

<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>23 June 2022</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Police Workforce Annual Report</b>
<b>Presented By</b>	<b>Jude Helliker, Director of People and Development</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A – Annual People Report 2021/22</b>

**PURPOSE**

The purpose of this report is to provide Members with an update on Police Scotland workforce as at the end of the Financial Year, 2021/22

Members are invited to discuss the contents of this report.

**1. BACKGROUND**

- 1.1 In order to better inform Members of the position of Police Scotland's workforce in terms of changes, trends and comparisons against similar organisations the following Annual Workforce Report has been compiled.
- 1.2 This is the third report of this type in this new format and continues to evolve following feedback from Members in terms of suitability, content and detail.

**2. FURTHER DETAIL ON THE REPORT TOPIC**

- 2.1 Overall, 2021/22 was not a typical year for the workforce. The continued impact of COVID 19 on both absence and availability, the hosting of COP26 and changes to police pension regulations all have impacted in various ways which is evident in the data.
- 2.2 Officer numbers are currently lower than normal point due to a delayed probationer intake (intake would normally be 28 March 2022 but was delayed to 18 April 2022 as officers were taken out of training to boost front line availability for a matter of weeks). This was directly attributable to the following:
- High levels of COVID absences during the autumn and winter requiring the deployment of probationers to maintain operational resilience.
  - COP26 requiring the training facility as a staging post
  - A larger than normal number of leavers in Q4 as a result of pension regulation changes.
- 2.3 Absence remains higher than in typical years as a result of COVID 19 creating availability pressure.
- 2.4 Stress and other psychological illnesses have emerged as one of the highest non – COVID 19 reasons for absence and this is now subject of more detailed analysis to identify underlying reasons for this.
- 2.5 Duty modifications have been subject to a major review and recommendations have been approved by Strategic Leadership Board (SLB). These recommendations will now be implemented and monitored by P&D and reported on to SLB.
- 2.6 Officer attrition as a result of changes to the pension regulations is being closely managed internally as expected numbers of leavers in 2022/23 will be significantly higher than in any year

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since the formation of Police Scotland. Mitigation measures in this respect are being fully considered by the Force.

2.7 Appendix A provides the detailed workforce report, however the main points are detailed below.

### 2.8 WORKFORCE

2.8.1 As stated officer numbers are at a low point currently due to a number of factors that have impacted on attrition and recruitment. There has been a small shift of resources internally due to the stand down of the Force Response Unit which has seen a decrease of officers in OSD and increase comparatively in other areas.

2.8.2 Female representation has increased at all officer ranks due to higher volumes of new recruits being female (in some intakes during the previous year 50% of officers recruited identified as female).

### 2.9 ATTRITION

2.9.1 Officer and staff leaver numbers are both up from the previous year. For staff this has been expected as attrition returns to a pre- COVID position. As already said, officer attrition is much higher than expected as a result of changes to the pension regulations. This attrition has impacted National Divisions disproportionately as they tend to have officers with longer service than Local Policing Divisions. A sub group of the Operational Delivery Board (ODB) will seek to mitigate this by realigning resources to places with greatest need.

### 2.10 SICKNESS ABSENCE

2.10.1 Officer and Staff sickness absence rates are both up on last year, at 8.3% for officers and 8.1% for staff (mainly as a result of COVID). For officers and staff, 38% and 28% of Working Days Lost (WDL) were COVID-19 related. However, over the last 8 week period the Covid-19 absence has reduced so significantly that the organisation has returned to 'business as usual' absence management and reporting of Covid-19. It is likely the overall WDL statistic will now start to reduce as a result.

2.10.2 Non-COVID WDL have increased in both officer and staff employee types by 29.8% and 25.5% respectively with the highest non-Covid category of illness being 'Psychological Disorders' for both employee types. There is work ongoing to

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analyse this data by adopting a case study approach which will look for patterns and correlation to other areas such as life events, work environment etc.

- 2.10.3 Overall, officer AWDL (Average Working Days Lost) is 17 and for staff 19.6. This is much higher than would be expected in a typical year.

### 2.11 AVAILABILITY

- 2.11.1 Re-Rostered Rest Day (RRRD) balances are up 49% in comparison to the previous year. This is being examined to identify any issues that may be causing this increase and what mitigation can be put in place. However, the Covid-19 pandemic has also had an impact on this area, due to officers being deployed in different ways and with the introducing of more 'Red Days' to support the challenges that arose from such high absence levels. The knock-on effect is officers were not in a position to use RRRDs and this is likely to be a factor in the overall increase to the RRRD balance.
- 2.11.2 Officer modified duties have seen a small increase this year however a major review of officers requiring modifications to their duty has just been completed with a series of action signed off by the Senior Leadership Board. These should impact on the management of officers in this category moving forward.
- 2.11.3 Annual leave under-utilisation has decreased in comparison to the previous year as officers and staff have been encouraged to take their entitled leave. Overall 2.12% of leave is under-utilised creating a rollover of 0.13 million hours entitlement.

## 3. FINANCIAL IMPLICATIONS

- 3.1 There are no specific financial implications associated with this paper however the lower number of officers as a result of higher attrition may impact on the financial position in 2023.

## 4. PERSONNEL IMPLICATIONS

- 4.1 There are clearly implications for officers and staff that are laid out in the above paper that are either being addressed or in the process of being addressed, these mainly revolve around attrition, availability and absence as detailed.

**5. LEGAL IMPLICATIONS**

5.1 There are no specific legal implications associated with this paper.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational issues raised in this paper.

**7. SOCIAL IMPLICATIONS**

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

**8. COMMUNITY IMPACT**

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

**9. EQUALITIES IMPLICATIONS**

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

**10. ENVIRONMENT IMPLICATIONS**

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

**RECOMMENDATIONS**

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

# People & Development Year End Dashboard – 31st March 2022

## Welcome to the Year End version of the P&D Dashboard.

This dashboard will be published annually as soon as possible following 31 March each year.

### This report includes:

- A 31 March 2022 status refresh of key data points from the Strategic Workforce Plan, Section 4: Current Workforce
- Overview of leavers and leaving reasons
- Turnover demographics by gender
- Sickness absence
- Specific Mental Health-related absence profile
- TOIL/RRD balances
- Modified Duties
- Annual Leave utilisation

### Not currently included in this report:

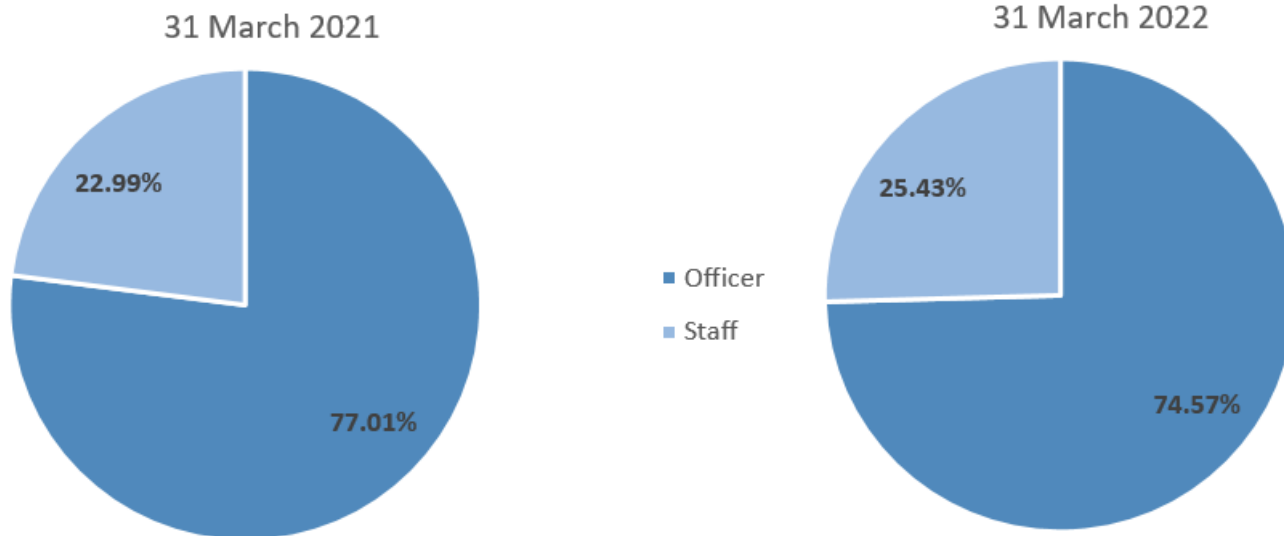
- Any breakdowns of protected characteristics other than gender and age – for information on other protected characteristic profiles of the workforce, please see the **Annual Workforce Equality and Diversity Report**. Work is ongoing to have E&D data included in the dashboard suite but this has not yet been completed.



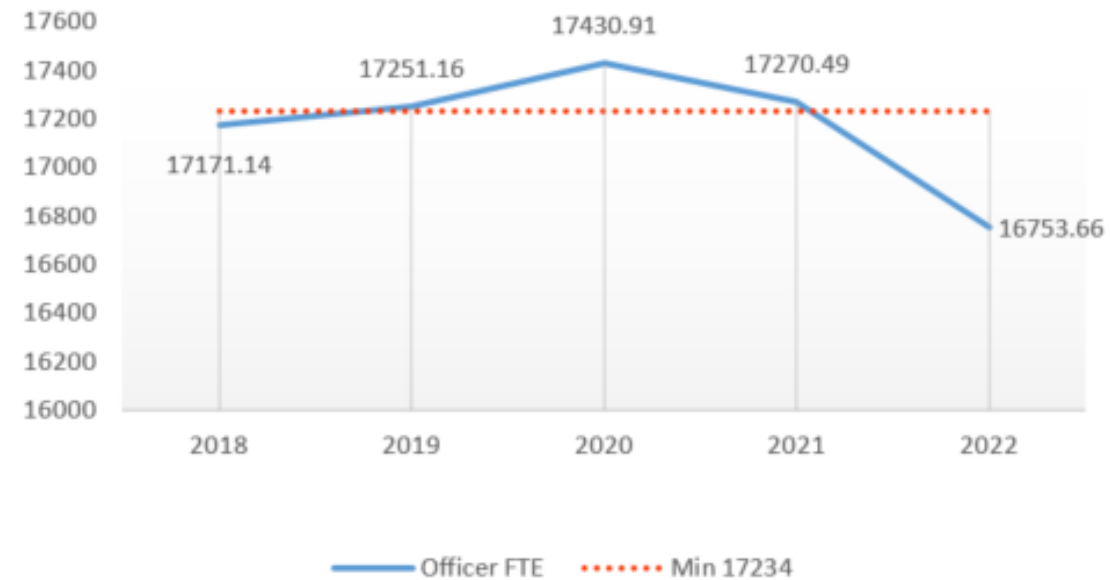
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Officers and Staff in Post

Police Scotland Workforce by FTE



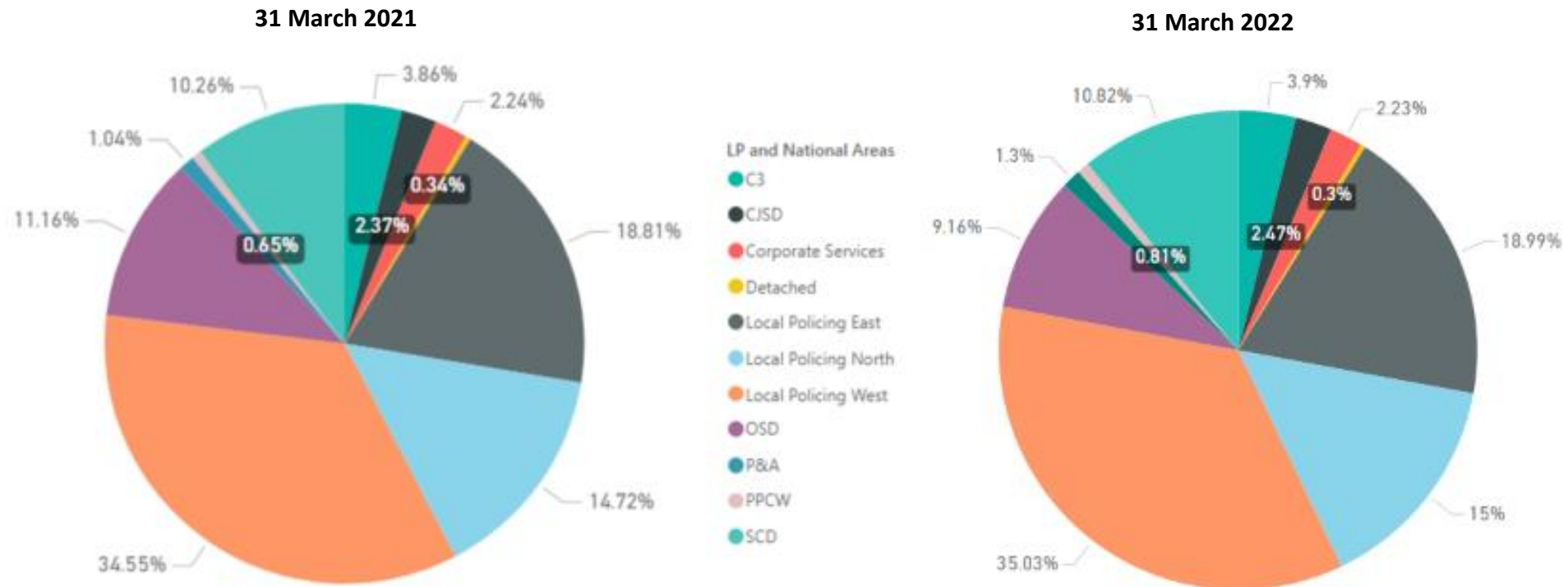
POLICE OFFICER FTE OVER TIME



The balance of the workforce has shifted slightly towards staff. Officer FTE has dropped by **516.83 FTE** in the last year, from 17,270.49 FTE in 2021 to 16,753.66 as at 31 March 2022. These observations are likely affected by higher than anticipated levels of leavers, as a result of changes to the PO Pension Scheme. March 2022 represents the second time in a 5 year period where FTE has been below 17234 at the time when the annual snapshot is taken. As a reminder, the 2020 figure is affected by recruitment of 351 FTE Probationers who joined on 23 March 2020. This higher than normal recruitment was in preparation for Op Urram, prior to COVID-19 impacts.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## FTE and Distribution - Officers

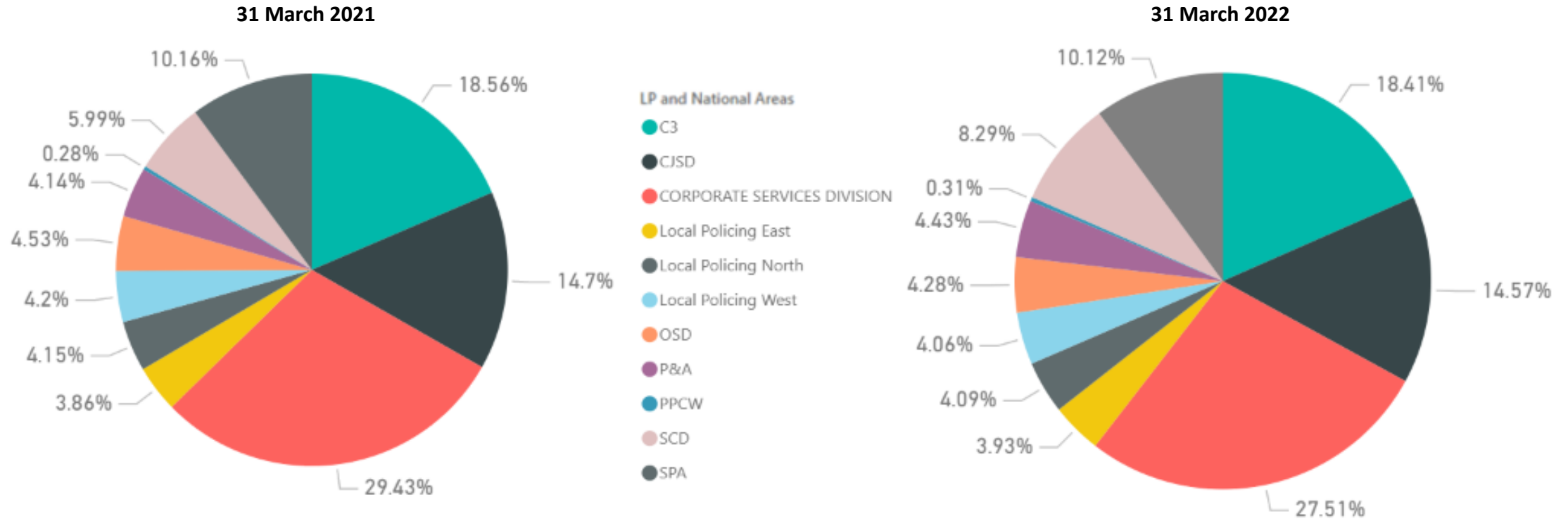


The proportion of officers has increased slightly in all areas other than OSD which has decreased (-2%) (-387.71 FTE). Fractional reductions are also seen in CSD and the number of Detached officers. The highest proportional increase is seen in SCD, with a **0.56%** increase (**45.96 FTE**) in proportion of the officer workforce. LP East, North and West proportions of officers have increased by **0.17%** (-57.63 FTE), **0.27%** (-22.77 FTE) and **0.47%** (-79.98 FTE) respectively. Although reductions are recorded in FTE in LP Areas, increases are recorded proportionately due to the overall reduction in PO resources.



# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## FTE and Distribution - Staff

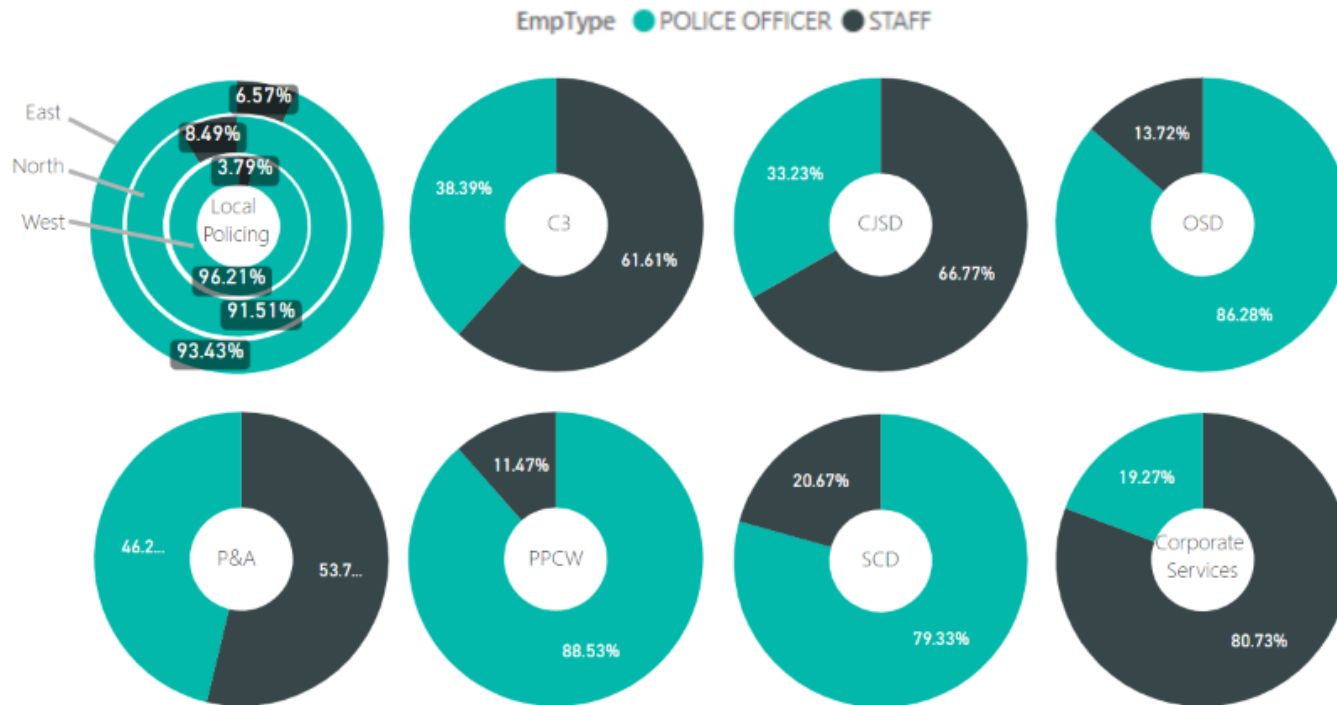


Staff FTE has increased by **7.3 FTE** in the last year, from 5126.85 FTE in 2021 to 5134.15 as at 31 March 2022. SPA Forensics staffing has decreased by **1.86 FTE** over the same period, from 579.92 FTE to 578.06 FTE. The largest increase has been seen in Specialist Crime (**131.64 FTE, 2.3%** increase in workforce proportion) and the largest reduction in CSD (**108.52 FTE, 1.93%** decrease in workforce proportion).

*Excludes Agency staff*

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Mix by Business Area



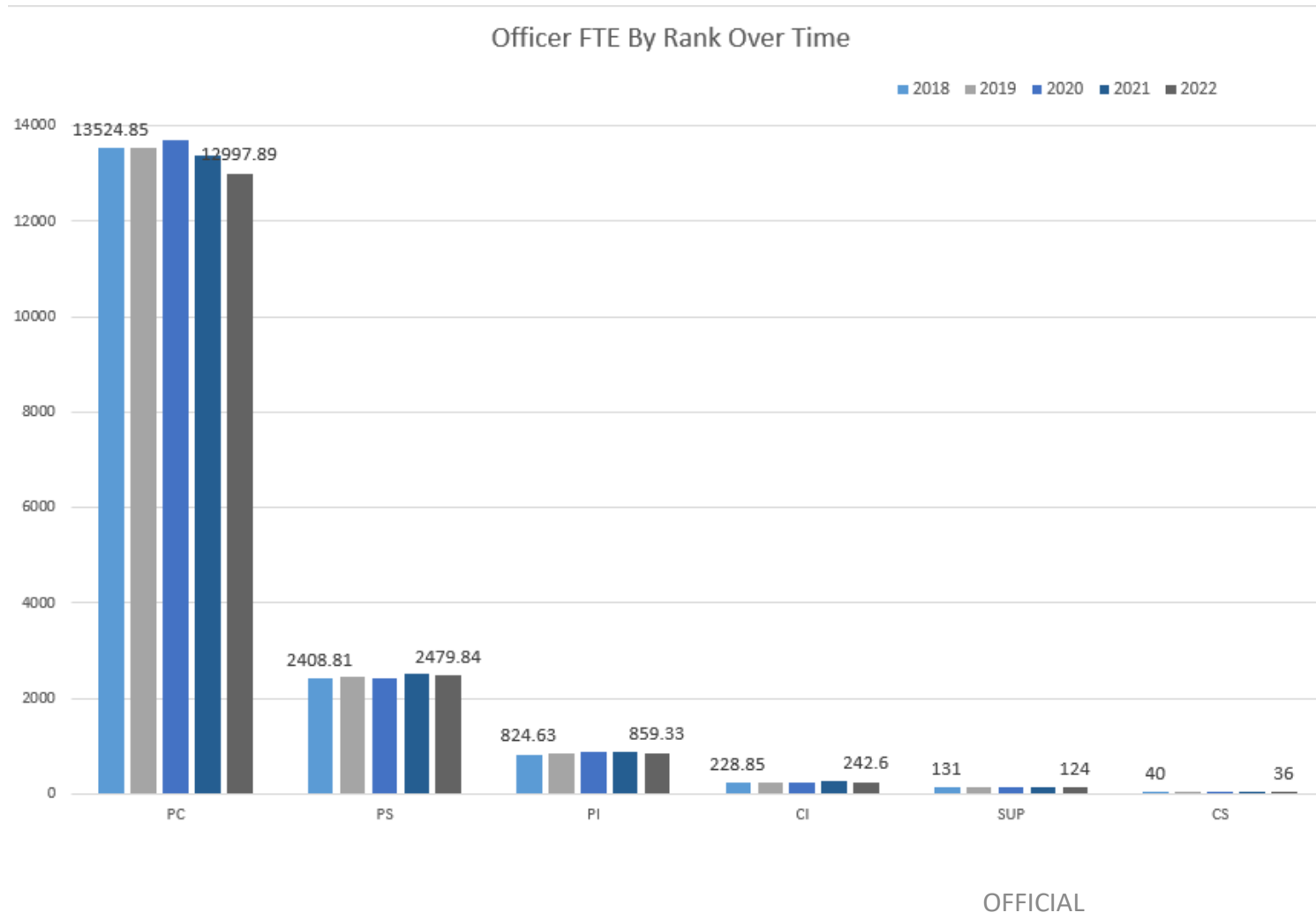
LP and National Area	Movement from 20/21 to 21/22			
	FTE Change		Workforce	
	Officers	Staff	Officers	Staff
C3	-11.2	-7.65	0.04%	-0.15%
CJSD	5.04	-6.19	0.10%	-0.12%
Corporate	-11.37	-108.55	-0.01%	-1.93%
LP East	-57.63	4.13	0.17%	0.07%
LP North	-22.77	-3.39	0.27%	-0.06%
LP West	-79.98	-7.74	0.47%	-0.14%
OSD	-387.71	-13.75	-2.01%	-0.25%
P&A	37.64	17.3	0.25%	0.30%
PPCW	24.05	1.49	0.16%	0.03%
SCD	45.96	131.64	0.56%	2.30%

Table figures exclude Detached and Agency

Officer FTE majority reduced in 2021/2022 except in CJSD, P&A, PPCW & SCD where growth was recorded – Local Policing collectively reduced by **160.38** FTE officers, however increased their share of the total officer workforce by **0.91%**. This is likely due to an overall reduction in officer numbers and a decrease of **387.71** FTE in OSD which represents a **2.01%** decrease of total officer workforce. The largest increases in officer FTE were seen in SCD & P&A, as indicated in the table above. Staff reductions were also seen in 2 of the 3 Local Policing areas. More notably a reduction of **108.55** FTE staff in CSD and an increase of **131.64** FTE staff in SCD seen the total staff % of workforce shift by **-1.93%** and **+2.30%** in comparison to 2020/21.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Officer FTE by Rank



PC FTE has decreased by **374.44** since 31 March 2021.

All other ranks have also decreased in comparison to the previous year.

In comparison to our position at 2018: PC, SUP & CS levels are lower whereas increases have been recorded in PS, PI & CI numbers.

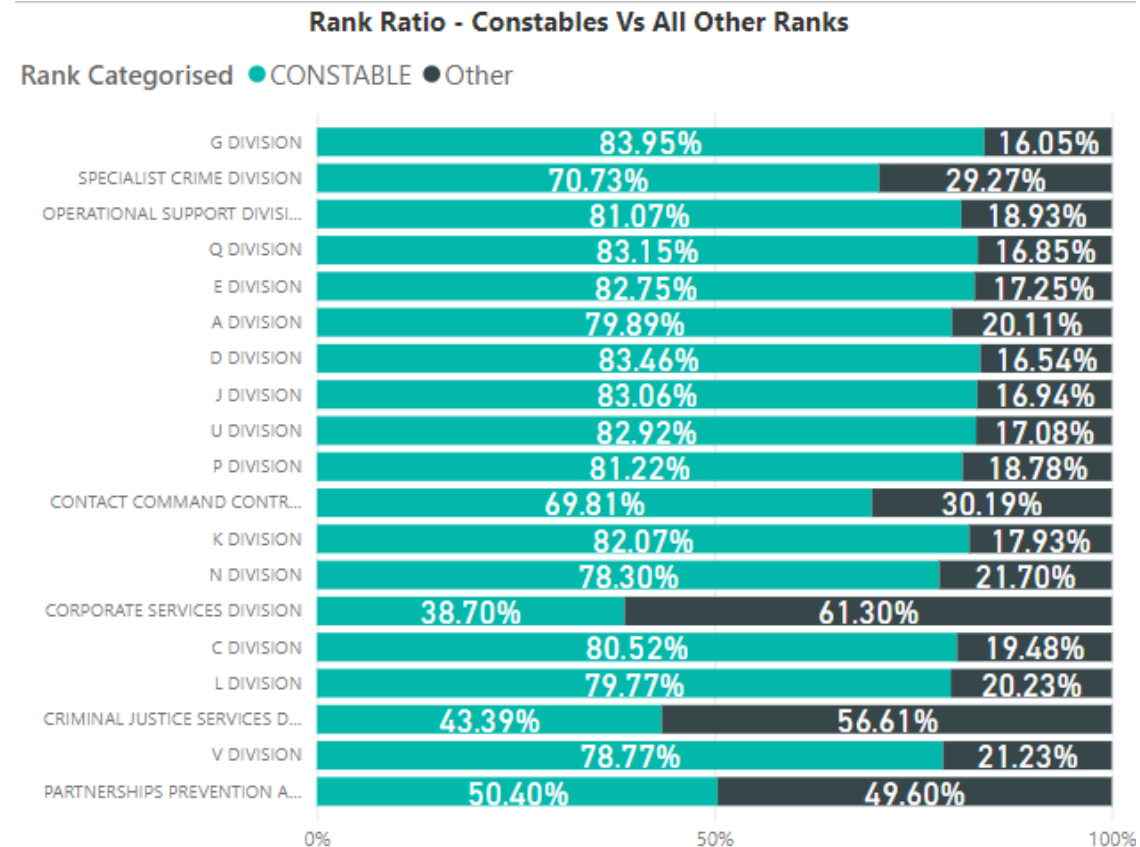
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Officer FTE by Rank

Local Area/Division	PS:PC Rank Ratio	
	2021	2022
D Division	1 : 7.5	1 : 7.8
Q Division	1 : 8.3	1 : 7.8
U Division	1 : 7.6	1 : 7.9
G Division	1 : 8.2	1 : 8.4
E Division	1 : 8.4	1 : 7.9
K Division	1 : 7.7	1 : 7.8
C Division	1 : 7.6	1 : 7.1
V Division	1 : 7.3	1 : 6.8
P Division	1 : 8	1 : 6.9
J Division	1 : 7.7	1 : 8.2
OSD	1 : 5.9	1 : 6.3
A Division	1 : 5.9	1 : 5.8
L Division	1 : 6.7	1 : 6.6
N Division	1 : 6.1	1 : 6.2
SCD	1 : 5.9	1 : 8.1
C3	1 : 3.2	1 : 3.2
PPCW	1 : 2.4	1 : 2.5
CJSD	1 : 1.1	1 : 1.1
P&A	1 : 0.3	1 : 0.5

Rank ratios at PS:PC level have increased or stayed the same in all National Divisions. In Local Policing 7 Divisions have reduced their rank ratio and 6 have increased.

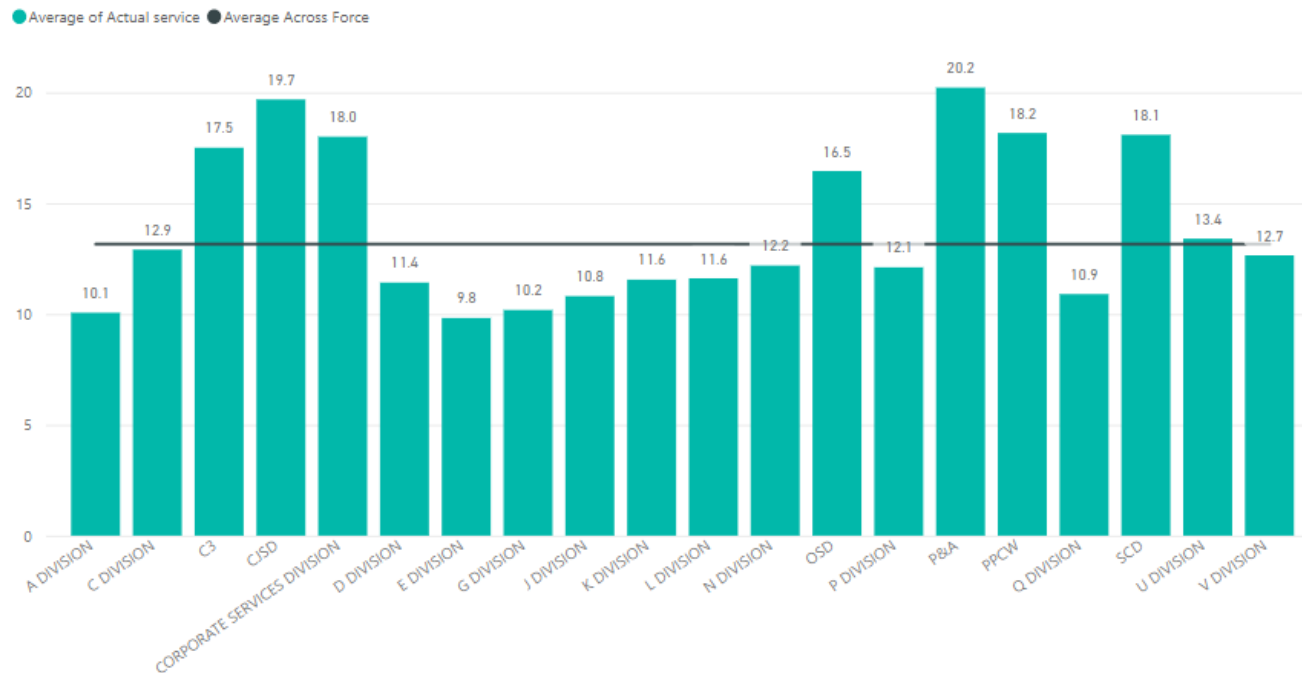
3 areas now have PS:PC rank ratios at or above the 2016 1:8 recommendation. In comparison to 2020/21, 3 out of the 4 divisions above 1:8 last year have now reduced their rank ratio below the recommended level. G Div remains above 1.8 and J & SCD have levels above 1:8 as at 31 March 2022.



# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Average Length of Service

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



Forcewide  
Officer  
average  
service at 31  
March 2022:  
**13.16**  
years\*

\*Actual service,  
excludes ranks at and above ACC

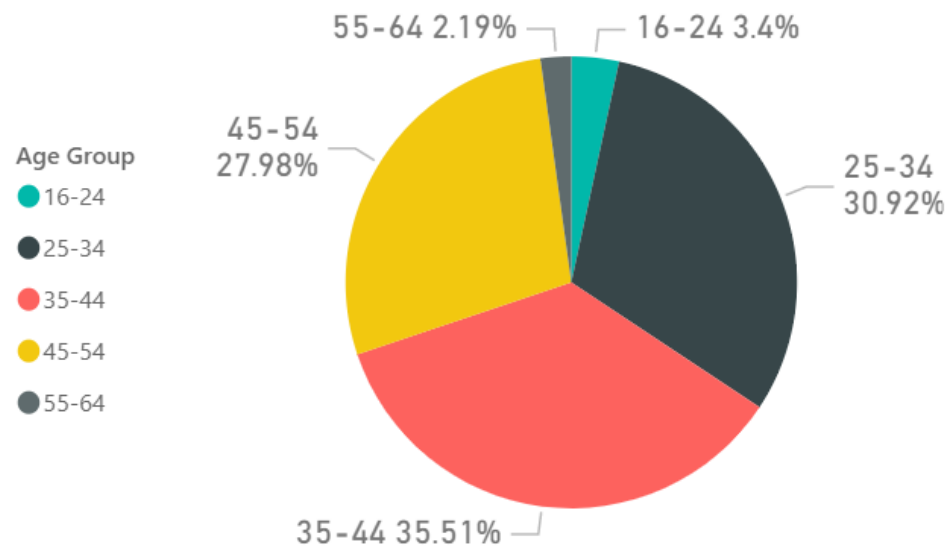
Local Area/Division	2021	2022	Variance
	Variance %	Variance %	Change
A DIVISION	-22.90%	-23.50%	-0.60%
C DIVISION	-3.00%	-1.90%	1.10%
C3	33.10%	33.00%	-0.10%
CJSD	52.70%	49.60%	-3.10%
CORPORATE SERVICES DIVISION	38.80%	36.80%	-2.00%
D DIVISION	-11.90%	-13.20%	-1.30%
E DIVISION	-27.90%	-25.30%	2.60%
G DIVISION	-22.90%	-22.60%	0.30%
J DIVISION	-17.10%	-17.80%	-0.70%
K DIVISION	-15.10%	-12.20%	2.90%
L DIVISION	-13.20%	-11.70%	1.50%
N DIVISION	-5.80%	-7.40%	-1.60%
OSD	24.20%	25.00%	0.80%
P DIVISION	-6.80%	-8.00%	-1.20%
P&A	61.90%	53.70%	-8.20%
PPCW	42.60%	38.10%	-4.50%
Q DIVISION	-19.50%	-17.20%	2.30%
SCD	39.10%	37.50%	-1.60%
U DIVISION	-1.10%	1.90%	3.00%
V DIVISION	-8.00%	-3.90%	4.10%

The average length of Officer actual service across the force has increased by 0.14 years since 31 March 2021. The average length of officer service remains below the forcewide average in all Local Policing Divisions, except U Division. The “gap” between local average length of service and forcewide average has widened in some areas – indicated in red in the final column of the table above – and narrowed in others (indicated in green).

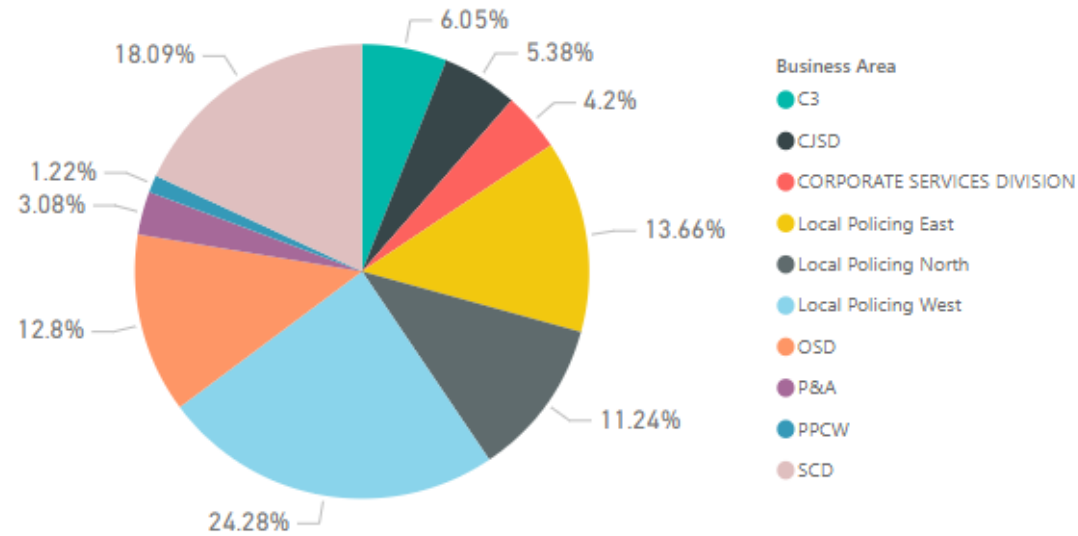
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Age and Pensionable Service profile - Officers

**Police Age Groups**



**Police Officer FTE - Pensionable Service 20 Years and Above**



Business Area	FTE
C3	247.4
CJSD	220.0
CORPORATE SERVICES DIVISION	171.5
Local Policing East	558.4
Local Policing North	459.4
Local Policing West	992.5
OSD	523.3
P&A	125.8
PPCW	49.9
SCD	739.4
<b>Total</b>	<b>4087.7</b>

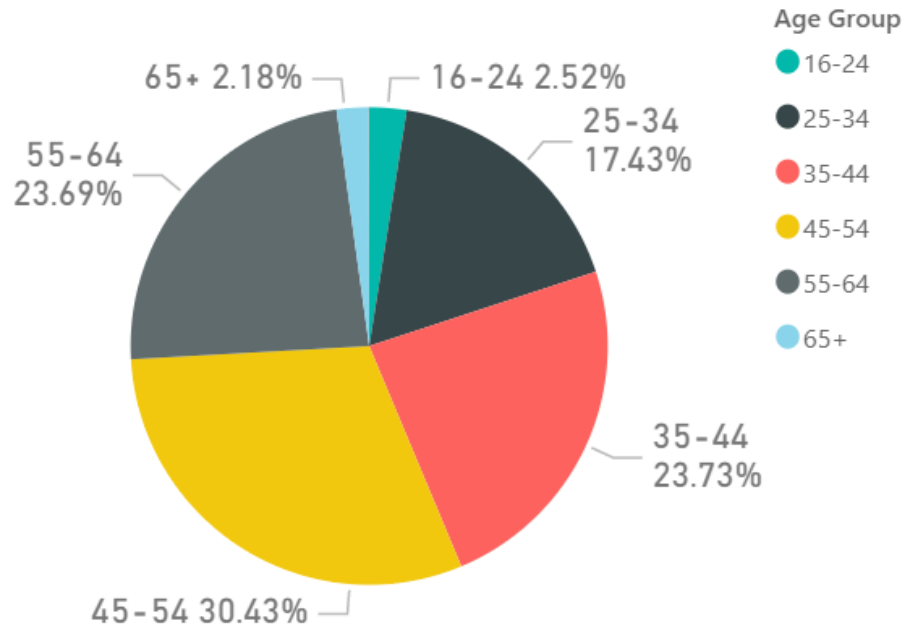
The average age of a Police Officer has increased slightly, from **38.88** in March 2021 to **39.05** as at 31 March 2022.

There has been a reduction in officers in the 20+ years Pensionable Service category – a **4.5%** decrease from **4278.86 FTE** in 2020/21 to **4087.70 FTE** in 2021/22.

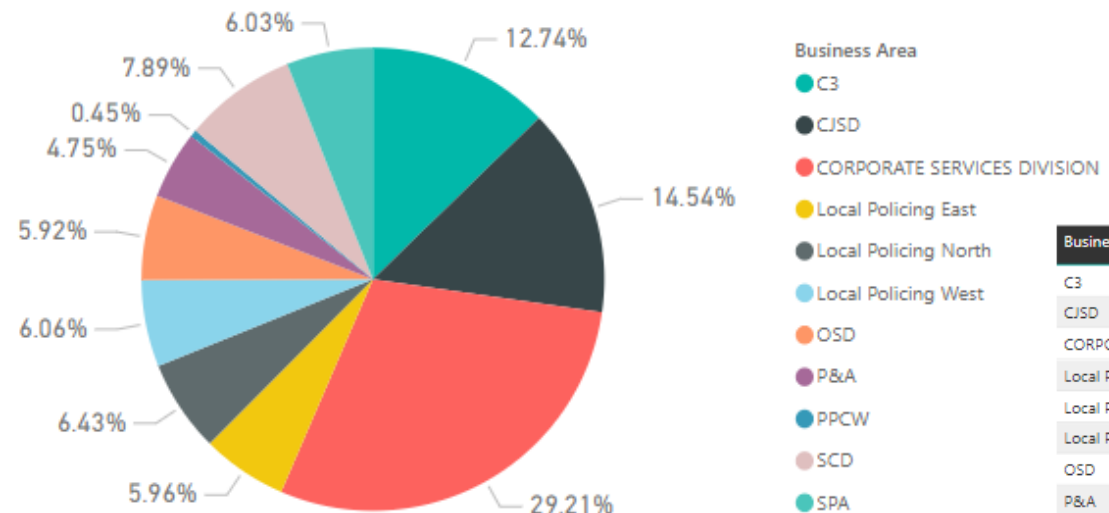
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Age profile - Staff

Staff Age Groups



Police Staff FTE - Aged 55 and over



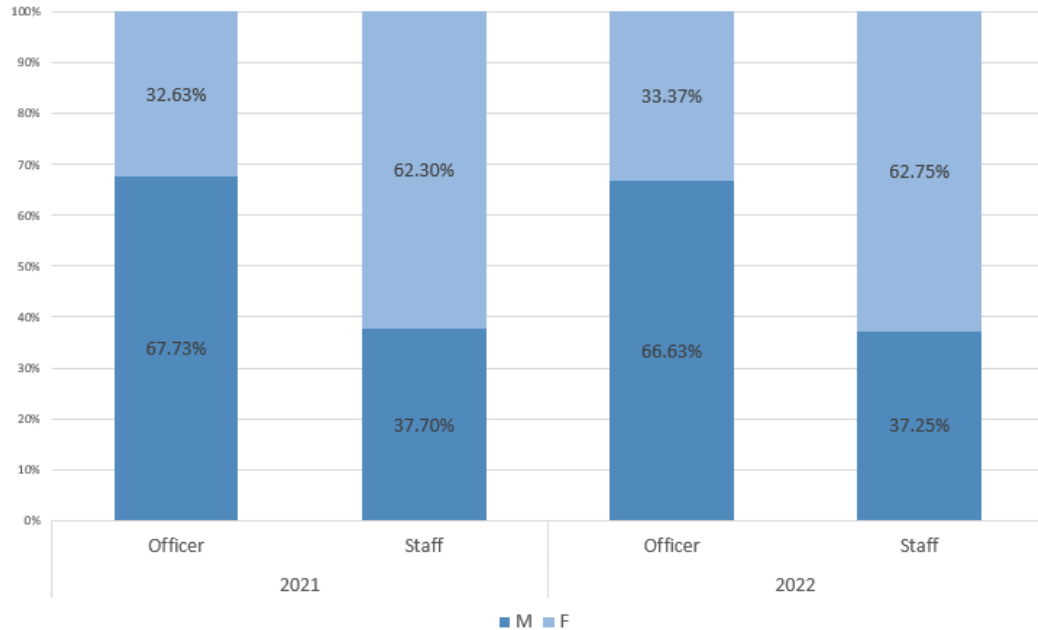
Business Area	FTE
C3	188.2
CJSD	214.9
CORPORATE SERVICES DIVISION	431.6
Local Policing East	88.1
Local Policing North	95.1
Local Policing West	89.6
OSD	87.5
P&A	70.2
PPCW	6.7
SCD	116.5
SPA	89.1
<b>Total</b>	<b>1477.5</b>

The average age of a Police Staff member has decreased slightly, from **46.09** in March 2021 to **45.91** as at 31 March 2022. More Staff have moved into the 55+ age group – an **8.14%** increase from **1366.33 FTE** in 2020/21 to **1477.50 FTE** in 2021/22.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Sex Profile

Sex Split By Emp Type



Both workforce groups have shifted slightly towards a higher female proportion – increasing by **0.74%** for Officers and **0.45%** for Staff.

Sex	F		M		Total	
	FTE	%	FTE	%	FTE	%
PC	3361.16	32.39%	7016.90	67.61%	10378.06	100.00%
DC	1062.58	40.56%	1557.25	59.44%	2619.83	100.00%
PS	484.63	27.30%	1290.78	72.70%	1775.42	100.00%
DS	217.61	30.89%	486.81	69.11%	704.42	100.00%
PI	147.49	25.28%	435.84	74.72%	583.33	100.00%
DI	74.00	26.81%	202.00	73.19%	276.00	100.00%
CI	55.60	33.57%	110.00	66.43%	165.60	100.00%
DCI	14.00	18.18%	63.00	81.82%	77.00	100.00%
SUP	27.00	31.76%	58.00	68.24%	85.00	100.00%
DSU	10.00	25.64%	29.00	74.36%	39.00	100.00%
CS	7.00	25.00%	21.00	75.00%	28.00	100.00%
DCS	3.00	37.50%	5.00	62.50%	8.00	100.00%
ACC	2.00	20.00%	8.00	80.00%	10.00	100.00%
DCC	1.00	33.33%	2.00	66.67%	3.00	100.00%
CC			1.00	100.00%	1.00	100.00%
<b>Total</b>	<b>5467.08</b>	<b>32.63%</b>	<b>11286.58</b>	<b>67.37%</b>	<b>16753.66</b>	<b>100.00%</b>

Total Rank	Female Officer % of Rank		
	2020	2021	2022
PC	33.74%	33.37%	34.03%
PS	27.17%	26.99%	28.32%
PI	25.14%	25.31%	25.77%
CI	25.00%	25.38%	28.69%
SUP	26.52%	29.63%	29.84%
CS	28.95%	23.08%	27.78%

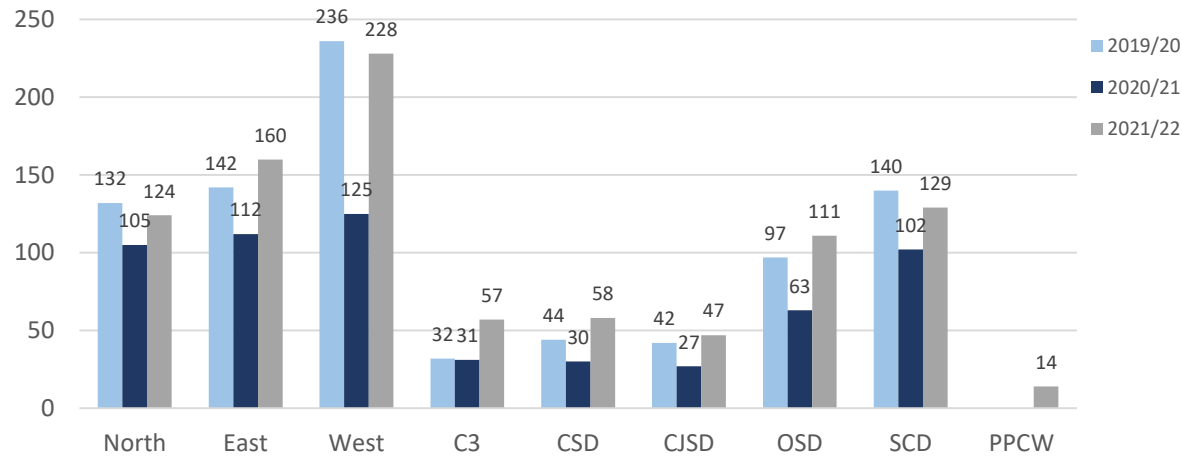
Female representation has **increased** at all ranks. More noticeably at the ranks of CI and CS. It should be noted that the latter is a small cohort, and any changes will have a larger impact.



# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Leavers

### Officer Leavers

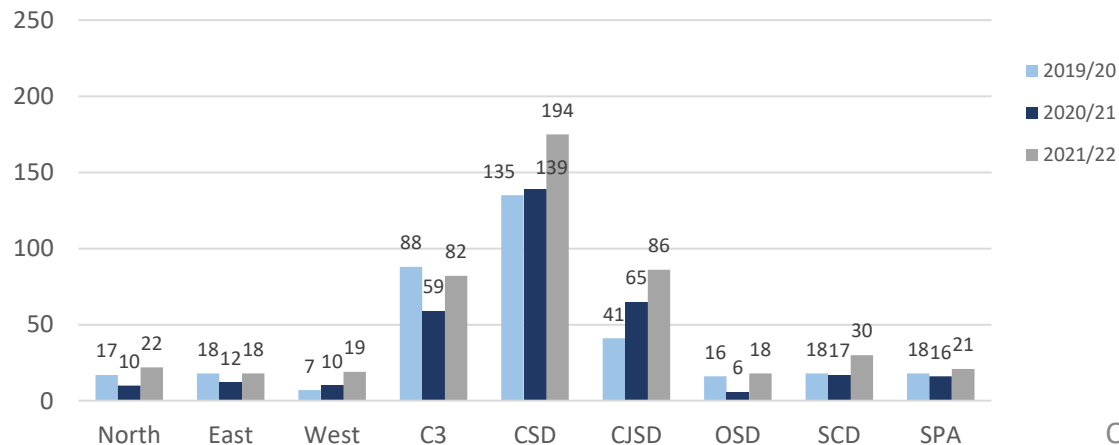


Officer Leavers over financial year 2021/22 are 928, **up 333 (56%)** on previous year. All National Divisions are more significantly overrepresented – all having a higher % of leavers than their proportion of the workforce.

### Officer Leavers and Workforce Proportions

	North	East	West	C3	CSD	CJSD	OSD	SCD	PPCW
% Officer Workforce	15%	19%	35%	4%	4%	2%	9%	11%	1%
% Officer Leavers	13%	17%	25%	6%	6%	5%	12%	14%	2%

### Staff Leavers



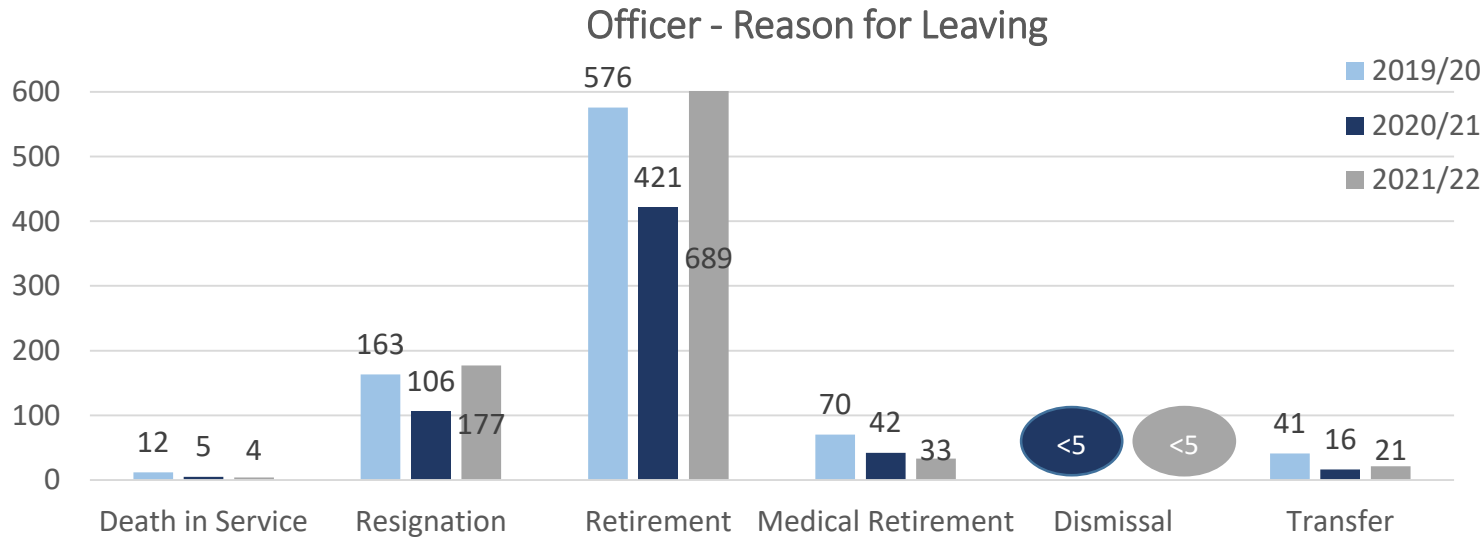
Staff Leavers over financial year 2021/22 are 490, **up 156 (47%)** on previous year. CSD have the highest proportion of leavers at 40%, 8% higher than their proportion of the workforce (32%).

### Staff Leavers and Workforce Proportions

	North	East	West	C3	CSD	CJSD	OSD	SCD	SPA
% Staff Workforce	4%	4%	4%	18%	32%	15%	4%	6%	10%
% Staff Leavers	4%	4%	4%	17%	40%	18%	4%	6%	4%

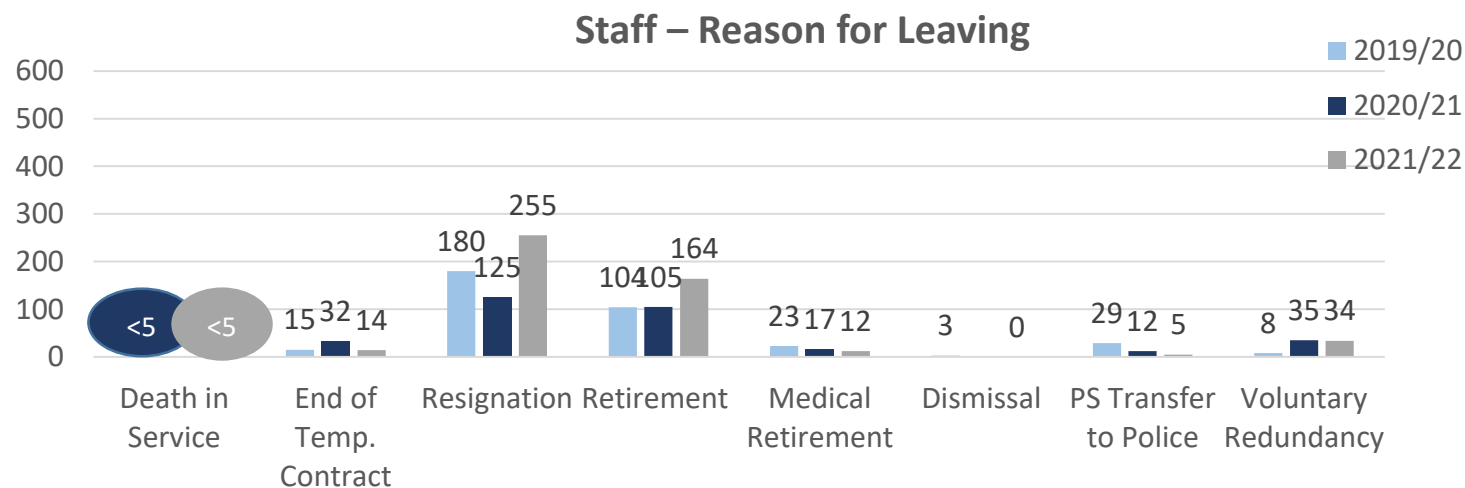
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Reason for Leaving



**Officer - Reason for Leaving**

**74%** of officer leavers have **retired** from the Force during 2021/22, **UP 268 (64%)** since 2020/21. Retirement remains the most common reason for officers leaving the organisation.



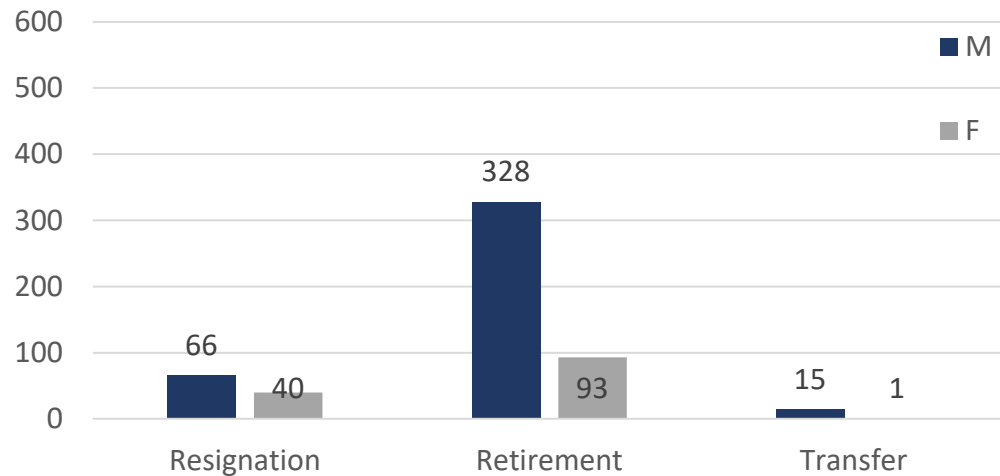
**Staff - Reason for Leaving**

**52%** of staff leavers have **resigned** from the Force during 2021/22 **UP 129 (102%)** since 2020/21. Resignation remains the most common reason for staff leaving the organisation.

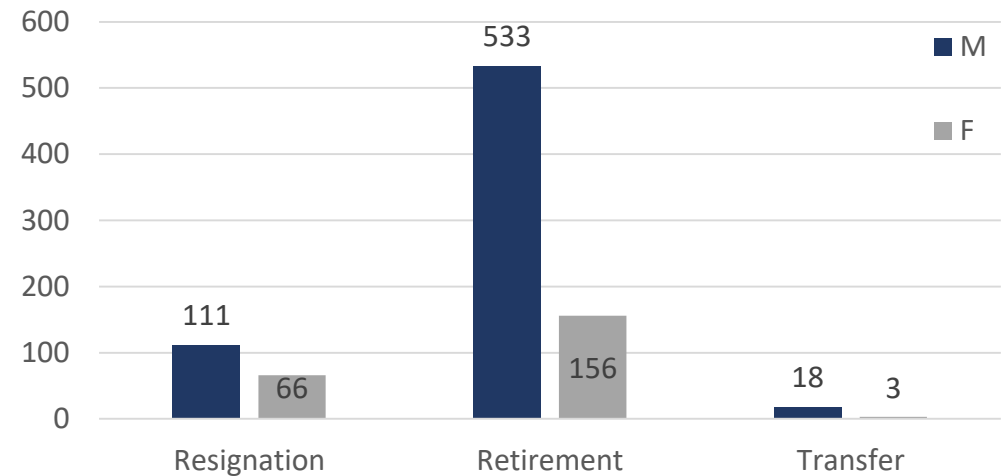
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Police Officer - Voluntary Leavers by Sex

Officer – Voluntary Leavers by Sex 2020/21



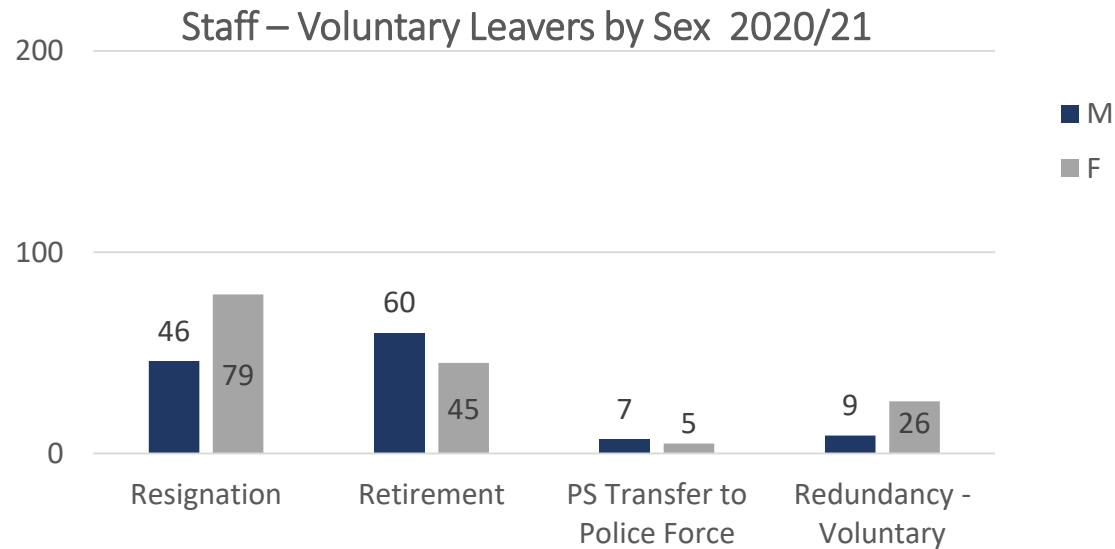
Officer – Voluntary Leavers by Sex 2021/22



For Officers, males represent the majority of voluntary leavers in each category. In comparison to the previous year, the majority of leavers in each category appears to have stayed the same. Annual voluntary leavers for **2021/22** represent turnover of **5.77%** for males and **3.92%** for females. For both sexes, retirements represent the majority of voluntary turnover. Looking at resignations (including transfers) only, fractional differences are found when comparing against sex, male turnover is **1.11%** and female turnover is **1.16%**.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Police Staff - Voluntary Leavers by Sex

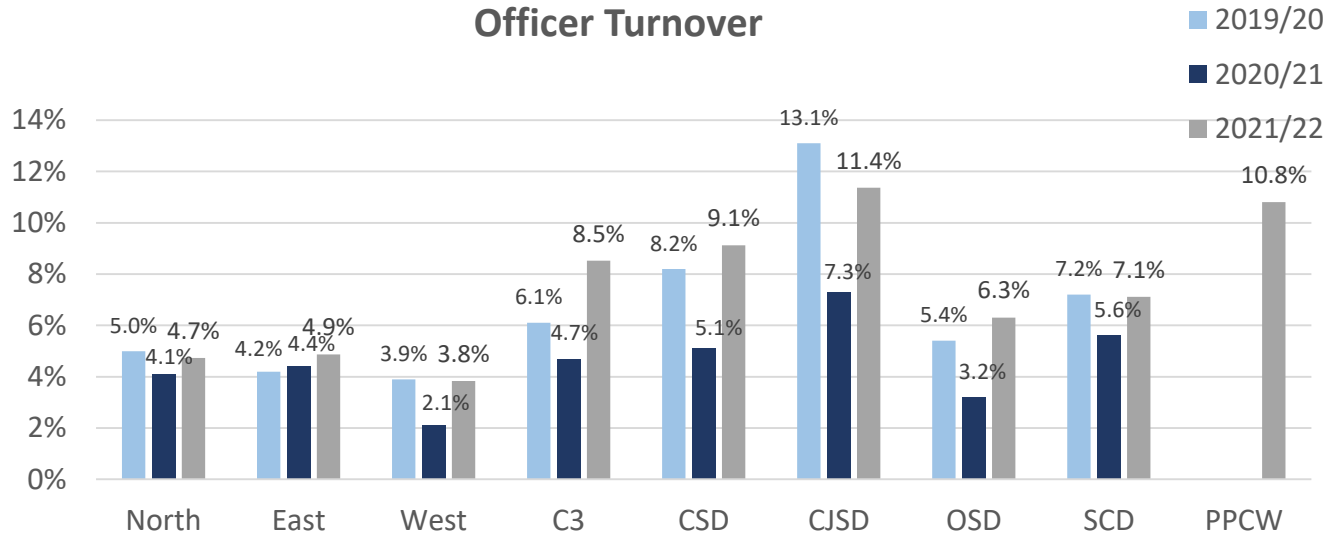


For Staff, females represent the majority of voluntary leavers in each category, with the exception of retirement. In comparison to the previous year, the majority of leavers in each category appear to have stayed the same, except in the category of PS Transfer to Police Force where we see more females than males becoming Police Officers this year. Annual voluntary leavers for **2021/22** represent turnover of **8.11%** for males and **6.73%** for females. For males, retirements represent the majority of voluntary turnover and for females it is resignations. Looking at resignations only, when comparing against sex, male turnover is **3.84%** and female turnover is **4.26%**.

# People & Development Year End Dashboard – 31st March 2022

## Turnover

### Officer Turnover



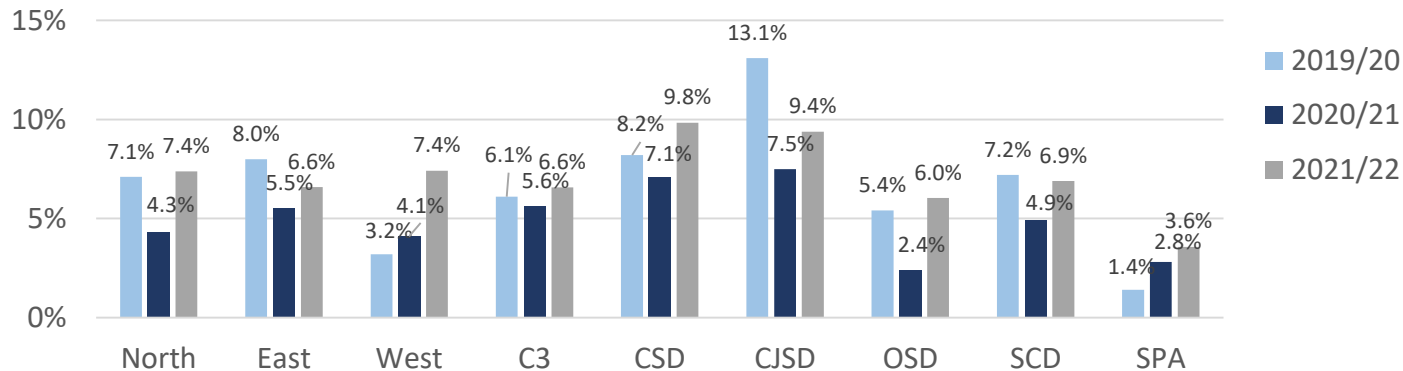
Forcewide Officer Turnover rate  
2021/22:-

**5.38%**



Up  
**2.01%**  
from  
2020/21

### Staff Turnover



Forcewide Staff Turnover rate  
2021/22:-

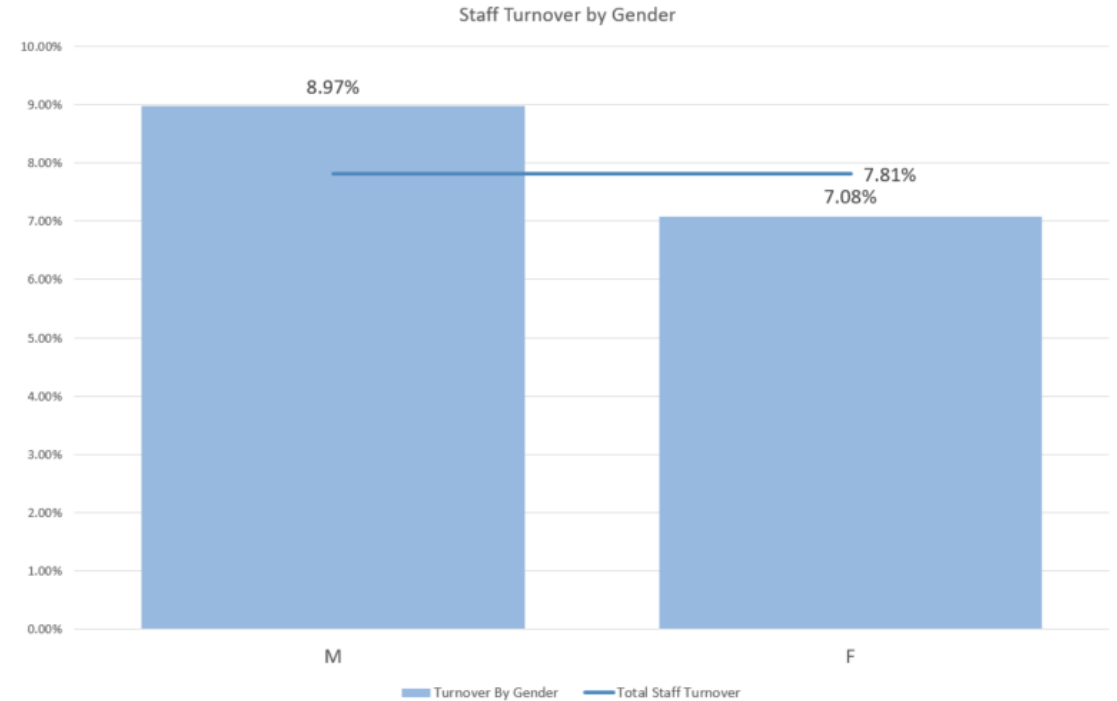
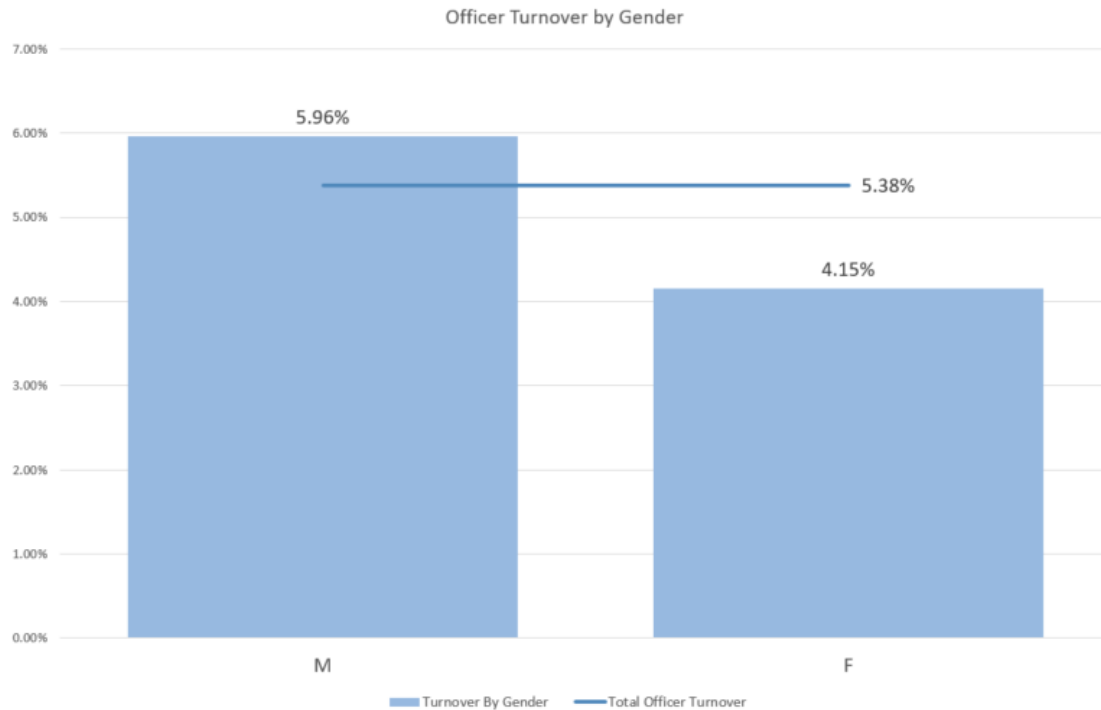
**7.81%**



Up  
**2.36%**  
from  
2020/21

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Turnover Demographics



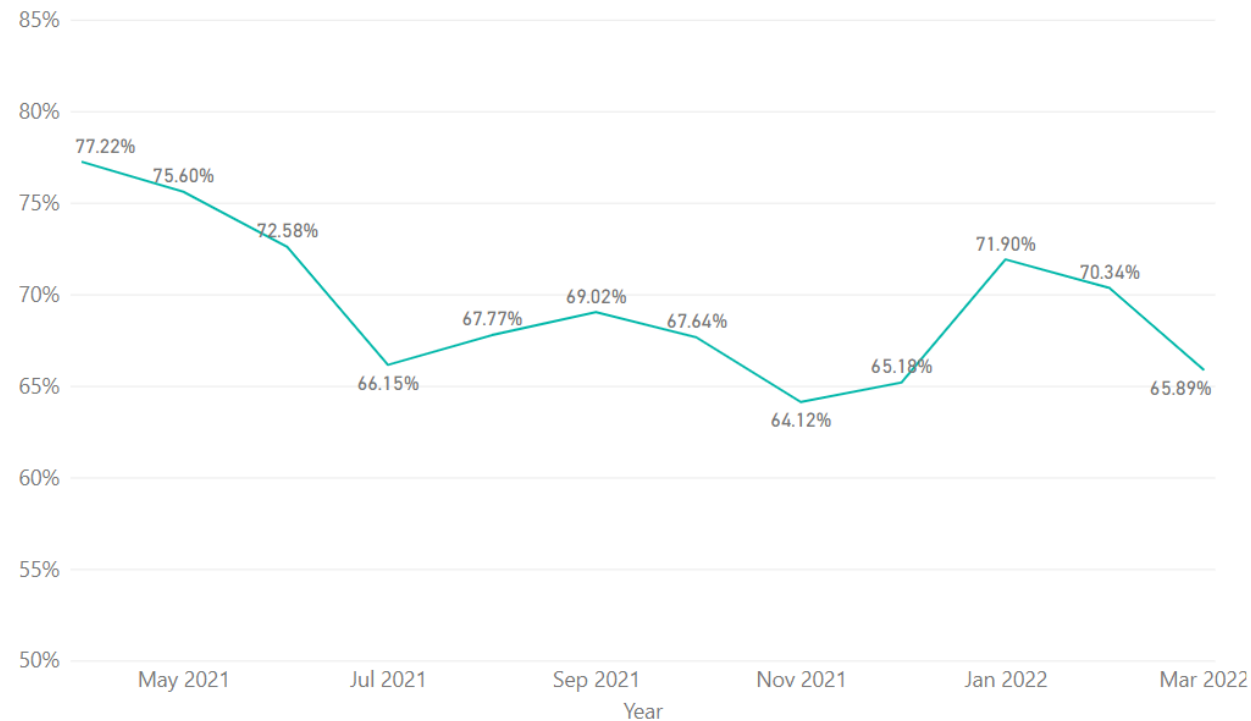
Male officer turnover exceeded the total average officer turnover, whereas female officer turnover was lower than the average. This has positive implications for improving the gender balance of the officer workforce.

However, in the case of the Staff group, male turnover exceeds the average staff turnover – this is likely to further compound the gender imbalance of the staff group over time. These findings are consistent when comparing to the previous year.

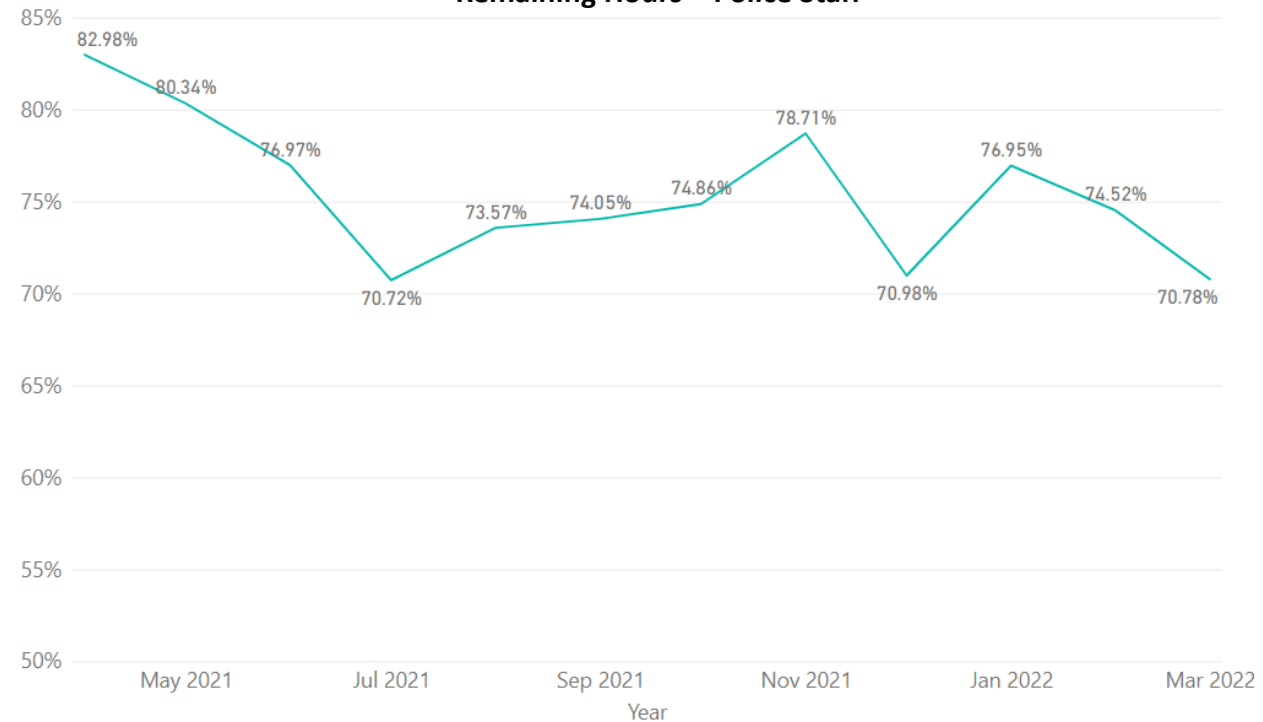
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Workforce Availability

### Remaining Hours – Police Officer



### Remaining Hours – Police Staff



After accounting for Annual Leave, Sickness Absence, TOIL/RRRD, Training, Operations, Service Break, Special Leave, Comp Rest and Court abstractions, Officer remaining available work hours tracked between a low of **64.12%** and a high of **77.22%** in 2021/22. Staff remaining available work hours tracked between a low of **70.72%** and a high of **82.98%**.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Sickness Absence

Officer Sickness Absence rate YTD 2021/22:

**8.3%**



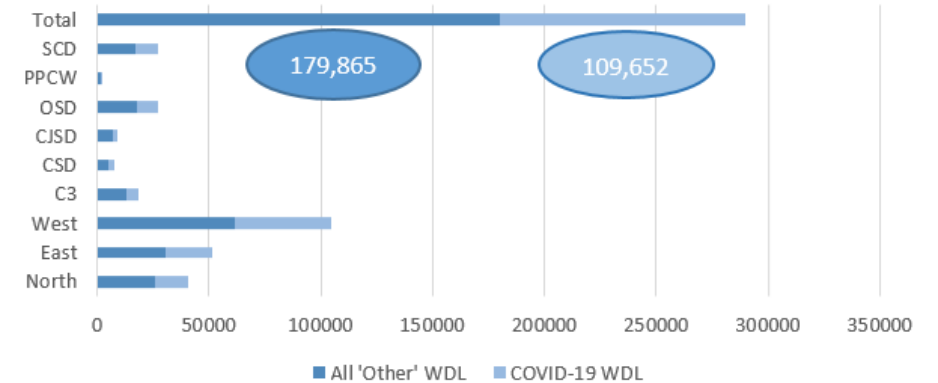
Up **3.1%** on previous year to date figure in 2020/21

**Furthest over forcewide average rate:**

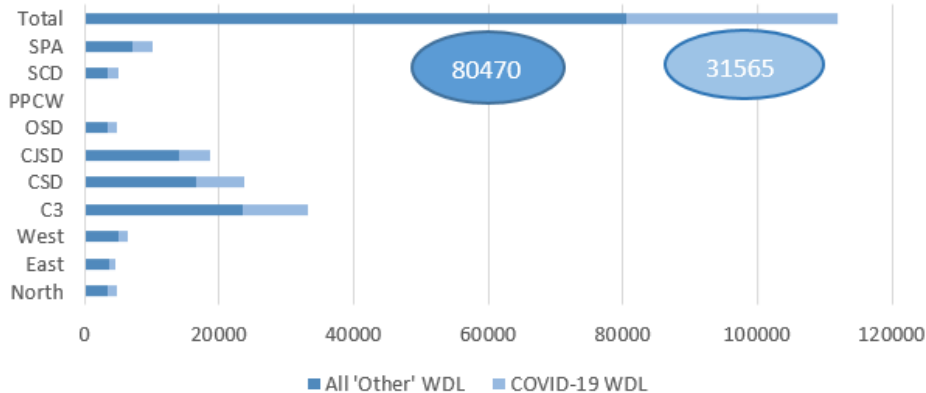
- C3 Division (13.8%)
- CJSD (10.7%)
- K Division (9.9%)

**38%** of officer WDL were COVID-19 related over the financial year 2021/22, with **LP West** having the highest proportion (**39%**) of WDL to COVID-19.

Police Officer Work Days Lost (COVID-19/Non-COVID-19) 1st April 2021 - 31 March 2022



Police Staff Work Days Lost (COVID-19/Non-COVID-19) 1st April 2021 - 31 March 2022



Staff Sickness Absence rate YTD 2021/22:

**8.1%**



Up **1.7%** on previous year to date figure in 2020/21

**Furthest over forcewide average rate:**

- G Division (16.1%)
- K Division (13.6%)
- P Division (13.3%)

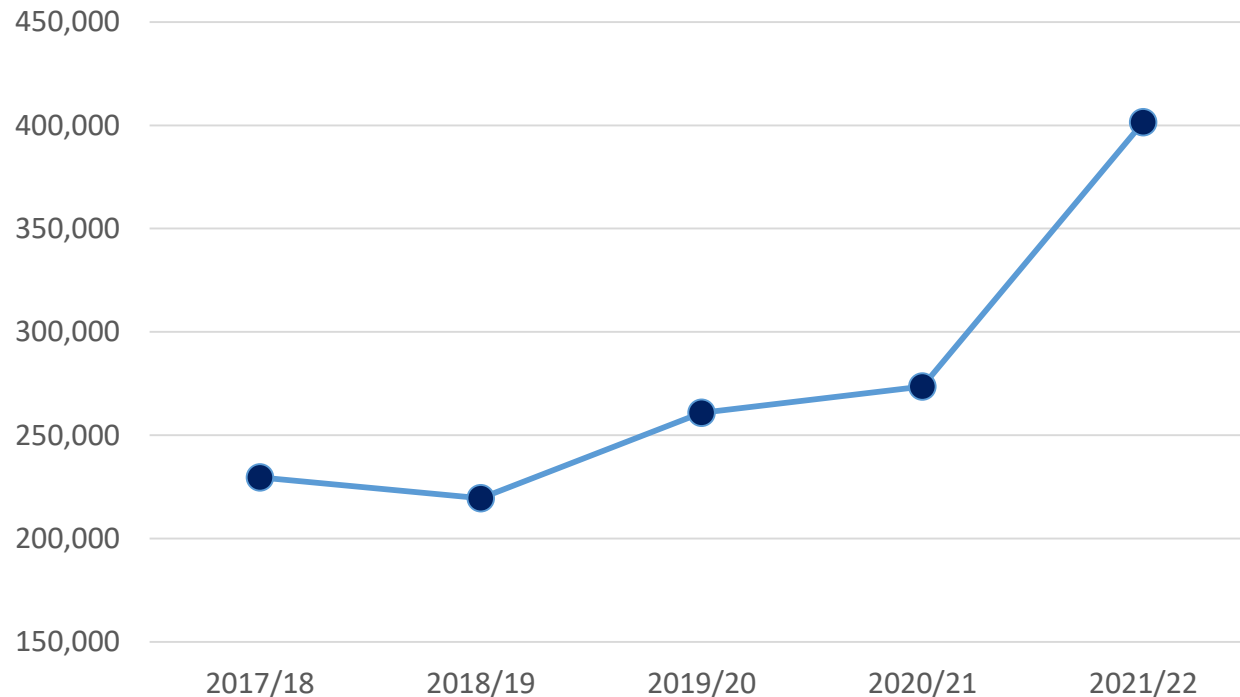
**28%** of staff WDL were COVID-19 related over the financial year 2021/22, with **C3** having the highest proportion (**31%**), of WDL to COVID-19.



# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Sickness Absence – Impact of COVID-19

Officer & Staff- Work Days Lost Trend over past 5 years



The forcewide number of work days lost (WDL) has been increasing since 2018/19. A proportion of this increase will be related to impacts of COVID-19.

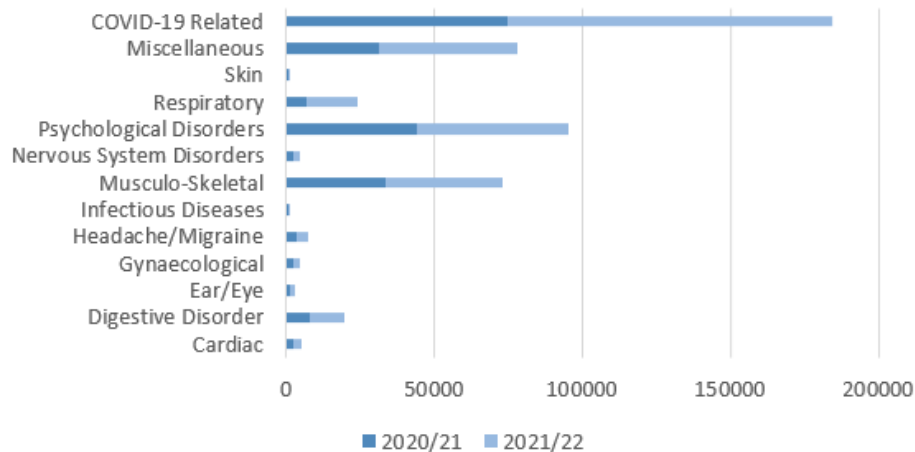
It should be noted that as People and Development continue to refine and mature our data sets, our absence reporting protocol has significantly improved since April 2021. The variance in comparing this years data against previous years can be partially explained by this improvement in reporting.

In 2021/22 absences relating to COVID-19 represent 35% of total WDL.

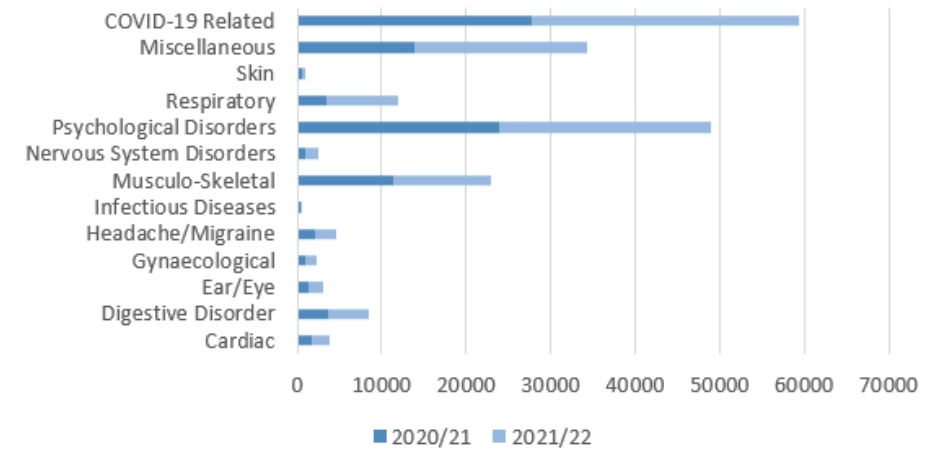
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Sickness Absence Reasons – Work Days Lost by Category

Officer Work Days Lost - 2020/21 vs. 2021/22



Staff Work Days Lost - 2020/21 vs. 2021/22



Officer work days lost (WDL\*), excluding COVID related absences, have increased from **138,609** during 2020/21 to **179,865** during 2021/22 (**up 29.8%**),

Staff WDL, also excluding COVID related absences, have increased from **64,124** during 2020/21 to **80,470** during 2021/22. (**up 25.5%**).

The highest increases across both groups are in Miscellaneous illnesses. The highest category of illness for both officers and staff is Psychological Disorders, followed by musculo-skeletal illness for officers and miscellaneous illness for staff.

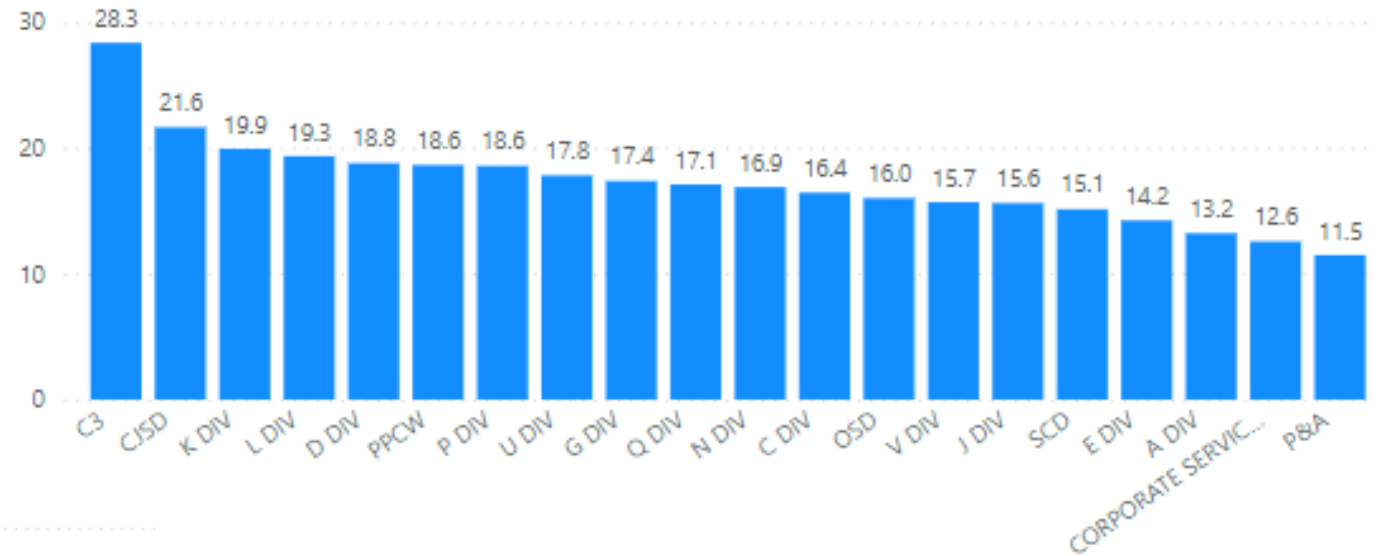
\*WDL are based on working days lost that fell in the period of 1<sup>st</sup> April and 31<sup>st</sup> March each year.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

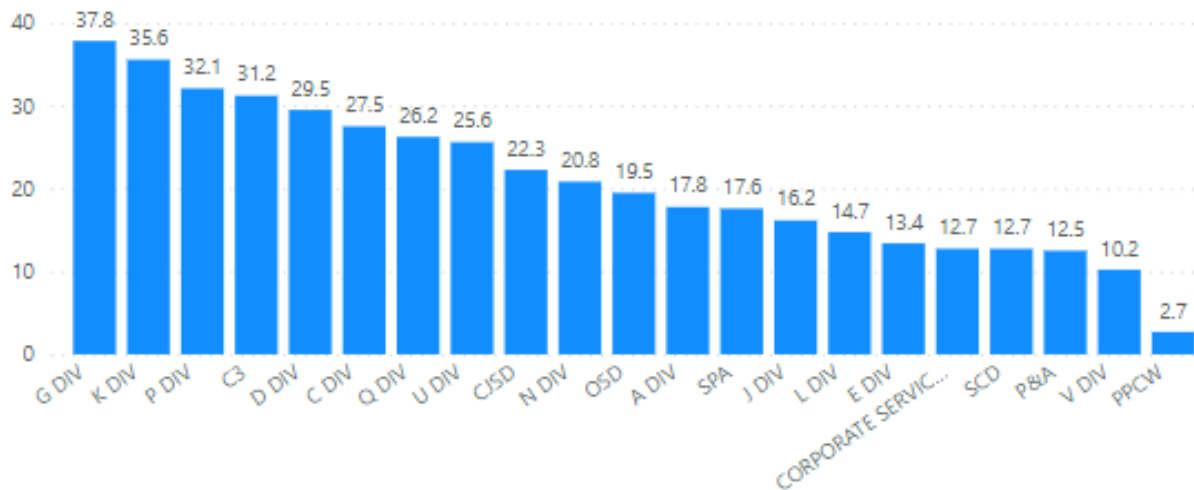
## Sickness Absence – Average Working Days Lost (AWDL)

**Officer forcewide AWDL to sickness:**  
 Monthly: **1.9** (1.0:1.0 non-COVID:COVID)  
 Q4: **5.1** (2.6:2.6 non-COVID:COVID)  
 YTD: **17** (10.5:6.4 non-COVID:COVID)

2021/22 - Average Working Days Lost – Police Officer



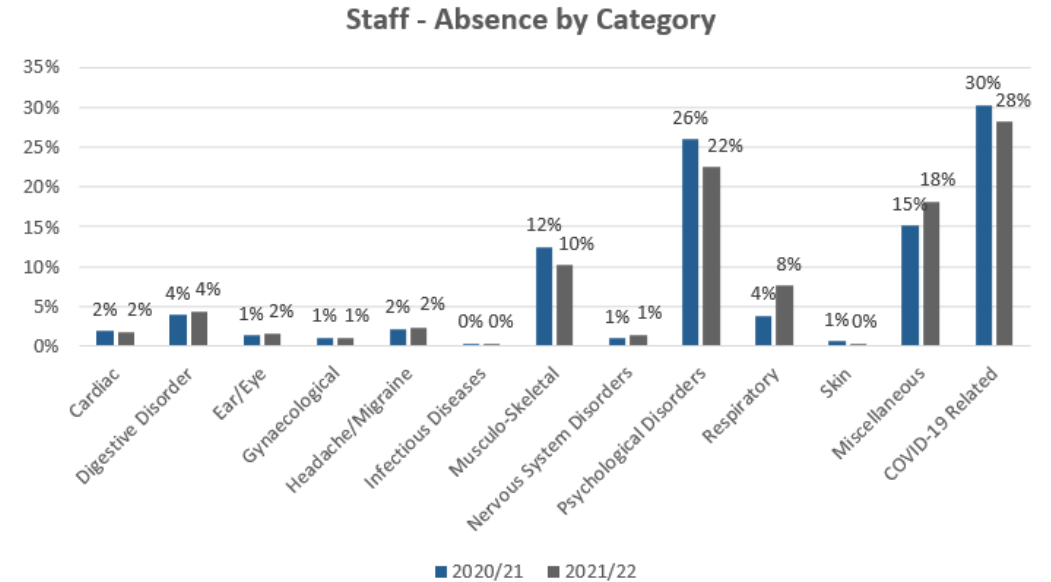
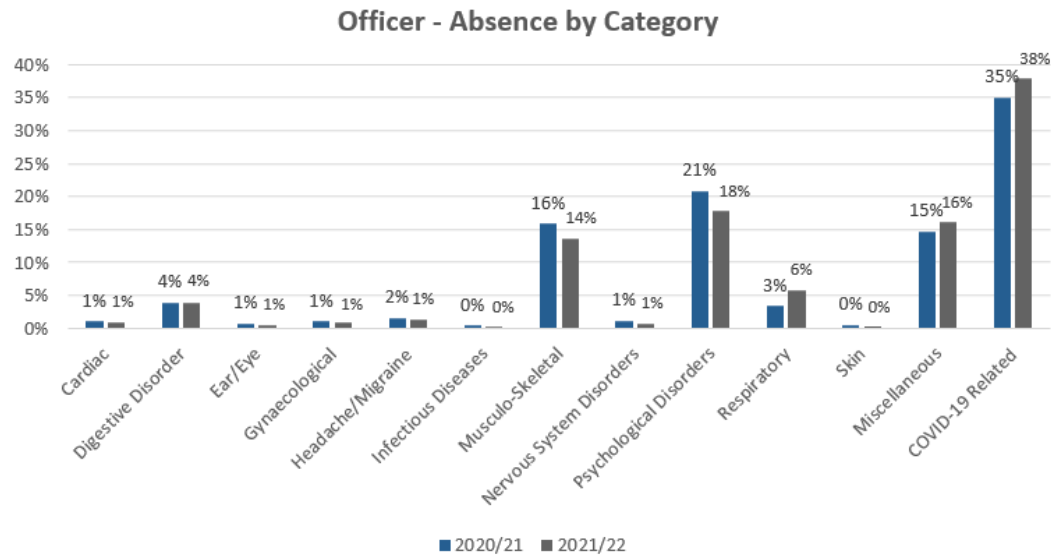
2021/22 - Average Working Days Lost – Police Staff



**Staff forcewide AWDL to sickness:**  
 Monthly: **2.1** (1.2:0.8 non-COVID:COVID)  
 Q4: **5.6** (3.5:2.1 non-COVID:COVID)  
 YTD: **19.6** (14.1:5.5 non-COVID:COVID)

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Sickness Absence Reasons – Proportion of WDL by Category



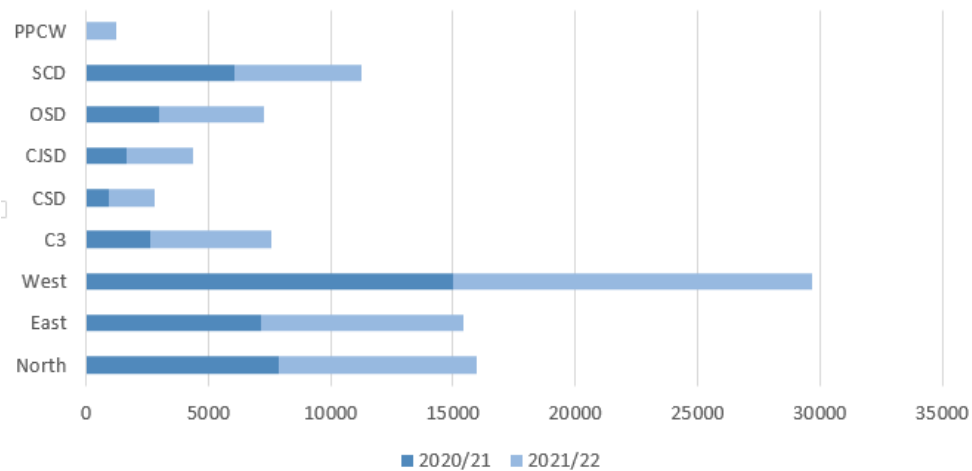
For Officers, there is a slightly higher proportion of absences attributed to COVID-19 than in 2020/21, this is the opposite of staff where the proportion of COVID-19 absences has fallen.

The proportion of the 2021/22 absence levels represented by each absence type has remained the same in most cases. For both employee types there has been a reduction in the proportion of Psychological and Musculo-Skeletal absences. A proportionate increase has been recorded in Respiratory and Miscellaneous absences.

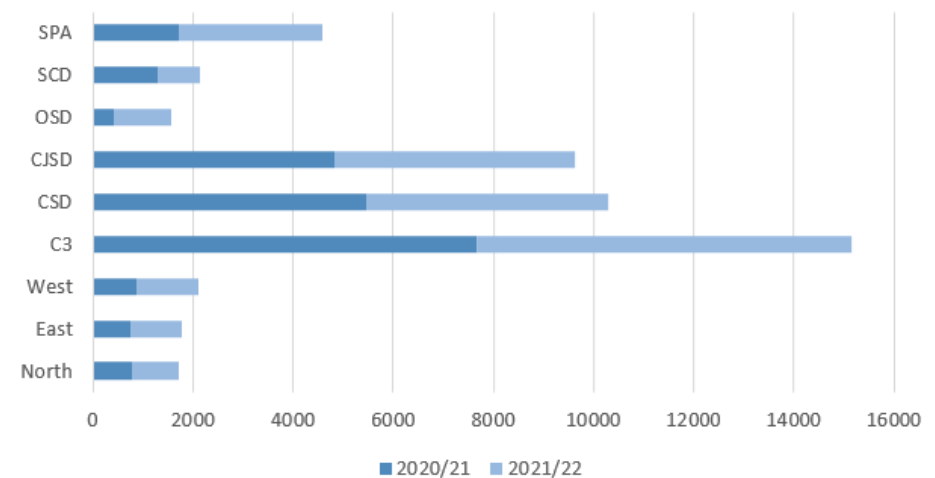
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Mental Health-Related Absence

Officer - Psychological Disorders 2020/21 vs. 2021/22



Staff - Psychological Disorders 2020/21 vs. 2021/22

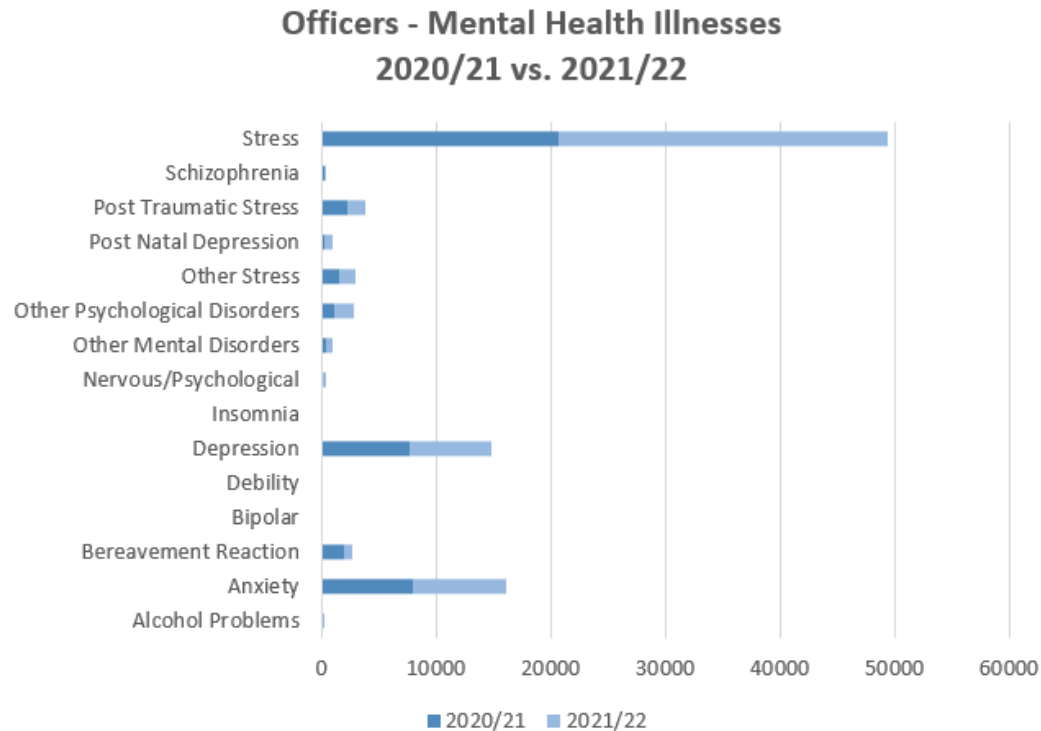


Officer WDL to psychological disorders increased from 44,295 during 2020/21 to 51,290 during 2021/22 (up 15.8%). The largest proportionate increases were in CSD (up 923 days, 96.9%) and C3 (up 2,342 days, 89.4%). A reduction was recorded in SCD by -14.8%.

Staff WDL to psychological disorders increased from 23,820 during 2020/21 to 25,142 during 2021/22 (up 5.6%). The largest proportionate increases were in OSD (up 702 days, 163.6%) and SPA (up 1146 days, 66.8%). Notably SCD and CSD levels decreased by -35.3% and -11.4% respectively.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Mental Health-Related Absence – Officer Detail



The Psychological Disorder absence category breaks down into individual components, shown here for Officer absence.

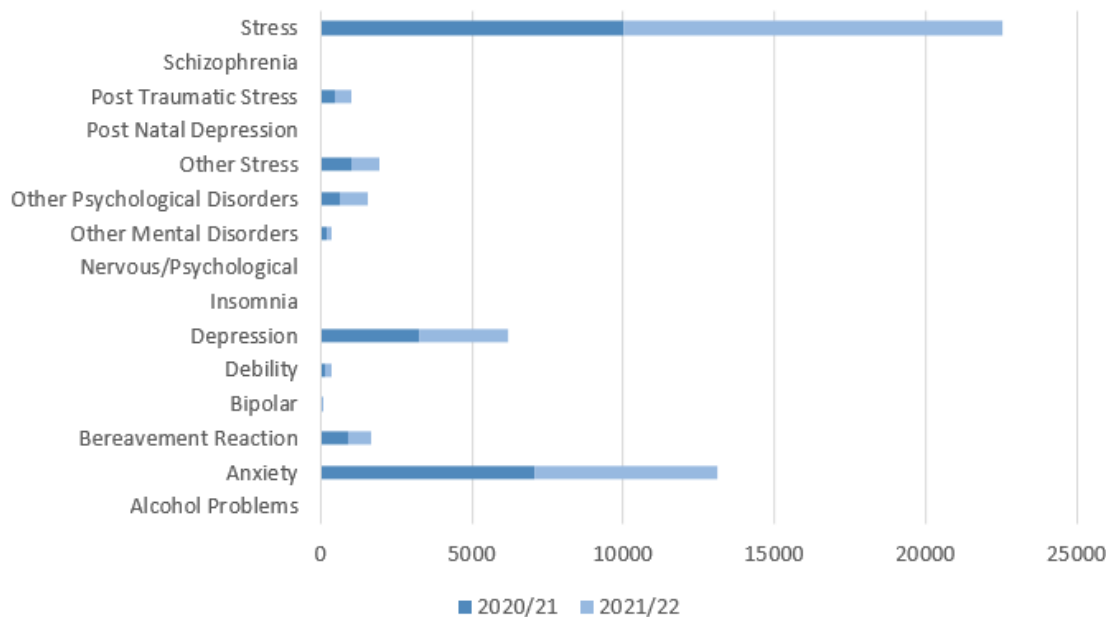
The highest proportion of WDL for officers relates to Stress, which has increased by 8,185 days (**+39.68%**).

The highest percentage increase of WDL for officers relates to Insomnia which increased by 105 days (**+5250%**) and second highest was Post Natal Depression which increased by 376 days (**+139.78%**)

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Mental Health-Related Absence – Staff Detail

Staff - Mental Health Illnesses  
2020/21 vs. 2021/22



The Psychological Disorder absence category breaks down into individual components, shown here for Staff absence.

As with the Officer cohort, the highest proportion of WDL for staff relates to Stress, which has increased by 2,574 days (+25.8%).

The highest percentage increase of WDL for Staff relates to Debility which increased by 77 days (+54.61%) and second highest was Other Psychological Disorders which increased by 315 days (+50.89%)

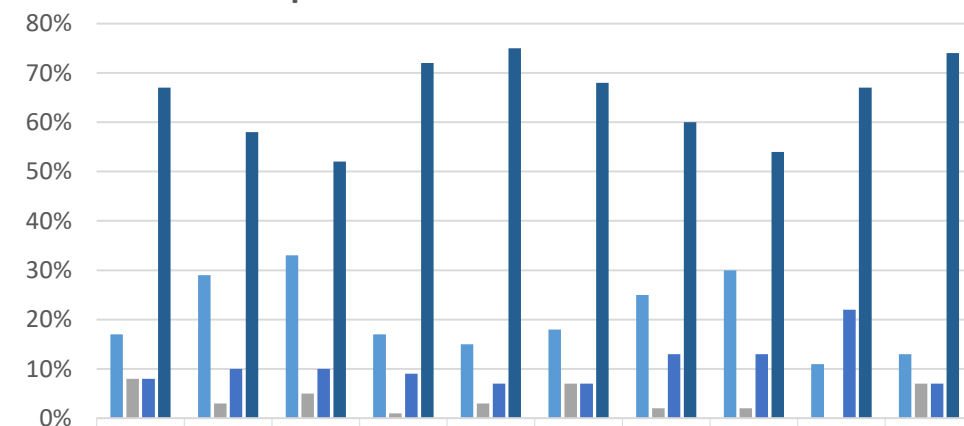
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Outstanding Return to Work Interviews

Outstanding Return to Work Interviews at  
31/03/22:-

**801**

Proportion of RTW interviews by days to complete 1<sup>st</sup>  
April 2021 to 31<sup>st</sup> March 2022



498 (-36%) return to work interviews were signed by line managers for absences during the financial year 2021/22.

Of these :-

- 313 (63%) were completed within 7\* days of return
- 59 (12%) were completed between 8 and 14 days of return
- 126 (25%) were completed more than 14 days after return

801 RTW interviews remain incomplete (486 for officers and 315 for staff). For officers, A Division and OSD have the highest number of outstanding interviews. For staff CSD and C3 have the highest level of outstanding interviews.

*\*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 Year End Dashboard – 31<sup>st</sup> March 2022

## TOIL & RRRD Balances

TOIL Balances

**39,155 hrs**



Down **5%**  
against TOIL  
balances at  
31/03/21

RRRD Balances

**69,065 days**



Up **49%**  
against RRRD  
balances at  
31/03/21

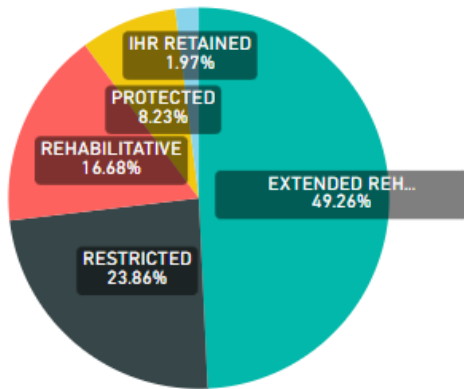
TOIL Balances currently stand at **6,933** hours for officers and **32,222** for staff, with an approximate total pay value of **£1.05m**

RRRD Balances - there are currently **67,820** RRRD for officers and **1,245** for staff, with an approximate total pay value of **£16m**

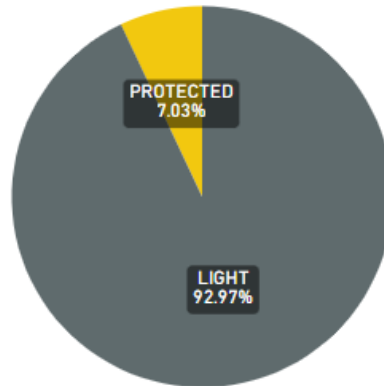
# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## Modified Duties

Mod Duty Type - Officers



Mod Duty Type - Staff



Mod Duty Type	PSI Count		Change
	Mar 2021	Mar 2022	
EXTENDED REHABILITATIVE	848	898	50
IHR RETAINED	42	36	-6
PROTECTED	160	150	-10
REHABILITATIVE	320	304	-16
RESTRICTED	365	435	70
<b>TOTAL</b>	<b>1735</b>	<b>1823</b>	<b>88</b>

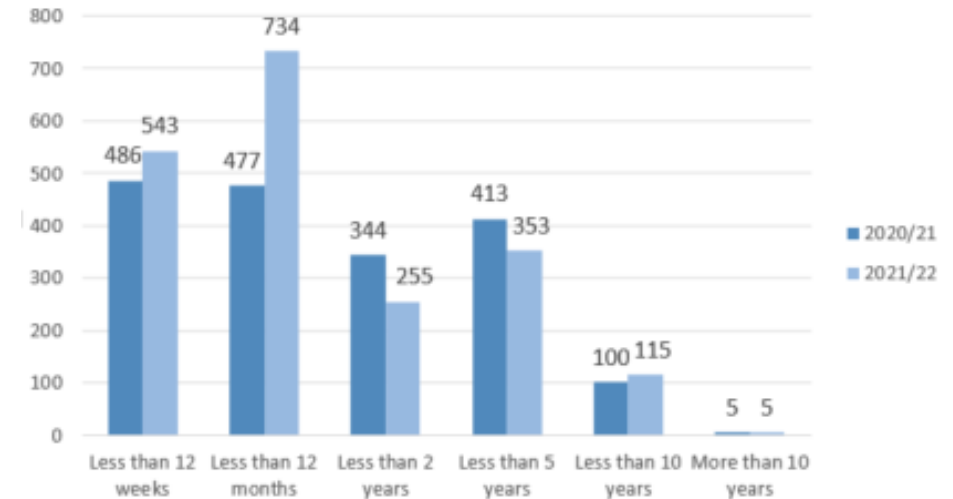
Mod Duty Type	PSI Count		Change
	Mar 2021	Mar 2022	
EXTENDED REHABILITATIVE	0	0	0
LIGHT	82	119	37
PROTECTED	12	9	-3
REHABILITATIVE	0	0	-11
<b>TOTAL</b>	<b>94</b>	<b>128</b>	<b>23</b>

There has been an **increase** in Modified Duties between 2020/21 and 2021/22 across both groups: **88** (5.1% increase) Officers, and **23** (24.5% increase) Staff.

**22.8%** of Officer and **27.2%** of Staff Modified Duties either do not have or are past review date.

Modified Duties past review date have decreased **11.7%** for officers and **3.9%** for staff since 2020/21.

Duration

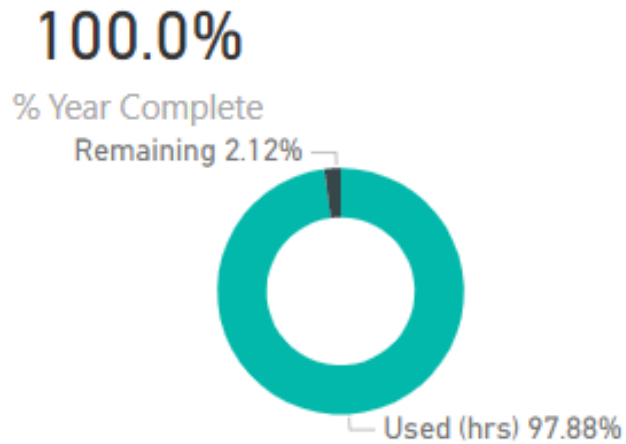


Modified Duties have recorded increases for a duration of less than 12 months. In comparison to last year the duration lasting 2+ years has slightly reduced, however, the duration lasting 5+ years has increased.

**1,277** (36%) have lasted < 12 months  
**473** Modified Duties (24%) have lasted 2+ years  
**120** Modified Duties (6%) have lasted 5+ years

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

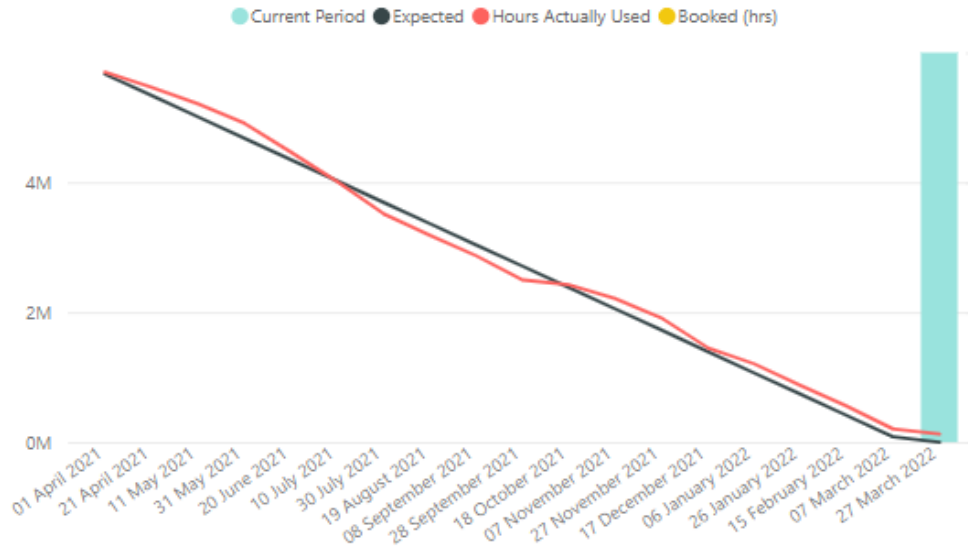
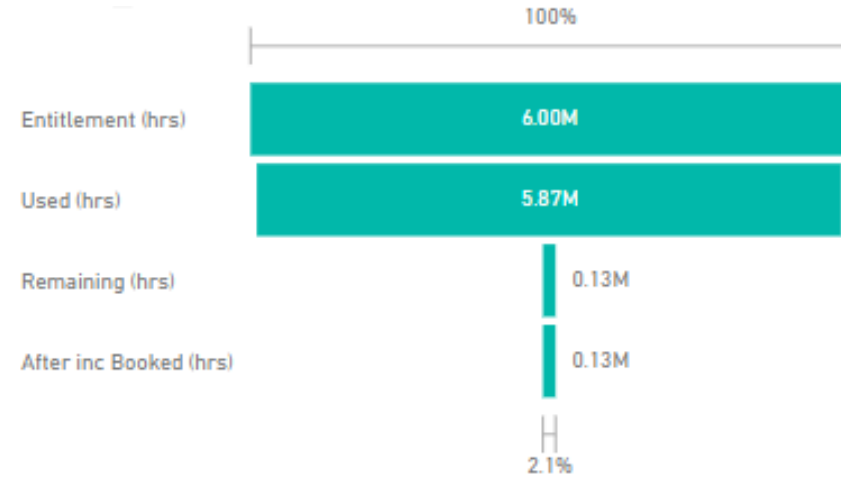
## Annual Leave Utilisation



Annual Leave

2.12%

underutilised



**2.12%** of annual leave was unused at the close of the leave year (31 March 2022), creating a rollover of **0.13** million hours entitlement. This is a reduction of 1.89% and 0.12 million hours in comparison to last year.

Analysis of rank and grade allows a cost projection based on this of approximately **\*£3.29m** of 2021/2022 leave liability rolling into the 2022/2023 leave year. This is a reduction of £2.58m in comparison to last year.

*\*Excludes ACC, Director roles and above*

# People & Development Year End Dashboard – 31<sup>st</sup> March 2022

## SCoPE Anomalies

**Force**



### High Risk HR Data Anomalies

Financial Risk to Individual or Organisation

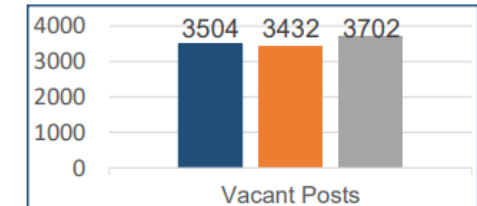
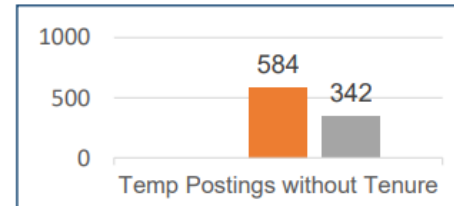
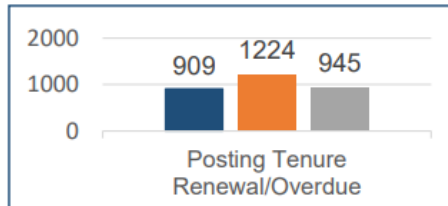
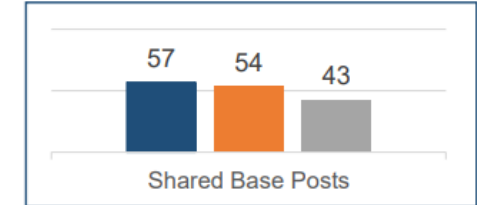
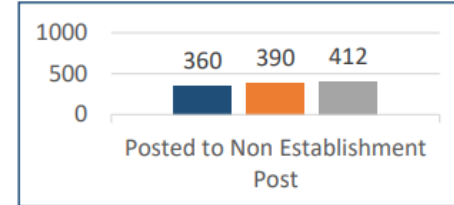
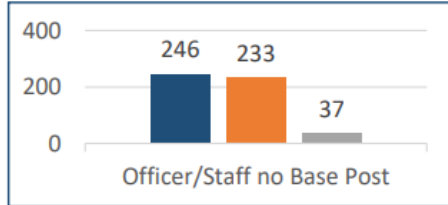
**5,917**

22 FEB 2022

Decreased To

**5,481**

11 APR 2022



### Anomalies by Division

