



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP25/33

SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL -
11 JULY 2025

SUBJECT: WORKFORCE REPORT

SUMMARY:

1. A workforce summary which is provided six monthly to the Accountability and Performance Panel (APP). This report focusses on the themes of (1) our changing workforce (numbers, diversity and attrition) and (2) learning and development.

RECOMMENDATION:

1. The Police and Crime Commissioner (PCC) is asked to consider the progress made by the Constabulary and raise issues with Chief Constable as appropriate to the PCC's role in holding the Chief Constable to account.

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION

1.1 The purpose of this report is to explain how the Constabulary attracts, recruits, retains, and develops its capacity and capability to provide an effective police service, and manages and understands its workforce, to deliver its duty of care as an employer and meet the needs of the organisation. In a change of format from previous reports, this report will break down, on a two-year cycle, the areas mentioned in 1.2, on a six-monthly basis.

1.2 This report supports the Police and Crime Plan commitment in that Suffolk Constabulary will:

- Develop the professionalism and diversity of the workforce by:
 - Focussing on attraction, recruitment, retention and workforce development.
 - Making the workforce more representative of the communities it serves.
 - Delivering the requirements of the Policing Education Qualifications Framework.
- Ensure the approach to people management supports the health, well-being and welfare of the workforce.
- Provide opportunities for young people through apprenticeships, internships and graduate opportunities.
- Make best use of volunteers to support and improve capacity and capability.

2. WORKFORCE NUMBERS

2.1 As at the end of May 2025, the Constabulary had a police officer establishment of 1,375.50, and a strength (FTE (full time equivalent) of 1,343.26. In terms of strength, this is an increase of 15.5 FTE on the figures at the end of November 2024. Workforce Planning forecasts the strength at the end of this financial year to be 1,385.09.

2.2 The Police Community Support Officer (PCSO) establishment at the end of May 2025 was 28.0 with a strength (FTE) of 26.5.

2.3 The police staff establishment was 1,013.07 at the end of May 2025, a decrease of 17 since the start of December 2025. There was a strength (FTE) of 9305.9, an increase since the last reported data in November 2024, of 1.3 FTE.

2.4 The Constabulary has maintained its “uplift” and “stretch” levels for 2024/25, exceeding the headcount target of 1425 by 12.

2.5 Limited Duties cases are detailed in the table below. Of those officers in the Suffolk single force, 84% are currently working in an established/substantive posts which has been achieved through increased scrutiny and management.

Category	No.	As %
All Suffolk Open Cases (Including Joint)	179	
Recuperative	119	66.5%
Adjusted	60	33.5%
Suffolk Single Force	125	
Recuperative	87	70%
Adjusted	38	30%

2.6 Suffolk has monthly Workforce Planning Boards, chaired by the Assistant Chief Constable (ACC), which use data to understand the capacity and capability of its workforce. The data shows changes over time and includes predictive data on joiners and leavers which enables the early identification of issues in order that corrective action can be taken. As well as overall resourcing levels, the board also considers the spread of resources and skills across the Force and looks at abstractions linked to sickness and limited duties. Actions are taken to ensure that these abstractions do not impact on performance.

3. WORKFORCE DIVERSITY

3.1 Data at the start of May 2025 shows that the percentage of officers who have shared with us that they are from a minority ethnic group is 3.1%, which has remained stable over the past five years (between 2.5% and 3.2%). This is an increase compared to the 2.5% reported rate in November 2024. The proportion of officers who have not provided this information to the Constabulary is now just 1.3%.

3.2 The proportion of staff who are from a minority ethnic group is 1.8%, unchanged from November 2024 and the proportion of staff who identify as being from any other white background is 1.4%. The proportion of those who have not provided this information to the Constabulary is 4.1% in May 2025.

3.3 The proportion of officers who are female has grown from 35.3% (November 2024) to 36.5% (May 2025). The proportion of female police staff has remained constant from November 2024 to May 2025 at 64.5%. Both showing better representation of women within the Constabulary.

3.4 The proportion of officers who are aged 25 and under is 11.3% (May 2025) compared to 9.3% five years ago. This significant change is the result of the increased number of recruitment intakes, and targeted recruitment using the apprenticeship entry scheme, and a lower average age of those applying and being selected.

3.5 The proportion of officers who identify as Lesbian/Gay or Bisexual is 3.7% (May 2025). This has increased from November 2024 (3.2%). The proportion of officers who have not shared this information with us has decreased from 21.8% (November 2024) to 21.3% (May 2025). Owing to improved recruitment processes, the Constabulary is more effective now in collecting the information from new recruits.

3.6 Officers who have shared with us that they have a disability is 3.1% (May 2025). The number of individuals who have not shared this information with us is 18.9% (May 2025) reduced from 20.0% (November 2024). The proportion of staff who have shared this information with us that they have a disability is 5.3% (May 2025), the number of individuals who have not shared this information with us sits at 19.9% (May 2025) compared to 20.9% (November 2024).

4. CHANGING WORKFORCE AND ATTRITION

4.1 The force continues working towards maintaining the home office maintenance target of 1425, which was exceeded at the end of the financial year by +12.

4.2 Suffolk successfully bid for +26 growth of neighbourhood policing officers as part of the Neighbourhood Policing Guarantee (NPG). This will be achieved through a combination of officer establishment growth and of recruitment of police staff members to enable redeployment of officers into neighbourhood roles.

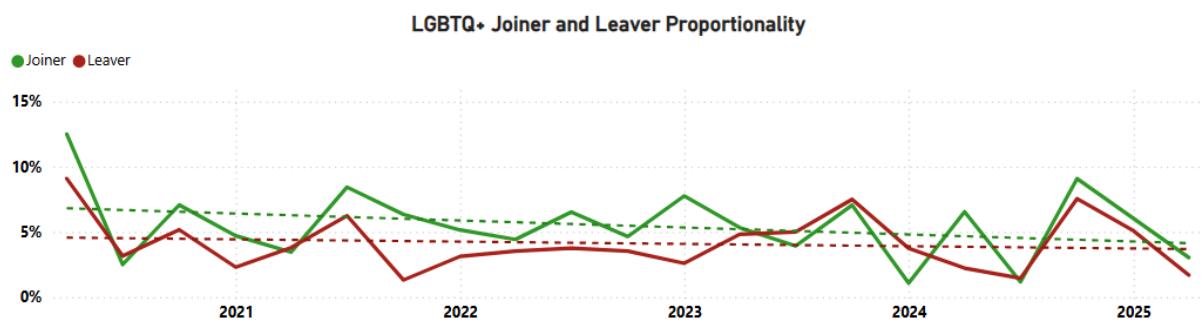
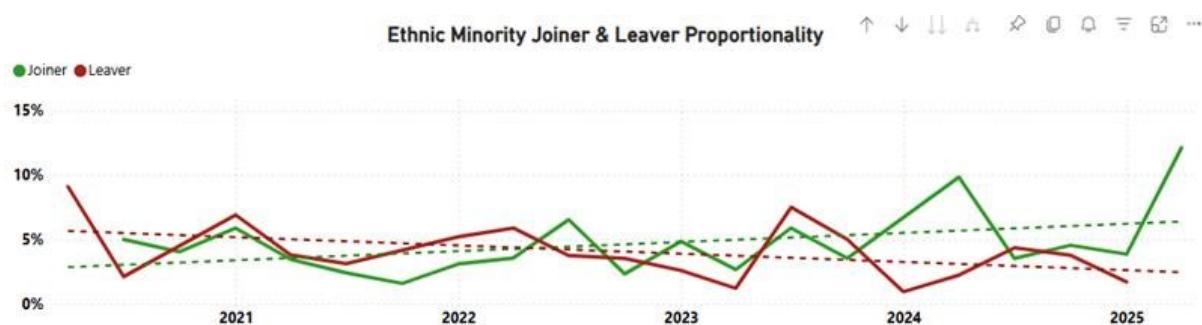
4.3 To supplement recruitment intakes, transferee pipelines remain open in Suffolk Constabulary. In 2024/25, 16 transferees were onboarded, with 15 planned in the current year.

4.4 Annual attrition for Suffolk as of May 2025 was 8.5%, a reduction of 1.3% on November 2024. For Suffolk officers this was 9.0% and for Suffolk staff this was 8%. Between May 2024 and May 2025, there were 122 officer leavers and 84 staff leavers.

4.5 The “Say and Stay” retention interviews continue in force which provides the opportunity for individuals that are thinking about leaving the Constabulary, to have an open conversation with an HR Advisor (HRA) to understand the reasons why they are considering leaving. 40 Suffolk employees have engaged in the process, which is believed to be a contributing factor to the reduction in attrition rate. Targeted work has been ongoing through the People Opinion Survey to address feedback raised by the employees of Suffolk Constabulary. This process has now been running for twelve months and is also likely to be a contributory factor to the improved attrition rate.

4.6 The below charts show, during the last six months:

- Proportion of joiners from ethnic minority groups has been higher than proportion of leavers.
- Proportion of leavers from LGBTQ+ groups compared to joiners has matched each other on a downward trend.



5. LEARNING AND DEVELOPMENT

5.1 As we have continued to see the benefits of student officers having a structured learning programme through their initial years, we have revised our offer for new students. Our Police Constable Entry Route provision has been extended this year, to include the Police Constable Entry Programme, the new non-accredited entry route into policing. Licences for both the Constable and Detective entry routes were secured early 2025 and the first cohorts are planned to join us in Summer 2025. This entry route will be led and delivered fully in force.

5.2 We will need to carefully manage student expectations and ensure that new applicants select the most appropriate entry route for them. The introduction of the non-accredited route does present some potential challenges for our routes into policing, but we remain committed to the Police Constable Degree Apprenticeship (PCDA) and the new Police Constable Entry Programme. The ability to use an evidenced based approach, and apply this to relevant academic research in policing, is a key strength of the PCDA programme. As some of our first PCDA students come to the end of their studies, we are starting to see the value this brings.

5.3 Competition amongst wider employers, many who offer greater financial rewards and more sociable hours than policing, means that the Constabulary will need to continue its focus on attraction and retention. Work continues to help inform potential recruits of the advantages of a police career and the personal and academic advantages of a training programme that provides a lifelong value. Work is ongoing to promote the opportunities within the Forces, doing so in a realistic and pragmatic way to ensure that new recruits join us with a good understanding of what the role has to offer, and its challenges.

5.4 Investment continues in new College of Policing programmes linked with personal and public safety training and first aid training which launched in early 2025. The standardisation of national delivery and governance across policing presents an opportunity to further professionalise these areas in response to the national Officer and Staff Safety Reviews (OSSR) and the Manchester Arena enquiry. Delegates have responded very positively to the new scenario-based learning curriculum. The delivery of this, whilst beneficial in the professionalism of these skills, does mean more time is needed by operational officers and staff resulting in considerable planning by the Resource Management Unit (RMU) to release officers to attend the training for these new standards. As well as accommodating the additional time needed for this training, additional space was required, resulting in training taking place across multiple sites.

5.5 Each of these standards are assessed via national auditing and licensing scrutiny to enable the College of Policing to standardise learning so that personal and organisational liability is clear. This replicates the demand and energy that goes into supporting His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspections into additional requirements that fit the College of Policing audits of training licences.

5.6 The Constabulary continues to develop its Chronicle System to ensure robust training and accreditation records are aligned to the differing standards across the various licensed policing skill areas. This supports skills monitoring, compliance, and capability, significantly improving the position from when the original HMICFRS Area For Improvement (AFI) was set. Work is ongoing in relation to a new Skills dashboard which provides an overview of specific skills across the two Forces.

5.7 To support engagement with Performance and Development Review's (PDR's), a suite of resources has been created and hosted in the Learning Management System (LMS), in addition to this virtual 'how to' sessions, exploring different aspects of the PDR process have been run. The electronic PDR system has also been improved with hover prompts against each item to assist users and a new prompt to ensure completion. Completion rates are monitored and reviewed through People Board and PDRs are still the central document used in promotion processes. PDR continues to be the recognised central tool to support the College of Policing talent and progression changes as well as subject to external scrutiny from HMICFRS. This has been reflected in the new Talent Development Strategy which emphasises the importance of these development conversations.

5.8 The Learning Management System (LMS) which launched in 2024, has an improved user interface, and enabled monitoring of compliance data, with all mandated training added to the system. The LMS system has been used to deliver a wide range of training requirements and host force wide digital learning packages for personal and leadership development, including improved Leading with CARE content training and packages for effective PDR conversations.

5.9 Work is ongoing to map the Leading with CARE framework against the national standards set out by the National Police Leadership Centre. The new Sergeant and Inspector Promotion Process (SiPP) is still in development by the College of Policing, and we are monitoring progress with this to ensure alignment to any changes that follow. The STRIPES programme for Police Constables aspiring to the rank of Sergeant continues to provide technical learning to support operational capability and leadership skills appropriate for first line management.

5.10 The implementation of the new Learning Management System (LMS) enabled a full review of the Leading with Care content and provision. Pathways within the offer have been streamlined and work continues to build on the success of this programme, which support progression through the Forces, as well as offering development opportunities to those from underrepresented groups.

5.11 Leading with CARE Workshops were developed in line with People Opinion Survey feedback to offer development through a blended approach of face to face and online workshops. These focussed on specific areas of need, such as performance management, managing change, wellbeing and resilience.

5.12 In line with the Constabulary's 'The Right Culture' programme which was implemented in response to the Casey Review and Angiolini Inquiry, our one-day leadership training (Right Education) for all first and second line managers has been running since January 2024 and concludes in July 2025. The training supports the College of Policing's Code of Ethics and is aligned to the Constabulary's Vision and Mission and our culture objectives. To-date we have trained 478 individuals in Suffolk which is 90.36% of our targeted cohort. We are now looking at the next phase of our Culture Program which will encompass further Code of Ethics training alongside elements of our Right Education training for all officers and staff.

6. HEALTH, WELLBEING AND WELFARE OF THE WORKFORCE

6.1 We are committed to fostering a positive culture of health and wellbeing, driven from both the top down and the ground up. Senior leaders set the tone through positive communication and behaviour, while individuals are empowered to take ownership of their wellbeing. Targeted support is available for those who need it.

6.2 Our strategy priorities prevention, aiming to embed a culture of wellbeing that supports everyone – from frontline staff to back-office teams. While targeted interventions remain essential, our emphasis is on preventing issues or addressing them early.

6.3 Our key priorities are:

- Leadership Commitment: embedding wellbeing as a leadership priority, with managers modelling positive behaviours.
- Supportive Environment: creating conditions where a proactive, preventative wellbeing culture can thrive.
- Manager Capability: equipping leaders with the knowledge and tools to promote wellbeing and boost productivity.

- Policy Integration: embedding wellbeing into policies to strengthen employer-employee relationships.
- Empowered individuals: promoting personal responsibility, for wellbeing, supported by evidence-based interventions when needed.

6.4 Workplace Health has had a 41% increase in appointments, delivering 683 more appointments in 2024/25 compared to the previous year. A Wellbeing Advisor and Coordinator have been recruited to in the last six months who are leading initiatives across the workforce.

6.5 Workplace Health and Wellbeing have delivered updated resources and presentations on:

- Employee Assistance Programme (EAP).
- Wellbeing awareness.
- Toolkits and resources.
- Peer Support Groups.
- Wellbeing champions.
- Financial wellbeing.
- Wellbeing assessments.

6.6 Mental Health Awareness Week 2025 featured MIND training, webinars on nutrition and neurodiversity, fitness classes, and a community support fair with 88% of attendees rating the events as “excellent”.

6.7 Some policing roles carry a higher risk of psychological harm. Left unaddressed, this can impact both individuals and organisational effectiveness. We meet our duty of care through annual psychological screening for high-risk roles (e.g., CSI, ICAIT), supported by structured interviews and assessment by specifically trained Workplace Health nurses. Clinical psychological assessments and therapy are available when needed. A psychotherapist has been recruited to expand screening, therapeutic support, and trauma management.

6.8 The Constabularies are developing a trauma tracker using a meaningful list of types of policing jobs and incident that officers and staff can relate to as being traumatic and use to assess for trauma exposure impact over periods of time, and within specific job roles.

6.9 The trauma tracker will help the constabulary, officers and staff manage and monitor their mental wellbeing more effectively through:

- Early detection and intervention: by logging traumatic incident; identify patterns and seek support before issues escalate.
- Improve mental health support: signposting to support such as TRiM, EAP, WPH, etc.
- Enhanced decision making as well supported officers and staff are more likely to make sound, ethical decisions in high pressure situations.
- Personalised coping strategies: the data will assist with tailored coping techniques to help officers and staff process trauma.
- Strengthened peer support
- Organisational insight: data to refine health and wellbeing initiatives that are evidence based.

7. FINANCIAL IMPLICATIONS:

7.1 There are no Financial Implications associated with this report.

8. OTHER IMPLICATIONS AND RISKS

8.1 There are no other implications and risks associated with this report.

9. CHIEF OFFICER CONCLUSION

9.1 This is the second “people” report in the new format and I am proud to report that we continue to strengthen as a Constabulary as we invest in our staff. Recruiting the right people into our Suffolk Family as officers and staff is competitive. We innovate to attract the best talent from Suffolk with our #Proudtoserve campaign – and to encourage people from across the UK to come and experience the benefits of living and working in our fabulous County. We provide a lot of choice: there is the established apprentice degree route, where we partner very successfully with Anglia Ruskin University, our recently designed Police Constable Entry Programme, and for the first time we will recruit nationally through the Police Now scheme, with the aim of an additional seven graduate officers to join us in March 2026, when they will become part of our Neighbourhood Policing Guarantee investment.

9.2 We are very proud in Suffolk of the value we place in looking after our people well and our improvements in wellbeing and welfare are important to look after colleagues who we ask to do extraordinary things as well as we possibly can. Our excellent people opinion survey (we had the highest uptake and best results yet from the fourth survey, and are already planning for the fifth iteration) continues to provide insights which we use so we can do this even better.