



|                                  |  |
|----------------------------------|--|
| <b>Meeting</b>                   | <b>SPA People Committee</b>                                    |
| <b>Date</b>                      | <b>28 February 2023</b>  |
| <b>Location</b>                  | <b>MS Teams</b>  |
| <b>Title of Paper</b>            | <b>Q3 Workforce MI Report</b>                                  |
| <b>Presented By</b>              | <b>Nicky Page, T/Deputy Director of People and Development</b> |
| <b>Recommendation to Members</b> | <b>For Discussion</b>  |
| <b>Appendix Attached</b>         | <b>Appendix A – Q3 Workforce MI Report</b>                     |

## PURPOSE

The purpose of this report is to provide Members with an update on Police Scotland workforce as at the end of Q3 of financial year 2022/23

Members are invited to discuss the contents of this report and Appendix.

## 1. BACKGROUND

- 1.1 In order to better inform the People Committee of the position of Police Scotland's workforce in terms of changes and trends the following summary of the People Data Management Information Report (attached at Appendix A) has been compiled.
- 1.2 This report continues to evolve following feedback from Members in terms of suitability, content and detail.

## 2. FURTHER DETAIL ON REPORTING TOPIC

### 2.1 Officer/Staff Numbers

- 2.1.1 Officer Numbers have risen this quarter in comparison to last quarter by 69.17 FTE. However, with the exceptions of LP East, CJSD, CSD & SCD all other divisions/local policing areas recorded a decrease in FTE.
- 2.1.2 In terms of workforce proportion SCD had the most significant increase with +1.09%, LP West had the most significant decrease with -0.68%. The SCD increase is due to a reparenting of Intelligence functions to a central point.
- 2.1.3 Representation of female officers continue to shift toward a more balanced workforce, the proportion of female officers increased at all ranks with the exception of PI and CI, though it should be noted this is a small cohort of employees.
- 2.1.4 Staff numbers have increased by 34.76 FTE (incl. SPA) in comparison to last quarter and total FTE is now 5,821.63.
- 2.1.5 Temp ranks increased by 1.09% since last quarter and a higher proportion of female officers occupy temporary ranks with the difference widening by 0.32% in comparison to last quarter.

### 2.2 Turnover

- 2.2.1 Officer Leavers down 33.43% (229) in comparison to Q2. Highest levels of turnover are attributed to Retirements for officers and highest number of leavers are found in LP West. Turnover for category Retirement – 25-30 Years has decreased 0.51% in comparison to last quarter which represents the largest monthly variation.

- 2.2.2 Looking at officer retirements over time the impact of the 2015 pension remedy in previous quarters of 2022/23 is evident but as at Q3 this seems to be returning to a more stable level of leavers.
- 2.2.3 Forcewide officer turnover rate has decreased 0.69% since last quarter. Turnover rates broken down by sex shows higher rates of male turnover in comparison to females.
- 2.2.4 Turnover rate for staff is 1.56%, a decrease of 0.6% on Q2. Female staff turnover rates are higher than the male staff turnover rate.
- 2.2.5 Forcewide turnover over the last 12 months for both employee groups has marginally decreased -0.05% since the position at end of Q2 and is now 8.14%.

### **2.3 Sickness absence**

- 2.3.1 Officer absence is up 0.51% on previous quarter, absence rate was at its lowest in October and is currently at 7.83% for end December.
- 2.3.2 Staff absence is up 0.48% on previous quarter, similar to officers absence rate was also at its lowest in October and is currently at 8.46% at end December.
- 2.3.3 In December COVID-Related absences had increased by 0.1% for both employee groups in comparison to the position at the end of Q2 but have remained at a fairly consistent level since September.
- 2.3.4 Non-Covid absences have recorded an upward trend in Q3 for both officer and staff, at this time of year it is predictable to see an increase in absences.
- 2.3.5 The AWDL for officers (3.9) and staff (4.4) has risen for Q3 in comparison to Q2. The current projections for AWDL for 2022/23 are 15.4 for PO and 17.7 for PS.
- 2.3.6 Psychological Disorders remain the highest cause of sickness absence for officers, however miscellaneous absences are now the highest cause of sickness for police staff. *NOTE. Work is ongoing around the use miscellaneous as a category and the lack of detail it provides. It is anticipated that this will significantly reduce the need to use this term.*

## 2.4 Availability

- 2.4.1 TOIL for officers and staff is down 13.4% from previous quarter and is **41,868 hrs**, (8,296 hours for officers and 33,572 for staff).
- 2.4.2 RRRD for Officers and staff are up 15.6% from the previous quarter and total **76,570 days** (75,878 RRRD for officers and 692 for staff). This is as a result of public holidays over the holiday period.
- 2.4.3 Annual Leave is currently 1.74 % under-utilised to date. This could mean a carry forward of leave into 2023/24 which will have budget implications. Officers and Staff are being encourage to use Annual Leave prior to the financial year end.

## 2.5 Duty Modifications

- 2.5.1 At the SPA People Committee agenda planning meeting on 16 December 2022, it was requested that SPA PC members be provided with details of the revised duty modification descriptors developed by the Duty Modifications Task Force (DMTF) who last year reviewed our processes for individuals requiring a modification to their duty.
- 2.5.2 During review, there was evidence to suggest that the previous naming conventions contributed to confusion for line managers updating records, with some instances of legacy names continuing to be used incorrectly.
- 2.5.3 It was agreed they were not fit for purpose and the group took into account learning from England and Wales, engaged with business areas such as Professional Standards, as well as with Staff Associations over revised terminology and definitions resulting in recommending the following changes:
- **Recuperative:** duties undertaken following an injury, accident, illness or medical incident (including pregnancy-related illness that include any condition that is linked to pregnancy or loss of pregnancy) during which the officer /staff member adapts to and prepares for a return to full duties and the full hours for which they are paid, or is assessed to determine whether they are capable of making such a return. This must be no more than 12 months.
  - **Adjusted:** duties in respect of which workplace adjustments (including reasonable adjustments under the Equality Act 2010) have been made to overcome barriers to working for individuals

awaiting assessment to see whether they have a permanent disability, injury or illness that permanently prevents them fulfilling the full remit of their role.

- **Protected (pre-natal, post-natal):** duty/deployment modifications as a result of the completion of the expectant/nursing mother's risk assessment. This category does not include pregnancy related illnesses linked to pregnancy or loss of pregnancy (see Recuperative Duties).
- **Restricted (PSD):** duties to which an individual is allocated in circumstances in which: verifiable confidential or source sensitive information or intelligence has come to the notice of the force that questions the suitability of them to continue in their current post; or where serious concerns are raised which require management actions, both for the protection of individuals and the organisation.
- **IHR Retained:** applies to officers who are medically assessed as having a permanent disability that prevents them from fulfilling a fully operational police officer role, and where, as an alternative to leaving the organisation through IHR, their retention as an officer with permanent duty modifications in other suitable roles has been formally recommended on the Chief Constable's behalf, and approved by the SPA.

2.5.4 These revised categories were implemented on SCoPE on 8 November 2022.

2.5.5 Work continues to progress the recommendations of the DMTF which are reviewed monthly through P&D Operational Delivery Meeting and bi-monthly progress updates are provided to Strategic Leadership Board. Of the original thirteen recommendations made by the DMTF, eight have now been completed, with five remaining open and on track.

**3. FINANCIAL IMPLICATIONS**

3.1 There are no direct finance implications although recruitment, attrition, TOIL, RRRDs and Annual Leave usage all have financial implications.

**4. PERSONNEL IMPLICATIONS**

4.1 There are no personnel implications in this report.

**5. LEGAL IMPLICATIONS**

5.1 There are no legal implications in this report.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational implications in this report.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications in this report.

**8. COMMUNITY IMPACT**

8.1 There are no community implications in this report.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications in this report.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

Members are invited to discuss the contents of this report and Appendix.

## Welcome to the Quarter 3 edition of the P&D MI Report

This report provides a quarterly overview of changes in the Police Scotland workforce, identifying areas of improvement and areas where HR intervention may be required.

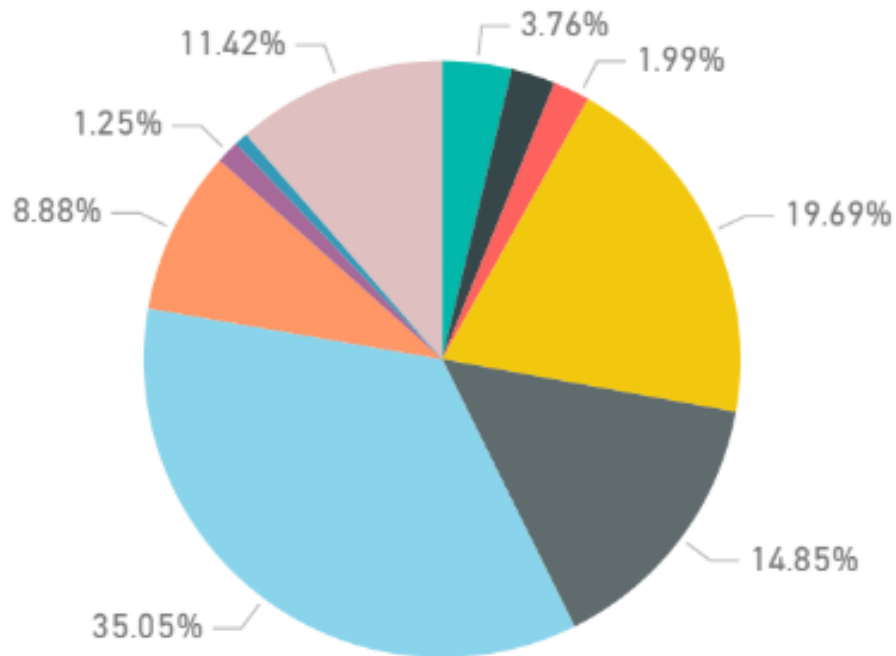
### Exclusions

Detached officers – those currently working outside of both Police Scotland and SPA – are excluded from **all** analyses except for leavers, turnover and projected retirements (slides 11-20), as their positions will be filled by existing Police Scotland establishment.

# People & Development Quarterly MI Report – December 2022

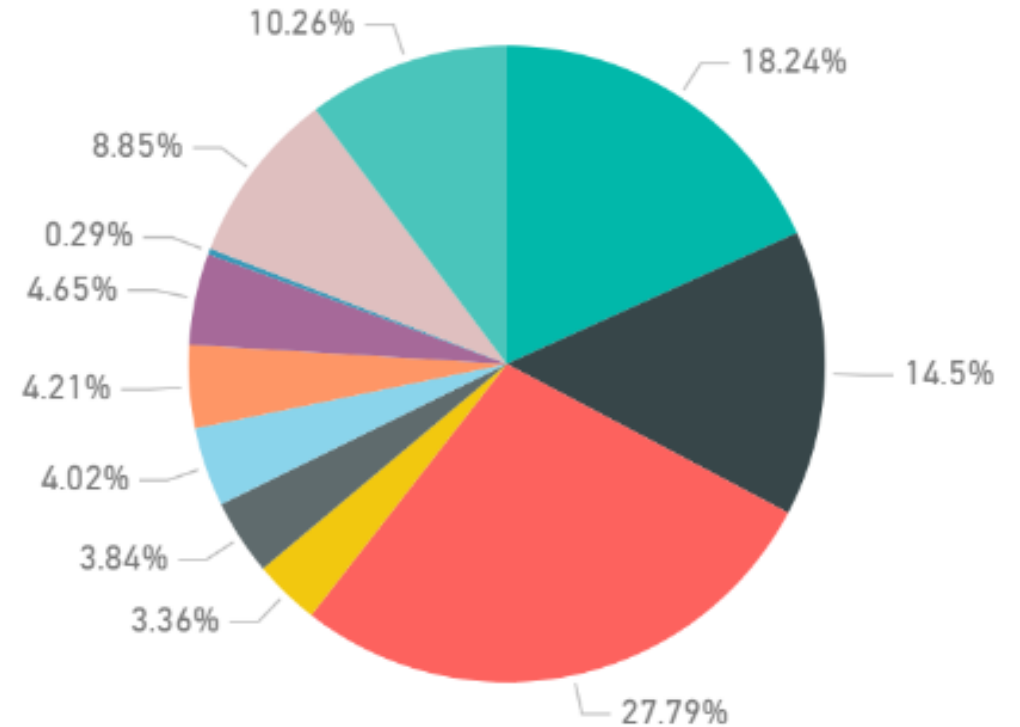
## FTE and Distribution

### Police Officer



16,592.48 FTE (+69.17 FTE on Q2)

### Police Staff



5,821.63 FTE (+34.76 FTE on Q2)

597.07 FTE SPA Corporate & Forensics (+20.54 FTE on Q2)



# People & Development Quarterly MI Report – December 2022

## FTE and Distribution Change Since Q2 2022/23

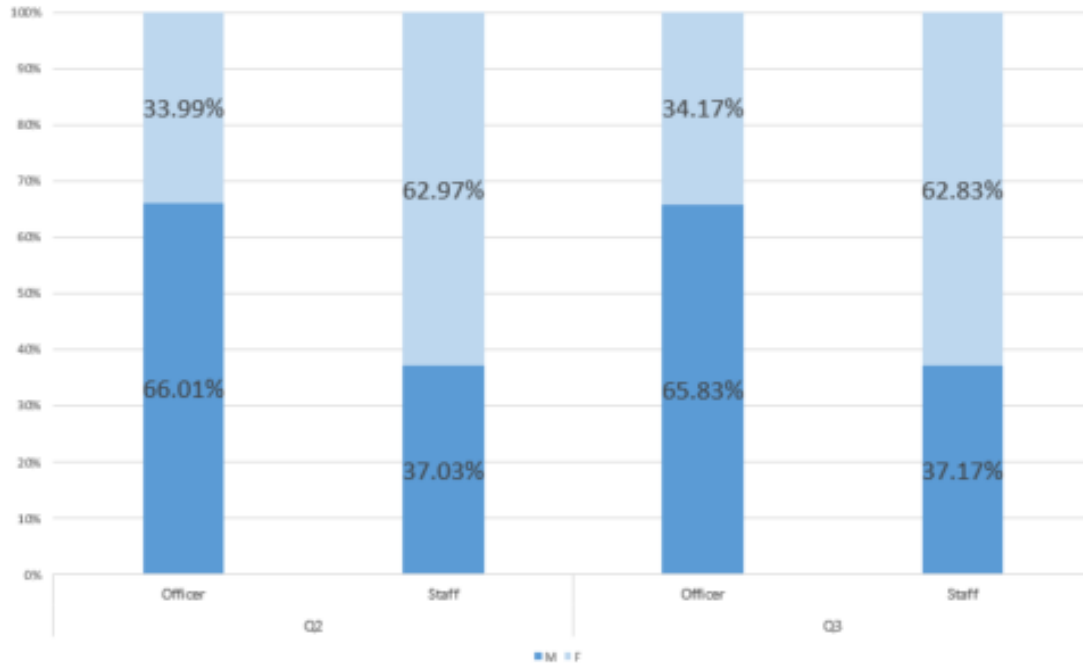
| Officers |                 |                                  |
|----------|-----------------|----------------------------------|
| Area     | Q3 Change - FTE | Q3 Change - Workforce Proportion |
| C3       | -4.91           | -0.05%                           |
| CJSD     | 7.18            | 0.03%                            |
| CSD      | 2.74            | 0.01%                            |
| LP East  | 25.09           | 0.07%                            |
| LP North | -48.15          | -0.35%                           |
| LP West  | -88             | -0.68%                           |
| OSD      | -4.22           | -0.06%                           |
| P&A      | -2.66           | -0.02%                           |
| PPCW     | -6.13           | -0.04%                           |
| SCD      | 188.25          | 1.09%                            |

| Staff    |                 |                                  |
|----------|-----------------|----------------------------------|
| Area     | Q3 Change - FTE | Q3 Change - Workforce Proportion |
| C3       | -15.29          | -0.37%                           |
| CJSD     | -4.25           | -0.16%                           |
| CSD      | 19.47           | 0.17%                            |
| SPA      | 20.54           | 0.29%                            |
| LP East  | -17.94          | -0.33%                           |
| LP North | -7.33           | -0.15%                           |
| LP West  | -1.59           | -0.05%                           |
| OSD      | -1.16           | -0.05%                           |
| P&A      | 10.41           | 0.15%                            |
| PPCW     | 0               | 0.00%                            |
| SCD      | 31.92           | 0.50%                            |

# People & Development Quarterly MI Report – December 2022

## Sex Profile

Sex Split by Emp Type



Officers continue to shift positively toward balance, the proportion of female officers has increased by **0.18%**. Staff groups have decreased the imbalance with the proportion of male staff members increasing by **0.14%**.

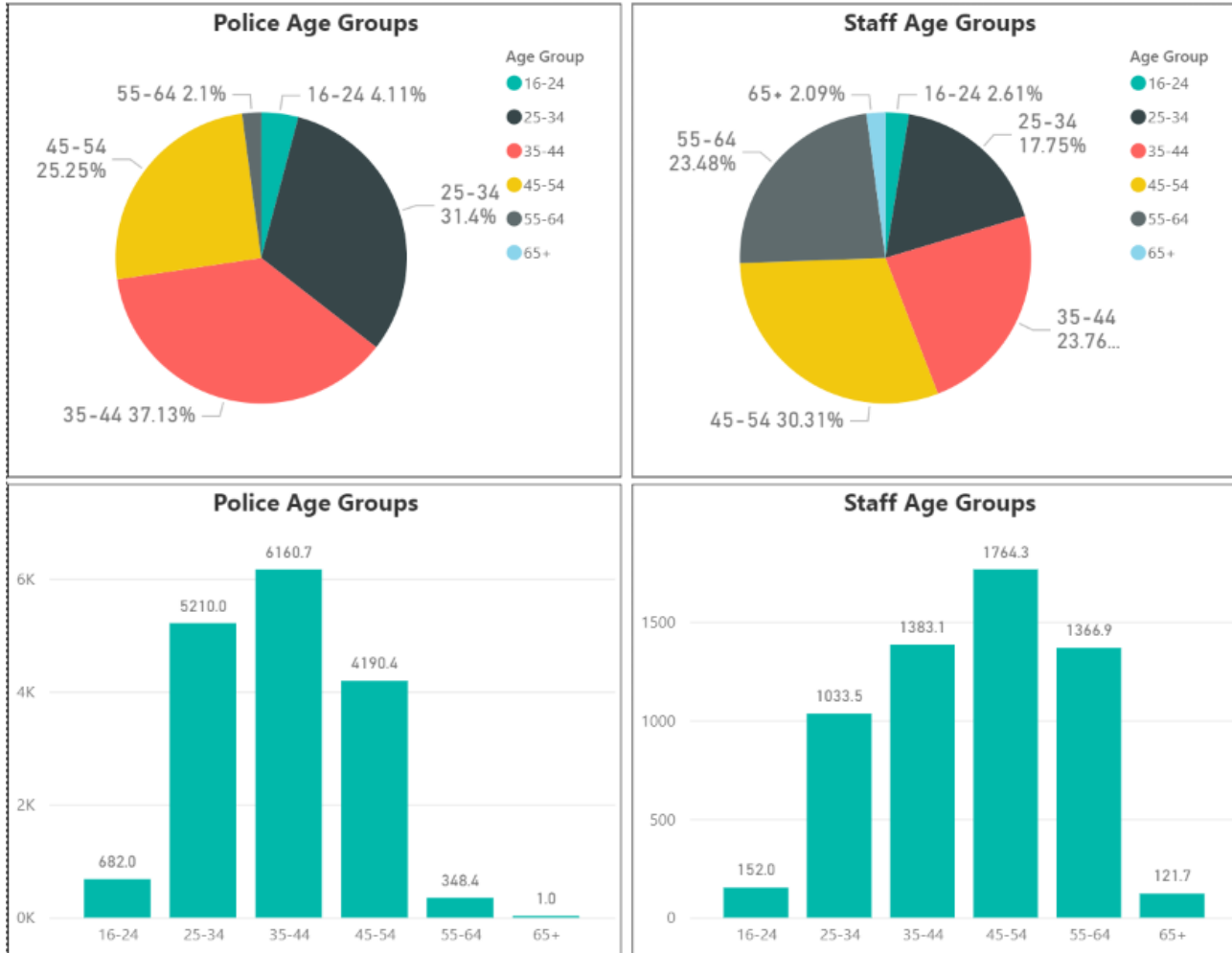
| Sex          | F              |               | M               |               | Total           |                |
|--------------|----------------|---------------|-----------------|---------------|-----------------|----------------|
|              | FTE            | %             | FTE             | %             | FTE             | %              |
| PC           | 3441.72        | 32.97%        | 6995.72         | 67.03%        | 10437.43        | 100.00%        |
| DC           | 1048.42        | 41.63%        | 1470.20         | 58.37%        | 2518.62         | 100.00%        |
| PS           | 510.92         | 29.11%        | 1244.11         | 70.89%        | 1755.03         | 100.00%        |
| DS           | 227.16         | 33.40%        | 452.94          | 66.60%        | 680.10          | 100.00%        |
| PI           | 134.95         | 25.01%        | 404.54          | 74.99%        | 539.49          | 100.00%        |
| DI           | 73.00          | 26.35%        | 204.00          | 73.65%        | 277.00          | 100.00%        |
| CI           | 47.80          | 31.08%        | 106.00          | 68.92%        | 153.80          | 100.00%        |
| DCI          | 18.00          | 24.66%        | 55.00           | 75.34%        | 73.00           | 100.00%        |
| SUP          | 23.00          | 30.67%        | 52.00           | 69.33%        | 75.00           | 100.00%        |
| DSU          | 13.00          | 33.33%        | 26.00           | 66.67%        | 39.00           | 100.00%        |
| CS           | 8.00           | 30.77%        | 18.00           | 69.23%        | 26.00           | 100.00%        |
| DCS          | 3.00           | 42.86%        | 4.00            | 57.14%        | 7.00            | 100.00%        |
| ACC          | 2.00           | 25.00%        | 6.00            | 75.00%        | 8.00            | 100.00%        |
| DCC          | 1.00           | 50.00%        | 1.00            | 50.00%        | 2.00            | 100.00%        |
| CC           |                |               | 1.00            | 100.00%       | 1.00            | 100.00%        |
| <b>Total</b> | <b>5551.98</b> | <b>33.46%</b> | <b>11040.51</b> | <b>66.54%</b> | <b>16592.48</b> | <b>100.00%</b> |

| Total Rank | Female Officer % of Rank |        |
|------------|--------------------------|--------|
|            | Q1                       | Q2     |
| PC         | 34.53%                   | 34.66% |
| PS         | 29.60%                   | 30.31% |
| PI         | 26.06%                   | 25.47% |
| CI         | 29.35%                   | 29.01% |
| SUP        | 30.70%                   | 31.58% |
| CS         | 30.30%                   | 33.33% |

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

# People & Development Quarterly MI Report – December 2022

## Age Profile



Average Officer Age

Average of Age

38.55

Average Staff Age

Average of Age

45.83

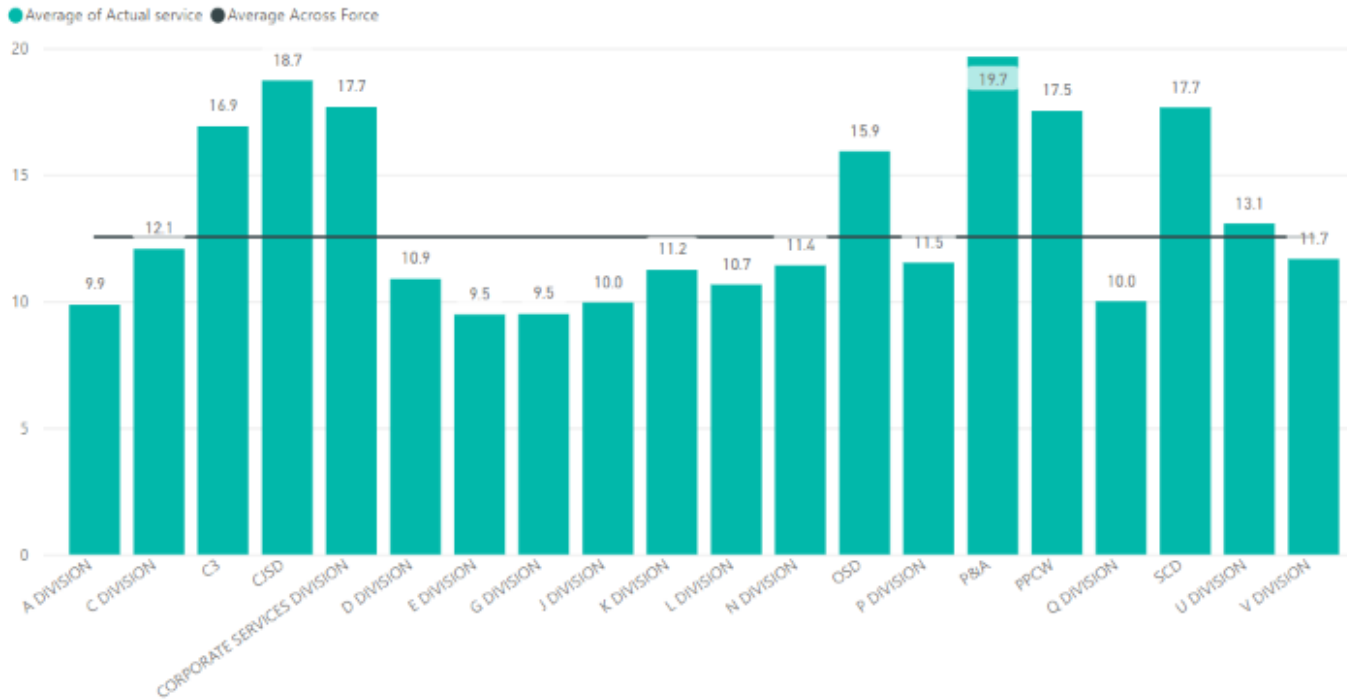
Average Officer age has slightly decreased (-0.09 years) since Q2.

Average Staff Age has also slightly increased (+0.07 years) since Q2.

# People & Development Quarterly MI Report – December 2022

## Length of Service Profile – Actual Service

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



12.54

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

| Local Area/Division         | Variance from average |         |
|-----------------------------|-----------------------|---------|
|                             | Q2                    | Q3      |
| A DIVISION                  | -21.91%               | -21.37% |
| C DIVISION                  | -3.09%                | -3.83%  |
| C3                          | 33.07%                | 34.85%  |
| CJSD                        | 51.42%                | 49.28%  |
| CORPORATE SERVICES DIVISION | 40.11%                | 40.91%  |
| D DIVISION                  | -13.69%               | -13.16% |
| E DIVISION                  | -22.63%               | -24.40% |
| G DIVISION                  | -22.23%               | -24.24% |
| J DIVISION                  | -17.88%               | -20.57% |
| K DIVISION                  | -10.21%               | -10.37% |
| L DIVISION                  | -13.69%               | -14.99% |
| N DIVISION                  | -10.36%               | -8.93%  |
| OSD                         | 26.82%                | 27.03%  |
| P DIVISION                  | -7.91%                | -8.05%  |
| P&A                         | 56.80%                | 56.78%  |
| PPCW                        | 39.08%                | 39.71%  |
| Q DIVISION                  | -18.59%               | -20.26% |
| SCD                         | 40.43%                | 40.83%  |
| U DIVISION                  | 2.61%                 | 4.23%   |
| V DIVISION                  | -4.59%                | -6.86%  |

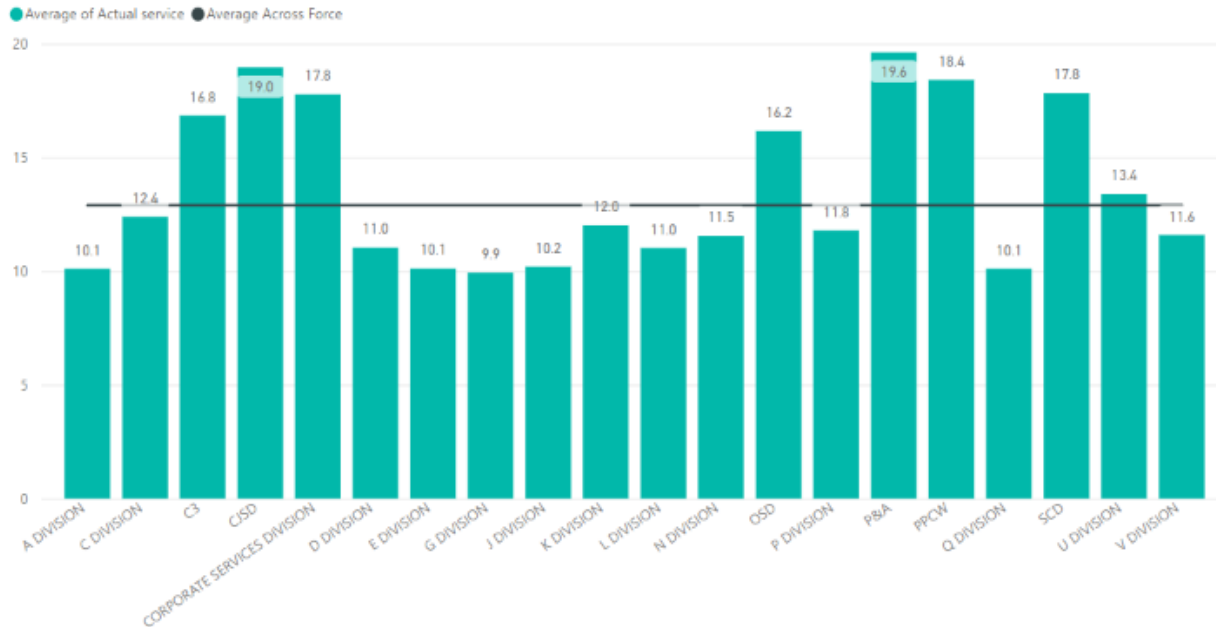
Local Policing Divisions can be expected to trend lower than the forcewide average, as these are the entry points for new officers. National Services tend to trend above the forcewide average.

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

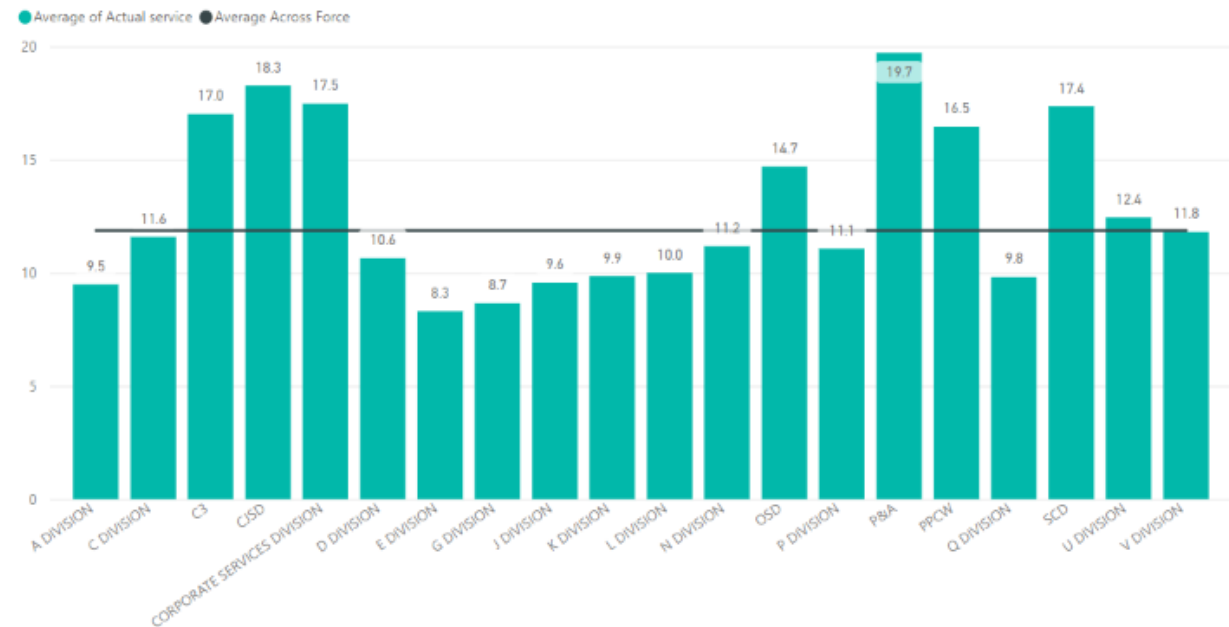
# People & Development Quarterly MI Report – December 2022

## Length of Service Profile by Sex – Actual Service

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



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

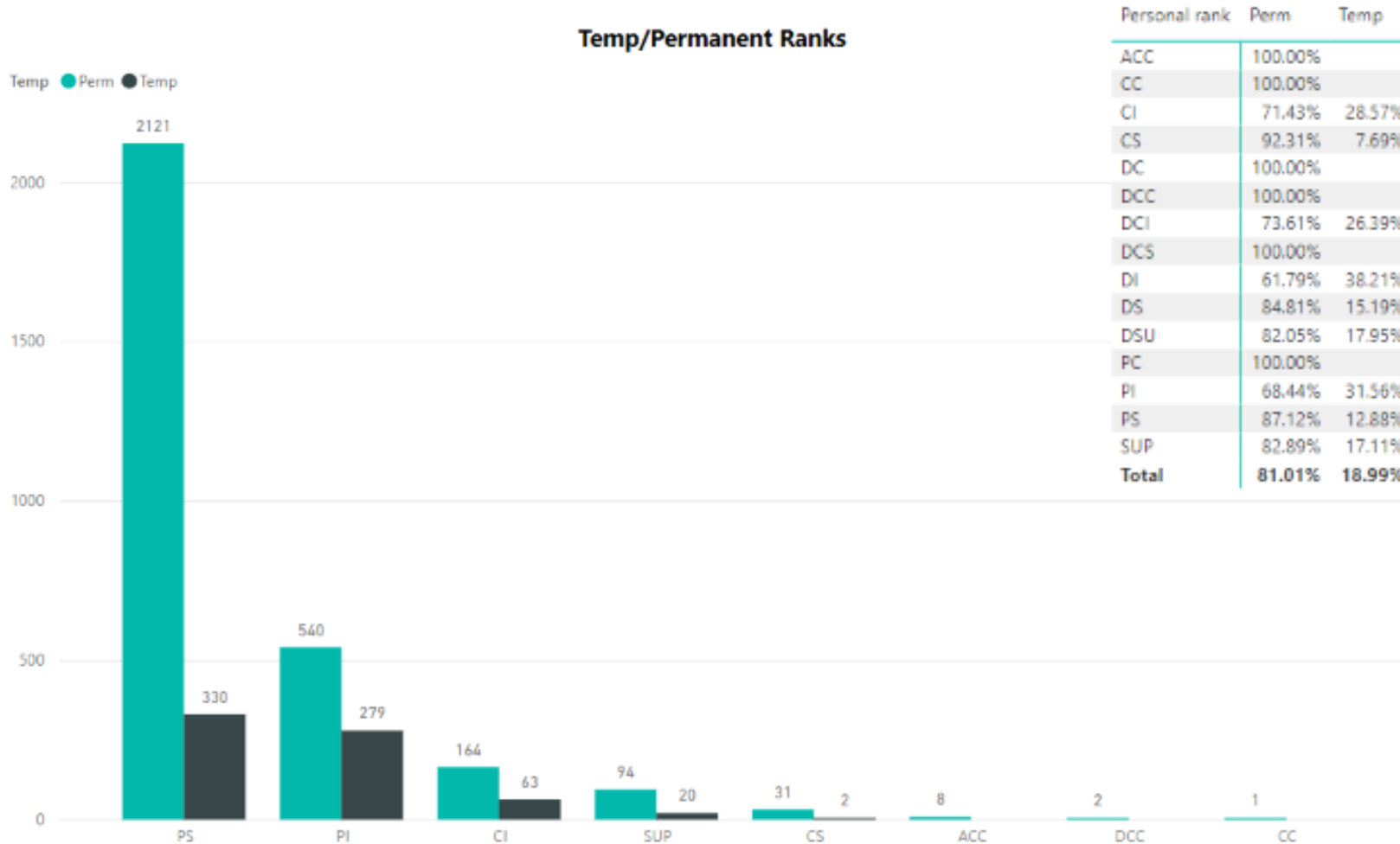


Female officers have shorter average length of service, with an average of 11.87 years service against the average of 12.89 years for male officers.

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

# People & Development Quarterly MI Report – December 2022

## Temporary Ranks by Rank – December Snapshot



| Personal rank | Perm          | Temp          |
|---------------|---------------|---------------|
| ACC           | 100.00%       |               |
| CC            | 100.00%       |               |
| CI            | 71.43%        | 28.57%        |
| CS            | 92.31%        | 7.69%         |
| DC            | 100.00%       |               |
| DCC           | 100.00%       |               |
| DCI           | 73.61%        | 26.39%        |
| DCS           | 100.00%       |               |
| DI            | 61.79%        | 38.21%        |
| DS            | 84.81%        | 15.19%        |
| DSU           | 82.05%        | 17.95%        |
| PC            | 100.00%       |               |
| PI            | 68.44%        | 31.56%        |
| PS            | 87.12%        | 12.88%        |
| SUP           | 82.89%        | 17.11%        |
| <b>Total</b>  | <b>81.01%</b> | <b>18.99%</b> |

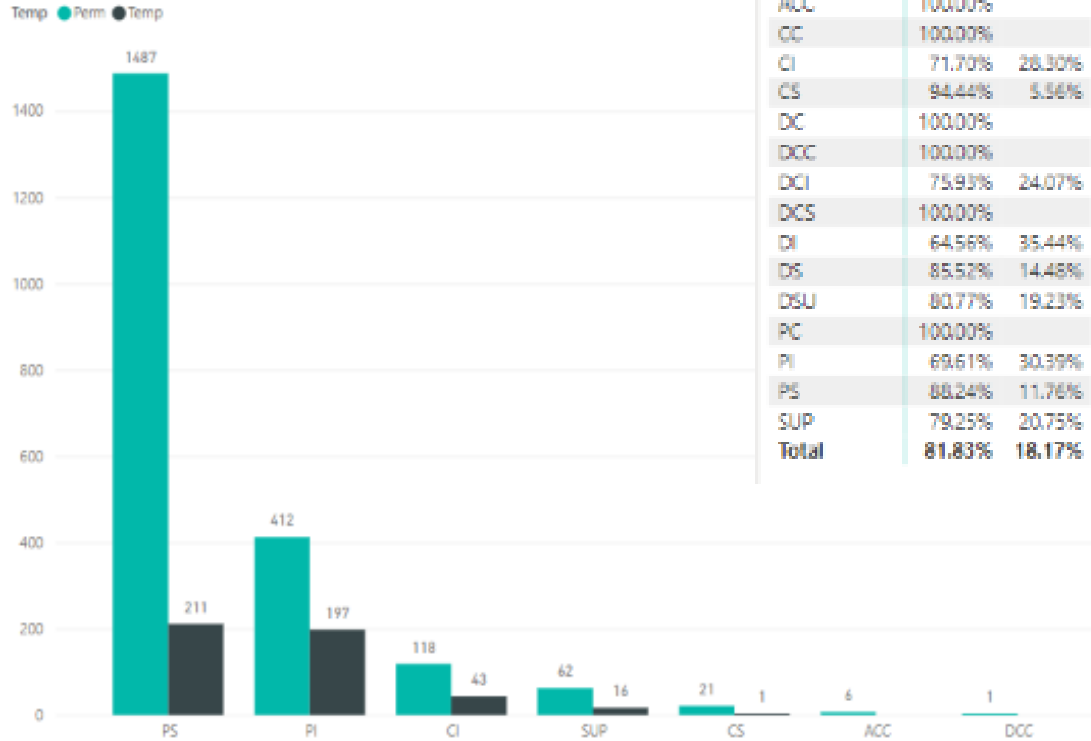
The proportion of officers in temporary ranks has increased in Q3, up 1.09% since Q2.

The highest proportion of temporary ranks occurs at the PI rank, with 33.82% (combined PI and DI) of these individuals in rank on a temporary basis.

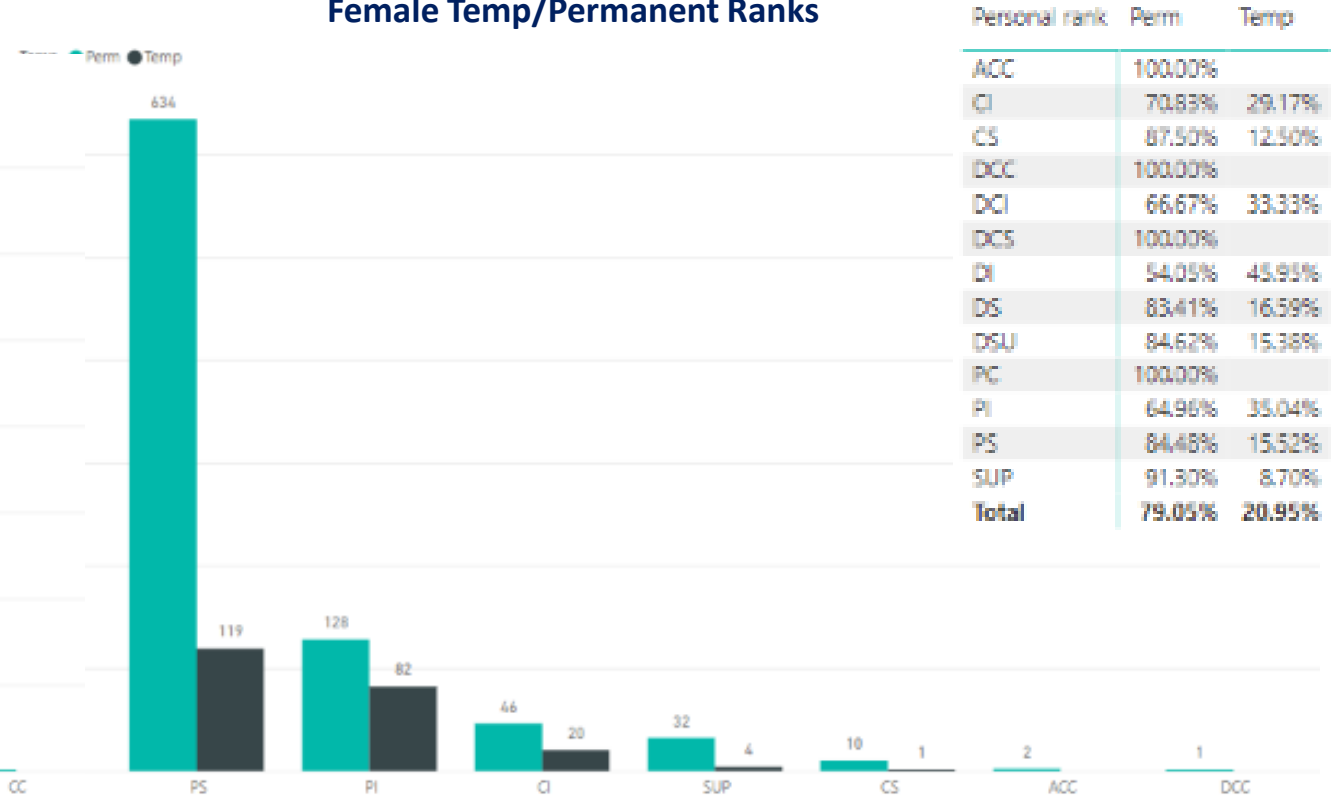
# People & Development Quarterly MI Report – December 2022

## Temporary Ranks by Sex – December Snapshot

### Male Temp/Permanent Ranks



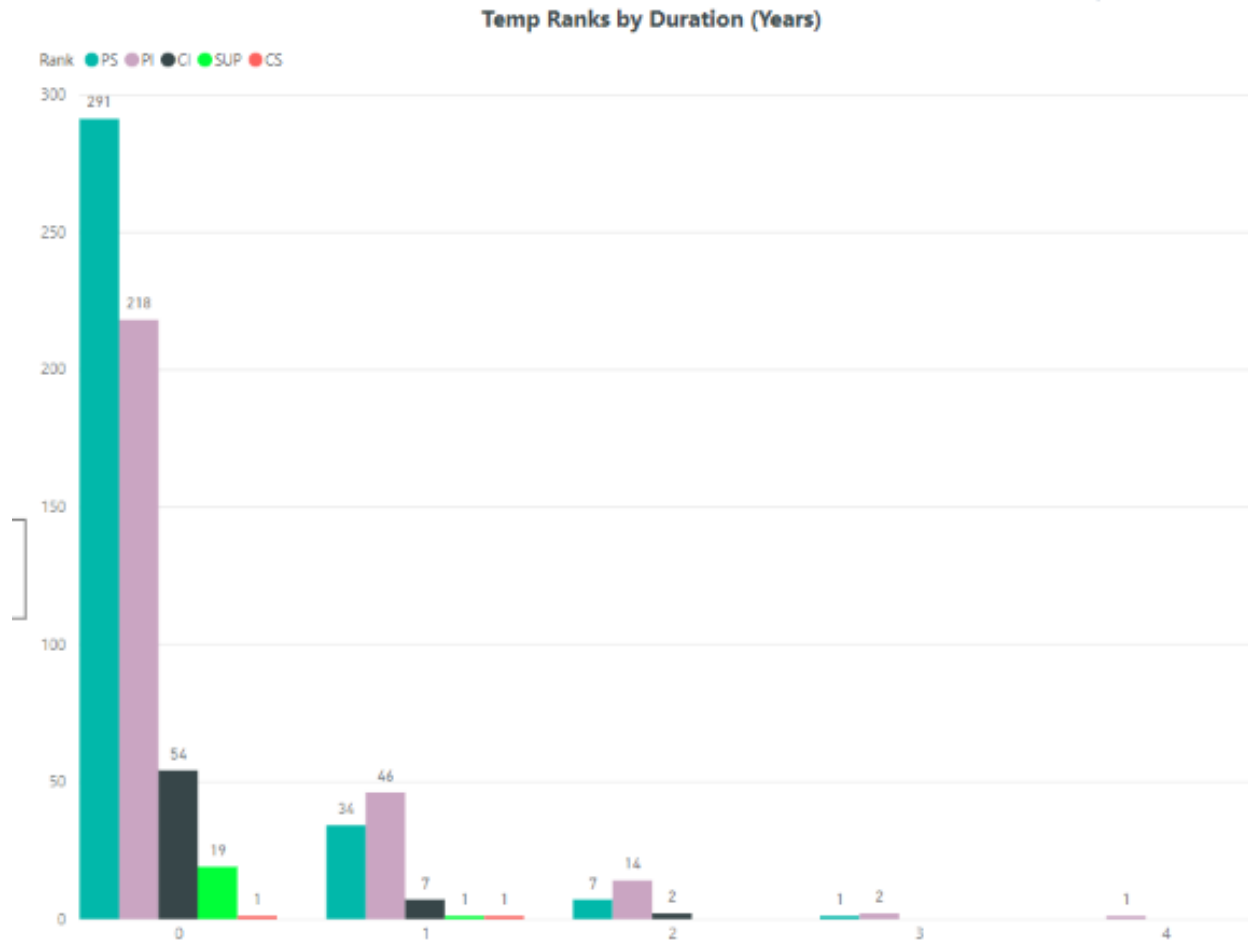
### Female Temp/Permanent Ranks



A higher proportion of female officers than male officers occupy temporary ranks.  
This difference has widened (+0.32%) since Q2.

# People & Development Quarterly MI Report – December 2022

## Temporary Ranks by Duration – December Snapshot



The duration of temporary ranks lasting 3 years or more has increased by 1 since Q2.

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

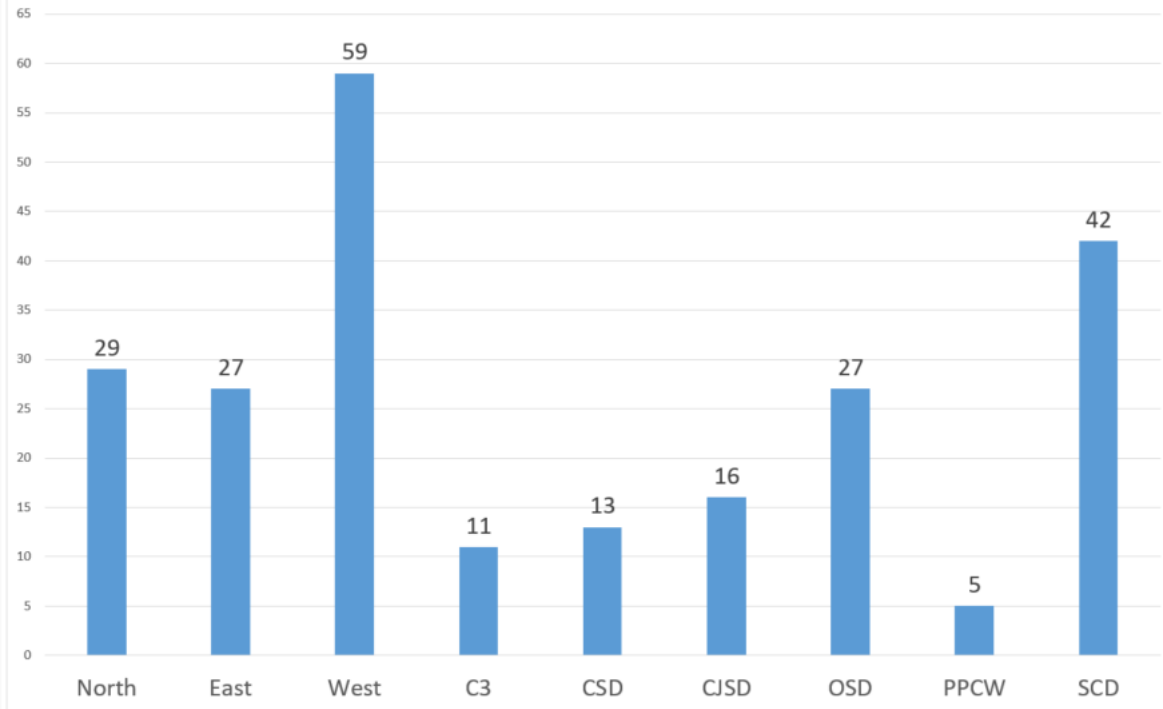
The longest-running temporary ranks appear at the PI level, with 4.98% of temporary PI ranks lasting for 2 years or more.



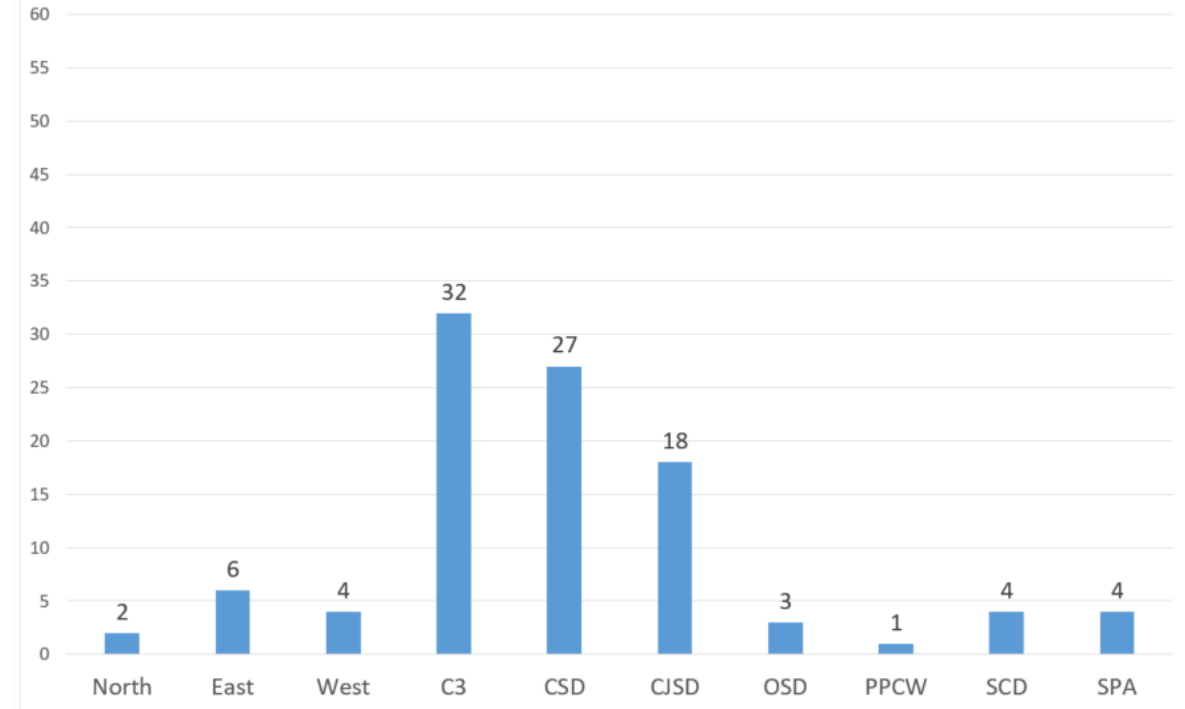
# People & Development Quarterly MI Report – December 2022

## Leavers – Q3 2022/23

Officer Leavers - Headcount



Staff Leavers - Headcount



**Officer Leavers - 229**



down **115 (-33.43%)**  
on previous quarter

**Staff Leavers - 99**



down **37 (-27.21%)**  
on previous quarter

# People & Development Quarterly MI Report – December 2022

## Leavers – Q3 2022/23

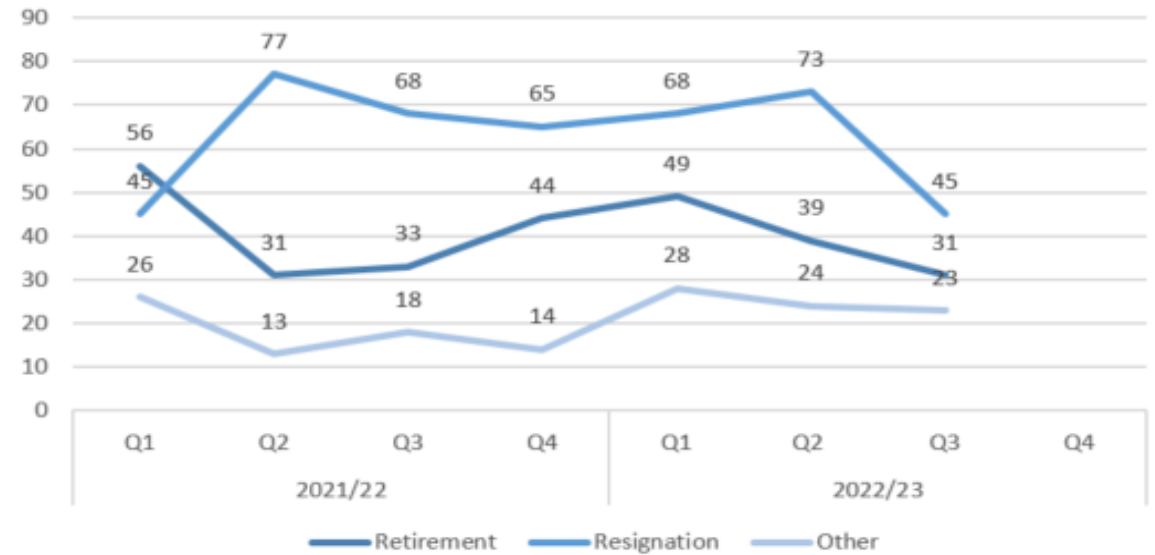
Officer Leavers by reason (2021/22 - 2022/23)



For officers, Retirements have seen a peak in Q1 of 2022/23 (Likely related to the introduction of pension remedies). Since then retirements have been in the decline and appear to be trending towards a more stable level.

Resignations and other reasons for leaving have remained at a stable level since Q1 2021/22.

Staff Leavers by reason (2021/22 - 2022/23)



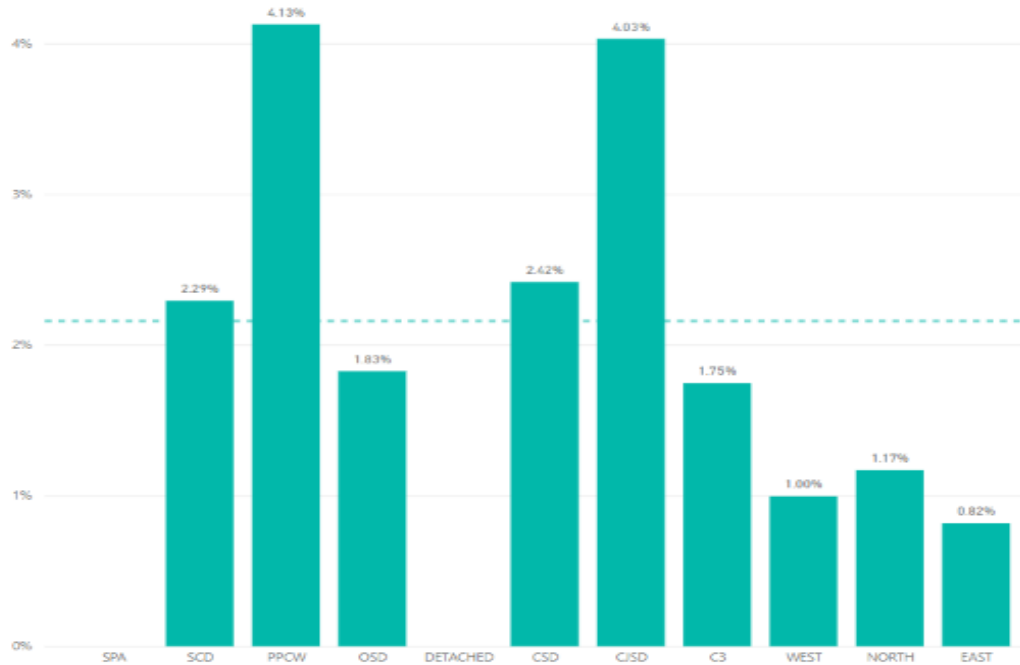
For Staff, all reasons record more variation than when compared to officers.

As at the current quarter a decrease in all leaving reasons has been recorded.

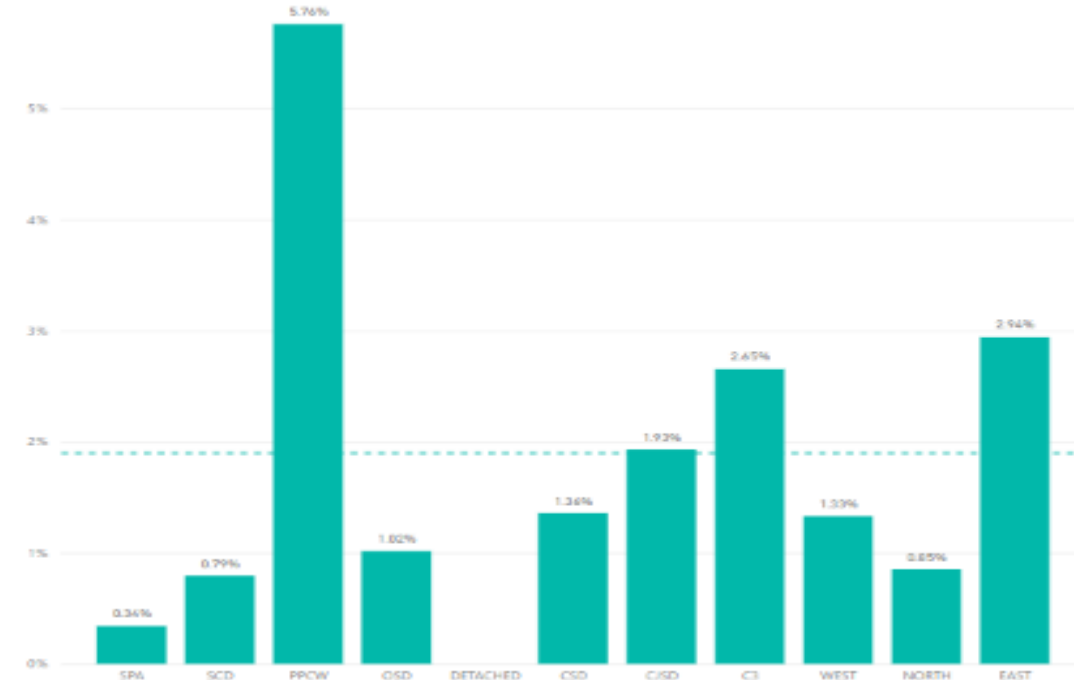
# People & Development Quarterly MI Report – December 2022

## Turnover – Q3 2022/23

### Officer Turnover



### Staff Turnover



Forcewide Officer Turnover rate:

**1.37%**



Down **0.69%**  
on previous  
quarter.

Projected YE: 8.56%

Forcewide Staff Turnover rate:

**1.56%**



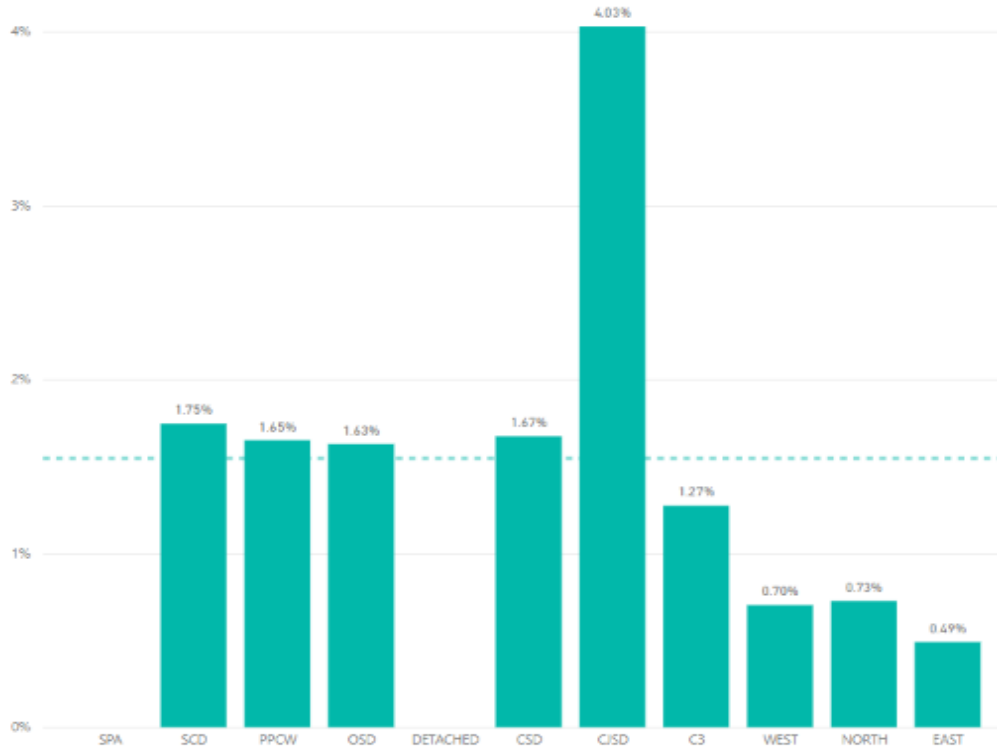
down **-0.6%**  
on  
previous quarter.

Projected YE: 8.02%

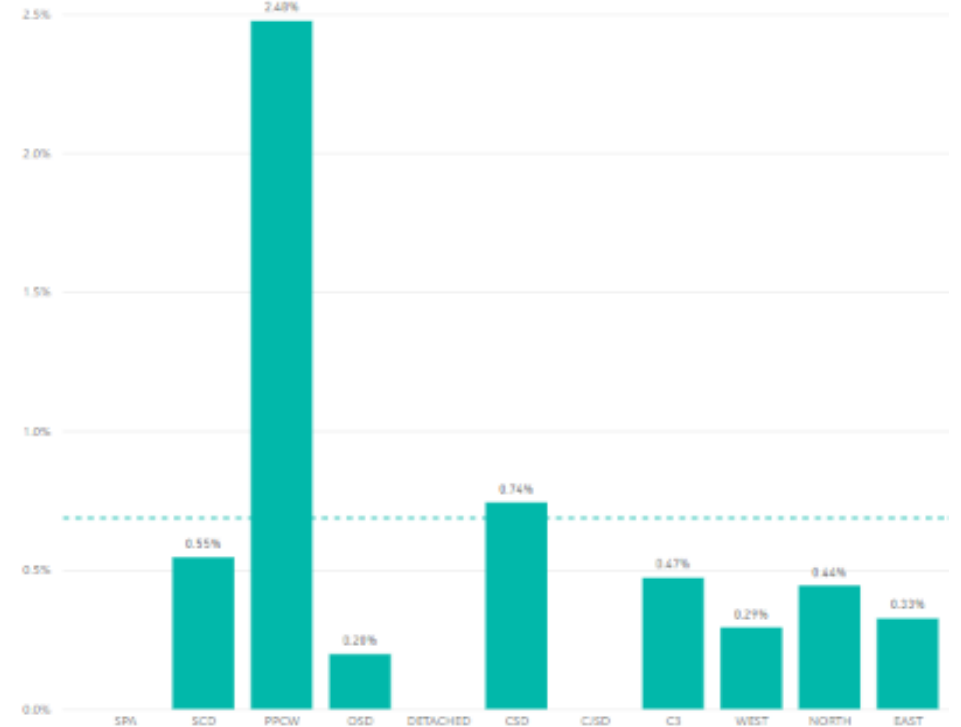
# People & Development Quarterly MI Report – December 2022

## Turnover by Sex - Officers – Q3 2022/23

### Male Officer Turnover



### Female Officer Turnover



Forcewide Male Officer Turnover:

**1%**



Down **0.46%** on previous quarter.

Forcewide Female Officer Turnover:

**0.37%**

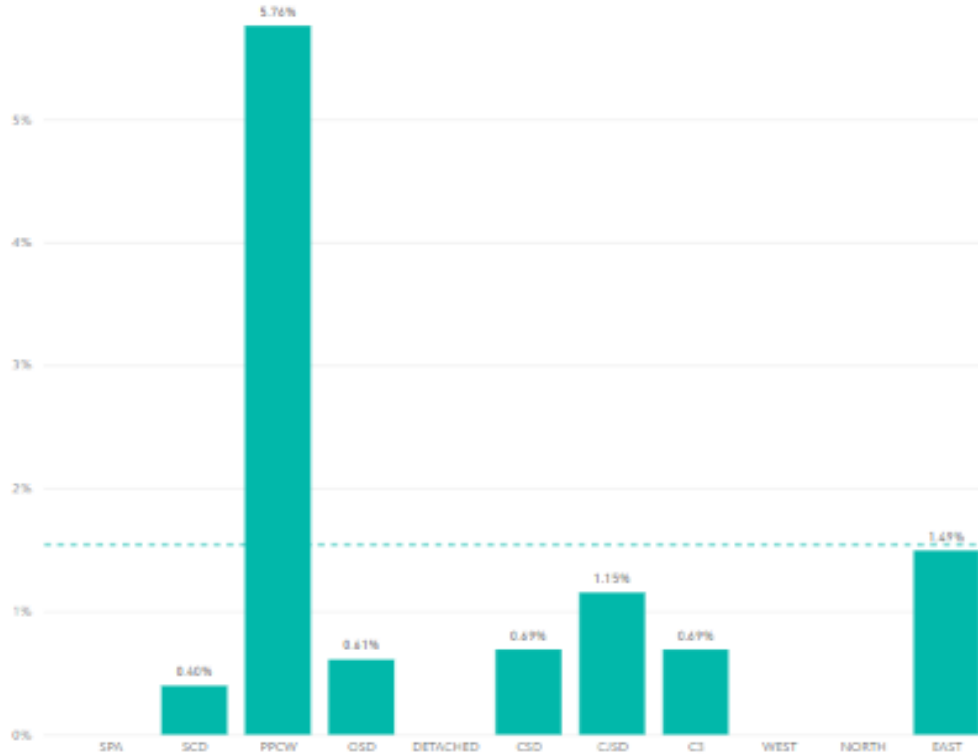


Down **0.23%** on previous quarter.

# People & Development Quarterly MI Report – December 2022

## Turnover by Sex - Staff – Q3 2022/23

### Male Staff Turnover



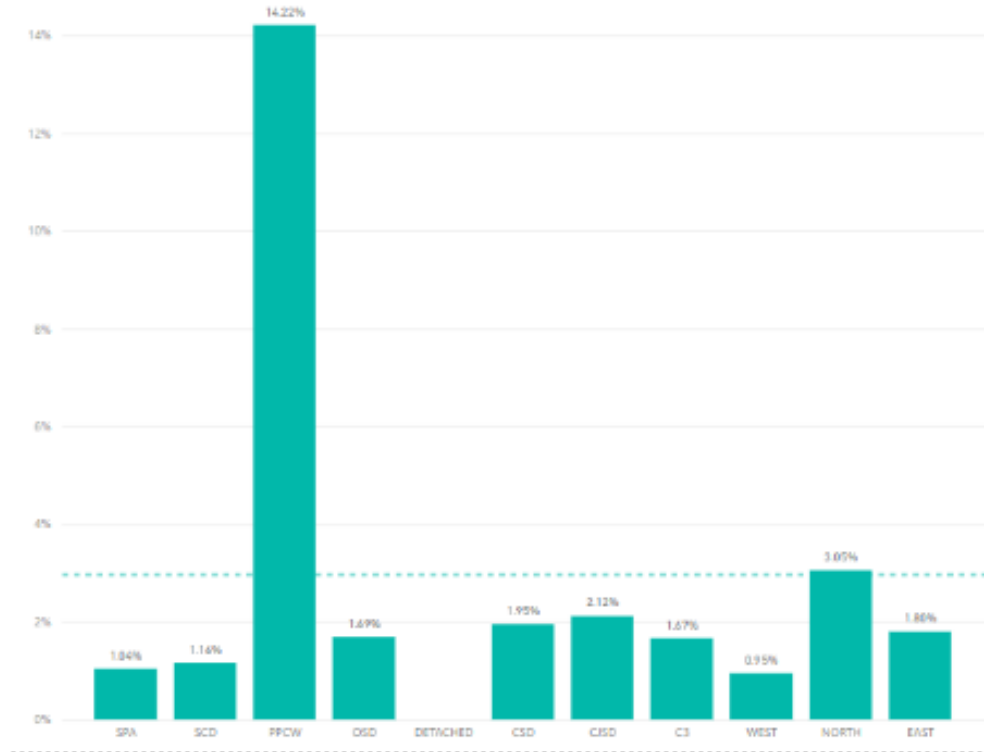
Forcewide Male Staff Turnover:

**0.65%**



Down **0.43%**  
on previous  
quarter.

### Female Staff Turnover



Forcewide Female Staff Turnover:

**0.91%**

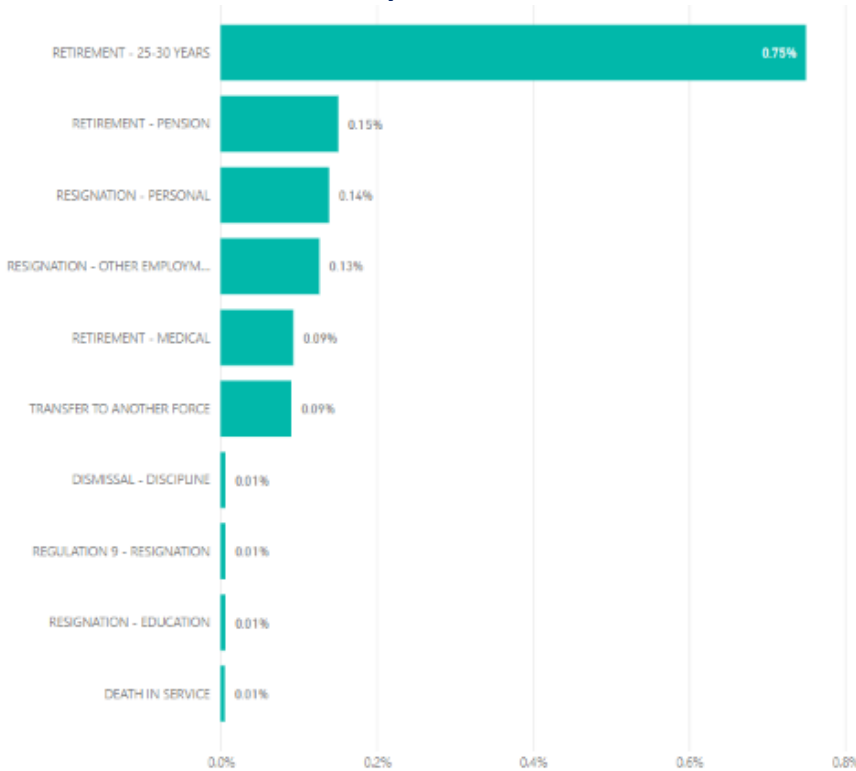


Down **0.17%**  
on previous  
quarter.

# People & Development Quarterly MI Report – December 2022

## Turnover by Reason – Q3 2022/23

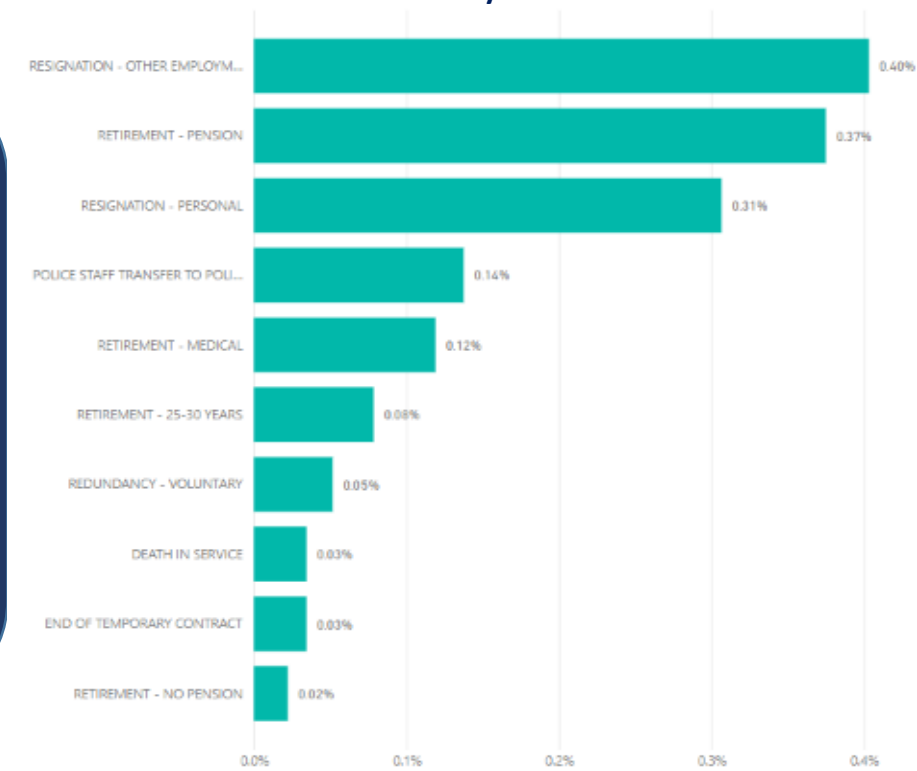
### Turnover by Reason - Officer



The main reason for officer turnover this quarter was **Retirement – 25-30 Years**, at **0.75%** (down 0.51% from Q2).

For the Staff group, the main reason for turnover was **Resignation – Other Employment** at **0.40%** (down 0.32% from Q2).

### Turnover by Reason - Staff



Retirement (excluding Medical) remains the main reason for Officer attrition over the last 12 months, at a combined **6.58%** turnover.

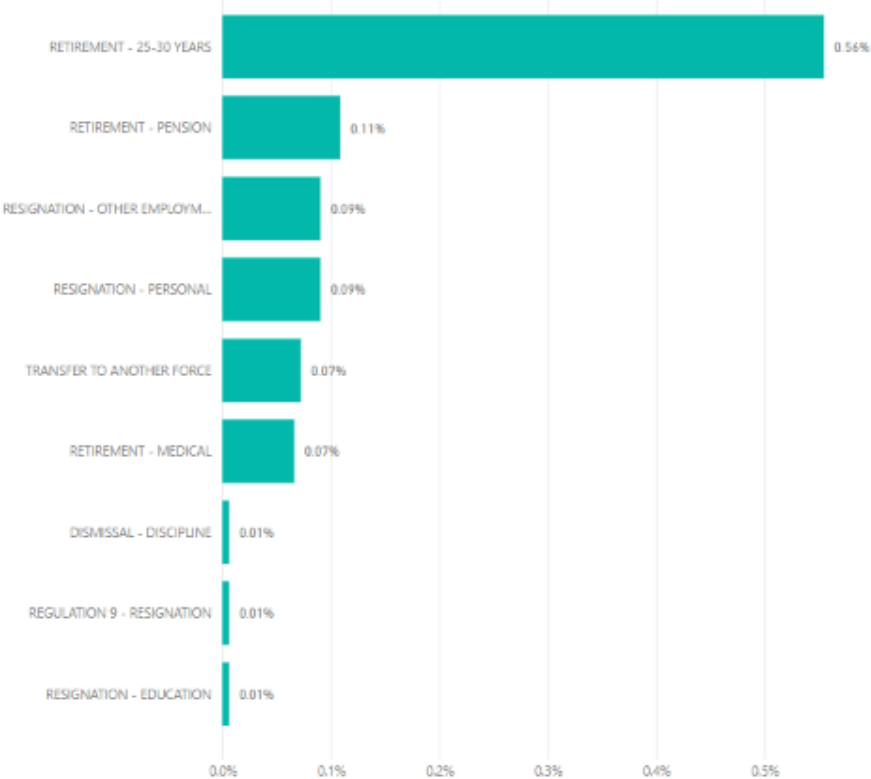
Resignations are the main reason for Staff attrition over the last 12 months, at a combined **4.01%** turnover.

Turnover is now **8.14%** (-0.05% since Q2) organisation-wide over the last 12 months, and remains over the anticipated levels of 5-6%.

# People & Development Quarterly MI Report – December 2022

## Turnover by Reason by Sex – Officers – Q3 2022/23

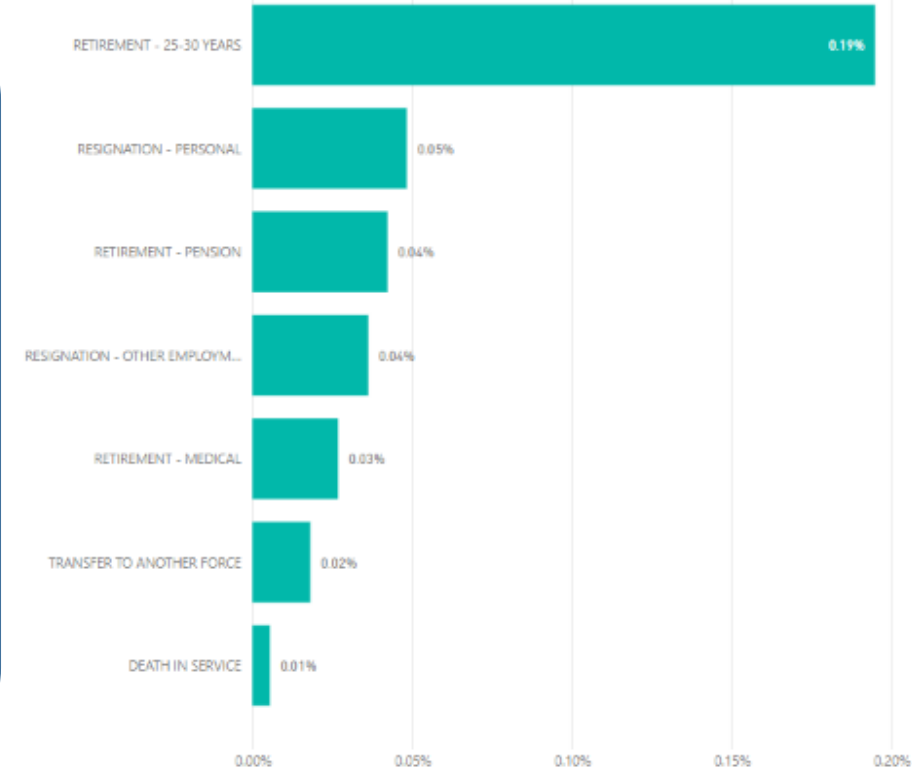
### Turnover by Reason – Male Officer



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

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

### Turnover by Reason – Female Officer



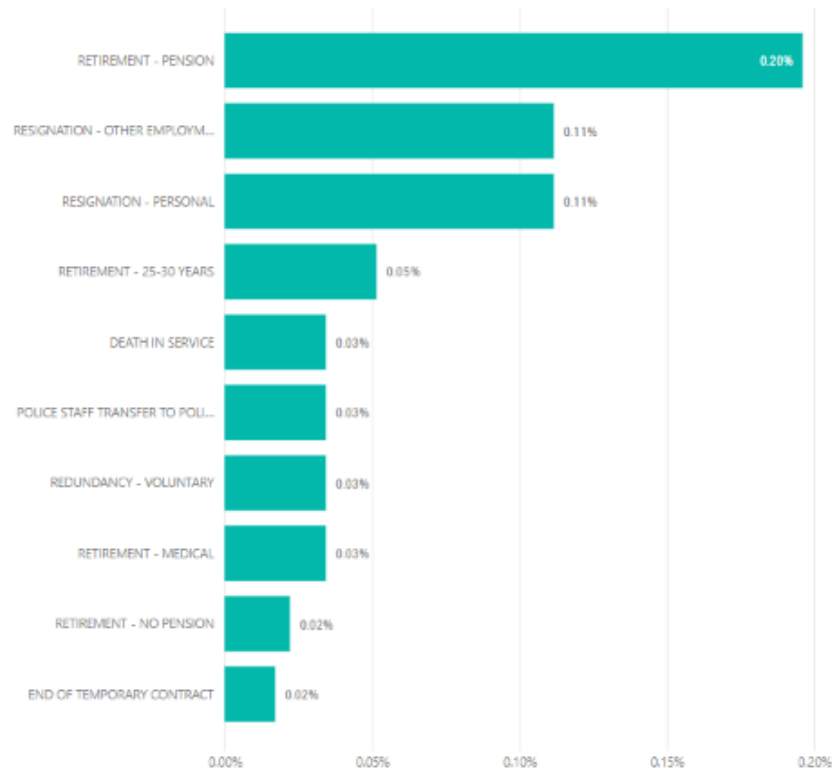
Retirement (excluding Medical) accounts for a combined 5.02% of male Officer and 1.56% of female Officer attrition over the last 12 months.

Retirement - Medical accounts for 0.17% of male Officer and 0.08% of female Officer attrition over the last 12 months.

# People & Development Quarterly MI Report – December 2022

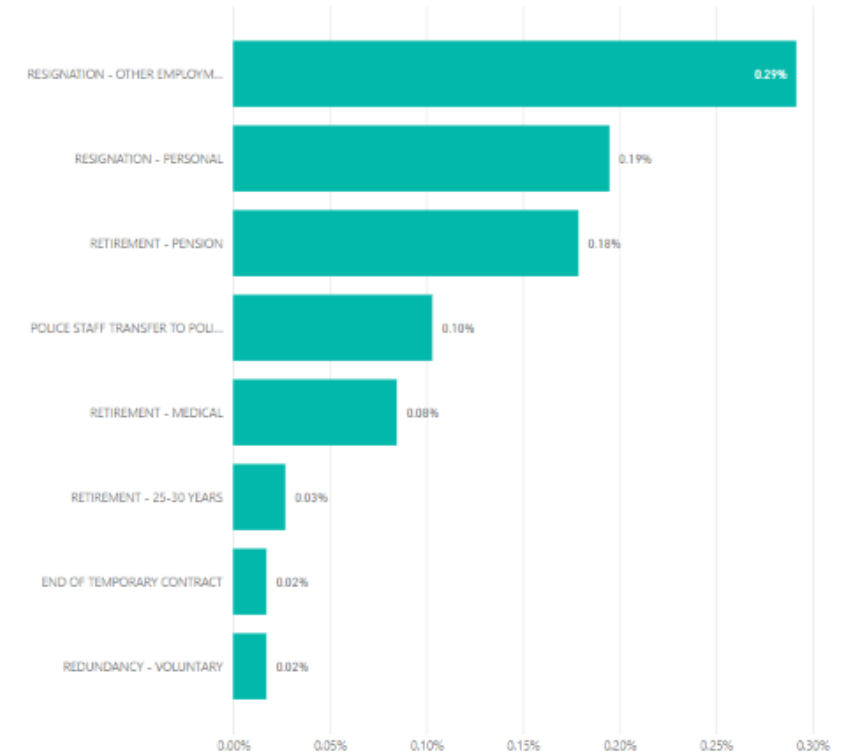
## Turnover by Reason by Sex – Staff – Q3 2022/23

### Turnover by Reason – Male Staff



In this quarter, the main reason for male staff turnover is **Retirement – Pension** and the main reason for female staff turnover is **Resignation – Other Employment**.

### Turnover by Reason – Female Staff



Resignation is the main reason for male Staff attrition over the last 12 months, at a combined **1.52%** turnover, followed by Retirement types (excluding Medical) (combined 1.43%).

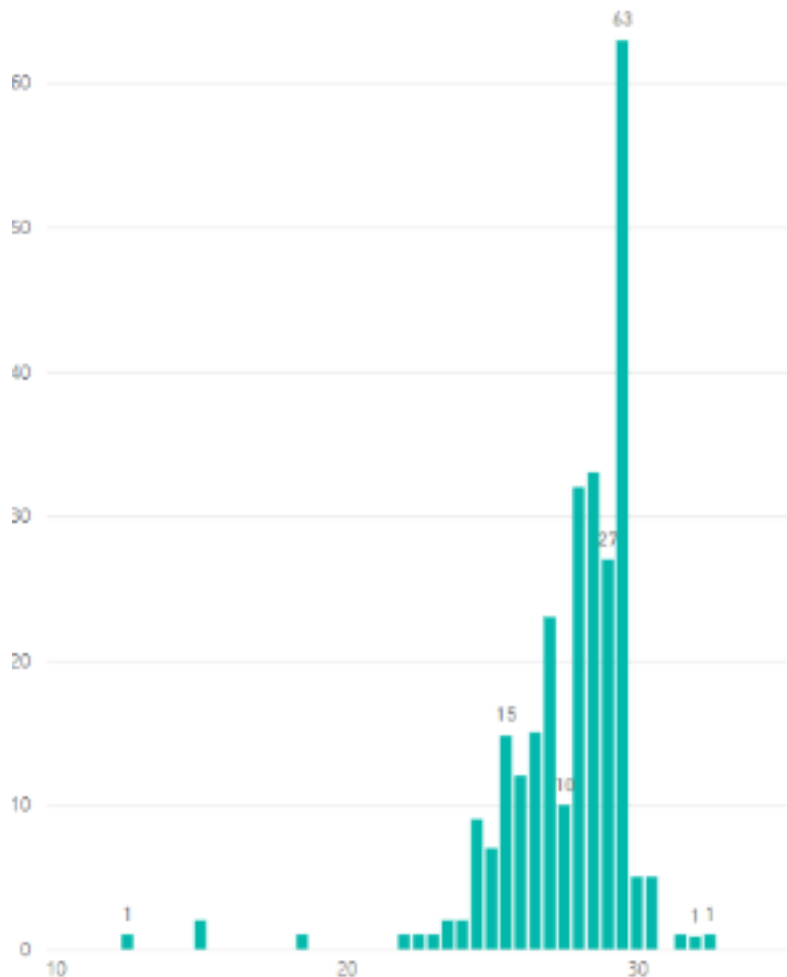
Resignations are the main reason for female Staff attrition over the last 12 months, at a combined **2.49%** turnover, followed by Retirement types (excluding Medical) (combined 1.07%).



# People & Development Quarterly MI Report – December 2022

## Officer Retirals by Length of Pensionable Service – Q3 2022/23

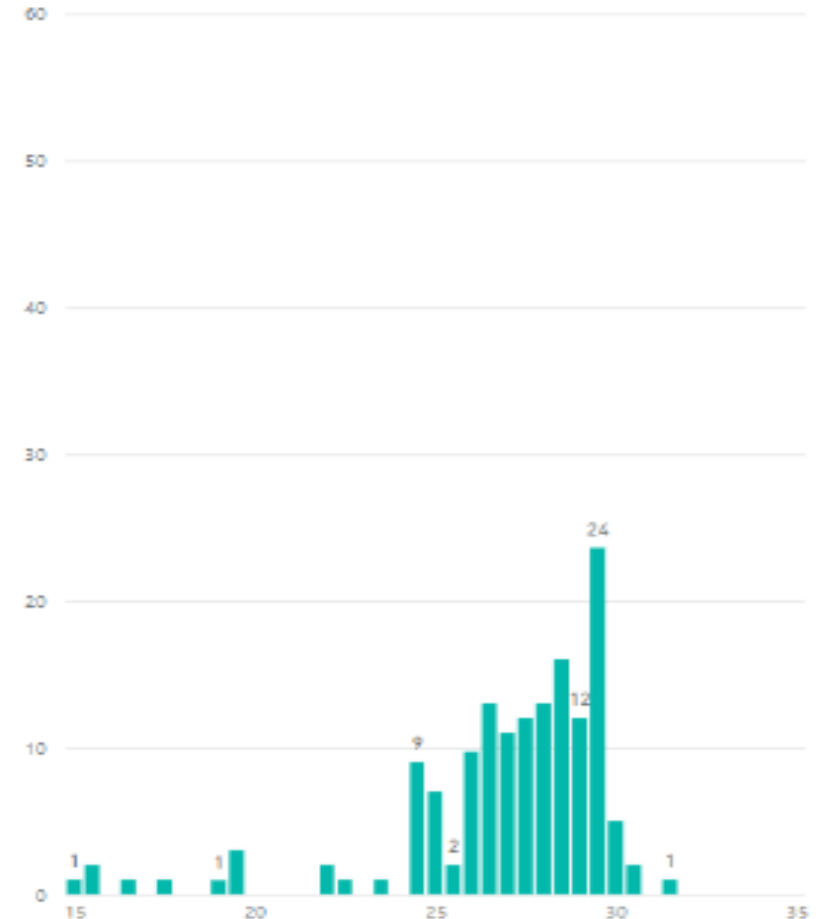
Q2 – Officer Retirements by Pensionable Service



As seen in Q2 and Q3, the vast majority of retirements occurred around 30 years service.

Q3 records an a reduction in officers retiring with less than 30 Years pensionable service. Where Q2 is likely impacted by the introduction of the 2015 remedy to pensions, in Q3 we start to see the number of officers retiring return to a more stable level.

Q3 – Officer Retirements by Pensionable Service



# People & Development Quarterly MI Report – December 2022

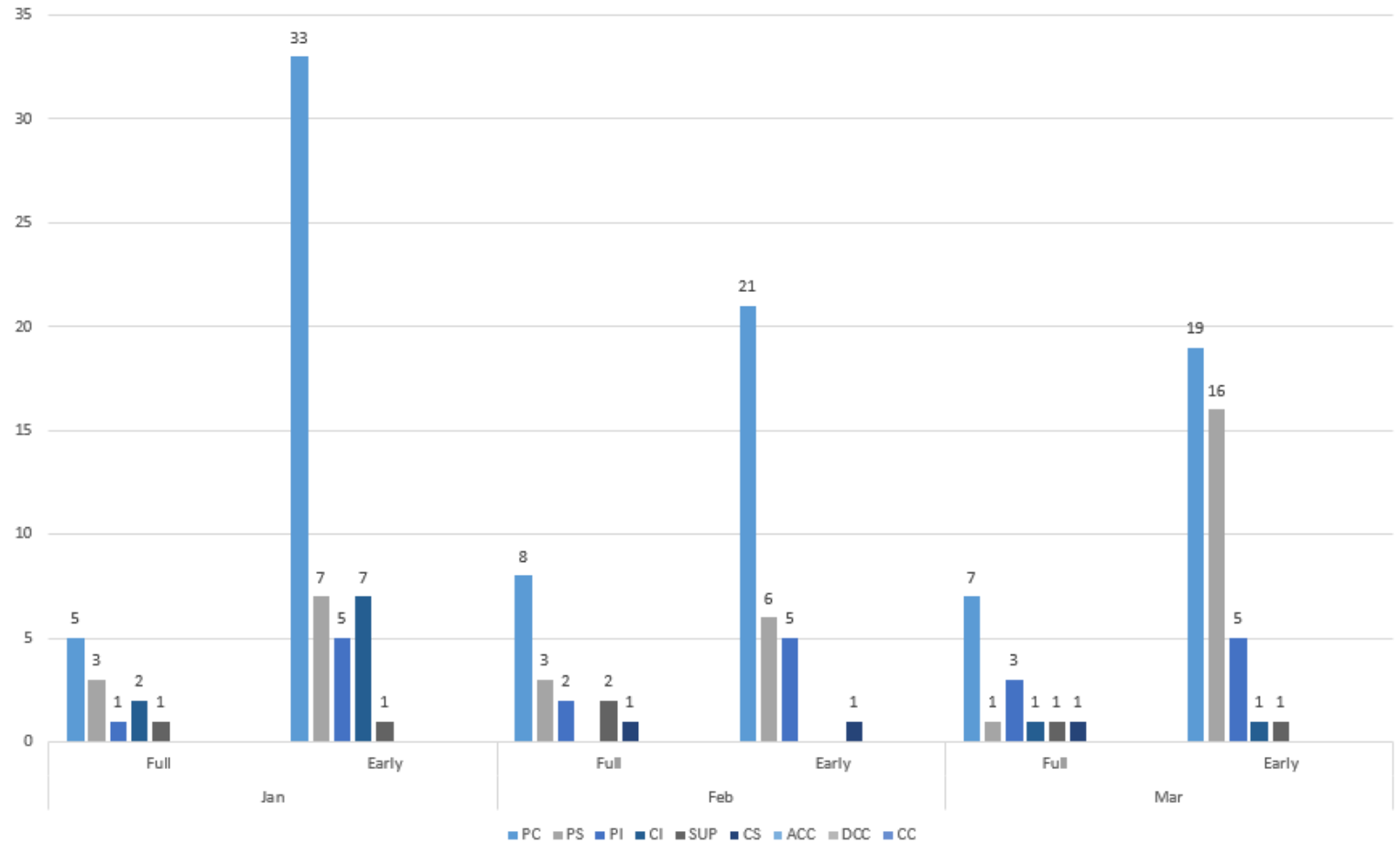
## Projected Officer Retirals – Q3 2022/23

A total of **42** Officers are projected to reach full pension eligibility during Q4, based on full pension eligibility under their scheme.

**128** Officers are projected to reach early pension eligibility during Q4 based on early pension eligibility under their scheme.

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

Q4 Projected Officer Retirals (Headcount)



# People & Development Quarterly MI Report – December 2022

## Total Sickness Absence – December Snapshot

Officer Sickness  
Absence rate:

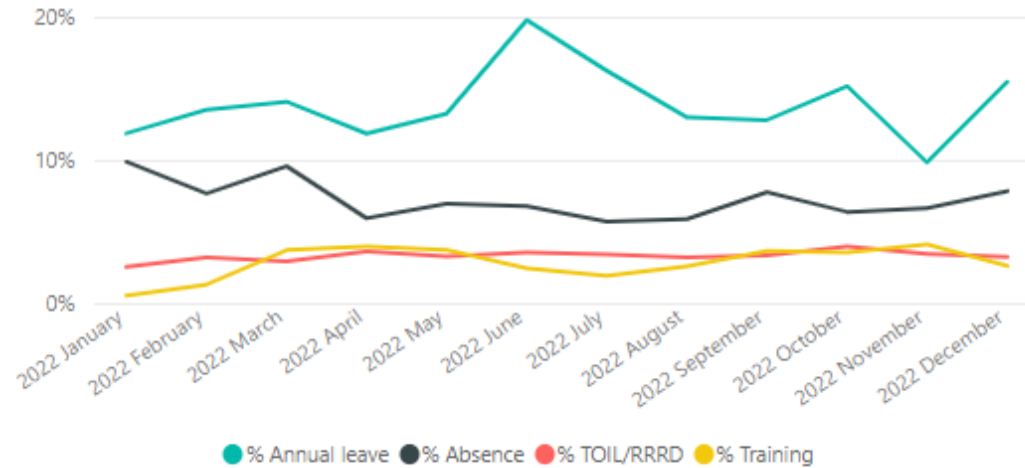
**6.94%**



Up 0.51% on Q2

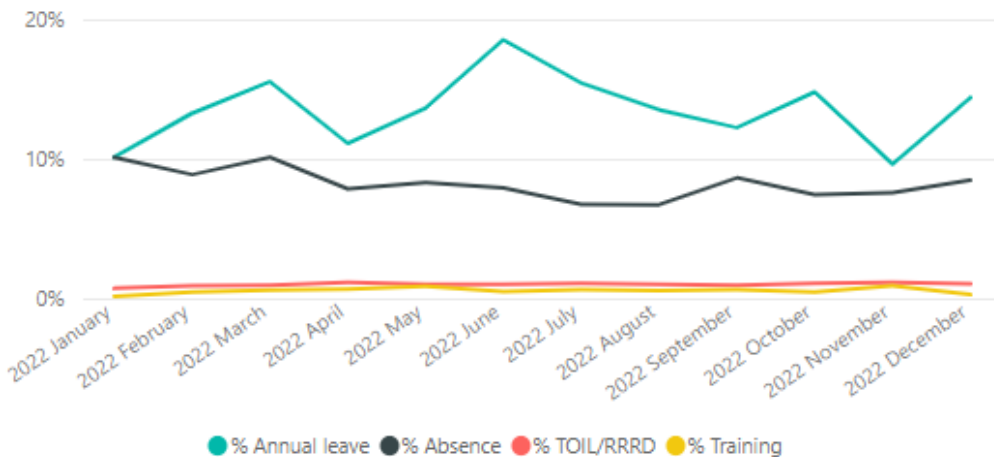
Monthly rates: Oct 6.37%, Nov 6.62%, Dec 7.83%

Abstractions by Category - Officer



| 2022 December  |        |
|----------------|--------|
| % Annual leave | 15.45% |
| % Absence      | 7.83%  |
| % TOIL/RRRD    | 3.23%  |
| % Training     | 2.61%  |

Abstractions by Category - Staff



| 2022 December  |        |
|----------------|--------|
| % Annual leave | 14.39% |
| % Absence      | 8.46%  |
| % TOIL/RRRD    | 1.04%  |
| % Training     | 0.27%  |

Staff Sickness  
Absence rate:

**7.82%**



Up 0.48% on Q2

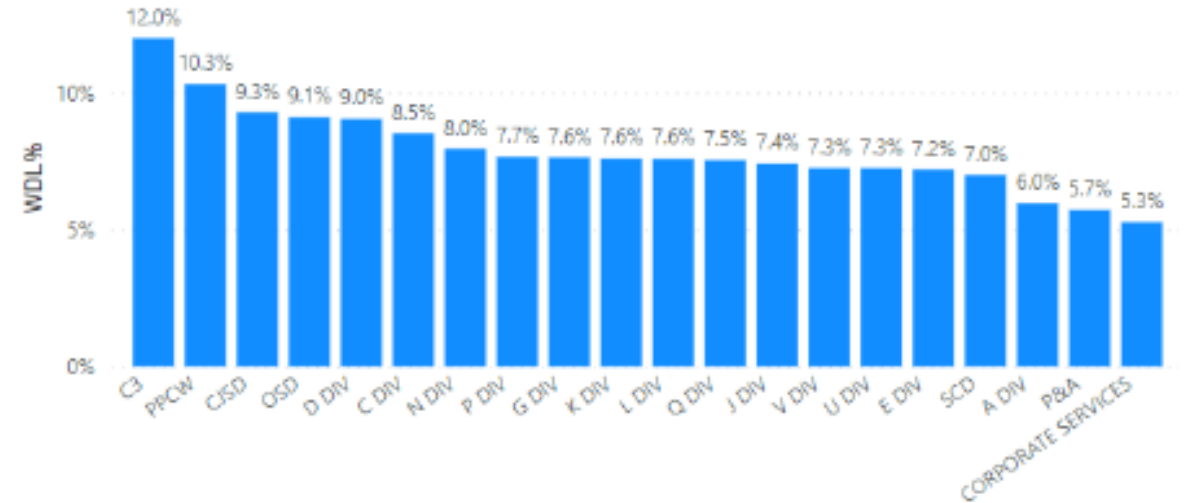
Monthly rates: : Oct 7.42%, Nov 7.57%, Dec 8.46%

# People & Development Quarterly MI Report – December 2022

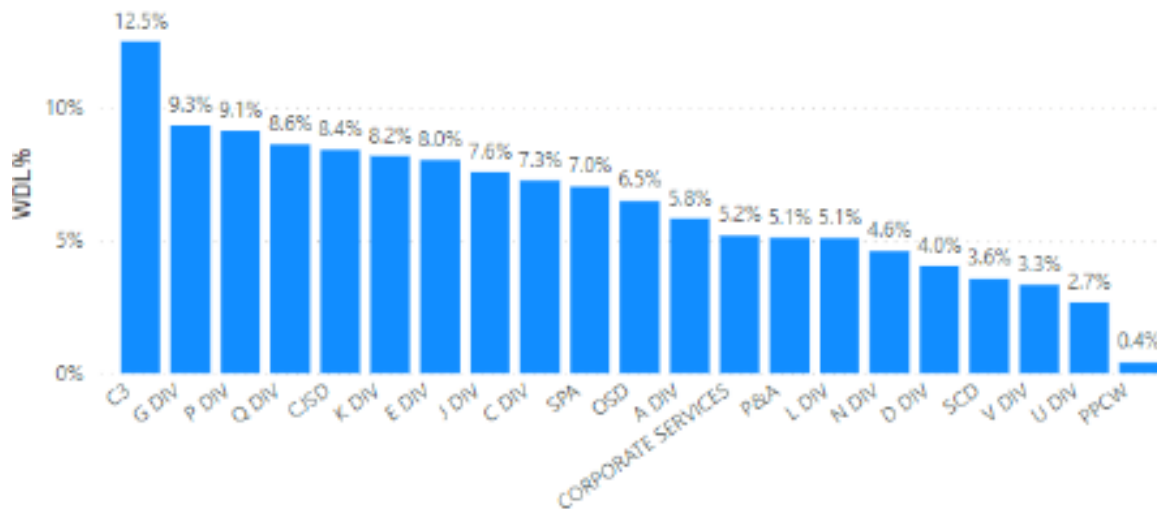
## Total Sickness Absence by Business Area – Q3 2022/23

C3 is the furthest over the forcewide average for lost working time for officers, at **12%** in Q2 (up 0.8% since Q2). PPCW has increased 2.7% since Q2.

Absence% of Total Working Time - Officer



Absence% of Total Working Time - Staff



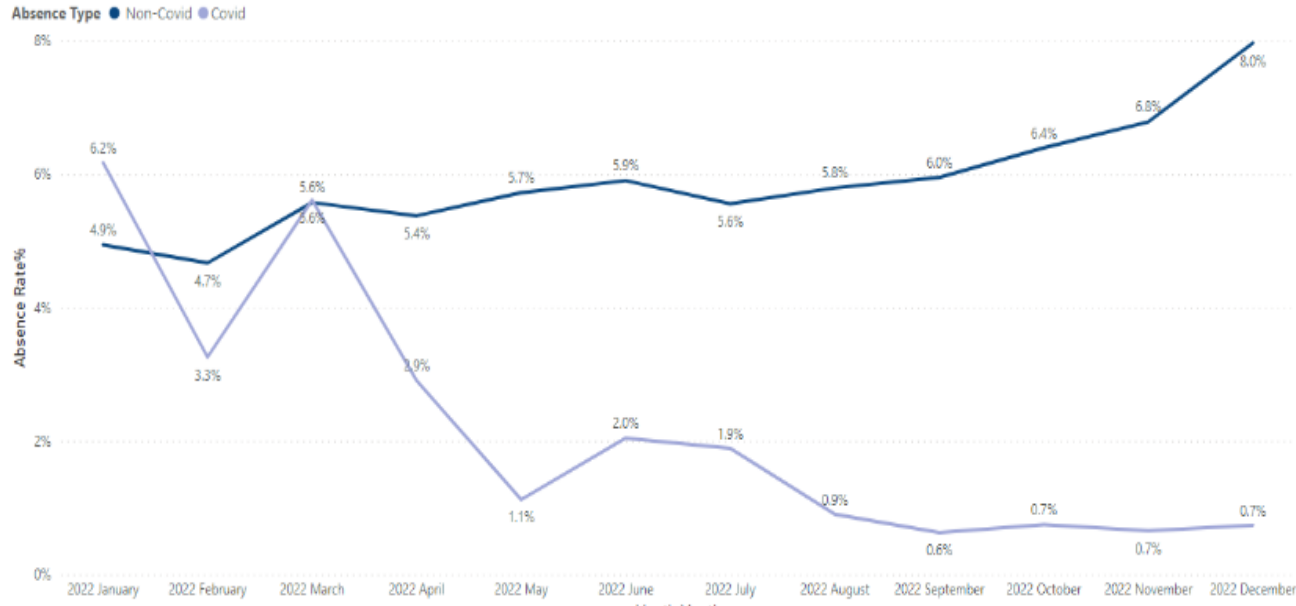
C3 Division is now the furthest over the forcewide average for lost working time for staff, at **12.5%** in Q3 (Up 0.9% on Q2). This follows a significant reduction in D Division staff absence, down 3.8% on Q2.

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

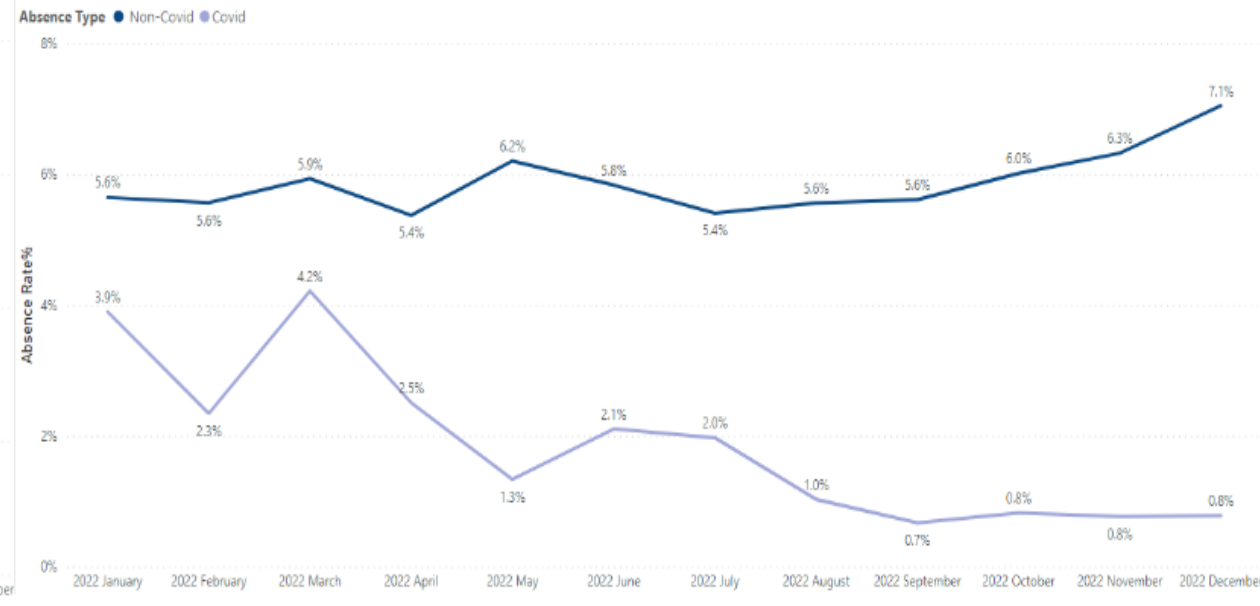
# People & Development Quarterly MI Report – December 2022

## COVID and non-COVID Absence Rates Over Time

### Absence Rate with COVID Focus - Officer



### Absence Rate with COVID Focus - Staff



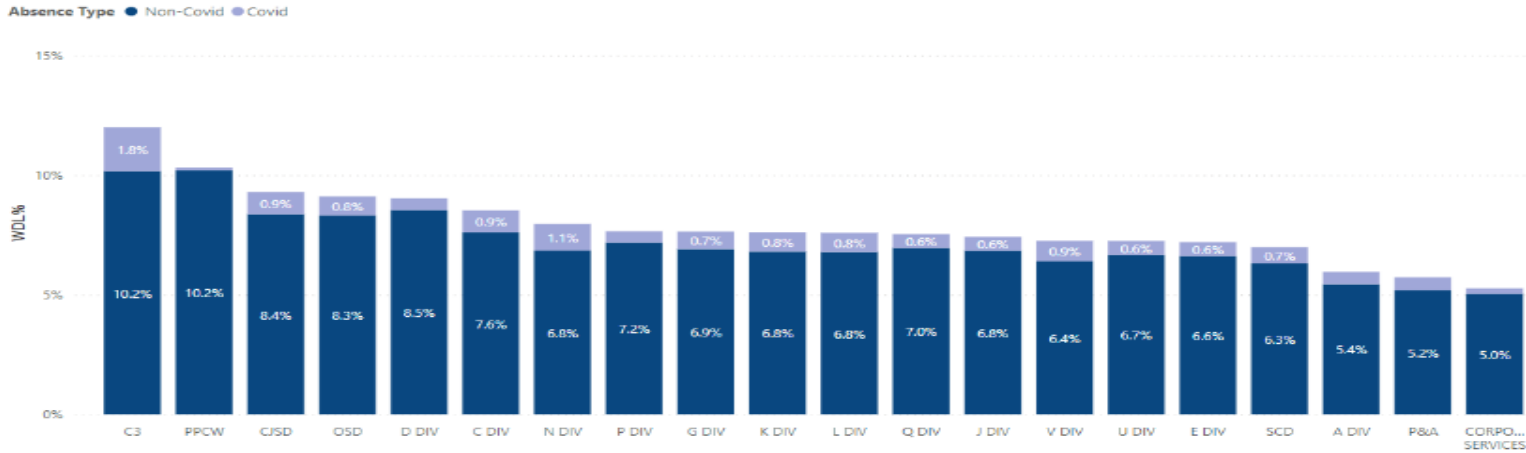
COVID-related absences remained consistent this quarter in comparison to position at end of Q2, where a reduction was recorded for both employee groups. September saw our lowest levels of COVID-related absences in the past 12 months.

Non-COVID sickness absence but has peaked in December for Officers and Staff, however a peak is expected during winter months.

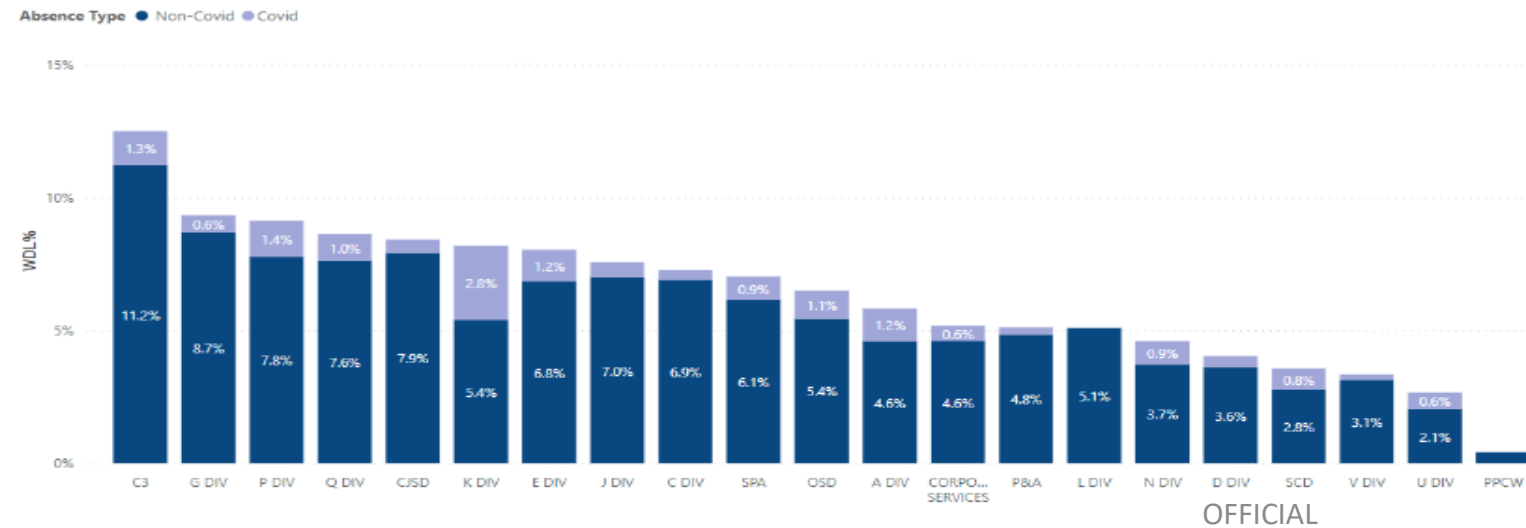
# People & Development Quarterly MI Report – December 2022

## Sickness Absence – split COVID and non-COVID – Q3 2022/23

Absence Rate with COVID Focus - Officer



Absence Rate with COVID Focus - Staff

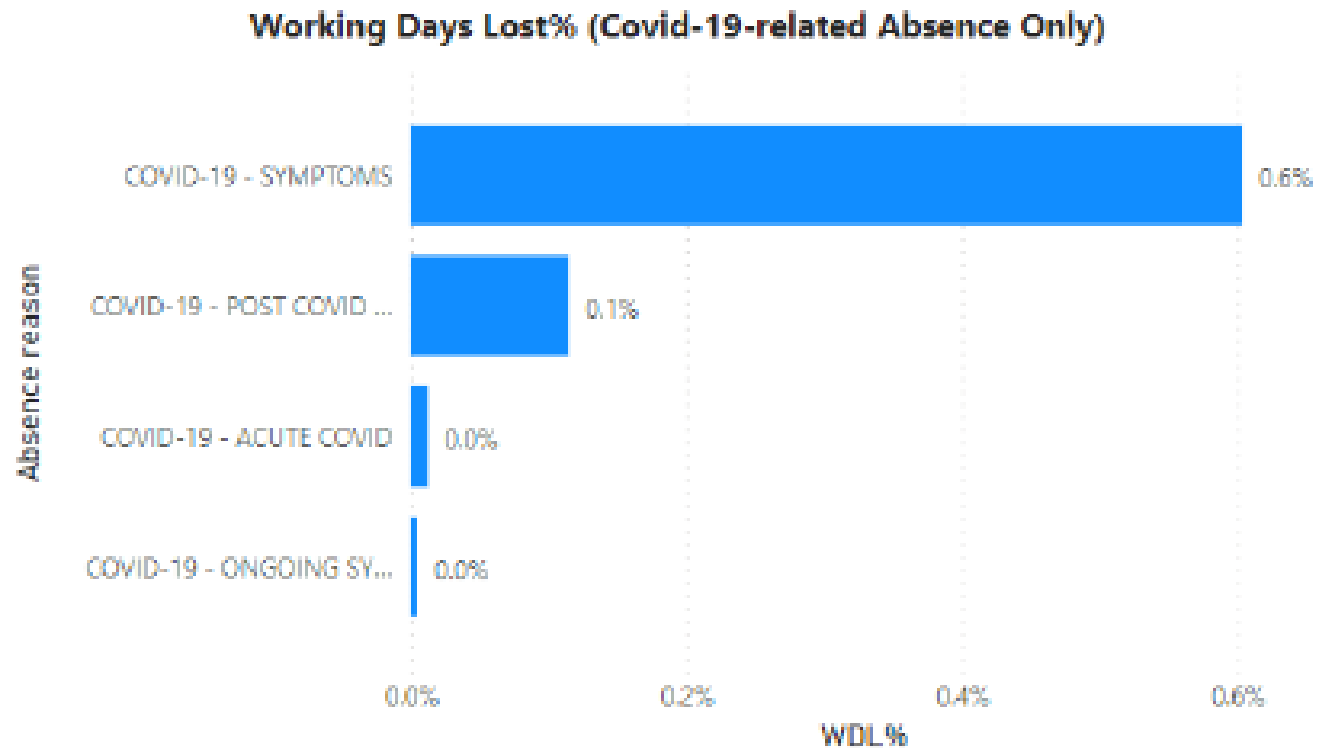


COVID absence rates decreased across all areas within the Officer group and in most areas of the Staff group with the exceptions of P, Q, K & N Divisions.

Among the Staff group, K Division appear to have a higher proportion of COVID related absences in comparison to non-COVID absences.

# People & Development Quarterly MI Report – December 2022

## % of Total Working Days Lost to COVID by Reason – Q3 2022/23



The largest proportion of working days lost to COVID in Q3 relate to the **COVID-19 – Symptoms** (-0.4% on Q2).

Reductions were recorded in all absence reasons attributed to

The proportion of days lost to **Post-COVID Syndrome** remains stable and has recorded a decrease of 0.1% on Q2.

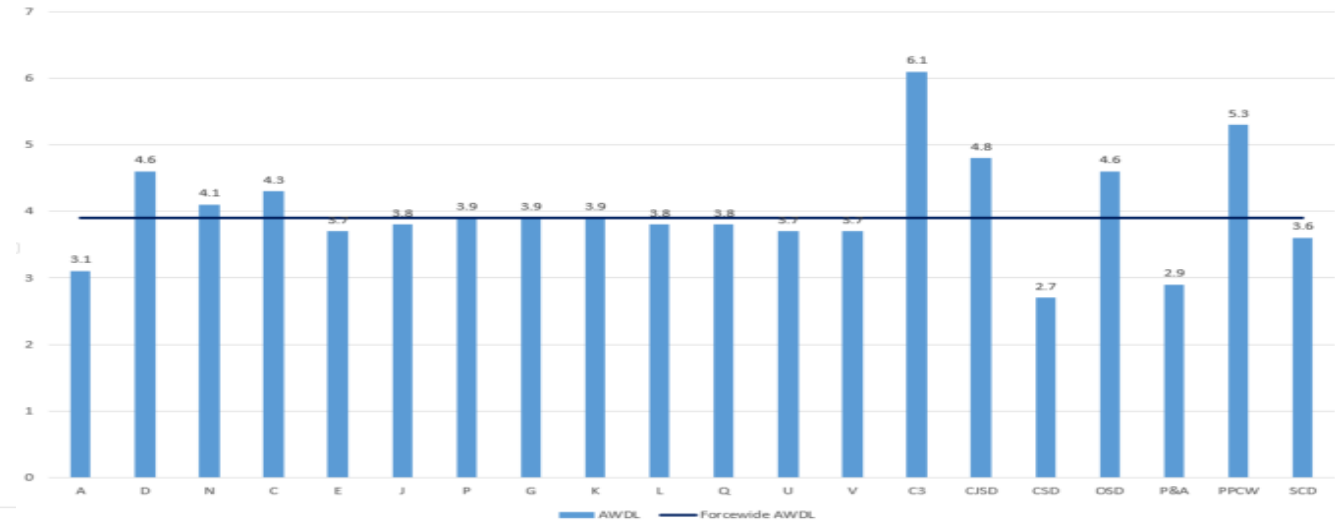
# People & Development Quarterly MI Report – December 2022

## Sickness Absence – Average Working Days Lost (AWDL) – Q3 2022/23

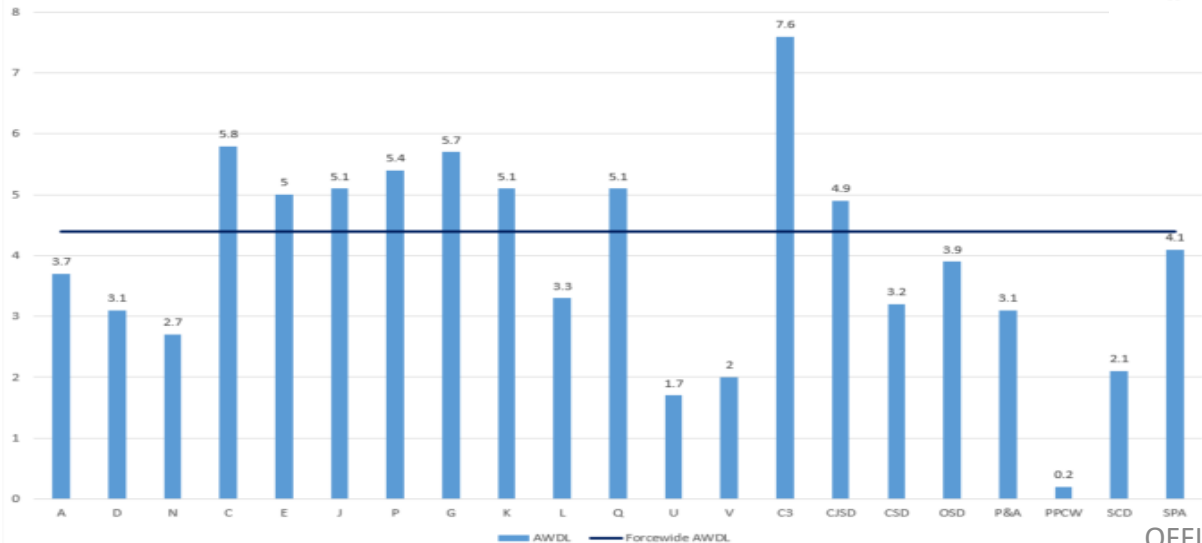
Forcewide AWDL to sickness was **3.9 days** for Officers (Up 0.4 on Q2), with a 3.6:0.4 non-COVID:COVID split.

YTD: 11.5 (9.5:1.9 non-COVID:COVID)  
Projected YE: 15.4 (12.8:2.5 non-COVID:COVID)

Average Working Days Lost in Q3 - Officer



Average Working Days Lost in Q3 - Staff



Forcewide AWDL to sickness was **4.4 days** for Staff (up 0.3 days on Q2, with a 3.9:0.5 non-COVID:COVID split).

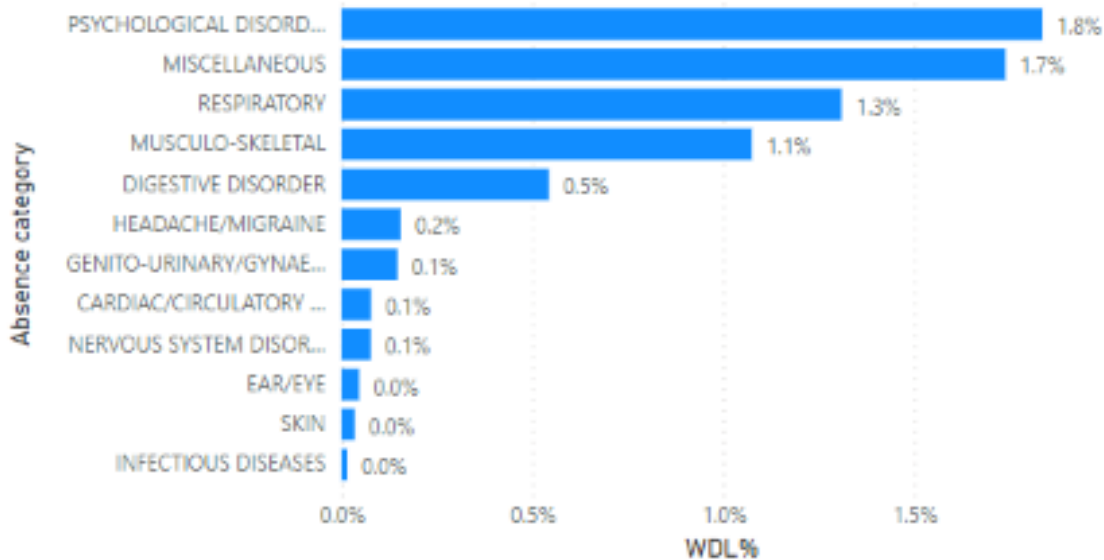
YTD: 13.2 (10.8:2.4 non-COVID:COVID)  
Projected YE: 17.7 (14.4:3.3 non-COVID:COVID)



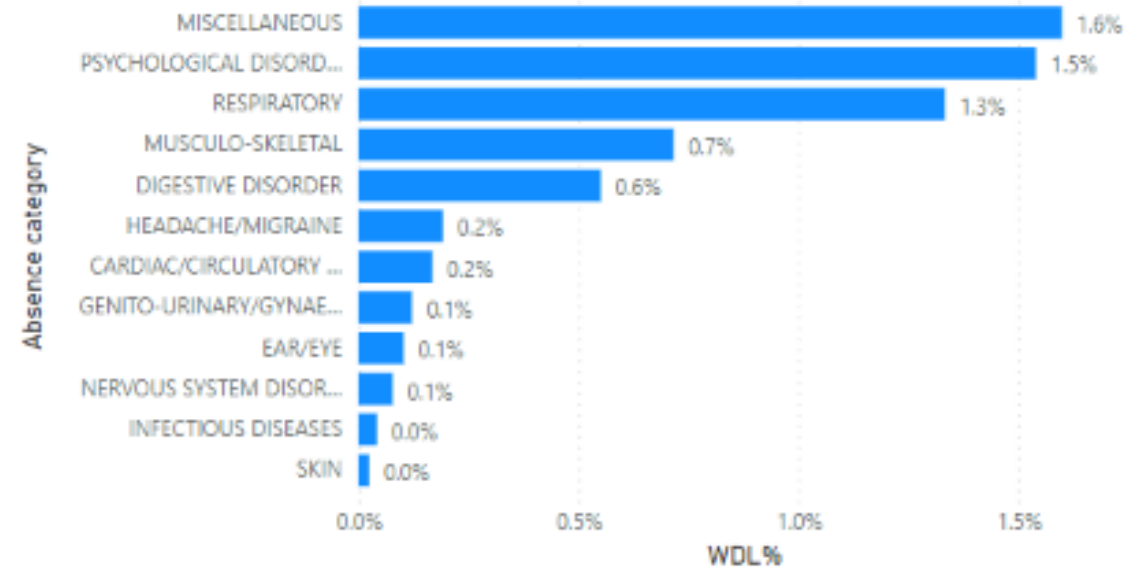
# People & Development Quarterly MI Report – December 2022

## % of Total Working Days Lost to non-COVID Sickness by Reason – Q3 2022/23

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



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



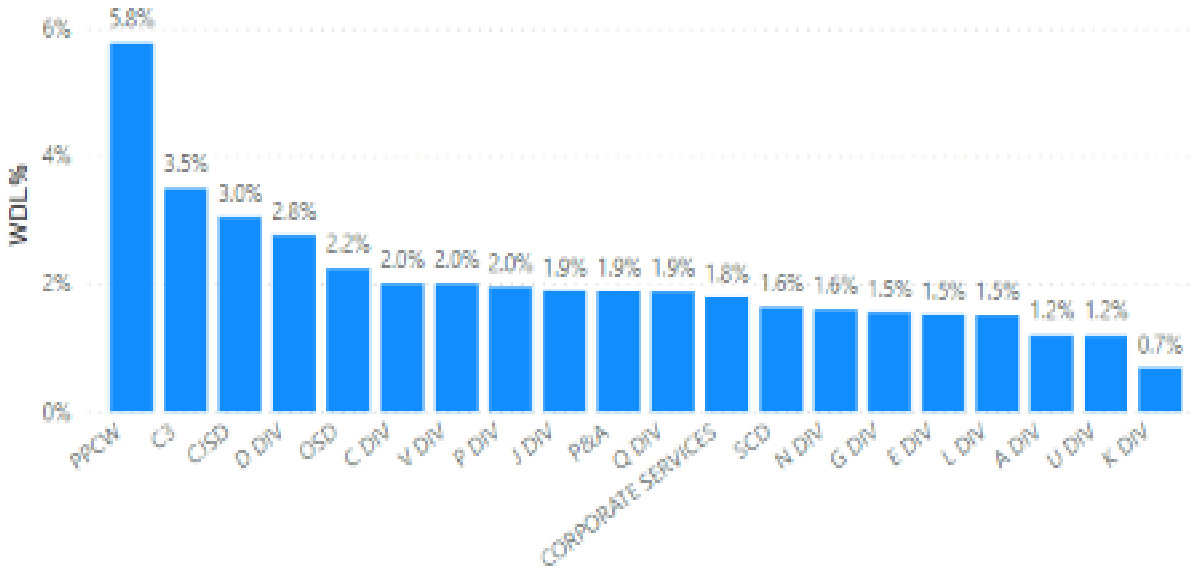
The main causes of non-COVID sickness absence are similar across both Officer and Staff groups. Psychological Disorders remain the highest cause of sickness absence for Officers this quarter, with a higher percentage of work days lost to this category of illness in the Officer group than in the Staff group. Miscellaneous illnesses is the highest cause of sickness absences for Staff, an increase of 0.3% on Q2.

The absence rate for Psychological Disorders has remained the same for Officers since Q2, and has decreased by 0.2% for Staff.

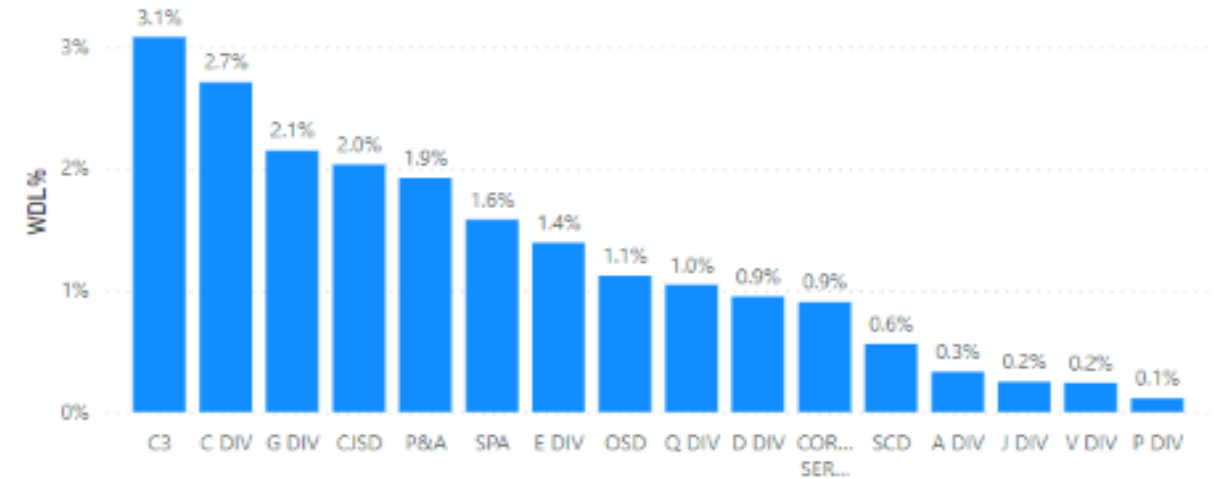
# People & Development Quarterly MI Report – December 2022

## % of Total Working Days Lost to Psychological Disorders by Business Area – Q3 2022/23

% Working Days Lost to Psychological Disorders - Officer



% Working Days Lost to Psychological Disorders - Staff



PPCW, C3 and CJSO remain areas of highest Officer absence related to Psychological Disorders. This absence rate has increased in PPCW (+1.9%) & C3 (+0.36%) and decreased in CJSO (-0.2) since Q2. CSD has decreased by -1.5% since Q2.

In the Staff group, C Division has experienced a (+2.5%) increase in this absence type during Q3. Small cohorts in Local Policing Divisions can result in significant swings in absence rates. Among areas with the largest staff proportions, small increases in this absence type are noted in CJSO (+0.2%), and reductions in SPA (-0.7%) since Q2.

# People & Development Quarterly MI Report – December 2022

## TOIL & RRRD Balances – December snapshot

TOIL Balances

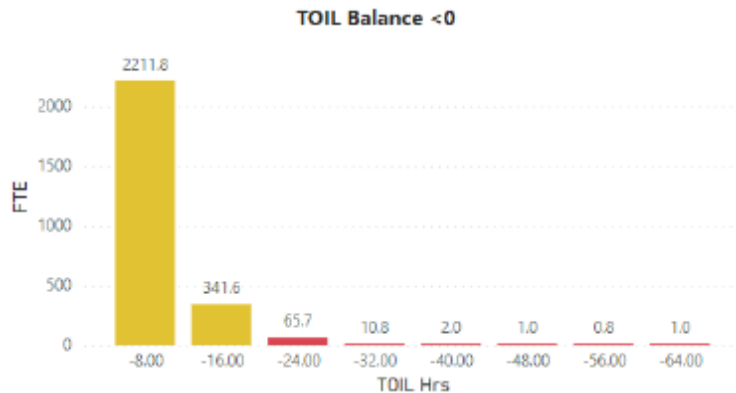
**41,868 hrs**



Down 6,476 hours  
(13.4%) on Q2

TOIL Balances currently stand at **8,296** hours for officers and **33,572** for staff, with an approximate total pay value of **£1,173,582.80**.

**81.3 FTE** hold negative TOIL balances in excess of 16 hours, the permitted limit as per Force Memo PS 034-21 – this is up by 19.4 FTE in the last quarter.



RRRD Balances

**\*76,570 days**



Up 10,345 days  
(15.6%) on  
Q2

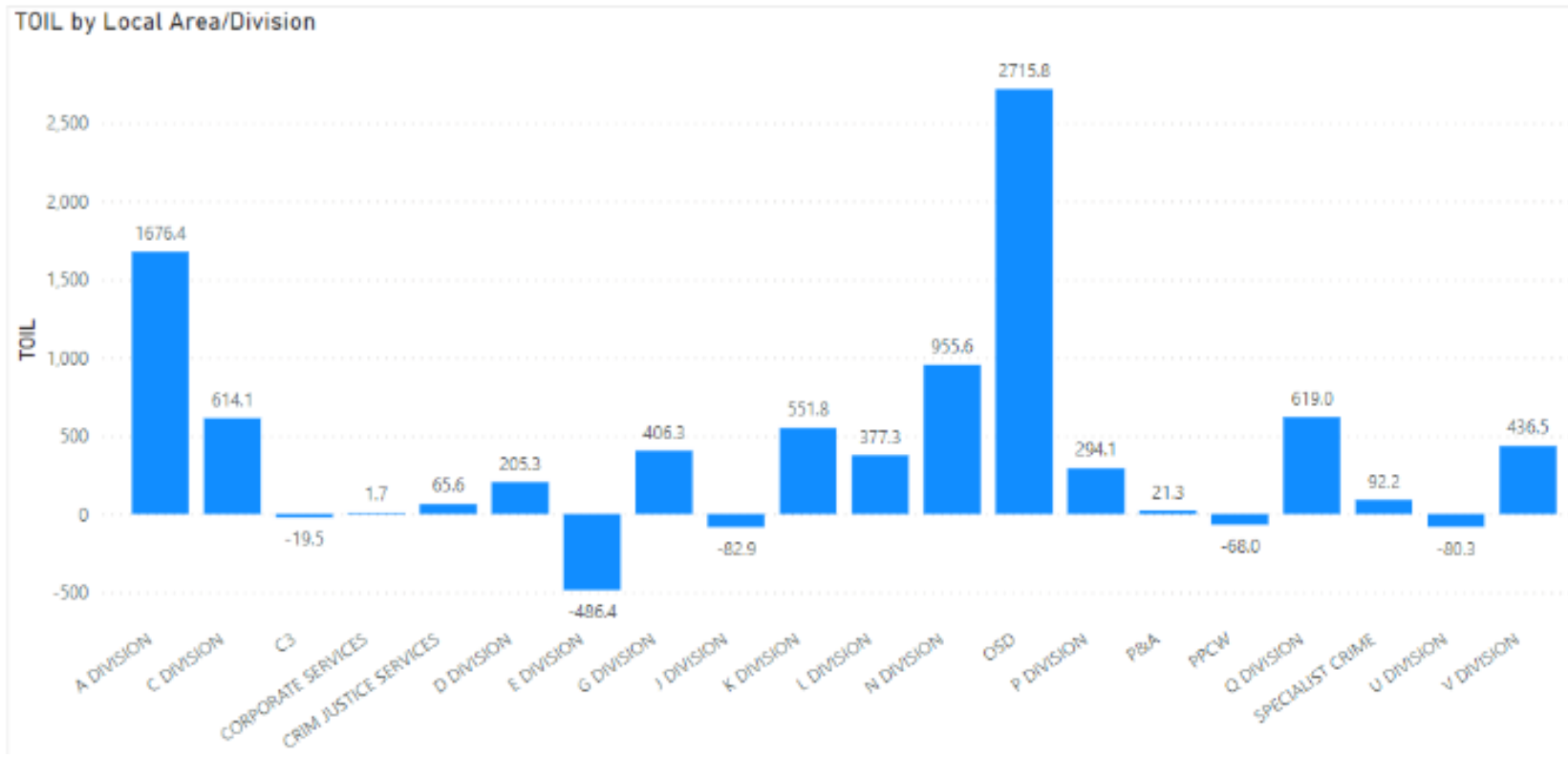
RRRD Balances currently stand at **75,878** RRRD for officers and **692** for staff, with an approximate total pay value of **£18,645,375.29**

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

# People & Development Quarterly MI Report – December 2022

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

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



The highest TOIL balance for officers is within OSD, at 2,715.8 hours.

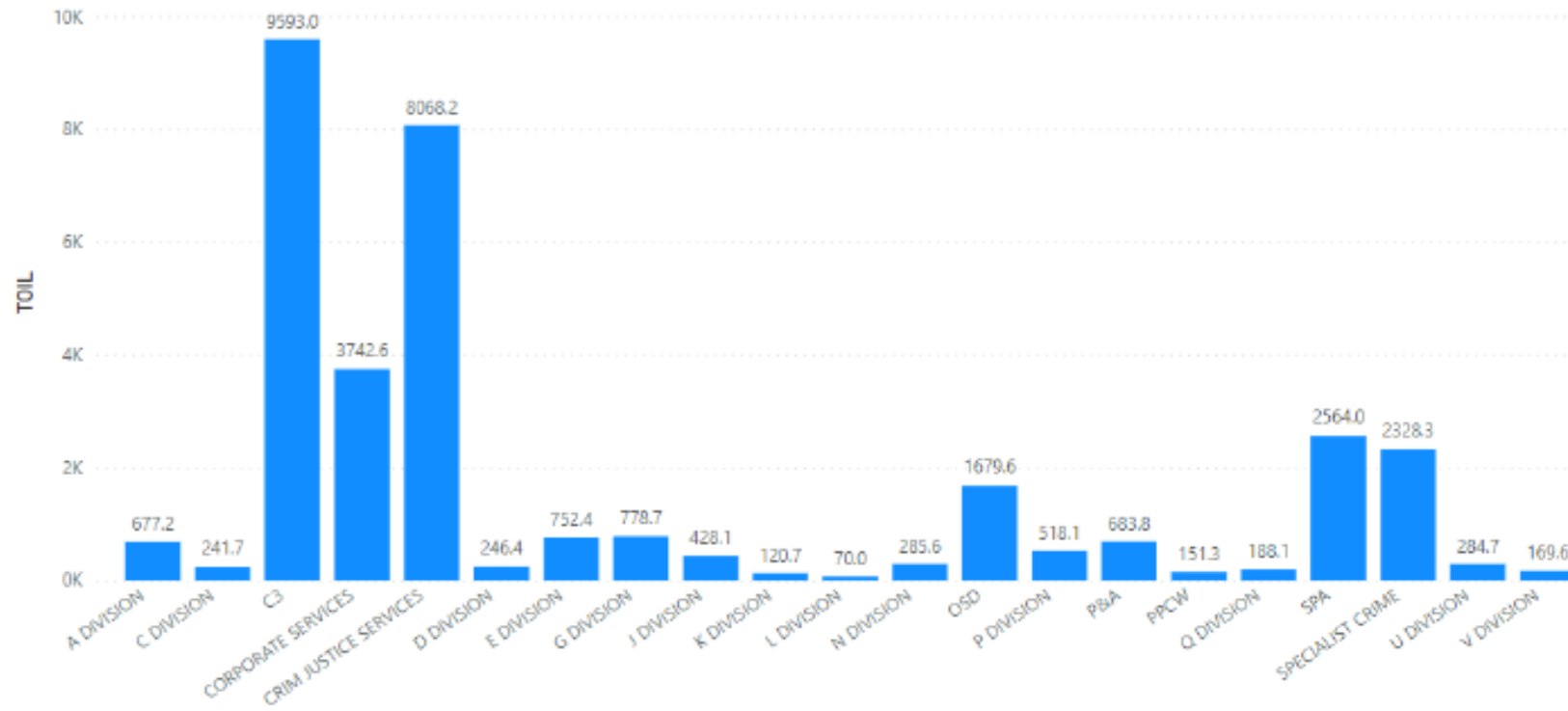
The lowest TOIL balance is in E Division, where officers currently appear to **owe back 486.4 hours**, an increase of **+277.9 hours** from Q2.

# People & Development Quarterly MI Report – December 2022

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

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

TOIL by Local Area/Division

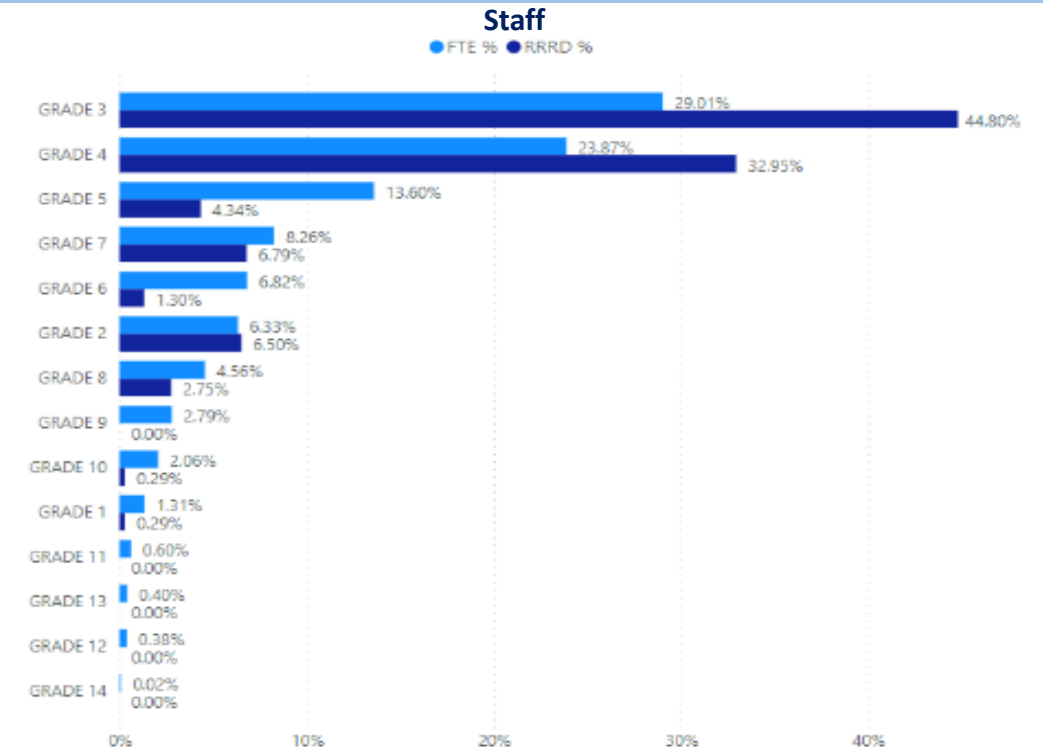
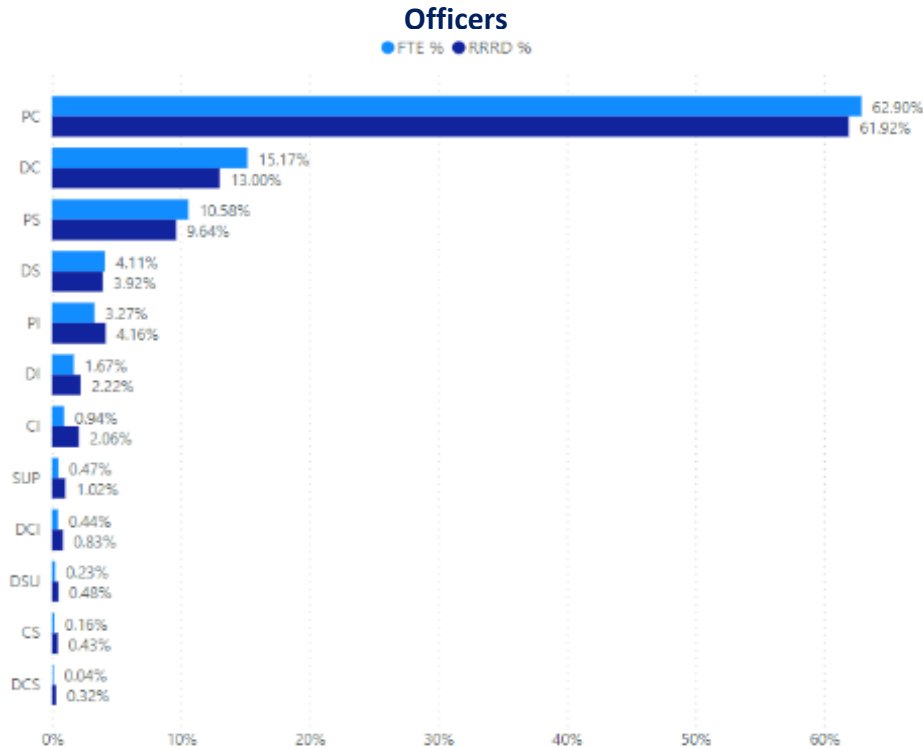


The highest TOIL balance for staff remains in C3, at 9,593 hours, followed by CJSD with 8068.2 hours.

These areas also have two of the largest proportions of members of police staff (18.24% and 14.5% respectively).

# People & Development Quarterly MI Report – December 2022

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



### Officer group significant variations:

- PI (**3.27%** of officer FTE, **4.16%** of RRRDs)
- CI (**0.94%** FTE / **2.06%** RRRDs)
- PS (**10.58%** FTE / **9.64%** RRRDs)
- DC (**15.17%** FTE / **13%** RRRDs)

### Staff group significant variations:

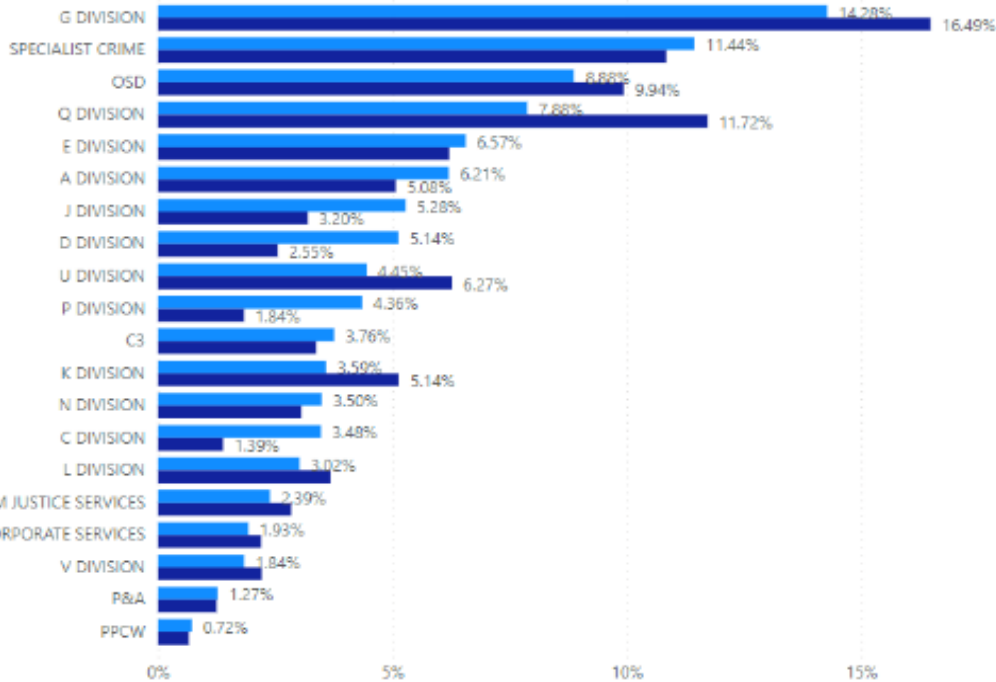
- Grade 3 (**29.01%** of staff FTE / **44.08%** RRRDs)
- Grade 4 (**23.87%** FTE, **32.95%** of RRRDs)
- Grade 5 (**13.6%** FTE / **4.34%** RRRDs)
- Grade 6 (**6.82%** FTE / **1.3%** RRRDs)

# People & Development Quarterly MI Report – December 2022

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

### Officers

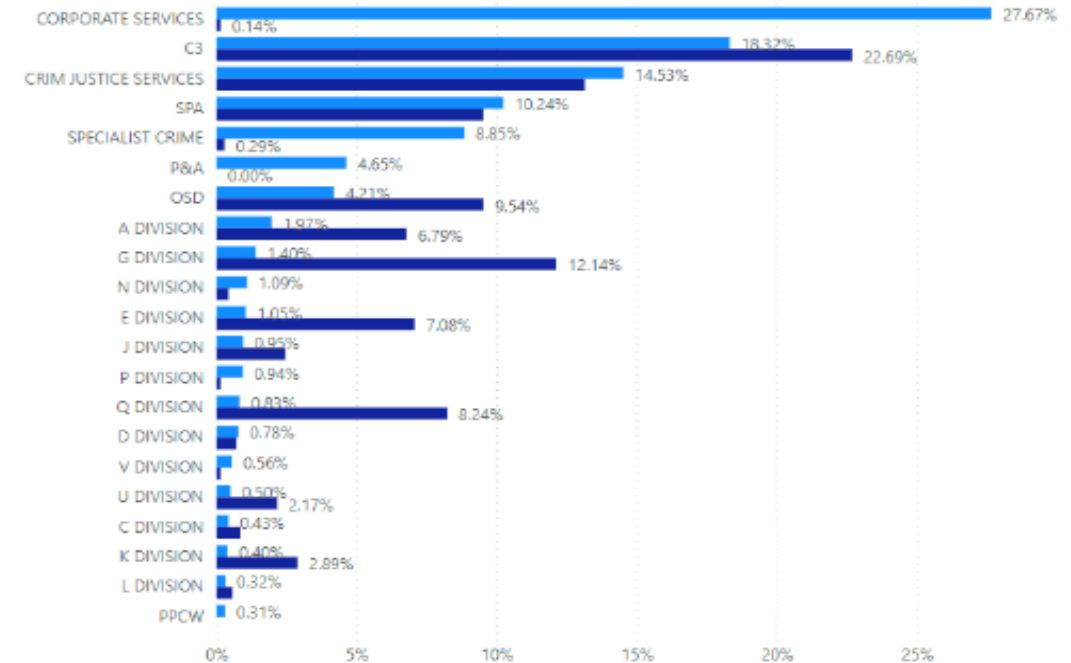
● FTE % ● Days in Bank %



The variance patterns of RRRD data continue to indicate that there is a stronger relationship between RRRDs and **business area** than rank/grade.

### Staff

● FTE % ● Days in Bank %



### Officer group significant variations:

- Q Division (7.88% of officer FTE / **11.72%** RRRDs)
- G Division (14.28% FTE, **16.49%** of RRRDs)
- J Division (5.28% FTE / **3.20%** RRRDs)
- D Division (5.14% FTE / **2.55%** RRRDs)

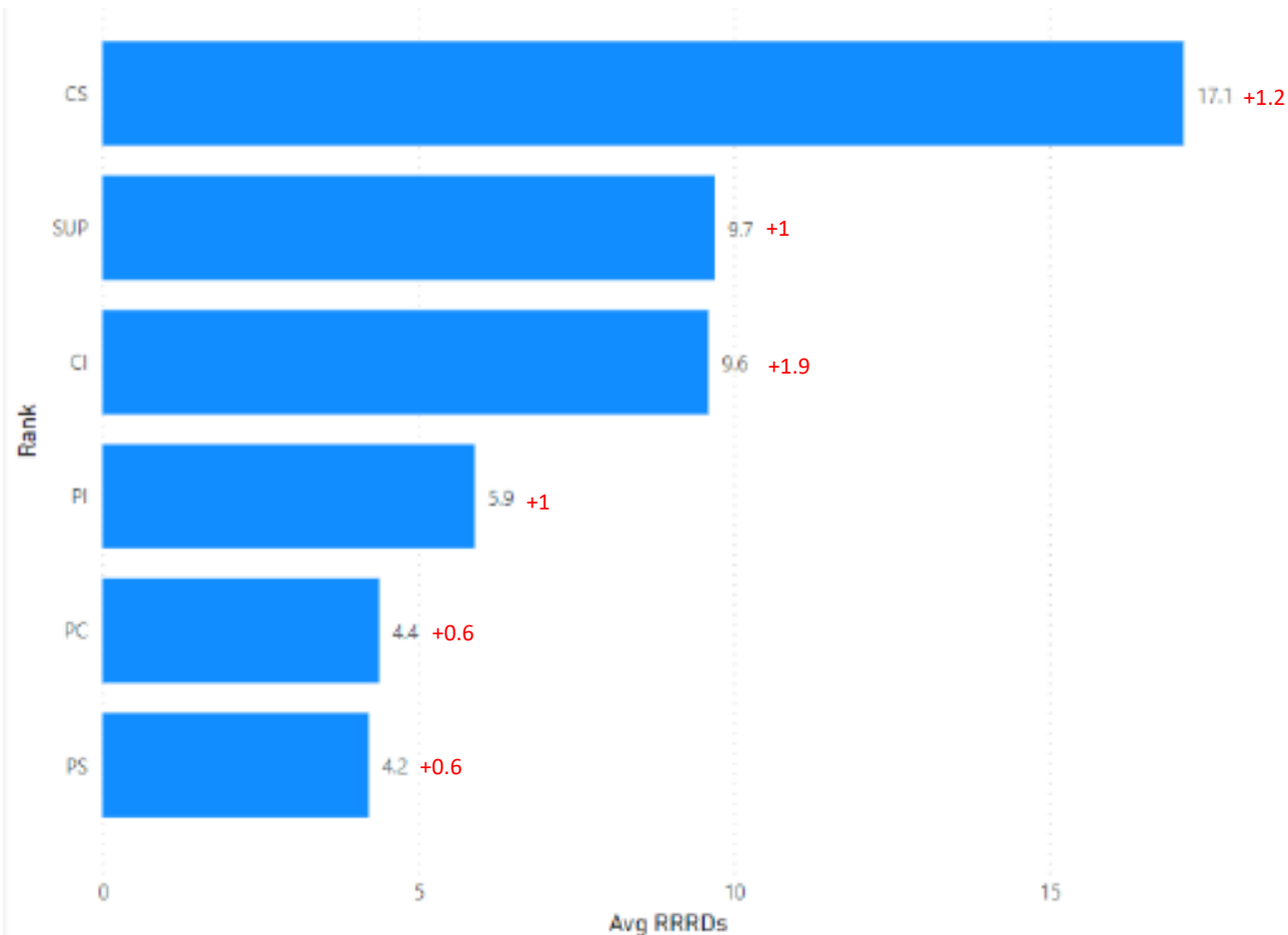
### Staff group significant variations:

- Q Division (**0.83%** of staff FTE, **8.24%** of RRRDs)
- G Division (**1.40%** FTE / **12.14%** RRRDs)
- Specialist Crime (**8.85%** FTE / **0.29%** RRRDs)
- Corporate Services\* (**27.67%** FTE / **0.14%** RRRDs)

# People & Development Quarterly MI Report – December 2022

## Average RRRD by Rank – Officers – December snapshot

AVG RRRD by Rank



This graph shows how many RRRDs the “average” officer\* at each rank had banked as at 31 December. Detective ranks have been amalgamated into a single bar per rank.

The more senior in rank, the more RRRDs in the bank an average officer tends to have.

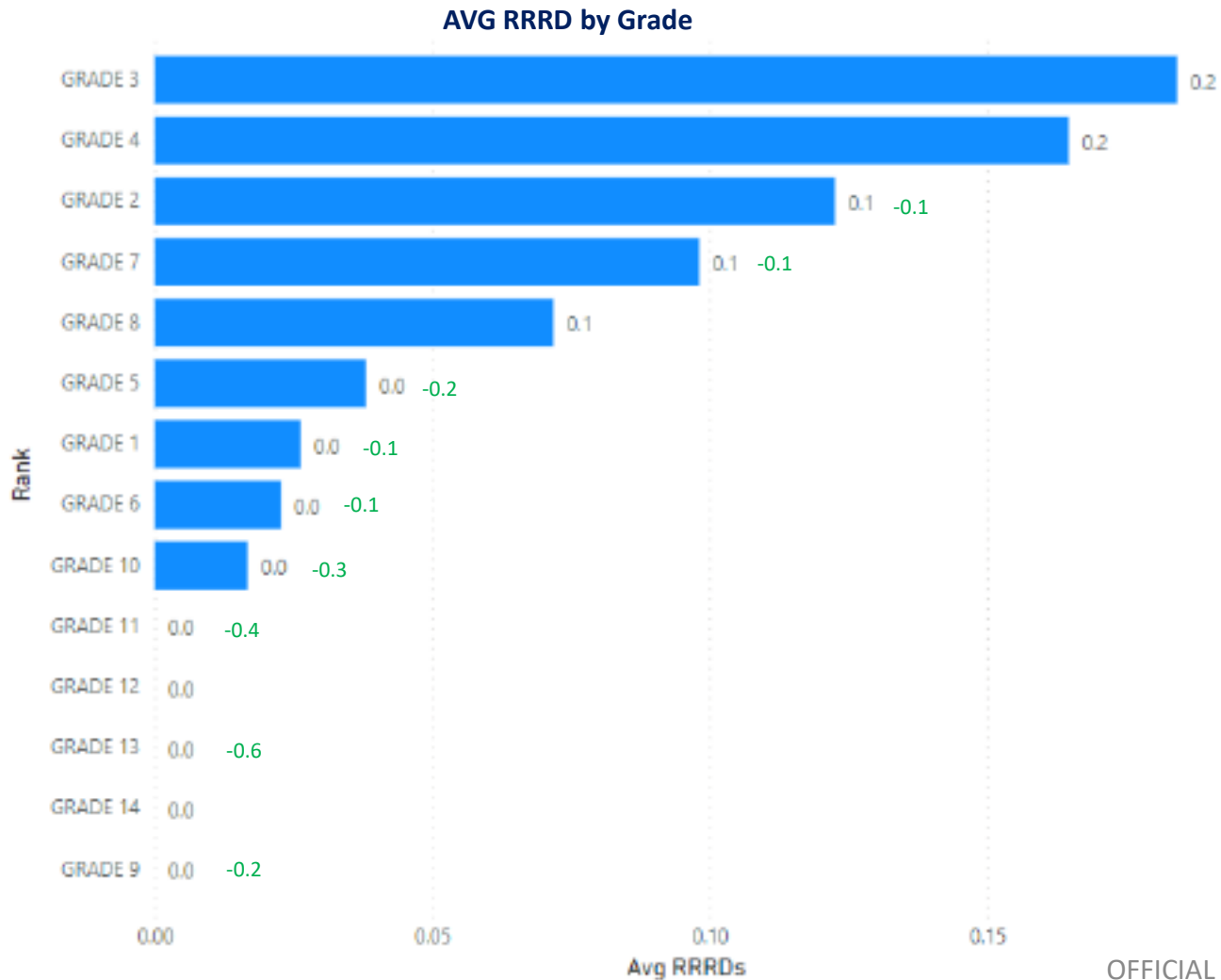
All ranks have seen an increase in the average number of RRRDs over the last quarter.

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



# People & Development Quarterly MI Report – December 2022

## Average RRRD by Grade – Staff – December snapshot



This graph shows how many RRRDs the “average” staff member at each grade had banked as at 31 December 2022.

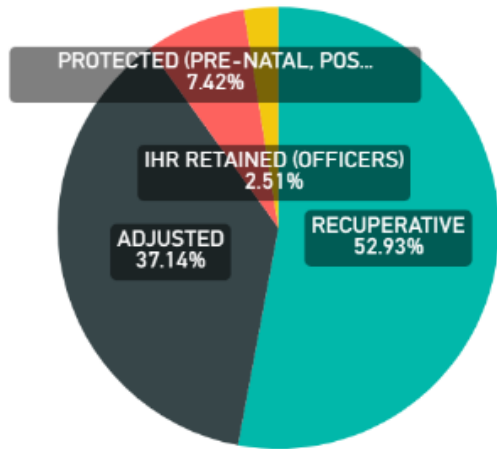
Changes to averages since the last quarter are illustrated in **red** (average increased) or **green** (average decreased) text.

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

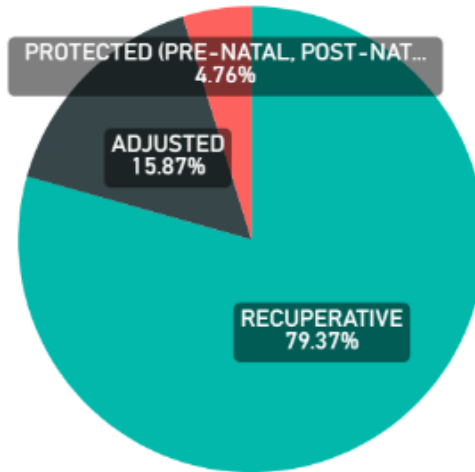
# People & Development Quarterly MI Report – December 2022

## Modified Duties – December snapshot

Mod Duty Type - Officers



Mod Duty Type - Staff



**26%** (+7.8%) of Officer and **28.1%** (+5.7%) of Staff on Modified Duties either do not have or are past review date.

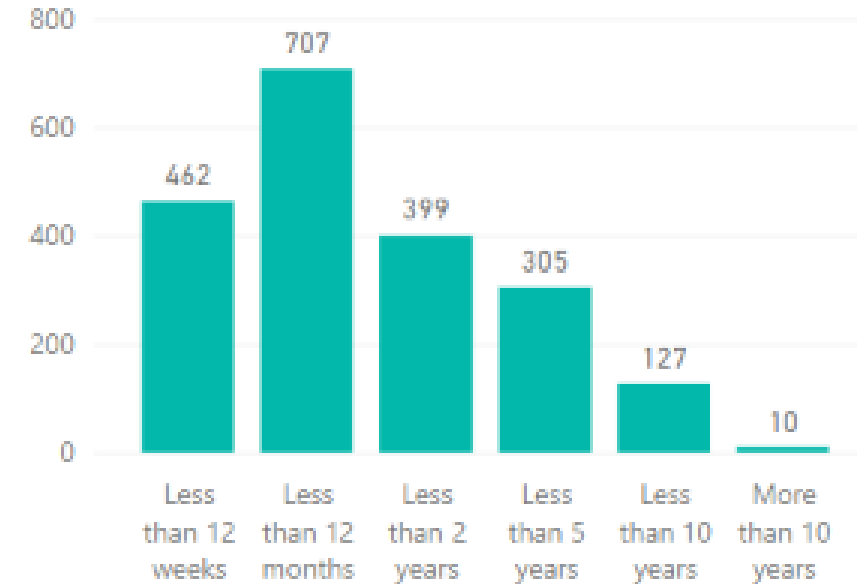
OFFICERS

| Modified Duty Type                | Number of Officers | Change   |
|-----------------------------------|--------------------|----------|
| PROTECTED (Pre-Natal, Post-Natal) | 139                | 4        |
| ADJUSTED                          | 696                | 62       |
| RECUPERATIVE                      | 992                | -68      |
| IHR RETAINED (Officers)           | 47                 | 2        |
| <b>TOTAL</b>                      | <b>1874</b>        | <b>0</b> |

STAFF

| Modified Duty Type                | Number of Police Staff | Change    |
|-----------------------------------|------------------------|-----------|
| ADJUSTED                          | 20                     | 8         |
| RECUPERATIVE                      | 100                    | -4        |
| PROTECTED (Pre-Natal, Post-Natal) | 6                      | 6         |
| <b>TOTAL</b>                      | <b>126</b>             | <b>10</b> |

Duration



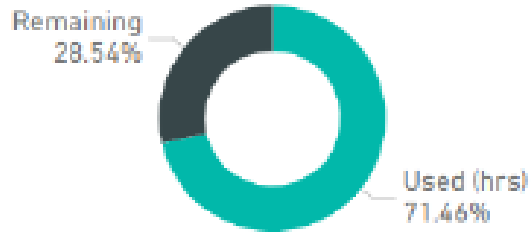
**125** new instances of Modified Duties in December 2022

**442** Modified Duties (21.99% of total) have persisted beyond two years  
**137** Modified Duties (6.82% of total) have persisted beyond five years

# People & Development Quarterly MI Report – December 2022

## Annual Leave Utilisation – December snapshot

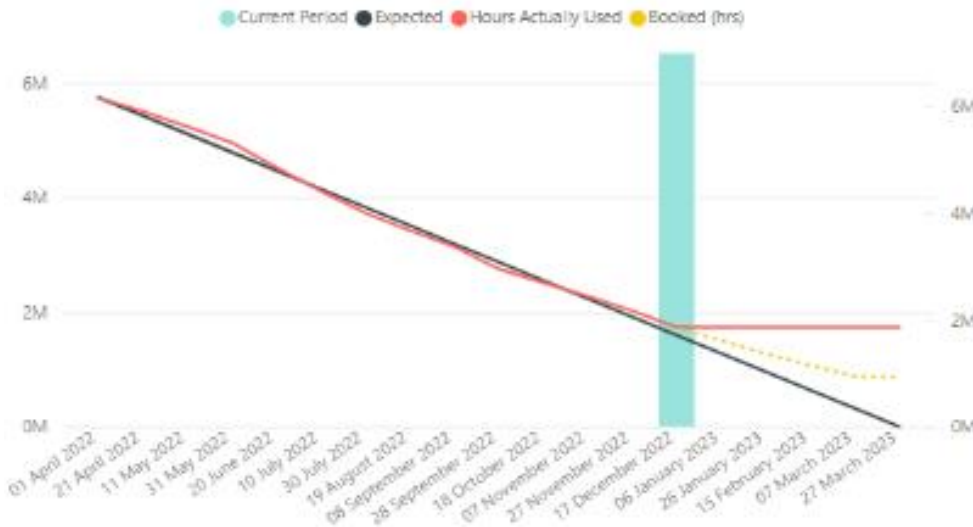
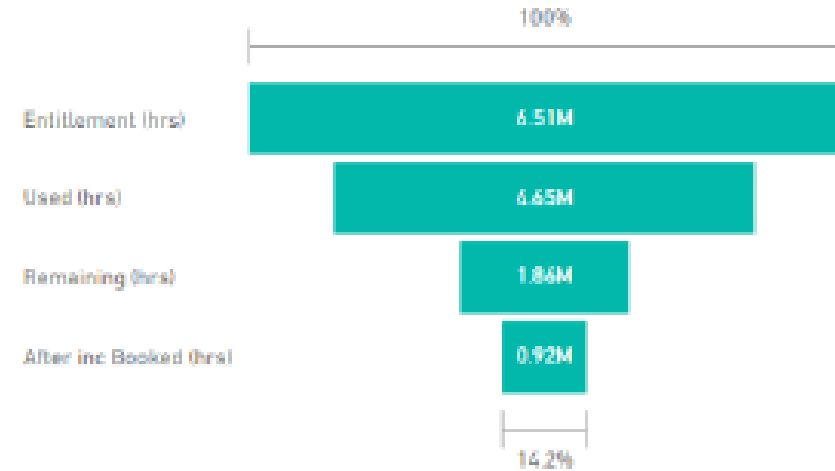
73.2%  
% Year Complete



Annual Leave

1.74%

Under utilised  
to date



Current projections based on hours booked indicate **14.2%** underutilisation by 31 March 2023, creating a rollover of circa 0.92m hours of leave entitlement.

Analysis of rank and grade allows a cost projection based on this of approximately \***£22.28m** of 2022/2023 leave liability rolling into the new year.

\*Excludes ACC, Director roles and above