

<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>27 May 2021</b>
<b>Location</b>	<b>Teleconference</b>
<b>Title of Paper</b>	<b>Annual People Management Information Report</b>
<b>Presented By</b>	<b>Jude Helliker, Director of People and Development</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A – Annual People Management Information Dashboard 2020/21</b>

**PURPOSE**

The purpose of this report is to provide Members with an update on Police Scotland workforce as at the end of the Financial Year, 2020/21.

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, trends and comparisons against similar organisations the following Annual Workforce Report has been compiled.
- 1.2 This is the second report of this type in this new format and continues to evolve following feedback from Members in terms of suitability, content and detail.

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

Appendix A provides the detailed workforce report.

### **2.1 Headcount/FTE**

- The number of Police Officers at the end of the financial year (17,485 headcount, 17270.49 FTE) remains above the floor of 17,234. While this is a drop of 160.42 FTE against 2020, that level was impacted by the large officer intake of 351 FTE Probationers who joined in March 2020.
- The number of staff has increased in the last year, from 5,082.24 FTE in 2020 to 5,126.85 FTE in 2021. The largest increases have been seen in Corporate Services (40.31 FTE, 0.45% increase in workforce proportion) and C3 (20.95 FTE, 0.21% increase in workforce proportion).
- SPA Forensic staffing has increased by 5.56 FTE over the same period, from 574.36 FTE to 579.92 FTE.

### **2.2 Distribution**

- The proportion of officers has increased slightly in all areas other than the three Local Policing Regions, which have each decreased. The highest proportional increase is seen in Criminal Justice Services Division (CJSD) with a 0.67% increase (113.45 FTE) in proportion of the officer workforce. This was largely as a result of the Middle Office Restructuring (MOR) Project and the re-parenting of numerous criminal justice based roles away from Local Policing and OSD into CJSD.

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- The number of Police Constables has decreased by 339.54 FTE since 31 March 2020, although the number of Sergeants have increased by 93.05 FTE.

### 2.3 Length of Service

- The average length of Police Officer actual service across the force has increased by 0.37 years since 31 March 2020. However the average length of officer service remains below the forcewide average in all Local Policing Divisions.
- The average age of a Police Officer has increased slightly, from 38.47 in March 2020 to 38.88 as at 31 March 2021. More officers have moved into the 20+ years Pensionable Service category – a 4.5% increase from 4,095.53 FTE in 2019/20 to 4,278.86 FTE in 2020/21.

### 2.4 Leavers/Turnover

- The number of officers leaving in the last financial year is 595, a reduction of 270 (31%) on the previous year. The number of staff leavers has also fallen, with 334 being a reduction of 24 (7%) on the previous year.
- For officers retirement remains the most common reason for departure, and for staff it continues to be resignation. In the latter cohort however there was an increase in the numbers leaving as a result of temporary contracts ending (from 15 in 2019/20 to 32 in 2020/21) and Voluntary Redundancy (rising from 8 in 2019/20 to 35 in 2020/21).

### 2.5 Sickness Absence

- Sickness absence saw a small increase in 2020/21 compared to 2019/20, with the largest reason for absence being COVID-19 related.
- The forcewide number of work days lost (WDL) has been increasing since 2018/19. While the initial impact of COVID-19 saw a monthly rise of 110.5% in March 2020, Social Distancing and Working from Home protocols have mitigated against further increases. As such the annual Force WDL for 2020/21 closed at just 4.8% higher than in 2019/20.

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- Psychological illness is the second highest category of illness for both officers and staff, followed by muscular-skeletal illness for officers and miscellaneous illness for staff.

### **2.6 Modified Duties**

- The impact of COVID has also been seen in the cohort of officers and staff on modified duties. Between the end of 2019/20 and 2020/21 this number increased by 209 officers (13.7%) and 21 staff (28.7% staff). Work continues to ensure the recording of deployment status is maintained to both understand the Force's position in terms of mass deployment but also to ensure appropriate support is being provided.

### **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 Year End Dashboard – 31st March 2021

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

This dashboard will be published annually as soon as possible following 31 March each year. This work is still under development and will improve alongside our data sets and analytical capability.

### This report includes:

- A 31 March 2021 status refresh of key data points from the Strategic Workforce Plan, Section 4: Current Workforce
- Overview of leavers and leaving reasons
- Turnover demographics by gender
- Sickness absence
- Specific Mental Health-related absence profile
- TOIL/RRD balances
- Modified Duties
- Annual Leave utilisation

### Not currently included in this report:

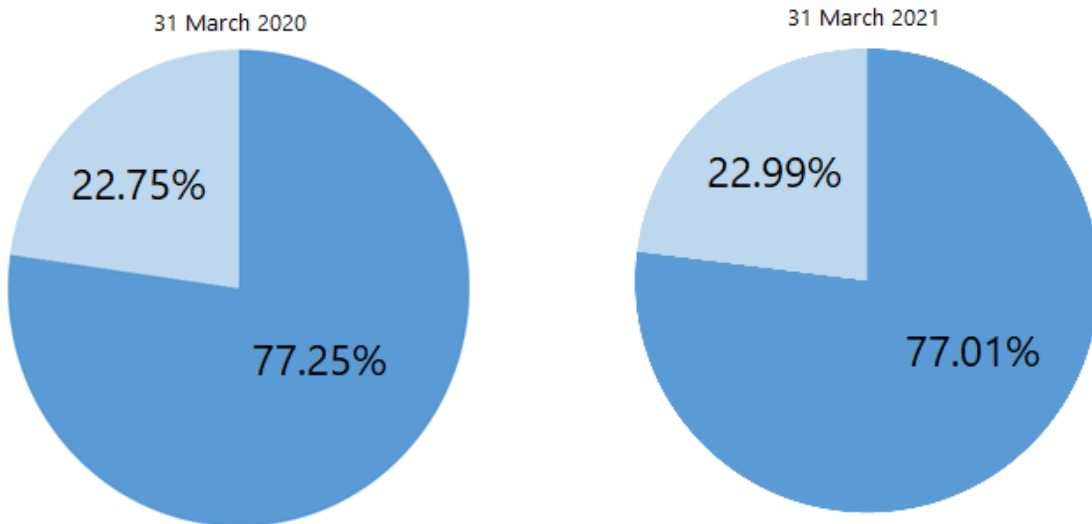
- Any breakdowns of protected characteristics other than gender and age – for information on other protected characteristic profiles of the workforce, please see the **Bi-Annual Workforce Equality and Diversity Report**.
- Detailed breakdowns of TOIL and RRRDs by rank/grade, business area and workforce proportions – this is new data that can only be obtained on a monthly basis. Reporting will continue on monthly and quarterly bases until a first annual baseline has been established.



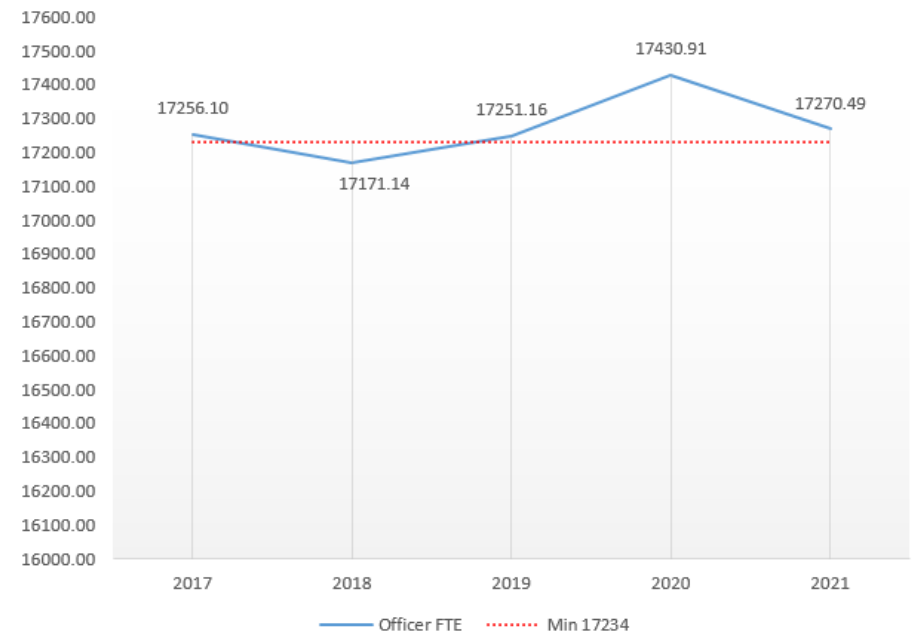
# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Officers and Staff in Post

Police Scotland Workforce by FTE



POLICE OFFICER FTE OVER TIME

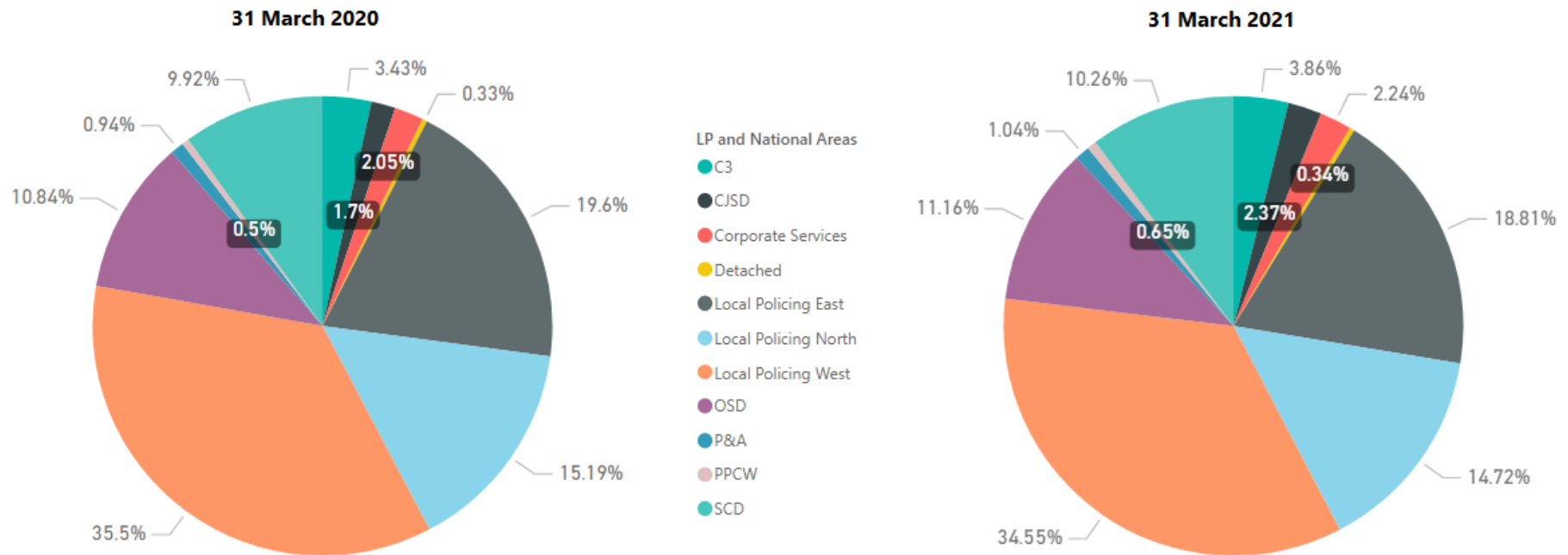


The balance of the workforce has shifted very slightly towards staff. Officer FTE has dropped by **160.42 FTE** in the last year, from 17,430.91 FTE in 2020 to 17,270.49 FTE as at 31 March 2021.

It should be noted that the 2020 figure is affected by recruitment of 351 FTE Probationers who joined on 23 March 2020. This higher than normal recruitment was in preparation for Op Urram, prior to COVID-19 impacts.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## FTE and Distribution - Officers

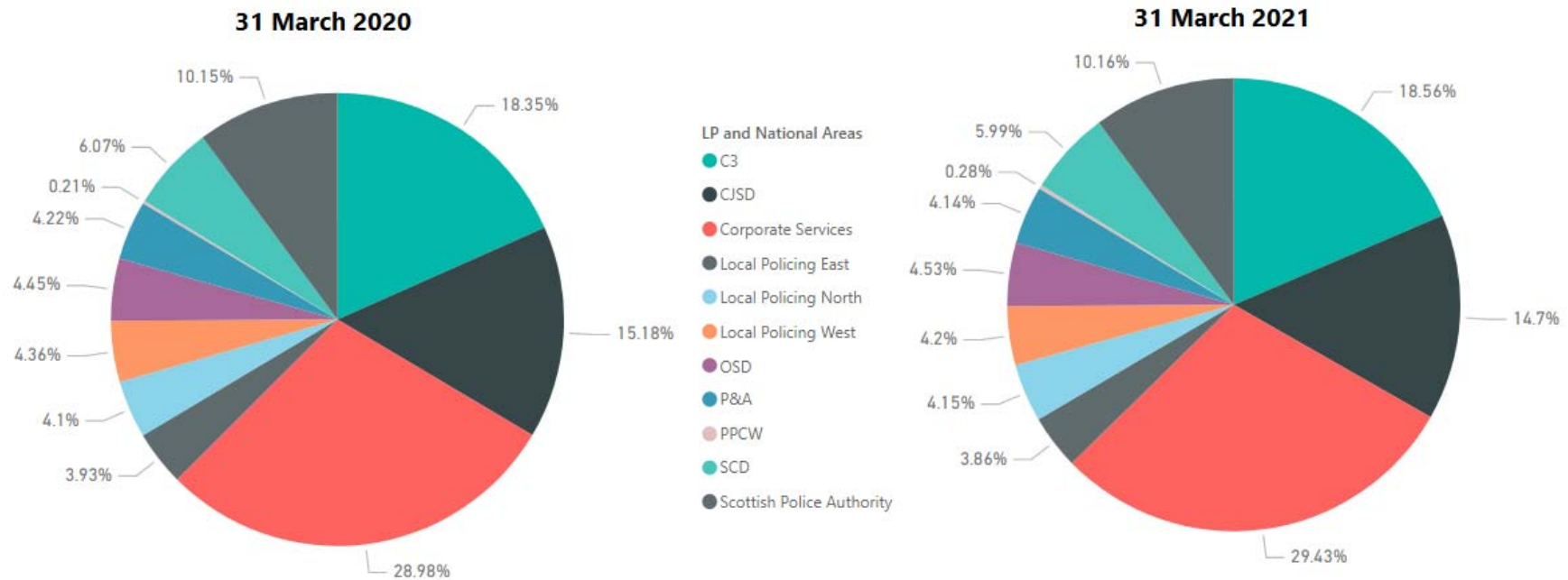


The proportion of officers has increased slightly in all areas other than the three Local Policing Regions, which have each decreased. The highest proportional increase is seen in CJSJ, with a **0.67%** increase (**113.45 FTE**) in proportion of the officer workforce. LP East, North and West proportions of officers have decreased by **0.78%** (**166.86 FTE**), **0.46%** (**104.13 FTE**) and **0.95%** (**221.6 FTE**) respectively.



# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## FTE and Distribution - Staff



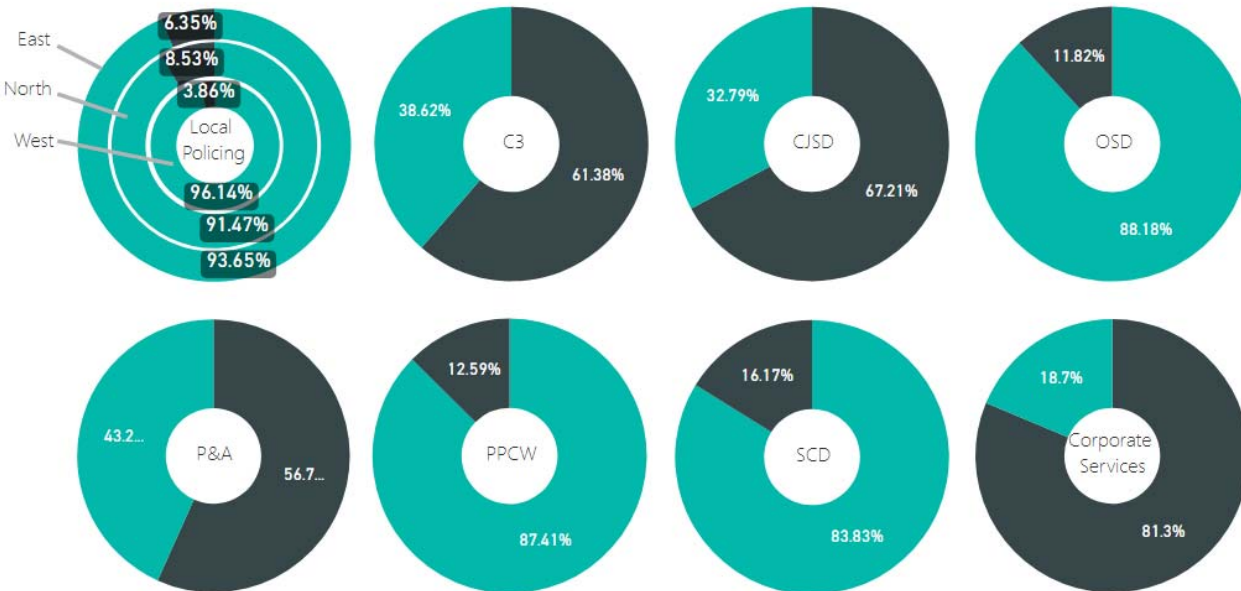
Staff FTE has increased by **50.17** in the last year, from 5082.24 FTE in 2020 to 5126.85 FTE as at 31 March 2021. SPA Forensics staffing has increased by **5.56 FTE** over the same period, from 574.36 FTE to 579.92 FTE. The largest increases have been seen in Corporate Services (**40.31 FTE, 0.45%** increase in workforce proportion) and C3 (**20.95 FTE, 0.21%** increase in workforce proportion).

*Excludes Agency staff*

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Mix by Business Area

● STAFF ● POLICE OFFICERS



LP and National Area	Movement from 19/20 to 20/21			
	FTE Change		Workforce Proportion Change	
	Officers	Staff	Officers	Staff
C3	68.69	20.95	0.43%	0.21%
CJSD	113.45	-19.99	0.67%	-0.48%
Corporate	28.47	40.31	0.18%	0.45%
LP East	-166.86	-1.9	-0.78%	-1.07%
LP North	-104.13	5.36	-0.46%	0.05%
LP West	-221.6	-6.9	-0.95%	-0.16%
OSD	37.1	6.49	0.32%	0.08%
P&A	16.4	-2.8	0.10%	-0.08%
PPCW	24.65	4.51	0.15%	0.07%
SCD	42.56	-1.42	0.34%	-0.08%

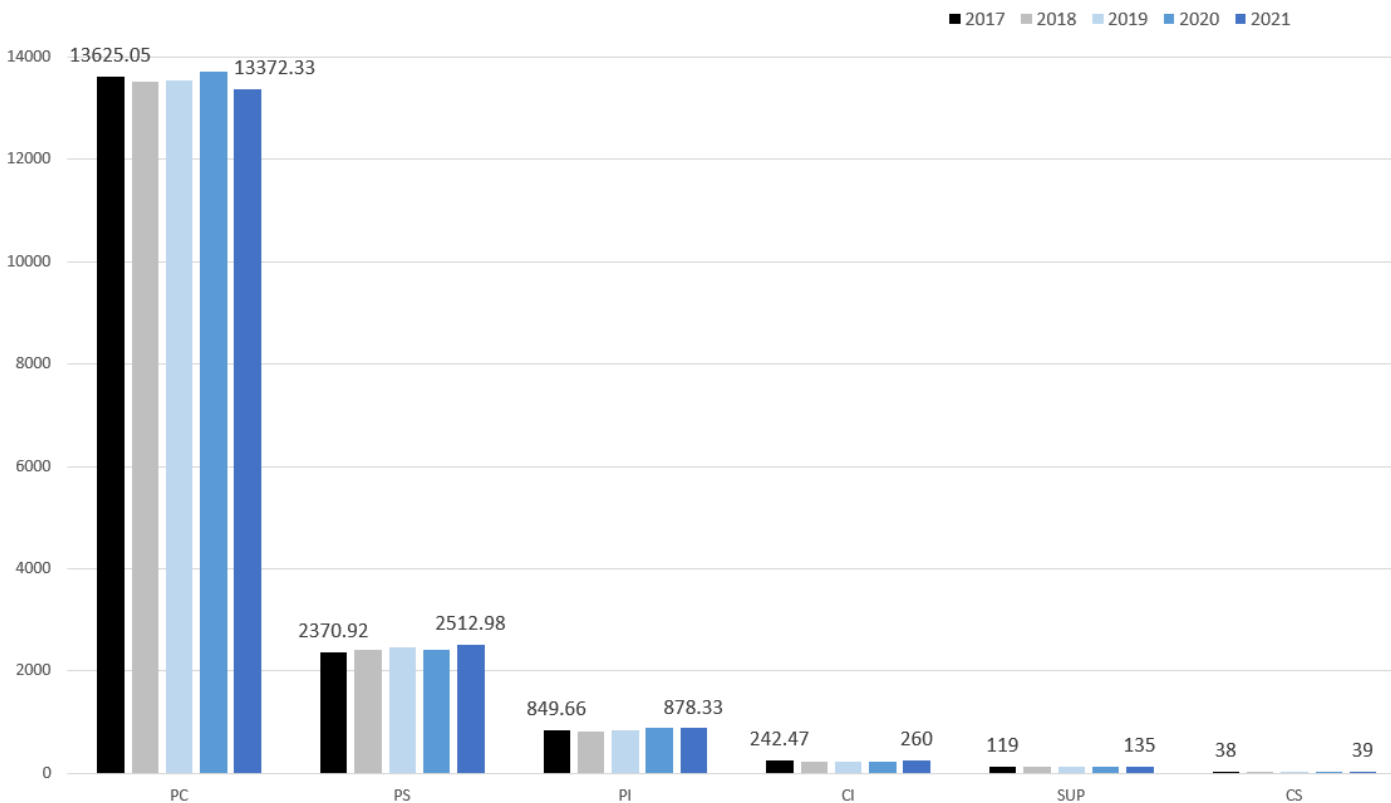
Table figures exclude Detached and Agency

Officer FTE grew in all areas outside of Local Policing in 2020/2021 – Local Policing collectively reduced by **492.59** FTE officers, reducing their share of the total officer workforce by **2.19%**. The largest increases in officer numbers were seen in CJSD and C3, as indicated in the table above. Staff reductions were also seen in 2 of the 3 Local Policing areas, with staff reductions also seen in CJSD and Professionalism & Assurance.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Officer FTE by Rank

Officer FTE By Rank Over Time



PC FTE has decreased by **339.54** since 31 March 2020.

All other ranks have increased, other than PI which has also reduced slightly (**0.95** FTE).

The largest increases are at the rank of PS (**93.05** FTE) and CI (**24.17** FTE).

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Officer FTE by Rank

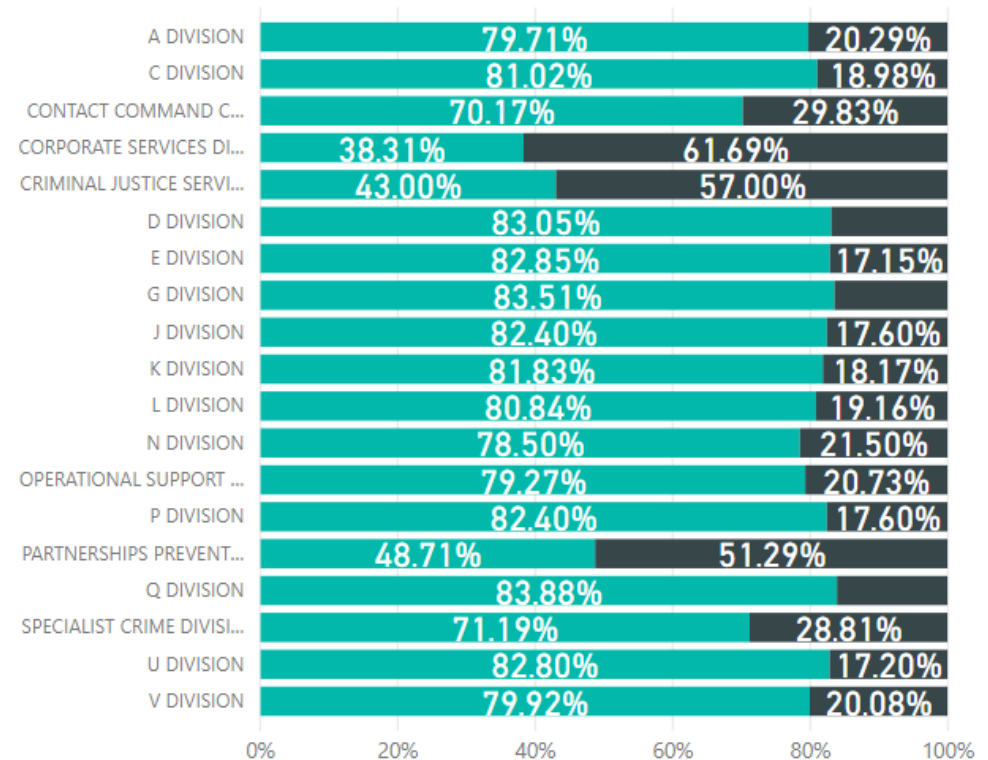
Local Area/Division	PS:PC Rank Ratio	
	2020	2021
D Division	1 : 8	1 : 7.5
Q Division	1 : 7.55	1 : 8.3
U Division	1 : 7.53	1 : 7.6
G Division	1 : 7.52	1 : 8.2
E Division	1 : 7.18	1 : 8.4
K Division	1 : 7.03	1 : 7.7
C Division	1 : 6.96	1 : 7.6
V Division	1 : 6.89	1 : 7.3
P Division	1 : 6.68	1 : 8
J Division	1 : 6.62	1 : 7.7
OSD	1 : 6.51	1 : 5.9
A Division	1 : 6.24	1 : 5.9
L Division	1 : 6.07	1 : 6.7
N Division	1 : 5.46	1 : 6.1
SCD	1 : 4.47	1 : 5.9
C3	1 : 2.97	1 : 3.2
PPCW	1 : 2.94	1 : 2.4
CJSD	1 : 0.66	1 : 1.1
P&A	1 : 0.41	1 : 0.3

Rank ratios at PS:PC level have **increased** in all areas other than D and A Divisions, OSD and Professionalism & Assurance.

**4** areas now have PS:PC rank ratios at or above the 2016 1:8 recommendation.

## Rank Ratio - Constables Vs All Other Ranks

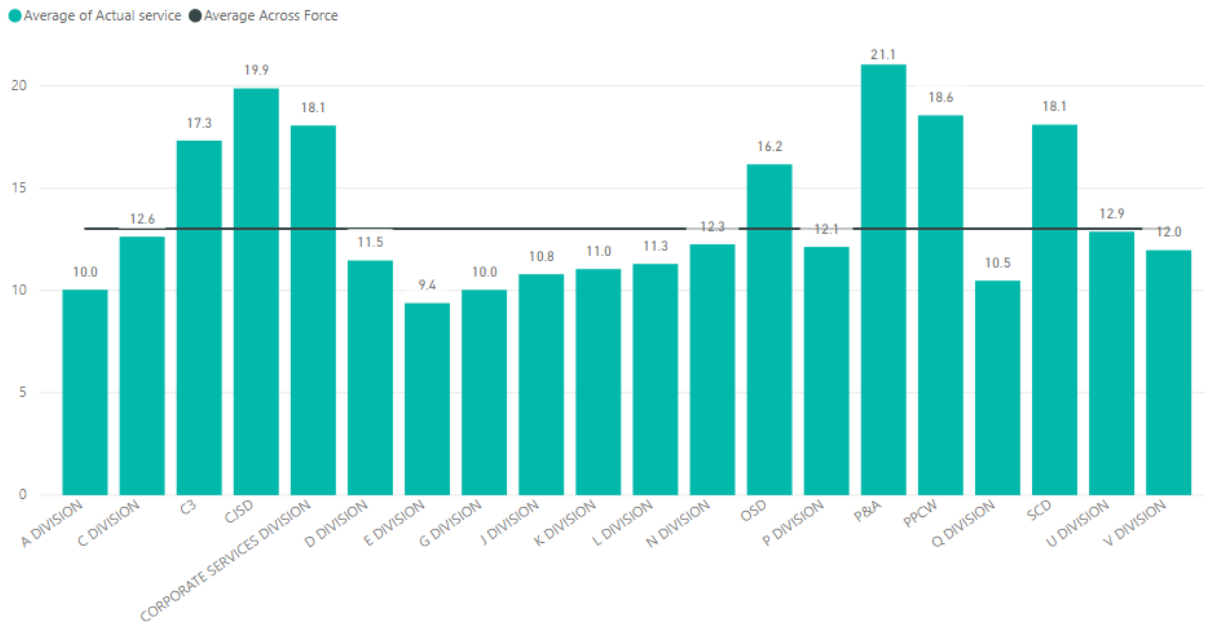
Rank Categorized ● CONSTABLE ● Other



# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Average Length of Service

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



Forcewide  
Officer  
average  
service at 31  
March 2021:  
**13.02**  
years\*

\*Actual service,  
excludes ranks at and above ACC

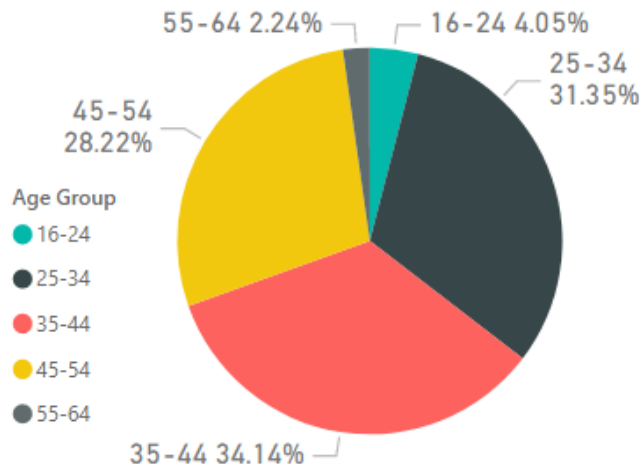
Local Area/Division	2020 Variance %	2021 Variance %	Variance change
A DIVISION	-22.60%	-22.90%	-0.30%
C DIVISION	-5.60%	-3.00%	2.60%
C3	37.20%	33.10%	-4.10%
CJSD	63.00%	52.70%	-10.30%
CORPORATE SERVICES DIVISION	48.50%	38.80%	-9.70%
D DIVISION	-11.30%	-11.90%	-0.60%
E DIVISION	-29.00%	-27.90%	1.10%
G DIVISION	-21.90%	-22.90%	-1.00%
J DIVISION	-15.20%	-17.10%	-1.90%
K DIVISION	-14.30%	-15.10%	-0.80%
L DIVISION	-10.70%	-13.20%	-2.50%
N DIVISION	-2.20%	-5.80%	-3.60%
OSD	24.70%	24.20%	-0.50%
P DIVISION	-5.30%	-6.80%	-1.50%
P&A	63.50%	61.90%	-1.60%
PPCW	52.00%	42.60%	-9.40%
Q DIVISION	-20.60%	-19.50%	1.10%
SCD	42.90%	39.10%	-3.80%
U DIVISION	-1.90%	-1.10%	0.80%
V DIVISION	-8.50%	-8.00%	0.50%

The average length of Officer actual service across the force has increased by 0.37 years since 31 March 2020. The average length of officer service remains below the forcewide average in all Local Policing Divisions. The “gap” between local average length of service and forcewide average has widened in some areas – indicated in **red** in the final column of the table above – and narrowed in others (indicated in **green**)

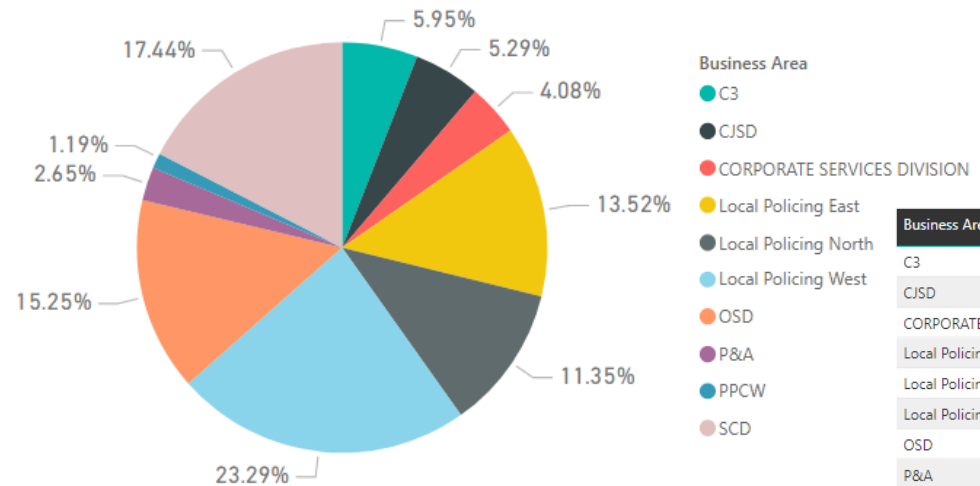
# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Age and Pensionable Service profile - Officers

**Police Officer Age Groups**



**Police Officers  
20+ Years Pensionable Service**



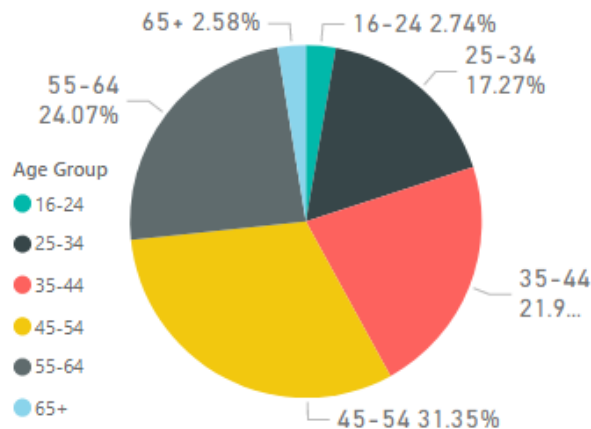
Business Area	FTE
C3	254.66
CJSD	226.20
CORPORATE SERVICES DIVISION	174.53
Local Policing East	578.68
Local Policing North	485.44
Local Policing West	996.60
OSD	652.44
P&A	113.30
PPCW	50.90
SCD	746.13
<b>Total</b>	<b>4278.86</b>

The average age of a Police Officer has increased slightly, from **38.47** in March 2020 to **38.88** as at 31 March 2021. More officers have moved into the 20+ years Pensionable Service category – a **4.5%** increase from **4095.53 FTE** in 2019/20 to **4278.86 FTE** in 2020/21.

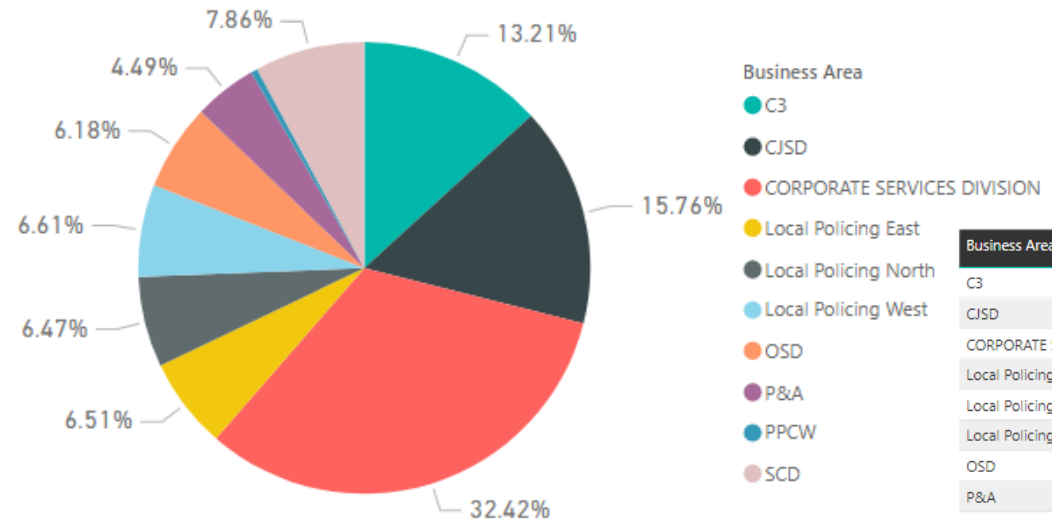
# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Age profile - Staff

**Police Staff Age Groups**



**Police Staff FTE - 55+**



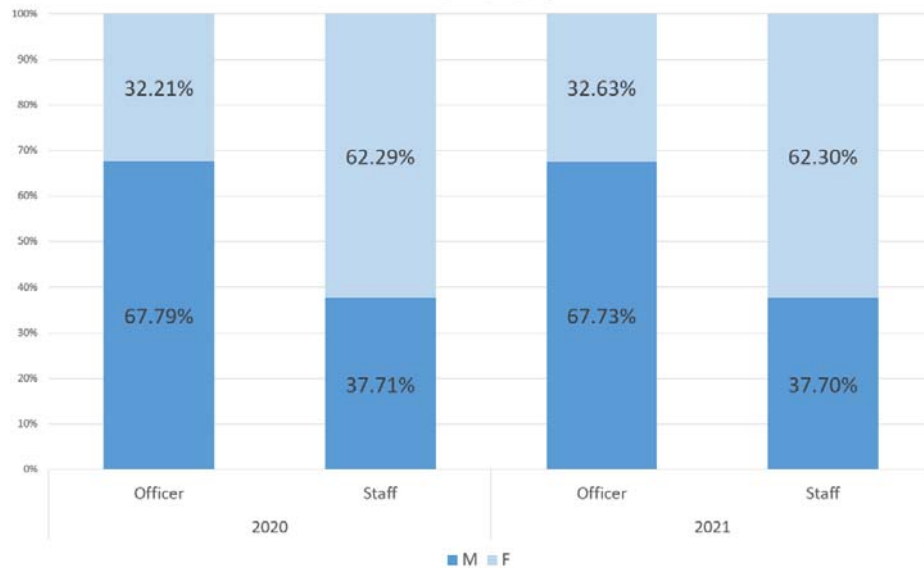
Business Area	FTE
C3	180.50
CJSD	215.27
CORPORATE SERVICES DIVISION	443.00
Local Policing East	88.94
Local Policing North	88.46
Local Policing West	90.25
OSD	84.40
P&A	61.40
PPCW	6.70
SCD	107.42
<b>Total</b>	<b>1366.33</b>

The average age of a Police Staff member has increased slightly, from **45.93** in March 2020 to **46.09** as at 31 March 2021. More Staff have moved into the 55+ age group – a **4.11%** increase from **1312.38 FTE** in 2019/20 to **1366.33 FTE** in 2020/21.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Gender Profile

Gender Split By Emp Type



Both workforce groups have shifted slightly towards a higher female proportion – increasing by **0.42%** for Officers and **0.01%** for Staff.

Gender	F		M		Total	
	FTE	%	FTE	%	FTE	%
PC	3447.07	31.95%	7343.00	68.05%	10790.06	100.00%
DC	1015.93	39.34%	1566.34	60.66%	2582.27	100.00%
PS	478.60	26.25%	1344.78	73.75%	1823.38	100.00%
DS	199.77	28.97%	489.83	71.03%	689.59	100.00%
PI	159.78	26.29%	448.00	73.71%	607.78	100.00%
DI	62.55	23.12%	208.00	76.88%	270.55	100.00%
CI	50.00	27.93%	129.00	72.07%	179.00	100.00%
DCI	16.00	19.75%	65.00	80.25%	81.00	100.00%
SUP	30.00	32.26%	63.00	67.74%	93.00	100.00%
DSU	10.00	23.81%	32.00	76.19%	42.00	100.00%
CS	7.00	22.58%	24.00	77.42%	31.00	100.00%
DCS	2.00	25.00%	6.00	75.00%	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%
<b>Total</b>	<b>5480.70</b>	<b>31.84%</b>	<b>11730.94</b>	<b>68.16%</b>	<b>17211.63</b>	<b>100.00%</b>

Total Rank	Female Officer % of Rank		
	2019	2020	2021
PC	32.68%	33.74%	33.37%
PS	25.66%	27.17%	26.99%
PI	24.88%	25.14%	25.31%
CI	25.00%	25.00%	25.38%
SUP	23.44%	26.52%	29.63%
CS	16.22%	28.95%	23.08%

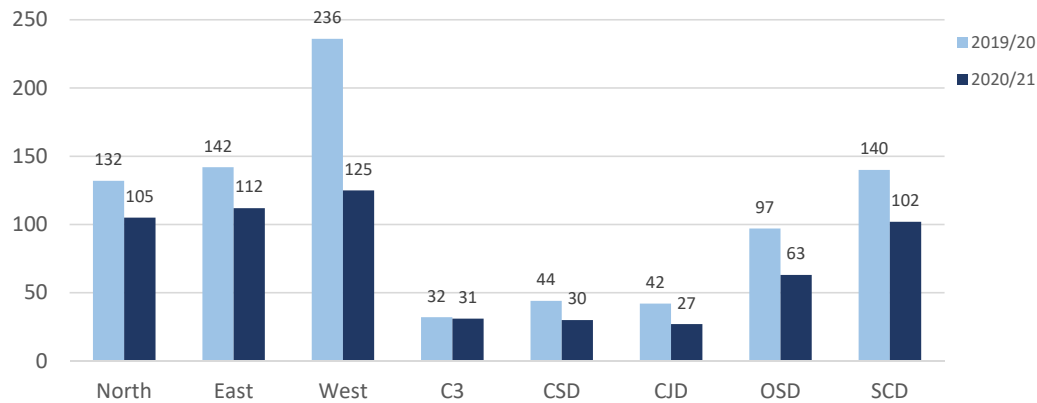
Female representation has **decreased** slightly at the ranks of PC and PS, and more noticeably at the rank of CS. It should be noted that the latter is a small cohort, and any attrition will have a larger impact.



# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Leavers

### Officer Leavers

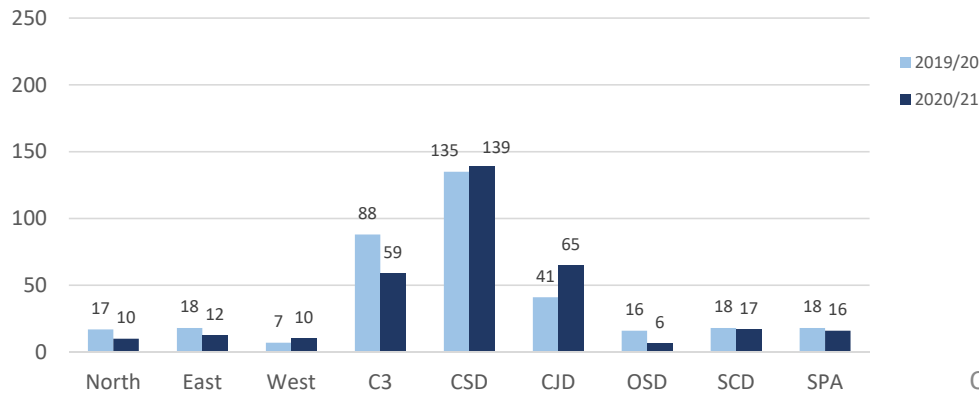


Officer Leavers over financial year 2020/21 are **595**, **down 270 (31%)** on previous year. SCD leavers are most significantly overrepresented - 6% higher than their proportion of the workforce (11%).

### Officer Leavers and Workforce Proportions

	North	East	West	C3	CSD	CJD	OSD	SCD
% Officer Workforce	15%	19%	35%	4%	4%	2%	11%	11%
% Officer Leavers	18%	19%	21%	5%	5%	5%	11%	17%

### Staff Leavers



Staff Leavers over financial year 2020/21 are **334**, **down 24 (7%)** on previous year. CSD have the highest proportion of leavers at 42%, 8% higher than their proportion of the workforce (34%).

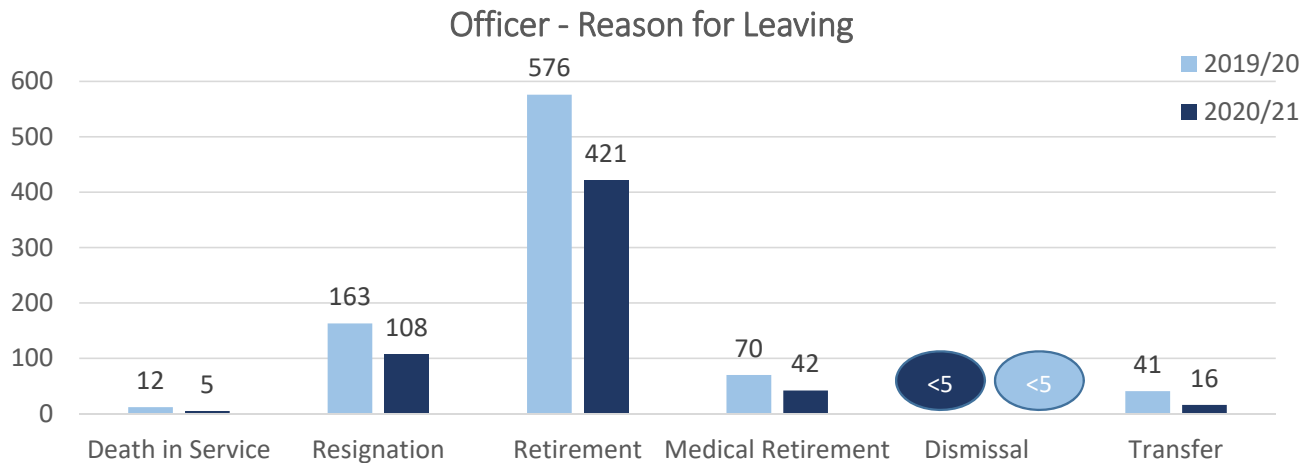
### Staff Leavers and Workforce Proportions

	North	East	West	C3	CSD	CJD	OSD	SCD	SPA
% Staff Workforce	4%	4%	4%	18%	34%	15%	4%	6%	10%
% Staff Leavers	3%	4%	3%	18%	42%	19%	2%	5%	5%

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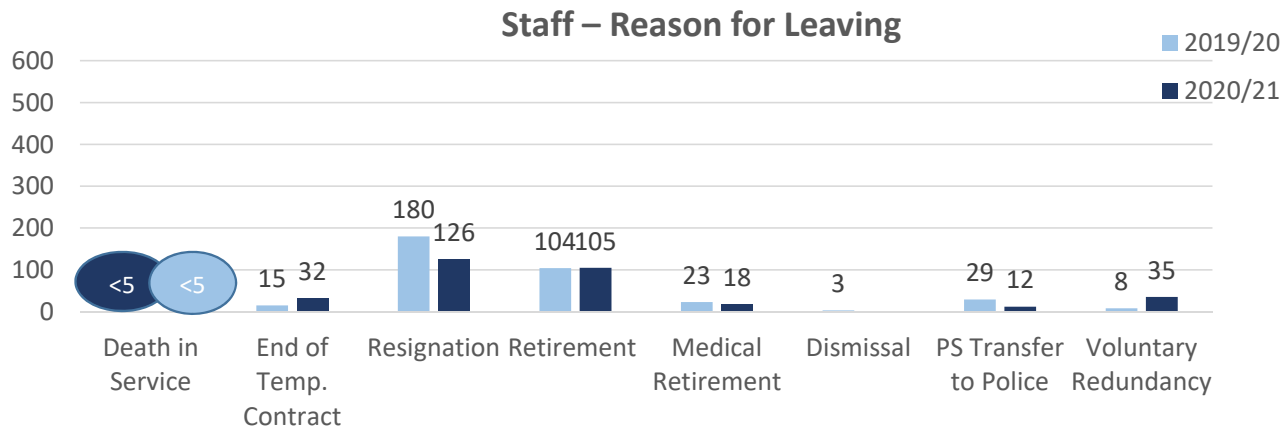
# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Reason for Leaving



**Officer - Reason for Leaving**

**71%** of officer leavers have **retired** from the Force during 2020/21, **down 156 (27%)** since 2019/20. Retirement remains the most common reason for officers leaving the organisation.



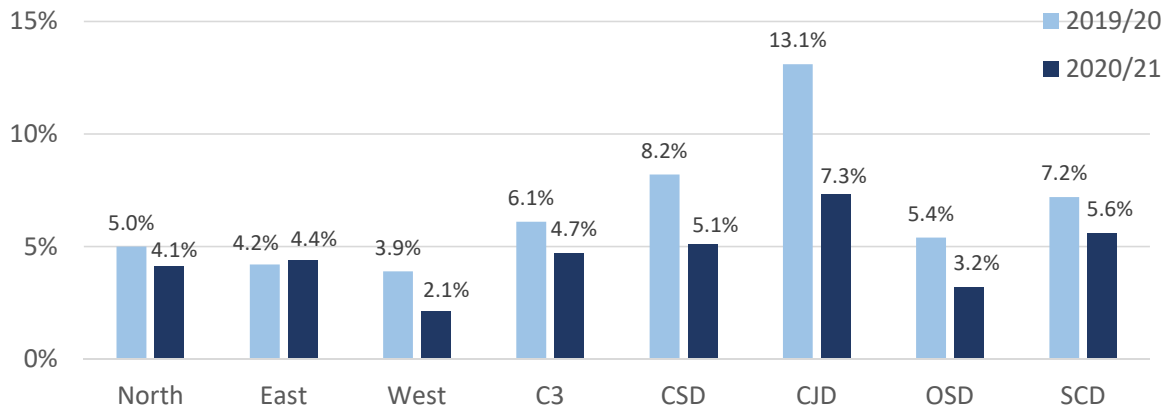
**Staff - Reason for Leaving**

**38%** of staff leavers have **resigned** from the Force during 2020/21 **down 54 (30%)** since 2019/21. Resignation remains the most common reason for staff leaving the organisation.

# People & Development Year End Dashboard – 31st March 2021

## Turnover

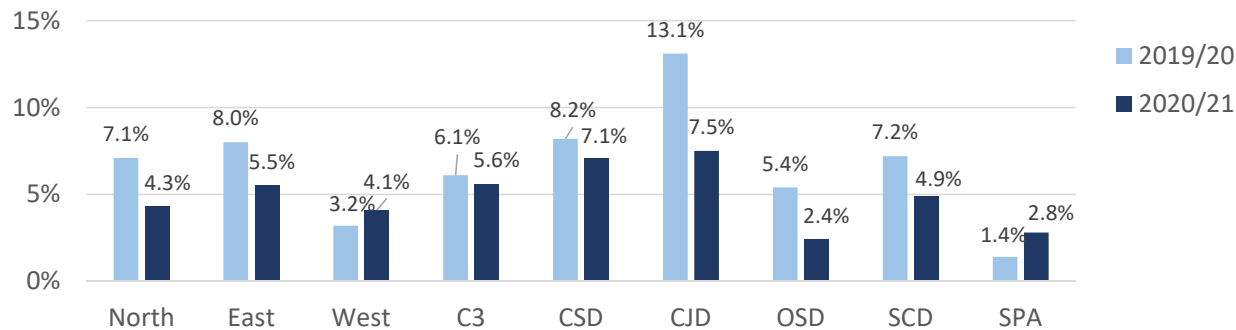
### Officer Turnover




Forcewide Officer Turnover rate  
2020/21:-

**3.37%**  **Down 1.63%**  
from  
2019/20

### Staff Turnover



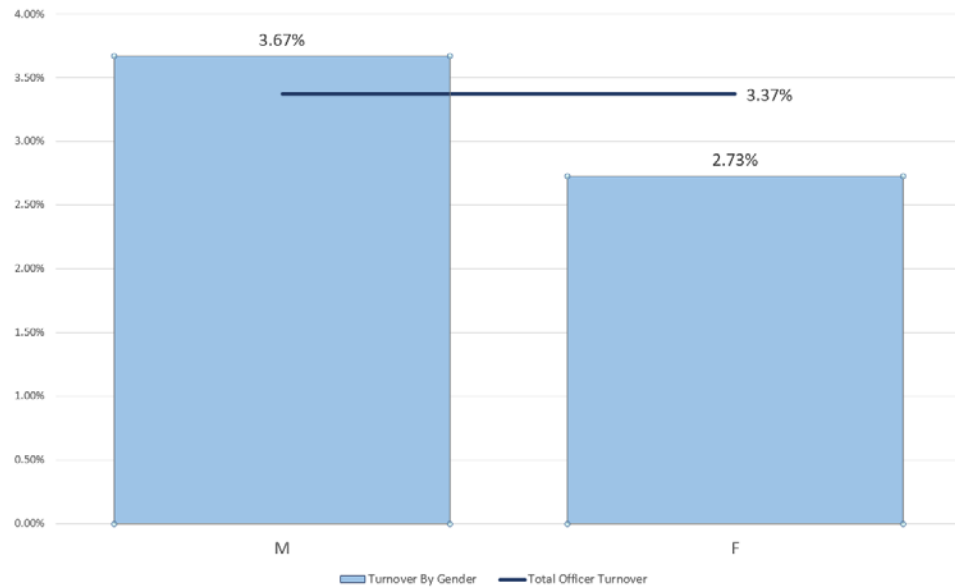
Forcewide Staff Turnover rate  
2020/21:-

**5.45%**  **Down 0.05%**  
from  
2019/20

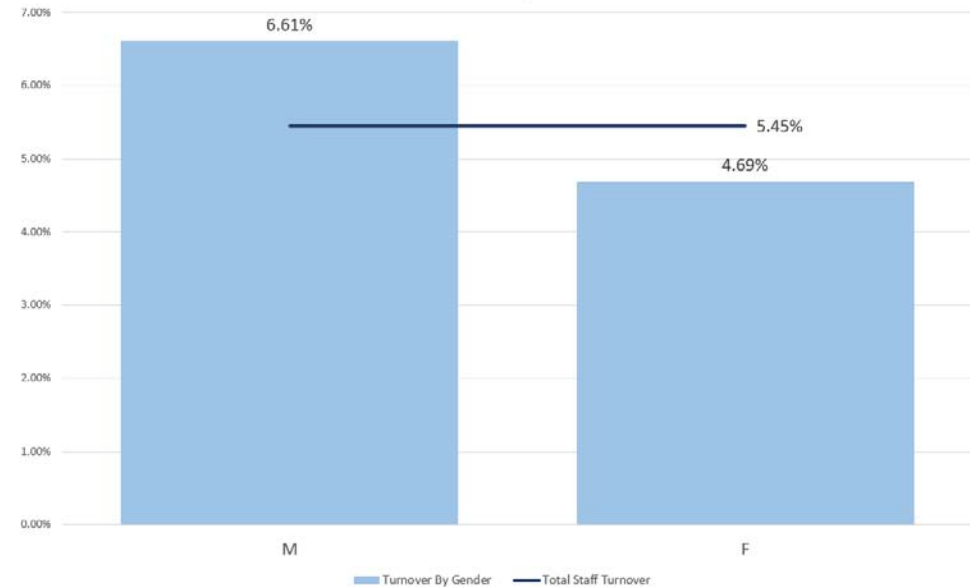
# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Turnover Demographics

Officer Turnover by Gender



Staff Turnover By Gender

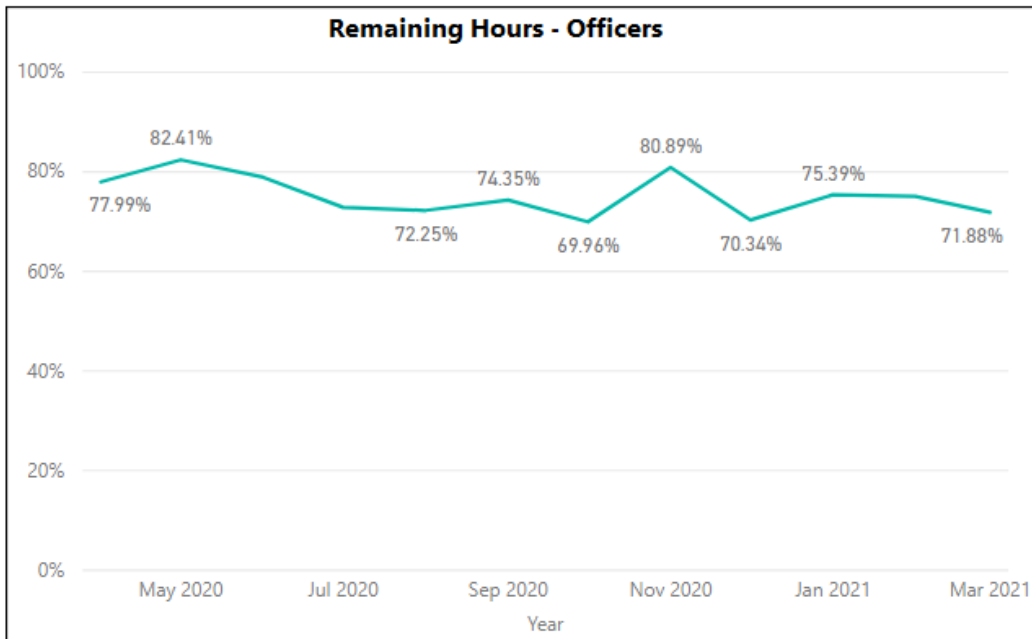


Male officer turnover exceeded the total average officer turnover, whereas female officer turnover was lower than the average. This has positive implications for improving the gender balance of the officer workforce. However, in the case of the Staff group, male turnover exceeds the average staff turnover – this is likely to further compound the gender imbalance of the staff group over time.

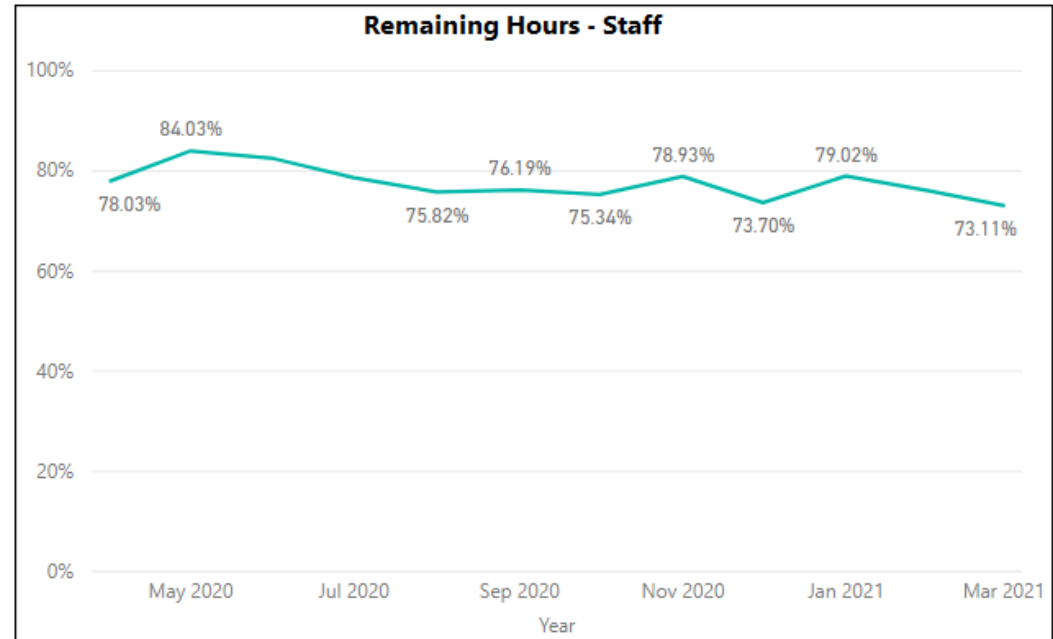
# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Workforce Availability

### Remaining Hours - Officers



### Remaining Hours - Staff



After accounting for Annual Leave, Sickness Absence, TOIL/RRRD, Training, Operations, Service Break, Special Leave, Comp Rest and Court abstractions, Officer remaining available work hours tracked between a low of **69.96%** and a high of **82.41%** in 2020/21. Staff remaining available work hours tracked between a low of **73.70%** and a high of **84.03%**.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Sickness Absence

### Officer Sickness Absence rate YTD 2020/21:

**5.2%**



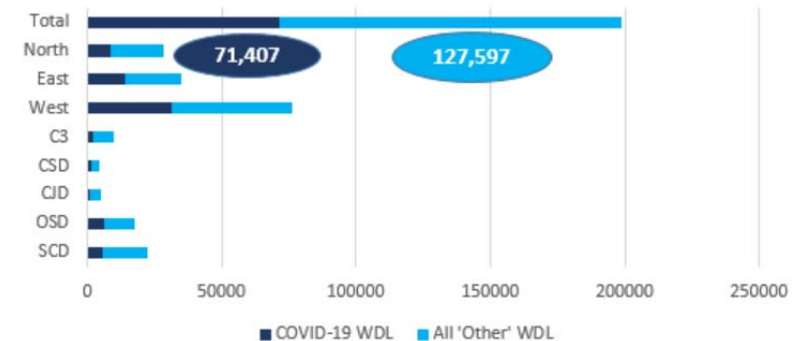
Up **0.3%** on previous year to date figure in 2019/20

**Furthest over forcewide average rate:**

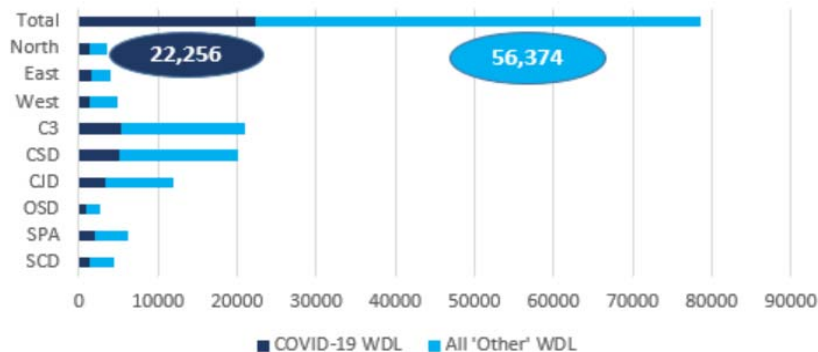
- C3 Division (8.1%)
- K Division (6.2%)
- D Division (6.2%)

**36%** of officer WDL were COVID-19 related over the financial year 2020/21, with LP West having the highest proportion (**44%**) of WDL to COVID-19.

Police Officer Work Days Lost (COVID-19/Non-COVID-19)  
1st April 2020 to 31st March 2021



Police Staff Work Days Lost (COVID-19/Non-COVID-19)  
1st April 2020 to 31st March 2021



### Staff Sickness Absence rate YTD 2020/21:

**6.4%**



No change on previous year to date figure in 2019/20

**Furthest over forcewide average rate:**

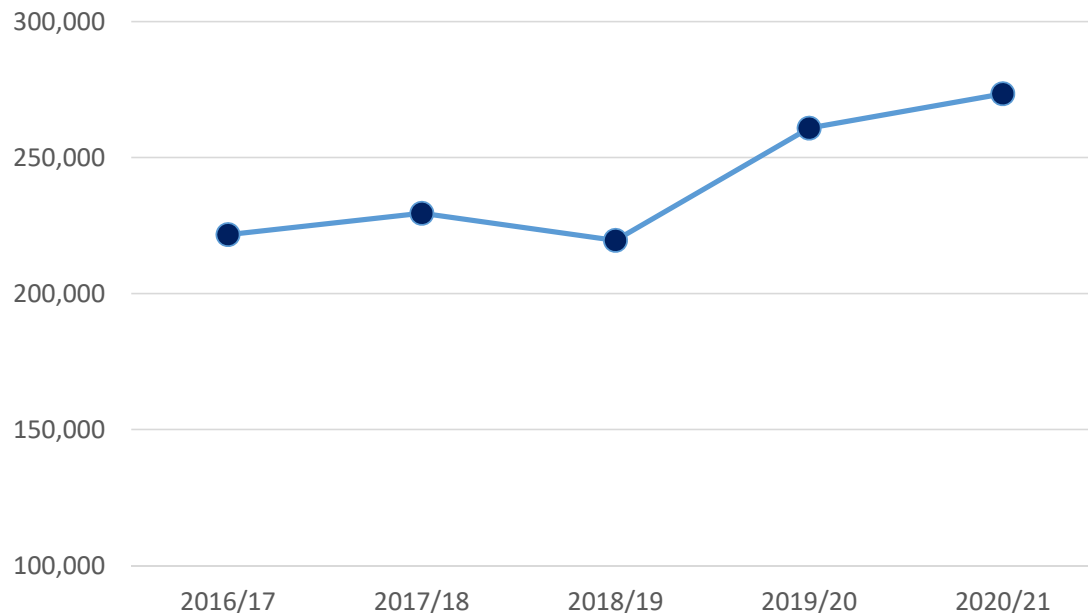
- Q Division (11.4%)
- G Division (11.2%)
- C Division (11.1%)

**28%** of staff WDL were COVID-19 related over the financial year 2020/21, with C3 having the highest proportion (**24%**), of WDL to COVID-19.

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Sickness Absence – Impact of COVID-19

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



The forcewide number of work days lost (WDL) has been increasing since 2018/19. From April 2019 to February 2020 (i.e. excluding initial COVID-19 impacts), WDL increased by **10.4%** compared to previous year – the largest year-on-year increase recorded.

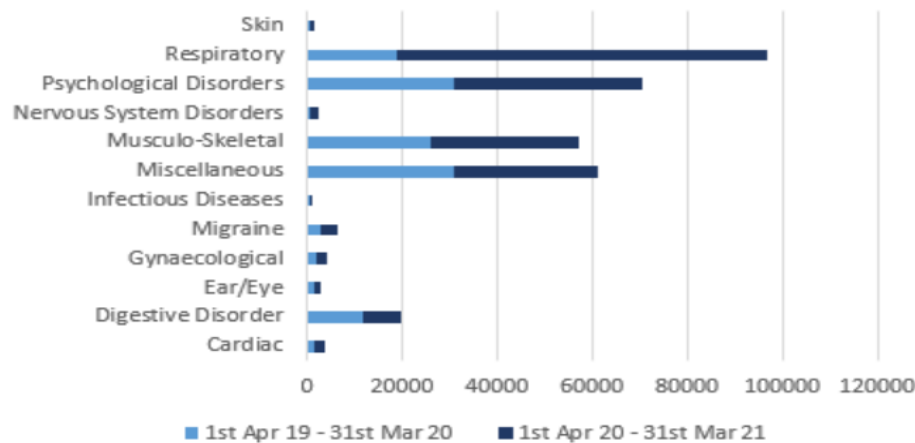
The initial impact of COVID-19 saw monthly WDL rise by **110.5%** in March 2020.

Social Distancing and WFH mitigated against further increases - the annual Force WDL for 2020/21 closed at **4.8%** higher than 2019/20.

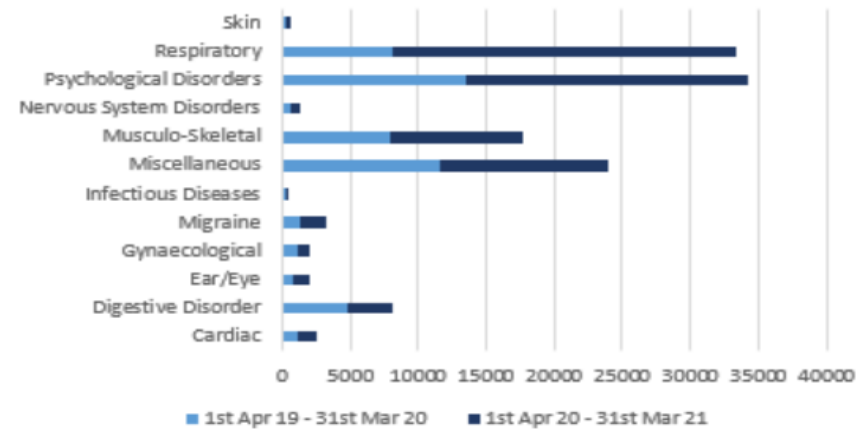
# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Sickness Absence Reasons – Work Days Lost by Category

Officer Work Days Lost 2020/21 vs. 2019/20



Staff - Work Days Lost 2020/21 vs 2019/20



Officer work days lost (WDL\*) have increased from 128,036 during 2019/20 to **199,004** during 2020/21 (**up 55.4%**), Staff WDL have increased from 51,388 during 2019/20 to **78,630** during 2020/21. (**up 53%**).

The highest increases across both groups are in Respiratory illnesses – it should be noted that all COVID-19 illnesses are recorded in this category. Psychological illness is the second highest category of illness for both officers and staff, followed by muscular-skeletal illness for officers and miscellaneous illness for staff.

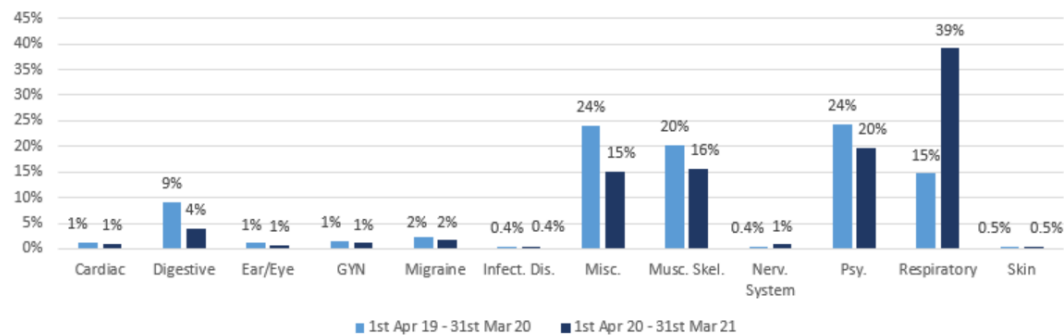
\*WDL are based on any absence that commenced and ended between the period 1<sup>st</sup> April and 31<sup>st</sup> March each year.



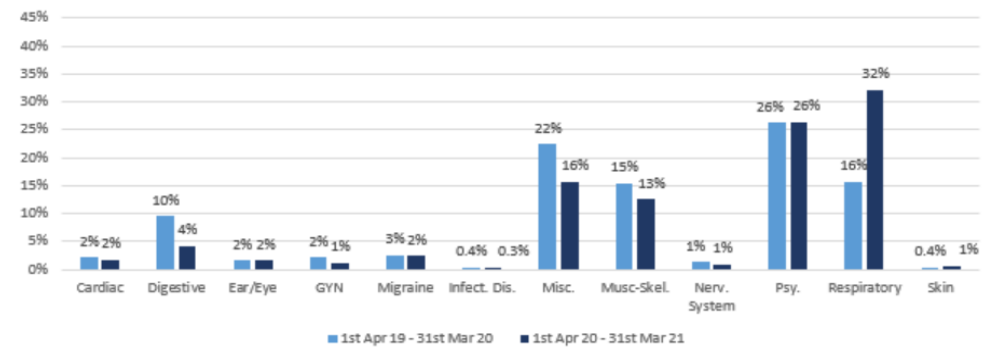
# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Sickness Absence Reasons – Proportion of WDL by Category

Officer - Absence by Category



Staff - Absence by Category



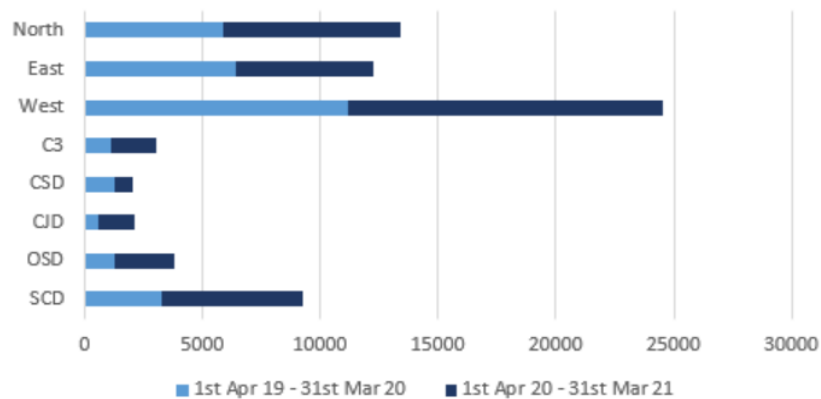
The higher proportion of respiratory illness during 2020/21 is clearly illustrated here. This is of course to be expected during a global respiratory illness pandemic.

The proportion of the higher 2020/21 absence baseline represented by each absence type has decreased in most cases – one notable exception is in Psychological Disorders in the staff group. Maintaining at 26% of the significantly higher 2021/21 absence total suggests a higher prevalence of Psychological Disorders in the Staff group this year.

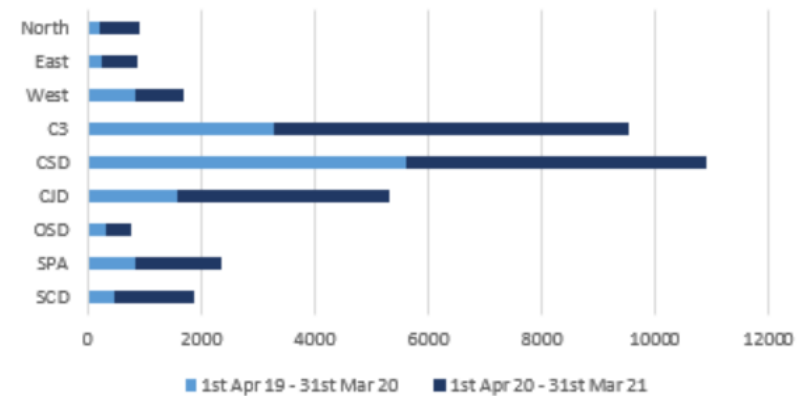
# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Mental Health-Related Absence

Officer - Psychological Disorders 2020/21 vs 2019/20



Staff - Psychological Disorders 2020/21 vs. 2019/20

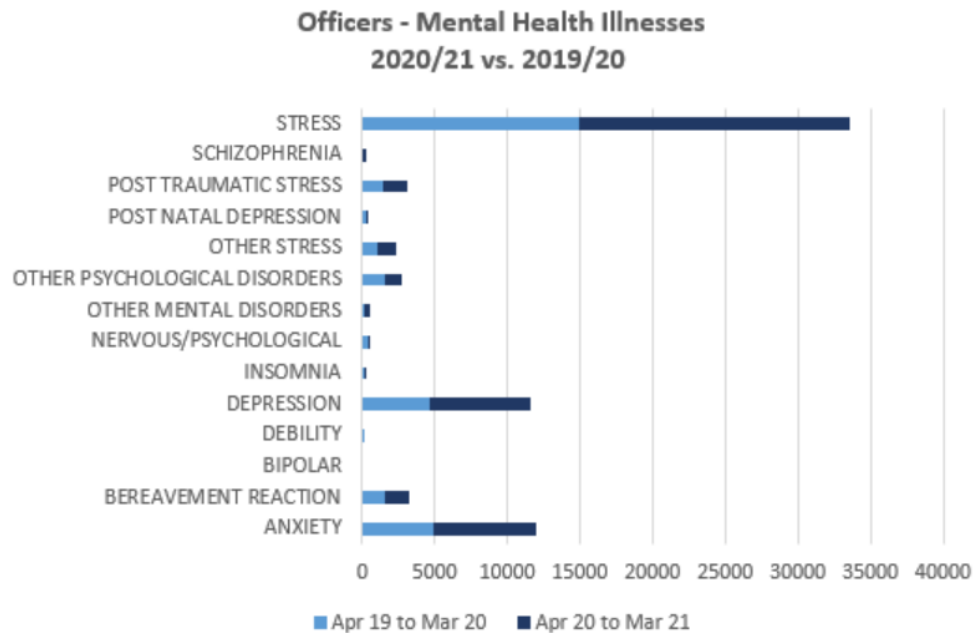


Officer WDL to psychological disorders increased from 31,053 during 2019/20 to 39,354 during 2020/21 (up 26.7%). The largest increases were in CJD (up 968 days, 173%) and OSD (up 1,234 days, 95.6%).

Staff WDL to psychological disorders increased from 13,502 during 2019/20 to 20,782 during 2020/21 (up 53.9%). The largest increases were in LP North (up 491 days, 220%) and SCD (up 956 days, 209%).

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Mental Health-Related Absence – Officer Detail



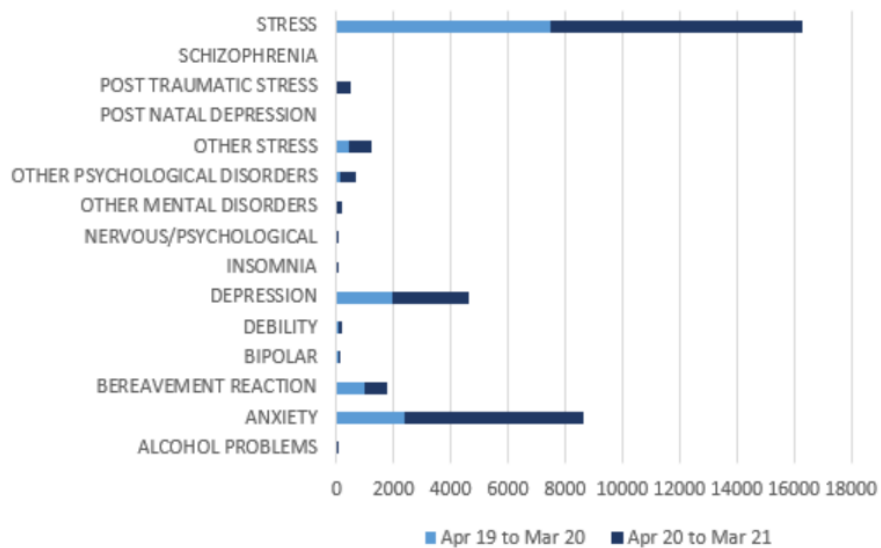
The Psychological Disorder absence category breaks down into individual components, shown here for Officer absence.

The highest proportion of WDL for officers relates to Stress, which has increased by 3,732 days (**25%**).

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Mental Health-Related Absence – Staff Detail

Staff - Mental Health Illnesses  
2020/21 vs. 2019/20



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

As with the Officer cohort, the highest proportion of WDL for staff relates to Stress, which has increased by 1,346 days (**18%**).

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Outstanding Return to Work Interviews

Outstanding Return to Work Interviews at  
31/03/21:-  
**2,817**

782 return to work interviews were signed by line managers for absences during the financial year 2020/21.

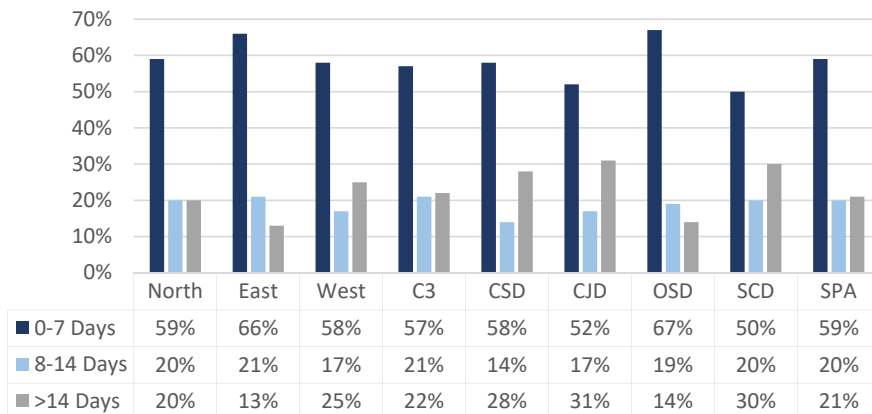
Of these :-

- 468 (60%) were completed within 7\* days of return
- 143 (18%) were completed between 8 and 14 days of return
- 171 (22%) were completed more than 14 days after return

2,817 RTW interviews remain incomplete (1,341 for officers and 1,476 for staff). 37% have been outstanding for more than 6 months, and will be expunged to allow clearer ongoing monitoring.

*\*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.*

Proportion of RTW interviews by days to complete  
1<sup>st</sup> April 2020 to 31<sup>st</sup> March 2021



# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## TOIL & RRRD Balances

TOIL Balances

**41,219 hrs**



Down **13%**  
against TOIL  
balances at  
31/03/20

RRRD Balances

**46,318 days**



Up **7%**  
against RRRD  
balances at  
31/03/20

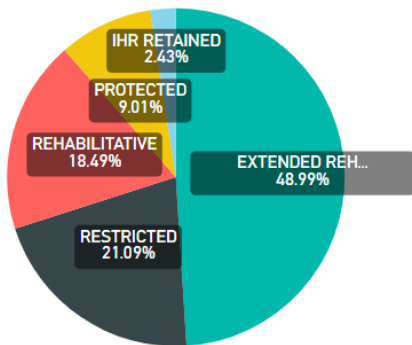
TOIL Balances currently stand at **6,893** hours for officers and **34,326** for staff, with an approximate total pay value of **£770k**

RRRD Balances - there are currently **43,291** RRRD for officers and **3,027** for staff, with an approximate total pay value of **£8.71m**

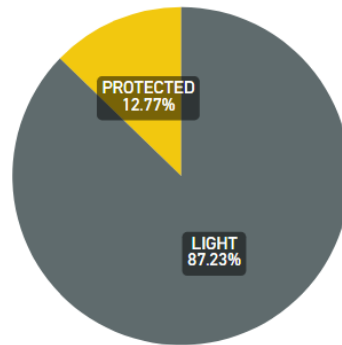
# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Modified Duties

Mod Duty Type - Officers

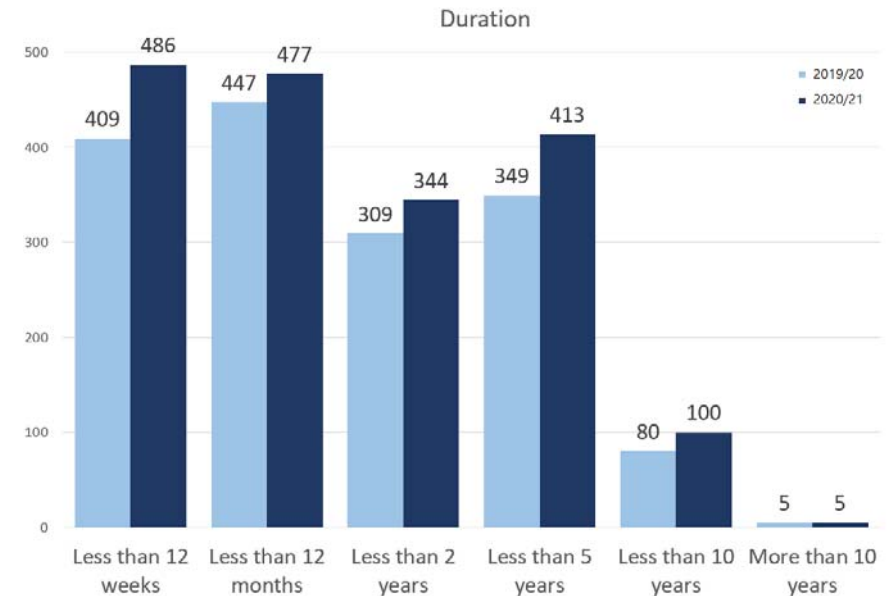


Mod Duty Type - Staff



34.5% of Officer and 31.1% of Staff Modified Duties either do not have or are past review date.

Modified Duties past review date have decreased 41.9% since 2019/20.



Modified Duties have generally become longer-running in 2020/21.

518 Modified Duties (28%) have lasted 2+ years  
105 Modified Duties (5.75%) have lasted 5+ years

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There has been an **increase** in Modified Duties between 2019/20 and 2020-21 across both groups: **209** (13.7% increase) Officers, and **21** (28.7% increase) Staff.

Mod Duty Type	PSI Count		Change	Mod Duty Type	PSI Count		Change
	Mar 2020	Mar 2021			Mar 2020	Mar 2021	
EXTENDED REHABILITATIVE	581	848	267	EXTENDED REHABILITATIVE	0	0	0
IHR RETAINED	40	42	2	LIGHT	57	82	25
PROTECTED	138	160	22	PROTECTED	5	12	7
REHABILITATIVE	334	320	-14	REHABILITATIVE	11	0	-11
RESTRICTED	433	365	-68	<b>TOTAL</b>	<b>73</b>	<b>94</b>	<b>21</b>
<b>TOTAL</b>	<b>1526</b>	<b>1735</b>	<b>209</b>				

# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## SCoPE Anomalies - Modified Duties

**Force**



Total Modified

**1847**

Down 2.7%

Officers: 1694

Special Constables: 23

Probationers: 34

Staff: 96

Data Anomalies

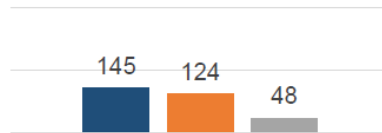
**1165**

01 April 2021

Decreased From

**2158**

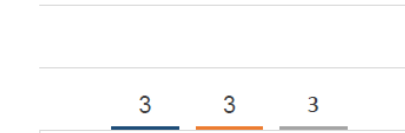
18 Jan 2021



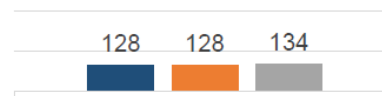
Protected Duties: End Date Missing



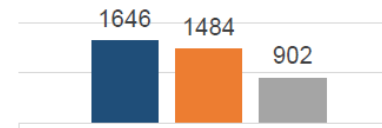
Protected Duties: On Service Break



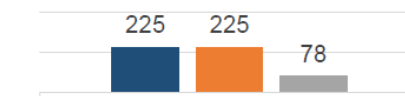
IHR: Requiring Permanent Post



Ex Rehab: Requiring Permanent Post

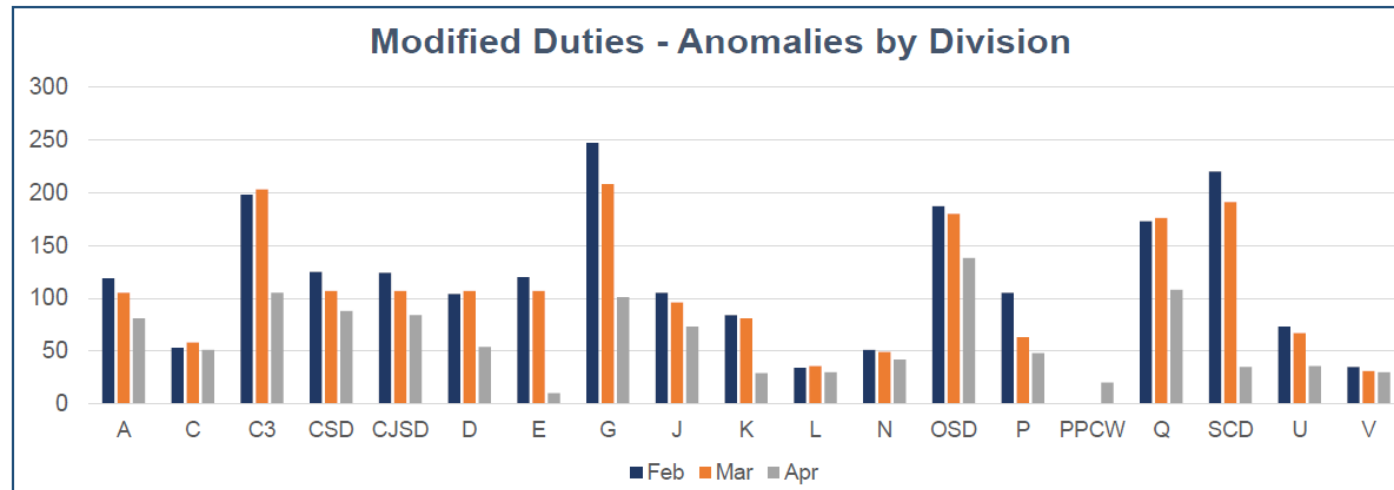


Review Date: Approaching, Overdue, Missing



Rehab Duties: Breaching 12 weeks

### Modified Duties - Anomalies by Division





# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## Annual Leave Utilisation

100.0%

% Year Complete

Remaini... 4.01%

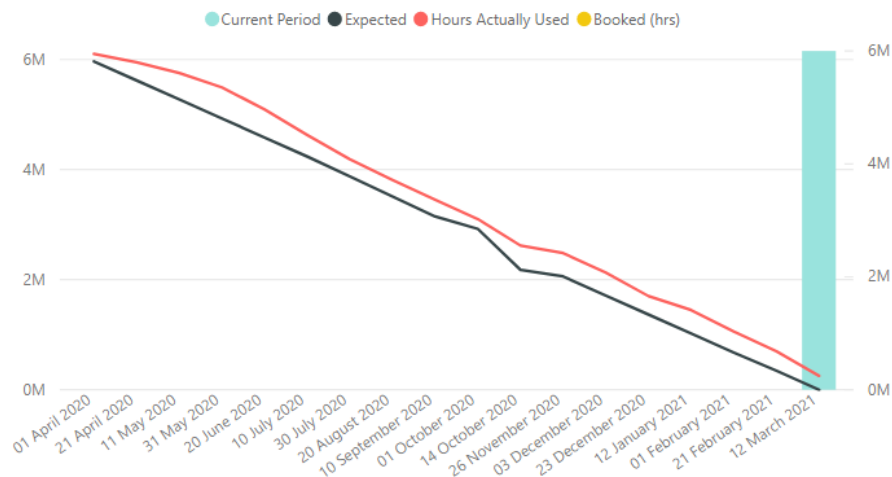


Used (hrs) 95.99%

Annual Leave

4.01%

underutilised



**4.01%** of annual leave was unused at the close of the leave year (31 March 2021), creating a rollover of 0.25 million hours entitlement.

Analysis of rank and grade allows a cost projection based on this of approximately \***£5.87m** of 2020/2021 leave liability rolling into the 2021/2022 leave year.

*\*Excludes ACC, Director roles and above*

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# People & Development Year End Dashboard – 31<sup>st</sup> March 2021

## SCoPE Anomalies

**Force**



### High Risk HR Data Anomalies

Financial Risk to Individual or Organisation

**6,330**

10 MAR 2021

Decreased To

**5999**

21 APR 2021

