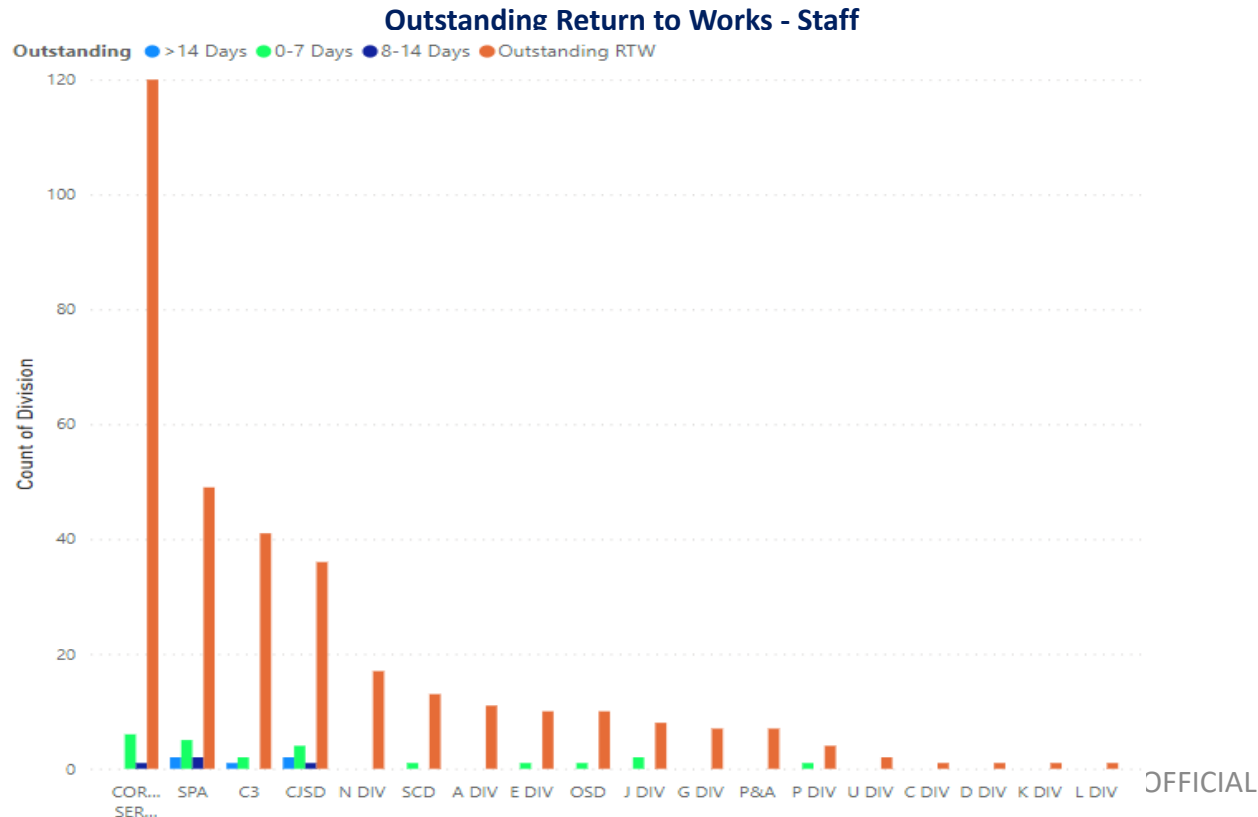


Up **35 (+11.5%)** on total of 304 at end of Q1

32 return to work interviews were signed by line managers for absences that ended during June.

Of these :-

- 23 (72%) were completed within 7\* days of return
- 5 (16%) were completed between 8 and 14 days after return
- 4 (12%) were completed more than 14 days after return



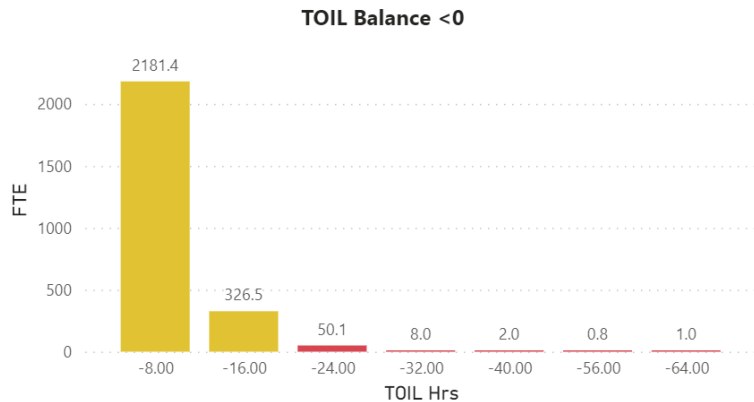
*\*There is currently no set timescale that RTW interviews have to be completed within, however the Attendance Management policy states these should be completed as soon as possible after the employee returns to work.*

# People & Development Quarterly MI Report – September 2022

## TOIL & RRRD Balances – September snapshot

### TOIL Balances

**48,344 hrs**  Up 4,626 hours (10.6%) on Q1



### RRRD Balances

**\*66,225 days**  Up 3,850 days (6.2%) on Q1

*\*Does not include agency staff or special constables*

TOIL Balances currently stand at **14,845** hours for officers and **33,498** for staff, with an approximate total pay value of **£1,303,114.99**.

**61.9 FTE** hold negative TOIL balances in excess of 16 hours, the permitted limit as per Force Memo PS 034-21 – this is up by 6.7 FTE in the last quarter.

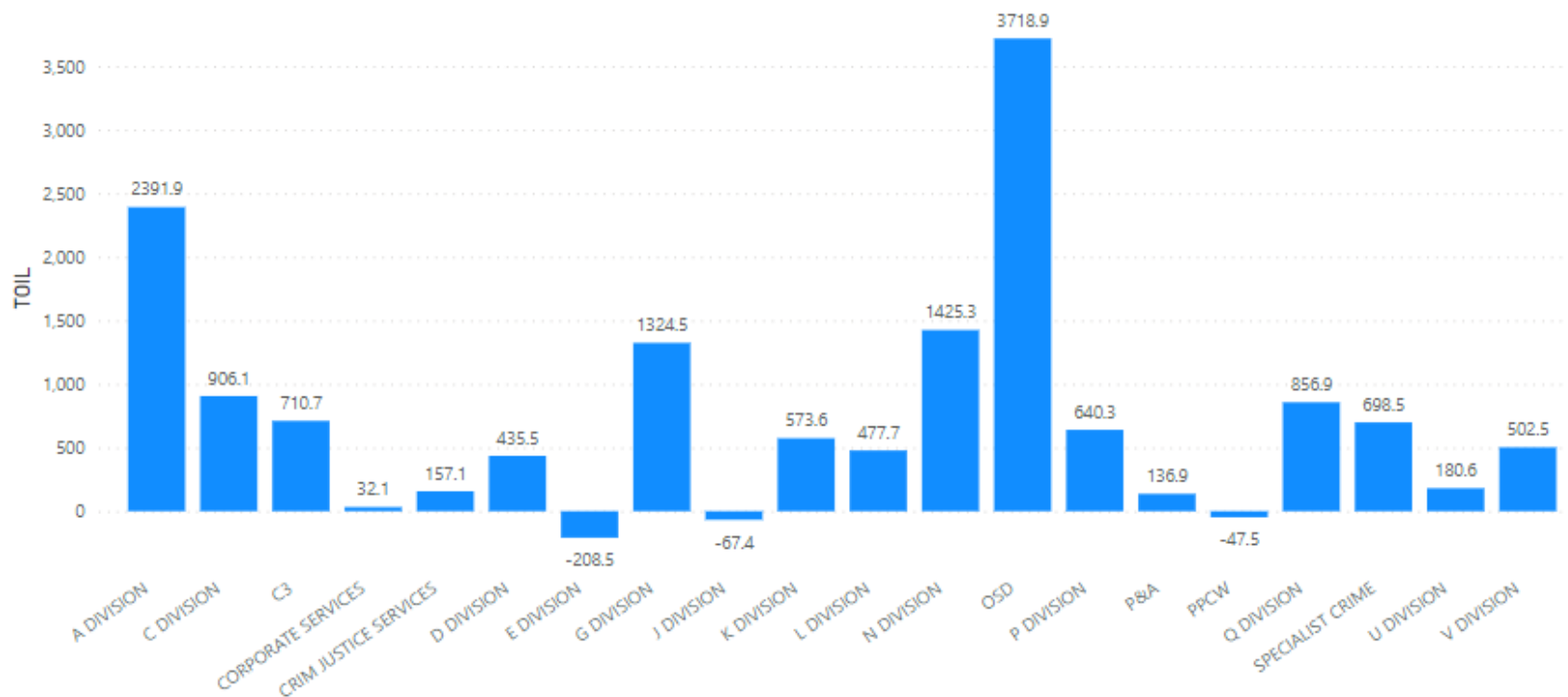
RRRD Balances currently stand at **65,080** RRRD for officers and **1,145** for staff, with an approximate total pay value of **£15,348,845.87**

# People & Development Quarterly MI Report – September 2022

## TOIL Balances by Business Area – Officers –September snapshot

TOIL Balance (hrs) by Local Area/Division - Officers

TOIL by Local Area/Division



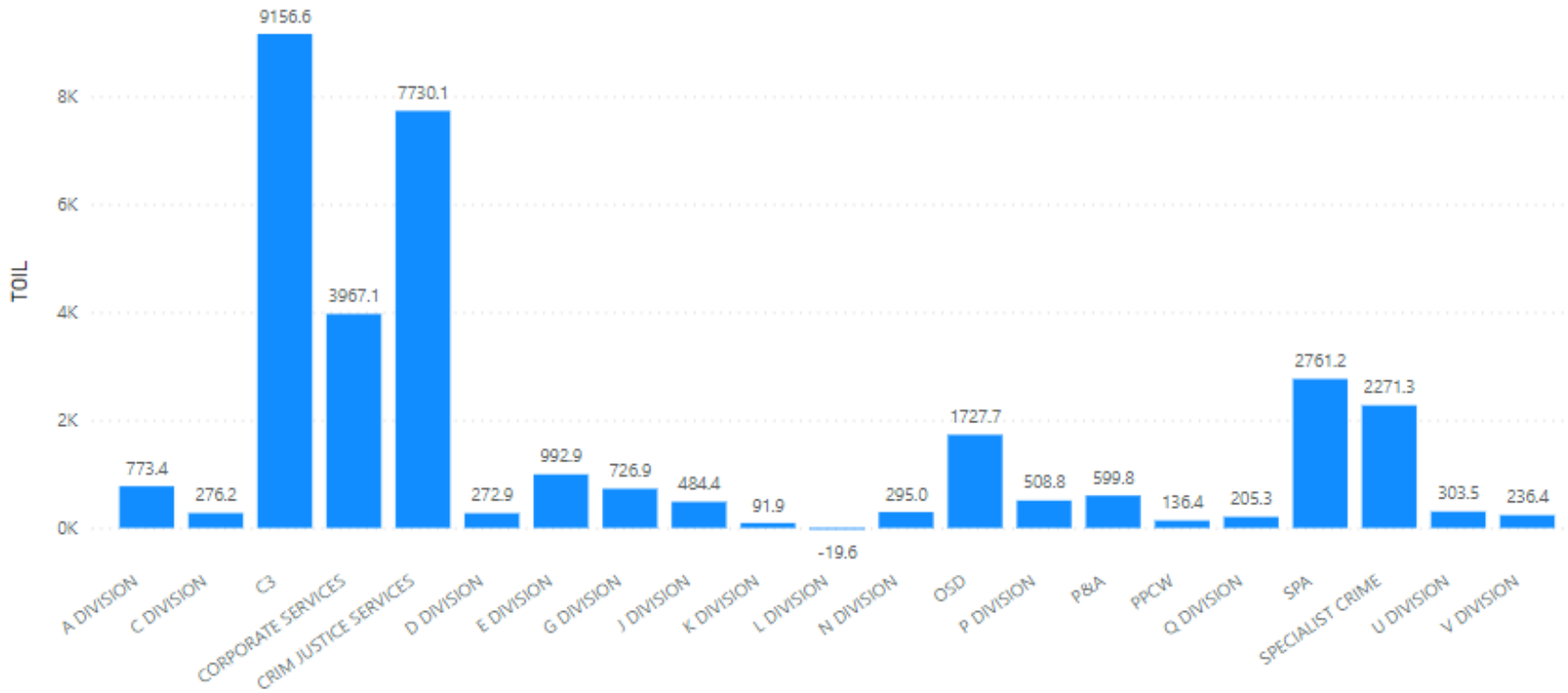
The highest TOIL balance for officers is within OSD, at **3,718.9** hours.

The lowest TOIL balance is in E Division, where officers currently appear to **owe back** 208.5 hours.

# People & Development Quarterly MI Report – September 2022

## TOIL Balances by Business Area – Staff – September Snapshot

TOIL Balance (hrs) by Local Area/Division - Staff

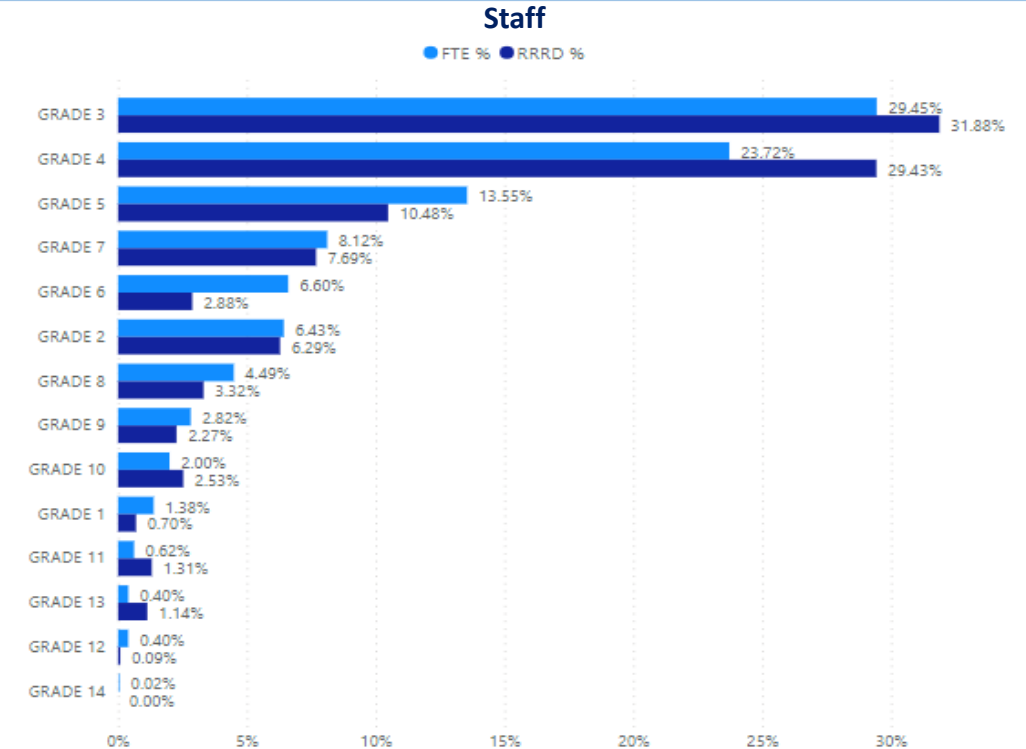
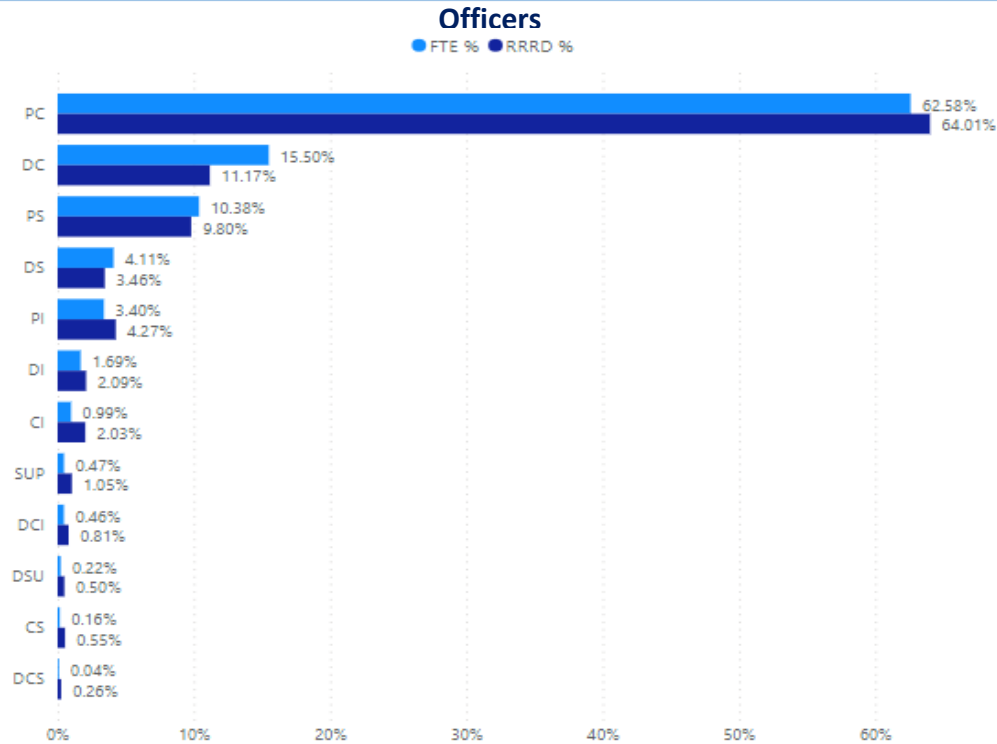


The highest TOIL balance for staff remains in C3, at 9,156.6 hours, followed by CJSD with 7730.1 hours.

These areas also have two of the largest proportions of members of police staff (18.62% and 14.66% respectively).

# People & Development Quarterly MI Report – September 2022

## RRRD Balances by Rank/Grade and Workforce Proportion – September snapshot



### Officer group significant variations:

- PI (**3.40%** of officer FTE, **4.27%** of RRRDs)
- CI (**0.99%** FTE / **2.03%** RRRDs)
- PS (**10.38%** FTE / **9.8%** RRRDs)
- DC (**15.50%** FTE / **11.17%** RRRDs)

### Staff group significant variations:

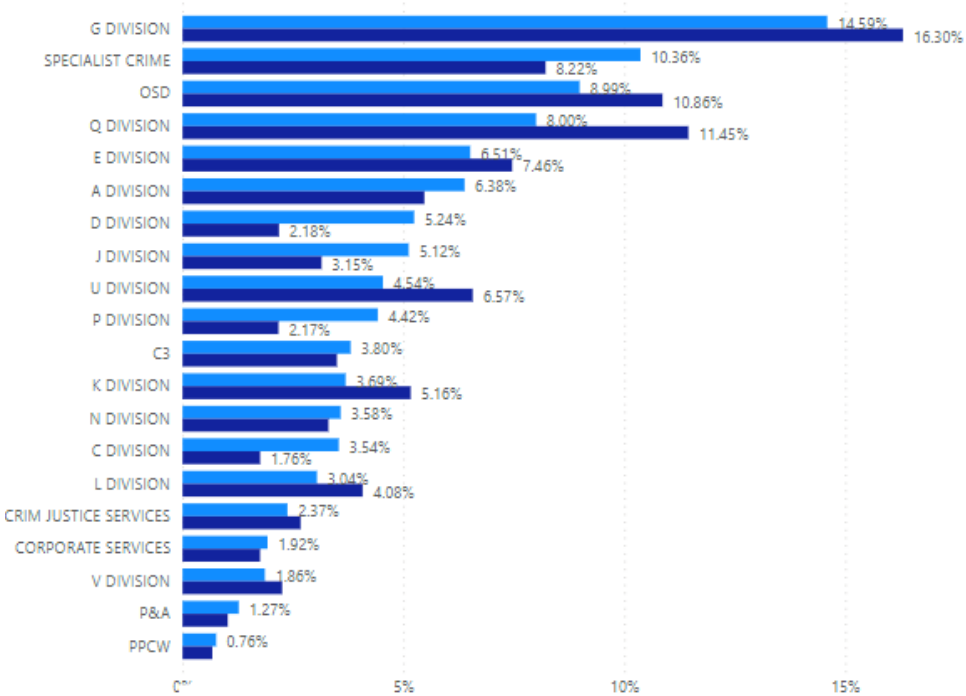
- Grade 4 (**23.72%** of staff FTE / **29.43%** RRRDs)
- Grade 13 (**0.4%** FTE, **1.14%** of RRRDs)
- Grade 5 (**13.55%** FTE / **10.48%** RRRDs)
- Grade 6 (**6.6%** FTE / **2.88%** RRRDs)

# People & Development Quarterly MI Report – September 2022

## RRRD Balances by Business Area and Workforce Proportion – September snapshot

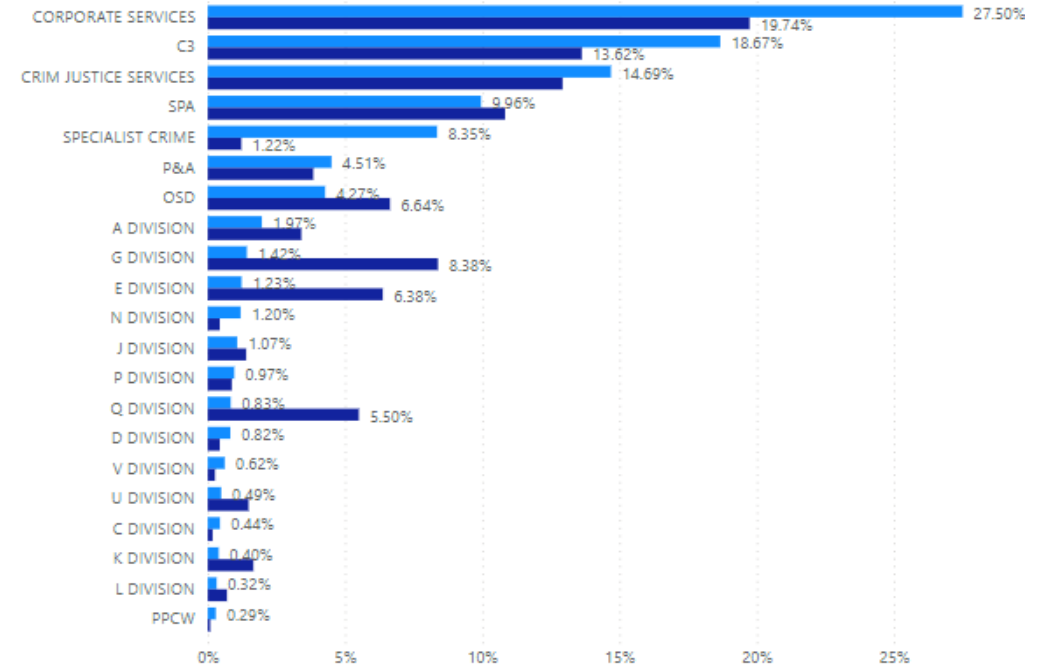
### Officers

FTE % Days in Bank %



### Staff

FTE % Days in Bank %



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:

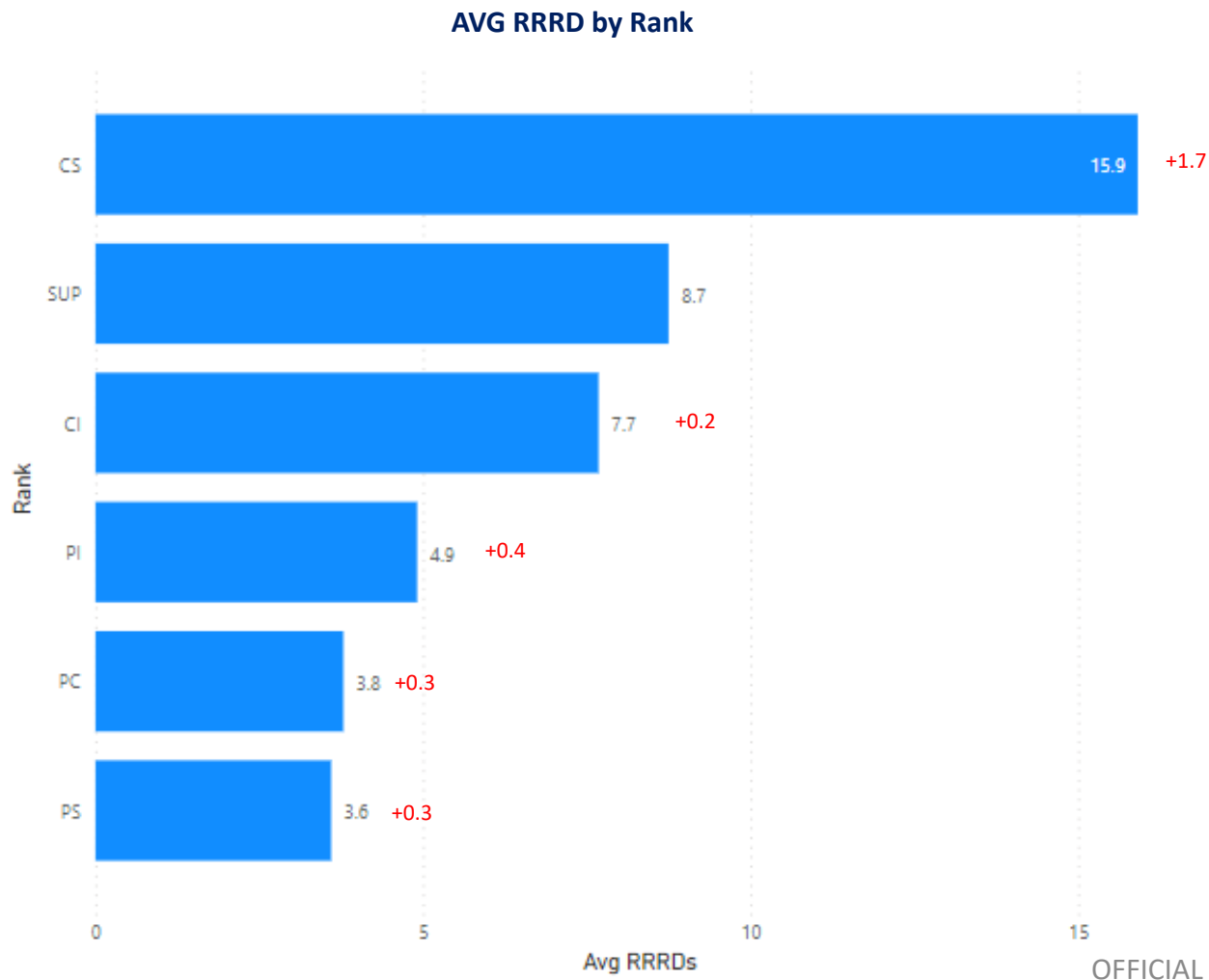
- Q Division (8% of officer FTE / **11.45%** RRRDs)
- G Division (**14.59%** FTE, **16.30%** of RRRDs)
- J Division (5.12% FTE / **3.15%** RRRDs)
- D Division (5.24% FTE / **2.18%** RRRDs)

### Staff group significant variations:

- Q Division (**0.83%** of staff FTE, **5.5%** of RRRDs)
- G Division (**1.42%** FTE / **8.38%** RRRDs)
- Specialist Crime (8.35% FTE / **1.22%** RRRDs)
- Corporate Services\* (**27.50%** FTE / **19.74%** RRRDs)

# People & Development Quarterly MI Report – September 2022

## Average RRRD by Rank – Officers – September snapshot



This graph shows how many RRRDs the “average” officer\* at each rank had banked as at 30 September. 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.

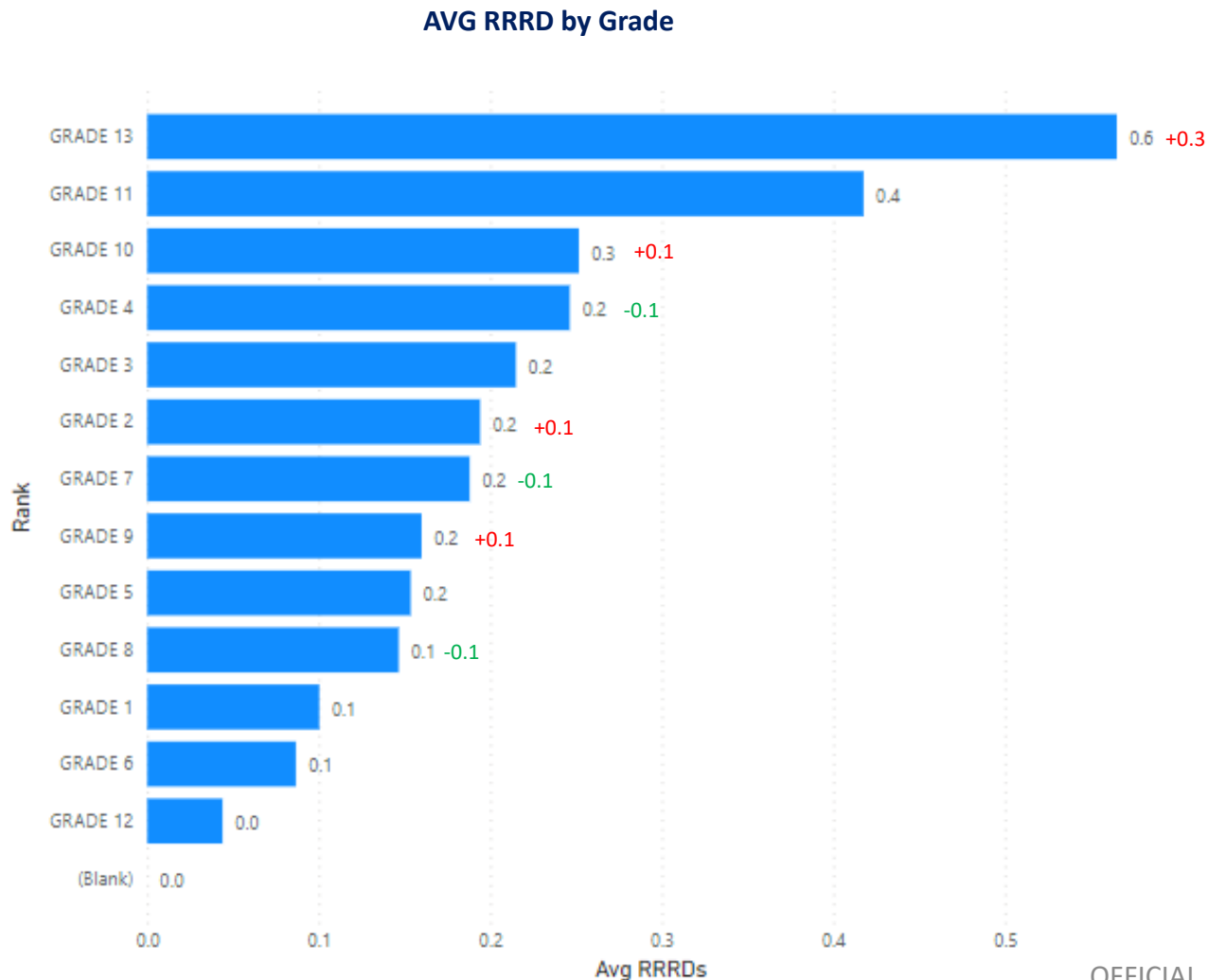
The majority of ranks have seen an increase in the average number of RRRDs over the last quarter with the exception of the rank of SUP which has recorded no change in averages in comparison to the last quarter.

Changes to averages since the last quarter (March 2022) are illustrated in **red** (average increased) or **green** (average decreased) text.

\*Excludes ACC ranks and above

# People & Development Quarterly MI Report – September 2022

## Average RRRD by Grade – Staff – September snapshot



This graph shows how many RRRDs the “average” staff member at each grade had banked as at 30 September 2022.

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

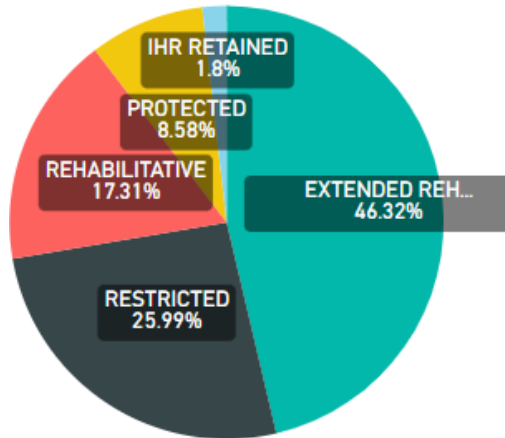
It should be noted that this graph compared each Grade against the full workforce data set, but not all staff are likely to be eligible for, or need to use, RRRDs.



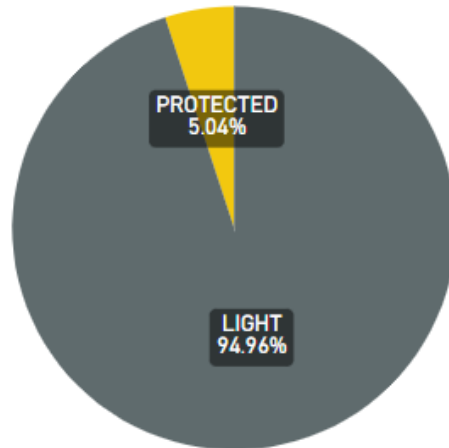
# People & Development Quarterly MI Report – September 2022

## Modified Duties – September snapshot

Mod Duty Type - Officers

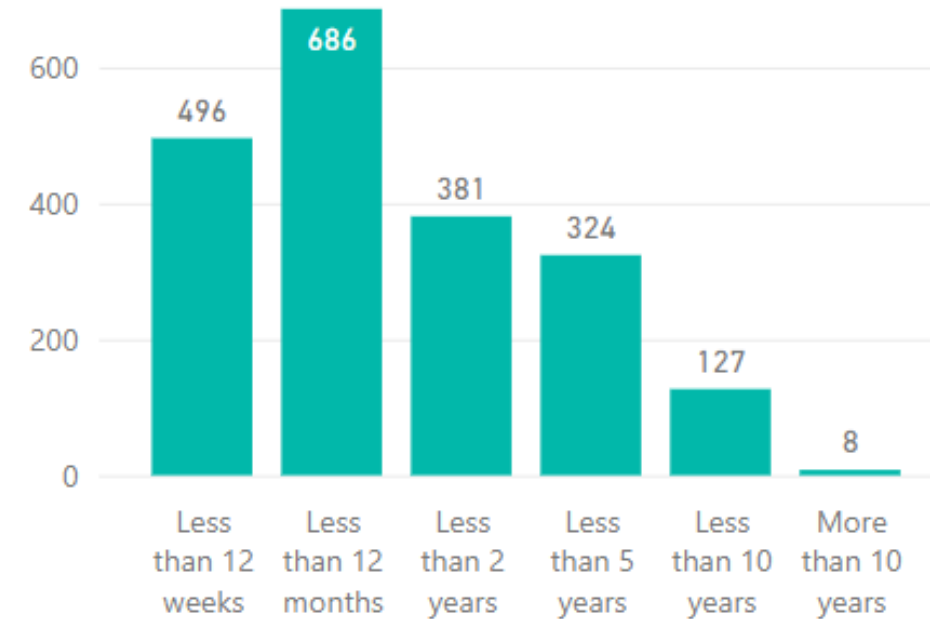


Mod Duty Type - Staff



**23.1%** (-3.4%) of Officer and **26.5%** (-9.1%) of Staff on Modified Duties either do not have or are past review date.

Duration



**182** new instances of Modified Duties in September 2022

**459** Modified Duties (22.70% of total) have persisted beyond two years  
**135** Modified Duties (6.68% of total) have persisted beyond five years

OFFICERS			
Modified Duty Type Definition	Modified Duty Type	PSI Count	Change
Officers who are pregnant/breastfeeding	PROTECTED	162	-23
Approx 0-12 weeks until return to frontline duties	REHABILITATIVE	327	-15
Approx 12 weeks-12 months until return to frontline duties	EXTENDED REHABILITATIVE	875	48
Permanently unable to perform frontline duties	IHR RETAINED	34	0
	RESTRICTED	491	2

STAFF			
Modified Duty Type Definition	Modified Duty Type	PSI Count	Change
Staff who are pregnant/breastfeeding	PROTECTED	6	1
Staff unable to carry out frontline duties	LIGHT	113	-1

# People & Development Quarterly MI Report – September 2022

## Annual Leave Utilisation – September snapshot

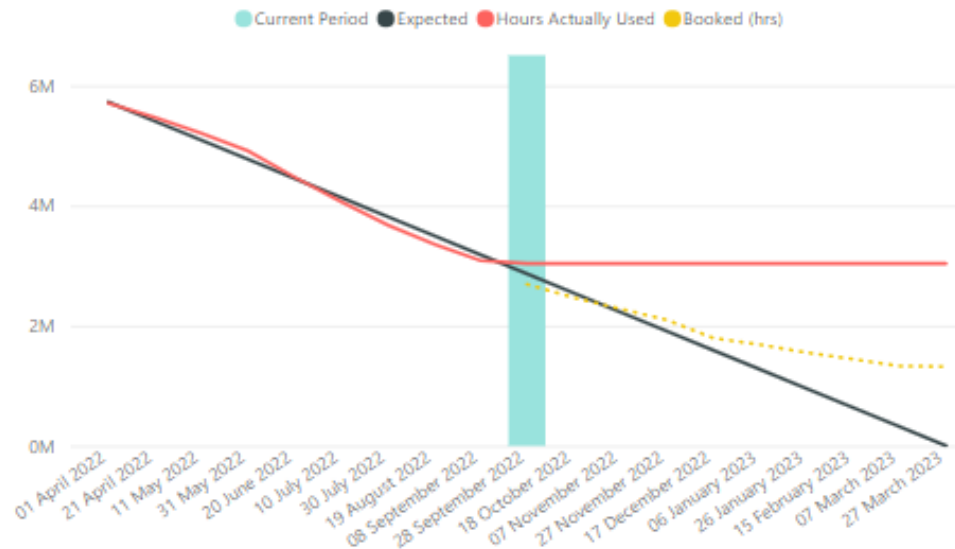
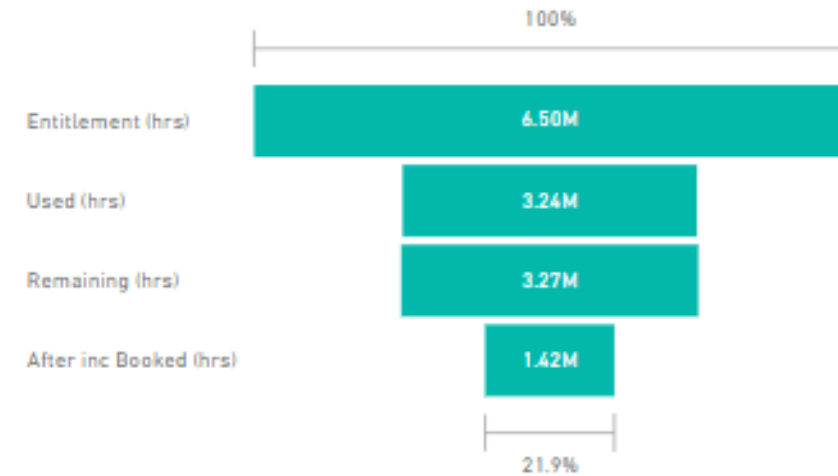
48.7%  
% Year Complete



Annual Leave

1%

Over utilised  
to date



Current projections based on hours booked indicate **21.9%** underutilisation by 31 March 2023, creating a rollover of circa 1.42m hours of leave entitlement.

Analysis of rank and grade allows a cost projection based on this of approximately \***£32.9m** of 2022/2023 leave liability rolling into the new year.

\*Excludes ACC, Director roles and above

# People & Development Quarterly MI Report – September 2022

## SCoPE Errors



### High Risk HR Data Anomalies

Financial Risk to Individual or Organisation

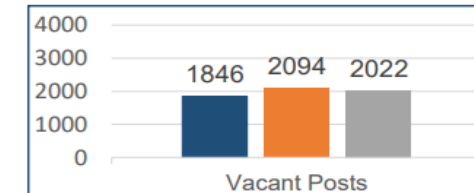
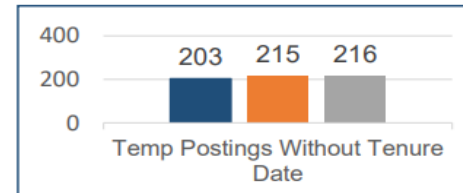
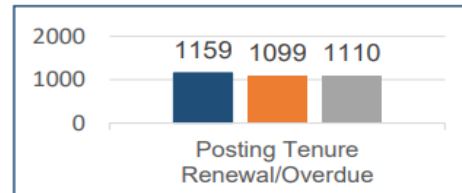
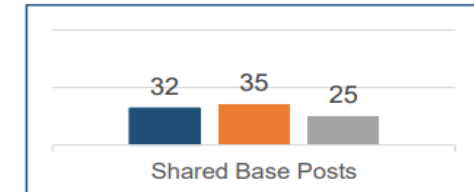
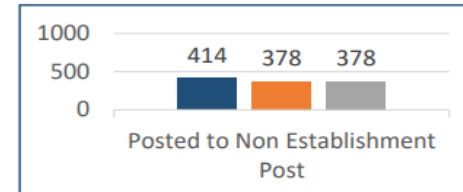
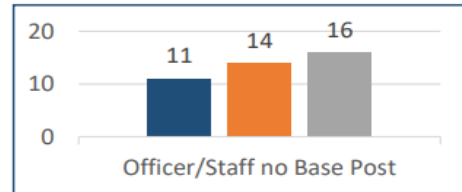
**3,835**

09 AUG 2022

Decreased To

**3,767**

20 SEP 2022



### Anomalies by Division

