



Meeting	SPA People Committee
Date	30 May 2024
Location	MS Teams
Title of Paper	Q4/End of Year Workforce Report
Presented By	Katy Miller, Director of People & Development
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Strategic People Dashboard 2023/24

PURPOSE

The purpose of this report is to provide Members with an update on the Police Scotland workforce as at the end financial year 2023/24.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 The attached report is the first of its kind 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 2024.
- 1.2 This report has taken various formats; however, the new style is designed to assure Members that all pertinent people issues have been identified and are being managed from a strategic perspective. It also ensures that Police Scotland is focusing on the issues that have been identified and included in their plans.

2. FURTHER DETAIL ON REPORTING TOPIC

- 2.1 The format of the report has been revised to be thematic, aligning the data presented, as well as subsequent analysis and insights, with the six outcomes outlined in the People Strategy and Strategic Workforce Plan. The report also aligns with the People and Development Plan, detailing the activities to be undertaken this year, which focus on priority areas identified within the People Strategy/SWP implementation plans, while also considering the Annual Police Plan (including Policing Together commitments).
- 2.2 Further to that, the report picks up on the areas identified in the HMICS Thematic Inspection of Organisational Culture in Police Scotland December 2023 as People Cultural Indicators. These include:
 - Recruitment
 - Progression and promotion (and churn)
 - Abstraction/absence
 - Pay and conditions.
 - Wellbeing
 - Health and safety
 - Retention/turnover
 - Grievance
 - Exit interview/survey analysis.
- 2.3 It is intended for the report to be produced quarterly and to provide data, commentary, analysis and insights in term of people data compared to previous quarters/years depending on relevance. The attached report looks back at financial year 2023-24 data as compared to previous years. Mid-year reports will focus more on quarterly changes as opposed to the annual changes.

2.4 The following section summarises the findings in the report:

2.5 Health and Wellbeing

The last financial year saw a slight reduction in working days lost (WDL) for both officers and staff, partly due to the impact of COVID in previous years. However, WDL percentages remain higher than pre-COVID levels, with staff WDL at 7% (up from 6.1% in 2018/19) and officers at 6.1% (up from 5.1% in 2018/19). Psychological absences continue to rise for both groups. New services from a refreshed occupational health contract and employee assistance programme aim to improve wellbeing, and the wellbeing champion network has been expanded.

2.6 Leadership

The 'Your Leadership Matters' programmes are being delivered across Police Scotland, receiving positive feedback. While it's too early to assess their impact fully, key indicators will be monitored. The proportion of temporary ranks has remained stable at 14.6% over 2023/24, seen as beneficial for preparing officers for higher ranks.

2.7 Values and Belonging

There was an increase in officer and staff resignations this year compared to previous years, though no clear pattern for the cause has emerged. Factors include lack of resources, job satisfaction, and development opportunities, alongside personal reasons. Grievance and stress-related absences have also increased, raising concerns about general workforce wellbeing.

2.8 Capacity and Efficiency

Officer and staff numbers have decreased over the past year due to budget constraints and the need to make savings. Overtime has also been reduced for budgetary reasons. Abstractions from duty have slightly increased and are expected to rise further due to changes in annual leave entitlement and training commitments. There has also been an increase in officers requiring duty modifications, which, while not directly affecting availability, raises concerns about overall resilience.

Efforts to reduce TOIL and Re rostered Rest Day (RRRD) banks have been successful, but this has impacted officer availability as stated. Additionally, there has been an increase in flexible working

arrangements for both officers and staff. Overall, the reduction in workforce numbers, increased abstractions, and reduced overtime have added pressure on the remaining staff and officers, potentially affecting their wellbeing and the ability to maintain service standards.

2.9 Attracting and Retaining Talent

To meet the budgeted establishment of 16,600 officers, planned intakes for 2024/25 include 120 officers in May 2024 and 200 officers in July 2024. Recruitment was down in 2023 due to fewer officer intakes and a hold on staff recruitment. Promotions were also lower, affected by the timing of processes for officers and recruitment hold for staff. Turnover has decreased from the previous year's high, influenced by changes to pension arrangements, and is now around 5% for officers and 7.3% for staff. Overall turnover remains below levels seen in other UK police services.

2.10 Skills and Training

Training attendance and completion rates remain high at around 90% for all employees. Officers average 13 training days annually, including online training. The slight reduction from the previous year is due to fewer probationer training sessions following a recruitment hold in January 2024.

2.11 The foregoing is submitted for discussion.

3. FINANCIAL IMPLICATIONS

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

4. PERSONNEL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equalities implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.



Police Scotland Strategic Dashboard

2023/24

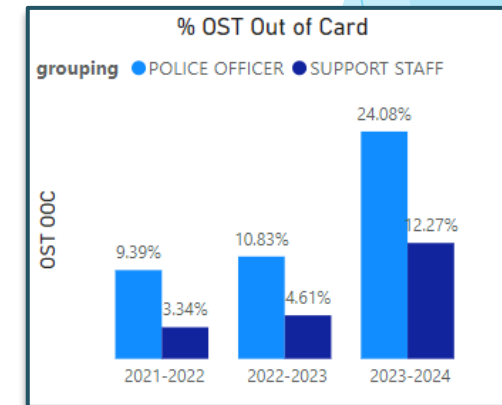
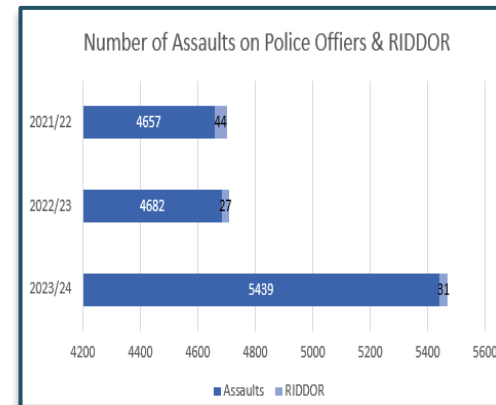
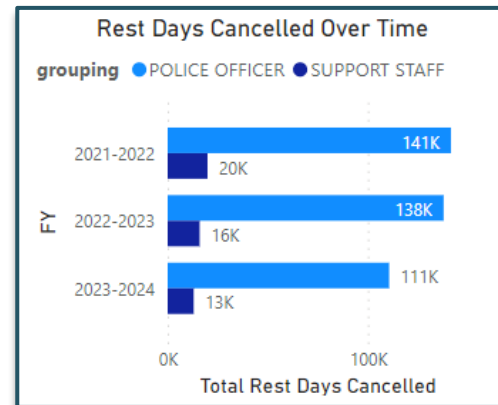
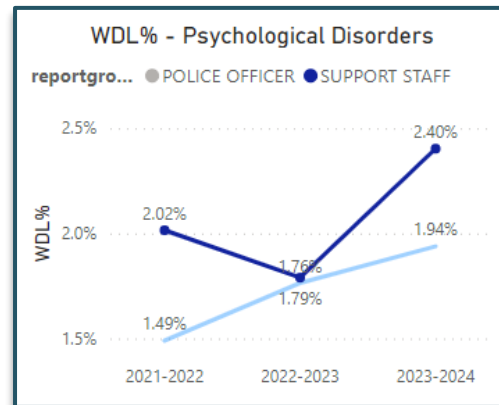
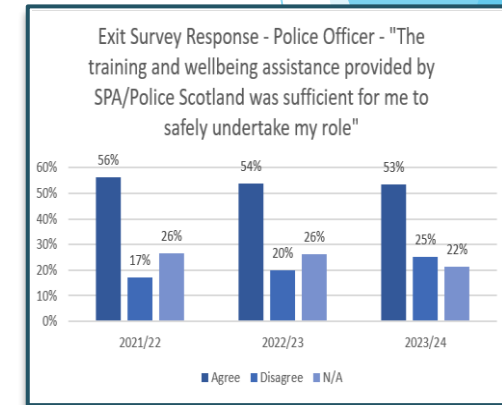
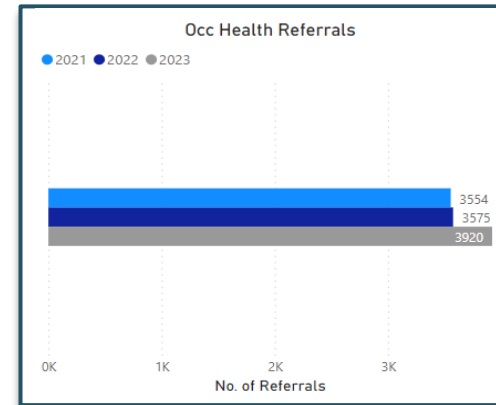
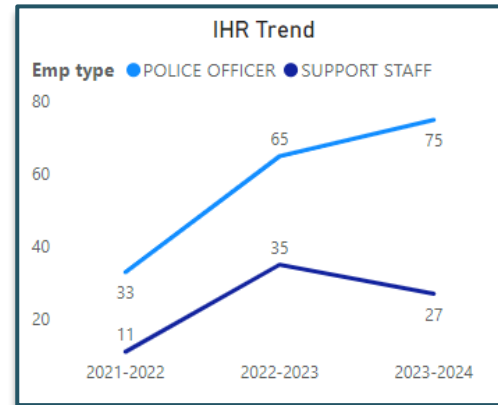
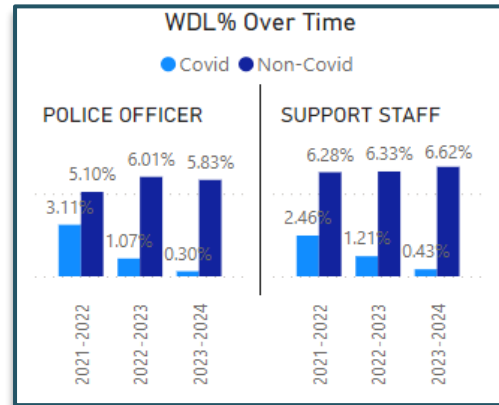
At a Glance 2023/24

Employees	Hiring	Leavers	Availability	Training	Wellbeing
Officers FTE 31/3/2024 16,355.71	Police Hires 606	Voluntary Leavers Officer and staff Officers - 854 Staff - 425	Absence AWDL and WDL% AWDL - 13.59 WDL% - 6.37%	Average Training Days Officers - 13.17 Staff - 2.91	Total new Grievance Officers - 81 Staff - 34
Staff FTE 31/3/2024 5,183.69	Staff Hires 343	Turnover Officer , staff and combined 5.64%	Cost of Absence £74M	Completion rates Officers - 88.63% Staff - 91.95%	Assaults on Officers 2023/24 5439
Special Constable numbers 31/3/2024 384	Number of promotions Officers - 751 Staff - 144	Main reasons for leaving Officers Retirement - 2.15% Staff - Other Employment - 2.61%	Abstractions Avg Remaining Hours Officers - 69.97% Staff - 76.68%	Attendance Rates Officers - 88.98% Staff - 92.12%	Rest Days Cancelled 2023/24 Officers - 111K Staff - 13K
Post Occupancy Rate Officers/Staff Officers - 95.74% Staff - 97.47%		Exit Survey 37% Of leavers completed.	% employees on Flexible Working Officers - 17.69% Staff - 40.67%	OST out of card Officers - 24.08%	Duty Modifications at 31 March 2024 Officers - 1,996 Staff - 120

OFFICIAL

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

Key Data, Trends and Benchmarks



People Strategy Objective 1

Key Activity Update

Occupational Health

Optima Health continue as providers of occupational health services from 1 April 2024. New innovations within the service will be introduced over the coming months, including:

- A new online occupational health portal, accessible 24/7, 365 days a year. The portal will offer an interactive solution for recording, assigning, and tracking all occupational health activities in real-time. It will aid in the return-to-work process, enable instant online appointment scheduling, and ensure the delivery of high-quality outcome reports.
- A personalized workplace wellbeing platform, offering guidance and assistance through various formats like videos, podcasts, and infographics, as well as a live chat function.
- An interactive digital assessment routing tool - an alternative to physiotherapist-led triage, allowing individuals to access a safe and efficient clinical assessment that guides them to the most suitable care pathway.

Employee Assistance Programme

Vivup are the new providers of our Employee Assistance Programme from 1 April 2024. Improvements in services will include:

- Qualified health professionals available via a 24/7/365 helpline where staff and officers can phone at any time for advice, support, and signposting on a wide range of topics.
- Specialist advice and counselling on a range of topics including, trauma/crisis support; PTSD; bereavement; relationship difficulties; mental health, including low mood, depression, and anxiety; work-related issues; achieving a positive work/life balance; addiction; and financial advice (Citizens Advice level). Also, a specific focus on menopause.
- A 'stepped care model' system of delivering and monitoring mental health interventions, and treatments, so that the most effective, less intensive treatment is delivered to our staff and officers first; only 'stepping up' to intensive/specialist services as clinically required.
- 24/7-line management support, advice, and signposting for difficult or complex people cases they are managing.
- Lifestyle management telephone support and advice line including debt and legal advice support services. Experienced advisors assist on a broad range of issues

Wellbeing, health & safety

- The new network of wellbeing champions are now in place. As outlined at the outset, the ratio that has been worked towards is one champion to every 100 officers and staff; this ensures that there is proportionate representation across all divisions and departments. 226 are now in their roles.
- Work continues with the health and safety team to identify the most appropriate arrangements for out of hours services post-pandemic to ensure the needs of the business are balanced with those of the staff who undertake the call out rota, in an attempt to reduce the service to essential-only disruptions out of hours

People Strategy Objective 1

Key Activity Update

Ill Health Retiral (IHR)/Injury on Duty (IOD)

75 officers retired on ill-health during 2023/24 and increase in 10 officers from 2022/23 when 65 retired on ill-health.

In March 2024, seven police officer IHR cases were finalised with the Scottish Police Authority (SPA); four IOD cases were also finalised and approved by the SPA. There are currently 59 officers actively in the IHR process, a decrease of one since February. Of those 59 cases, 28 have either had their appointments with the Selected Medical Practitioner (SMP) or have one booked; 31 require an appointment and await receipt of GP or specialist reports to progress same. Of those who had an SMP (IHR) appointment in March the average wait for SMP appointment was five months, an increase of one month from February, due in part to some longer-term cases being finalised.

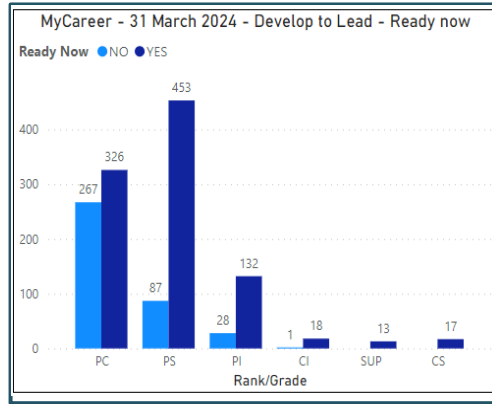
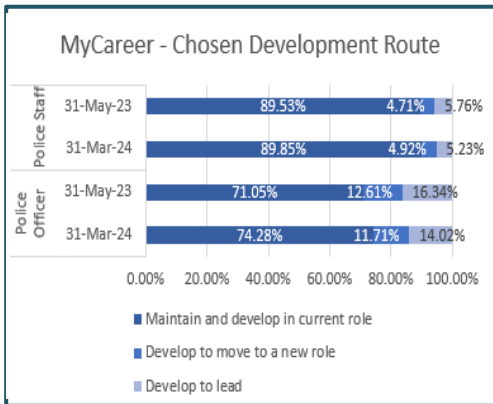
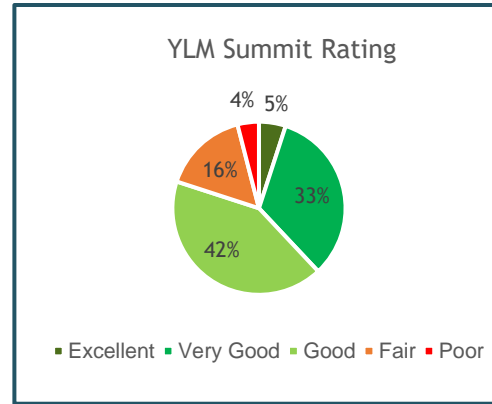
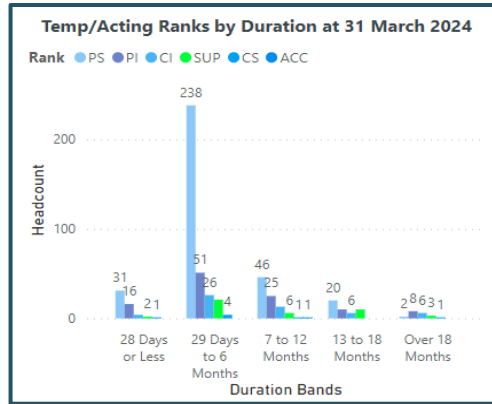
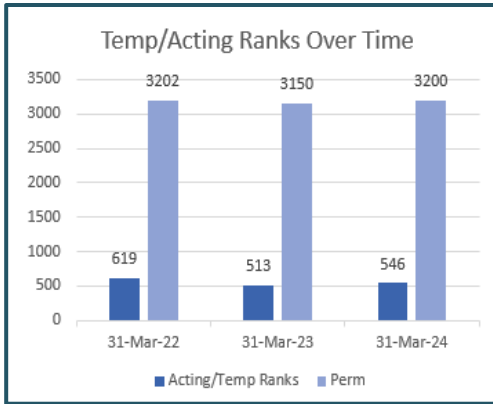
The average length of time for those officers approved for IHR by the SPA in March 2024 was 11 months from start of the process. This is an increase of four months from February, but it should be noted that two of the cases required Police Medical Appeal Board decisions. Of those who had an SMP (IOD) appointment in January the average wait for SMP appointment was five months, a two-month increase from February (though last month's figure only featured one case). The average length of time from start of process to approval of IOD by SPA was 11 months. This was three months longer than February and was also due to a case finalising that had been progressed through the Police Medical Appeal Board

Respiratory Protective Equipment

A Respiratory Protective Equipment (RPE) sub group has been established to examine the issues and options regarding future requirements for this equipment. This presents an opportunity to ensure considerations take into account organisational learning from previous decisions and employee relations case outcomes. This may impact on future clean shaven policy.

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

Key Data, Trends and Benchmarks



- ### YLM Summit
- 81% of respondents agreed that they can **apply what they have learned**
 - 63% of attendees agreed that the duration of the summit was appropriate
 - 89% of participants agree that they **understand what is expected** of them in role modelling the summit behaviour
 - 99% of respondents agreed that within the Summit they were provided with the opportunity to contribute

People Strategy Objective 2

Key Activity Update

Your Leadership Matters (YLM)

YLM commenced rotation 2 of the First Level Leader (FLL) programme in early March, with three of 10 Summit 1 sessions being delivered by the end of March. Evaluation for rotation 1 elicited much positive feedback, with

- 70% rating it good or better, 83% saying they understood how to role model the behaviours,
- 73% saying they could apply what they had learned and
- 79% rating speakers as effective and engaging.

Less positive feedback was received on willingness to advocate the programme to others, overall programme duration, and length of events. This feedback continues to inform enhancements to the programme. 31 sessions have now been delivered in total, with 58% of the 613 participants who were eligible booked onto a session. Additional sessions planned mid-April.

- A trial/upskill of the YLM 'Amplify Your Impact' session, which will be delivered by Divisional SPoCs/champions, has been carried out. Module 3 professional practice assignments for Cohort 1 of the Police Leadership Programme (Stage 5)- Executive Leaders (PLPEL) have been reviewed by the assessors and submitted to the College of Policing (CoP). Module 4 has been completed, with a review meeting with the Force Executive carried out at the end of March 2024.

Police Leadership Development Programme (PLDP)

106 learners on the PLDP, who commenced the Sergeants qualification in February 2024, have completed the first stage. 57 learners in the north/rural cohort have completed to date, with the remaining four due to complete between June and September 2024.

Newly Appointed Chief Superintendent Development Programme (NACSDP)

The launch event for cohort 2 of the Newly Appointed Chief Superintendent Development Programme took place from 26 to 28 March with 10 of the 11 newly appointed Chief Superintendents able to attend. Content included Force Executive and Professional Development inputs, the delivery of a mentoring session and an Executive Coaching input, and a strong focus on leadership style and transitioning into their newly appointed rank.

People Strategy Objective 2

Key Activity Update

People Management Development Programme

The mandatory PMDP commenced delivery to sergeants and staff grade 4-7 with people management responsibilities on 26th September 2023. The PMDP operated from 26th September 2023 until 29th November 2023, prior to the strategic training pause. Delivery recommenced on 6th February 2024. The PMDP two-day training is currently scheduled on a weekly basis. 177 participants completed the PMDP pilot programme from several organisational areas. This included PS to CI ranks and staff equivalents, and a specific pilot for Superintendent Ranks. The overall number trained has now reached 306 following post-pilot go-live. Work has been ongoing with members of the Continuous Professional Development (CPD) team and the Professional Standards Department (PSD) on further enhancements to the programme. This is with the aim of providing additional benefit to people managers and the overall organisation. The impact of the enhancements will be measured as part of ongoing evaluation.

Mediation

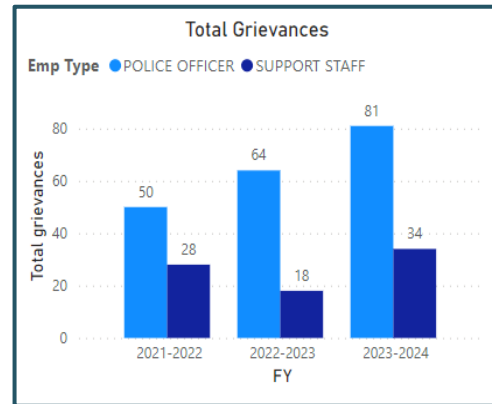
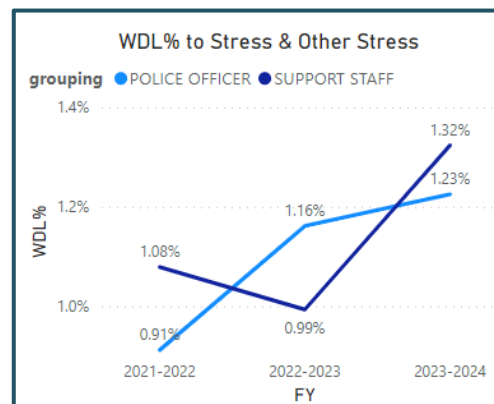
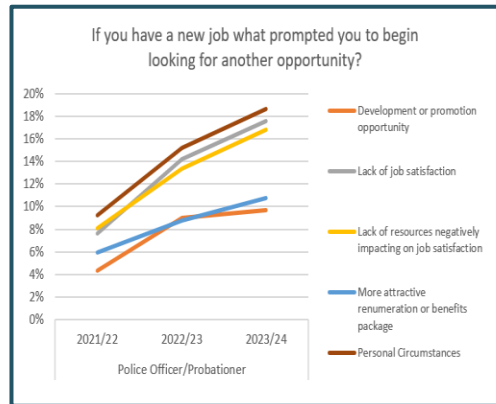
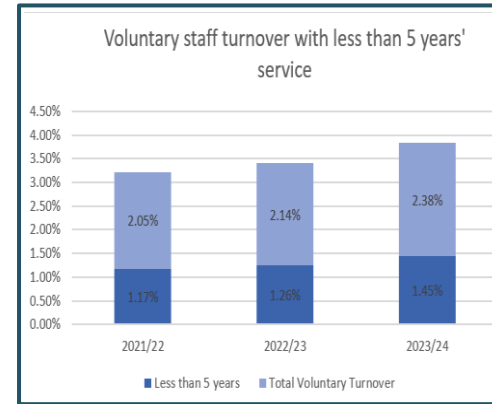
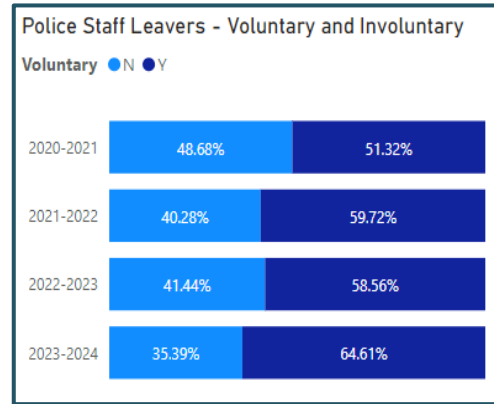
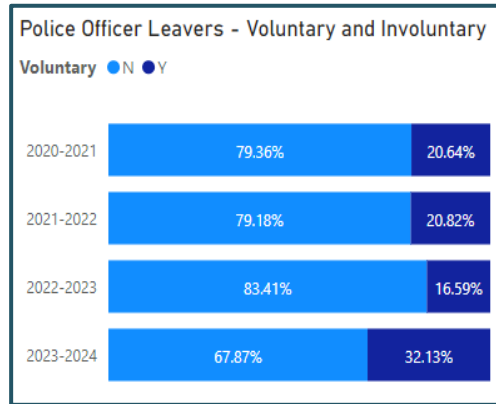
Since April 2023, the number of mediators within the organisation has increased from 8 to 20. Over the next quarter we will be developing this provision further with a view to embedding the service and improving our senior capacity to support the service. Members will be aware that this is one of our key strategic commitments under the People Strategy. 12 mediations have been undertaken and while this number remains low, it is more than double that of each of the 4 years prior. Of the 12 cases raised in this financial year, 50% have been resolved through this process, 25% were unresolved and 25% are either partly resolved, resolved out with the process or are ongoing. Our aspiration is now to accelerate use of the service through a formal comms launch once additional mediators are in place and dialogue with trade union colleagues has completed.

Accelerated Leadership Pathway (ALP)

The officer pathway currently consists of three cohorts, totalling 21 officers during the reporting period. The breakdown by rank over cohorts 1, 2 and 3 is: one constable, four sergeants, nine inspectors, and seven chief inspectors. 16 male colleagues are participating, and five females. The first ALP graduate emerged following promotion to superintendent, and a second chief inspector was recently promoted to temporary superintendent. 13 of the 21 officers from these cohorts have been temporarily or permanently promoted to the higher rank following Programme Sponsor Boards chaired by the DCC Designate. This validates the selection of pathway participants and points to the quality of support given to their development and the accelerated nature of their promotion.

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

Key Data, Trends and Benchmarks



People Strategy Objective 3

Key Activity Update

My Career

Two neurodiversity focus groups were held in March to obtain feedback on key component parts of MyCareer, including the Moodle package, MyCareer discussions, and reflection logs. The feedback will be used to shape future developments, working alongside the equality and diversity team, to continue to improve MyCareer from a neurodiversity perspective.

National Mentoring Programme

The review of the National Mentoring Programme has commenced and will conclude late April 2024 with a paper of recommendation being written for progression through Governance.

Accelerated Leadership Pathway

The first of three positive action events for the (ALP) were delivered to members of the Women of Colour in Policing subgroup in January. The session focused on skills, knowledge and experience required by future leaders, the high potential development tool and reflective practice. An ALP awareness event was delivered to members of the Scottish Police Muslim Association.

Recruitment Event

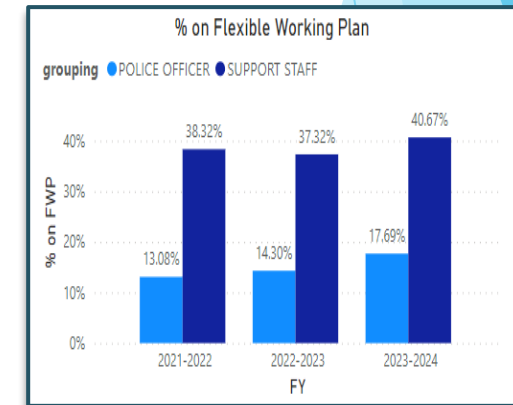
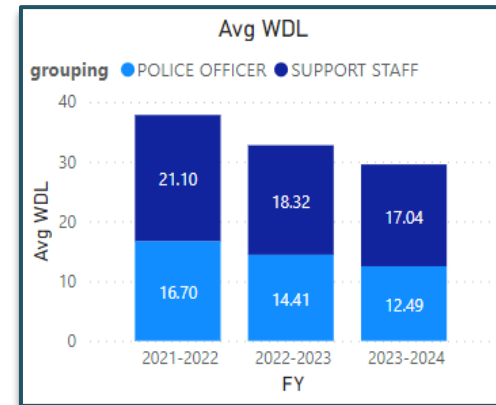
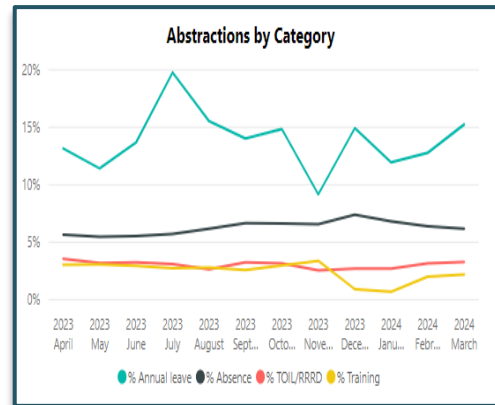
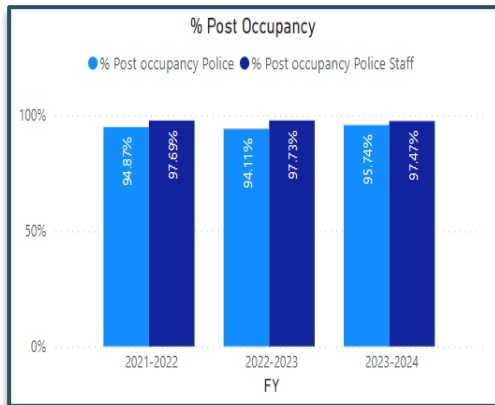
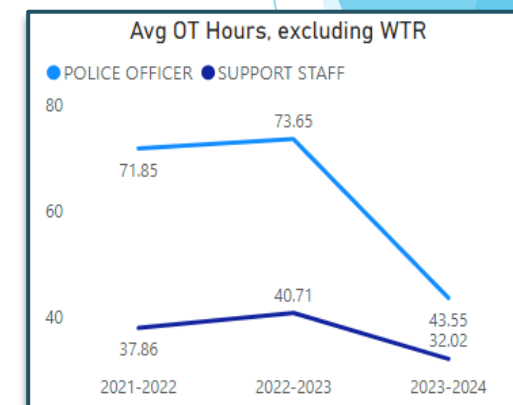
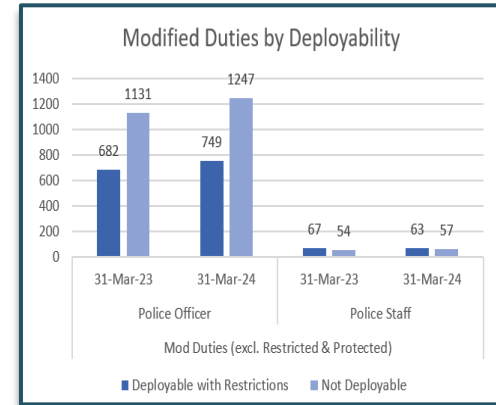
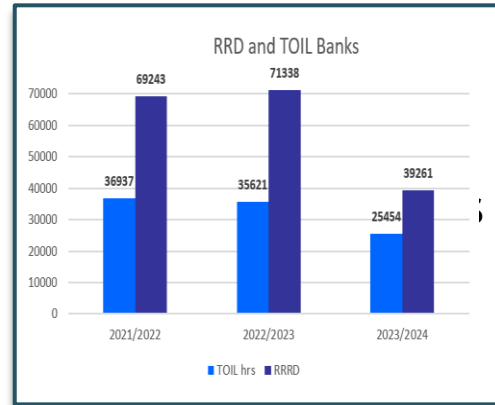
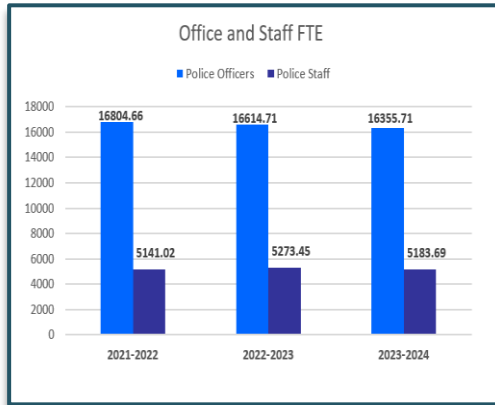
An in-person LGBT+ recruitment event was held at Jackton on 17 February 2024. The event showcased officer, staff and volunteering roles currently available and also highlighted the work of the LGBTI Association. Staff from Recruitment C3, CJSD and Digital Division were present to speak to attendees. The event was opened formally by ACC Tim Mairs and is one of several Police Scotland events being held to mark LGBT History month.

Grievance

People Partners continue to promote (with their SMTs) the use of mediators for early reconciliation and interventions to support people and divisions to find resolutions for current employee relations issues. This has the potential to save costly ET settlements for cases successfully mediated

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

Key Data, Trends and Benchmarks



SWP Outcome 1

Key Activity Update

VRVER Programme

The challenge of the VR/VER programme is to achieve a £10.3m reduction on staff pay bill costs.

756 applications for VR/VER were received in total: 211 VR and 545 VER.

An organisational assessment process took place from 19 February to 1 March to consider the potential release of posts taking account of budgeted vacancies and risk impact to service delivery. This process identified 223 posts for immediate release (saving £9.84m) and a further 252 posts for potential release following an organisation change (saving £9.92m).

Posts and vacancies that were supported for immediate release and deletion were put forward to the National Voluntary Release Panel (NVRP) for approval. The NVRP approved the release of 223 posts consisting of 110 budgeted vacancies and 113 VR/VER applicants.

Formal offers of VR/VER were sent to applicants from 2 April 2024.

Target Operating Model

P&D have engaged with the design team on workshops to identify an accurate current operating model to identify good practice and areas for improvement for a prospective new target operating model (TOM).

Police Ethics Conduct Scrutiny (Scotland) Bill

Work continues with Legal Services and PSD to ensure the service is ready to react and embrace the changes to its policies in relation to the Police Ethics Conduct Scrutiny (Scotland) Bill. Liaison with Scottish Government is underway, in order to create a new SOP in relation to a 'Duty of Candour' and consider the potential implications for the staff Code of Conduct.

Operation Evolve

Some areas in local policing and other enabling functions have never been reformed in the same way as that some national functions have been and as a result there is inefficiency, duplication, and repetition in the system that can be removed by moving to a regional or national model rather than providing these services at a divisional level. Operation Evolve, the change programme, implemented over the next three financial years, will inform how Police Scotland shapes, trains, enables, equips, and deploys the workforce to best meet the evolving needs and complexities of our diverse communities at best value. Our 3-year programme will have 3 elements: Review and Redesign, Creating Capacity and Future Capabilities.

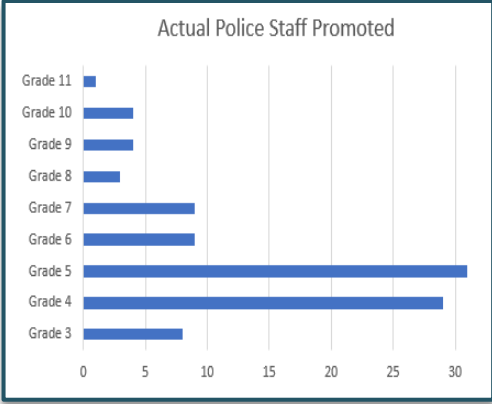
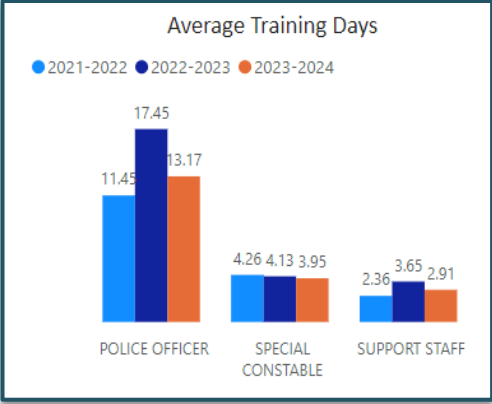
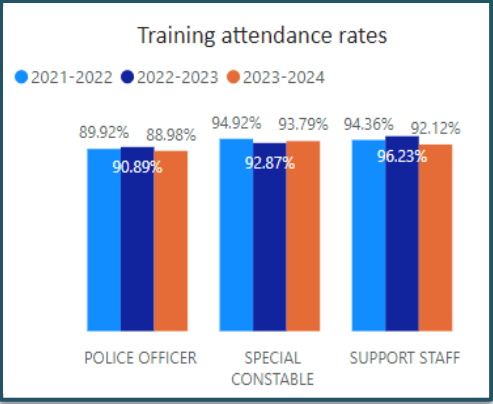
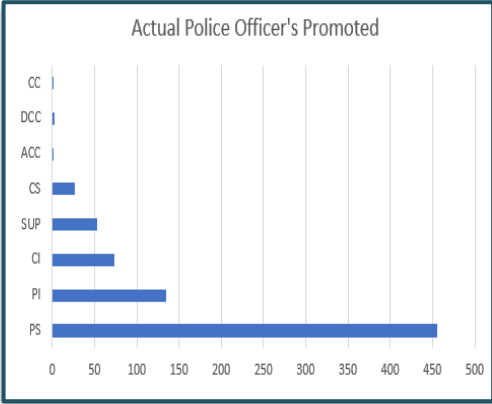
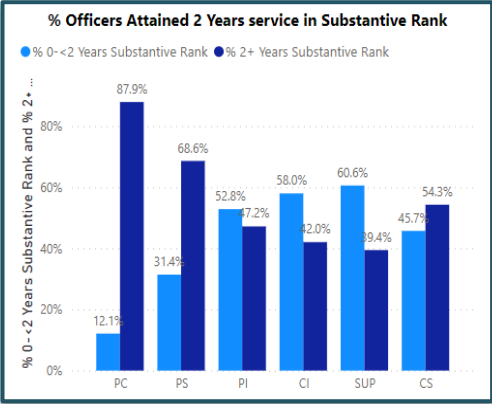
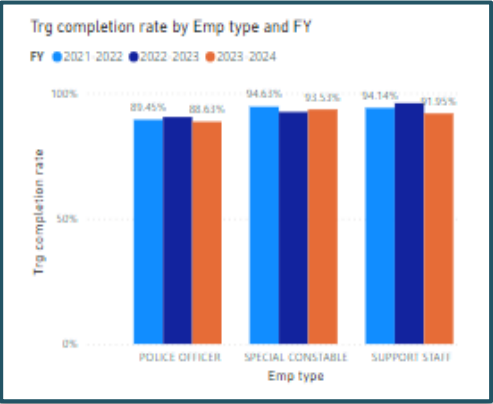
Target Operating Model

Work is underway to develop a sustainable operating model for Police Scotland, which is agile, affordable, efficient and continues to provide a high-level service to the communities of Scotland while maximising public safety.

Organisational Design training is underway for P&D, Service Design & Digital colleagues

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

Key Data, Trends and Benchmarks



SWP Outcome 2

Key Activity Update

An intern scheme has been introduced for staff to allow access to ICT and improve recruitment and retention to that specialist area.

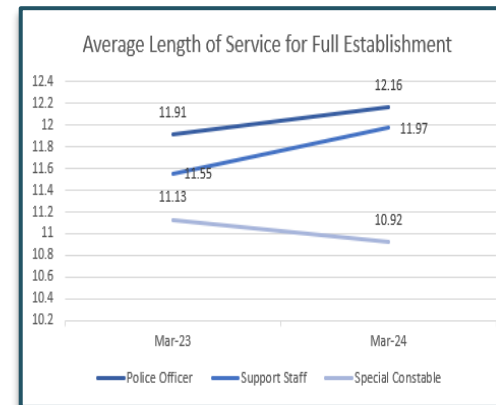
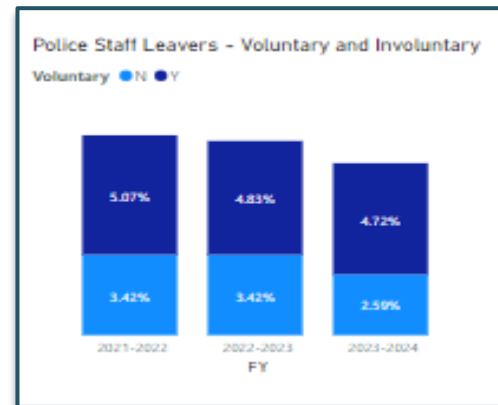
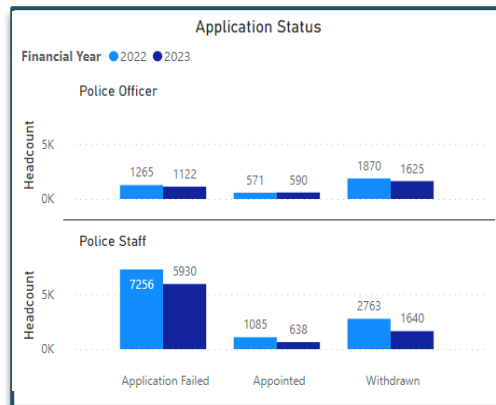
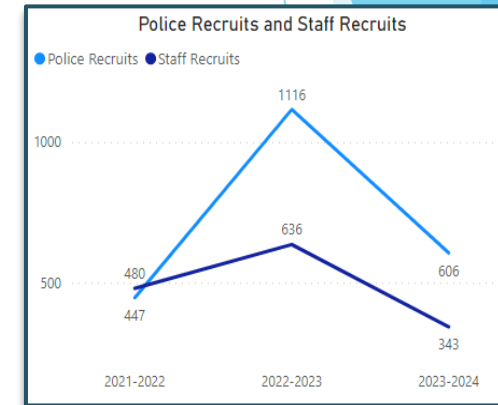
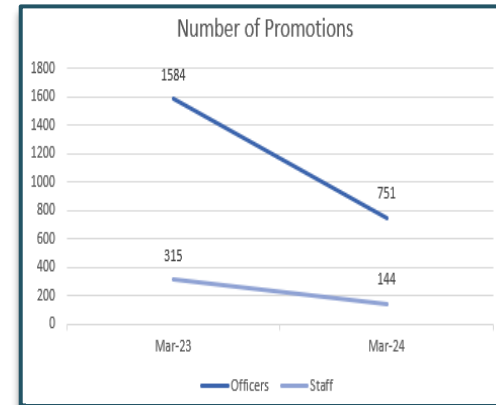
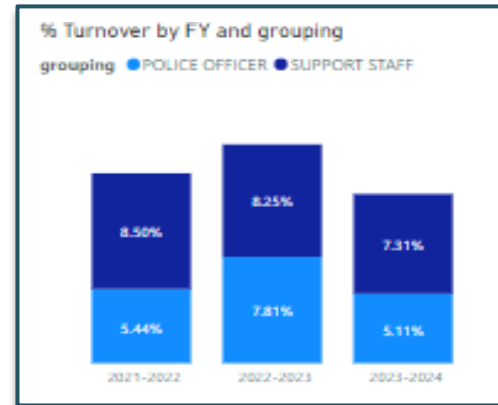
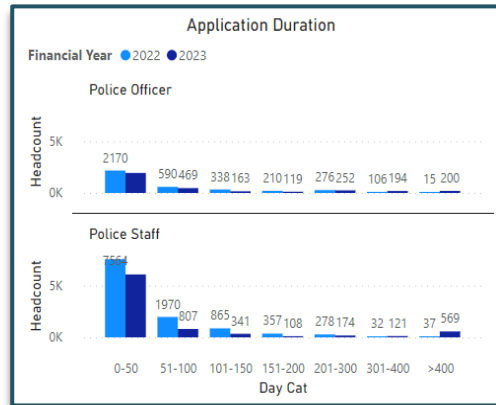
A mixture of modern and graduate apprentice opportunities for existing staff across two bespoke programmes has been introduced to allow staff to develop into management and specialist roles. These are directed at Criminal Justice and management development and will provide a skill base for further development of the individual.

Inspector Promotion

The Inspector National Police Promotion Process (NPPP) has concluded, with 112 officers to be added to the promotion pool. The Chief Inspector NPPP commences in April. This year, the assessment process has changed following feedback from the force executive and will now change to a single assessment.

SWP Outcome 3 - We attract and retain suitable talent

Key Data, Trends and Benchmarks



SWP Outcome 3

Key Activity Update

Recruitment and Retention

- The next police officer probationer intake date is scheduled for 13 May 2024, where it is anticipated that 120 recruits will be offered employment.
- Attraction activity continues with planned in-person events for V Division and A Division, with online events planned to support L Division (Argyll subdivision) and general police officer recruitment.
- The positive action team (PAT) hosted an online networking event, where all BME/WME candidates starting on the March intake were able to meet each other ahead of their start date at the Scottish Police College (SPC). This allowed the new recruits to talk to each other and ask any questions about the training at the SPC. The recruits also had the opportunity to swap contact details if they wished, allowing them to bond ahead of their start date.
- Two members of the PAT received online training from Who Cares Scotland which will enable them to support care experienced individuals who have self-identified on the Oleo system. This work links directly to the Police Scotland Corporate Parenting Plan 2021-2024, and in particular our priority of “Offering Employment and Development Opportunities”.
- The PAT have recently represented Police Scotland at recruitment events at Stirling University and the University of the West of Scotland.
- Two successful online events for digital division were hosted on 21 March 2024, with approximately 100 attendees at each, which resulted in an influx of applications. Shortlisting of these applications is ongoing. We support our people to identify with and demonstrate Police Scotland values 3 and have a strong sense of belonging • Two assessment centres took place for the digital graduate programme, with twelve attendees. Successful candidates were identified for both graduate vacancies, and are progressing to verbal offer and pre-appointment checks. Positive feedback was received from assessors and graduate attendees. L&T consultants will work with the successful graduates over the course of the twoyear programme

Analysis, Insights and Risks

Analysis and Insights

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

The last Financial year saw a small reduction in Working Days lost for both officers and staff which will in part be attributable to the impact of COVID in previous years. WDL % remains higher than the pre - COVID position when in 2018/19 where it was 6.1% for staff (now 7%) and 5.1% for officers (now 6.1%). This trend is not unique to Police Scotland with absence increases seen across all of Scottish employment. Psychological absence continues to rise for both officers and staff and again this is not and position that is unique to Police Scotland. New services offered through a refresh of the Occupational Health Contract and Employee Assistance Programme have been designed to have a positive impact the wellbeing of officers and staff. The wellbeing champion network has also been increased for this purpose.

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

Leadership Programmes under 'Your Leadership Matters' continue to be delivered across Police Scotland with all supervisory ranks with a positive reception being received for these. It is too early at this stage to determine the impact that these have had on the organisation, however key indicators will continue to be monitored and reported upon. There has been little change in the number of temporary ranks over the previous year with it averaging 14.6% over 2023/24, this is seen as positive and beneficial in preparing officers for the next rank.

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

Proportionally there was an increase in officer and staff resignations this year when compared to previous years although there is no identifiable pattern as to the cause for this, lack of resources, lack of job satisfaction and lack of development opportunities appear alongside personal reasons all seem to have had an influence. Grievance and absence due to stress also have seen an increase giving rise to some concern about the wellbeing of the workforce. That said, overall turnover is still at a healthy level and well below other Police Services in other parts of the UK.

Analysis, Insights and Risks

Analysis and Insights

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

Officer and staff numbers have both seen a reduction in the last year, but this has been intentional because of the budget settlement and the need to make savings. Overtime has also seen a reduction over the period but again this was intentional because of budget pressures. Abstractions from duty through sickness, leave, TOIL etc have seen a slight increase and are expected to increase further this year due to changes in annual leave entitlement and training commitments. Further to that officers requiring a modification to their duty have also seen an increase this year, and whilst not directly impacting of availability is a concern in terms of overall resilience. Work undertaken to reduce TOIL and RRRDs banks has seen some success with a reduction in both across the whole year but this has been at the expense officer availability. Finally, there has been an increase on flexible working for both officers and staff. Overall, with a reduction in officers and staff numbers, an increase in abstractions and officers requiring modifications and a reduction in overtime, there will have been additional pressure placed on existing staff and officers to maintain services to previous standards. This may have in turn had subsequent consequences across the organisations in term of officer and staff wellbeing.

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

Training attendance and completion rates remain high at around 90% for all employee types and the average number of days training (which takes account of online training) remains high for officers at around 13 days on average. The reduction from the previous year will be because of less probationer training numbers due to a hold on recruitment in January 2024.

SWP Outcome 3 - We attract and retain suitable talent

Intakes planned for 2024/25 are designed to return the Force to the budgeted of position of 16600 officers within the limitations around capacity and maintaining quality across the process both in terms of recruitment and vetting but also onboarding and training. To that end an intake of 120 officers is planned for May 2025 with a further 200 intake planned for July 2024. Recruitment was down for both officers and staff due to the reduced number of officer intakes and hold on staff recruitment which was in place for much of 2023/23. Promotions were also lower for both officers and staff which for officers will be due to the timing of promotion processes and for staff due to the recruitment position. Turnover is down from the previous year which was artificially high due to the changes to pension arrangements for officers and has returned to around 5% for officers and 7.3% for staff.

Analysis, Insights and Risks

Risks

The main risk identified in the foregoing is in relation to officer and staff availability and the impact that this may be having on morale and wellbeing. As discussed, officer and staff numbers have reduced whilst abstraction rates have increased as has mental illness and stress. Proportionally more officers than in previous years chose to resign and overall, we saw a further increase officers requiring duty modifications. Measures have been put in place to look to reduce unnecessary demand and to examine ways to improve efficiency to try and counter the additional pressure that officers appear to be witnessing. Further to that wellbeing activity has been improved to provide additional support to officers and staff.

Conclusion

Overall, apart from the reduction in officers and staff numbers and the consequent impact the data from this year is broadly similar to that of previous years.

The previous 12 months has not seen any significant new trends emerge but has seen more of a continuation of existing trends such as increases in abstraction rates, mental illness and stress related absence.

There is significant ongoing activity however across Police Scotland to address these trends much of which will be included in the SWP and People Strategy action plans when delivered.