



Meeting	SPA People Committee
Date	28 August 2025
Location	Webex
Title of Paper	Q1 Workforce Strategic Dashboard
Presented By	Director of People and Development, Katy Miller
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – 2025/26 Q1 Strategic Dashboard

PURPOSE

The purpose of this report is to provide Members with an update on the Police Scotland workforce as at Q1 of financial year 2025/26.

1. BACKGROUND

- 1.1 The attached report is the fifth 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.

2. FURTHER DETAIL ON REPORTING TOPIC

- 2.1 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 In the transitionary phase prior to the full People Committee reset in August 2026, our intention is to maintain these quarterly strategic dashboards with incremental improvements. The first of these changes is inclusion of SPA data within strategic dashboards to demonstrate a whole workforce position. The dashboard will also start to replace task reporting with high level insights and the introduction of thematic reports will provide a more in-depth analysis of specific focus areas, which will be signposted from the dashboard.
- 2.3 The strategic dashboard at Appendix A covers the period 01 April 2025 to 30 June 2025. All data is correct at the published date. Data on other reports to this Committee may differ. This is because the data is extracted at different times from Police Scotland internal systems. These systems are dynamic and continuously updated as information is refreshed, explaining data differences in reporting.
- 2.4 The activity contained within the report continues to 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.
- 2.5 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

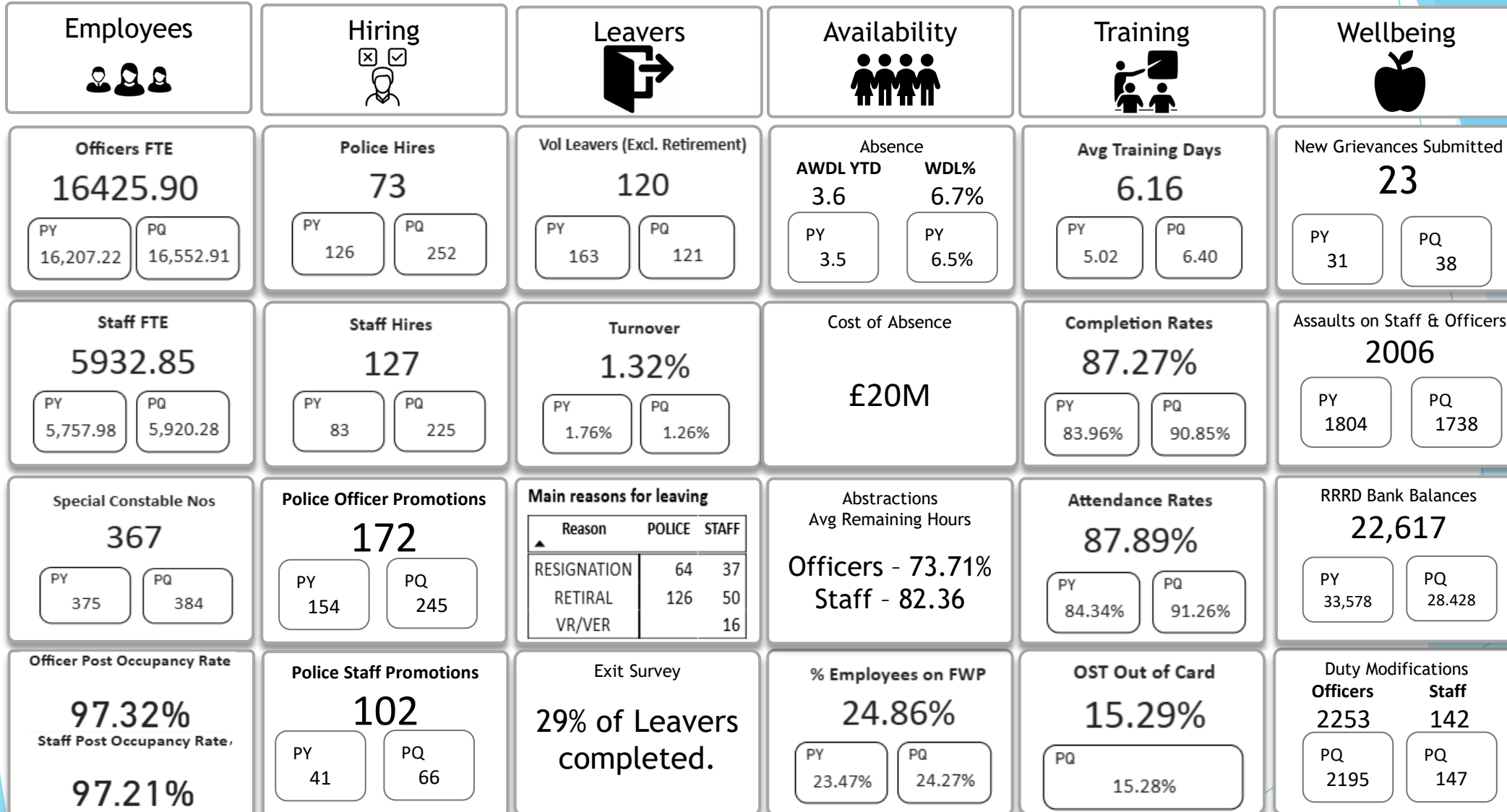
Members are invited to discuss the content of this paper.

Appendix A

Police Scotland Strategic Dashboard

Quarter 1 2025/26

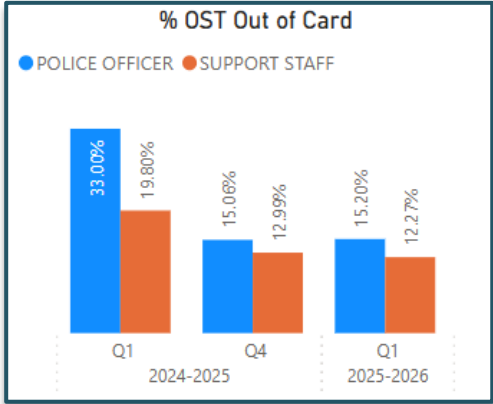
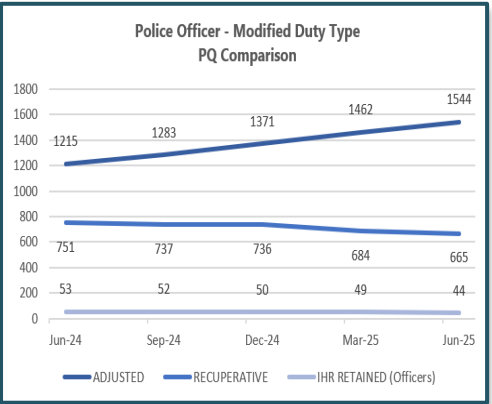
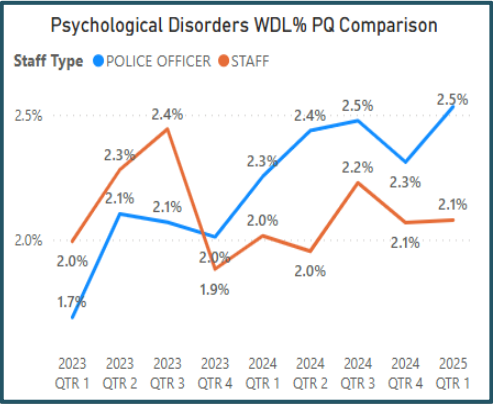
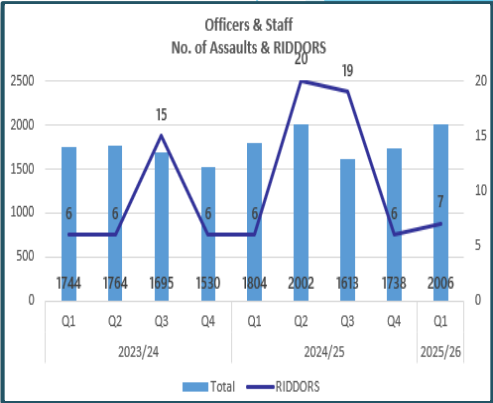
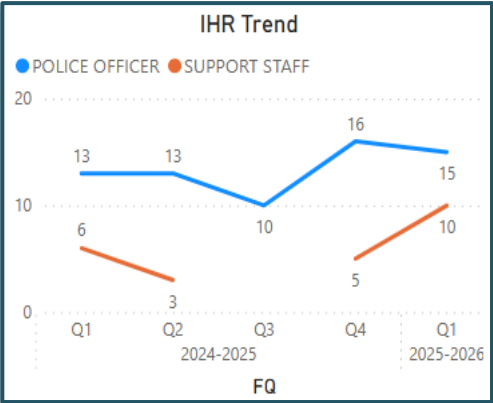
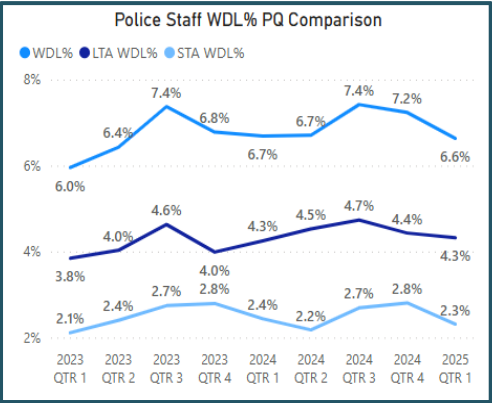
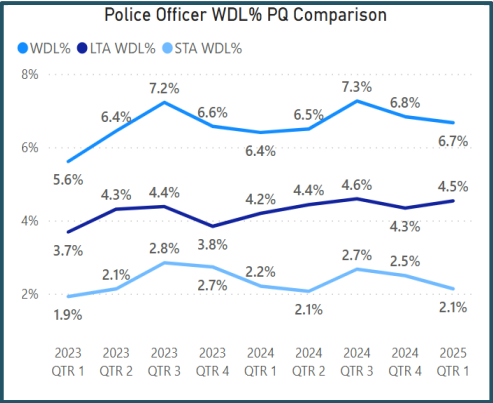
At a Glance - 2025/26 – Q1



OFFICIAL

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

Key Data, Trends and Benchmarks



People Strategy Outcome 1 - Insight, Analysis & Activity

Key Points to Note

Absence

- This quarter records a 0.3% decrease in working days lost (WDL) in comparison to last quarter. This decrease is attributed to a reduction in short term absence (STA) by 0.4%, with total STA WDL% now 2.2%. This reduction is represented by a 0.4% decrease in Cold / Flu absences. Long term absence (LTA) has increased by 0.1% in total over the same period. Absences relating to Psychological Disorders and Miscellaneous have both recorded increases representing 2.1% and 0.8% of the 4.5% total LTA WDL%.
- In Q1, the top 3 reasons for WDL, for both employee types, are Psychological Disorders, Musculo-skeletal and Miscellaneous.

Wellbeing

- The number of assaults reported in Q1 2025/26 has continued to increase since Q3 2024/25, with this quarter recording 2006 assaults, a 15.4% increase on last quarter. Despite this increase, RIDDORs have only increased by 1, from 6 to 7 reported.

Operational Safety Training

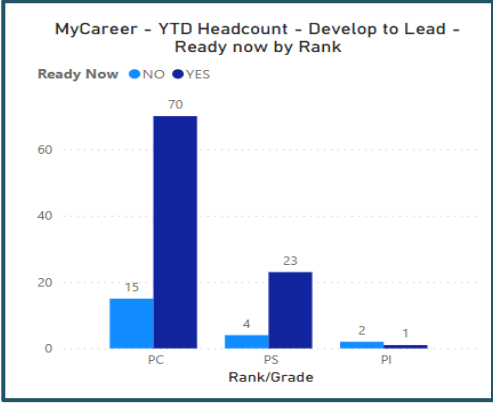
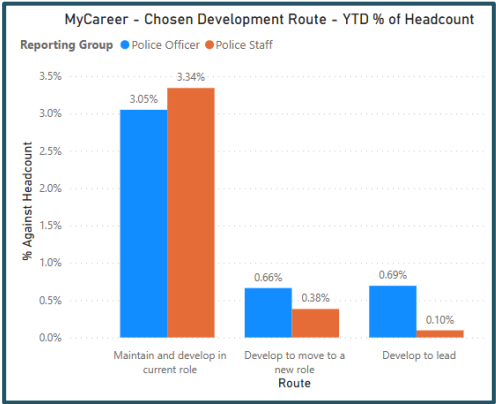
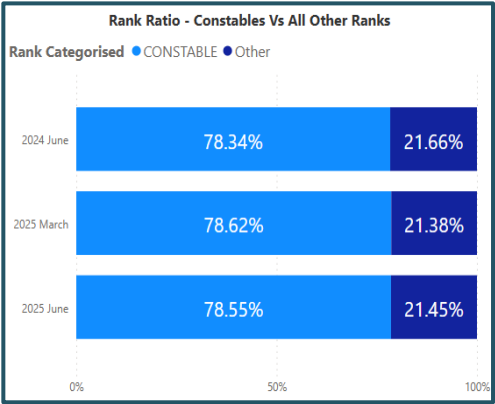
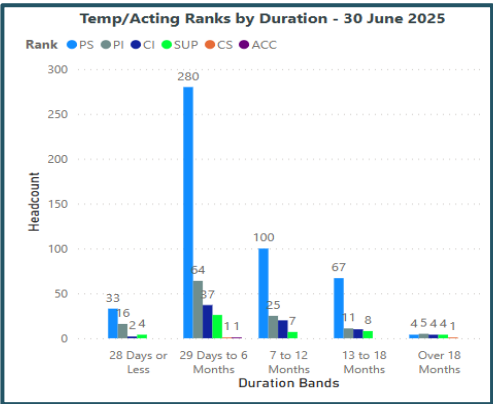
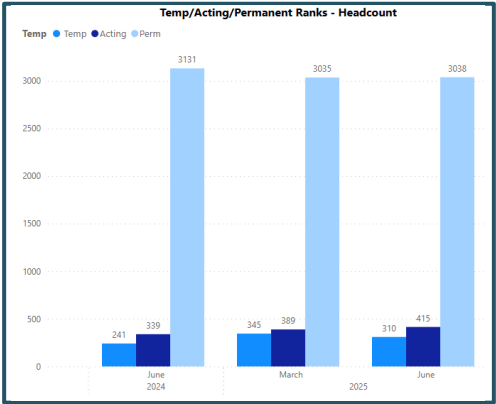
- The percentage of officers and staff with their Officer Safety Training (OST) out of card has remained at a similar level to the previous quarter, with a slight increase for officers being recorded and a decrease for staff. In comparison to Q1 2024/25, the current % of officers out of card represents a 53.9% decrease, from previously being 33%.

Thematic Reporting

- Agenda item 2.1 will provide more detail on absence, officer assaults, and our organisational response.
- Duty modifications is subject to a paper tabled at agenda item 3.2
- Agenda item 3.4 will provide more information on OST, responding to action PC-20250603- 002.

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

Key Data, Trends and Benchmarks



People Strategy Outcome 2 - Insight, Analysis & Activity

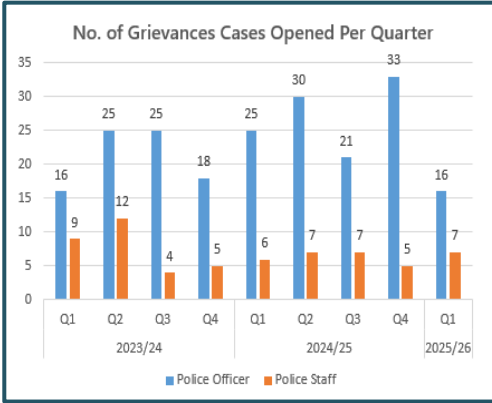
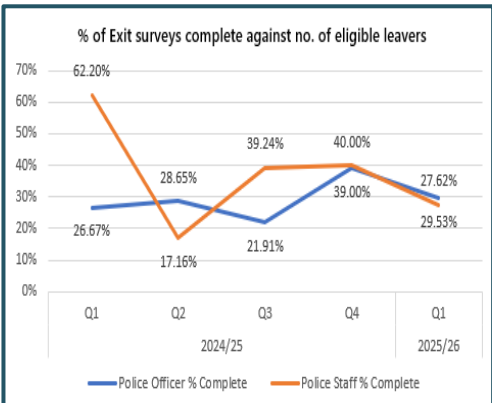
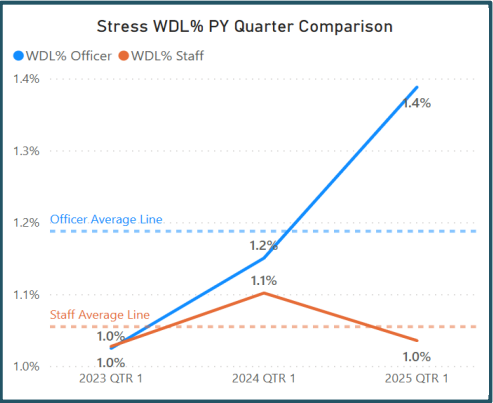
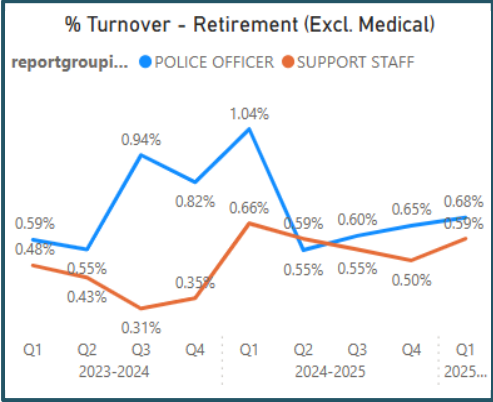
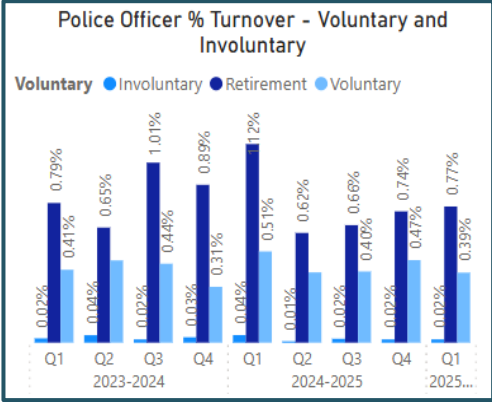
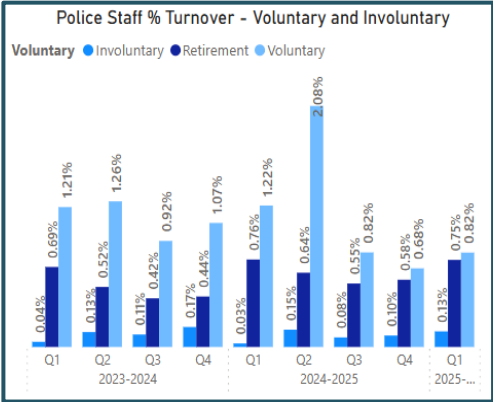
Key Points to Note

Thematic Reporting

- Agenda item 3.4 provides a strategic thematic report on learning, training and development, and leadership and talent. This paper will offer narrative to provide some context to data in this section.

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 Outcome 3 - Insight, Analysis & Activity

Key Points to Note

Turnover

- Staff turnover has increased for both voluntary, involuntary and for retirements in comparison to previous quarter. A 0.26% increase in comparison to no voluntary redundancies last quarter has the largest impact for this category. Involuntary increases are recorded as a result of 0.04% increase in dismissals and a 0.08% and 0.09% increase in the categories 'Medical' and 'Pension' respectively responsible for this recorded increase for retirements.
- For police officer turnover, a 0.06% reduction in resignations for personal reasons and 0.04% reduction in resignations relating to transferring to another force are the leading factors in an overall 0.8% reduction in voluntary turnover for this cohort. Probationer turnover continues to rise since Q2 2024/25 with an increase of 0.07% increase on last quarter, though this is still 25% lower than the recorded probationer turnover in comparison to the same time last year.

Stress Impact

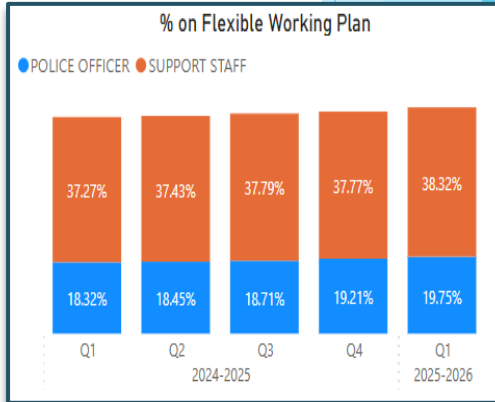
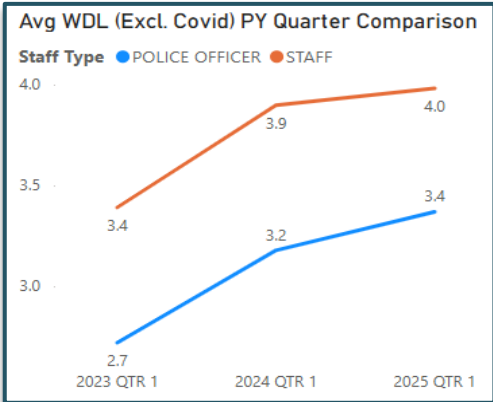
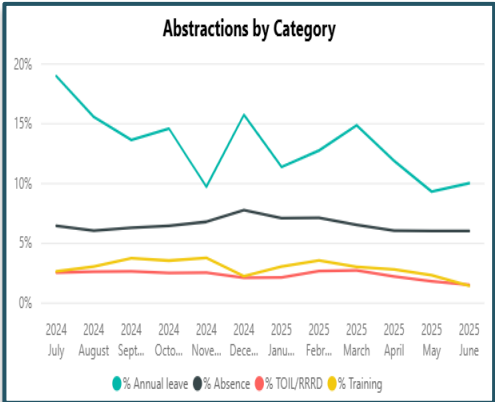
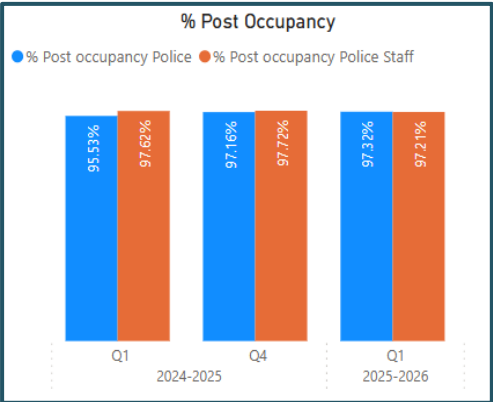
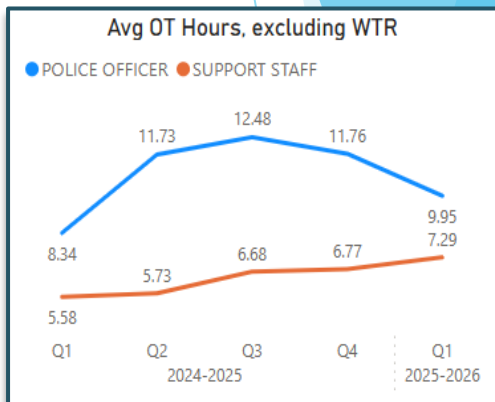
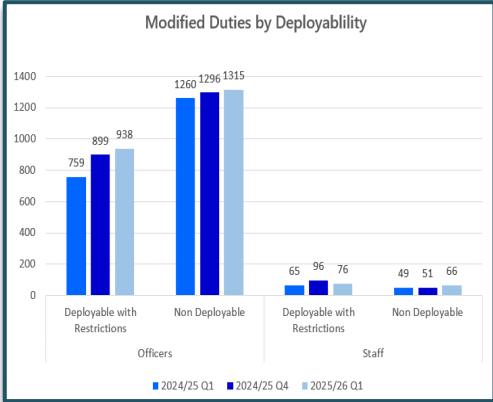
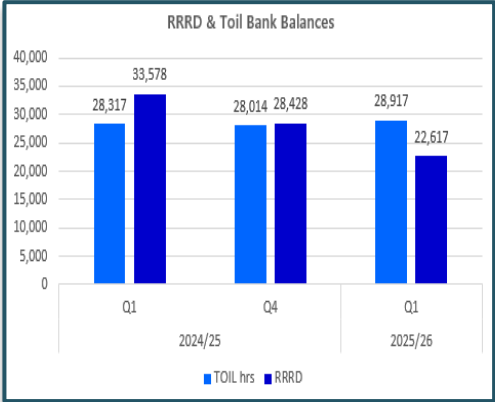
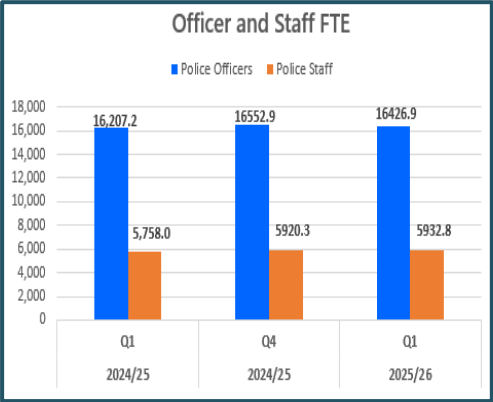
- The % of WDL related to stress sits at 1.4% for officers in the current quarter. Looking at the trend over the same quarter in previous years, the % WDL has been increasing over time, increasing by 0.2% in compared to the same time last year. For police staff, looking at year-on-year changes, although only a 0.1% decrease in comparison to last year, we are now at same level as recorded in 2023/24. More specifically; Tayside Division (D Division), Renfrewshire and Inverclyde Division (K Division) & Ayrshire Division (U Division) recorded the highest WDL% relating to stress for over the force-wide figure of 1%, though smaller cohorts of staff should be noted in these divisions.

Thematic Reporting

- Agenda item 2.1 will provide more detail on absence, and our organisational response.
- Agenda items 3.6 – Fair Work Annual Report and 3.7 – Bi-annual Policing Together Update offers significant detail about the progress Police Scotland is making toward this strategic objective.

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

Key Points to Note

Workforce Capacity

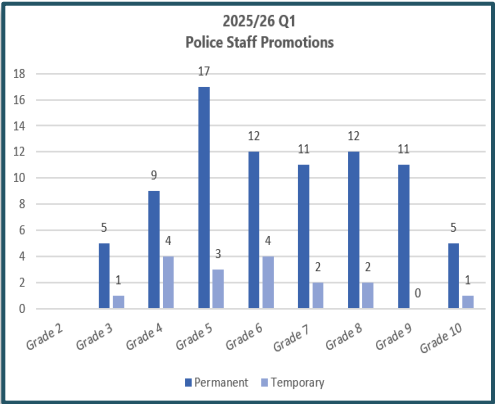
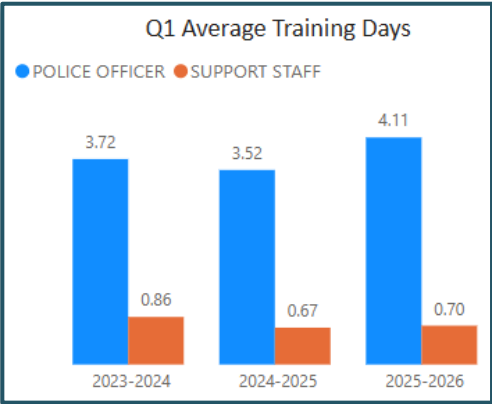
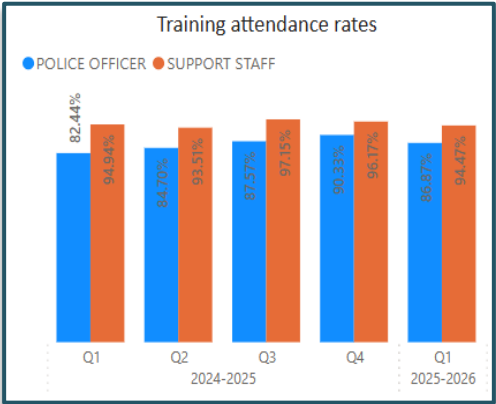
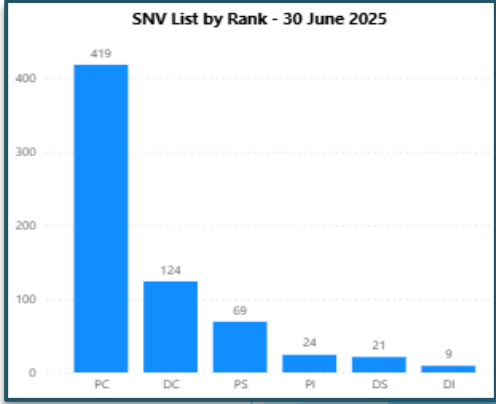
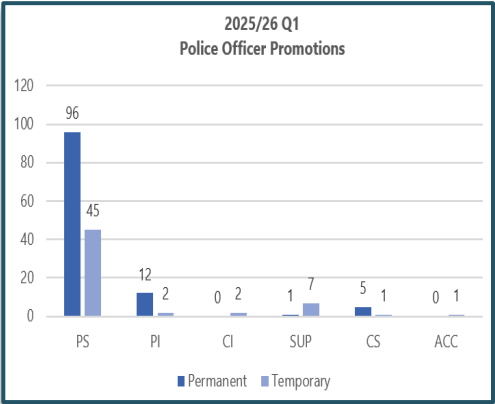
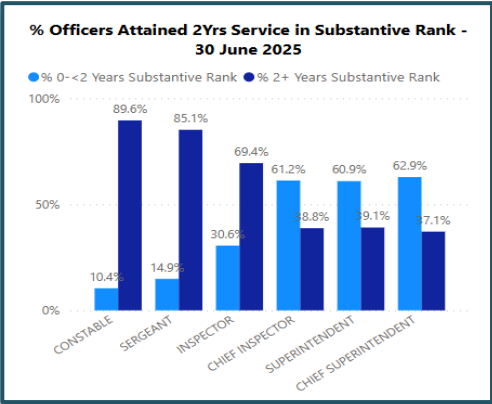
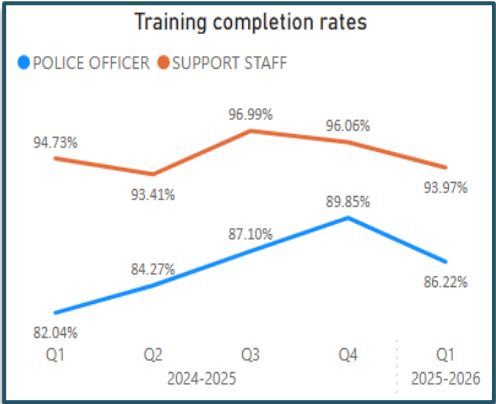
- Officer full-time equivalent (FTE) has fallen in comparison to the previous quarter by 126 FTE. This reduction is partly as a result of turnover and a smaller intake of 73 new constables (68 in May and 5 in June) being appointed within Q1. Staff FTE has increased by 0.2% in comparison to last quarter, however in comparison to Q1 2024/25 the current staff FTE represents a 3% increase in total FTE.
- The number of non-deployable officers and staff on modified duties have increased for both employee types whilst also recording a decrease in staff categorised as deployable with restrictions.

Thematic Reporting

- Duty modifications is subject to a paper tabled at item 3.2

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

Key Points to Note

Training

- The average number of days training (which takes account of online training) for police officers have increased in comparison to the position at the same time last quarter.
- Training completion rates have fallen for both employee cohorts based in comparison to Q4.

Development

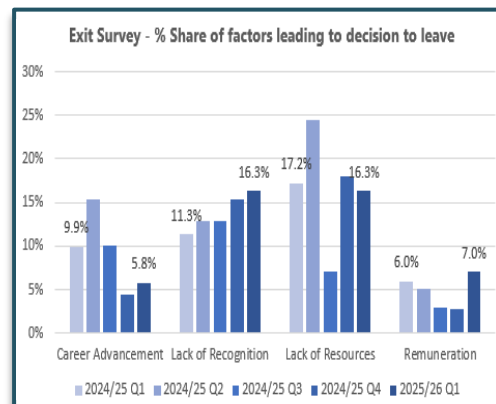
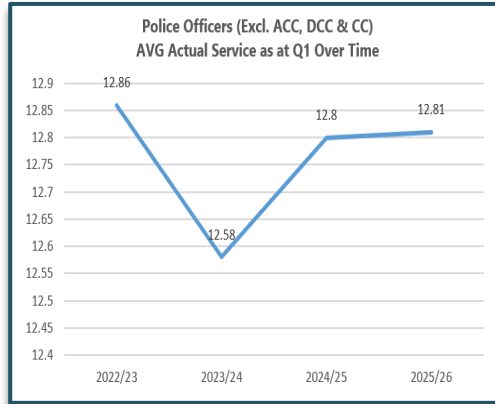
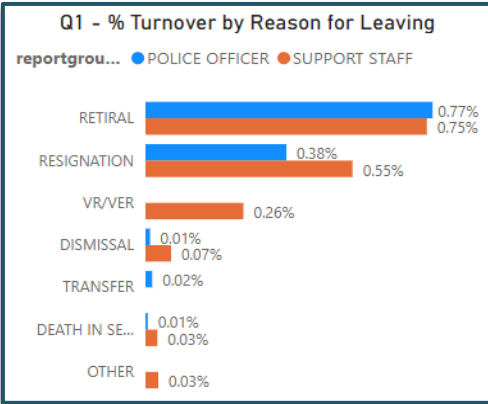
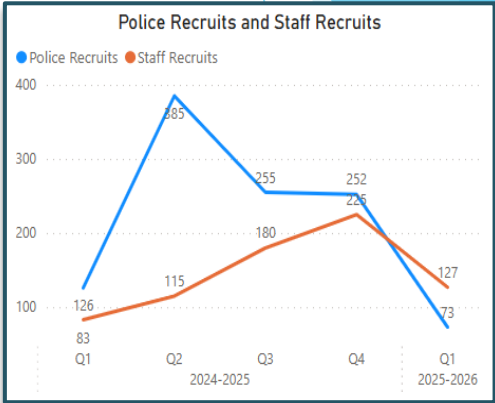
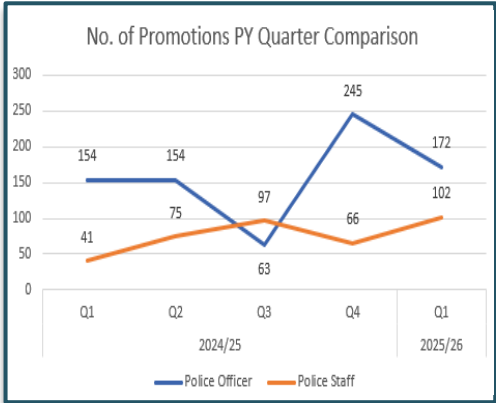
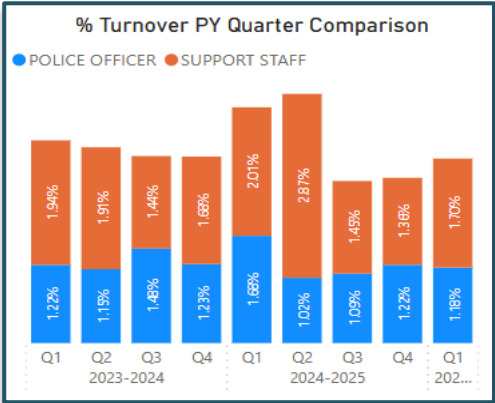
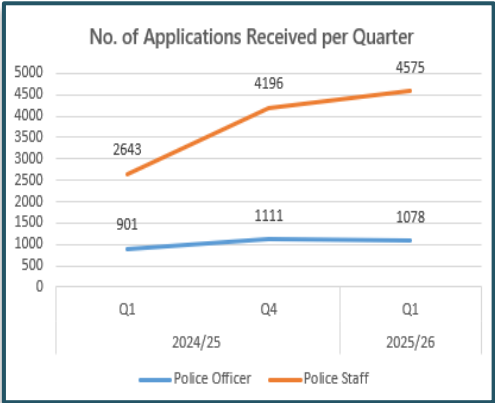
- Looking at the information being captured from MyCareer discussions it is recorded that training is the most commonly chosen selected development for both police officers and staff so far in the 2025/26 cycle.

Thematic Reporting

- Agenda item 3.3 provides a strategic thematic report on learning, training and development, and leadership and talent. This paper will offer narrative to provide some context to data in this section.
- Police driver training is also the subject of a paper at item 3.5.

SWP Outcome 3 - We attract and retain suitable talent

Key Data, Trends and Benchmarks



SWP Outcome 3 - Insight, Analysis & Activity

Key Points to Note

Promotions

- Staff promotions have increased by 54.5% on previous quarter. The subdivision largely responsible for these increases are Human Resources as a result of restructure. An increase in promotions from previous quarter were also recorded in Governance Audit and Assurance and Forensic Services.

Thematic Reporting

- A report has been requested by this committee that provides an understanding of work currently being done in respect of Special Constables and to explain what the ambition is in this area. This is scheduled for December 2025 Committee.