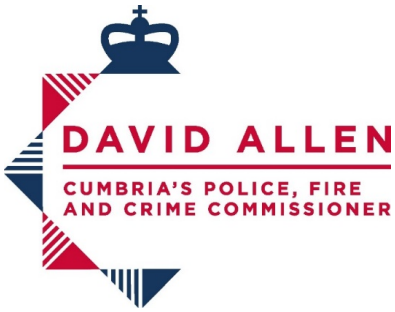


Community Scrutiny Panel

Recruitment and Establishment

Date: 12th June 2025
Agenda Item No: 07
Originating Officer: Di Johnson & Kate Ruddick, HR Managers
CC:

Executive Summary:

This report was presented at the May Community Scrutiny Panel and has been requested to be re-issued, in part, to provide data to assist with dip sampling.

1.1 Police Officer Retention

- Retention remains a key priority for the Constabulary with 125 officers leaving in the financial year 24/25. The attached reports (Appendix 2 and 3) provide further detail around the leavers and the national picture for the financial year.
- Retention measures have been introduced to assist with reducing turnover of Officers and Staff, this includes the following measures:
  - Stay Conversations
  - Improved Exit Interviews
  - Improve Data and Metrics
  - Utilisation of Agile Working
  - Salary and Market Forces Supplements
  - Leadership and Organisational Culture to promote retention
  - Development of PDR's
  - Effective Management of Temporary Contracts.

1.2 Attendance & Wellbeing

All

% of Employees Absent as at Month End					
Month	2021	2022	2023	2024	2025
Jan		4.3%	3.9%	4.4%	6.0%
Feb		4.2%	3.5%	4.8%	6.3%
Mar		5.4%	3.2%	4.0%	6.0%
Apr	2.4%	2.8%	2.7%	4.0%	4.5%
May	2.3%	3.5%	3.1%	4.4%	4.2%
Jun	4.0%	3.6%	3.4%	5.1%	
Jul	3.2%	4.1%	3.8%	4.8%	
Aug	3.5%	3.5%	3.9%	4.2%	
Sep	4.2%	4.1%	3.8%	5.1%	
Oct	3.7%	4.1%	4.5%	4.9%	
Nov	3.9%	4.9%	4.7%	5.4%	
Dec	6.1%	4.8%	4.2%	6.5%	

Officers

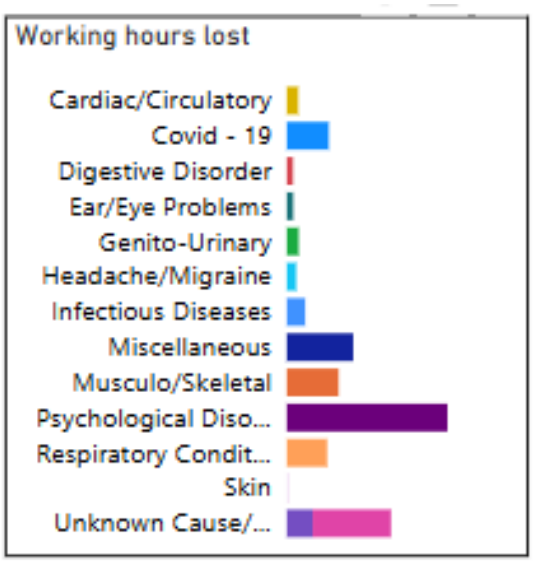
% of Employees Absent as at Month End					
Month	2021	2022	2023	2024	2025
Jan		4.5%	3.8%	3.9%	6.4%
Feb		4.5%	3.2%	4.3%	6.5%
Mar		5.3%	3.2%	3.7%	6.9%
Apr	2.8%	2.8%	2.4%	3.4%	4.8%
May	2.7%	3.2%	3.3%	4.2%	4.8%
Jun	4.9%	3.2%	3.4%	5.1%	
Jul	3.9%	4.4%	3.6%	5.3%	
Aug	4.0%	3.4%	3.9%	4.8%	
Sep	4.1%	4.3%	3.4%	5.6%	
Oct	3.7%	4.6%	4.3%	5.5%	
Nov	4.2%	5.3%	4.9%	5.7%	
Dec	6.6%	5.2%	4.4%	6.9%	

Staff

% of Employees Absent as at Month End					
Month	2021	2022	2023	2024	2025
Jan		3.8%	3.8%	5.1%	4.9%
Feb		3.7%	3.6%	5.5%	5.9%
Mar		5.2%	3.1%	4.4%	3.9%
Apr	1.6%	2.8%	3.0%	5.0%	3.8%
May	1.6%	3.9%	2.9%	4.4%	3.2%
Jun	2.5%	4.0%	3.3%	5.0%	
Jul	2.0%	3.4%	4.0%	3.6%	
Aug	2.4%	3.5%	3.5%	3.0%	
Sep	4.1%	3.6%	4.4%	3.9%	
Oct	3.6%	3.1%	4.8%	3.9%	
Nov	3.2%	4.3%	4.2%	5.2%	
Dec	5.6%	3.8%	3.5%	6.0%	

Reasons / explanations

The below demonstrates the breakdown of number of hours lost by reason in May 2025.



Psychological illness attributed to 2.05% in April 2025, in May this reduced to 1.8%. May 2024 this was 1.6%.

2 Supplementary information

- Appendix 1 – Weekly Establishment Update (9th June 2025)
- Appendix 2 – Retention Metrics (Up to 30th April 2025)
- Appendix 3 – Police Officer National Retention Stats Comparison (Up to 28th Feb 2025)