

ORIGINATOR: DEPUTY CHIEF CONSTABLE

PAPER NO: AC25/34

SUBMITTED TO: AUDIT COMMITTEE – 17 OCTOBER 2025

**SUBJECT: SUFFOLK CONSTABULARY’S RESPONSE TO AUDIT FINDINGS
(PEOPLE DIRECTORATE)**

SUMMARY:

1. This briefing note relates to action 7.5 from May 2025 Audit Committee meeting and follow-up action at July’s 2025 Audit Committee meeting in which “the PCC advised that the Workforce report received to APP has been further discussed at Weekly Conference and will provide a further verbal update at the next meeting”.

RECOMMENDATION:

1. The Audit Committee is requested to consider the attached report.

Suffolk Constabulary's Response to Audit findings (People Directorate)

Summary

Overall, the Constabulary is confident of the efficient and effective delivery of its People Services. People are a key priority in the Chief's Delivery Plan and progress is co-ordinated through a strategic People Board. We have implemented a three-year People Strategy that has changed the leadership and structure with clear accountability and governance. We consistently fulfil our police officer recruitment targets to maintain establishment and are on target for the Neighbourhood Policing Guarantee. Focussed work to improve areas like retention, managing limited duties, using data for workforce planning and health and wellbeing is delivering results. The People Opinion Survey (fifth iteration in November 2025) has exceptional completion rates with robust action plans to respond to the issues raised. We have a "right culture" programme to promote ethical leadership and behaviour, an established leadership skills programme "Leading With Care" and are shortly launching a new talent strategy for officers and staff.

The People Directorate does not feature as an area of risk in our Force Management Statement. The Constabulary is also improving the diversity of its people (which is on the strategic risk register) and has a strategic EDI board.

The following points address the audit concerns raised:

Retention

- Strategy update to reflect the introduction of a Say and Say scheme
- Action plan developed to support implementation of the strategy
- Documented governance in place to monitor delivery of the action plan through People Board
- Turnover has reduced for both staff and officers

Limited Duties

- Data quality audit undertaken
- Upskilling of HR Advisors and made area priority focus for them
- Fortnightly limited duties meeting to ensure robust case management
- Limited duties action plan in place to reduce number of officers on recuperative duties and ensure adjusted duties officers have meaningful posts.

Workforce Planning

- Data driven Workforce Planning Board introduced in Suffolk and the Joint Space.
- Workforce Planning action plans in place, targeted at data driven areas of concern, for example sickness and recruitment to specialist posts.
- Strategic Workforce Plan drafted and being reviewed for sign off.

Rob Jones DCC

5th October 2025