SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Meeting	SPA People Committee
Date	25 February 2025
Location	MS Teams
Title of Paper	Q3 Workforce Dashboard
Presented By	Katy Miller, Director of People & Development
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – 2024/25 Q3 Strategic Dashboard

PURPOSE

The purpose of this report is to provide Members with an update on the Police Scotland workforce as at Q3 of financial year 2024/25.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

1.1   The attached report is the third strategic dashboard 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 2023.

1.2   It 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 driving forward with strategic activity included in the above strategic plans that are intended to impact positively on the workforce.

2. FURTHER DETAIL ON REPORTING TOPIC

2.1   Aligning to the methodology of the Force Performance Framework, these dashboards show Police Scotland workforce data only. The format of the report is thematic, with the data presented, as well as available analysis and insights, aligned to the six outcomes outlined across both the People Strategy and Strategic Workforce Plan.

2.2   The report also updates on ongoing activity detailed in our Year 1 People Strategy and Strategic Workforce Plan (SWP) implementation plans presented to People Committee members in May 2024. Much of the activity also aligns to the Annual Police Plan, People and Performance Plan and Policing Together Strategy implementation plan.

2.3   Activity contained within the report will also impact positively on addressing the findings and management actions articulated in the HMICS Thematic Inspection of Organisational Culture in Police Scotland December 2023 as People Cultural Indicators.

2.4   The attached report looks back at quarter three of financial year 2024-25 and Members are invited to discuss the content of this report.

NEXT STEPS

2.5   The first annual Fair Work assessment set out a need to ensure the People Strategy/SWP was supported with outcome focused measures/KPIs to better enable outcome focused reporting and an evidence-based approach to prioritisation.

Positively, the initial iteration of the dashboards has been developed to align measures to the strategic outcomes within the People Strategy and SWP and includes a greater focus on analysis and insight than the previous approach to reporting of workforce data. See Appendix A.

2.6   As part of an iterative approach to improvement there is an ongoing focus on the need to:

- ensure full alignment between the dashboards and the workforce metrics contained within the Performance Framework, and that measures reported are the best fit for purpose,

- ensure other sources of evidence are considered alongside the workforce metrics (i.e. the need to align survey results to strategic outcomes),

- build capacity and capability within People and Development to support continuous improvement in the translation of data/evidence into meaningful insight and proposed action,

- outline and develop plans to address system related gaps/barriers preventing effective and efficient outcome focused measurement and reporting.

2.7   This work is important because it will allow for the ability to assess the extent activity is having on the desired impact, therefore allowing for an evidence-based assessment of policing's delivery of Fair Work.

2.8   Work is ongoing to reset People Committee reporting. A briefing session with Members took place on 27 January 2025 regarding reset principles, a thematic reporting approach, evolution of these strategic dashboards, the transitional approach and a reset workplan. Work to deliver the action request PC – 20240530- 001 that "future reports build on improved insight reporting and provide disaggregated data for specific areas to allow further analysis of how individual business areas compare with the entire organisation. List of areas for future focus to be considered by the committee" will be completed as per the reset principles and timeframes being progressed.

CONCLUSION

2.9   Members are invited to discuss the 2024/25 Q3 Strategic Dashboard attached as Appendix A.

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

Quarter 3 2024/25

At a Glance - 2024/25 – Q3

Employees

Officers FTE
16507.50

PY	PQ
16,362.75	16,426.73

Staff FTE
5156.25

PY	PQ
5,225.16	5,074.78

Special Constable Nos
388

PY	PQ
392	393

Police Post Occupancy Rate
96.81%
Police Staff Post Occupancy Rate
97.39%

Hiring

Police Hires
255

PY	PQ
1	385

Staff Hires
173

PY	PQ
53	106

Police Officer Promotions
63

PY	PQ
118	154

Police Staff Promotions
97

PY	PQ
66	75

Leavers

Vol Leavers (Excl. Retirement)
114

PY	PQ
132	195

Turnover
1.18%

PY	PQ
1.50%	1.50%

Main reasons for leaving

Reason	POLICE	STAFF
RESIGNATION	57	36
RETIRAL	110	33
TRANSFER	11	9

Exit Survey
27%
Of leavers completed.

Availability

Absence
AWDL YTD	WDL%
10.9	7.3%

PY	PY
10.4	7.3%

Cost of Absence
£22M

Abstractions
Avg Remaining Hours
Officers – 68.82%
Staff – 75.63%

% Employees on FWP
24.55%

PY	PQ
22.64%	24.22%

Training

Avg Training Days
6.45

PY	PQ
4.24	3.72

Completion Rates
88.65%

PY	PQ
88.55%	85.66%

Attendance Rates
89.08%

PY	PQ
88.86%	86.03%

OST Out of Card
20.02%

PQ
31.33%

Wellbeing

New Grievances Submitted
28

PY	PQ
29	37

Assaults on Staff & Officers
1613

PY	PQ
1695	2002

Rest Days Cancelled
32,260

PY	PQ
28,813	35,534

Duty Modifications
Officers	Staff
2157	124

PQ	PQ
2072	132

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

Key Data, Trends and Benchmarks
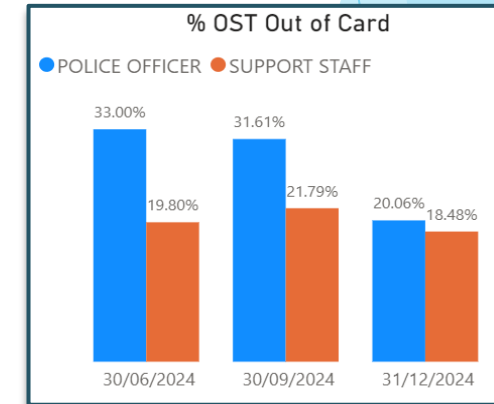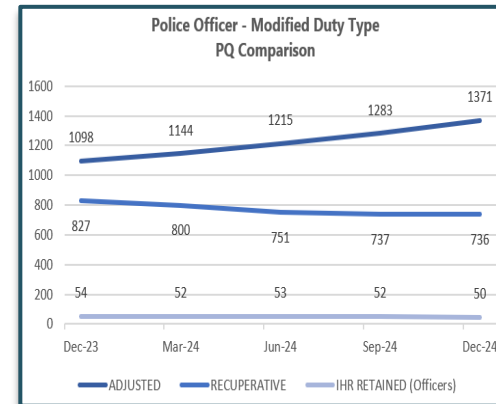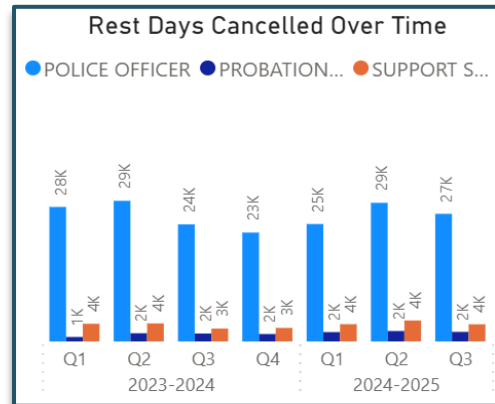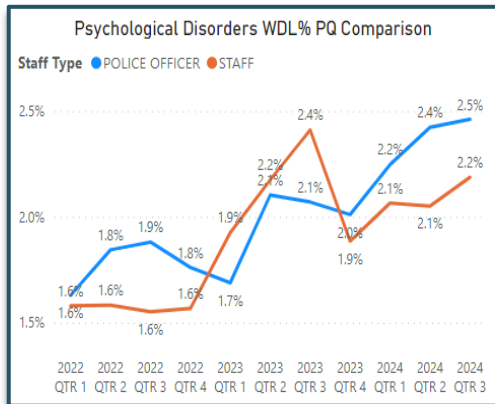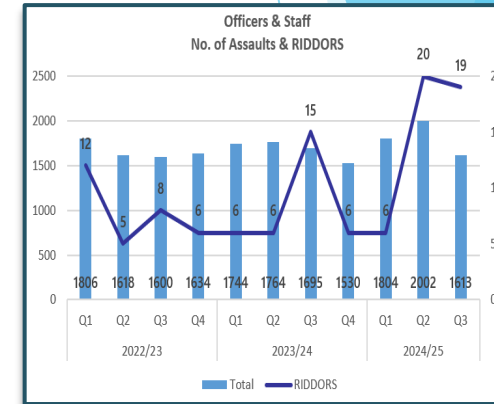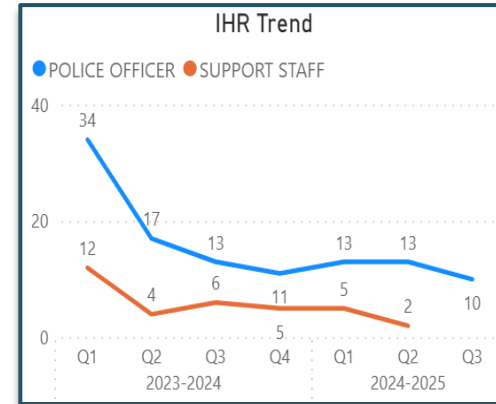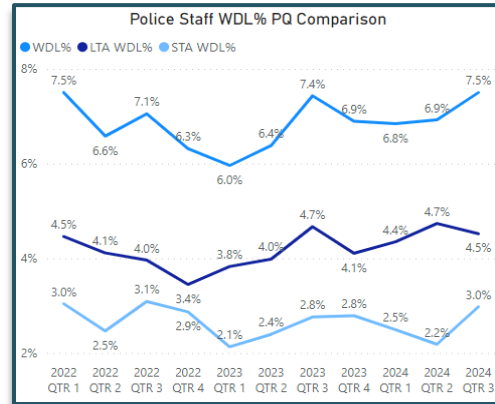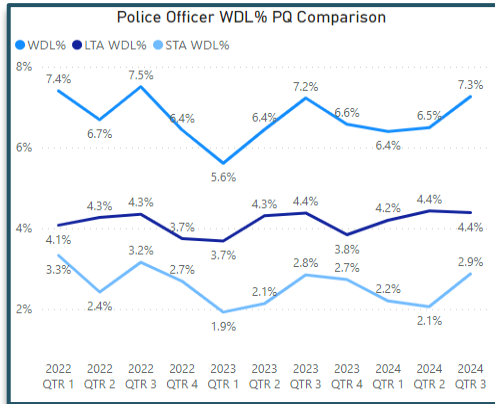
People Strategy Objective 1 - Insight, Analysis & Activity

One of the Chief Constable's top 3 priorities is to support our workforce's wellbeing. Absence levels impact the strength of our workforce.

Managing absence
This quarter records a 0.6% increase in working days lost (WDL) in comparison to last quarter. This increase is because of an increase in short term absences, contributing the largest factor is a 0.4% increase in the respiratory illnesses' absence category. This spike in WDL% is to be expected in Q3 when comparing to quarterly trends over previous years and is linked to cold and flu absences.

In Q3, the top 3 reasons for long-term absence (LTAs), for both employee types, are Psychological Disorders, Musculo-skeletal and Miscellaneous.

We work tirelessly to help keep our people healthy, whilst managing absence robustly across the service to support those on sick leave. We will produce a more detailed and analytical absence report in due course.

Supporting our workforce's wellbeing
Our Wellbeing and Health & Safety teams work hard to offer a suite of offerings to keep our people healthy and prevent ill-health and injury. The Q3 Health and Wellbeing Report at agenda item 2.1 provides substantive updates against key pieces of work. Since April we have new and improved contracts in place for our occupational health (OH) and employee assistance programmes (EAP).

Early data tells us that our new occupational health provision has received 3501 service requests. Over half of these (55.6%, #1947) were for advice to support the management of absence, attendance at work or understand an employee's capability to work. Performance data tells us that over 80% of these calls were successfully completed.

Since April we have had 1287 contact with our employee assistance programme, with 3529 sessions of support offered in a variety of formats. The chart to the right displays outcomes after therapy, and evidences that clients are experiencing positive outcomes.

SPA / Police Scotland
Outcomes after Therapy

Individual · No change · Negative change · Reliable positive change
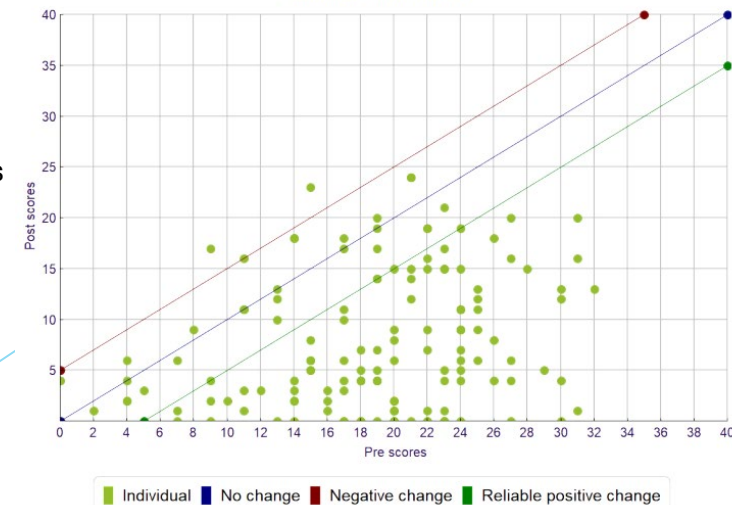
People Strategy Objective 1 - Insight, Analysis & Activity contd...

Policy Prioritisation 2025/26
On November 27, 2023, the People Committee approved a structured approach to the prioritisation of reviewing and developing employment policy through a Rational Decision-Making Model. As we approach the next financial year, we have again utilised this model to provide a structured approach to policy development and to ensure we have an appropriate method for managing activity that is aligned to the right priorities. We have developed a proposed list of policies and procedures for review and development in 2025/26 and are now consulting with key stakeholders on these. Agreed priorities for the forthcoming financial year will be shared with members following conclusion of the consultation process.

Supporting safe working environments and practices
The number of assaults reported in Q3 has decreased for the first time since the beginning of 2024-25. In comparison to the same quarter in previous years it trends that a reduction in assaults recorded in Q3 is typical after Q2. The number of RIDDORS recorded remain at an elevated level when comparing against previous year data. Further information on this will be available in the Health & Safety Report at agenda item 4.1

The percentage of officers and staff with their OST out of card is at its lowest point year to date so far, with an 11.55% reduction in comparison to last quarter. This is due to the strategic oversight and management through our People Board, and their decision that, as of 1 March 2025, any officer or police staff member who has failed to recertify in the preceding 12-month period will have their authority to deploy in an operational capacity withdrawn.

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

Key Data, Trends and Benchmarks
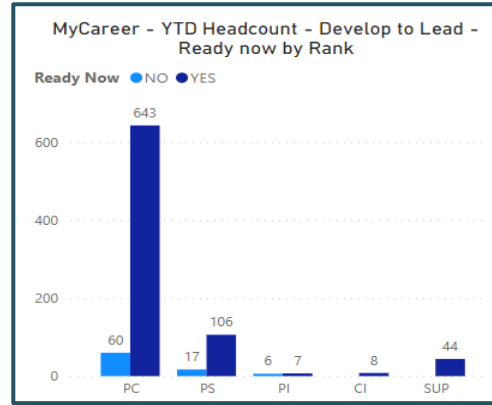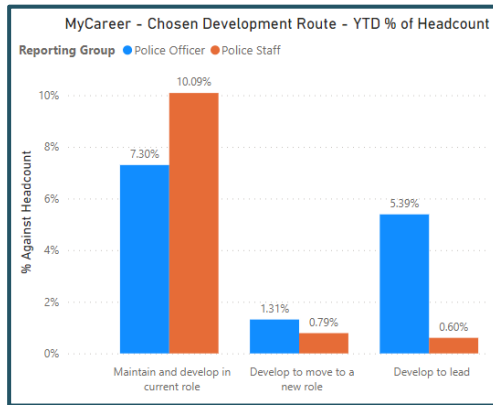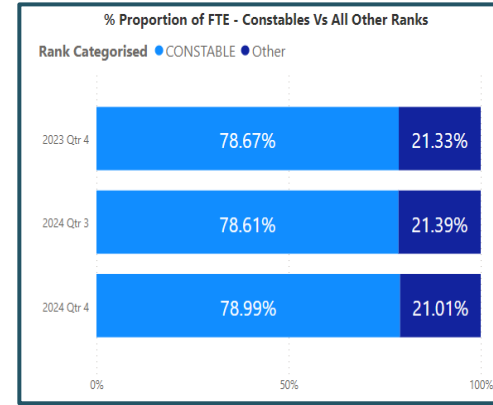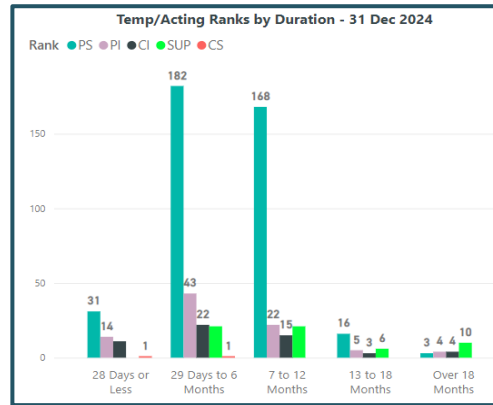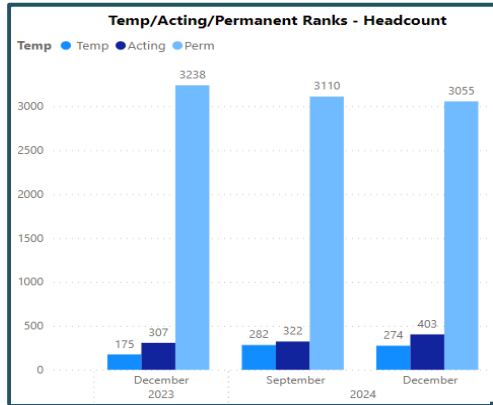
People Strategy Objective 2 - Insight, Analysis & Activity

Our people are the driving force behind the success of policing in Scotland. Our people work in high pressure, dynamic environments where they need to demonstrate leadership and sound judgement in challenging circumstances. We understand that keeping our managers fully trained and developed in terms of people skills is of great importance to ensure effective management of our workforce.

A detailed description of activity and impact of our range of leadership development offerings can department and the Bi-annual Leadership & Talent update at agenda item 3.2 of this Committee.

Enhancing colleague engagement though our Your Voice Matters survey
Results from our colleague engagement survey were recently published and local results communicated. The survey, conducted by Progressive Partnership, opened on 1 July 2024 for a period of eight weeks. In total, 11424 responses were received which is an overall response rate of 51%. This is an increase of 20 percentage points on the 2021 survey. Work is progressing at pace to provide detailed insights to local commanders and business leads who will communicate with the results in their division or department and decide how they will act on what officers and staff told us.

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

Key Data, Trends and Benchmarks
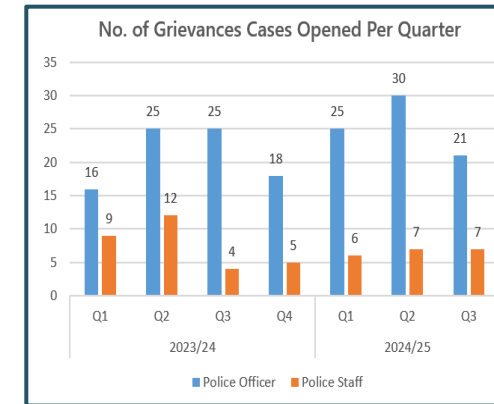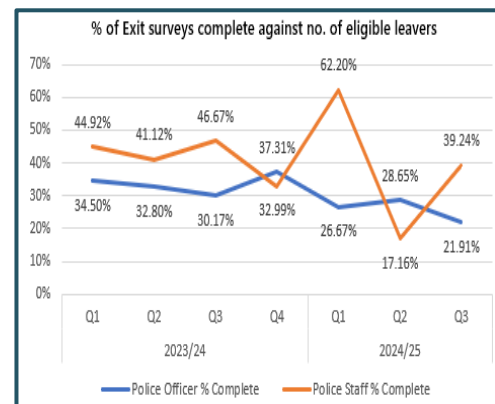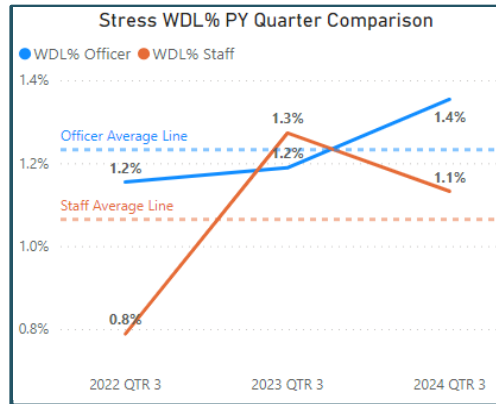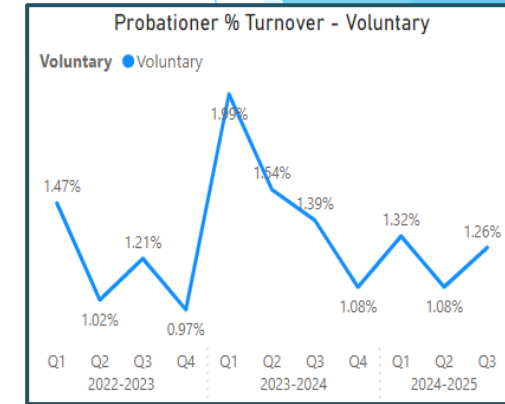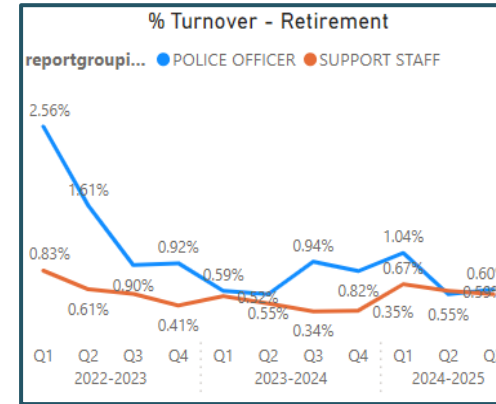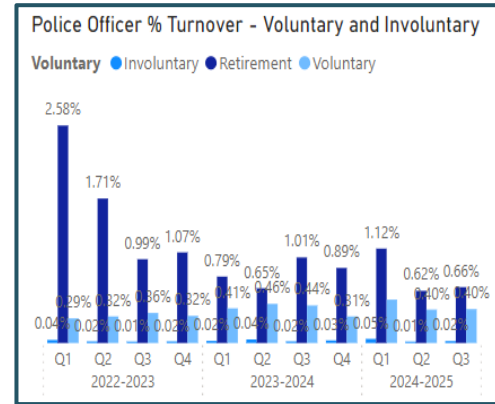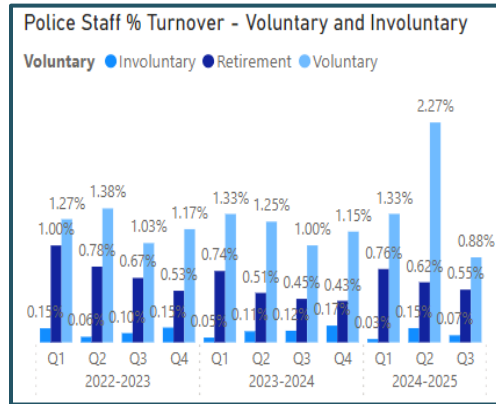
People Strategy Objective 3 - Insight, Analysis & Activity

Police staff % voluntary turnover is at its lowest point when compared to the previous two years. The fall in voluntary turnover from last quarter is as a result of fewer VR/VER leavers. Police staff turnover this quarter records similar trends when compared to the same quarters in previous years. Police officer turnover remains at a similar level as at Q2 for all leaver types. The % of WDL related to stress sits at 1.4% for officers in the current quarter. Looking at the trend over the same period in previous years, the % WDL has been increasing over time, increasing by 0.2% in compared to the same time last year.

Policing Together
Police Scotland must reflect, represent and serve all our communities, whilst ensuring our values of integrity, fairness, respect and a commitment to upholding human rights remain at the heart of all we do. DCC Professionalism, Strategy and Engagement has commissioned a review of how trans officers are supported throughout their journey with LTD Probationer Training. The review will look at policies/procedures for probationer recruitment and training; wellbeing support functions for trans officers during probationer recruitment/training; reviewing procedures in place around the provisions required for learning; and completion of probationer training.

Grievance resolution and mediation
In Q3, 28 new grievance cases were reported. At the end of Q3, we have 30 trained mediators and a caseload of 15 mediation referrals which is the same as last year's full fiscal year. Recognising our progress within this space, we acknowledge that this is still only a proportion of the overall grievance cases, and more work is needed to further promote this service. We are committed to raising the profile of mediation and we thank the people partners, People Services and People Direct for continuing to advocate this service. To date, 500 managers have received an input on the mediation service, and we are in the process of developing case studies to use within the People Management Development Programme and to use, with the support from Comms colleagues, on the intranet. For complex, protracted grievance cases, we now have a newly appointed small Investigating team consisting of police staff who will support the business in dealing with the increased number of employee relations case to minimise risk and release capacity within divisional management.

Organisational change
Organisational change and restructuring become vital as we move towards a more efficient way of working within an increasingly challenging financial context. We published a new Organisational Change procedure on 06 December 2024, which aims to equip both staff/officers and particularly managers with the knowledge and tools they need to navigate these periods. To support the implementation of the new procedure, we are delivering new training designed to equip managers with the skills to deliver legislatively compliant, people-centred change. This was piloted during December 2024 and January 2025, with full roll-out planned for February 2025 once pilot feedback has been evaluated.

Recruitment
The Recruitment, Promotion & Succession Planning report at agenda item 3.3 provides a more detailed strategic look at recruitment, how the organisation is performing in this critical area of business and identifies the impact of strategic activity and areas of future focus for review and change.

OFFICIAL

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

Key Data, Trends and Benchmarks
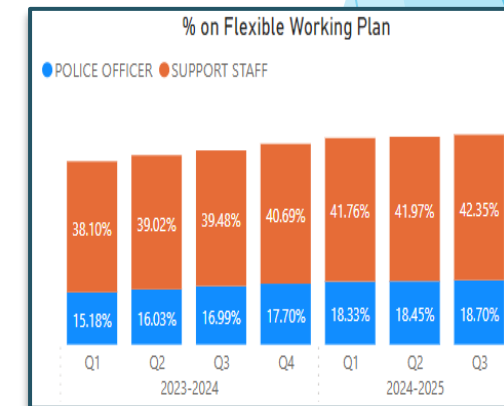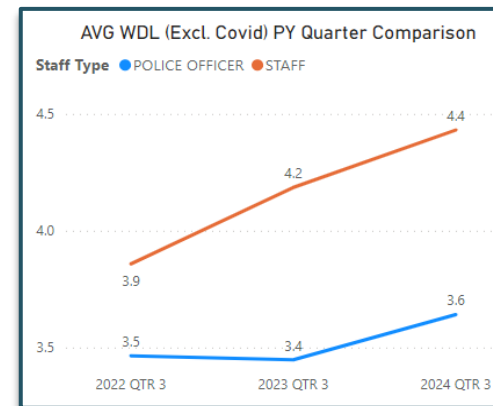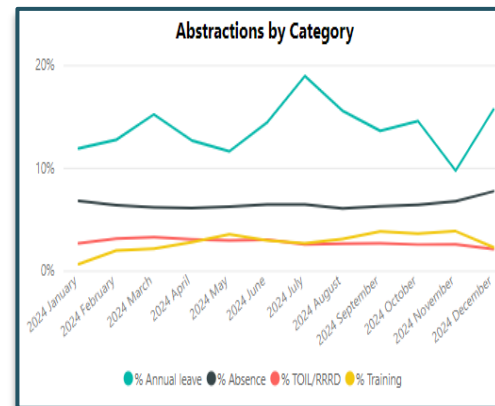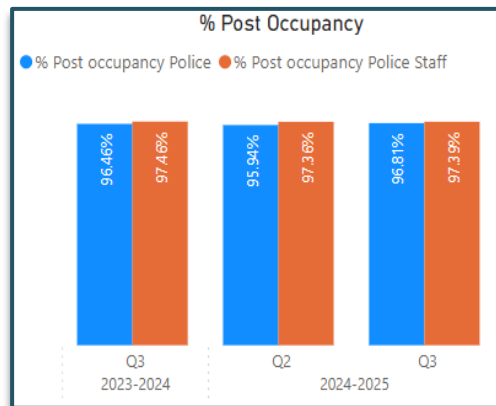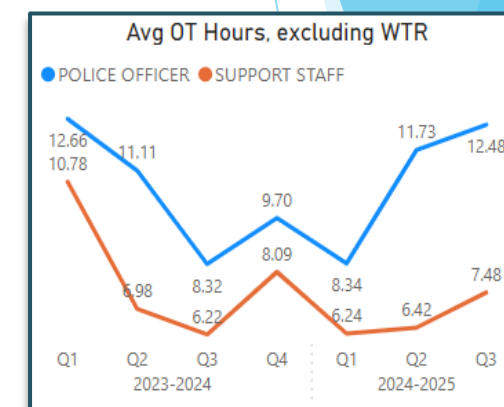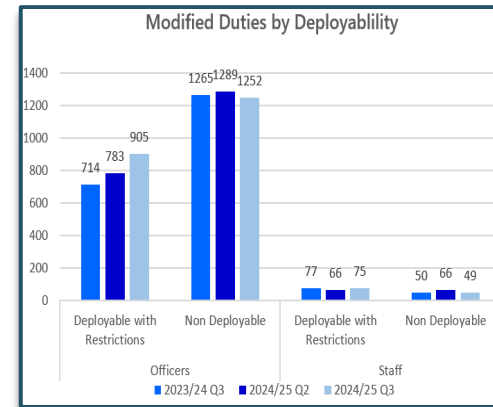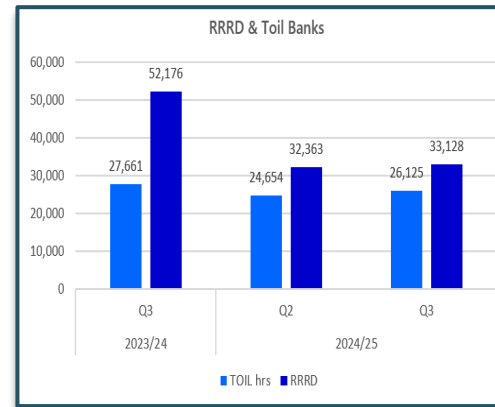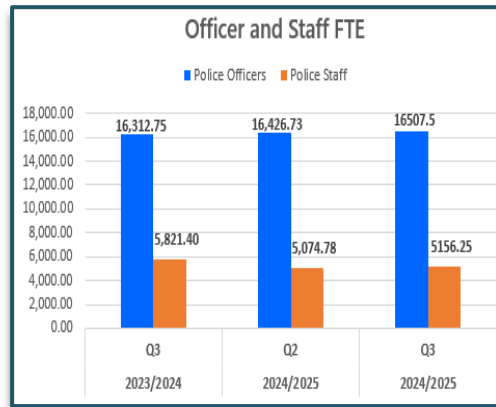
SWP Outcome 1 - Insight, Analysis & Activity

Police Scotland operates in a challenging, and often uncertain, external environment which places significant pressure and demand upon our people and resources. As such, it is crucial that we design and organise our workforce to create capacity and efficiency.

The organisational three-year transformation roadmap known as 'Operation Evolve' is driving a comprehensive and coherent programme of work to design and deliver our target operating model (TOM). With the development of our 2030 vision and the publication of the first of our three-year plans to deliver it, the Service is continuing to progress the next stages of police reform. Our TOM has been developed and signed off by Service Executive and the Chief Constable following an Executive workshop in November 2024. This finalised TOM will factor in the financial settlement for 2025/26, and we expect to present this to SPA Board members soon.

'Time off in lieu' (TOIL) & 're-rostered rest-days' (RRRD)
Levels of both TOIL & RRRD have increased in comparison to the previous quarter but are at a lower level, especially when looking at officer RRRDs, than the previous year.

Two 'Op Evolve' projects being delivered are expected to directly and positive impact TOIL and RRRD as they are rolled out. Consultation has begun via our Force Mobilisation Project on a proposal to change the seven-day shift pattern to a five-week regulation pattern, based on feedback and review of data; and the national roll-out of Body Worn Video which is one of the Chief Constable's Commitments.

Ensuring our officers with duty modifications are meaningfully deployed
In Q3, the number of officers with duty modifications had increased to 2149 officers (compared to 2072 in Q2). Given the aging population of our workforce, it is not unusual to see a rise in requirements for reasonable adjustments. We continue to bed-in our duty modification process which is designed to support the enablement of our workforce into meaningful work. We can see that in Q3 the percentage of officers who are deployable with modifications also increased from 37.8% (783) in Q2 to 40.8% (905). This increase in deployability continues to demonstrate and build on the early positive impact of our work in this area with our National Duty Modifications Panel.

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

Key Data, Trends and Benchmarks
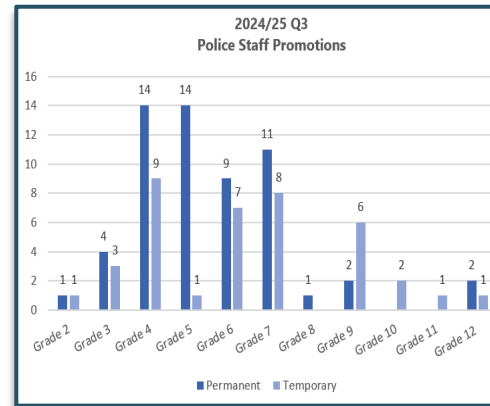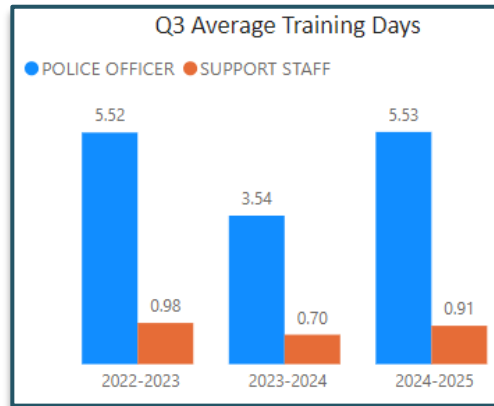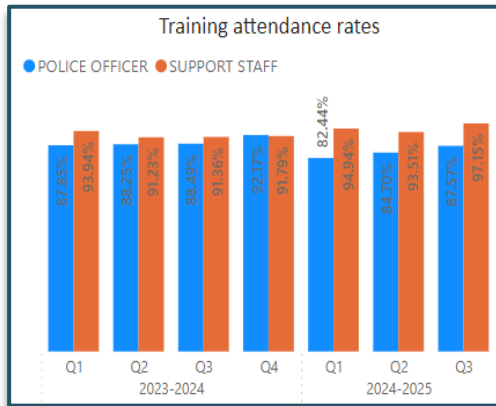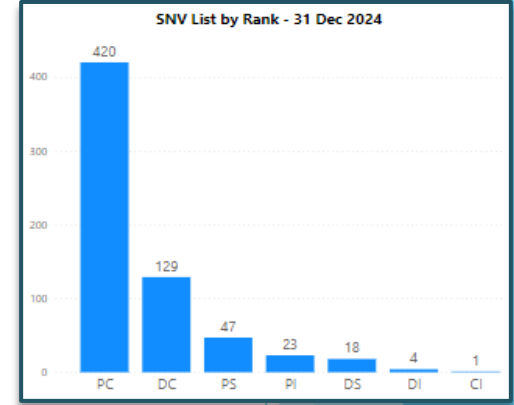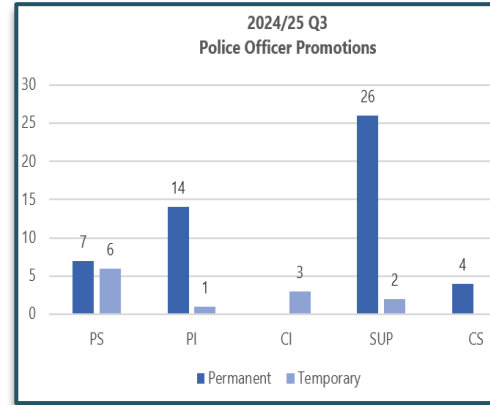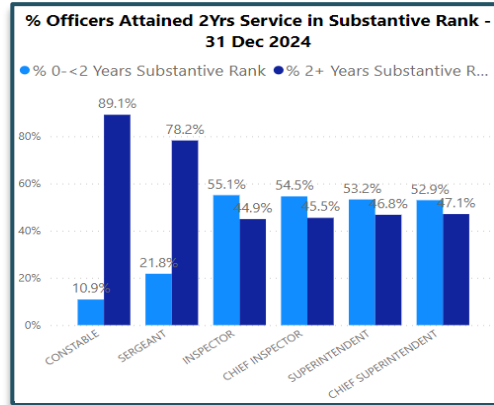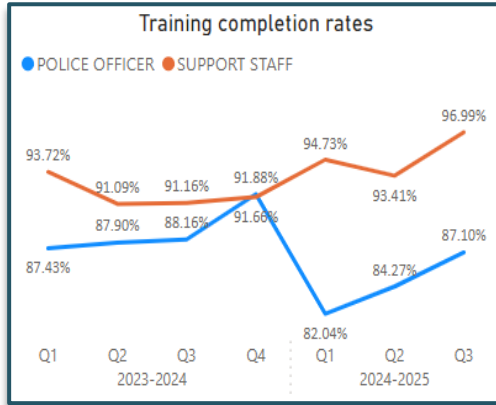
SWP Outcome 2 - Insight, Analysis & Activity

We need to continue to evolve the skill profile of our workforce to ensure the organisation has the skills, capabilities and experiences needed now, and those we can predict we will need in the future. Developing capability in AI is one example. We will do this by working in collaboration with colleagues, trade unions, and our staff associations, ensuring we have clarity on the skills required for our organisation. Police Scotland continues to deliver a significant agenda of organisational training and development across both officers and staff, and we have considerably accelerated our investment in our leaders.

Q3 data shows the average number of days training (which takes account of online training) for police officers and staff has increased in comparison to the position at the same time last year and is in line with the position recorded in Q3 2022/23. Both training completion and attendance rates have increased since last quarter and have been generally trending upwards this year.

Building our pipeline of leaders
We have listened to feedback via promotions workshops, surveys and consultation, and recognise that MyCareer is no longer the best route for colleagues to apply for promotion. Piloting for the first national police promotions panel for 2025, the inspector to chief inspector process, MyCareer will no longer act as the gateway to promotion and will be replaced by an application form. This will allow us to refocus MyCareer back to its intended purpose which is a mechanism to have good quality, structured, and valuable discussions between colleagues and line managers to reflect on the past period, celebrate success, and talk about the colleague's aspirations.

For those newly promoted we are further developing our signature People Management Development Programme. Phase one is currently delivering to just under 3000 sergeants and staff equivalents and continues to evaluate very highly. This will be extended for superintendents through to executive level colleagues, including staff grade 11- 14, totalling 240 in the near future. A programme for all remaining ranks and grades (totalling just over 1500 people) will follow once we have trained our cadre of sergeants and staff equivalents.

Agenda item 3.3 provides a more detailed strategic look at promotions and identifies the impact of strategic activity and areas of future focus for review and change.

SWP Outcome 3 - We attract and retain suitable talent

Key Data, Trends and Benchmarks
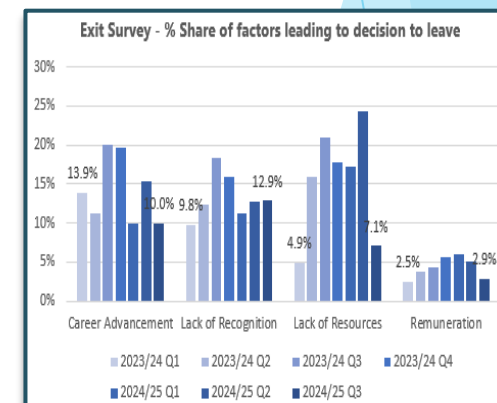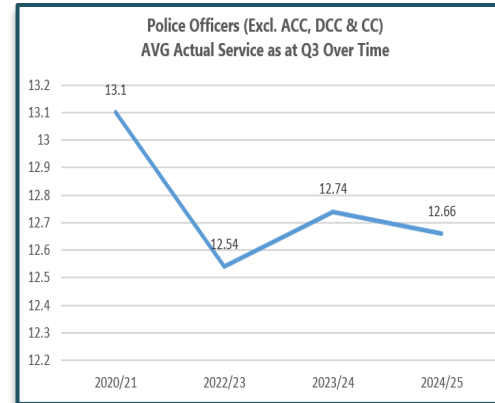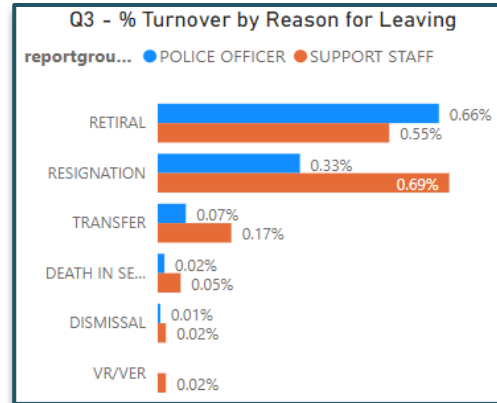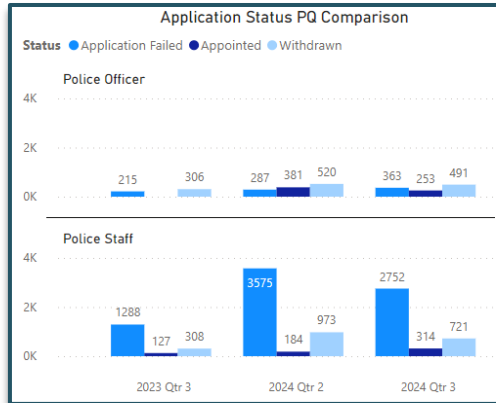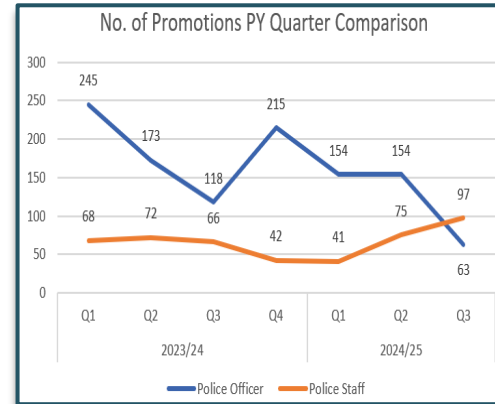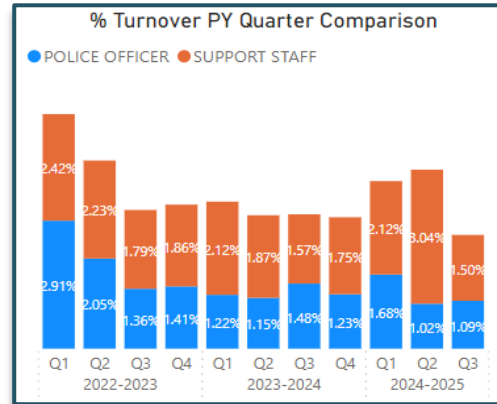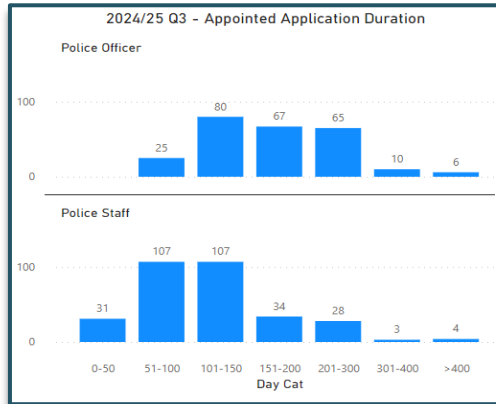
SWP Outcome 3 - Insight, Analysis & Activity

Q3 data shows officer FTE is at its highest point when compared against the previous quarter and the previous year, with an intake of 285 probationers responsible for an FTE increase of 80.77. Staff FTE has increased by 101.47 in comparison to the previous quarter. business and staff recruited sit within the C3 service centre (27) and within PSD (25). Police staff promotions are also at their highest recorded figure when compared to Q1 2023/24.

Increasing our candidate pipeline
At the beginning of September colleagues from Recruitment and Corporate Communications launched our biggest ever campaign to attract new police officers. The campaign aims to attract applicants into our e-recruitment national pipeline with suitable candidates to feed our intake requirements for November, January and March. In total we are looking to recruit around 1300 new officers this financial year, which would be our largest ever total.

We have collaborated with an external consultant to re-brand our campaigns using a more engaging style across a range of channels. A key part is the stories from serving officers who are using their lived experience to explain how they have been able to apply their life skills and experience to the role of police officer and why policing is a job like no other. These real and authentic lived experiences of serving officers makes a huge difference to the quality and authenticity of our efforts to reach the right type of candidate.

Supporting our officers through the promotions process
We have recently undertaken a focussed piece of work to identify where we might be able to evolve our promotions processes. Following review workshops and feedback we are:
* Improving our support and connection with Divisions and Departments to ensure when people are not supported locally that there is a clear rationale and development plan put in place.
* Considering how to improve our appeal process
* Capturing candidate and assessor feedback at the end of every promotions process
* Piloting a new application process
* Improving our outward facing communication
* Setting appropriate expectations with the help of our leaders and managers by sharing the number of posts available at each rank at the start of the process.

Please refer to agenda item 3.3 for a more detailed strategic look at recruitment, promotions and succession planning data, how the organisation is performing in this critical area of business and identifies the impact of strategic activity and areas of future focus for review and change.