



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>27 November 2024</b>
<b>Location</b>	<b>MS Teams</b>
<b>Title of Paper</b>	<b>Q2 Workforce Dashboard</b>
<b>Presented By</b>	<b>Nicky Page, Head of Human Resources</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A – 2024/25 Q2 Strategic Dashboard</b>

**PURPOSE**

The purpose of this report is to provide Members with an update on the Police Scotland workforce as at Q2 of financial year 2024/25.

Members are invited to discuss the contents of this paper.

## **1. BACKGROUND**

- 1.1 The attached report is the second 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 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 implementation plans presented to People Committee members in May this year. 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 two 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 the desired impact therefore allowing for an evidence-based assessment of policing's delivery of Fair Work.

### **CONCLUSION**

2.8 Members are invited to discuss the 2024/25 Q2 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.

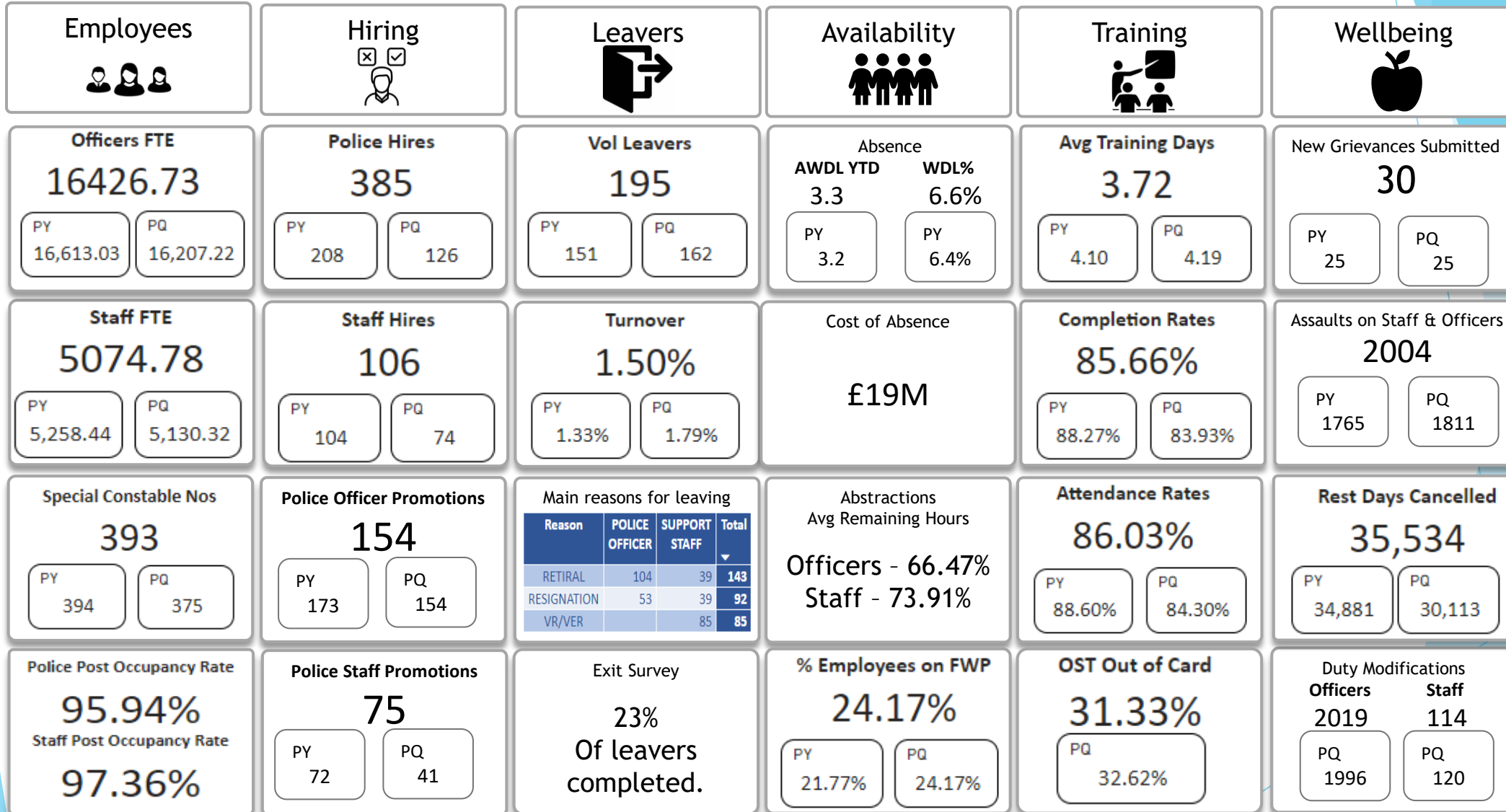


Strategic  
Workforce Planning

# Police Scotland Strategic Dashboard

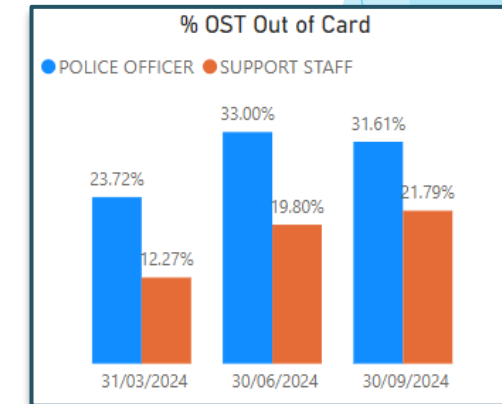
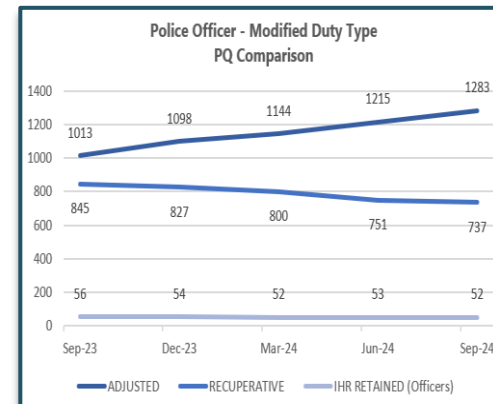
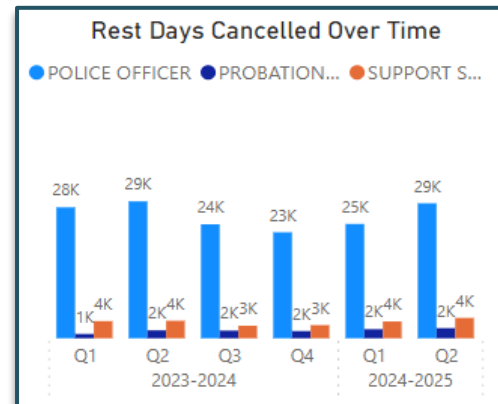
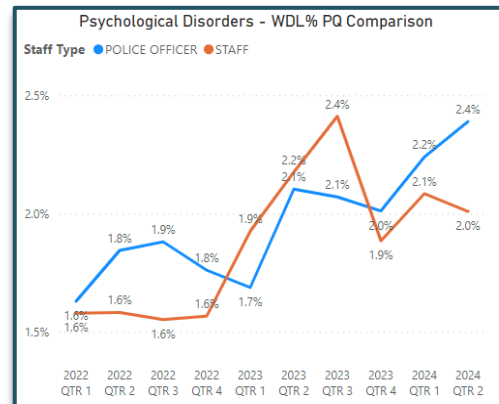
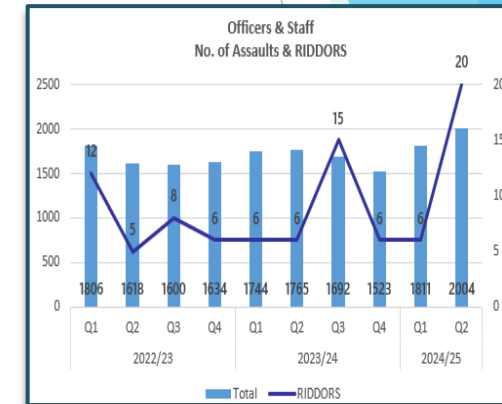
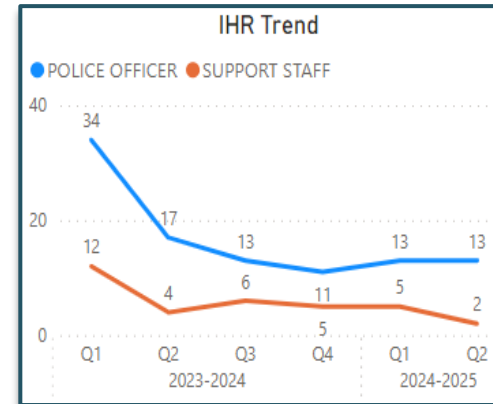
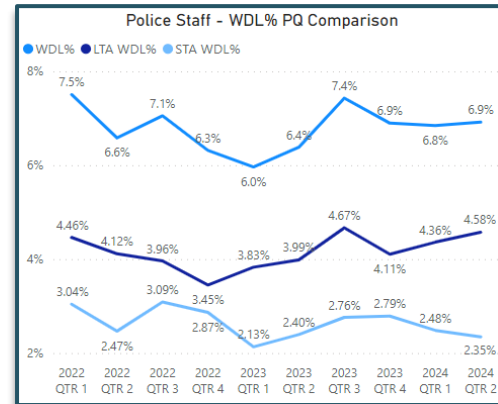
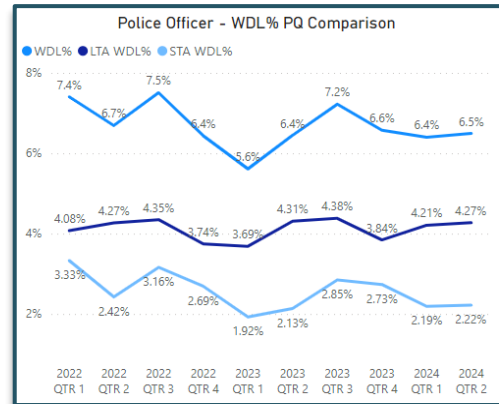
Quarter 2 2024/25

# At a Glance - 2024/25 – Q2



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

## Key Data, Trends and Benchmarks



# People Strategy Objective 1 - 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, there is no significant change in working days lost (WDL)% compared to last quarter with only small % increases recorded when looking at the total absences and a breakdown of long-term absence (LTA) or short-term absence (STA). For the Psychological Disorder absence category, comparing Q2 to the previous year shows there has been an increase of +0.3% for police officers and a decrease of -0.2% for police staff. In Q2, the top 3 reasons for LTAs, for both officers and staff were Psychological Disorders, Musculo-skeletal and Miscellaneous. This is a long-standing pattern over time.

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.

Every local senior management team has access to dynamic dashboards providing local absence data. This can be interrogated to show local trends and hotspots, to give an understanding of what absence looks like locally. Our People Partners work closely with Command teams to identify areas of concern and take appropriate action to support staff who are absent, to keep our absence levels to a minimum. Where people who are absent need support, we have a comprehensive range of interventions, including our employee assistance and occupational health programmes.

## **Supporting our workforce's wellbeing**

Our Wellbeing and Health & Safety teams also work hard to offer a suite of offerings to keep our people healthy and prevent ill-health and injury. 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 had 3180 touch points with Occupational Health through management referrals since 01 April.
- supported increase numbers of physiotherapy assessments and treatments – 1249 since 01 April.
- had 2140 accounts created since 03 September to the new OH portal.



# People Strategy Objective 1 - Insight, Analysis & Activity

Early data tells us that since 01 April, for our Employee Assistance Programme:

- 92% of clients receiving therapy were experiencing positive outcomes after the therapy.
- we have had 901 officer and staff contacts with the EAP service.
- 2507 sessions of support have been delivered, these vary from in-the-moment support via telephone, to virtual and face to face.
- now includes more specialist support in the form of Pure Cognitive Behavioural Therapy (CBT) and Eye Movement Desensitisation and Reprocessing therapy (EMDR) with over 90 sessions delivered to officers and staff.

## **Supporting early resolution of workplace issues**

Our refreshed mediation service launched in Q2. Whilst still in its infancy, this service ensures mediation can be used as part of our work towards creating a positive workplace. Since 01 April 2024:

- we have had 12 referrals for mediation (compared to five in total the previous year).
- 25% of these have led to successful outcomes, with a further 25% of grievances either in progress or paused due to absence.
- 42% of mediations were deemed to no longer be required – all because of one or both parties moving roles. Mediators encouraged participants to continue but this was unsupported.
- Only one (8%) mediation has been deemed unresolved.

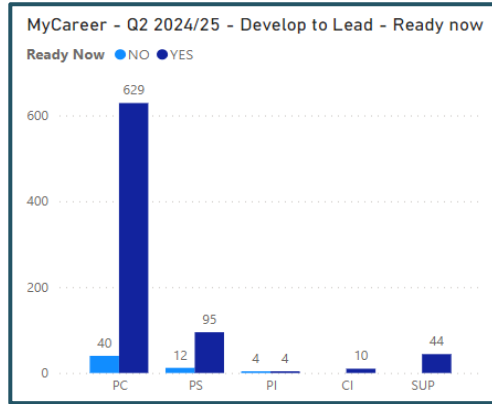
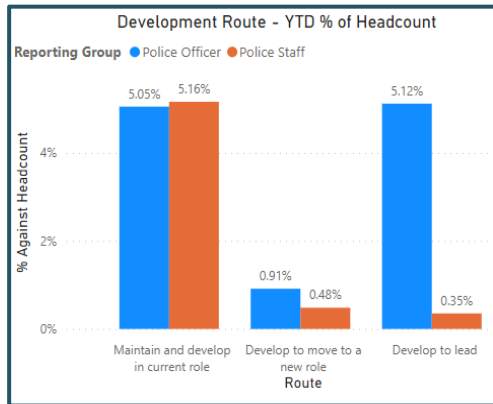
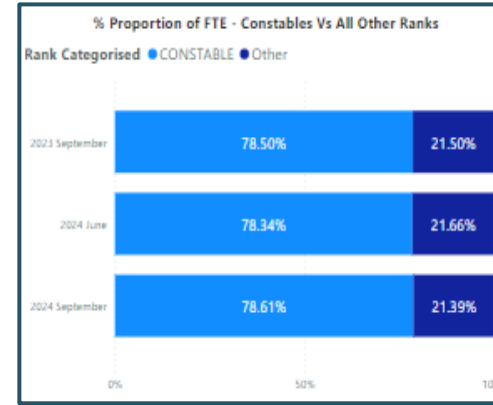
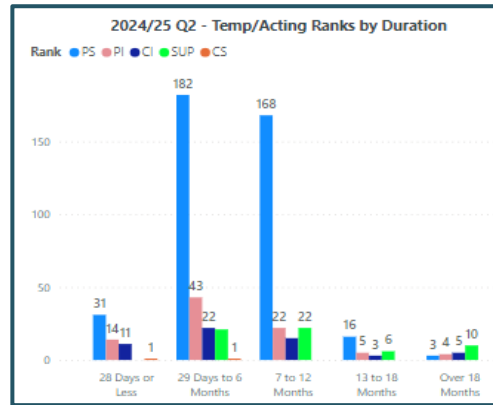
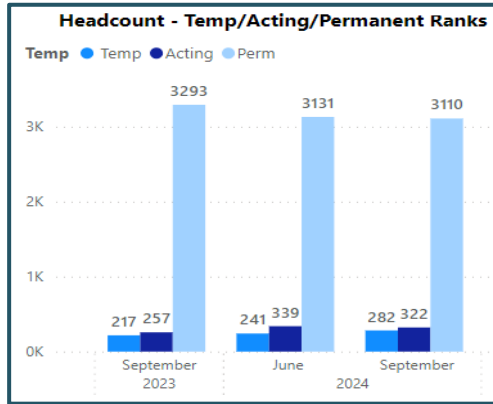
67% of mediations were required due to either communication issues or breakdown of relationships. This shows an opportunity to influence core people management development programmes to focus more heavily on what good communication looks like and how to deal with breakdowns in relationships.

## **Supporting safe working environments and practices**

Q2 has recorded the highest number of reported RIDDORS and assaults when compared to the previous two years. Further information on this will be available at agenda item 4. Data for this quarter also has begun to show a decrease in the percentage of officers who are out of card in their Officer Safety Training (OST), however the percentage of staff out of card has increased in comparison to last quarter. This is managed strategically through the People Board, and information is forthcoming to Committee about the plan and timeframe to address the related Committee action PC – 20240530-003. Further information is also provided on slide 14.

# People Strategy Objective 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. A strong, stable and supported workforce is critical to successful service delivery. 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.

## **Enabling new leaders with our People Management Development Programme (PMDP)**

The People Management Development Programme (PMDP) is designed to develop key people management skills of all our new leaders across the organisation. We are currently in the first of 3 phases, and this is for sergeants and staff grades 4-7 who have people management responsibility. As of 18 October 2024, we have trained 997 (34%) of the total phase 1 population (2959). This equates to 21% of the total population of all people managers who will participate across the three phases. It is projected that phase 1 will complete around mid-May 2026. However, each promotion parade impacts on the total population and therefore on our projections.

The six-month evaluation report shows positive impact of the programme:

- 87% of respondents believe the training is relevant to them and their role.
- 84% of respondents believe they will be able to apply the skills, knowledge, and understanding gained in the workplace.
- 80% of respondents say they feel more confident and competent after attending the training.
- 70% of respondents would recommend the course to a colleague.
- 89% of respondents believe the learning outcomes were clearly defined and met.

## **Emphasising our values and culture through our Your Leadership Matters Programme (YLM)**

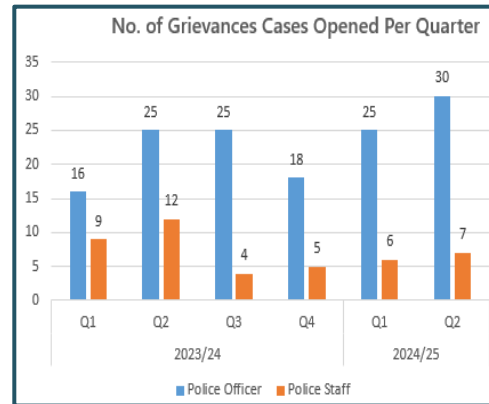
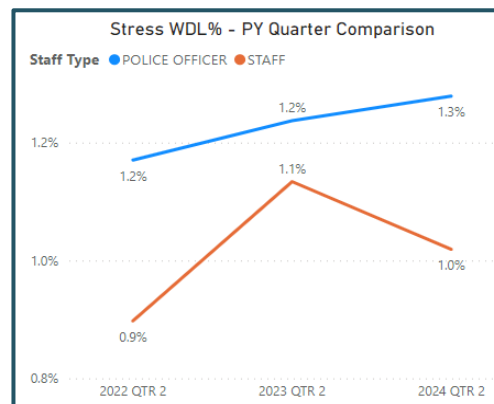
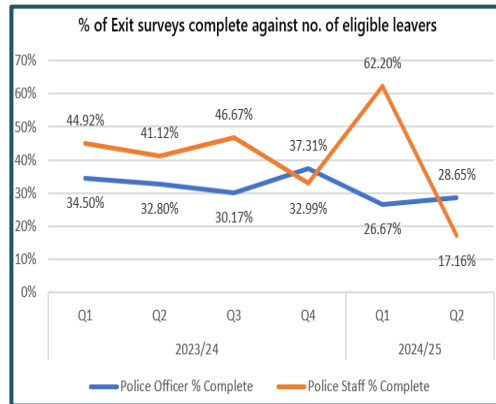
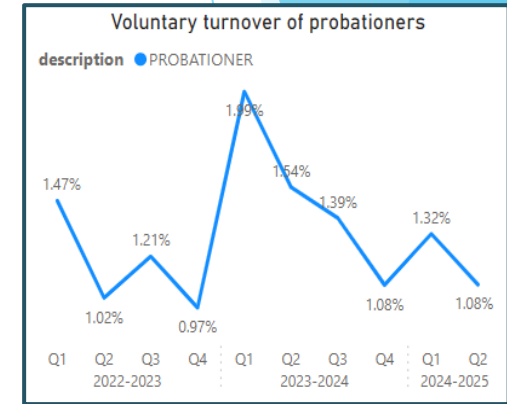
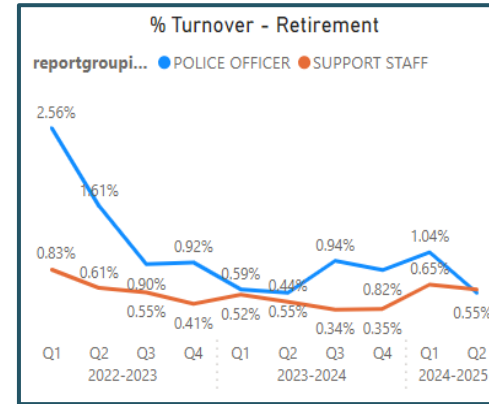
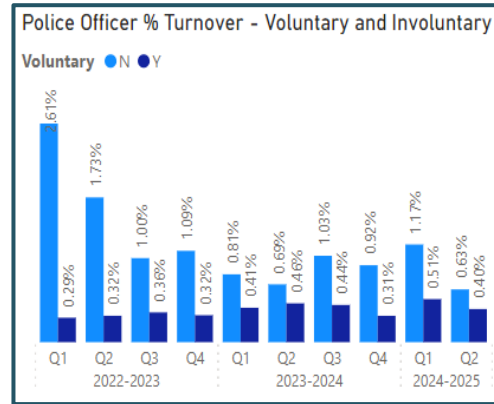
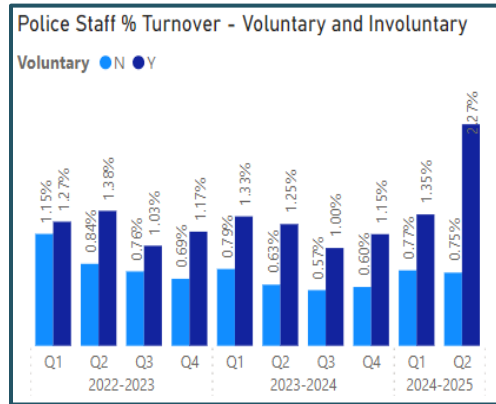
The Your Leadership Matters (YLM) programme was created in partnership with Ernst & Young (EY), who initially facilitated the summits. Since the last report, EY have been working with Police Scotland Leadership & Talent colleagues to upskill them to deliver the programme independently.

The first full summit delivered by Police Scotland without EY facilitators (rotation 3, Summit 1) has now completed, with approximately 620 participants. From 346 responses, 73% rated the session good or above. This is 4% lower than rotation 1 and 7% lower than rotation 2 – both facilitated by EY. These scores indicate that all Leadership and Talent consultants have been effectively upskilled for solo facilitation, with only a slight drop in percentages compared to EY scores.

We expect satisfaction rating to increase in line with our facilitators' experience of the YLM programme. We are seeing this at the halfway point in rotation 3 Summit 2 sessions (with approximately 350 attendees), where 159 attendees provided feedback. 78% rated the session good or above (1% higher than co-facilitated sessions with EY at the same halfway point in rotation 2).

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

## Key Data, Trends and Benchmarks



# People Strategy Objective 3 - Insight, Analysis & Activity

Police staff voluntary turnover is at its highest when compared across the previous 2 years. With a total voluntary turnover of 2.27%, our planned voluntary redundancy and voluntary early retirement (VR/VER) programme is responsible for 1.49% (slide 11 talks about the result of our VR/VER programme). For police officers, the lowest % turnover is recorded since Q1 2022/23. Retirement represents the majority of turnover this quarter with 0.54% attributed to the total of 1.03%. The % turnover of probationers has also decreased in comparison to previous quarter.

The percentage of WDL related to stress has increased year on year for police officers when comparing the position for Q2 only, although only slight increases are recorded in the upward trend. For staff, a 0.1% reduction has been recorded for % WDL related to stress.

## **Supporting our workforce locally, to national standards**

A single organisational People Plan for a Thriving Workforce has been developed. This will support divisions and departments to deliver the current People Strategy, Strategic Workforce Plan and Policing Together implementation plans, and will allow both strategic and locally-driven work to be progressed as effectively as possible. The organisational People Plan aligns with the Chief Constable's vision and is complemented by a recording and reporting template. Local management boards have had sight of this, and work to embed the organisational People Plan is ongoing in all areas. We will be able to report to Committee on local activity in the future once this is embedded.

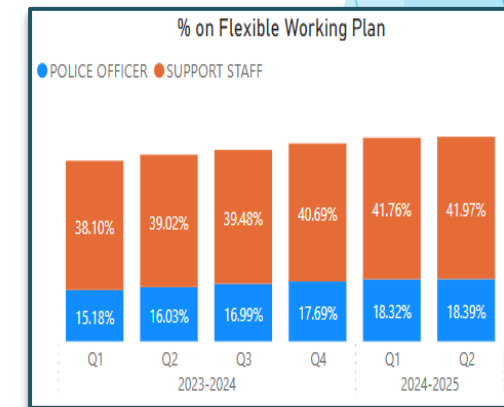
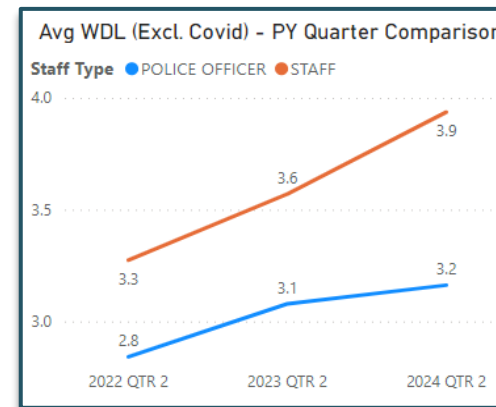
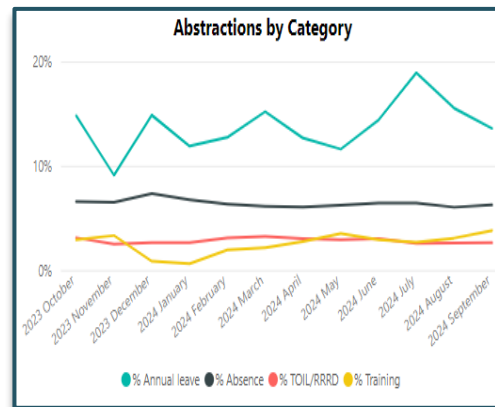
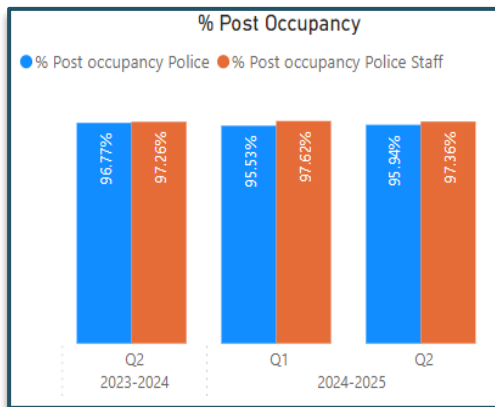
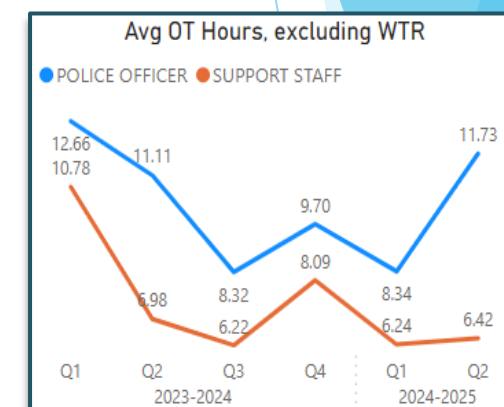
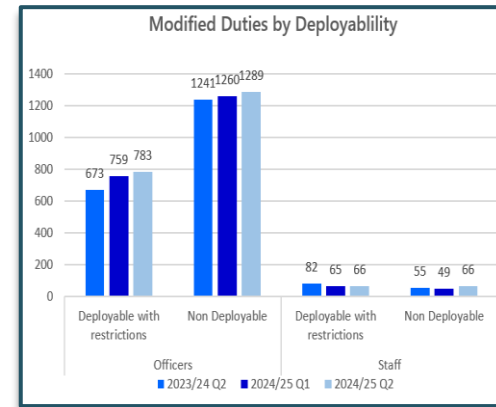
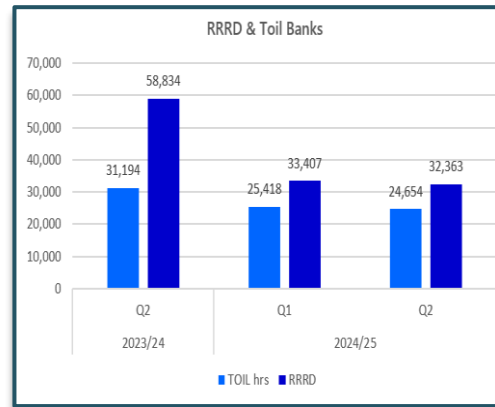
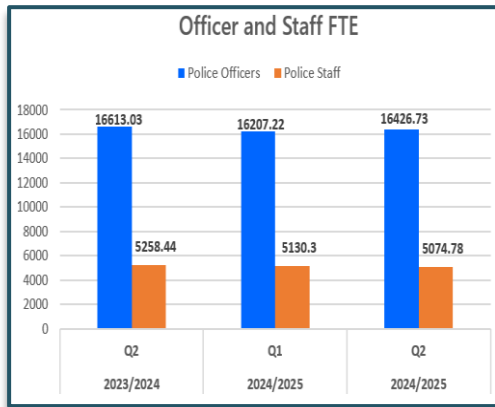
## **Policing Together**

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. We use an Equality and Human Rights Impact Assessment (EqHRIA) tool to assess our policies and practices for any impact in relation to equality and diversity. This ensures that our values are woven through all our work.

To support our people to use this tool effectively, we have launched our intranet new EqHRIA Hub, providing information and resources on the EqHRIA process. The hub will make it easier for officers and staff to ensure equality and diversity are always fully considered. This, in turn, will ensure that we as an organisation remain true to our values and commitments around equality and diversity, and our commitment to address institutional discrimination.

# 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 charts show that RRRD and TOIL banks continue to trend positively downward this quarter. In comparison to previous year position, the number of RRRD has decreased by 45% and TOIL banks by 21%. Police officer average overtime hours have increased by 3.39 hours in comparison to previous quarter, but in relation to the same period of time on the previous year has only increased by 0.63 hours.

In Q2, officer numbers have increased from Q1 to 16426.73 FTE. An intake of 385 probationers this quarter has resulted in an overall increase of 219.51 FTE after accounting for leavers. This is a positive trend towards our baseline of 16600 police officers. Staff FTE continues to reduce in comparison to the previous quarter as those who successfully got VR/VER began leaving the organisation.

## **Reducing our pay bill in line to meet budgetary challenges – VR/VER**

The scheme was open for applications between 8 January 2024 and 9 February 2024 to support the required 3.7% reduction of staff pay bill for FY 2023/24. Despite short project timescales, the release of 102 police staff posts through VR/VER has achieved recurring savings of £9.5m. However, confirmed totals have yet to be issued as pension figures are still being processed. A full closure report detailing lessons learned, successes and areas for improvement has been submitted to the private session of this committee.

## **Ensuring our officers with duty modifications are meaningfully deployed**

While slide 9 shows that the number of officers requiring duty modifications has increased this quarter in comparison with the same time last year (1914 v 2072 officers), the percentage of officers who are 'deployable with restrictions' has also increased. In Q2 last year, 35.2% of all modified duties officers were deployable with restrictions. In Q2 this year, this figure has increased to 37.8% demonstrating the early positive impact of our work in this area.

Significant efforts have been taken to ensure we have a consistent, transparent and rigorous approach across the organisation in terms of how we assess and deploy employees who require duty modifications. People Partners continue to support and highlight the new process for duty modifications throughout the organisation. A National Duty Modifications Panel (NDMP) provides an additional layer of support and reviews modification requests where it has not been possible to find a suitable alternative post at a local level.

# SWP Outcome 1 - Insight, Analysis & Activity

66 cases have been discussed at the National Duty Modifications Panel (NDMP) since its inception with the following outcomes:

- 21 cases returned to line manager for more information or further engagement with Occupational Health
- 24 cases progressed to Resource Planning & Co-ordination for identification of alternative posts.
- 12 cases progressed to Ill Health Retirement process.
- 5 cases deferred for future NDMP discussion.
- 3 cases resolved prior to panel.
- 1 case to be further reviewed by HR

We are developing mechanisms to ensure the candidate journey through the NDMP determinations and outcomes is consistent and progressed timeously. We are appointing a secretariat to work with our Divisional leads and People Partners to embed awareness of the process and ensure the process is robustly and efficiently managed.

## **Strengthening how we approach Organisational Change**

On 22 October 2024, the Joint National Consultative Committee (JNCC) approved a revised Organisation Change procedure. The procedure is progressing through internal governance, and we aim to publish it by December 2024. A refreshed training programme will run to support the launch of the revised procedure. More details of the revised training are captured on slide 14.

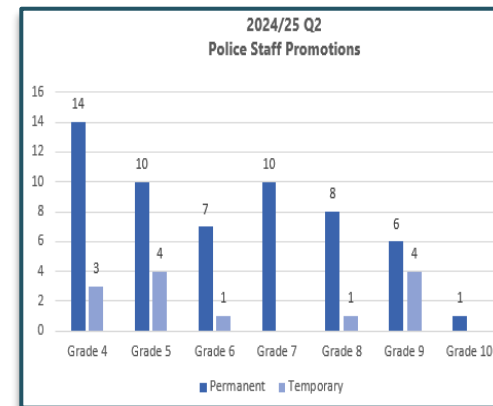
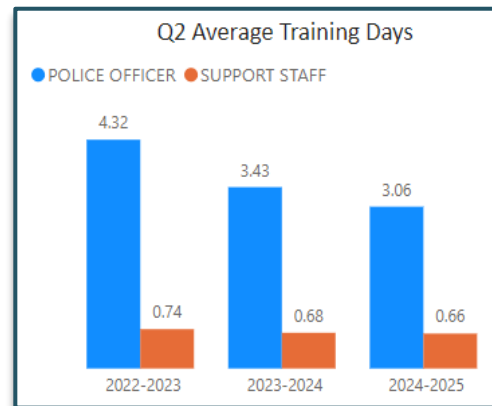
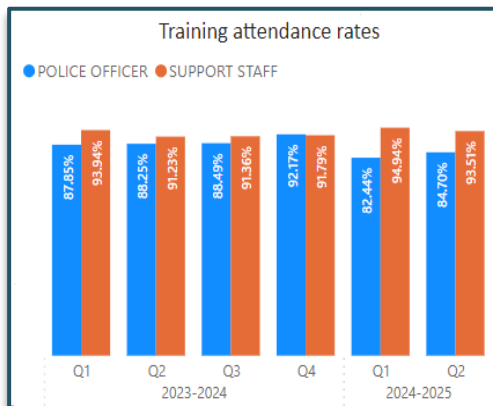
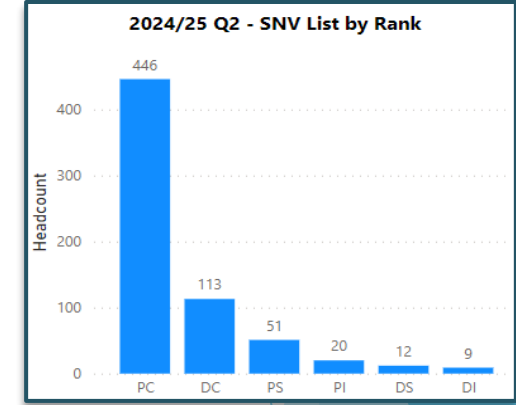
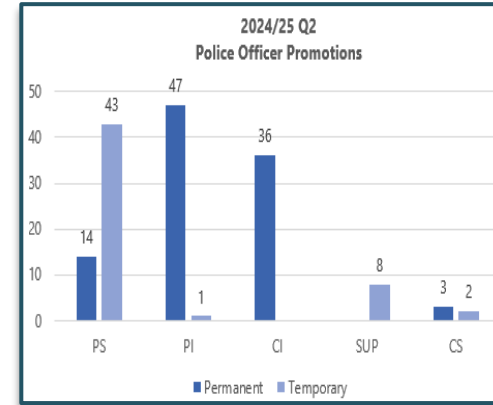
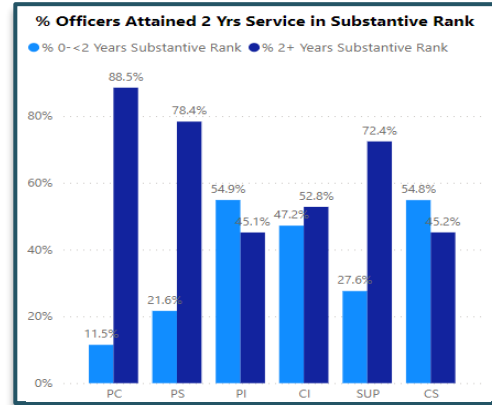
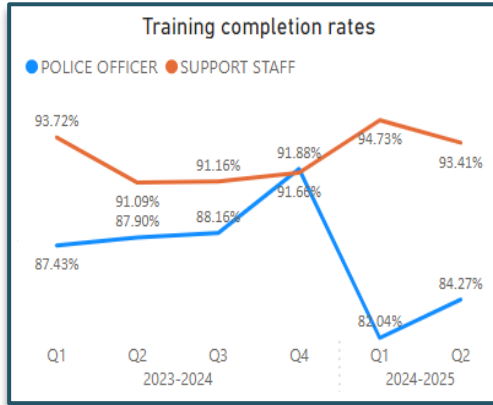
## **Supporting an agile workforce through Hybrid Working**

Within the context of Police Scotland's strategic priorities and outcomes, hybrid working helps to improve efficiency, enhance employee wellbeing, and ensure a more flexible and reliable workforce. Discussion at Strategic Leadership Board in October determined in favour of maintaining and strengthening current guidelines. In support of line managers, we intend to develop further education and training to ensure practice is in line with guidance. Improved data collection around workforce habits will be developed to support future decision making.



# 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.

### **Strengthening how we approach Organisational Change**

As highlighted on slide 12, to support implementation of the revised organisational change procedure, a refreshed training programme has been designed which will deliver:

- Improved quality and consistency of organisational change proposals, reinforcing the need for early engagement.
- Supportive and honest engagements with those impacted by change with a view to, so far as possible, mitigating stressful elements of the process.
- Consistency of understanding and approach across P&D team members and trade union colleagues regarding practical application of the revised procedure.

Work is underway to prepare briefing material for key stakeholders and to amend supporting materials for inclusion in this training.

### **Supporting safe working practices**

Data in slide 2 shows a small reduction in officers who are out of card for Officer Safety Training (OST) compared with the previous quarter. However, all officers are deployable until the end of the year due to a deadline extension to bring all officers back into card by December 2024. Learning, training and Development colleagues are working with divisions and resource deployment units to offer sufficient training spaces to enable all officers to undertake training prior to the end of the year.

As of 16 September, 70.4% of those who require re-certification have been booked onto new courses. 23.4% who are not booked onto a course have been trained within the last 12 months. 6.2% have not received training for over 12 months and are not yet booked on a course however, this includes those absent or restricted from operational duties. Learning, Training and Development are continuing to track and assure progress towards the goal of ensuring the service returns to pre training suspension recertification rates by December 2024.

## SWP Outcome 2 - Insight, Analysis & Activity

### **Building our pipeline of leaders - National Police Promotion Process (NPPP)**

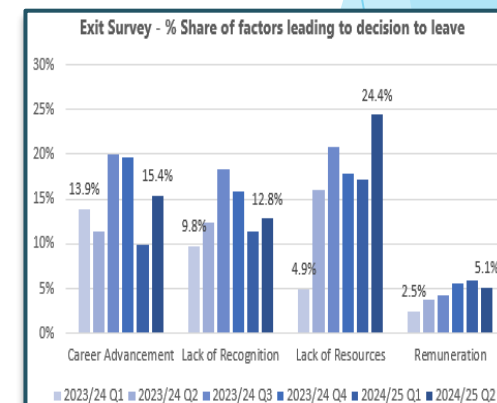
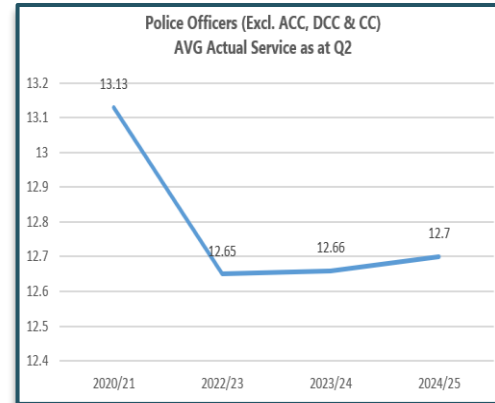
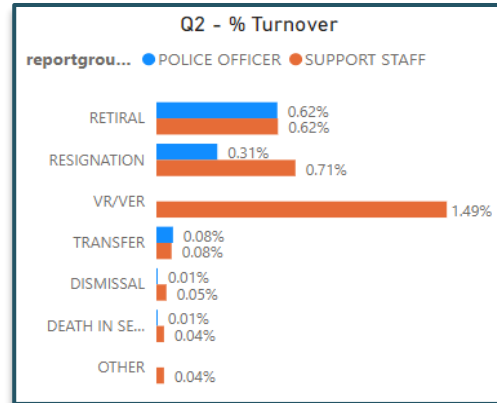
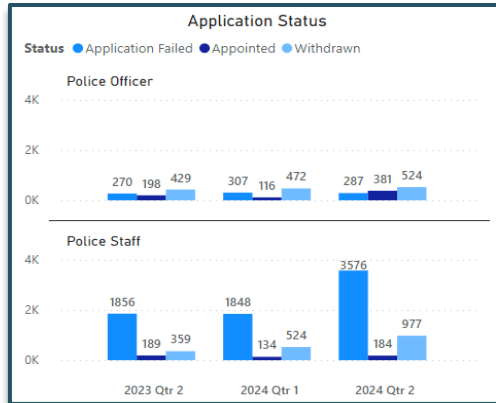
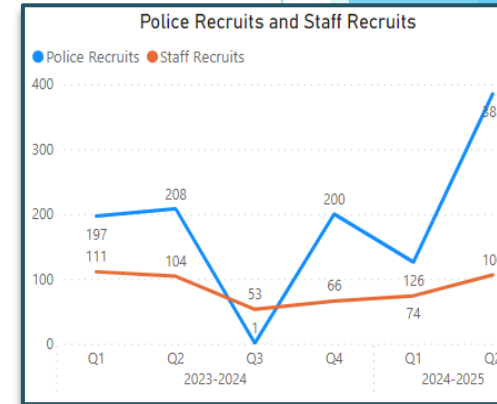
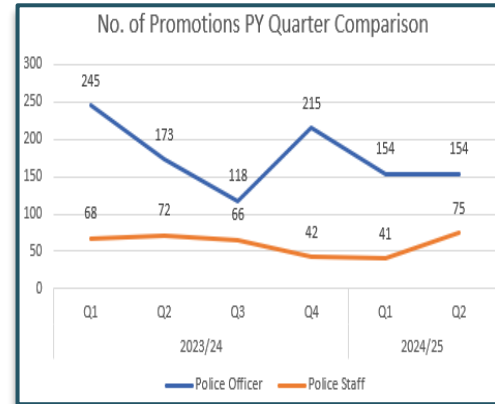
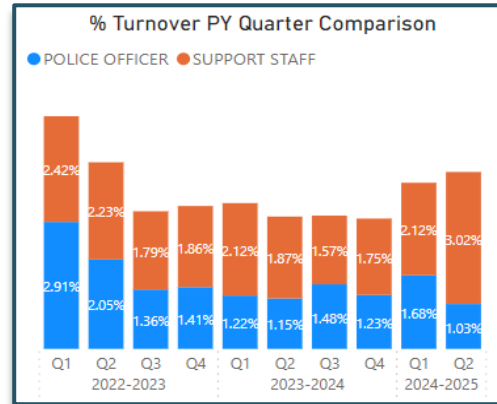
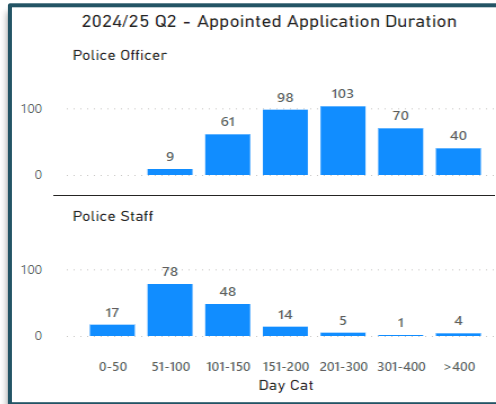
The Superintendent National Police Promotion Process (NPPP) assessments concluded in October. 27 candidates were successful at Moderation Assessments for the Sergeant East/West NPPP. The North NPPP processes for both Sergeants and Inspectors have closed for applications. The NPPP team are engaging with candidates with the assessment expected to commence towards the end of October.

During Q2, we undertook an exercise to identify areas of strength and development from both assessors' and candidates' perspectives during the 2024 Inspectors East/West Promotion Process.

In summary, the feedback received from both candidates and assessors was very positive regarding the communication, information, support, and organisation of the process. Development suggestions have also been captured are being reviewed for inclusion in future processes to elevate the promotion process to an exceptional standard.

# SWP Outcome 3 - We attract and retain suitable talent

## Key Data, Trends and Benchmarks



# SWP Outcome 3 - Insight, Analysis & Activity

We recorded our highest ever intake of probationers in Q2, moving positively toward replenishing turnover of officers. Staff recruitment has also been trending upward following the recruitment embargo since Q3 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.

## **Improving our candidates' experience**

Aligned to this we have also launched a new recruitment website, which offers many improvements:

- A streamlined user journey with the candidate at its heart from the point of seeing an initial advert (on social media or other platforms), through to the Police Scotland website and then to our e-recruitment system to apply.
- Consistency of brand proposition and language across website and all other recruitment marketing materials.
- Increased visibility of apply now button / link on all police officer recruitment web pages meaning fewer clicks for candidates to access Police Scotland's e-recruitment system to apply.
- Easier-to-digest content on job of a police officer, eligibility / skills needed, and rewards – all displayed in a mobile-friendly format with functionality to avoid users being discouraged by long pages of copy.
- True insight into the realities of police officer role through sharing of real officers' stories and experiences on [meet our officers web page](#).

Our efforts are showing encouraging early results, and we are seeing an increase in applications. Notably, we received 270 high-calibre applications for one role that had been difficult to fill.

## SWP Outcome 3 - Insight, Analysis & Activity

We have now also started using e-recruitment for our internal promotion processes. It's modern and efficient and is a positive step for the following reasons:

- It allows officers on maternity leave/ absence to see and apply in the comfort of their own home for national roles – previously people would have had to come into the office to complete applications
- It allows us to manage the end-to-end process much more efficiently – booking interviews online, and uploading interview schedules
- It allows for anonymised sifting – this links to our cultural audit
- It allows for much easier reporting on data around service level agreements, diversity statistics, etc.
- It allows us to advertise internal adverts using our gender bias tool on Oleeo and encourages females to apply for roles they may not have considered before
- Longer term, it will also allow us to use AI for shortlisting, saving the hiring managers spending time on this.