



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP26/06

SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL -
16 JANUARY 2026

SUBJECT: WORKFORCE REPORT

SUMMARY:

1. A workforce summary which is provided six monthly to the Accountability and Performance Panel (APP). This report focuses 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

- The force's approach to attracting, recruiting, and retaining its workforce, as well as supporting officer and staff development and well-being. This will include:
 - Workforce numbers and breakdown
 - Workforce diversity data to show under-represented groups (and the work being undertaken to improve the position and promote an inclusive workforce culture)
 - The net increase in detective numbers over the past two years, as well as a breakdown of the ethnic background of those new detectives.
 - How the force understands changes to its staff and officer base (via transferees, leavers, joiners) and manages challenges for capability and capacity
 - Workforce mix - exposing where there are capacity issues (and any remedial action), including any trends and themes from abstraction
 - A breakdown and number of officers on limited duties (current number and comparative figures).
- How People related strategies are delivering, or are planned to deliver, improved productivity, including:
 - Workforce programmes and restructuring decisions.
 - Efficiency gains through workforce planning and restructure.
 - Alignment of workforce structure to organisational goals.
 - Update on the development of the Strategic Workforce Plan
 - Anticipated and realised benefits (efficiency, productivity, effectiveness) - breaking this down by department
- The force's activity in place to support the integration of the College of Policing's Code of Ethics
- Emerging themes/demands, risks and/or financial consequences
- Any HMICFRS requirements, in relation to this area of work
- Updates on the force's retention strategy and the difference this is making to drive improvements
- Updates on any pressures realised/anticipated due to any surge in conduct cases
- Any notable updates following the implementation of the force's Unsatisfactory Performance Procedures (UPP), following changes to the Police (Performance) Regulations.

2. WORKFORCE NUMBERS

- 2.1 As at the end of November 2025, the Constabulary had a police officer establishment of 1,390.9, and a strength (FTE (full time equivalent) of 1,355.6. In terms of strength, this is an increase of 2.2 FTE on the figures at the end of April 2025. Workforce Planning forecasts the strength at the end of this financial year to be 1,392.25.
- 2.2 The Police Community Support Officer (PCSO) establishment at the end of November 2025 was 28 and there was a strength (FTE) of 24.9.
- 2.3 The police staff establishment was 1,012.6 at the end of November 2025, a decrease of 13.2 since the start of April 2025. There was a strength (FTE) of 907.6, a decrease since the last reported data in April 2025, of 23.9 FTE.

2.4 Limited Duties cases are detailed in the table below:

Category	No.	As %
All Suffolk Open Cases (Including Joint)	181	
Recuperative	111	61%
Adjusted	80	39%
<hr/>		
Suffolk Single Force	129	
Recuperative	76	59%
Adjusted	53	41%

2.5 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 November 2025 shows that the percentage of officers who have shared with us that they are from a minority ethnic group is 3.0%, which has remained stable over the past five years (between 2.5% and 3.2%). This is an increase compared to the 2.9% reported rate in April 2025. The proportion of officers who have not provided this information to the Constabulary is 4.5% in November 2025.

3.2 The proportion of staff who are from a minority ethnic group is 2.6% a small increase of 0.1% from April. The proportion of staff who identify as being from any other white background is 2.3%. The proportion of those who have not provided this information to the Constabulary is 4.5% in November 2025.

3.3 The proportion of officers who are female has reduced from 36.6% (April 2025) to 36.5% (November 2025). The proportion of female police staff has increased from April 2025 to November 2025 at 64.5%.

3.4 The proportion of officers who are aged 25 and under is 14.7% (November 2025) compared to 11.5% 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 5.1% (November 2025). This has increased from April 2025 (5.0%). The proportion of officers who have not shared this information with us has decreased from 21.2% (April 2025) to 19.9% (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 3.4% (November 2025). The number of individuals who have not shared this information with us is 17.6% (November 2025) reduced from 18.8% (April 2025). 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).

3.7 The number of detectives in November 2025 was 247 (17.9% of officers) compared to 229 (16.8%) two years ago. The percentage of detectives from a minority background is currently 1.6% unchanged from April 2025. The percentage of detectives from Any Other White Background is 0.4% (November 2025) compared with 1.2% as at April 2025.

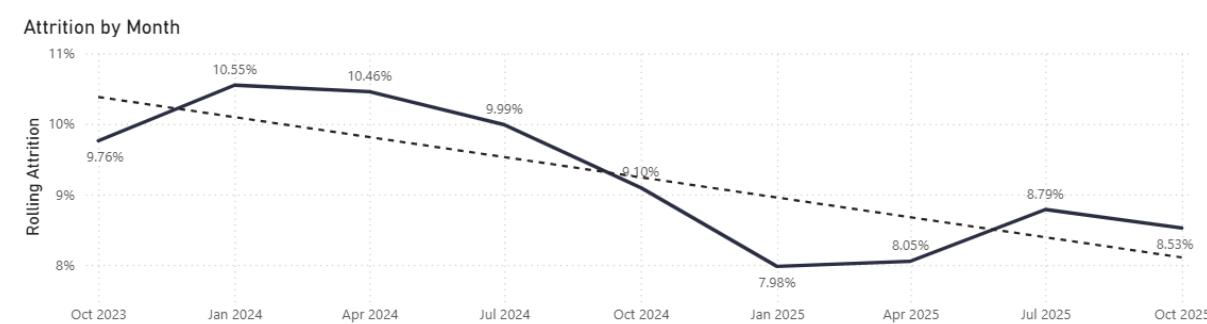
4. CHANGING WORKFORCE AND ATTRITION

4.1 The force continues working towards maintaining the home office maintenance target of 1425, which was exceeded at the end of September by +21.

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 2025/26, 22 transferees have been onboarded, with up to 35 in total planned for the end of the financial year.

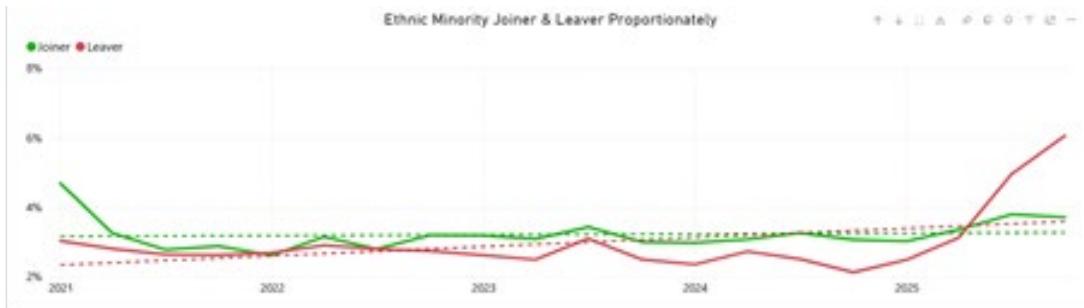
4.4 Annual attrition for Suffolk as of November 2025 was 8.5%, 7.2% for police officers and 10.24% for police staff. Attrition has seen a sustained downwards trajectory over the prior two years as visualised below. Over the prior twelve months, the force has recorded 106 police officer leavers and 118 police staff leavers.



4.5 The “Say and Stay” retention interviews continue in force – a retention interview for employees that are thinking about leaving to have an open conversation with a HR Advisor (HRA) into 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 likely 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.



The above data is provided as a percentage as this enables us to monitor proportionality, due to the size of the cohort however, the number of ethnic minority leavers in the last few years is as follows:

Year	Headcount
2021	27
2022	25
2023	18
2024	10
2025 (YTD)	7

The data would suggest that the proportion of ethnic minority leavers is now above the proportion of ethnic minority joiners although it is worth noting that although headcount is reducing, all leavers are reducing which results in the increase in proportionality. However, this is being reviewed and monitored via our Equality, Diversity & Inclusion Board alongside additional analysis of other data sets, including exit interviews and POS data.

5. PEOPLE STRATEGIES & CULTURE

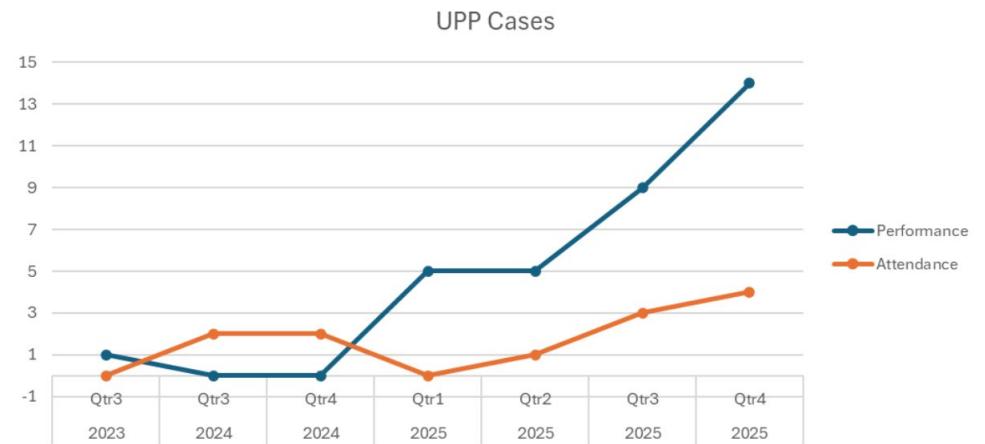
- 5.1 Suffolk has a monthly data driven Workforce Planning Board chaired by the Assistant Chief Constable. This board seeks to ensure that we make evidenced based decisions around recruitment, resourcing and abstractions for training. This is aligned to our strategic objective to have the right people in the right place at the right time. As a result of this meeting specific action plans have been developed in relation to resourcing of our response and neighbourhood policing model.
- 5.2 We have developed a Strategic Workforce Plan which is due to be ratified shortly. The plan focuses on strategic workforce planning, rather than tactical and is aligned to national strategy and was created based on advice and best practice from the College of Policing. We are also looking to incorporate additional work currently being undertaken in relation to the Joint Transformation Programme and how this may change the size and skills requirements of Suffolk Constabulary over the next three to five years.
- 5.3 Suffolk has had to reduce the number of police staff posts in FY 25/26 as part of the annual Outcome Based Budgeting (OBB) cycle. Some of this has been achieved through the removal of vacant posts and some has been achieved through restructuring teams including the Protecting Vulnerable People team and the Sentinel team.
- 5.4 The police officer establishment has increased in response to additional funding from the Neighbourhood Policing Guarantee.
- 5.5 We have recently refreshed our retention strategy and enhanced our action plan to provide more specific measures to allow us to assess progress.

5.6 An assessment of progress was presented at the last People Board in October 2025. Here we noted a very slight increase in attrition for Suffolk but not to the extent that we need to be concerned. Looking at our performance measures, we are making good or satisfactory progress against all measure with the exception of flexibility and more specifically the ability for people to take one or two hours out of their day to deal with a personal issue if needs be.

5.7 The Constabulary has mandated the College of Policing's Code of Ethics Training Module's 1-3. To-date this has been completed by 1962 individuals (71%). Alongside this we have launched Right Culture Phase 2 which combines the College of Policing Code of Ethics Module 4 alongside elements of our own Right Culture training. The roll out for this training commenced in the Summer and as this will be delivered to everyone in the organisation, in-person, we anticipate that it will take 12 months to complete. Once individuals have completed the face-to-face training, they can then undertake Modules 5-7. This training reinforces the need for people to be cognisant of the Code of Ethics in everything they do and ensures that they can apply it to everyday situations.

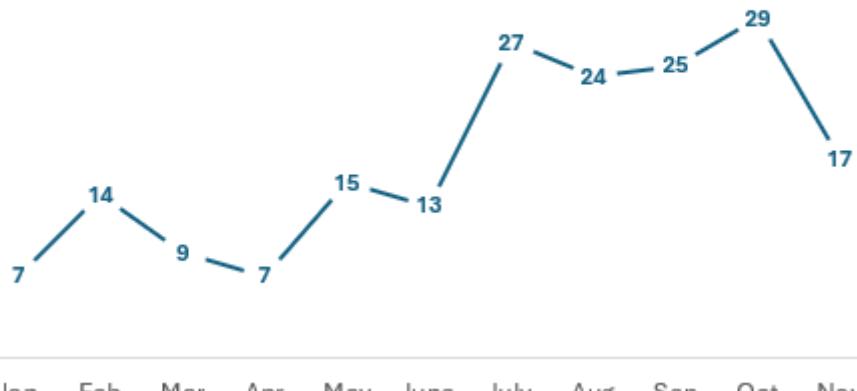
5.8 Following changes to the Police (Performance) Regulations earlier this year we have mandated training for all managers of Inspector ranks and above and have promoted the training wider. The changes represent the most significant reform to the Unsatisfactory Performance Procedures (UPP) in many years, and they ensure a streamlined process for addressing underperformance and attendance issues, allowing for quicker and fairer resolutions.

In terms of our formal cases, we have seen a steady increase in cases over time since the change in legislation and introduction of training, suggesting managers are now more confident to deal with cases which in turn supports a positive culture in respect of organisational justice.



5.9 There has also been a significant increase in other Employee Relations (ER) and Industrial Relations (IR) casework across the organisation. The graph below demonstrates the received cases into the team per month which has been increasing since July. We believe this could be down to better reporting and more interventions being undertaken. In addition, our Right Culture programme is generating conversation and action in terms of managers initiating early intervention but also encouragement of our people to raise issues and concerns. This is at a time when the HR Delivery team are carrying vacancies alongside delivering Right Culture Phase 2 (Code of Ethics training) and bespoke People Opinion Survey interventions.

RECEIVED CASES 2025



To note - The November data was taken from the casework tracker mid-month and thus is not inclusive of the full month.

5.10 In respect of our People Opinion Survey, our most recent survey (POS#4), closed on the 24th November 2025. The participation rate for Suffolk was 60.4%, which is the highest response rate for an Autumn survey since the programme commenced. Increases were particularly noticeable within operational areas which is largely due to the People Directorate attending operational briefings to encourage participation. This contributed to a 9% increase in participation within the Suffolk County Policing Command (CPC) and we also saw an increase in the number of free text comments from operational officers.

Whilst there were no large changes in sentiment, we did see a small increase in positive responses across all ten themes of the survey with the exception of organisational justice. The theme with the highest increase in positive sentiment was Learning and Development with an increase of 2.39%.

The Autumn survey also showed a small reduction in the number of people who reported experiencing harassment, bullying, victimisation, discrimination and microaggressions.

Presentations on the findings of the Autumn survey have been delivered to all Chief Officers and Senior Managers, the results have been published on the Intranet, and we are now working on updating and further developing both the Corporate Action Plan and supporting managers to develop their local Action Plans to address concerns which their people have raised. We will continue to monitor and track progress with the next Survey due in the Spring.

5.11 Concerns about misconduct processes continue to be raised as part of the People Opinion Survey in terms of timeliness which we continue to review and monitor but due to ongoing high numbers of misconduct hearings, there continue to be pressures in terms of costs and availability of legal counsel, independent panel members and demands on the Professional Standards Investigation Teams.

6. FINANCIAL IMPLICATIONS:

6.1 There are no Financial Implications associated with this report.

7. OTHER IMPLICATIONS AND RISKS

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

8. CHIEF OFFICER CONCLUSION

8.1 This report highlights efforts made over the last period to reduce attrition from the organisation in term of both officers and staff and to show how the organisation is adapting to a moving cultural landscape and the changing expectations of our workforce. These efforts have resulted in a consistent decrease in attrition and are a broadly positive indicator. However more detailed data would be necessary to draw useful and actionable conclusions. The question of how many people are leaving the organisation is an important one but must be accompanied by the “why are they leaving?” and whether there was more we could reasonably have done to retain experienced staff.

8.2 Variations in diversity number across the workforce are small and changes of only 0.1% across staff and officers equate to real time losses of only 1 member of staff and 1 officer over the reporting period. Where percentages are used in this type of report it is useful context to shown what this actually means for an organisation of this size. Notwithstanding this point, as an organisation we aspire to be more representative of the communities we serve and will redouble our efforts to attract a more diverse workforce.

8.3 Paragraphs 5.8 to 5.11 detail and show how our volume of casework is increasing across both UPP and IR/ER. Further work has been commissioned to review our processes in light of feedback within the People Opinion Survey.