



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP26/25

SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL -
22 MAY 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 (including FTE and headcount figures)
 - 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.
 - Key issues for Learning and Development
 - National and local policy drivers
 - The approach to managing/supporting restricted, recuperative duties, sickness management and well-being, including a breakdown and number of officers on limited duties (current number and comparative figures).
 - How the Constabulary is providing employment opportunities for young people
 - Use of volunteers – strategic approach to why and where volunteers are being used.
 - A breakdown and number of officers on limited duties (current number and comparative figures).
- 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, strategic workforce plan and the difference this is making to drive improvements.
- 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.
- Key learning, areas for improvement, and/or additional investments
- Any notable changes or new requirements in respect of national policy and legislation
- Any challenges and mitigation in relation to detective capacity, effective management of uplift, and under-represented groups
- How effectively the force is managing staff, including appropriate PDRs.
- Results from the People Opinion Survey(s) and how this affects the force's retention strategy.
- 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, following changes to the Police (Performance) Regulations.

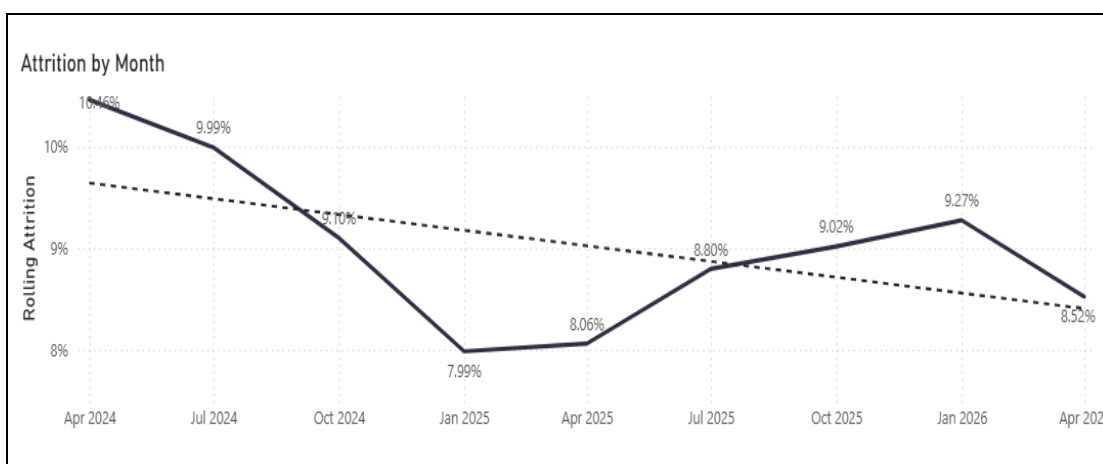
2. WORKFORCE NUMBERS

- 2.1 As at the end of March 2026, the Constabulary had a police officer establishment of 1395.9, a strength full time equivalent (FTE) of 1384.4, and a headcount of 1410 (not including regional seconded or career breaks). The headcount including regional seconded and career breaks is 1457, which has surpassed the officer maintenance target of 1425 for the end of the financial year. There will be no officer maintenance target from April 2026 onwards.
- 2.2 The force continues working towards maintaining the home office maintenance target of 1425, which by March 2026 was exceeded by +22.
- 2.3 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 recruitment of police staff members to enable redeployment of officers into neighbourhood roles.
- 2.4 To supplement recruitment intakes, transferee pipelines remain open in Suffolk Constabulary. In the financial year, 2025/26, a total of 33 transferees have been onboarded.
- 2.5 The Police Community Support Officer (PCSO) establishment at the end of March 2026 was 28 and there was a strength (FTE) of 23.89, and a headcount of 26.
- 2.6 The police staff establishment was 1012.2 at the end of March 2026, which is in line with November 2025 establishment. There was a strength (FTE) of 923.3, an increase since the last reported data in November 2025, of 15.7 FTE. Police staff headcount as of March 2026 was 1027. 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 reviewing and restructuring teams.
- 2.7 Suffolk has monthly Workforce Planning Boards, chaired by the Assistant Chief Constable (ACC), which uses data to understand the capacity and capability of its workforce. 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. 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.
- 2.8 We are reviewing our Strategic Workforce Plan in response to changes to the uplift target and the introduction of the Neighbourhood Policing Guarantee. We also continue to review work undertaken by the Joint Transformation Programme to consider whether any additional changes are required, in terms of how this may change the size and skills requirements of the Constabulary over the next three to five years.
- 2.9 Police Support Volunteers (PSVs) are key members of the police family and come from all walks of life to dedicate their spare time to support policing. They bring their own life experiences into the organisation and allow the force to connect further with the communities it serves. We currently have 87 members of the Special Constabulary and 111 Police Staff Volunteers.

- 2.10 During the period 01/01/26 – 31/04/26, 81 of our 111 PSVs, gave 2,600 hours volunteering across many of our roles, predominantly by our Mounted Volunteers, Police Chaplains, Transport Volunteers and Cadet Leaders.
- 2.11 Mounted Volunteers have recently been involved in the force’s ‘Close Pass’ initiative -enabling the education of drivers and road safety in rural areas of our county alongside Rural Crime officers. This is an ongoing initiative, in partnership with the British Horse Society (BHS).
- 2.12 The Transport Volunteers have given over 900 hours in just this period, assisting with tasks within the workshops and moving vehicles, freeing up officer time – epitomising the role and purpose of a Police Support Volunteer.
- 2.13 The PSV scheme is coordinated by the Citizens in Policing team, part of the County Partnership and Prevention Hub (CPPH), who manage the three volunteering strands that make up CiP – Special Constabulary, Police Support Volunteers and Volunteer Police Cadets. The team are responsible for the recruitment, all HR functions, training, welfare, and performance of all volunteers in the force.

3. ATTRITION

- 3.1 Annual attrition for Suffolk as of March 2026 was 8.5%, 6.9% for police officers and 10.6% 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 105 police officer leavers and 120 police staff leavers.

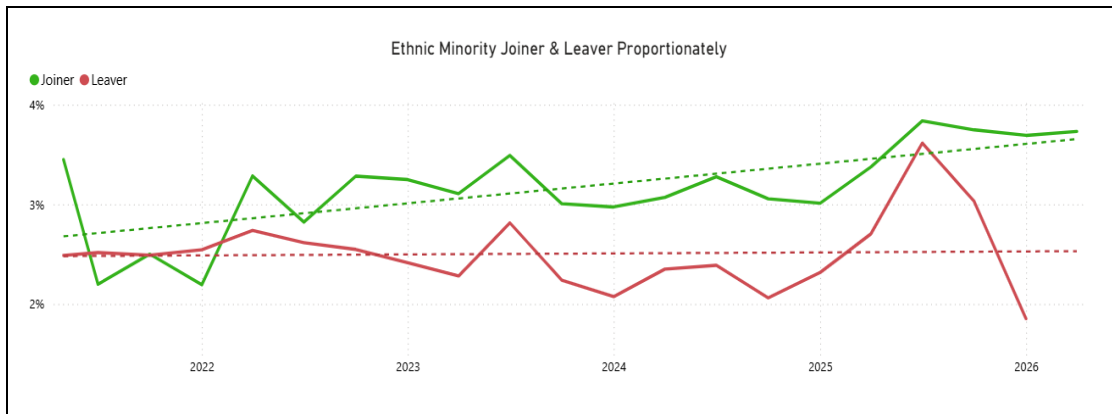


- 3.2 We continue to monitor attrition, and we are currently undertaking some specific work in relation to student officer attrition rates. This includes a pilot female student officer mentoring programme, the introduction of new student specific exit interview questions to better understand the root cause of departures. These will be completed by our PDU Team to increase participation levels and enable analysis of outcomes.
- 3.3 Our ‘Say & Stay’ Initiative continues albeit no interviews have been requested in 2026 to-date. The process has therefore been reviewed, informed by benchmarking against Gloucestershire Police’s model and wider good practice, to identify where clarity, timeliness, and decision-making could be strengthened. As a result, proposed changes introduce clearer guidance for each stage of the process, defined decision points, and explicit criteria that must be met before an interview or escalation takes place, ensuring interventions are evidence-based and necessary. The revised approach improves transparency for staff, supports early resolution where appropriate, and provides a clear audit trail from initial

receipt to case closure. Updated guidance materials and new posters aligned to the organisational rebrand will support consistent application and awareness across the organisation and will be launched shortly.

4. WORKFORCE DIVERSITY

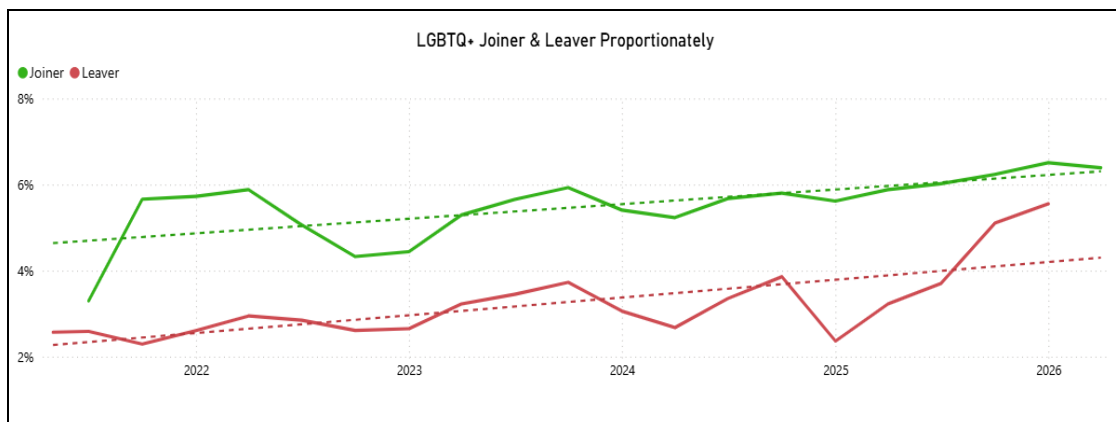
- 4.1 Data at the end of March 2026 shows the percentage of officers who have shared with us that they are from a minority ethnic group is 3.2%, which has remained stable over the past five years (between 2.5% and 3.2%). This is an increase compared to the 3.0% reported rate in November 2025. The proportion of officers who have not provided this information to the Constabulary is 1.6% in March 2026.
- 4.2 The proportion of staff who are from a minority ethnic group is 2.9%, a slight increase of 0.3% from November. The proportion of staff who identify as being from any other white background is 2.4%. The proportion of those who have not provided this information to the Constabulary is 4.1% in March 2026.
- 4.3 The proportion of officers who are female has increased from 36.5% (November 2025) to 36.8% (March 2026). The proportion of female police staff has increased from 64.5% (November 2025) to 65.0% (March 2026).
- 4.4 The proportion of officers who are aged 25 and under is 14.8% (March 2026) compared to 11.5% five years ago. This notable 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.
- 4.5 The proportion of officers who identify as Lesbian/Gay or Bisexual is 5.2% (March 2026). This has increased from April 2025 (5.0%) and November 2025 (5.1%). The number of officers who have not shared this information with us has decreased from 21.2% (April 2025) to 17.0% (March 2026). Owing to improved recruitment processes, the Constabulary is more effective now in collecting the information from new recruits.
- 4.6 Officers who have shared with us that they have a disability is 3.1% (March 2026). The number of individuals who have not shared this information with us is 18.1% (March 2026) reduced from 18.8% (April 2025). The proportion of staff who have shared this information with us that they have a disability is 5.9% (March 2026), the number of individuals who have not shared this information with us sits at 18.0% (March 2026), compared to 19.9% (May 2025).
- 4.7 The number of detectives in March 2026 was 232 (accredited and in a detective post), 16.5% of officers compared to 247 (17.9%) in November 2025. The percentage of detectives from a minority background is currently 1.7%, in line with November 2025 (1.6%). The percentage of detectives from any other white background is 0.4% (March 2026), unchanged from November 2025.
- 4.8 In terms of our commitment to providing employment opportunities for young people, the PCDA entry route for Police Officers, has been effective in attracting younger members of the workforce. This entry route continues to be supported by Suffolk Constabulary. Our current data shows that the average age for someone on the PCDA route was 21.4 years and for PCEP it is 28.06 years.
- 4.9 In terms of protected characteristics data, the below charts show that during the last six months, the proportion of joiners from ethnic minority groups has been higher than proportion of leavers.



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

4.10 The proportion of joiners from LGBTQ+ groups has been higher than proportion of leavers.



4.11 This joiner and leaver data is consistently reviewed and monitored on our Joint Equality, Diversity, and Inclusion (ED&I) published dashboard, alongside additional analysis of other datasets such as exit interviews, Say and Stay data and People Opinion Survey data, and is presented at our People Board.

5. PEOPLE STRATEGIES & CULTURE

5.1 The Constabulary has mandated the College of Policing’s Code of Ethics Training Module’s 1-3. To-date 2182 individuals (80%) have completed this. Alongside this we are continuing with the Right Culture Phase 2 programme which combines the College of Policing Code of Ethics Module 4 alongside elements of our own Right Culture training. To-date, this has been completed by 1034 people in Suffolk (41.74%) with a target date for completion of 31st

December 2026 which we are on track to achieve. 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. We have also rolled out a programme for our Senior Managers as part of the Learning with Care (LWC) programme which focusses on leadership and the importance of emotional intelligence and fostering psychology safety within Teams.

5.2 In terms of wellbeing, over the past quarter, we have continued to deliver a proactive and engaging wellbeing programme aligned to both organisational priorities and feedback. Activity has focused on promoting preventative wellbeing, strengthening peer support capability, and increasing accessibility to support services.

5.3 The initiatives below highlight the work we have undertaken and have planned which support our ongoing commitment to supporting resilience, encouraging open conversations about mental health, and embedding a positive wellbeing culture across the force.

- **Blue Monday (January)**
We marked Blue Monday by encouraging colleagues to share nature photos, recognising the strong link between nature and wellbeing. Over 30 submissions were received, creating positive engagement across the force.
- **Time to Talk Day (February)**
OK9 Wellbeing Dog visits took place at PHQ, with our dogs helping to spark open conversations around mental health. Engagement was strong across multiple departments, supporting our ongoing focus on reducing stigma and encouraging dialogue.
- **Stress Awareness Month (April)** - Activity has focused on recognising and managing stress in policing, improving awareness of early indicators and reinforcing access to support. Engagement has prioritised prevention and early intervention.
- **Nutrition & Hydration Week**
Responding to feedback, we promoted practical guidance on physical wellbeing, including shift-friendly healthy recipes and a force-wide hydration challenge, supporting colleagues to make positive lifestyle choices.
- **Mental Health Awareness Week (May 26)**
The focus for Mental Health Awareness Week is on trauma. Activity will include guest speakers, support information, OK9 visits, and Walk & Talk sessions, reflecting the impact trauma can have across the workforce.
- **Wellbeing Inputs Across the Force**
Targeted wellbeing inputs have been delivered to programmes including FLO, SCAIDP, PCEP and DC development, as well as bespoke departmental sessions. These continue to improve awareness of support services, build resilience and embed a proactive wellbeing culture.
- **Wellbeing Roadshows (Summer 26)**
The Wellbeing Roadshows will deliver a structured, force-wide programme of visits, providing accessible and visible support across all teams. It will bring together key services including OK9, Workplace Health (offering health checks), TRiM and Wellbeing Champions, offering a coordinated “one-stop” approach. The focus will be on targeted engagement with high-demand areas, enabling practical conversations, early intervention and increased awareness of support services. Activity will be aligned to key

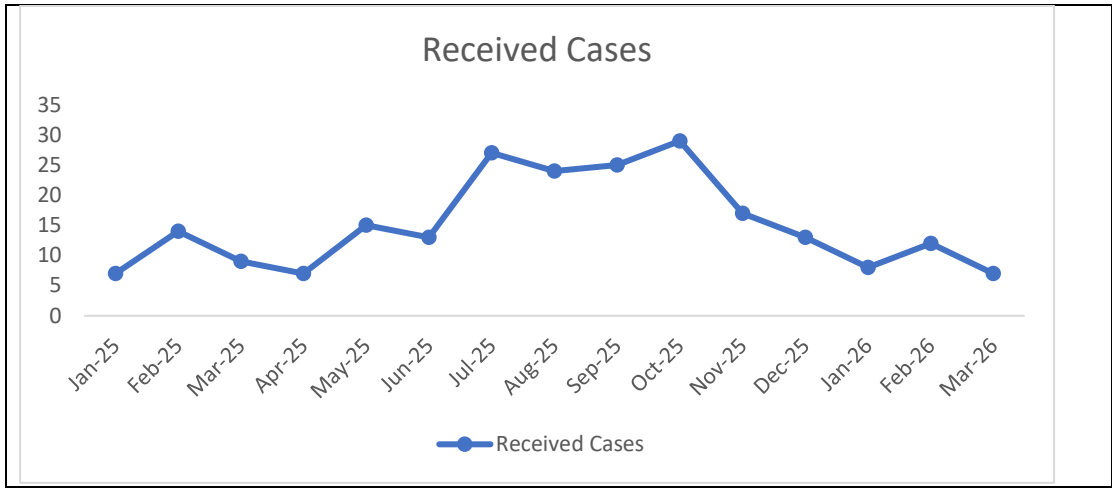
wellbeing campaigns and shaped by officer/staff feedback to ensure it remains relevant and impactful.

These types of initiatives strengthen accessibility, promote early support, and continue to embed a positive and proactive wellbeing culture across the organisation.

- 5.4 From 2026 we will adopt the annual Oscar Kilo National Wellbeing Survey. The survey will launch on the 1st June 2026 and will be open for 3 weeks. This will run in place of our Spring People Opinion Survey, with our own People Opinion Survey running in the Autumn.
- 5.5 Participating in the OK National Survey will give us an opportunity to compare and benchmark our culture, wellbeing, and engagement metrics with several other Forces. The themes within this survey are similar to those that we explore within our own People Opinion Survey so we should still be able to draw comparisons with the results from our previous surveys to provide our leaders with meaningful employee voice data to enable them to take actions accordingly.
- 5.6 In terms of developing and growing our people, key issues and challenges for learning and development currently include the delivery of new national programmes and initiatives such as the PPST 1 day pilot programme, the new Neighbourhood Policing Career Pathway training programmes, the new PIP1 Supervisors Course, the National Talent and Development Strategy and the Training Delivery and Assessment Standards. Good progress is being made in all areas; PPST pilot is live, NPP training is progressing well with high levels of compliance for early online modules and classroom attendance. The PIP1 Supervisors course has been well received, and work continues on building talent management capabilities.
- 5.7 To develop capability around the management of people, efforts have been made to improve the support for PDR activity; our dedicated PDR Skills Resources for Line Managers gives managers everything they need to run confident, meaningful, and well-structured PDR conversations. Our on-line area brings together practical guidance, ready-to-use tools, and high-quality learning content designed specifically to support supervisors, sergeants, inspectors, and staff managers. In addition to this we are developing a PDR Appeals process, and the L&D team are piloting a quarterly dip sampling of PDRs to improve the quality and consistency of PDRs across the force.

6. EMPLOYEE RELATIONS

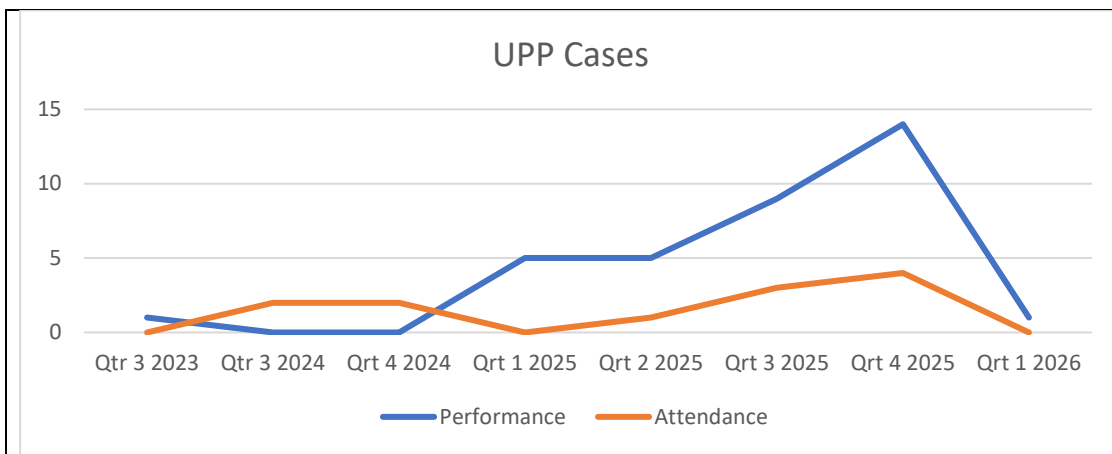
- 6.1 In terms of wider ER cases the graph below shows the volume of formal officer and staff cases received into HR. It should be noted that this data is now captured through our digital casework tracker, which will provide a more consistent and reliable view over the coming quarters. Based on historical trends, we anticipate an increase in cases from June onwards, in line with previous patterns shown in the data.



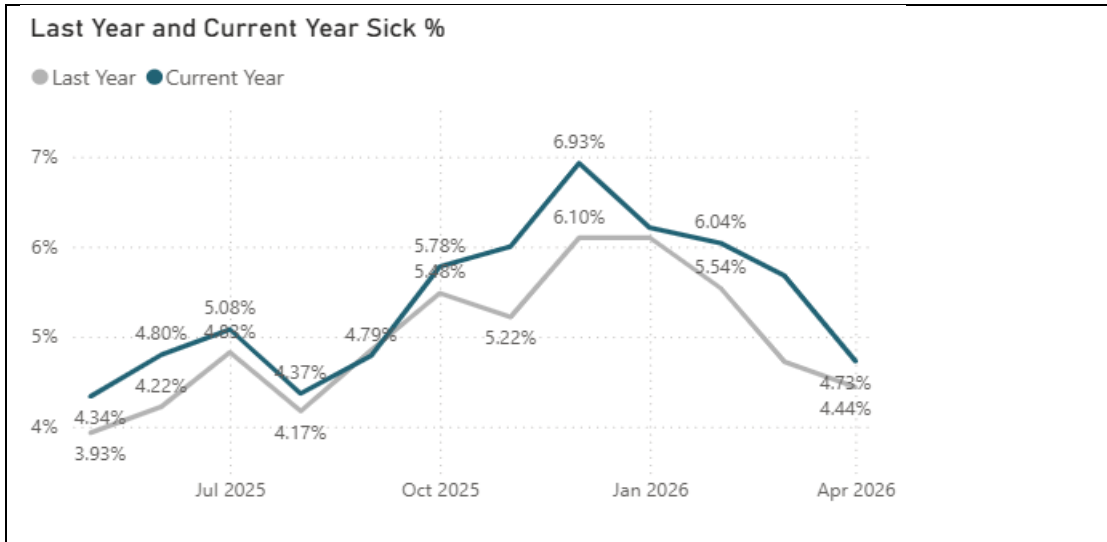
6.2 We have also recently reviewed how people data is presented, with a new system due to go live in the coming weeks. This will provide improved visibility of trends, particularly in relation to attendance. Managers now receive regular people-related data, including alerts when Attendance Support Meeting (ASM) triggers are reached, enabling earlier intervention. This approach allows clearer identification of delays in case management and strengthens accountability at manager level.

6.3 Following the change in legislation last year in respect of UPP procedures, the Constabulary introduced a mandated requirement for all managers at Inspector rank and above, to attend training, alongside wider promotion of other management training.

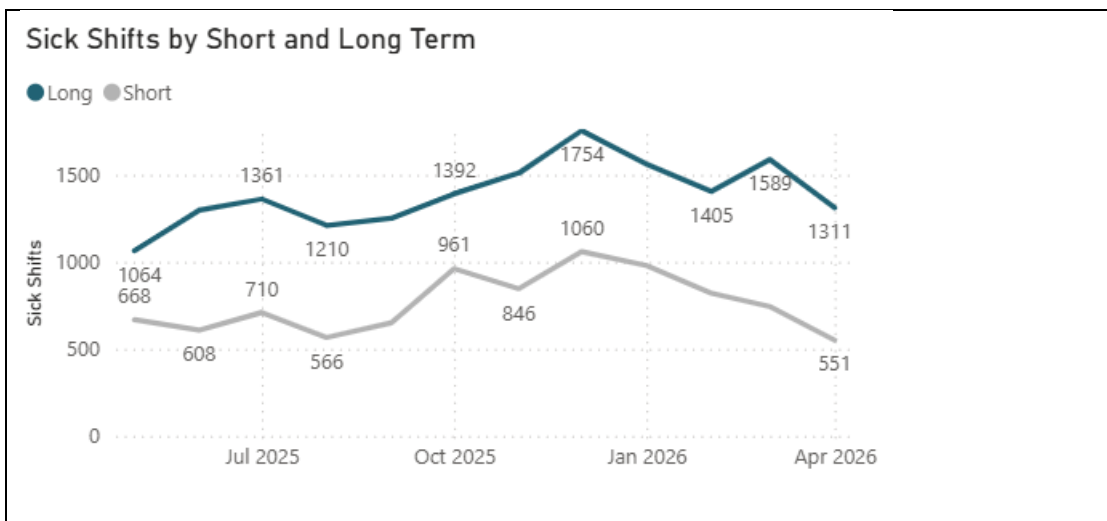
6.4 The data now shows a notable reduction in the number of formal UPPs, as demonstrated by the table below but this has been accompanied by a significant increase in informal case management with nine performance-based cases and fifteen attendance-based cases recorded in the first quarter, indicating that managers are now more confident and capable of addressing issues at an early, informal stage. This suggests the training has had the intended impact, with managers taking appropriate ownership of performance and attendance matters without premature escalation. It should be noted, however, that an increase in formal UPPs may still occur where informal processes do not achieve the required outcomes.



6.5 In terms of sickness management Suffolk's current sickness rate is 5.4% for the prior 12 months. The table below shows the data for the last two years.



6.6 This graph below shows the number of shifts lost to short- and long-term sickness. In terms of long-term sickness, 8406 long terms shifts were psychological (57% of all long-term sick shifts) equating to 71,903 hours (58% of all long-term sickness hours).



6.7 In terms of managing sickness, high level sickness data is provided at SMTs specifically focussing on long-term sickness cases and includes highlighting any cases which are not being actively managed in a timely manner. We are also looking at how we can upskill managers on whether performance action is required if cases are not being managed appropriately. Additionally, even if formal action is not being considered after ASM3 we are now asking for the formal consideration documents to be completed to enable auditing and scrutiny.

6.8 Our Limited Duties cases are detailed in the table below:

Category	Previous Month (Jan 26)		May 26	
	Number	As Percentage (%)	Number	As Percentage (%)
All Suffolk Open Cases (Including Joint)	181		188	
Recuperative	111	61%	116	62%

Adjusted	80	39%	72	38%
Suffolk Single Force	129		146	
Recuperative	76	59%	89	61%
Adjusted	53	41%	57	39%

6.9 We continue to monitor and actively manage our Limited Duties cases in conjunction with local Senior Manager Teams to support individuals back to full duties, or where this is not possible, ensuring they can continue to contribute meaningfully to the organisation, or if required consideration is given to formal processes. Any individuals who have been on recuperative duties for 6 months are referred to the relevant Chief Inspector and HR Manager for review who will decide whether to authorise any further recuperative periods or whether formal action is required. There is a clear directive from C/Superintendent level that such cases must be reviewed at this stage and will be strongly enforced.

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 With the removal of Headcount measure for total police force establishment we are focusing our data upon full time equivalents as this is a better proxy measure for capacity within the organisation. This report highlights efforts made over the last period to reduce attrition and to ensure that we have a strong recruitment pathway.

9.2 We are in the process of recommissioning work to scrutinise delivery of the police race action plan within Suffolk. It is hoped that this will improve trust and confidence in policing amongst the black communities of Suffolk and over time assist us in recruiting a more diverse organisation.