

Meeting	SPA People Committee
Date	30 November 2021
Location	Video Conference
Title of Paper	People Management Information Report Q2 2021/22
Presented By	Jude Helliker, Director of People and Development
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – People MI Q2 2021/22 Full Report

PURPOSE

The purpose of this report is to provide Members with an overview of changes in the Police Scotland workforce during the second quarter of year 2021/22.

Members are invited to discuss the contents of this report.

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 Quarterly Workforce Report has been compiled.
- 1.2 SPA Corporate and Forensics are now treated as a Division in our data set and reported in all slides. This has resulted in movement of previously reported Q1 metrics for the Staff cohort – all Q1 values given in this report for comparison purposes now include SPA Corporate and Forensics Services within the Staff group, which will vary from previously published data provided to the People Committee in September.

2. FURTHER DETAIL ON THE REPORT TOPIC

Appendix A provides the detailed quarterly report. A selection of headlines are detailed below.

2.1 Headcount/FTE

- The number of Police Officers at the end of the financial year was 17,172.29 FTE. This figure excludes officers detached to unions such as the Scottish Police Federation, ASPS, or to oversight groups like HMICS, which when included takes the total to 17,232.15 FTE.
- This figure includes the September probationer intake of 142. does not include the intake of 180 recruits at the end of June, which is split 56:44 in terms of male:female gender.
- Police Scotland staff FTE has increased by 44.33 FTE on Q1 to 5,159.15 FTE.
- SPA Forensic staffing has reduced by 6.28 FTE over the same period, to 523.52 FTE.

2.2 Distribution

- The proportion of officers has increased in Corporate Services, Local Policing North and Local Policing East. The latter two were influenced by the placement of recent probationers.

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- In the staff cohort the highest proportional increases were in Professionalism and Assurance (P&A) and Criminal Justice Services Division (CJSD).
- The gender mix amongst officers has continued to move gradually toward higher female representation in the last quarter. The small decrease in the Chief Superintendent and Chief Inspector ranks is largely as a result of the relatively smaller cohort of officers at that level, meaning changes are more notable than at lower ranks which are more heavily populated.

2.3 Leavers/Turnover

- The number of officers leaving in the last quarter was 206, an increase of 33 (19.08%) on the previous quarter. The number of staff leavers has fallen to 121, a decrease of 6 (4.72%) in the last quarter.
- Retirement remains the most common reason for departure in the officer cohort. For staff the most common reason for turnover was resignations for other employment.
- While actual officer retirements have outpaced projections in Q2, there is no evidence at this time of a change in retirement behaviour for Officers. Instead, in both Q1 and Q2, the vast majority of retirements occurred around 30 years or more service, indicating many of those exits may come from those who postponed their retirement to work through the pandemic.
- Turnover remains below generally anticipated levels of 5-6% – at 4.59% organisation-wide over the last 12 months.

2.4 Sickness Absence

- Sickness absence saw a small increase in the first quarter, standing at 7.77% for officers (1.58%) and 8.77% for staff (up 0.86%).
- Average working days lost (AWDL) over the quarter was 4 for officers, with 1.4 of those days linked to COVID; while for staff the AWDL was 4.8 with 1.2 of those days linked to COVID.

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- Non-COVID sickness absence has risen throughout the quarter, rising more steeply in the Officer group. COVID-related absence dropped in August for both officers and staff, before rising again in September. This is consistent with the increase in positive cases in Scotland from the mid-August to mid-September time period.
- The largest number of working days lost to COVID in Q2 relate to the Acute COVID and COVID-19 Symptoms categories. As expected, the number of absences relating to COVID-19 Tracing has reduced following the exemption of emergency workers from self-isolation.
- Days lost to Post-COVID Syndrome remains stable this quarter.
- The main causes of non-COVID sickness absence are similar across both Officer and Staff groups. Psychological Disorders was highest cause of sickness absence across both groups this quarter, with a slightly higher percentage of work days lost to this category of illness in the Staff group than in the Officer group.
- The number of outstanding Return to Work (RTW) interviews is 965, down 72 (7.4%) on the last quarter.
- In terms of absences over the last quarter, the majority of RTW interviews were completed within seven days of return.

2.5 TOIL and RRRD

- TOIL balances are up 5.5% in the last quarter, with RRRD balances up 7.4% to 53,948. This includes 51,481 for police officers and represents an average of three days per officer – but excludes a further 47,052 in days which have been booked but not yet taken.
- The increase in RRRDs was driven by September due to a number of large events in Glasgow, planning for Bonfire Night and cancellations for COP26. In terms of the latter, officers have the option to retain the rest day or take payment at time and a half – the impact of this decision is expected to be soon after the conclusion of this event.
- The highest TOIL balance for officers remains in OSD, at 2622.3 hours. The lowest TOIL balance continues to be in E

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Division, where officers appear to owe back 659 hours despite concurrent increases in their RRRD balance.

- Analysis of RRRD balances continue to indicate that there is a stronger relationship between these and business area, rather than rank or grade. In the officer cohort G and Q Division continue to carry a higher balance than would be expected given their proportion of the workforce. D Division and SCD are particularly under-represented by this metric; for the latter, this is despite having some of the highest individual RRRD balances across the service.
- The majority of RRRDs in the staff cohort relate to SPA Forensic Services.

2.6 Modified Duties

- There have been 475 new instances of Modified Duties in the first quarter, with overall numbers continuing to increase.
- The number of review meetings that are overdue or not scheduled is a key metric in this area, as it suggests more could be done to ensure appropriate support is being offered to all individuals.

3. FINANCIAL IMPLICATIONS

3.1 There are no specific financial implications associated with this paper.

4. PERSONNEL IMPLICATIONS

4.1 There are no specific personnel implications associated with this paper.

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 Quarterly MI Report – September 2021

Welcome to the Quarter 2 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

Quarterly breakdowns of protected characteristics other than sex and age – discussions are ongoing between SWP and E&D teams to move to GDPR-compliant dashboarding of other protected characteristics of the workforce.

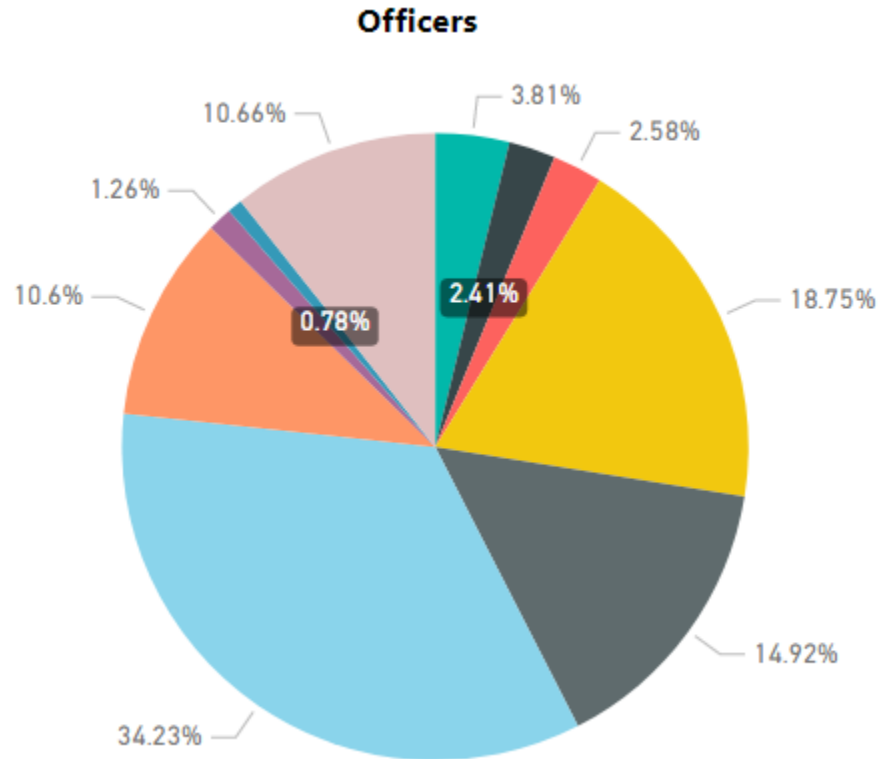
Recent Developments

A number of dashboards have been added to the live dashboard suite specifically for Force Executive and P&D Tier 2 use, with the aim of informing strategic decisions particularly within recruitment & transfers, promotions & training, and absence management & wellbeing. This brings our total online dashboarding suite to more than 100 individual dashboards.

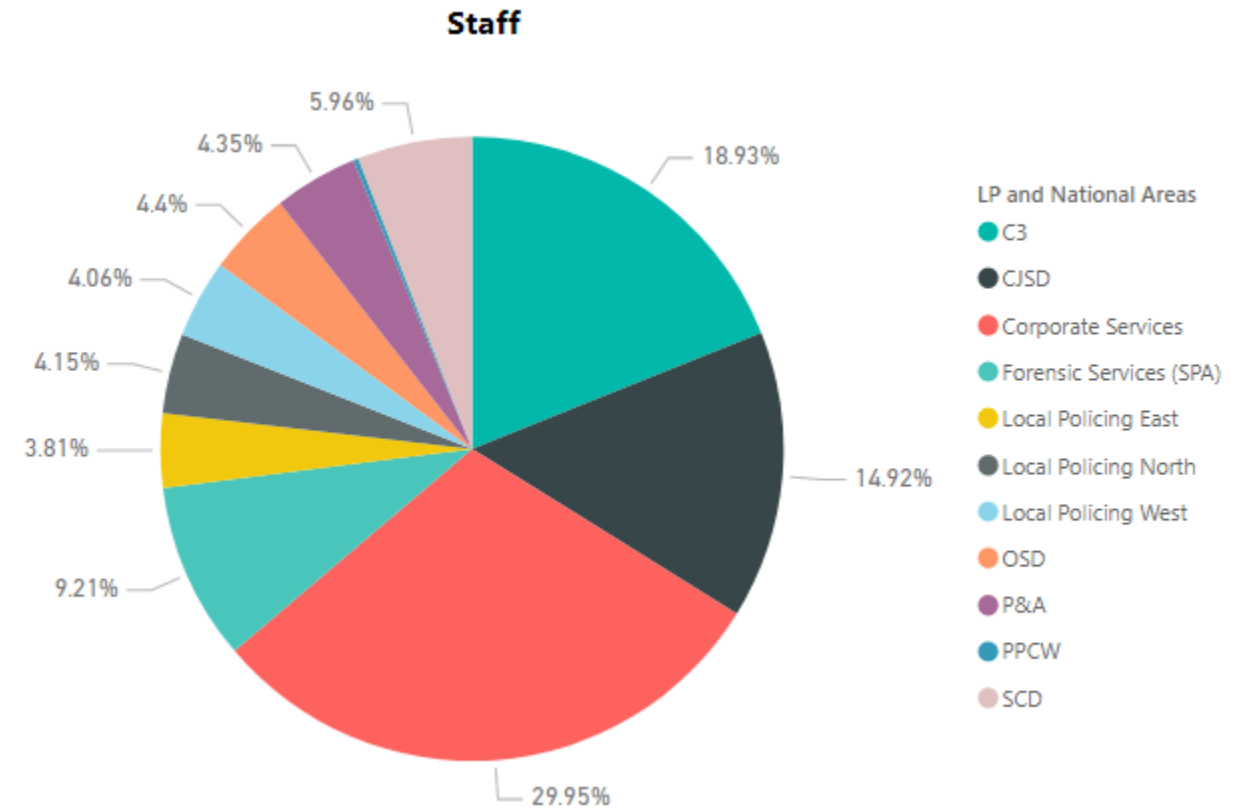
SPA Corporate and Forensics are now treated as a Division in our data set and reported in all slides. This has resulted in movement of previously reported Q1 metrics for the Staff cohort – all Q1 values given in this report for comparison purposes now include SPA Corporate and Forensics Services within the Staff group, which will vary from previously published data.

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FTE and Distribution



17,172.29 FTE (-58.63 FTE on Q1)



5,159.15 FTE (+44.33 FTE on Q1)

523.52 FTE SPA Corporate & Forensics (-6.28 FTE on Q1)

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FTE and Distribution Change Since Q1 21/22

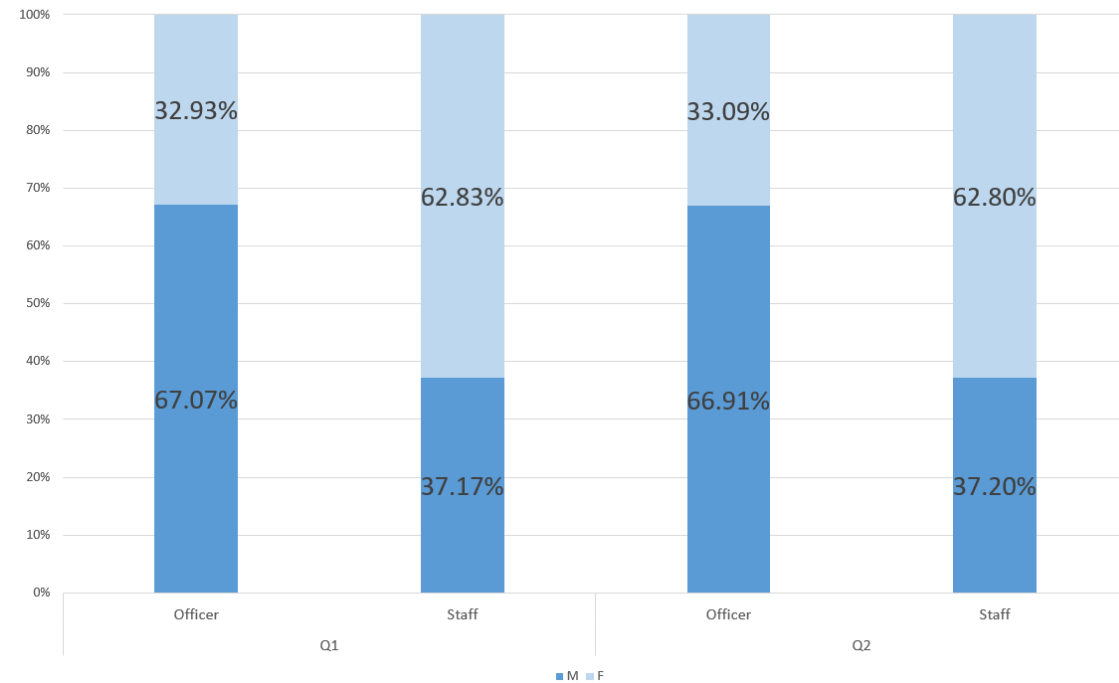
Officers		
Area	Q2 Change - FTE	Q2 Change - Workforce Proportion
C3	-8.69	-0.04%
CJSD	6.99	0.05%
CSD	30.19	0.19%
LP East	-5.96	0.03%
LP North	23.17	0.18%
LP West	-37.27	-0.10%
OSD	-53.03	-0.27%
P&A	0.14	0.01%
PPCW	3.02	0.02%
SCD	-17.2	-0.06%

Staff		
Area	Q2 Change - FTE	Q2 Change - Workforce Proportion
C3	6.56	-0.01%
CJSD	14.86	0.17%
CSD	15.35	0.07%
SPA	-6.28	-0.18%
LP East	-2.67	-0.08%
LP North	1.58	0.00%
LP West	-5.66	-0.13%
OSD	-2.78	-0.08%
P&A	17.14	0.28%
PPCW	-	-
SCD	-0.07	-0.04%

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Sex Profile

Sex Split by Emp Type



Both workforce groups have shifted positively toward balance. The proportion of female officers has increased by **0.16%**, and the proportion of male staff members has increased by **0.03%**.

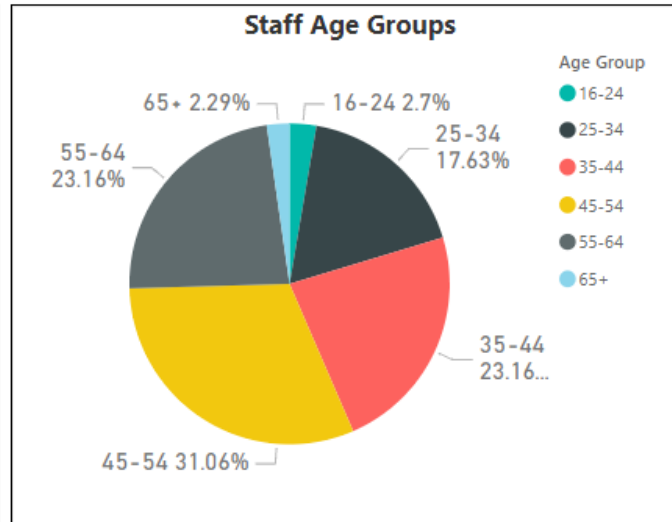
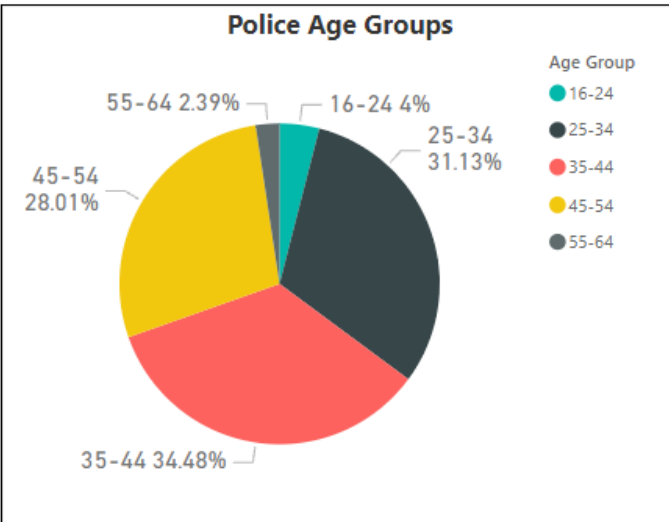
Sex	F		M		Total	
	FTE	%	FTE	%	FTE	%
PC	3456.69	32.43%	7201.98	67.57%	10658.66	100.00%
DC	1035.02	39.47%	1587.43	60.53%	2622.46	100.00%
PS	489.29	26.56%	1353.13	73.44%	1842.43	100.00%
DS	221.78	31.48%	482.81	68.52%	704.59	100.00%
PI	165.86	26.51%	459.75	73.49%	625.61	100.00%
DI	68.55	24.61%	210.00	75.39%	278.55	100.00%
CI	49.00	27.68%	128.00	72.32%	177.00	100.00%
DCI	13.00	17.81%	60.00	82.19%	73.00	100.00%
SUP	31.00	32.63%	64.00	67.37%	95.00	100.00%
DSU	12.00	28.57%	30.00	71.43%	42.00	100.00%
CS	6.00	19.35%	25.00	80.65%	31.00	100.00%
DCS	3.00	37.50%	5.00	62.50%	8.00	100.00%
ACC	1.00	10.00%	9.00	90.00%	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%
Total	5553.19	32.34%	11619.11	67.66%	17172.29	100.00%

Total Rank	Female Officer % of Rank	
	Q1	Q2
PC	33.65%	33.82%
PS	27.60%	27.92%
PI	25.39%	25.93%
CI	25.38%	24.80%
SUP	29.32%	31.39%
CS	25.64%	23.08%

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

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Age Profile



Average Officer Age

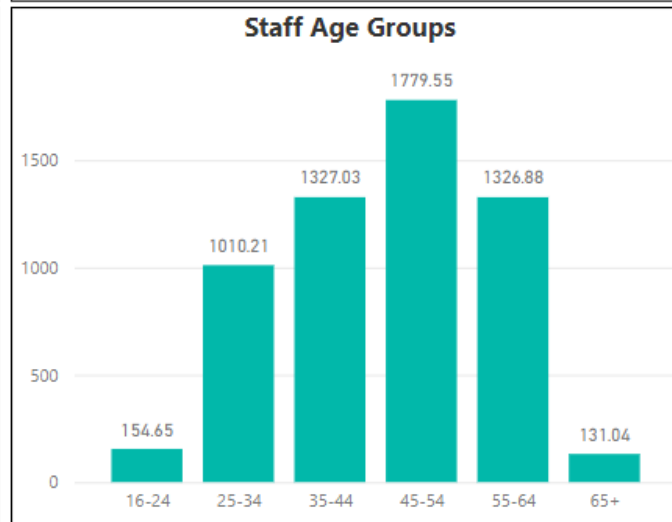
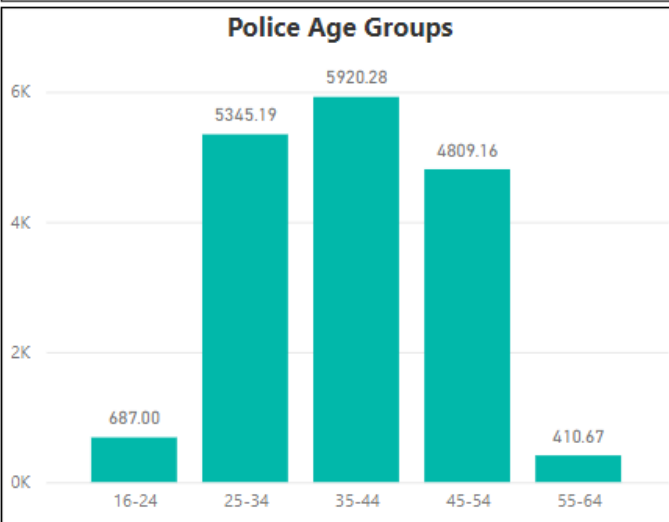
Average of Age

38.96

Average Staff Age

Average of Age

45.82

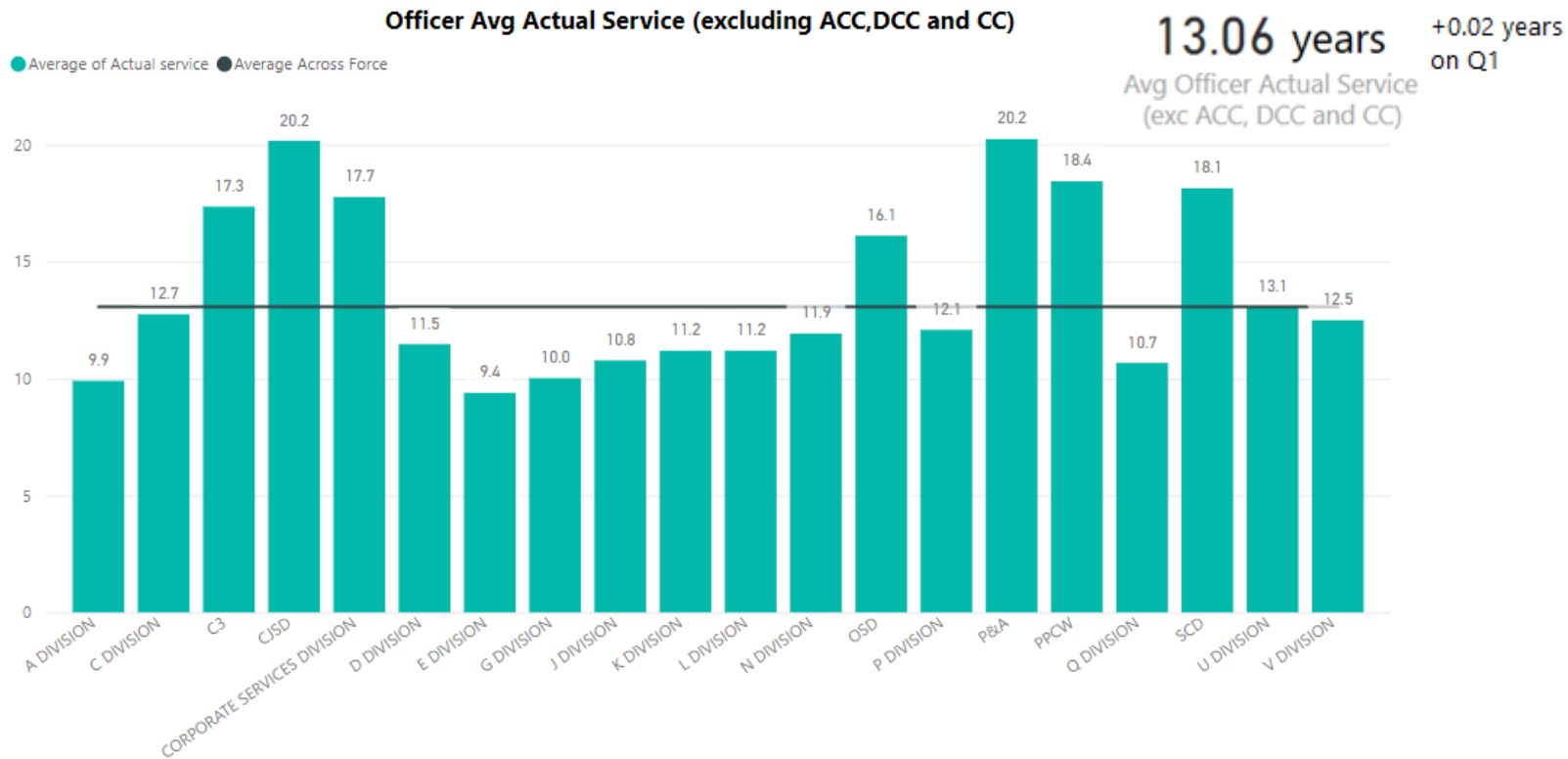


Average Officer age has slightly increased (+0.05 years) since Q1.

Average Staff Age has very slightly decreased (-0.01 years) since Q1.

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Length of Service Profile – Actual Service



Local Area/Division	Variance from average	
	Q1	Q2
A DIVISION	-23.14%	-24.22%
C DIVISION	-2.95%	-2.44%
C3	32.99%	32.77%
CJSD	54.33%	54.33%
CORPORATE SERVICES DIVISION	39.74%	35.92%
D DIVISION	-11.80%	-12.25%
E DIVISION	-28.38%	-28.15%
G DIVISION	-23.49%	-23.34%
J DIVISION	-17.55%	-17.54%
K DIVISION	-14.36%	-14.38%
L DIVISION	-14.39%	-14.36%
N DIVISION	-8.30%	-8.74%
OSD	22.64%	23.30%
P DIVISION	-7.71%	-7.53%
P&A	55.87%	54.89%
PPCW	40.21%	41.10%
Q DIVISION	-18.93%	-18.36%
SCD	38.84%	38.79%
U DIVISION	-0.42%	0.22%
V DIVISION	-6.12%	-4.41%

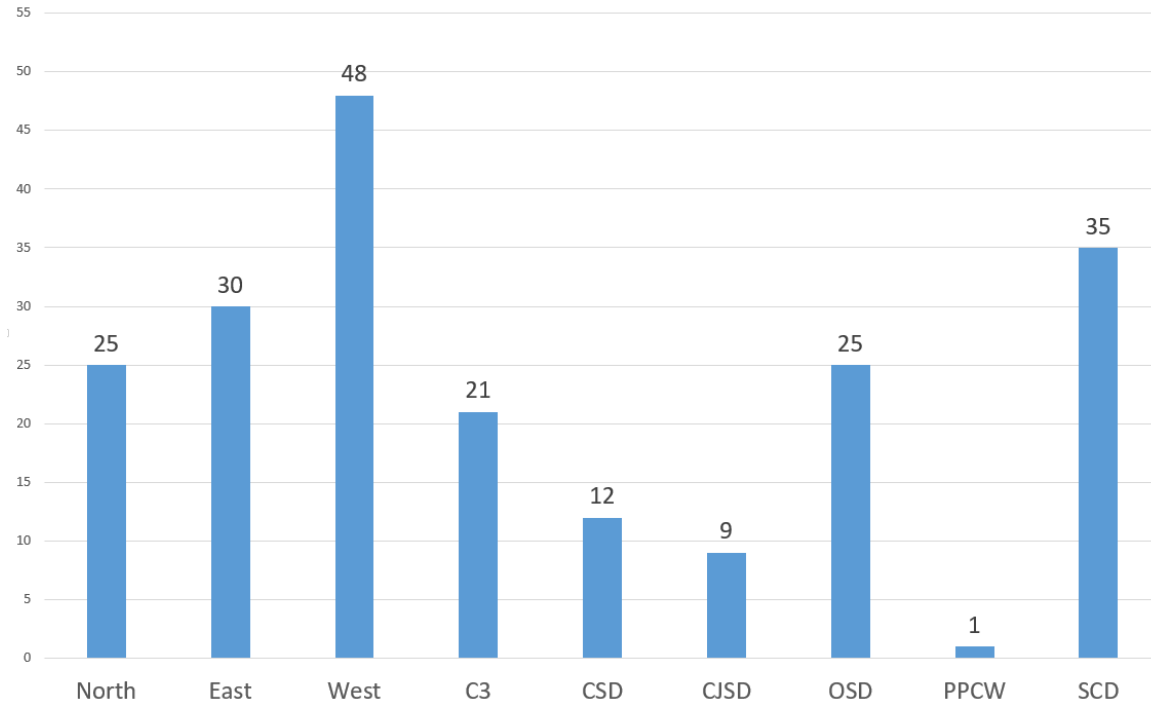
Local Policing Divisions can be expected to trend lower than the forcewide average, as these are the entry points for new officers. National Services tend to trend above the forcewide average.

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

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Leavers – Q2 2021/22

Officer Leavers - Headcount

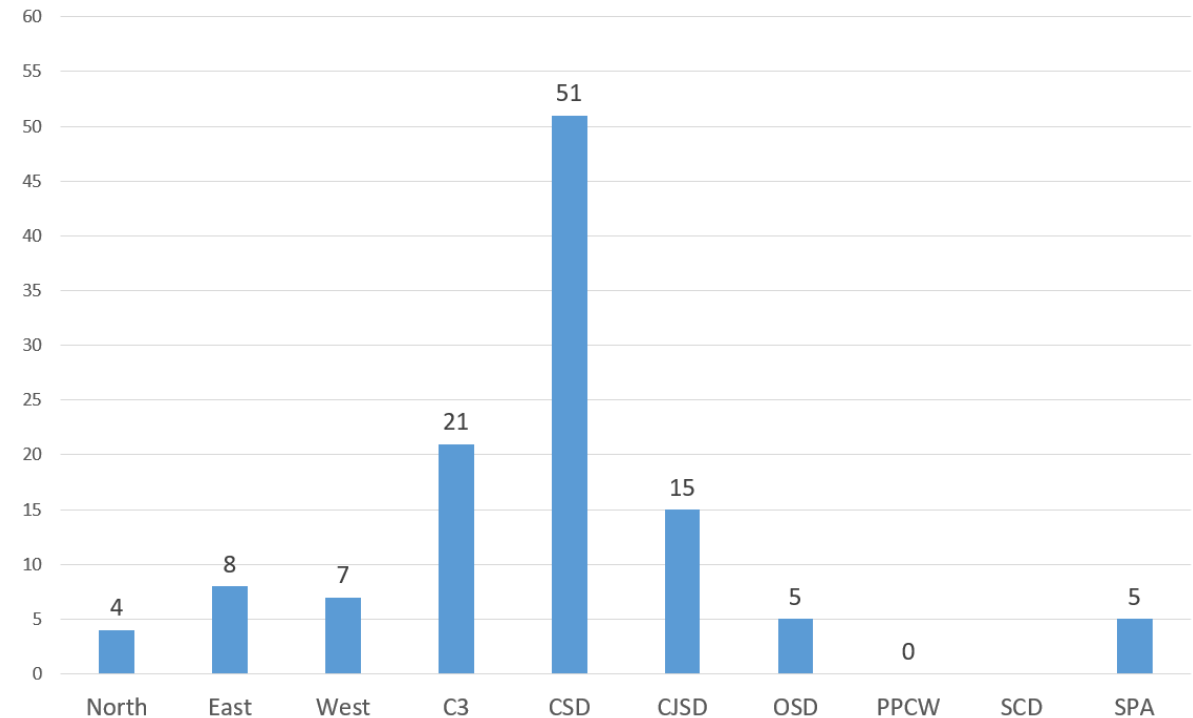


Officer Leavers - 206



Up **33 (19.08%)**
on previous quarter

Staff Leavers - Headcount



Staff Leavers - 121

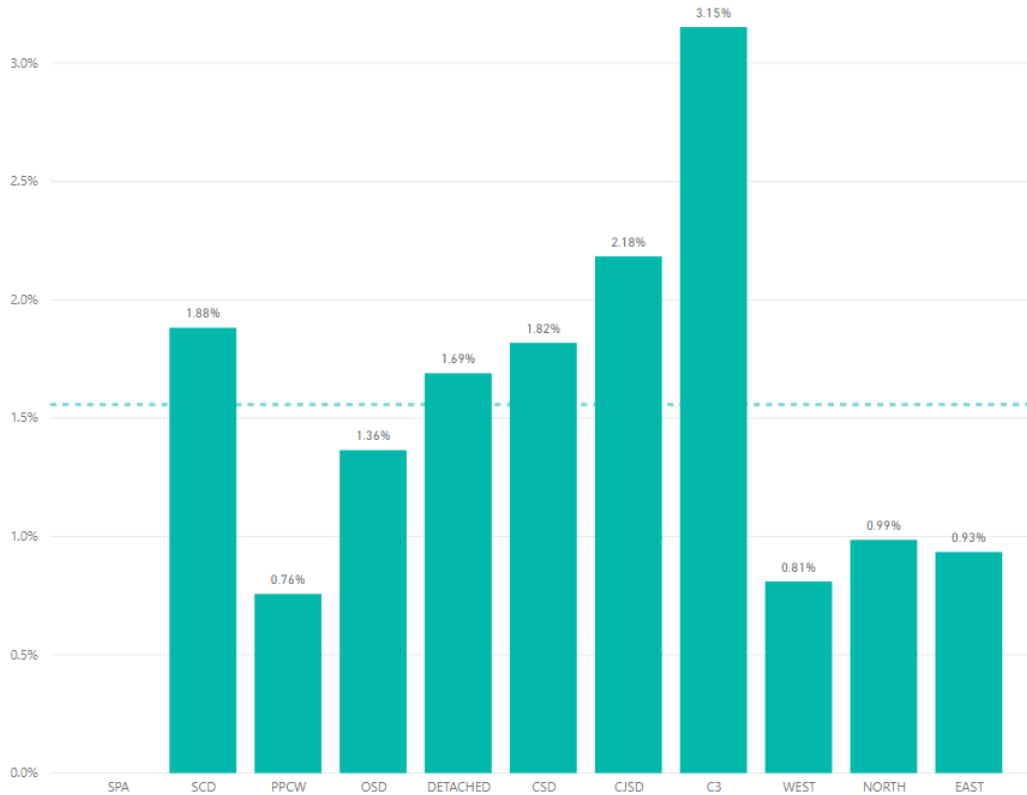


Down **6 (4.72%)**
on previous quarter

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Turnover – Q2 2021/22

Officer Turnover



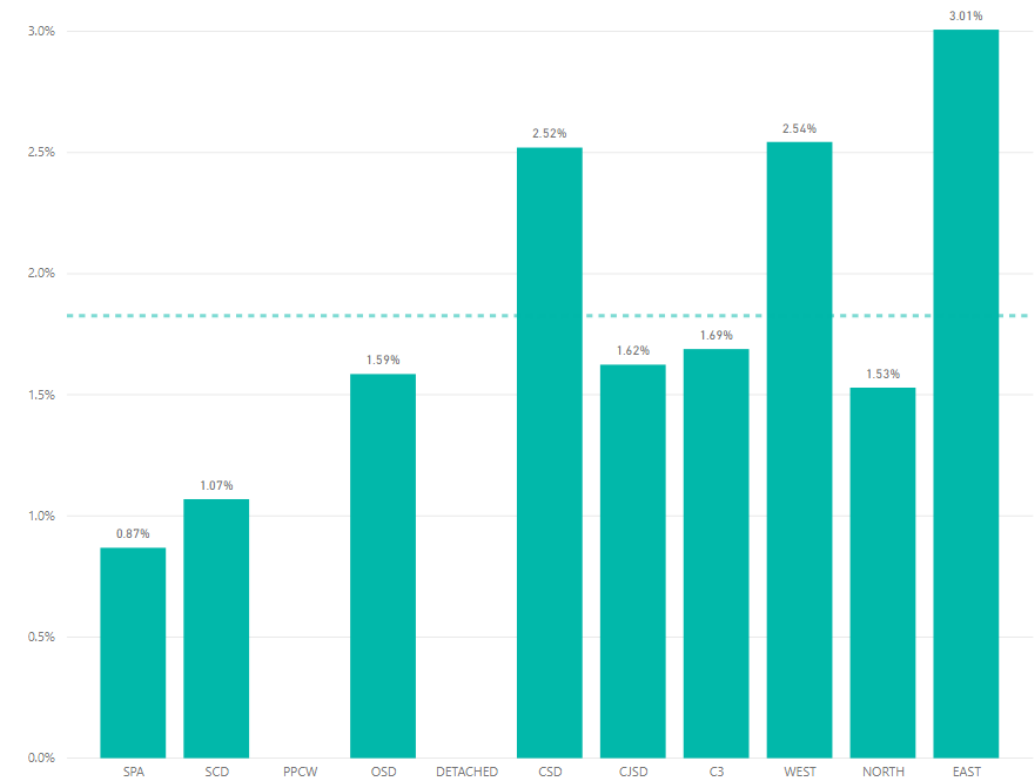
Forcewide Officer Turnover rate:

1.19%



Up **0.2%** on previous quarter.

Staff Turnover



Forcewide Staff Turnover rate:

1.91%

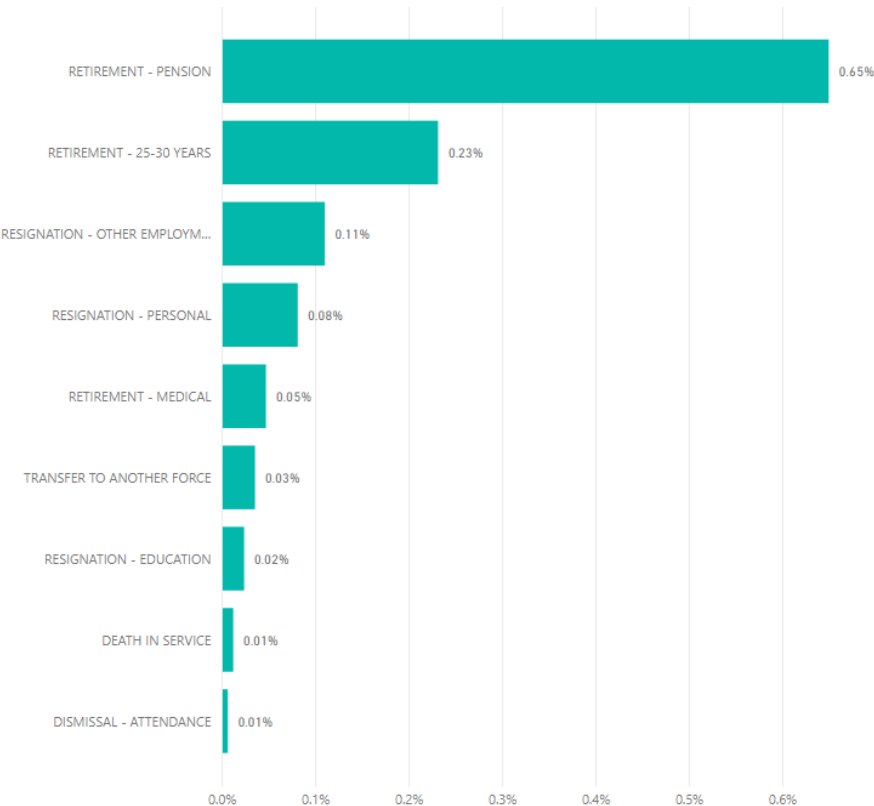


Down **0.11%** on previous quarter.

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Turnover by Reason – Q2 21/22

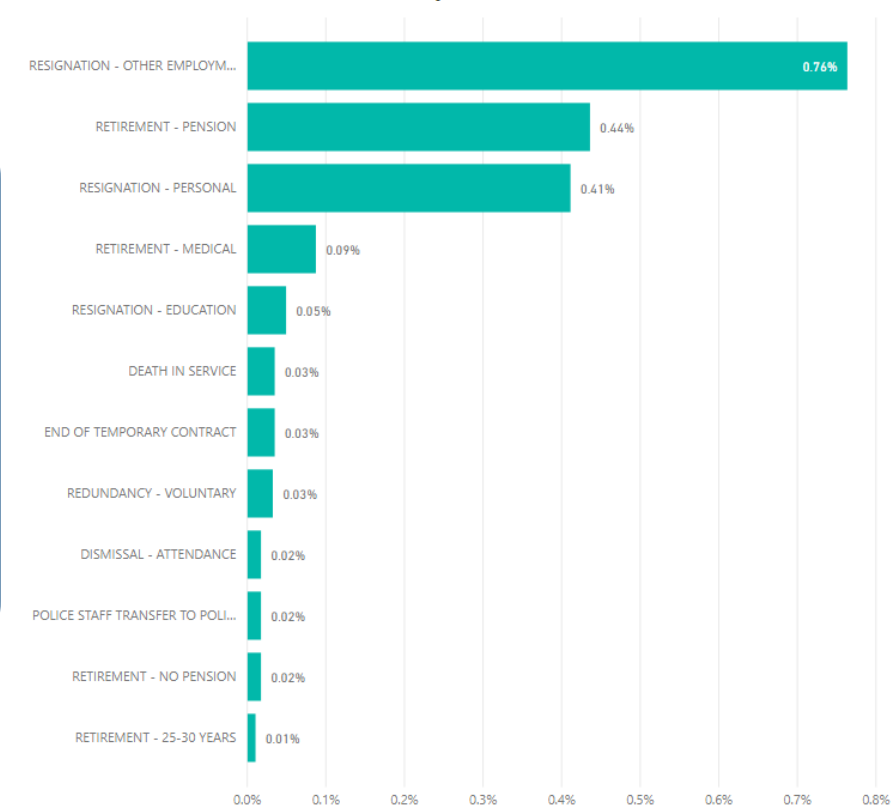
Turnover by Reason - Officers



The main reason for officer turnover this quarter was **Retirement – Pension**, at **0.65%** (up 0.12% from Q1).

For the Staff group, the main reason for turnover was **Resignation – Other Employment**, at **0.76%** (up 0.27% from Q1).

Turnover by Reason - Staff



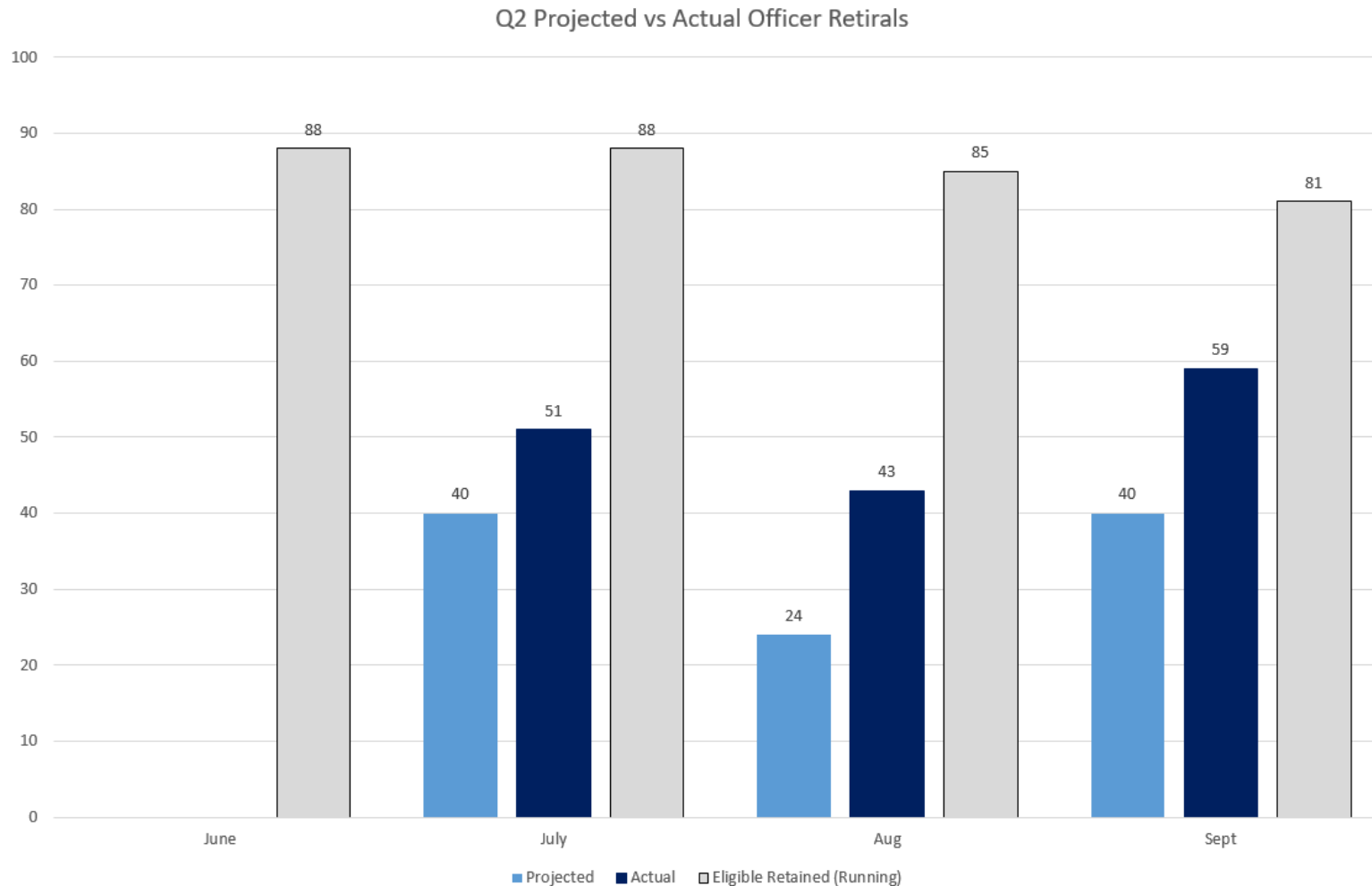
Retirement remains the main reason for Officer attrition over the last 12 months, at a combined **2.84%** turnover.

Retirement is also the main reason for Staff attrition over the last 12 months, at a combined **2.35%** turnover.

Turnover is rising towards pre-pandemic levels, now **4.59%** (+0.14% since Q1) organisation-wide over the last 12 months.

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Projected vs Actual Officer Retirals – Q2 21/22



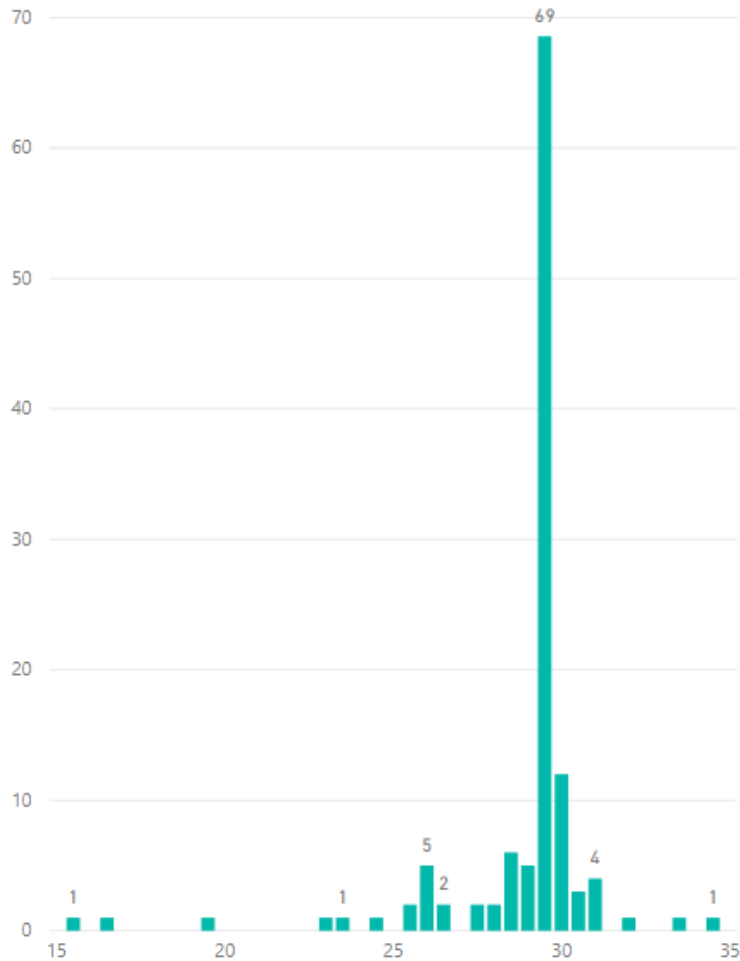
Actual Officer retirements have outpaced projections by between **27%** and **79%** during Q2 (between **+11** and **+19** more than projected)

Typically 80 Officers eligible for retirement choose to remain in service during any month. This has been higher than normal during the pandemic, and has begun to decrease during Q2.

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Officer Retirals by Length of Pensionable Service – Q2 21/22

Q1 - Officer Retirements by Pensionable Service

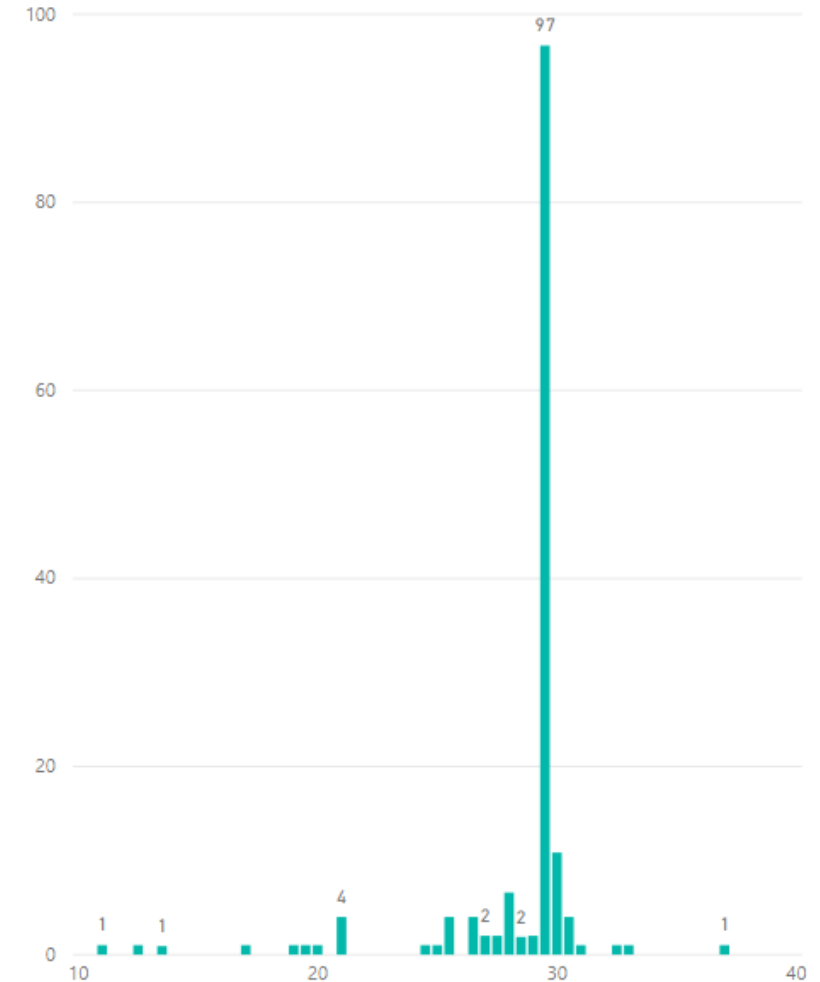


There is no evidence at this time of a change in retirement behaviour for Officers.

In both Q1 and Q2, the vast majority of retirements occurred around 30 years service.

Some apparent outliers of retirement in early service relate to those who joined the Service later in their careers.

Q2 - Officer Retirements by Pensionable Service



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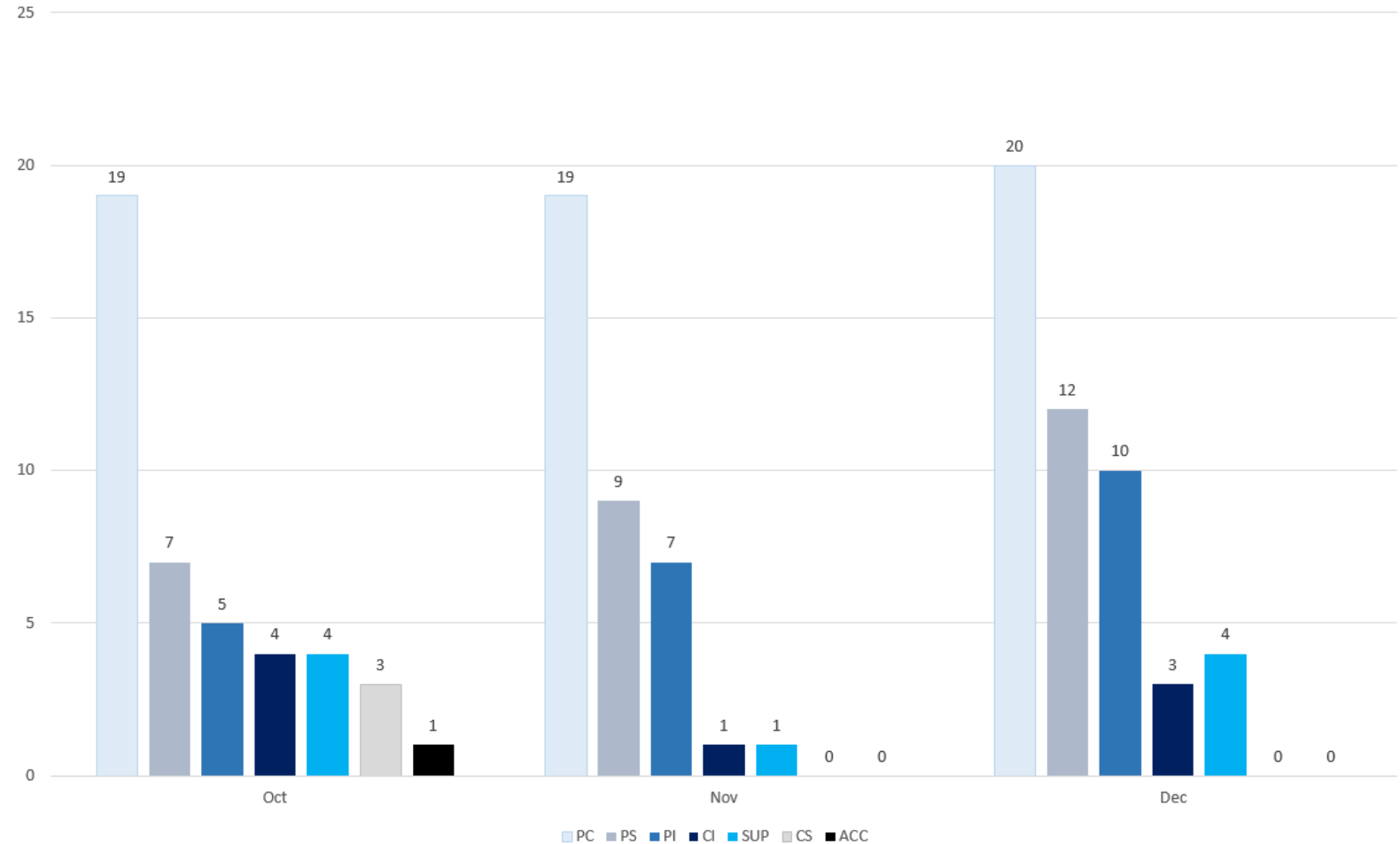
Projected Officer Retirals – Q3 21/22

A total of **129** Officers are projected to reach full pension eligibility during Q3, based on attaining 30 years service.

This is still currently the best predictor of officer retirement, but may be expected to change following the introduction of the pension remedy in April 2022.

Refinements of our data sets are currently underway to develop more nuanced retirement modelling.

Q3 Projected Officer Retirals (Headcount)



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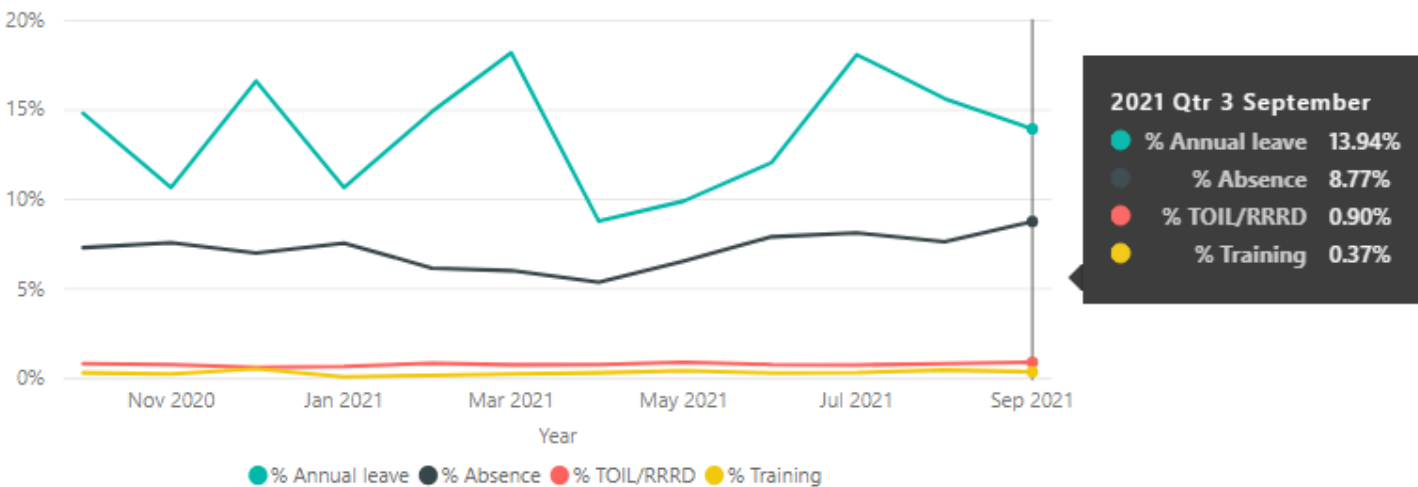
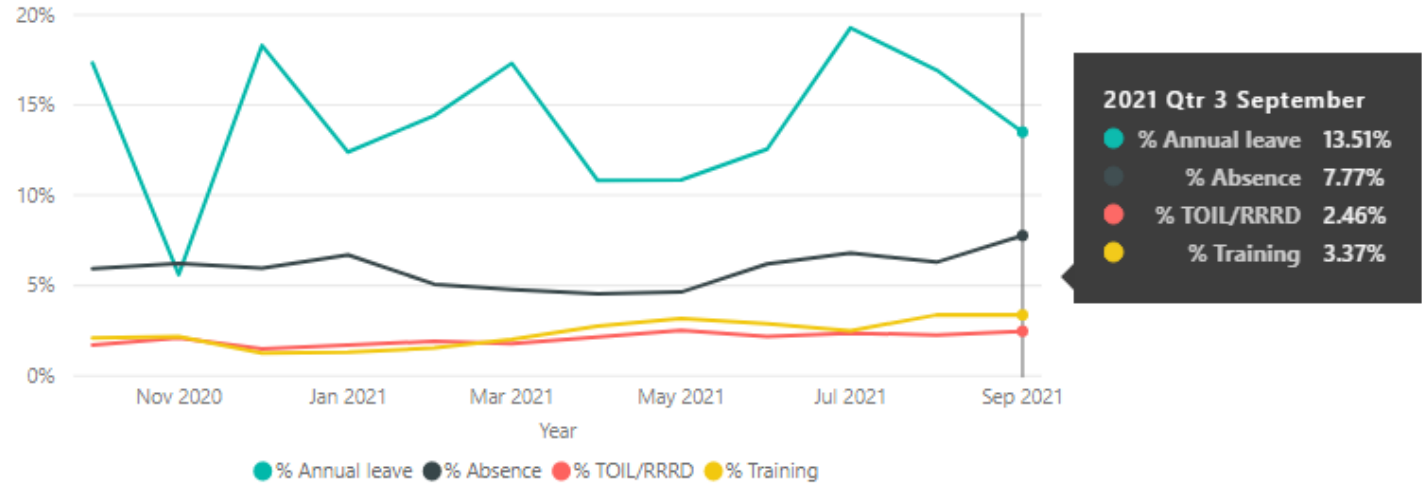
Total Sickness Absence – September snapshot

Officer Sickness
Absence rate:

7.77%

Up **1.58%** on end Q4

Monthly rates: Jul 6.8%, Aug 6.29%, Sept 7.77%



Staff Sickness
Absence rate:

8.77%

Up **0.86%** on end Q4

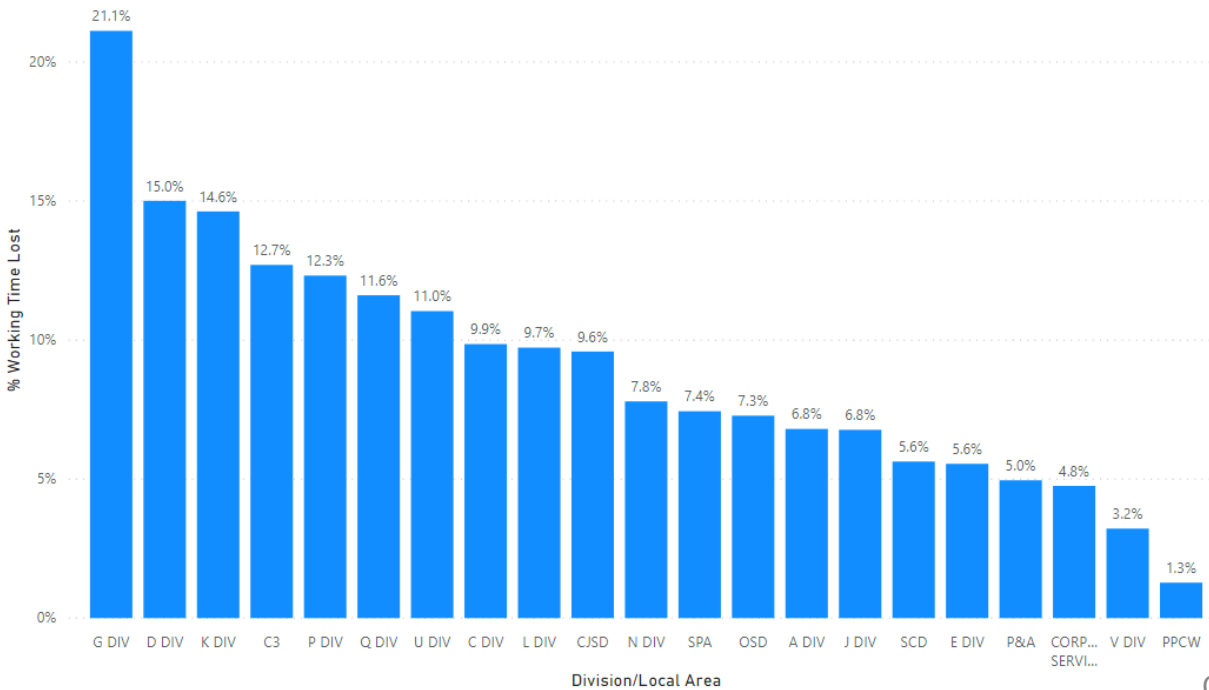
Monthly rates: Jul 8.14%, Aug 7.63%, Sept 8.77%

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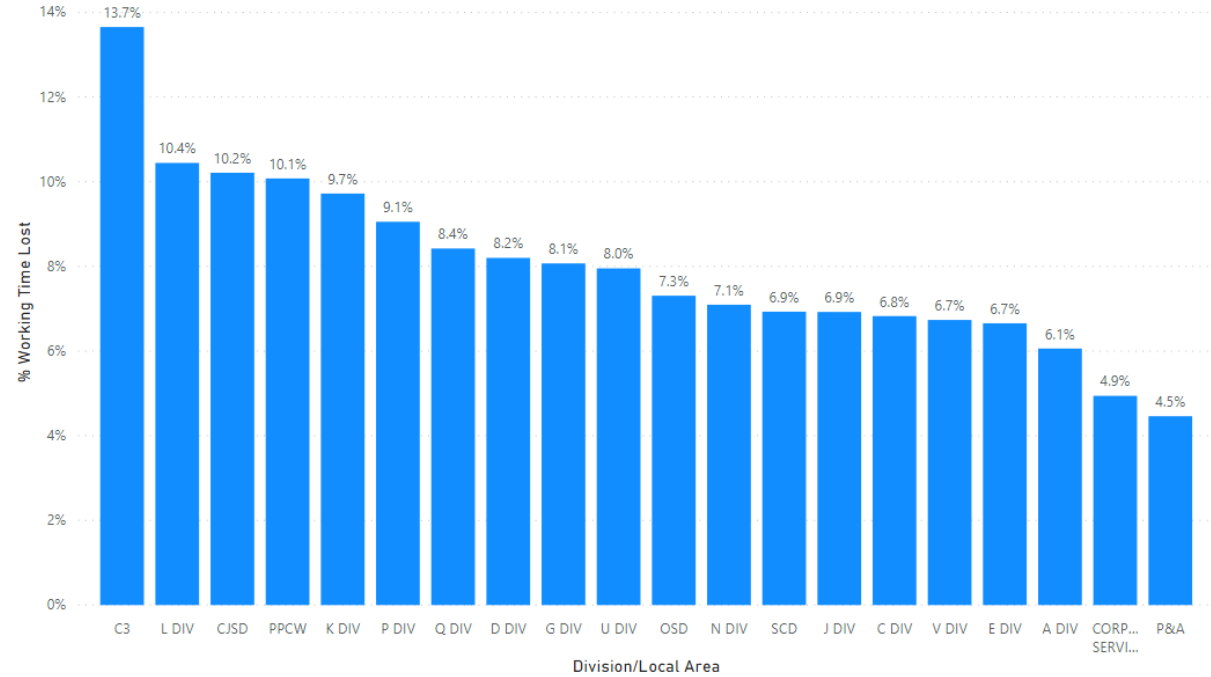
Total Sickness Absence by Business Area – Q2 21/22

C3 remains furthest over the forcewide average for lost working time for officers, at **13.7%** in Q2.

Absence% of Total Working Time - Staff



Absence% of Total Working Time - Officers

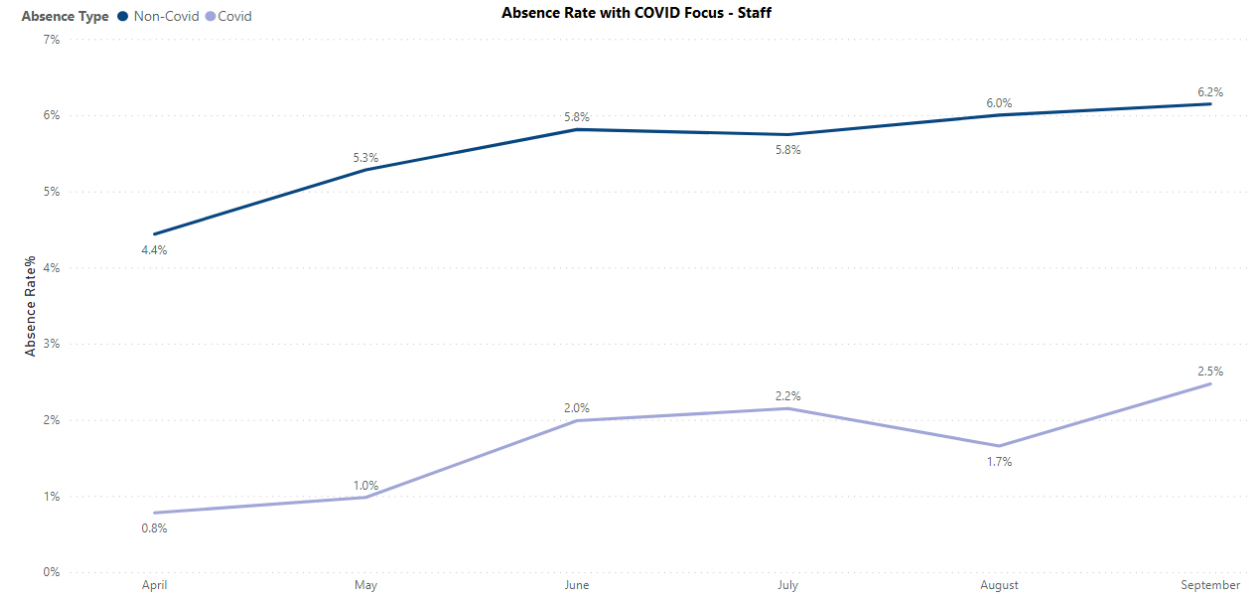
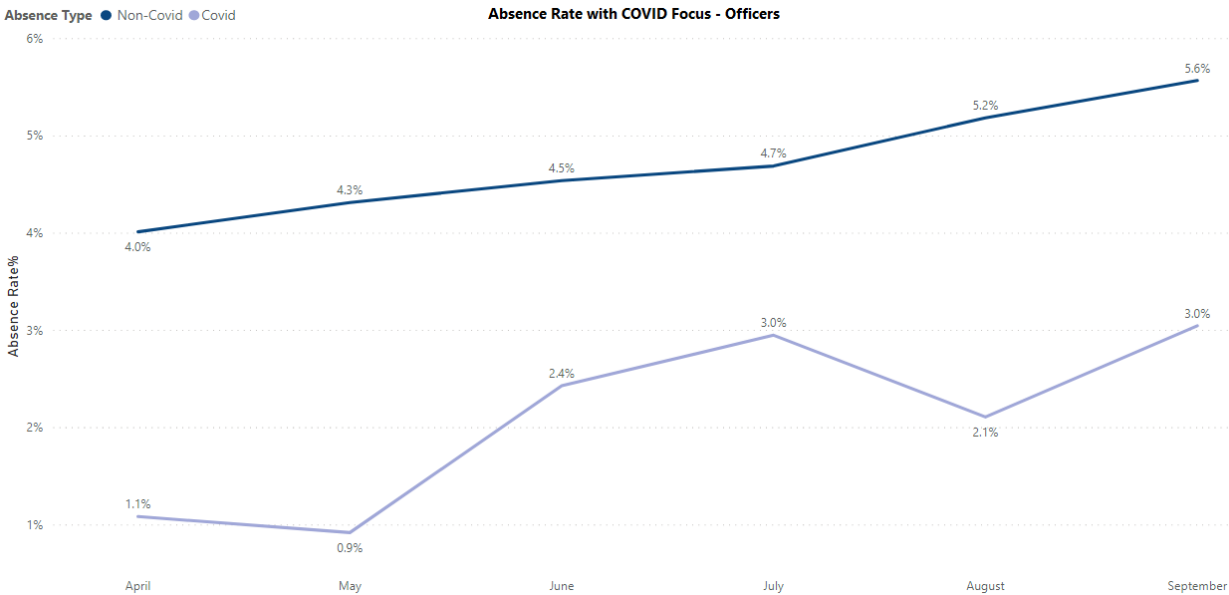


G division remains furthest over the forcewide average for lost working time for officers, at **21.1%** in Q2.

The small size of this cohort (80.12 FTE) should be noted when considering this increase.

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COVID and non-COVID Absence Rates Over Time

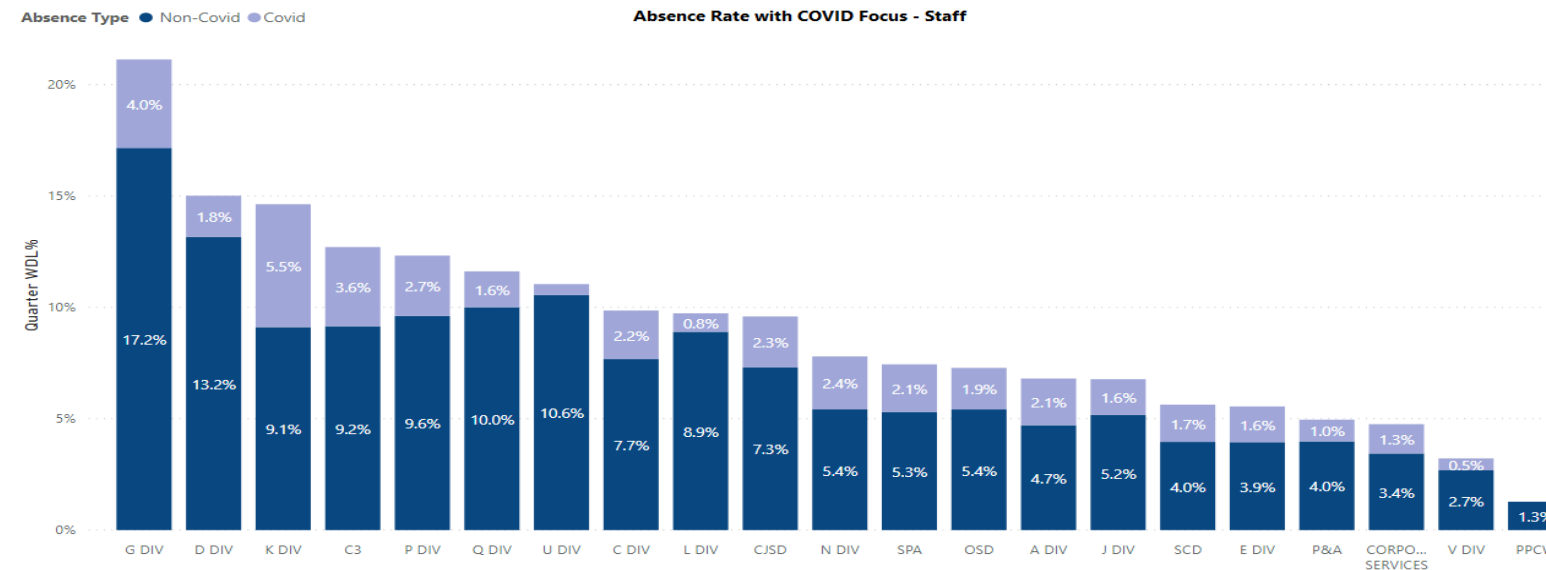
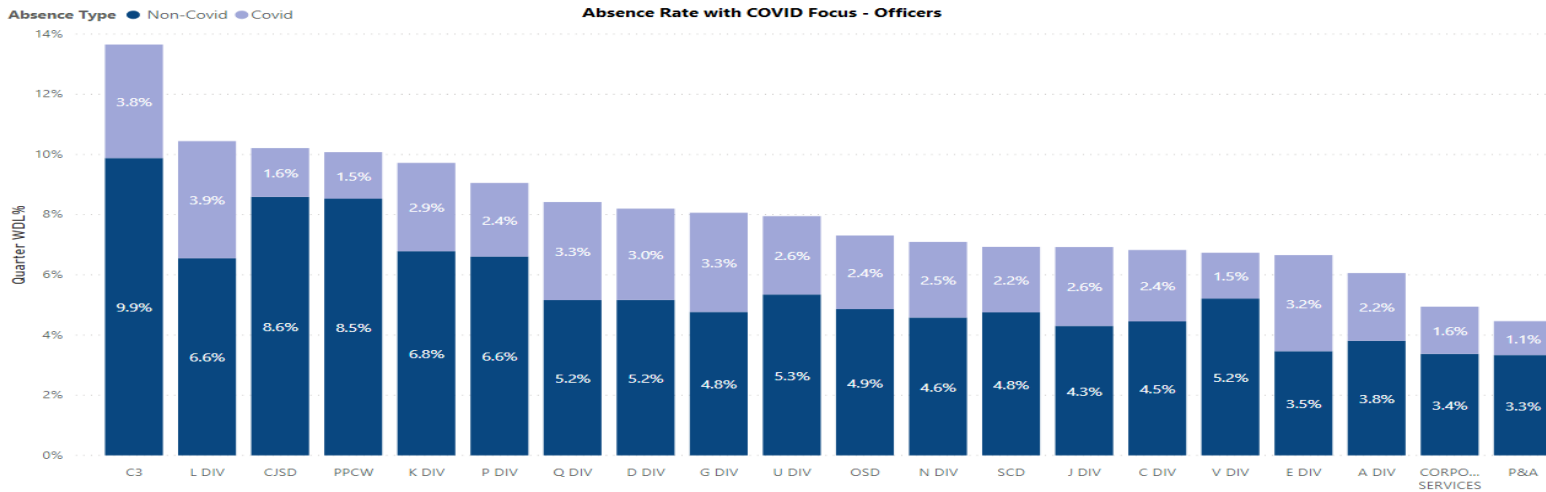


Non-COVID sickness absence has risen throughout the quarter, rising more steeply in the Officer group.

COVID-related absence dropped in August before rising again in September. Changes in the Officer group were more pronounced.

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Sickness Absence – split COVID and non-COVID – Q2 21/22



COVID absence rates increased across all areas within the Officer group and in most areas of the Staff group. This can be explained by the peak in positive cases in Scotland from mid-August to mid-September*.

Of note is a significant increase in Officer COVID absence in Q Division, from 1.3% in Q1 to 3.3% in Q2. This again is likely related to the ongoing high rate of community transmission in the Lanarkshire area during this quarter**.

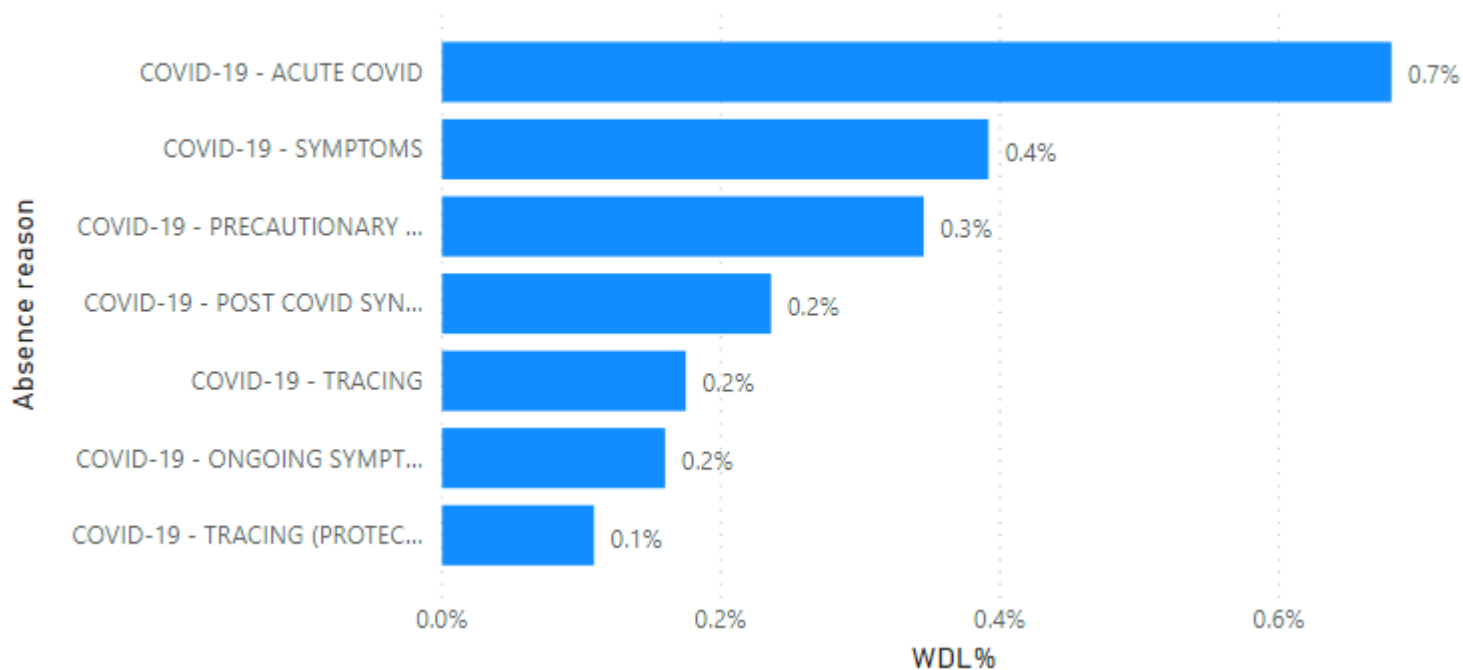
* Source: Public Health Scotland interactive dashboard: Trends and demographics

**Source: Public Health Scotland interactive dashboard: Cases by neighbourhood

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% of Total Working Days Lost to COVID by Reason – Q2 2021/22

Working Days Lost% (Covid-19-related Absence Only)



The largest number of working days lost to COVID in Q2 relate to the **Acute COVID and COVID-19 Symptoms** categories.

COVID-19 Tracing has reduced (-0.1%) this quarter following the exemption of emergency workers from self-isolation.

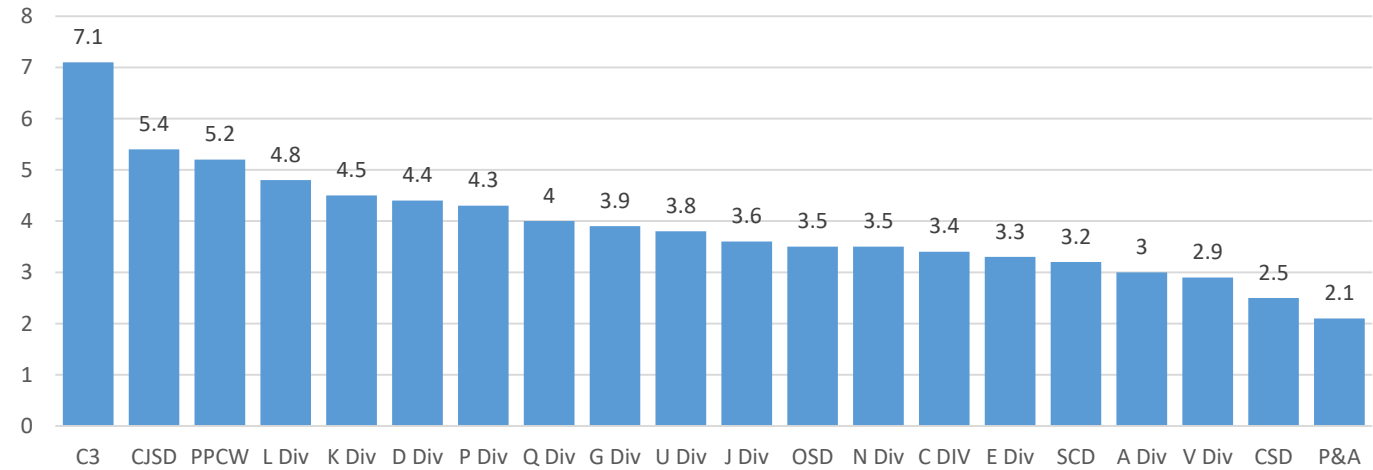
Days lost to **Post-COVID Syndrome** remains stable this quarter. 39 cases of Long COVID have been identified, and each have received letters relating to changes to COVID-related sick pay rules enacted from 18 October.

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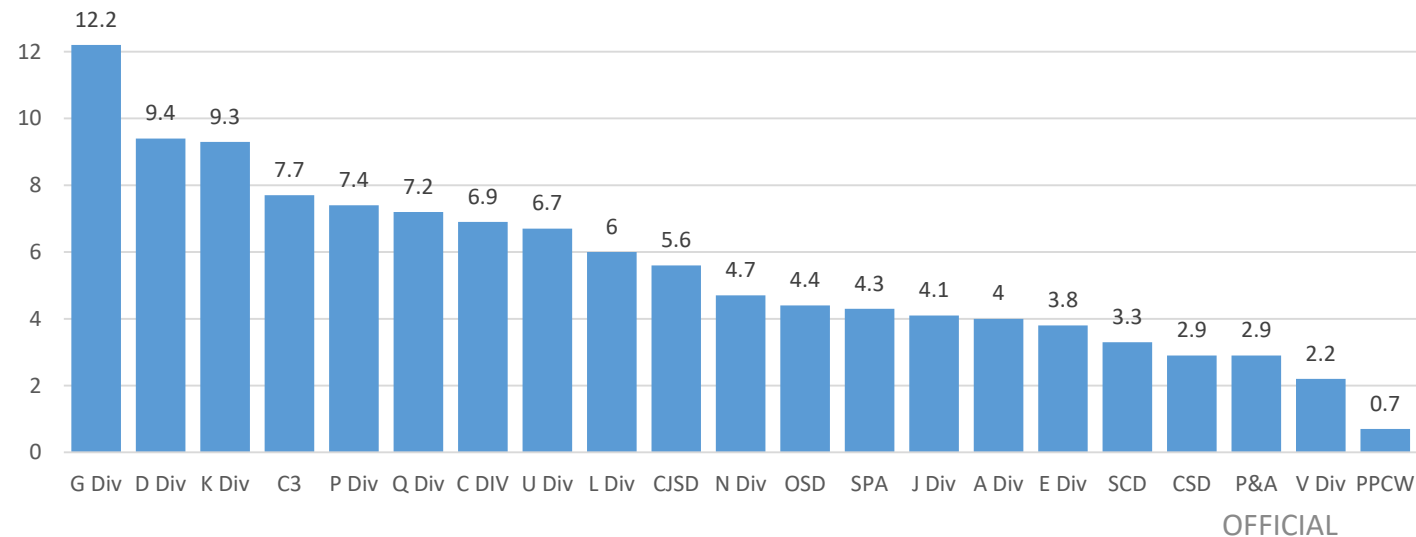
Sickness Absence – Average Working Days Lost (AWDL) – Q2 2021/22

Forcewide AWDL to sickness was **4 days** for Officers (**up 1 day** on Q1), with a 2.6:1.4 non-COVID:COVID split.

Average Working Days Lost in Q2 - Officers



Average Working Days Lost in Q2 - Staff

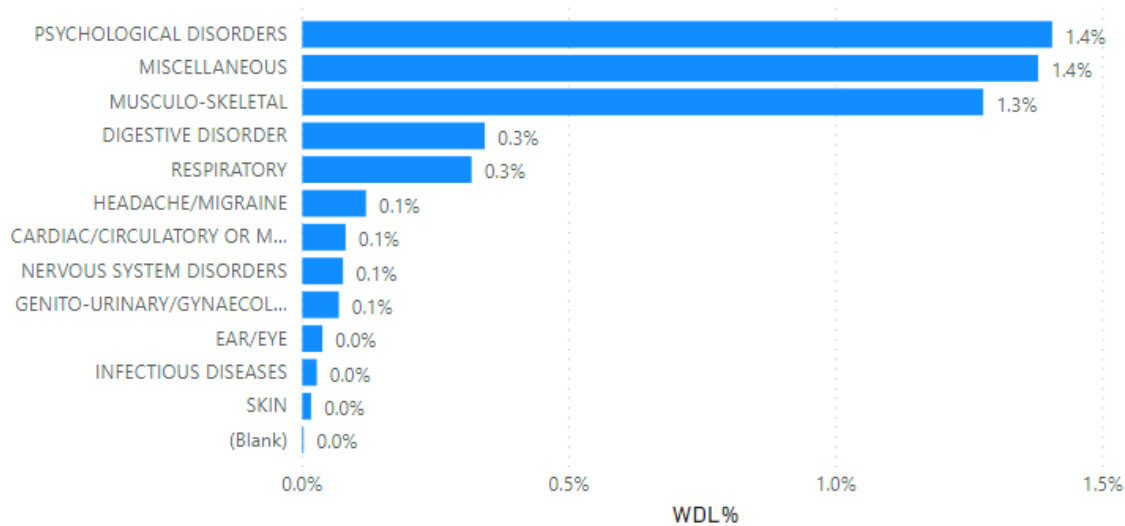


Forcewide AWDL to sickness was **4.8 days** for Staff (**up 0.8 days** on Q1), with a 3.6:1.2 non-COVID:COVID split.

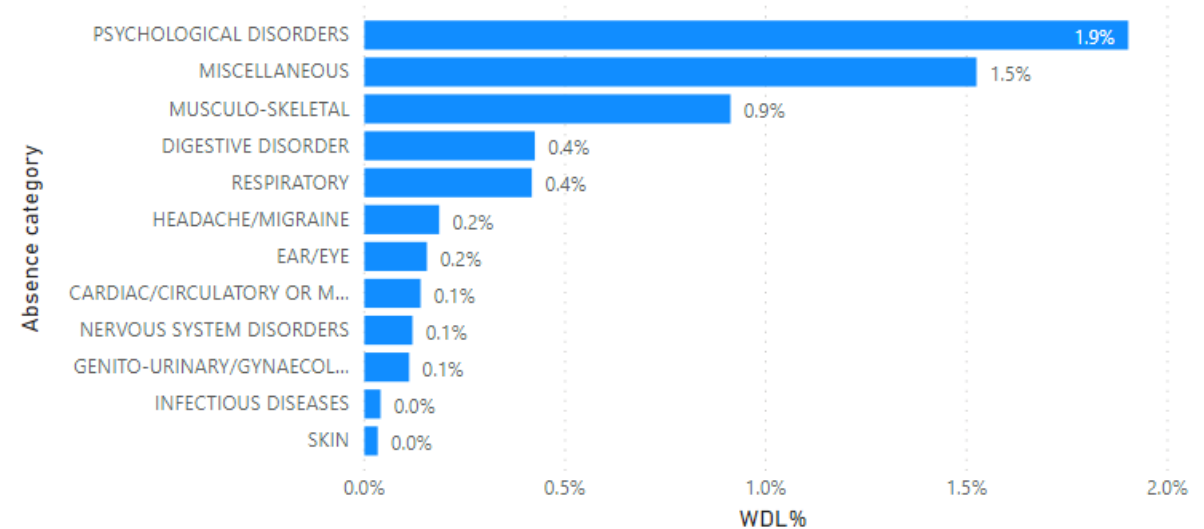
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% of Total Working Days Lost to non-COVID Sickness by Reason – Q2 2021/22

Working Days Lost% (Excluding Covid-19-related Absence)
Officers



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



The main causes of non-COVID sickness absence are similar across both Officer and Staff groups.

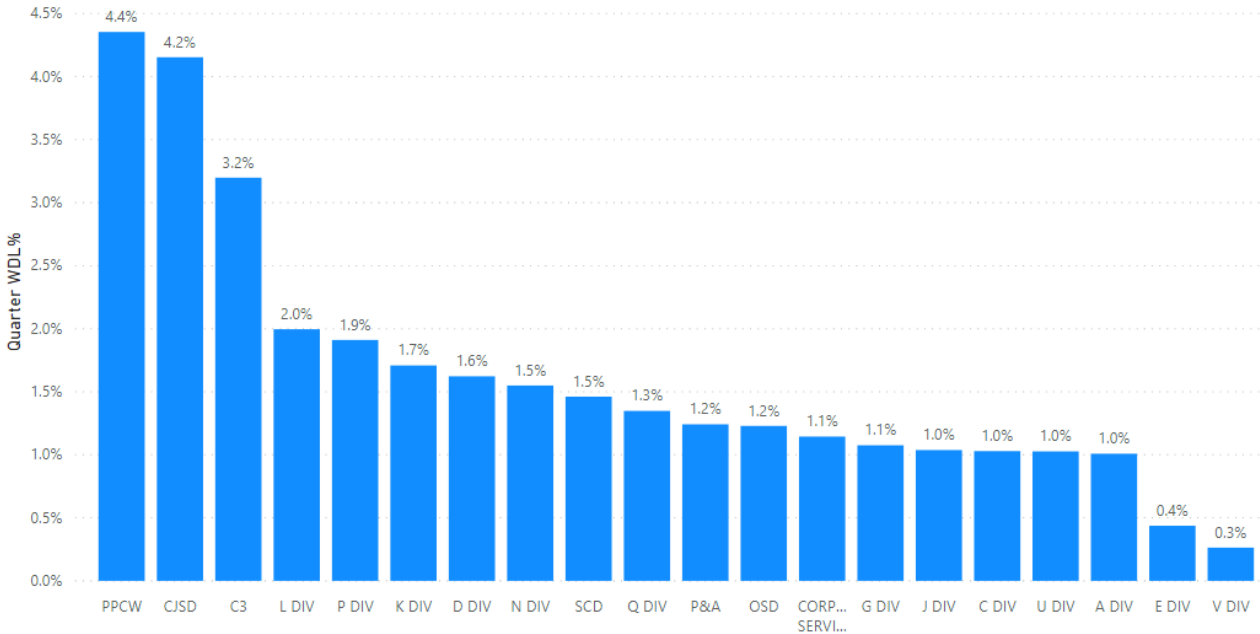
Psychological Disorders was highest cause of sickness absence across both groups this quarter, with a slightly higher percentage of work days lost to this category of illness in the Staff group than in the Officer group.

The absence rate for Psychological Disorders has **increased** by **0.2%** for Staff, and **0.3%** for Officers since Q1.

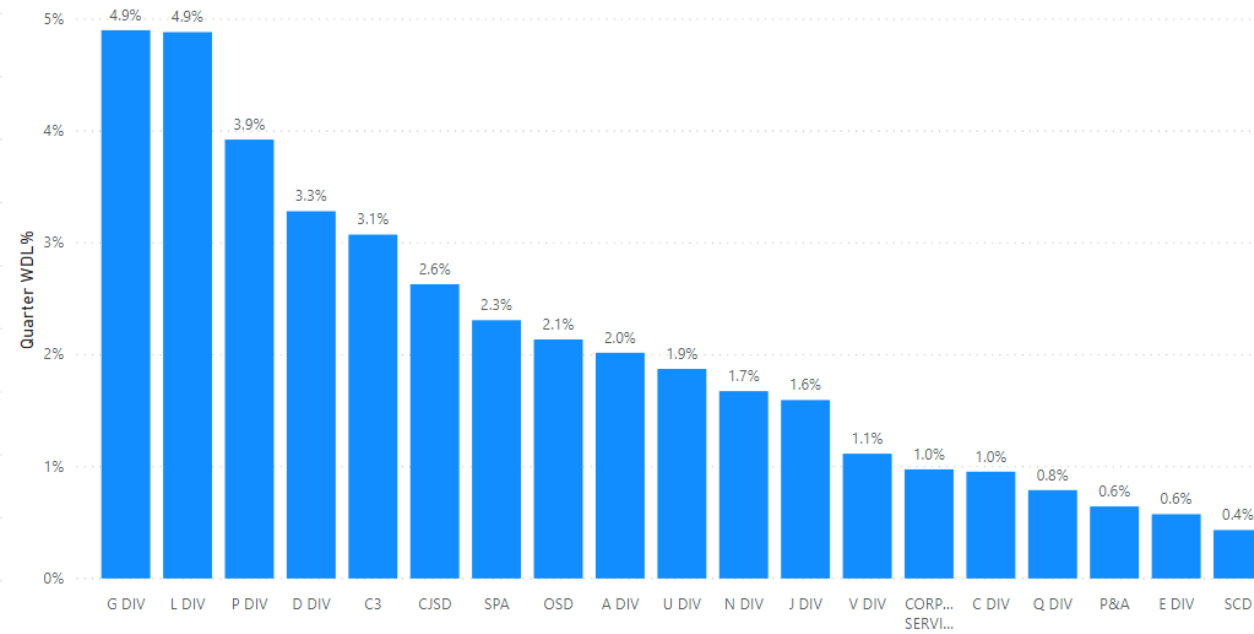
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% of Total Working Days Lost to Psychological Disorders by Business Area – Q2 2021/22

**% Working Days Lost to Psychological Disorders
Officers**



**% Working Days Lost to Psychological Disorders
Staff**



PPCW, CJSD and C3 remain areas of highest Officer absence related to Psychological Disorders, as in Q1. This absence rate has remained stable in PPCW since Q1, and has risen by **1.1%** and **0.5%** respectively in CJSD and C3.

In the Staff group, small cohorts in Local Policing Divisions can result in significant swings in absence rates. Among the Divisions with the largest staff proportions, some increases in this absence type (CJSD **+0.7%**, C3 **+0.4%**) and some reductions (CSD, **-0.1%**) against Q1 levels are noted.

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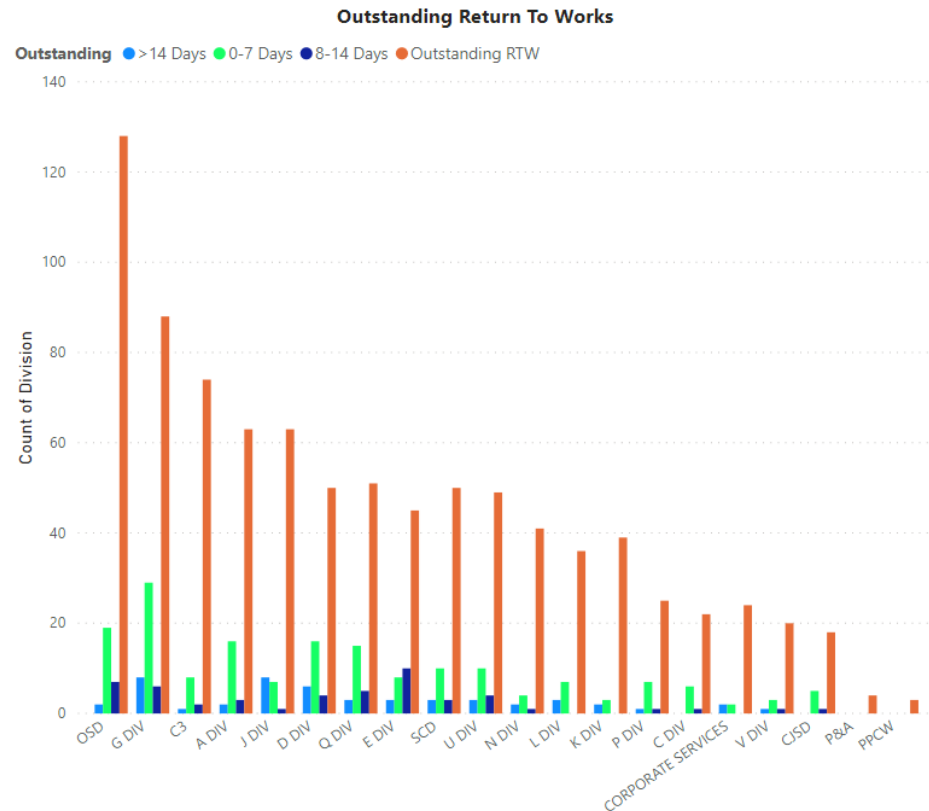
Outstanding Return to Work Interviews - Officers – September snapshot

Outstanding Return to Work Interviews

***893**



Down **72 (7.4%)** on total of 965 as at end of Q1



275 return to work interviews were signed by line managers for absences that ended during Q2.

Of these :-

- 175 (64%) were completed within 7* days of return
- 50 (18%) were completed between 8 and 14 days after return
- 50 (18%) were completed more than 14 days after return

893 RTW interviews between 1 and 6 months old remain incomplete**.

**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.
 **Movement between COVID absence categories creates a RTW interview requirement which may not be appropriate.*

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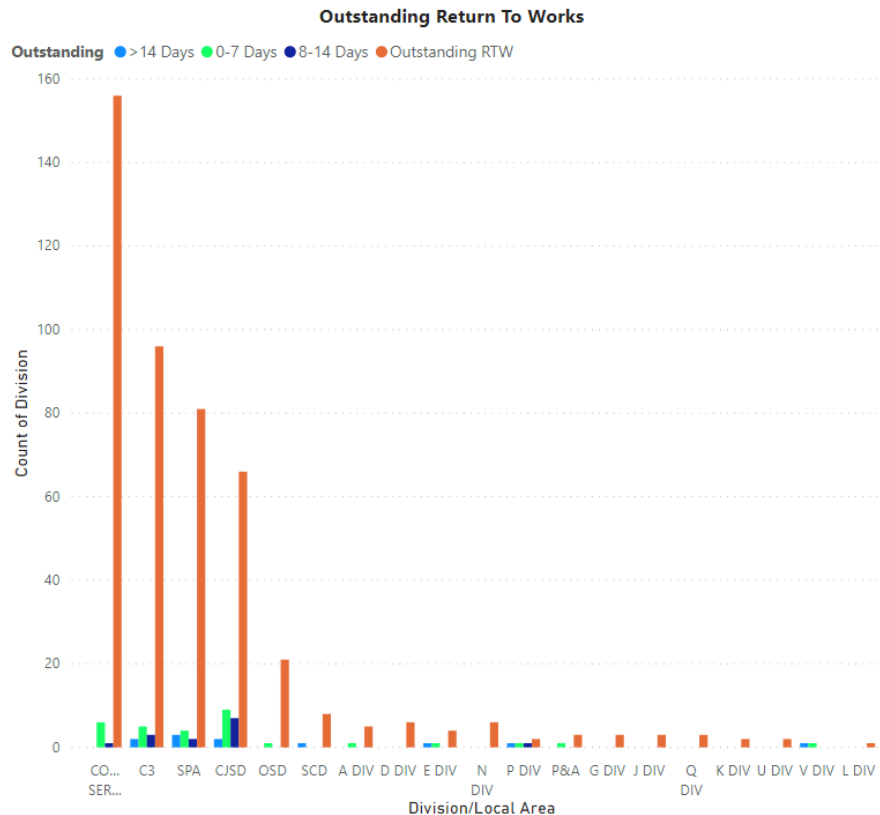
Outstanding Return to Work Interviews – Staff – September snapshot

Outstanding Return to Work Interviews

***468**



Down **393 (45%)** on total of 861 at end of Q1



55 return to work interviews were signed by line managers for absences that ended during Q2.

Of these :-

- 30 (55%) were completed within 7* days of return
- 14 (25%) were completed between 8 and 14 days after return
- 11 (20%) were completed more than 14 days after return

468 RTW interviews between 1 and 6 months old remain incomplete**.

**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.
 **Movement between COVID absence categories creates a RTW interview requirement which may not be appropriate.*

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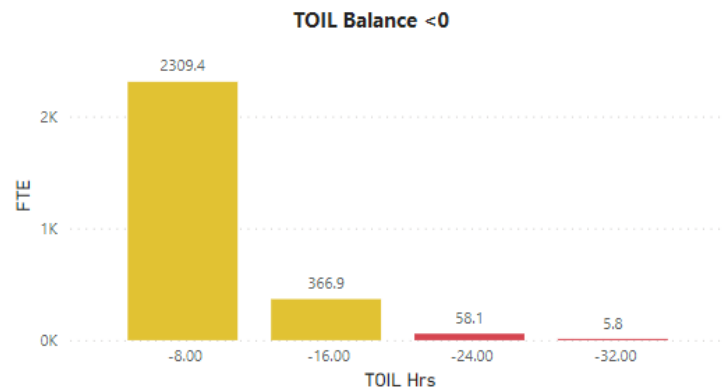
TOIL & RRRD Balances – September snapshot

TOIL Balances

43,963 hrs



Up **2,309** hours
(5.5%) on
Q1



TOIL Balances currently stand at **10,214** hours for officers and **33,749** for staff, with an approximate total pay value of **£956,861.32**.

63.9 FTE hold negative TOIL balances in excess of 16 hours, the permitted limit as per Force Memo PS 034-21.

RRRD Balances

***53,948 days**



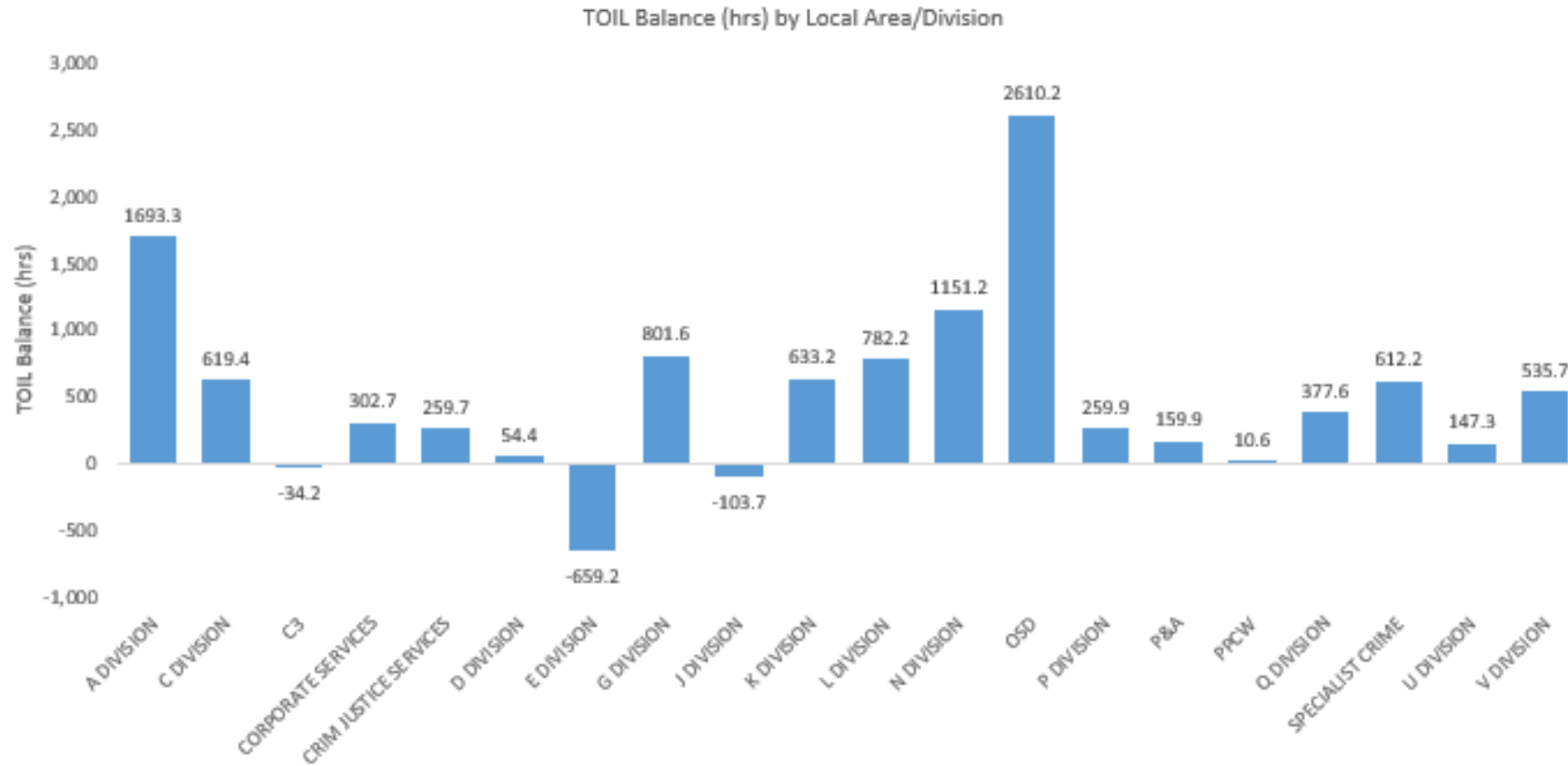
Up **3,733** days
(7.4%) on Q1

**Does not include agency staff or special constables*

RRRD Balances currently stand at **51,481** RRRD for officers and **2,467** for staff, with an approximate total pay value of **£9,697,022.45**.

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TOIL Balances by Business Area – Officers – September snapshot

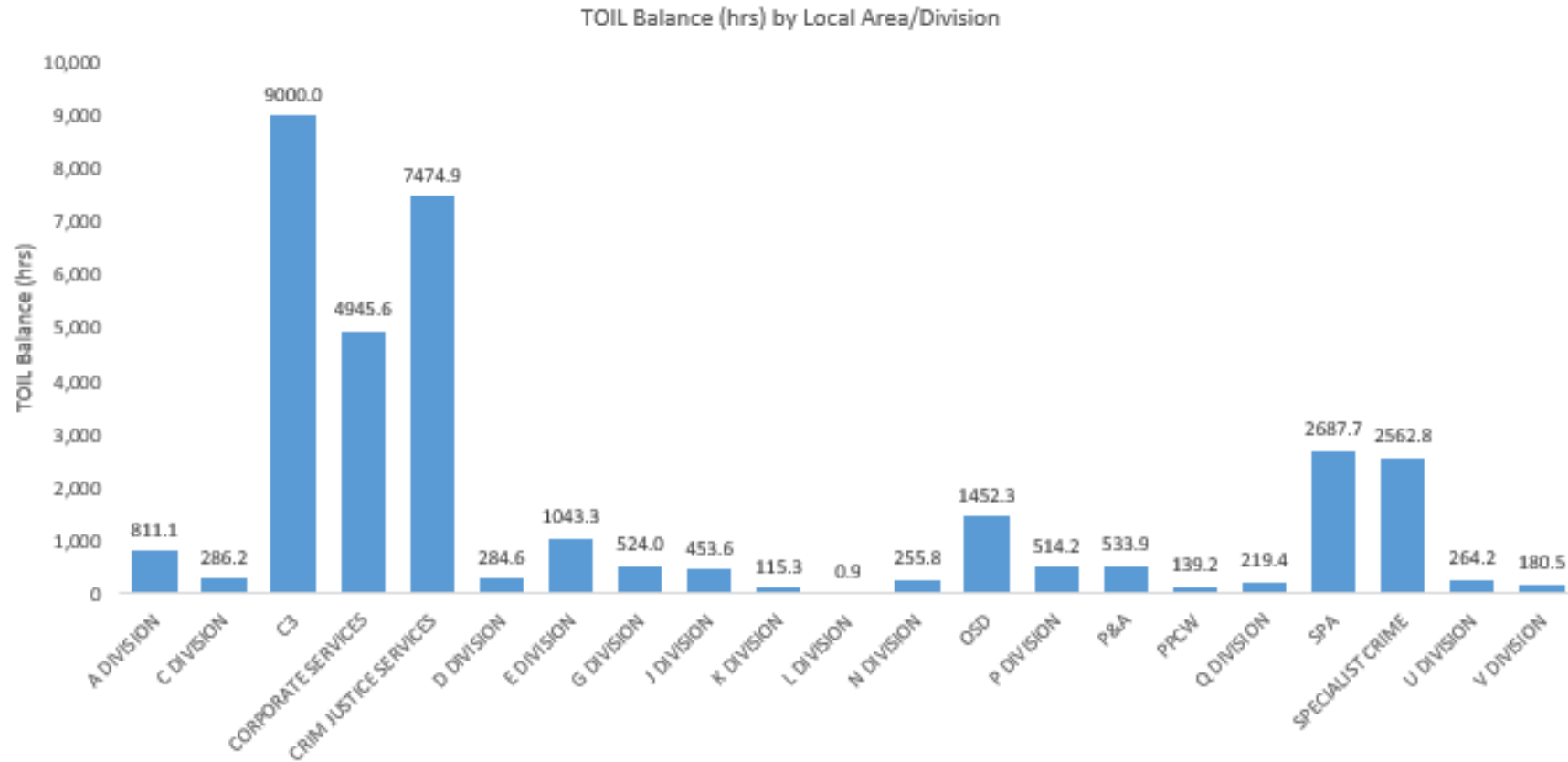


The highest TOIL balance for officers remains in OSD, at 2610.2 hours.

The lowest TOIL balance remains in E Division, where officers currently appear to **owe back** 659.2 hours.

People & Development Quarterly MI Report – September 2021

TOIL Balances by Business Area – Staff – September snapshot

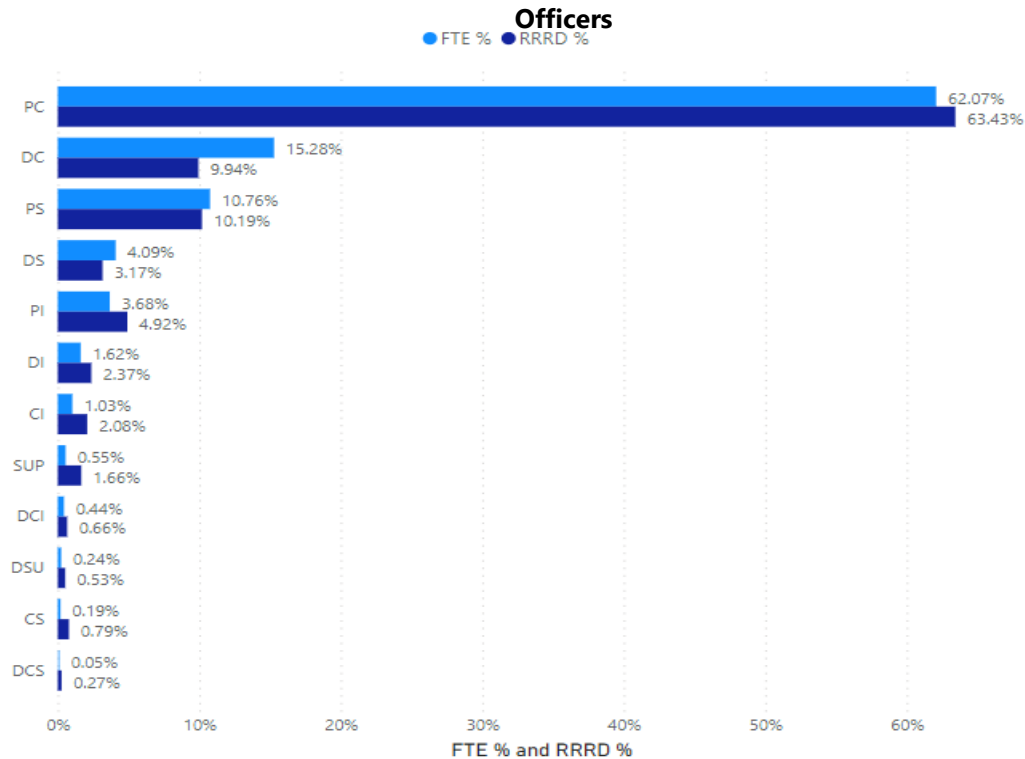


The highest TOIL balance for staff appears in C3, at 9000 hours, followed by CJSD with 7474.9 hours.

These areas are also some of those in this cohort with the largest proportions of members of police staff (18.9% and 14.8% respectively).

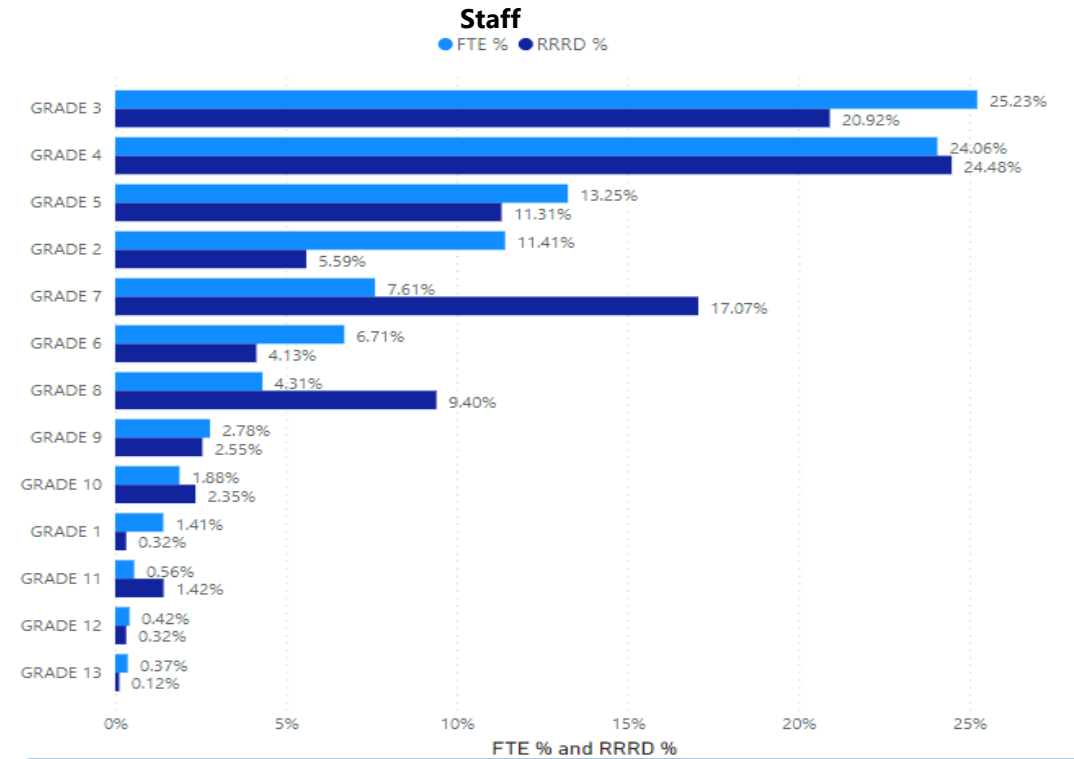
People & Development Quarterly MI Report – September 2021

RRRD Balances by Rank/Grade and Workforce Proportion – September snapshot



Officer group significant variations:

- PC (**62.07%** of officer FTE, **63.43%** of RRRDs)
- PI (**3.68%** FTE / **4.92%** RRRDs)
- DS (**4.09%** FTE / **3.17%** RRRDs)
- DC (**15.28%** FTE / **9.94%** RRRDs)

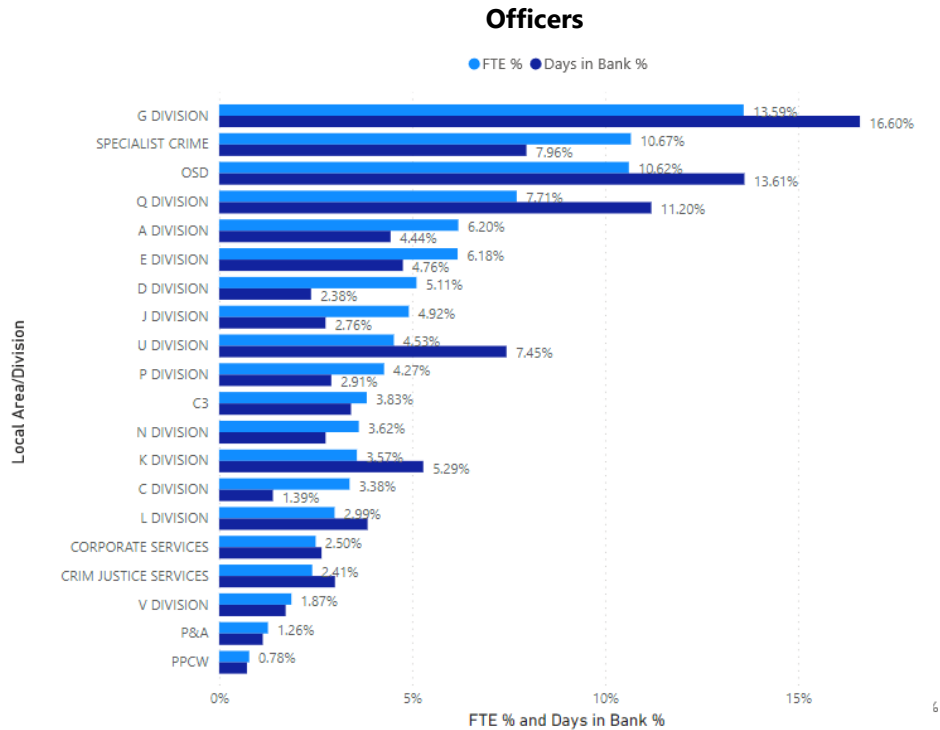


Staff group significant variations:

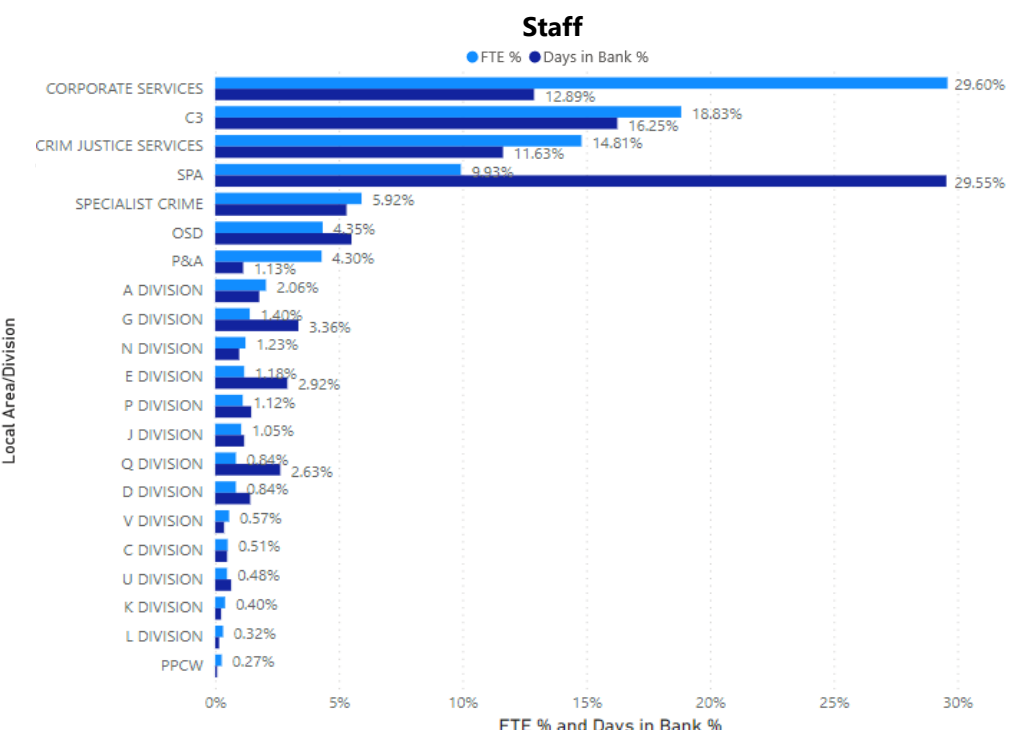
- Grade 7 (**7.61%** of staff FTE / **17.07%** RRRDs)
- Grade 8 (**4.31%** FTE, **9.40%** of RRRDs)
- Grade 3 (**25.23%** FTE / **20.92%** RRRDs)
- Grade 2 (**11.41%** FTE / **5.59%** RRRDs)

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RRRD Balances by Business Area and Workforce Proportion – September snapshot



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

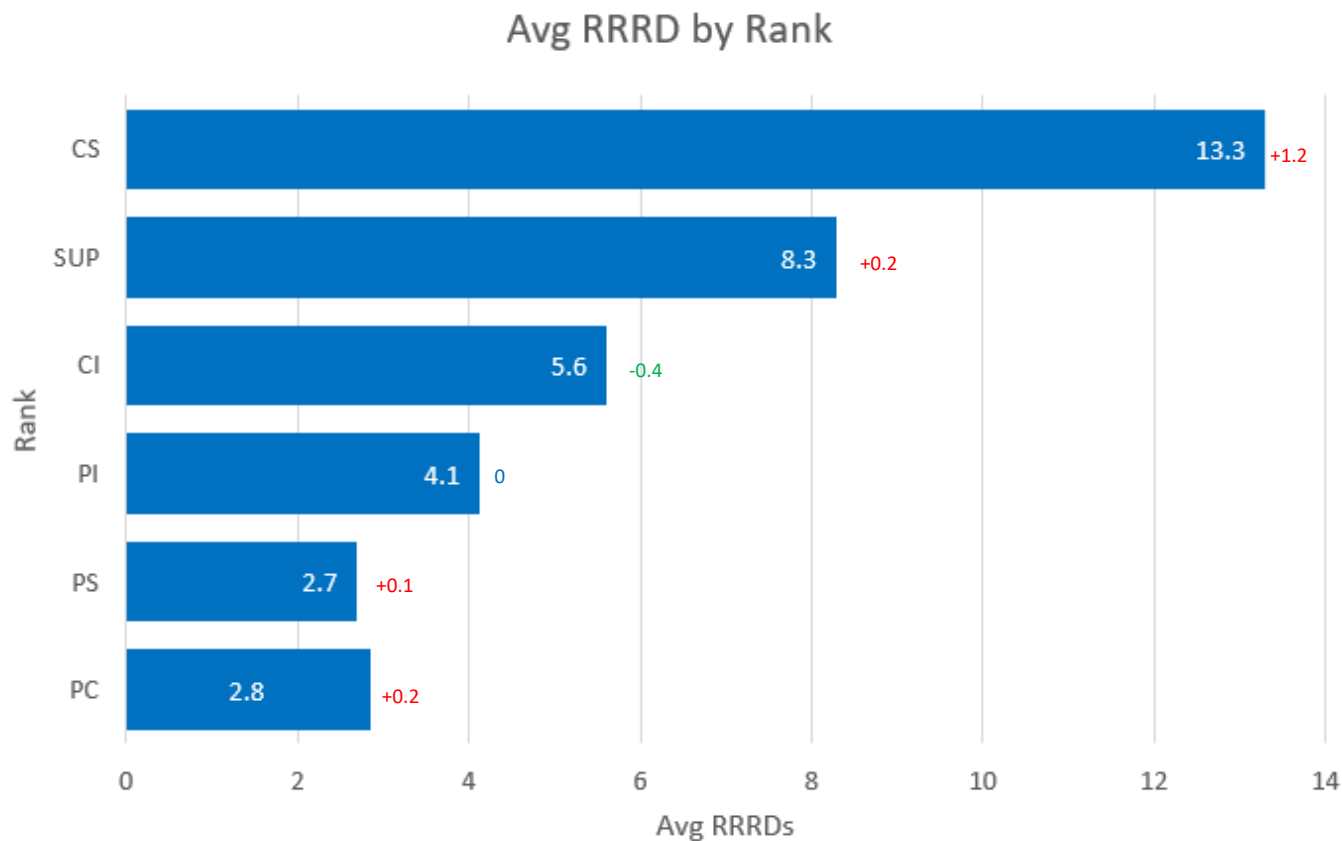


- Officer group significant variations:
- Q Division (7.71% of officer FTE / 11.20% RRRDs)
 - G Division (13.59% FTE, 16.60% of RRRDs)
 - SCD (10.67% FTE / 7.96% RRRDs)
 - D Division (5.11% FTE / 2.38% RRRDs)

- Staff group significant variations:
- SPA (9.93% of staff FTE, 29.55% of RRRDs)
 - G Division (1.40% FTE / 3.36% RRRDs)
 - CJSJ (14.81% FTE / 11.63% RRRDs)
 - Corporate Services* (29.60% FTE / 12.89% RRRDs)

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Average RRRD by Rank – Officers – September snapshot



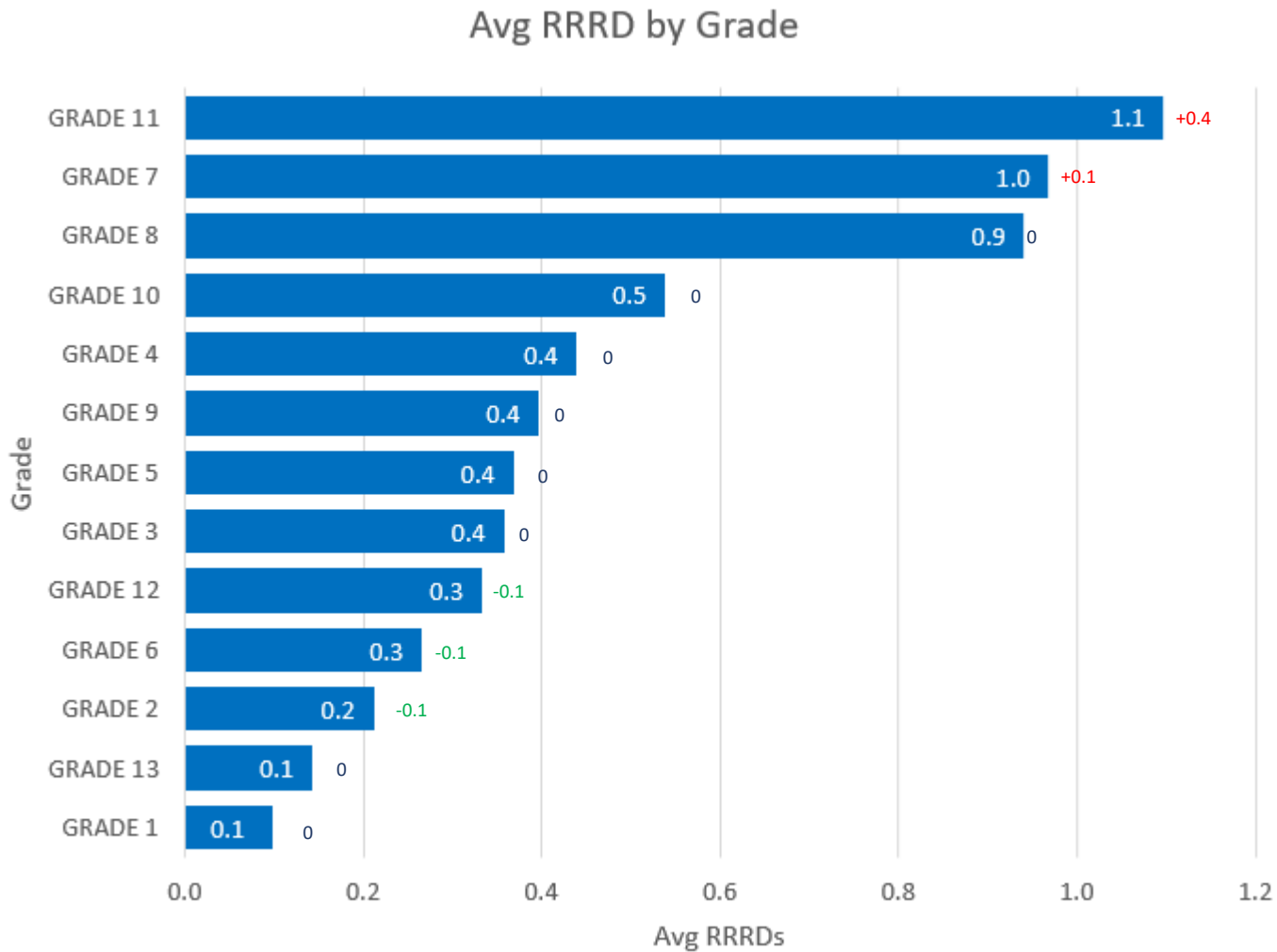
This graph shows how many RRRDs the “average” officer* at each rank had banked as at 30 September. Detective ranks have been amalgamated into a single bar per rank.

In general, the more senior in rank, the more RRRDs in the bank an average officer has. Changes to averages since the last quarter (June 2021) are illustrated in **red** (average increased) or **green** (average decreased) text.

A workforce agreement has been reached between Police Scotland and ASPS over the management of rest day balances.

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Average RRRD by Grade – Staff – September snapshot



This graph shows how many RRRDs the “average” staff member at each grade had banked as at 30 September.

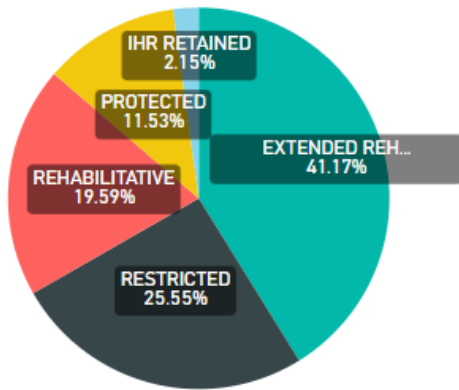
Changes to averages since the last quarter (June 2021) are illustrated in **red** (average increased) or **green** (average decreased) text.

Again, 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 RRRDs.

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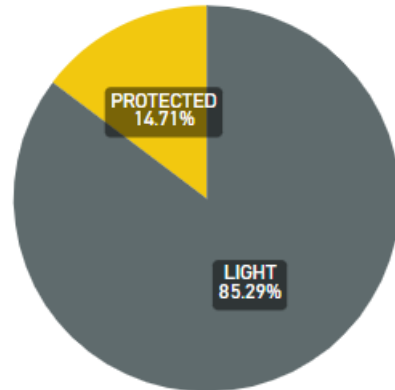
Modified Duties – September snapshot

Mod Duty Type - Officers



Mod Duty Type	PSI Count	Change
EXTENDED REHABILITATIVE	746	-42
IHR RETAINED	39	-3
LIGHT	**	**
PROTECTED	209	26
REHABILITATIVE	355	11
RESTRICTED	463	68

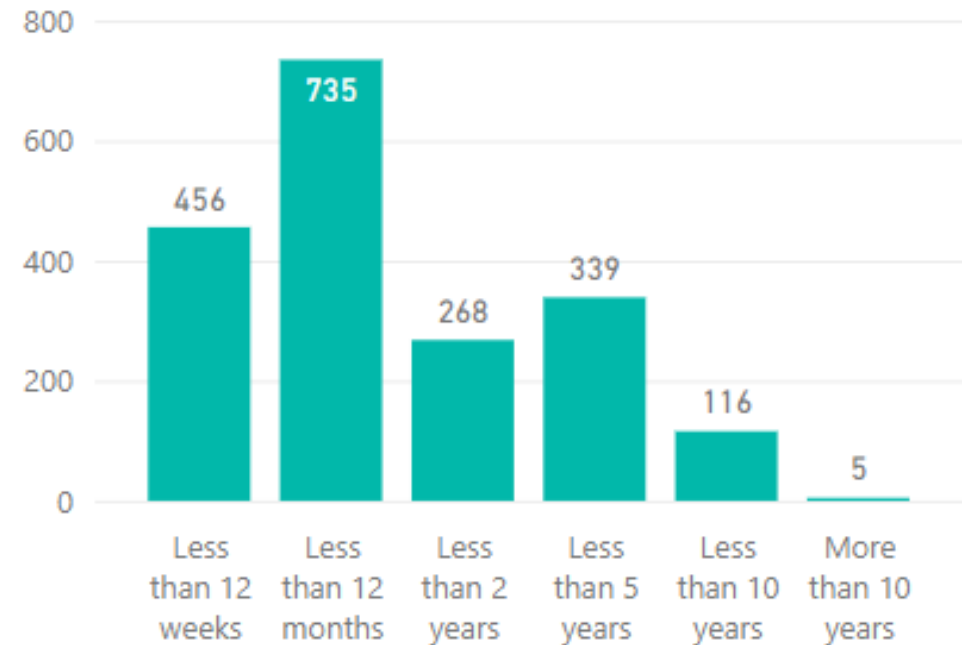
Mod Duty Type - Staff



Mod Duty Type	PSI Count	Change
LIGHT	87	-2
PROTECTED	15	4
REHABILITATIVE	**	**

42% (+10.7%) of Officer and **48.1%** (+17.3) of Staff Modified Duties either do not have or are past review date.

Duration



475 new instances of Modified Duties during Q2 2021/22

460 Modified Duties (23.97% of total) have persisted beyond two years
121 Modified Duties (6.31% of total) have persisted beyond five years

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Annual Leave Utilisation – September snapshot

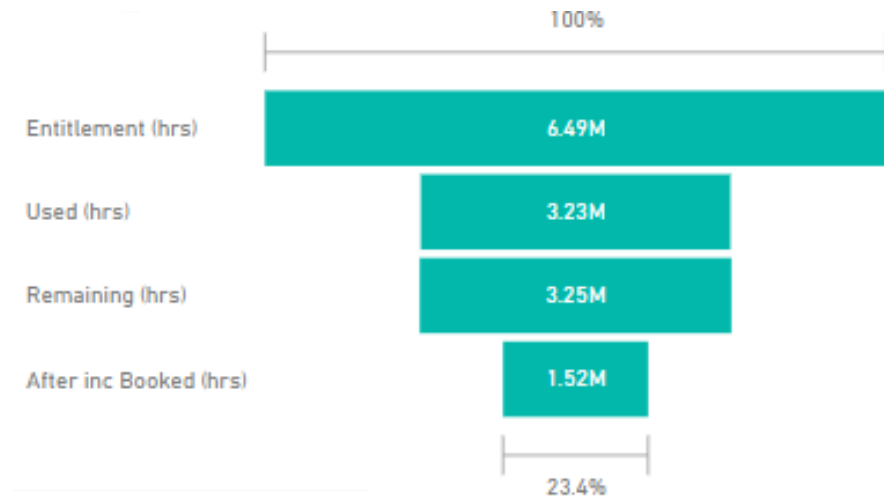
50.1%
% Year Complete



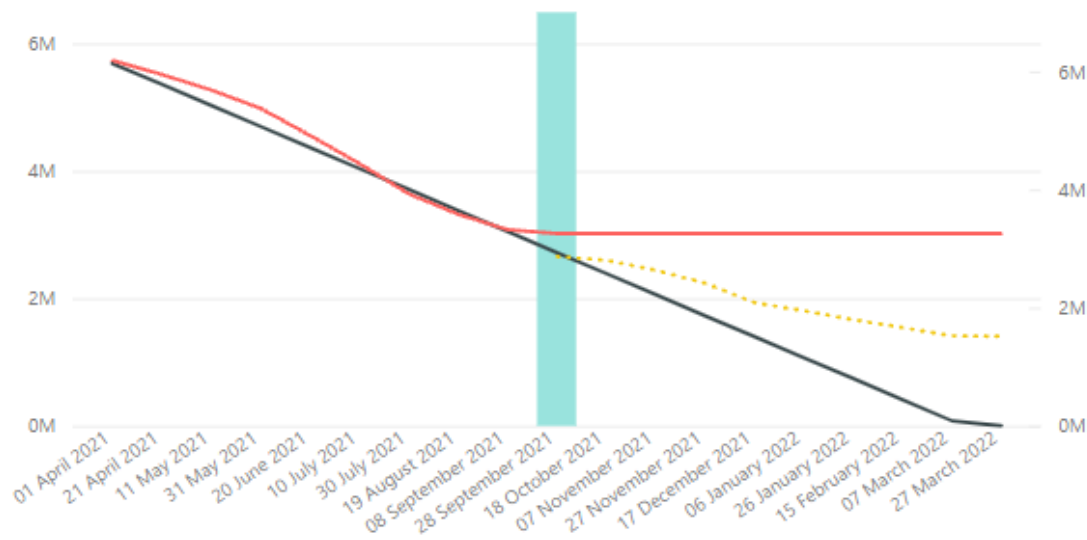
Annual Leave

0.26%

underutilised
to date



● Current Period ● Expected ● Hours Actually Used ● Booked (hrs)



Current projections based on hours booked indicate **23.4%** underutilisation by 31 March 2022, creating a rollover of 1.52 million hours entitlement.

Analysis of rank and grade allows a cost projection based on this of approximately ***£34.39m** of 2021/2022 leave liability rolling into the new year.

*Excludes ACC, Director roles and above

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SCoPE Errors



High Risk HR Data Anomalies

Financial Risk to Individual or Organisation

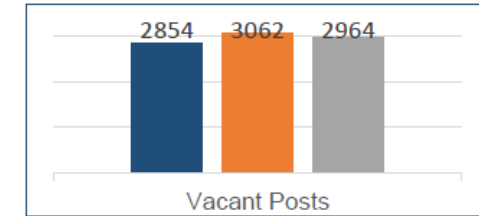
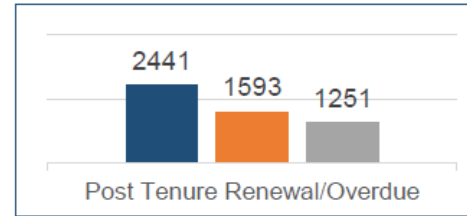
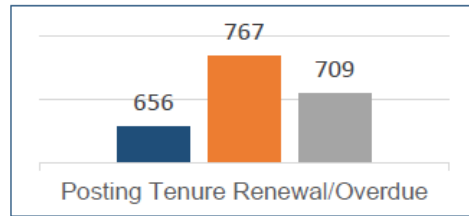
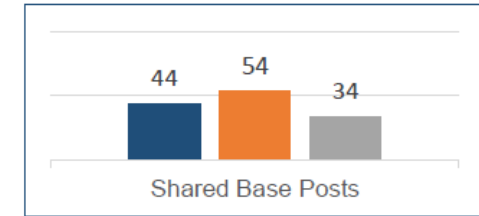
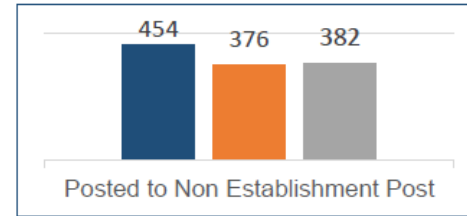
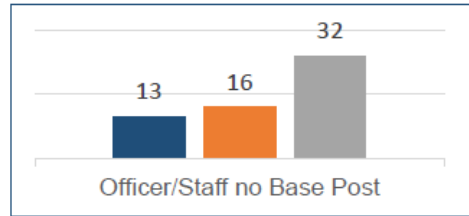
5,868

24 AUG 2021

Decreased To

5,372

5 OCT 2021



Anomalies by Division

