



Meeting	SPA People Committee
Date	29 May 2025
Location	Videoconference
Title of Paper	Q4/Year End Workforce Strategic Dashboard
Presented By	Nicky Page, Chief Officer Human Resources
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – 2024/25 Q4 Strategic Dashboard

PURPOSE

The purpose of this report is to provide Members with an update on the Police Scotland workforce as at Q4 of financial year 2024/25.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 The attached report is the fourth strategic dashboard since the publication of the People Strategy 2024-2027 and the Strategic Workforce Plan 2024-2027 following endorsement at SPA People Committee on 14 November 2023 and approval at SPA Board on 30 November 2023.
- 1.2 It is designed to assure members that all pertinent people issues have been identified and are being managed from a strategic perspective. It also ensures that Police Scotland is driving forward with strategic activity included in the above strategic plans that are intended to impact positively on the workforce.

2. FURTHER DETAIL ON REPORTING TOPIC

- 2.1 Aligning to the Force Performance Framework methodology, these dashboards show Police Scotland workforce data only. The format of the report is thematic, with the data presented, as well as available analysis and insights, aligned to the six outcomes outlined across both the People Strategy and Strategic Workforce Plan.
- 2.2 The report also updates on ongoing activity detailed in our year one People Strategy and Strategic Workforce Plan (SWP) implementation plans presented to People Committee members in May this year. Much of the activity also aligns to the Annual Police Plan, People and Performance Plan and Policing Together Strategy implementation plan.
- 2.3 Activity contained within the report will also impact positively on addressing the findings and management actions articulated in the HMICS Thematic Inspection of Organisational Culture in Police Scotland December 2023 as People Cultural Indicators.
- 2.4 The attached report looks back at quarter four of financial year 2024-25 and Members are invited to discuss the content of this report.

3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications relating to these workforce insights and trends include: cost of sickness absence, officer and staff numbers, overtime and productivity.

4. PERSONNEL IMPLICATIONS

- 4.1 The implications relating to these workforce insights and trends are described in detail within the body of the 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 equalities implications in this report

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environmental implications in this report.

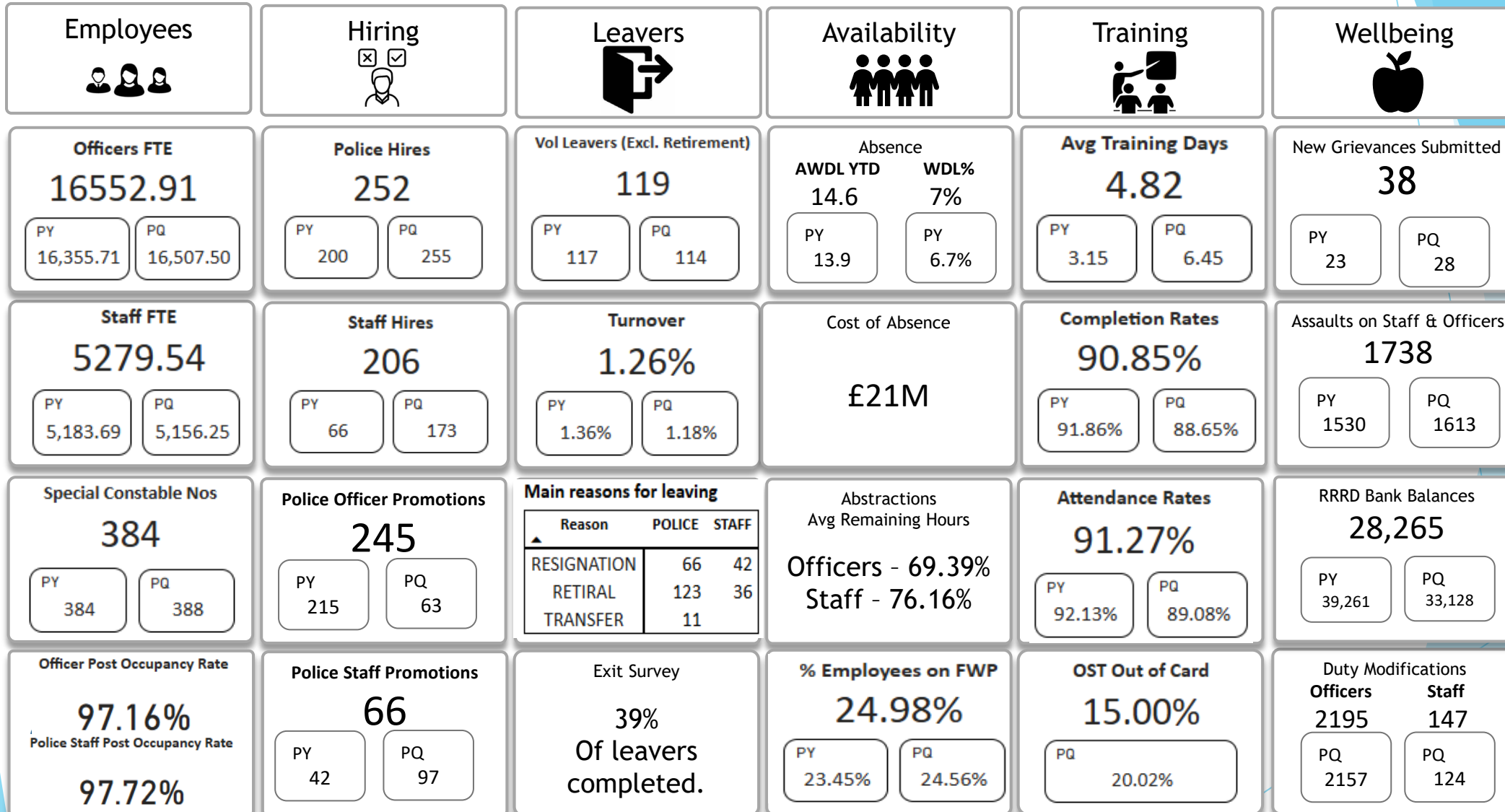
RECOMMENDATIONS

Members are invited to discuss the content of this paper.

Police Scotland Strategic Dashboard

Quarter 4 2024/25

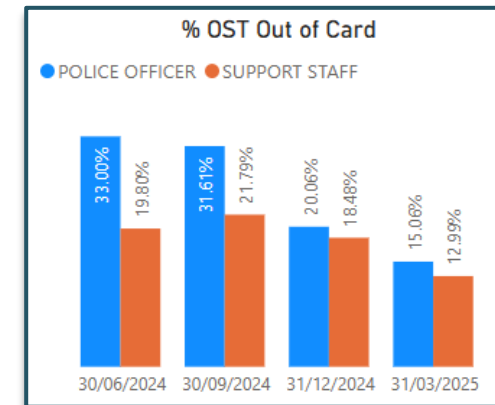
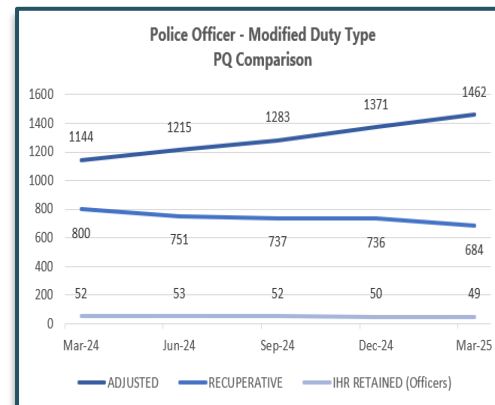
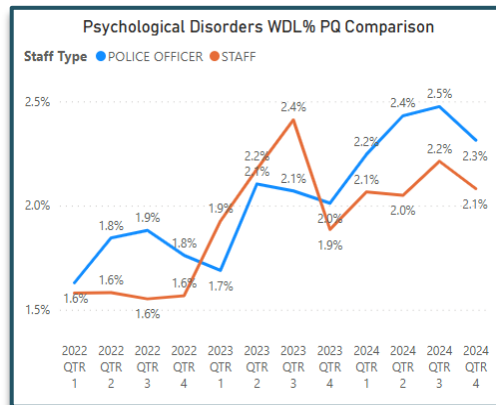
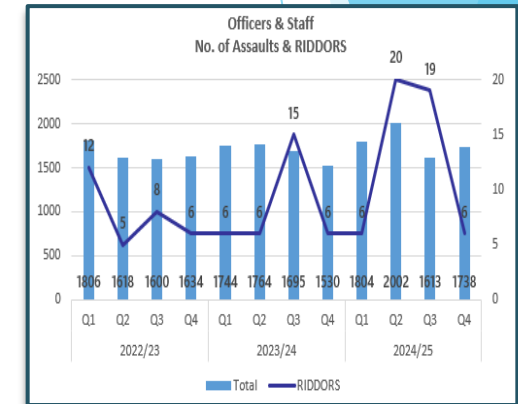
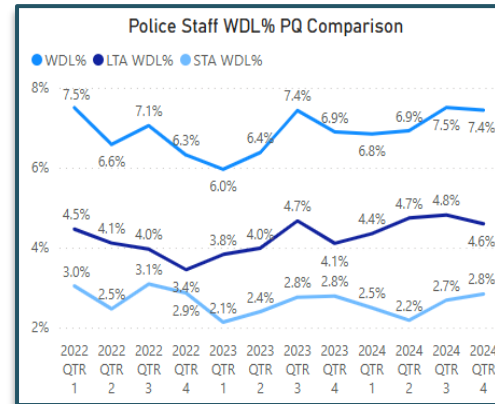
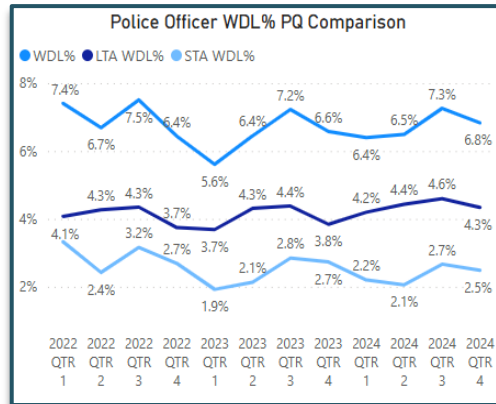
At a Glance - 2024/25 – Q4



OFFICIAL

People Strategy Outcome 1 - We prioritise wellbeing and keep our people safe, protected and well-equipped

Key Data, Trends and Benchmarks



People Strategy Objective 1 - Insight, Analysis & Activity

One of the Chief Constable's top 3 priorities is to support our workforce's wellbeing. Absence levels impact the strength of our workforce.

Managing absence

This quarter records working days lost sitting at 7% organisationally, which is a 0.3% force wide average decrease in working days lost (WDL) in comparison to last quarter. This decrease is recorded in both short- and long-term absences and largely due to a 0.2% reduction in the long-term psychological disorders absences this quarter.

In quarter four, the top three reasons for long term absences (LTAs), for both officers and staff, are psychological disorders, musculoskeletal and miscellaneous. Respiratory illnesses represent the top reason for short term absences.

We continue to work tirelessly to help keep our people healthy, whilst managing absence robustly across the service to support those on sick leave. Work is progressing to develop a more detailed and analytical absence report which will be presented in due course.

Supporting our workforce's wellbeing

Our wellbeing and health & safety teams continue provide a suite of offerings to keep our people healthy and prevent ill-health and injury.. We have invested almost £17 million over four years to support the health and wellbeing of our people. This investment has provided colleagues with an improved employee assistance programme (EAP) and new occupational health services.

In 2024/25, our occupational health service:

- received 5,833 referrals (for reports/reviews of complex cases/further medical evidence);
- provided 3,018 'fit for task' medicals (e.g. for work involving firearms, driving, diving, etc.);
- provided 1,450 assessments (night worker/hearing/psychological); and
- provided 1,418 recruitment medicals.

Our EAP helpline received 1,956 calls and its online portal was accessed 4,427 times. The EAP provided counselling services for 1,104 people. Counselling interventions appear to have led to positive improvements, with 86% of individuals showing an improved global distress score (GDS) from the first of their sessions to the last.

The quarter four Health and Wellbeing report at agenda item 2.1 provides substantive updates against key pieces of work

OFFICIAL

People Strategy Objective 1 - Insight, Analysis & Activity contd...

Policy Prioritisation 2025/26

This year's policy prioritisation assessment has identified several areas for review and development to support the organisations commitment to fair work. We are working jointly with our trade unions and statutory staff associations to reach agreement on a set of enhanced family friendly and equality provisions. Item 3.2 provides details of the proposed policy prioritisation schedule as well as ongoing activity in relation to policy assurance.

We have capacity in 2025/26 to deliver between 10-12 procedure reviews which takes account of potential impacts from P&D restructuring, and commitments to support audit activity. We discuss our priorities frequently with stakeholders and update our review schedule accordingly. We are also exploring the use of technology to increase participation, capture lived experience and hone feedback. Furthermore, we have included recommendations from the independent review group and now ask specific questions as part of our consultation feedback to find out:

- to what extent policies are fair and clear, and that all relevant documents are accessible;
- to what extent any procedure shows our commitment to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best; and
- to what extent contributors believe our procedures to be anti-discriminatory.

Supporting safe working environments and practices

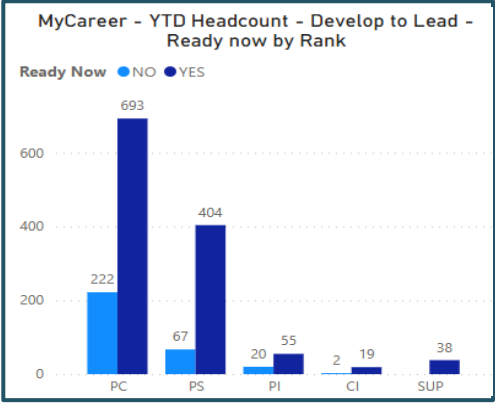
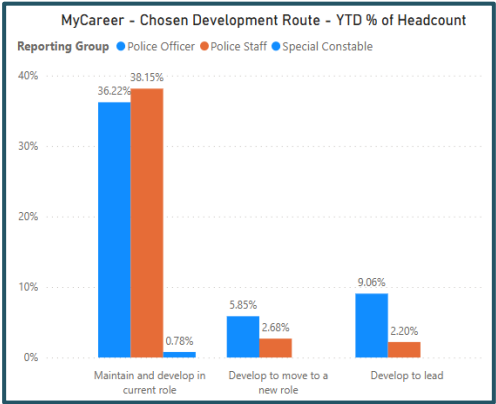
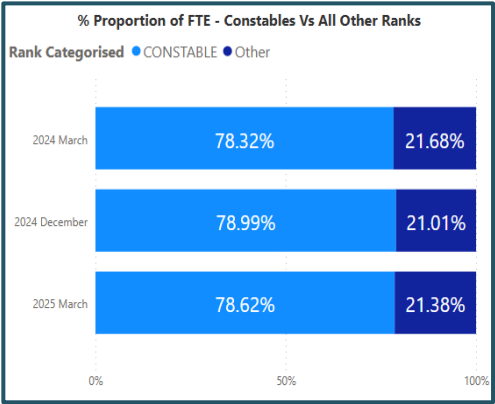
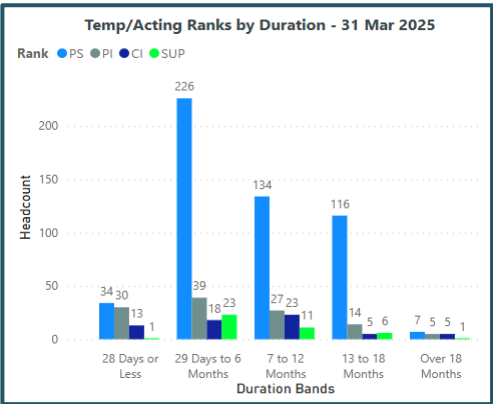
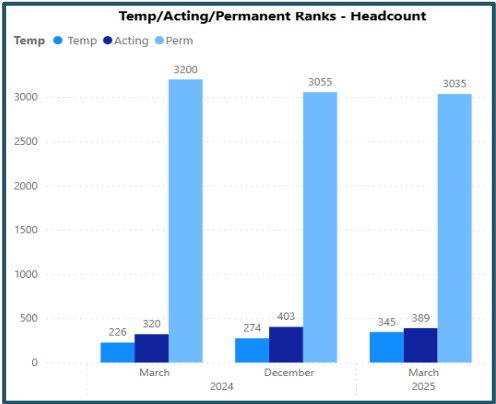
The number of assaults reported in quarter four has increased by 125 from the previous quarter. The average number of assaults recorded this financial year (1789.25) is higher than the average in the previous two financial years. (+124.75 compared with 2022/23 and +106 compared with last year). The increased average across this year is largely driven by a spike in the number of assaults recorded in quarter two. Further detail on this will be available in the Health & Safety Report at agenda item 4.1.

Officer Safety Training (OST)

The percentage of officers and staff with their OST expired has reduced to its lowest point of the year with a 5.02% reduction in comparison to last quarter. This is due to the strategic oversight and management through our people board, and their decision that, as of 1 March 2025, any officer or police staff member who has failed to recertify in the preceding 12-month period will have their authority to deploy in an operational capacity withdrawn.

People Strategy 2 - We support our people to be confident leaders, innovative active contributors and influencers

Key Data, Trends and Benchmarks



People Strategy Objective 2 - Insight, Analysis & Activity

Our people are the driving force behind the success of policing in Scotland. Our people work in high pressure, dynamic environments where they need to demonstrate leadership and sound judgement in challenging circumstances. We understand that keeping our managers fully trained and developed in terms of people skills is of great importance to ensure effective management of our workforce.

Your Leadership Matters (YLM)

YLM phase two continues, concluding quarter two 2025/26 having already been delivered to around 3800 first-line leaders across the organisation. To date, 84% of survey respondents agree they understand what is expected in role modelling the YLM leadership behaviours. Almost three-quarters of respondents agreed that they can apply what they have learned.

Police Management Development Programme (PMDP)

Phase one of the programme, for sergeants and staff equivalent concluded quarter four 2024/25. Recent evaluation data showed:

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

Phases two and three will continue into 2025/26 and 2026/27 and will be for different clusters of ranks, and staff equivalents.

MyCareer

MyCareer, our performance appraisal system, has been in place for two full years and has been monitored on an ongoing basis for uptake, and improvement opportunities. Due to a number of interdependencies work on this has been slower than planned, but continues, to ensure it aligns with evolving plans for leadership development, and recommendations are being considered by the chief officer team. It is anticipated key decisions around the future of MyCareer will be made in quarter one 2025/26.

People Strategy Objective 2 - Insight, Analysis & Activity

National Mentoring Programme Review

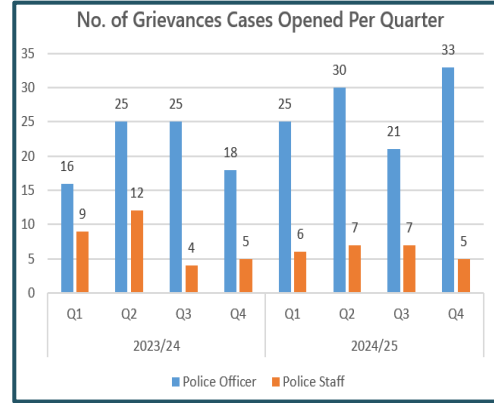
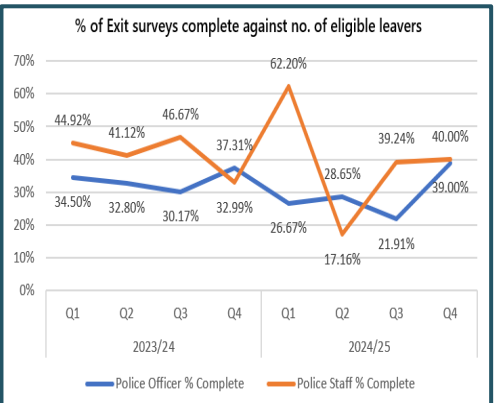
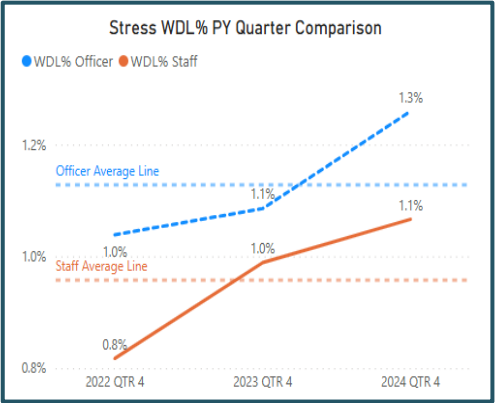
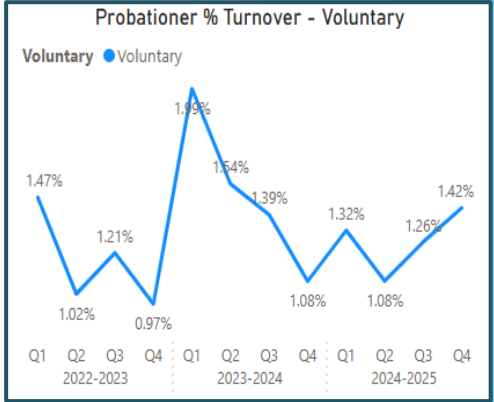
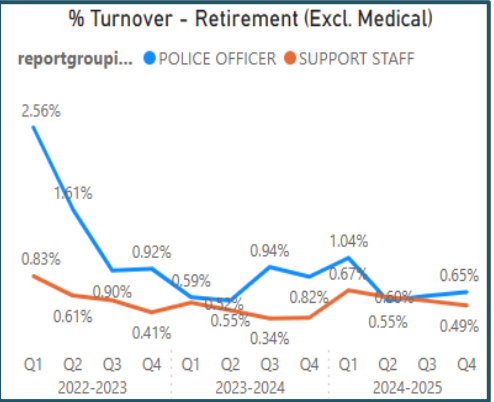
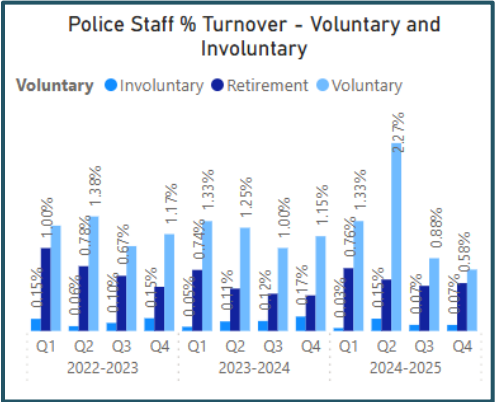
The national mentoring programme was originally implemented in 2018. This review was commissioned to ensure the programme continued to be relevant as an agile development tool. The review started in autumn 2024 and proposals were tabled in April 2025 and approved by force executive.

With the review complete, a refreshed programme will re-launch in quarter two 2025/26. Benefits will include:

- a clearer communication and understanding of what mentoring is, who it is for, and how it works;
- increased mentoring capability by opening opportunities across the whole organisation;
- increased participation in mentoring;
- more effective mentoring relationships through improved selection processes for both mentors and mentees; and
- better identification of the right matches for mentoring relationships.

People Strategy Outcome 3 - Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Key Data, Trends and Benchmarks



People Strategy Objective 3 - Insight, Analysis & Activity

Police staff % voluntary turnover continues to trend downward and is at its lowest point when compared to the previous two years. The fall in voluntary turnover from last quarter is a result of fewer leavers in the 'police staff transfer to police force' category. Police officer turnover remains at a similar level as quarter three for all leaver types.

The % of working days lost (WDL) related to stress sits at 1.3% for officers in the current quarter. Looking at the trend over the same quarter in previous years, the % WDL has been increasing over time, increasing by 0.2% compared to the same time last year. A similar trend is recorded for police staff with year-on-year increases, and a 0.1% increase in comparison to last quarter.

The % of exit surveys completed has continued to increase for police staff this quarter by 0.76%. There has been a significant increase in police officer engagement which has increased by 17.09% increase this quarter. The 39% police officer engagement rate this quarter is the highest of any quarter in the last two years.

Grievance resolution and mediation

In quarter four, 38 new grievance cases were reported, 33 of which were raised by police officers and 5 by police staff. At the end of quarter four, we have 27 trained mediators and a caseload of 19 mediation referrals representing and 16% increase on the previous year. However, we recognise this quarter has the highest number of grievances raised within the last two years.

We continue to adopt and promote a number of interventions to improve grievance handling and outcomes for the organisation and our people, including the Creating a Positive Workplace initiative. Key changes in policy, procedure and approaches have been previously reported to members and we are taking additional steps to enhance their impact including:

- Mediation to be considered in the first instance – when a grievance is raised, individual(s) will be asked to consider mediation in the first instance with supporting contact and material to outline its benefits.
- Creating a Positive Workplace / Resolving workplace issues sections within People Management Development Programme (PMDP) to be reviewed to enhance knowledge and understanding of our mediation facility. We will explore the introduction of an additional section focused on handling challenging conversations.
- The Police Leadership Development Programme (PLDP) will be updated to mirror the PMDP in relation to grievance and mediation content.
- A standalone module on grievances and workplace issues will be included within the Senior Leaders PMDP which is currently in development. This module will include a mediation focus as well as a conflict resolution strategy and training on handling grievances and grievance appeals.

People Strategy Objective 3 - Insight, Analysis & Activity

Policing Together

On 16 April 2025, the Supreme Court delivered a ruling that the legal definition of a woman, for the purposes of the Equalities Act, is based on biological sex.

Police Scotland had already established a review to consider the terminology and recording practices we use to collect and record sex and gender data and recommend improvements. This review was also considering our guidance, policies and procedures within our organisation, to ensure that they are aligned to our values, comply with equality, human rights and data protection laws and meet our operational requirements.

This important review work will now also consider the Supreme Court judgment as well as revised national guidance and updates to the Equalities and Human Rights Commission's Code of Conduct. We, like many other public bodies will need time to consider the full implications of the court's decision and we will continue to engage with a range of stakeholders, associations and legal experts throughout the course of our ongoing review.

The wellbeing of all our people is of the utmost importance and we are reminding colleagues impacted by this decision of the support available to them through line management, staff associations and trade unions as well as our 24/7 EAP.

Revised Joint Equality Outcomes

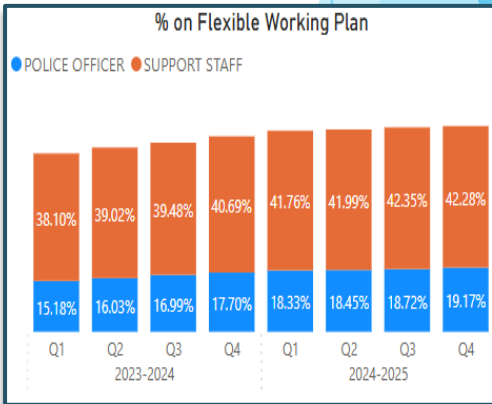
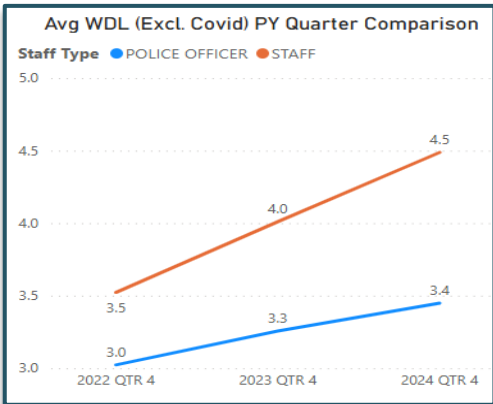
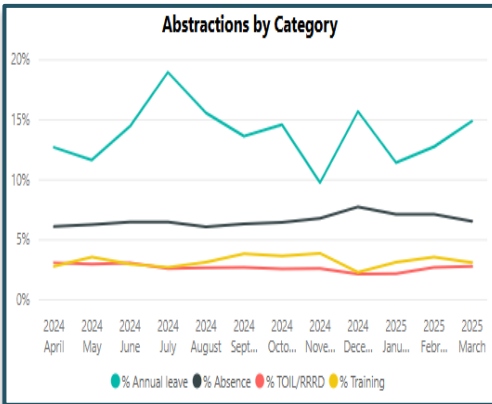
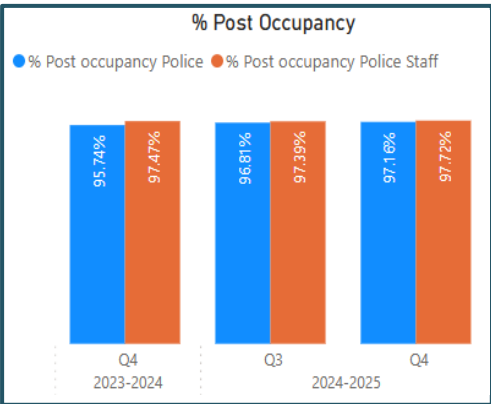
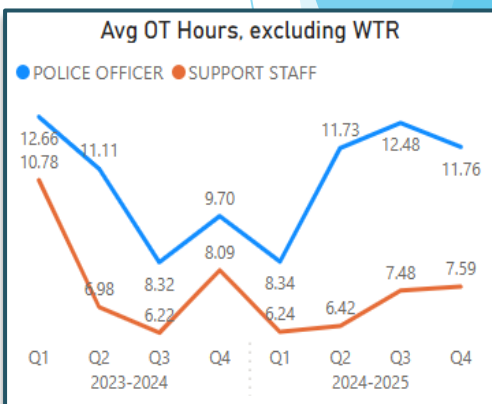
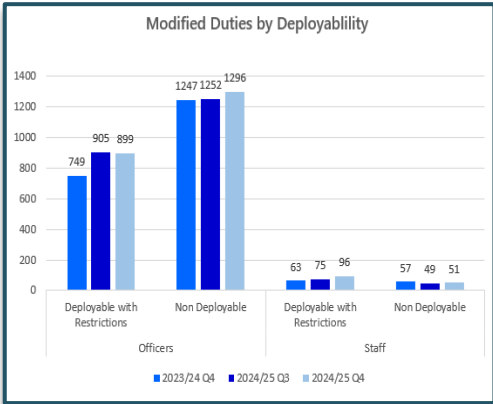
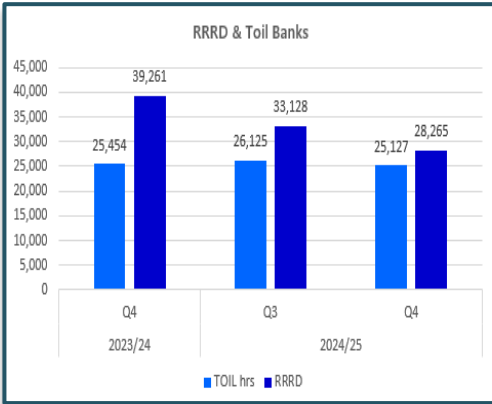
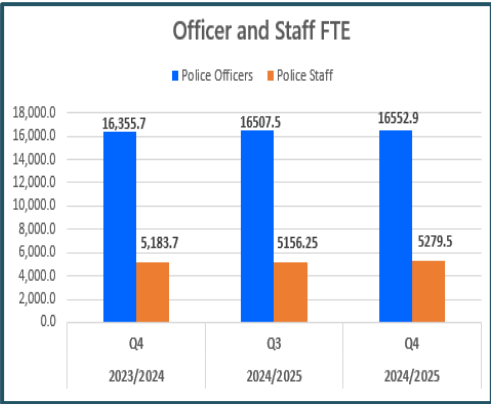
Our force values of integrity, fairness and respect and upholding human rights remain central to all our decision making and on 30 April 2025, we published our employment equality outcomes :

- By 2029, minoritised groups are better represented in policing, have an improved colleague voice and our decisions are informed by workforce data and insights.
- By 2029, minoritised groups have an improved colleague experience through the enhanced equality, diversity and inclusion (ED&I) knowledge, skills and behaviours of our leaders.
- By 2029, minoritised groups have their needs met more proactively through improved accessibility, flexibility, and resources.

These were drafted based on findings from our research and engagement with key stakeholders. This work ensures that Police Scotland and SPA are working towards the same equality, diversity and inclusion (ED&I) priorities and outcomes across policing in Scotland. It also means that we are meeting the legal requirement to publish a set of equality outcomes at least every four years and report progress every two years.

SWP Outcome 1- We design our organisation and organise our workforce to create capacity and efficiency

Key Data, Trends and Benchmarks



SWP Outcome 1 - Insight, Analysis & Activity

Police Scotland operates in a challenging, and often uncertain, external environment which places significant pressure and demand upon our people and resources. As such, it is crucial that we design and organise our workforce to create capacity and efficiency.

Through our organisational three-year transformation roadmap known as 'Operation Evolve', we continue to drive a comprehensive and coherent programme of work to implement and embed our target operating model (PS-TOM). The PS-TOM was approved by the chief constable in December 2024 and is now published on the service intranet where it is supporting change and decision making at an organisational and local level. We now move towards an implementation phase where business areas are developing their local TOMs in alignment with the overarching PS-TOM.

'Time off in lieu' (TOIL) & 're-rostered rest-days' (RRRD)

The graphs in slide 12 show that both TOIL & RRRD banks have decreased in comparison to the previous quarter and quarter four of the previous year. This is partly attributable to revised management of RRRDs to ensure that all re-rostered rest days are now managed in line with Regulations, meaning that they must be re-rostered within 4 days. There are also Op Evolve / Force Mobilisation projects being delivered which will directly and positively impact on TOIL and RRRD as they are implemented.

Force Mobilisation Project - Body Worn Video Camera

Police officers equipped with body worn video cameras were on duty in Tayside on 26 March 2025, signalling the start of an 18-month national roll out across Scotland. Around 750 Tayside (D) Division officers, including road policing officers and dog handlers have been equipped with the new devices. The equipment can help to de-escalate incidents and improve public trust in policing, but it will also improve the quality of evidence presented in court to deliver faster justice for victims and reduce time spent at court for victims, witnesses and police officers.

Force Mobilisation Project – Seven Day Shift Pattern

The phased, formal consultation on the seven-day shift pattern (7DSP) to support the Force Mobilisation Model (FMM) has begun with officers from Operational Support Division (OSD). The consultation, which is being facilitated by the Scottish Police Federation (SPF) began on 10 March and concluded on 18 April. This was followed by a two-week review of the consultation to assess feedback.

It is anticipated that the 7DSP will go live for OSD officers in early June. The aim is to improve service to local communities and improve officer wellbeing through reducing the impact of cancelled rest days.

SWP Outcome 1 - Insight, Analysis & Activity

Ensuring our officers with duty modifications are meaningfully deployed

In order to ensure we have a flexible and agile workforce that operates to create capacity and efficiency, we continue to manage individuals who require modifications to their duties in a way that meets the needs of both the individual and the organisation.

Slide 12 shows the number of non-deployable officers and staff on modified duties have increased by 44 and two respectively compared with the previous quarter. This can be attributed to a variety of issues such as aging workforce, movement of officers from deployable with restrictions to non-deployable due to further health deterioration and impact of NHS waiting times to provide the officers with corrective surgery.

Whilst we recognise the increase, over the last quarter, approximately 520 officers were recorded as requiring some sort of modification, however, the net increase is only 44 officers categorised as non-deployable. The physical demands, short term injuries, changing requirements of support, demonstrate significant movement in this space, whereupon the majority of officers are returned to duty.

In addition, the impact of Force Mobilisation Model is now starting to surface, where officers in anticipation are now seeking to be categorised with a modification to accurately reflect their current situation.

Our work to strengthen frontline policing is also being supported through a review of officer role profiles to redeploy officers to roles which make best use of their training, knowledge and skills. A consultancy firm (Skills for Justice) has been appointed following a procurement exercise and are now working to develop a suite of police officer profiles. The next steps include role templates being reviewed and people and development engaging with divisions for them to identify the key skills that are related to policing establishment.

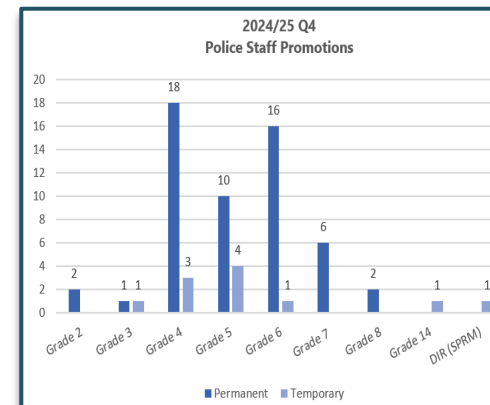
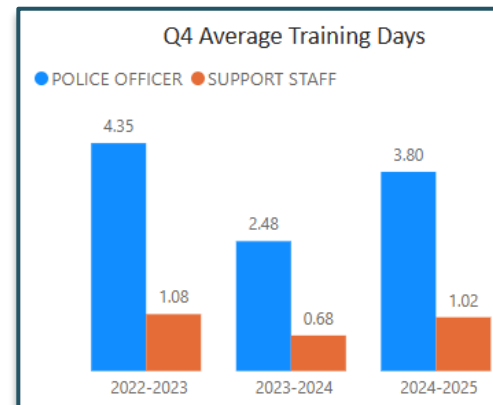
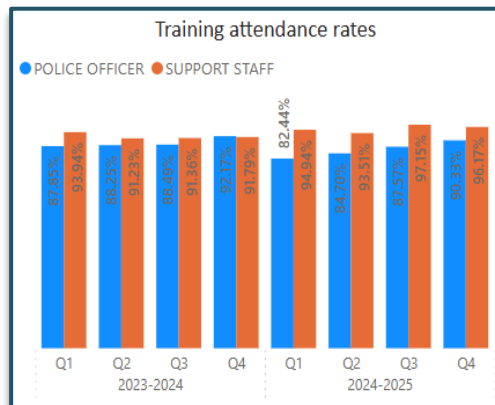
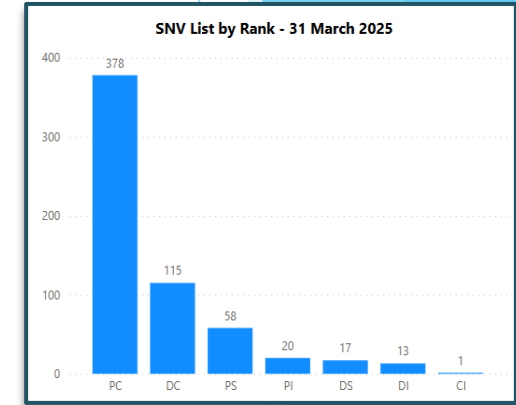
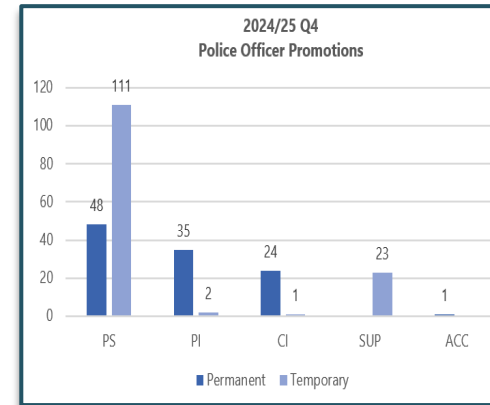
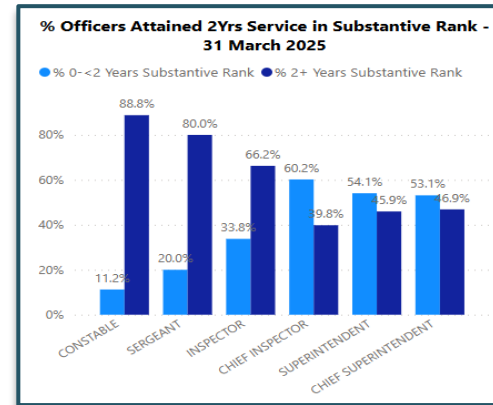
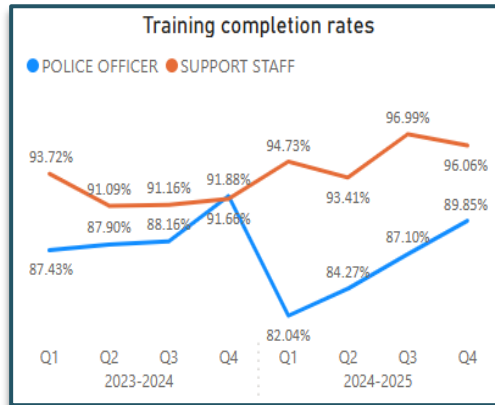
Civilianisation

Work has continued this quarter to civilianise Contact Centre, Firearms Licencing and Investigation roles which will release officers from these roles back to front line policing roles. We are recruiting for police staff in firearms licensing, which will release 32 police officers back to local policing. We plan for a further uplift of 30 police staff in the future, and further remodelling of the function. At the end stage, we should release 58 dedicated and approximately 300 non-dedicated police officer firearms enquiry officers from the function, in a phased approach.

We are also carrying out a rebalancing of the workforce mix within our contact centres. Phase one (replacing 25 constable posts and 10 sergeant posts with 25 staff posts) was completed this quarter. It is expected that phase two (replacing a further 50 constables and 20 sergeants with 50 staff posts) will be complete by quarter four 2025/26.

SWP Outcome 2 - We are clear on the skills, capabilities and experiences we need

Key Data, Trends and Benchmarks



SWP Outcome 2 - Insight, Analysis & Activity

We are continuing to evolve the skill profile of our workforce to ensure the organisation has the skills, capabilities and experiences needed now, and those we can predict we will need in the future. We are doing this by working in collaboration with colleagues, trade unions, and our staff associations, ensuring we have clarity on the skills required for our organisation. Police Scotland continues to deliver a significant agenda of organisational training and development across both officers and staff, and we have considerably accelerated our investment in our leaders.

On slide 15, our quarter four data shows the average number of days training (including online training) for police officers and staff has increased when compared to the same quarter last year. For police officers, they have risen by 1.32 days (65%) and by 0.34 days (67%) for police staff.

Training attendance rates for police officers have been trending upwards across the year. While acknowledging a slight dip in rates compared with the quarter three, officer training completion rates have improved significantly in comparison with the same time last year (+4.18%). Police staff training attendance rates are slightly down on the previous quarter (-0.98%) but have increased significantly compared the same period last year (+4.38%). Training completion rates for police staff have trended upwards throughout the year from 82.04% in quarter one to 89.85% this quarter (+7.81%).

Training and development which reflects future skills need

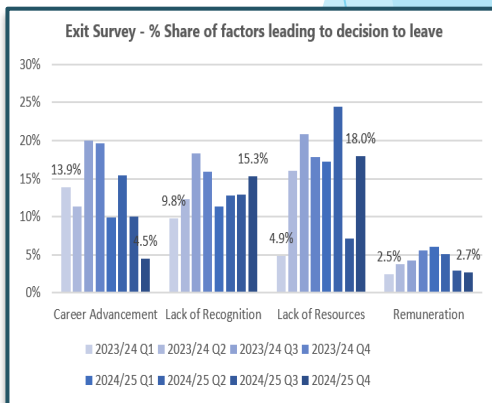
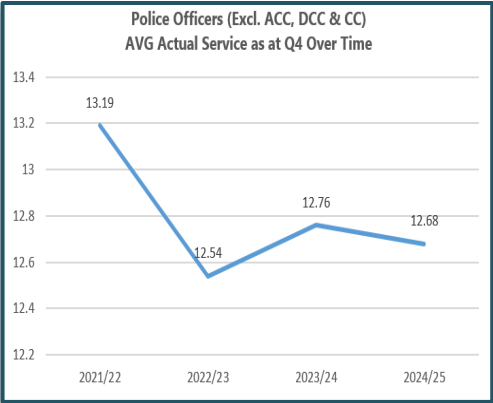
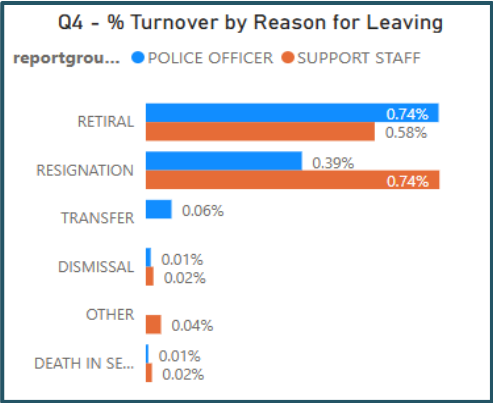
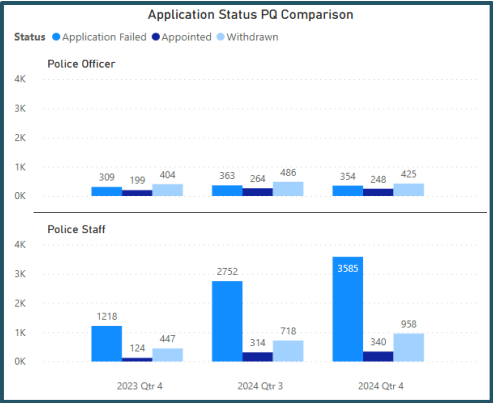
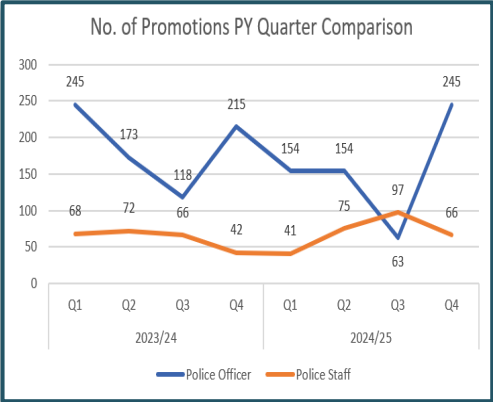
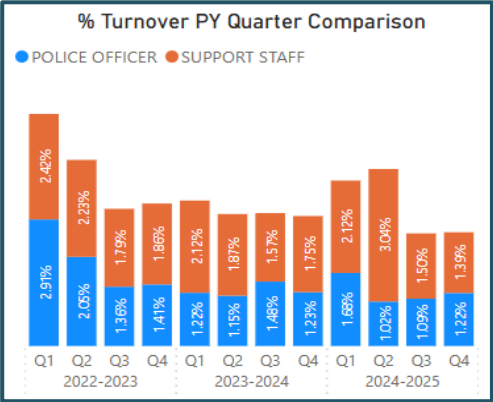
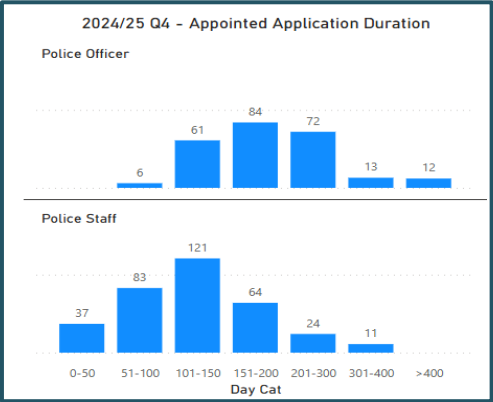
A three-year learning and development plan has been developed to replace the draft Learning & Development Strategy. The plan focuses on the underpinning infrastructure rather than front end delivery of L&D products. Priorities within the plan are:

- structure;
- governance and prioritisation;
- protected time for learning;
- role requirements;
- virtual instructor-led training;
- and a continuous professional development (CPD) platform.

The first two priorities have been the main area of focus this financial year, with recent approval to progress implementation of a centralised training function and enhancement of governance processes to support this. Most activity will take place in years two and three.

SWP Outcome 3 - We attract and retain suitable talent

Key Data, Trends and Benchmarks



SWP Outcome 3 - Insight, Analysis & Activity

Slide 12 shows that both officer and staff FTE is at its highest point when compared against the previous quarter and quarter four of the previous year. The arrival of 252 probationers since last quarter has increased officer numbers by 45.5FTE and staff have increased by 123.25 FTE in comparison to the previous quarter.

The majority of staff recruits this quarter are to our finance and ICT departments within Corporate Services however, 12 police staff have been recruited to Safer Communities & Scottish Violence Reduction Unit subdivisions within Policing Together division. Their support will help us to deliver an approach to mental health distress and crisis that provides people in need with the right support from the right agency, at the right time.

Increasing our candidate pipeline

In September 2024, we launched our new recruitment brand with the core message ‘A Job Like No Other’. This has been supported with a range of officer-led videos telling stories of what made them decide to join Police Scotland along with improvements to our recruitment website.

The data below shows trends in relation to applications, with these currently tracking higher than 2023/24 when there was no advertising campaign, and at a similar level to 2022/23 when there was a marketing campaign.

Year	App nos.	Per Day Equiv	Supported advertising
2022/23	3,841	10.52	National advertising campaign
2023/24	3,189	8.74	No advertising campaign
2024/25 Q1	901	9.9	No advertising campaign
2024/25 Q2	960	10.5	National Advertising campaign
2024/25 Q3	945	10.4	National Advertising campaign

Work is now focused on developing an employee value proposition (EVP) which will emphasise the benefits, rewards and job satisfaction elements of working in Police Scotland in our communications. It will also provide clarity on both salary and pensions benefits.

Recent reporting to people committee, in February 2025, illustrated an increased proportion of applications from black and minority ethnic (BME) and disabled candidates when compared with the previous two years, which demonstrates that our Positive Action Team is having a positive impact across protected characteristics. Applications rates from an equality, diversity and inclusion perspective are outlined in the next slide

SWP Outcome 3 - Insight, Analysis & Activity

	22/23	23/24	Current Year
Female	31%	30.6%	29%
BME	4.9%	5.7%	6.9%
WME	5.4%	6.9%	5.8%
Disabled	2.8%	3.5%	3.9%
LGBO	8.76%	7.9%	7.5%

There will remain a continued focus on the attraction, engagement, support and encouragement of female candidates, acknowledging applications from female candidates is proportionately down on previous years. The recruitment team will also continue to provide consistent and meaningful engagement and implementation of reasonable adjustment considerations to potential candidates, where appropriate.

As shown on slide 17, for applications appointed within the current quarter, most appointed police staff applications took less than 150 days until appointment. In contrast police officer recruitment, which is typically a longer process, an application would typically take at least 150 days until an officer is appointed. The thematic report on Recruitment, Selection, Promotion and Succession Planning presented to committee members in February highlighted there are complex challenges with regards to vetting and medical referrals which impact on our time to hire. However, vetting staff levels have increased, and an independent review of medical standards has been carried out with improvement activity identified.

Promotions

Police officer promotions have increased significantly since the previous quarter (+182FTE since previous quarter). Sergeant promotions have largely contributed to this increase with 86 new Sergeants & 25 new Detective Sergeants. We are continuing to develop and improve our promotions process following the HMICS inspection into organisational culture and through listening to feedback from our people.

Two feedback surveys are in use, designed to gather feedback from assessors and candidates to understand their experience of the process. In response to feedback, we have delivered promotion workshops with senior leaders from across Police Scotland, along with Scottish Police Federation (SPF) and Association of Scottish Police Superintendents (ASPS) representatives. This has enabled us to discuss feedback around promotion and gather suggestions to improve candidate and assessor experiences. As a result, we are working on improvements including:

- introducing supporting officers to engage in the promotion process by establishing an intuitive and easily accessible intranet page. (To be launched later in 2025 following stakeholder engagement.)
- developing a new path to promotion, separate from our MyCareer appraisal system, to enable a streamlined promotion application process for candidates.
- amending the appeal process so that it aligns with the College of Policing's process.
- improving communications with senior leaders, managers, and stakeholders to help manage and set realistic expectations for applicants and candidates.