

# PFEW Pay and Morale Survey 2018 Norfolk Constabulary

Author: Nicola Chandler

<b>Security classification</b>	<input checked="" type="checkbox"/> Not protectively marked	May be published openly / immediately
	<input type="checkbox"/> Protected	Review whether broader publication
	<input type="checkbox"/> Restricted	Not for open publication. Restricted to: .....
	<input type="checkbox"/> Confidential	

## EXECUTIVE SUMMARY

- 406 responses were received from Norfolk Constabulary, representing a response rate of around 27% (based on July 2017 Home Office figures of officer headcount).
- 71.1% of respondents from Norfolk Constabulary said that they are dissatisfied with their overall remuneration (including basic pay and allowances).
- 44.2% of respondents from Norfolk Constabulary reported worrying about the state of their personal finances every day or almost every day.
- 72.4% of respondents from Norfolk Constabulary felt that they were worse off financially than they were five years ago.
- 10.6% of respondents from Norfolk Constabulary reported never or almost never having enough money to cover all their essentials.
- 56.5% of respondents from Norfolk Constabulary told us that their morale is currently low.
- 88.5% of respondents from Norfolk Constabulary felt that morale within the force is currently low.
- 66.1% of respondents from Norfolk Constabulary said that they would not recommend joining the police to others.
- 8.0% of respondents from Norfolk Constabulary told us that they had an intention to leave the police service either within the next 2 years or as soon as possible.

## INTRODUCTION

This note provides a summary of responses to the PFEW Pay and Morale Survey received from respondents from Norfolk Constabulary in 2018.

Where appropriate, details of average responses for the police service as a whole are also presented, as well as a ranking of Norfolk Constabulary compared to other forces.

Where rankings are provided, a ranking of 1 represents the force with the highest percentage of respondents expressing a particular attitude or intention, and a ranking of 43 represents the force with the lowest percentage of respondents expressing a particular attitude or intention<sup>1</sup>.

## RESPONSE RATE AND RESPONDENTS

406 responses were received from Norfolk Constabulary, representing a response rate of around 27% (based on July 2017 Home Office figures of officer headcount). The national response rate for the 2018 survey was 22%. Last year's response rate for Norfolk Constabulary was 33%. Please bear this in mind when making comparisons with last year's findings.

The margin of error for this report has been calculated using the number of responses received from officers in Norfolk Constabulary compared to the number of officers in the force as a whole. The findings presented in this report have a margin of error of 4%<sup>2</sup>.

Overall 790 respondents to the survey declined to state which force they belonged to. The responses from these officers have been included within the national data but are excluded from force-level analysis.

76.5% of responses from Norfolk Constabulary were received from male officers and 23.5% of responses were from female officers. 74.7% of respondents were Constables, 19.5% were Sergeants, 5.0% were Inspectors and 0.8% were Chief Inspectors.

---

<sup>1</sup> Rankings have been determined at one decimal place.

<sup>2</sup> A margin of error of 5% or less is generally considered to be within the normal bounds of academic rigor. If this threshold has not been met, the results from this report must be interpreted more cautiously.

## PAY AND REMUNERATION

### SATISFACTION WITH PAY

#### FORCE LEVEL STATISTICS

86.6% of respondents from Norfolk Constabulary told us that they do not feel that they are paid fairly for the stresses and strains they have within their job.

Across England and Wales, the proportion of respondents who felt that they were not paid fairly for the stresses and strains of their job ranged from 92.8% at the top ranking force to 81.6% at the bottom ranking force. Norfolk Constabulary ranks 25 out of 43 forces; there are 18 forces with a smaller proportion of respondents who say that they are not fairly paid for the responsibilities within their job.

71.1% of respondents from Norfolk Constabulary said that they are dissatisfied with their overall remuneration (including basic pay and allowances) and 61.8% said that they are dissatisfied with their pensions.

Nationally, the proportion of respondents who are dissatisfied with their overall remuneration ranges from 82.2% at the top ranking force to 62.4% at the bottom ranking force. In terms of respondents reporting dissatisfaction with their remuneration, Norfolk Constabulary ranks 28 out of 43 forces, meaning that there are 15 forces with a smaller proportion of respondents who are dissatisfied with their remuneration.

Pension dissatisfaction ranges from 69.3% at the top ranking force to 46.6% at the bottom ranking force. Norfolk Constabulary ranks 13 out of 43 forces for this indicator; therefore there are 30 forces with a smaller proportion of respondents who are dissatisfied with their pension.

Comparison of 2018 and 2017 figures for pay and remuneration in Norfolk Constabulary is provided in the table below.

	2018	2017
Do not feel fairly paid for the stresses and strains their job	86.6%	87.2%
Dissatisfied with total remuneration	71.1%	68.3%
Dissatisfied with pension	61.8%	59.7%

## **OVERALL STATISTICS FOR ENGLAND AND WALES**

Nationally, 87.9% of respondents said that they were not paid fairly for the stresses and strains of their job; this proportion was 86.5% in 2017. A significantly larger proportion of respondents said that they were not paid fairly for the stresses and strains of their job this year compared to last year<sup>3</sup>.

The proportion of respondents across the police service as a whole who were dissatisfied with their remuneration was 75.3%; this compares to 72.0% in 2017. The difference between the proportion of respondents who were dissatisfied with their overall remuneration in 2017 and 2018 was statistically significant<sup>4</sup>.

Across England and Wales, the proportion of respondents who were dissatisfied with their pension in 2018 was 62.0%; this proportion was 62.6% in 2017. The difference between the proportion of respondents reporting to be dissatisfied with their pension this year compared to last year was not statistically significant<sup>5</sup>.

## **COST OF LIVING**

### **FORCE LEVEL STATISTICS**

44.2% of respondents from Norfolk Constabulary reported worrying about the state of their personal finances every day or almost every day, compared to 44.8% nationally. Further, 72.4% of respondents from Norfolk Constabulary felt that they were worse off financially than they were five years ago.

10.6% of respondents from Norfolk Constabulary reported never or almost never having enough money to cover their monthly essentials. Compared to the other forces in England and Wales, Norfolk Constabulary ranks 17 out of 43; there are therefore 26 forces with a smaller proportion of respondents reporting that they never or almost never have enough money to cover all their essentials.

Nationally, the proportion of respondents who said that they were worse off financially than five years ago ranged from 83.0% in the top ranking force to 62.2% in the bottom ranking force. Compared to the other forces in England and Wales, Norfolk Constabulary ranks 24 out of 43; there are therefore 19 forces with a smaller proportion of respondents who feel worse off financially than five years ago.

## **OVERALL STATISTICS FOR ENGLAND AND WALES**

Within the service as a whole, 75.7% of respondents felt financially worse off than they did five years ago. This was compared to 72.5% for the 2017 survey, which was statistically

---

<sup>3</sup> Z= 4.8778, p < 0.001

<sup>4</sup> Z = 8.507, p < 0.001

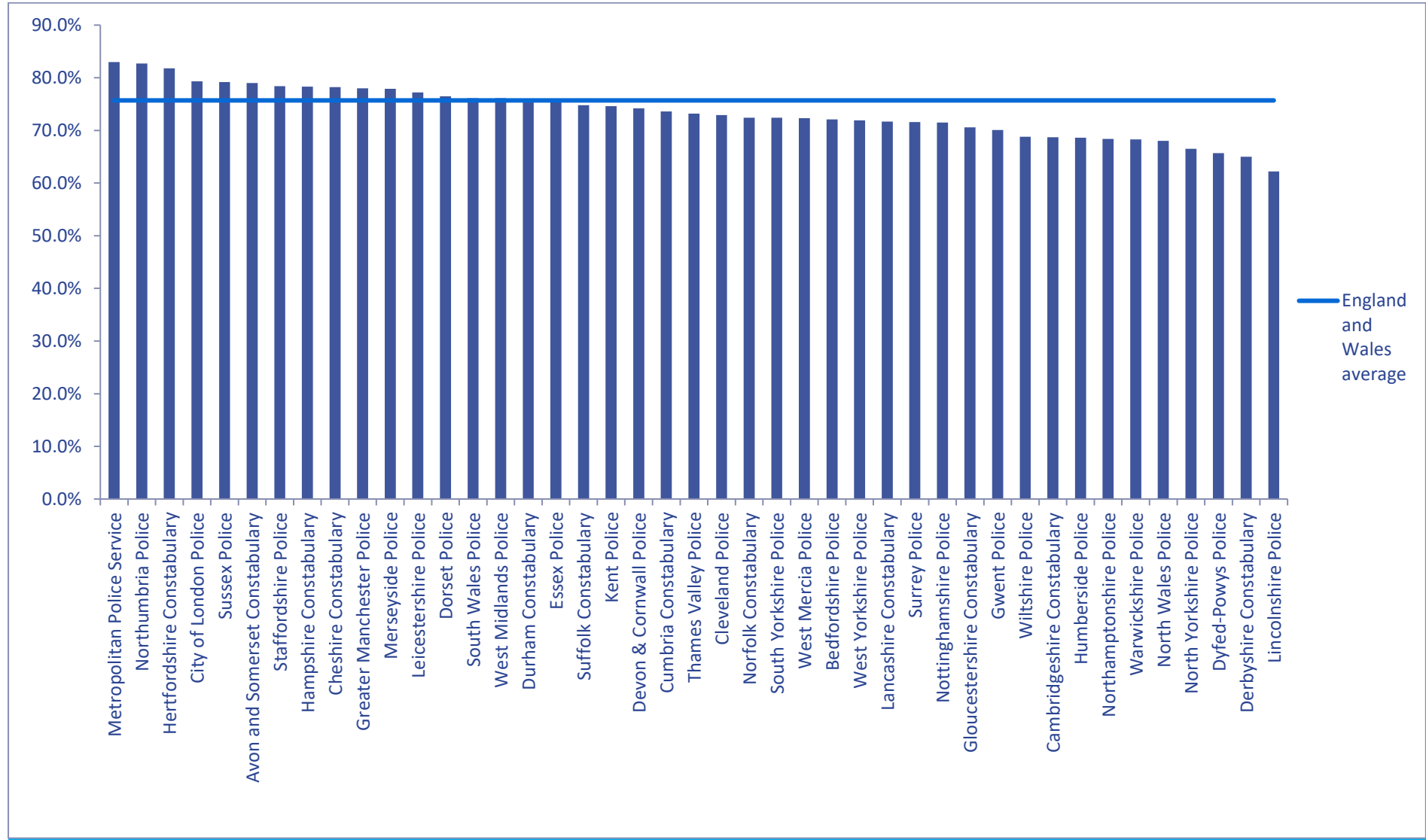
<sup>5</sup> Z = -1.2301, p = 0.219

significantly different<sup>6</sup>. Further at a national level, 11.8% of respondents reported never or almost never having enough money to cover all their essentials.

---

<sup>6</sup> Z = 8.5997, p < 0.001

## Proportion of respondents who felt worse off financially compared to five years ago



## MORALE

### FORCE LEVEL STATISTICS

56.5% of respondents from Norfolk Constabulary told us that their morale is currently low.

Nationally, the proportion of respondents reporting low personal morale ranges from 71.5% at the top ranking force to 36.3% at the bottom ranking force. In terms of the proportion of respondents with low morale, Norfolk Constabulary ranks 25 out of 43, meaning that, compared to Norfolk Constabulary, there are 18 forces with a smaller proportion of respondents reporting low morale.

88.5% of respondents from Norfolk Constabulary felt that morale within the force is currently low.

Across England and Wales as a whole, the proportion of respondents reporting low force morale ranges from 97.6% at the top ranking force to 59.7% at the bottom ranking force. In terms of the proportion of respondents reporting low force morale, Norfolk Constabulary ranks 21 out of 43 forces, meaning that there are 22 forces with a smaller proportion of respondents who feel that morale within their force is low.

Comparison of 2018 and 2017 figures for morale in Norfolk Constabulary are provided in the table below.

	2018	2017
Low personal morale	56.5%	64.3%
Low force morale	88.5%	94.9%

### OVERALL STATISTICS FOR ENGLAND AND WALES

The proportion of respondents in the police service as a whole who said that their morale is low was 58.7%, this compares to 60.2% of respondents to the PFEW Pay and Morale survey in 2017; the proportion of respondents reporting low morale in 2018 was significantly smaller than in 2017<sup>7</sup>.

The proportion of respondents in the service as a whole who said that morale in their force was low this year was 89.1%; this proportion was 89.6% in 2017 showing a small but statistically significant decrease from last year<sup>8</sup>.

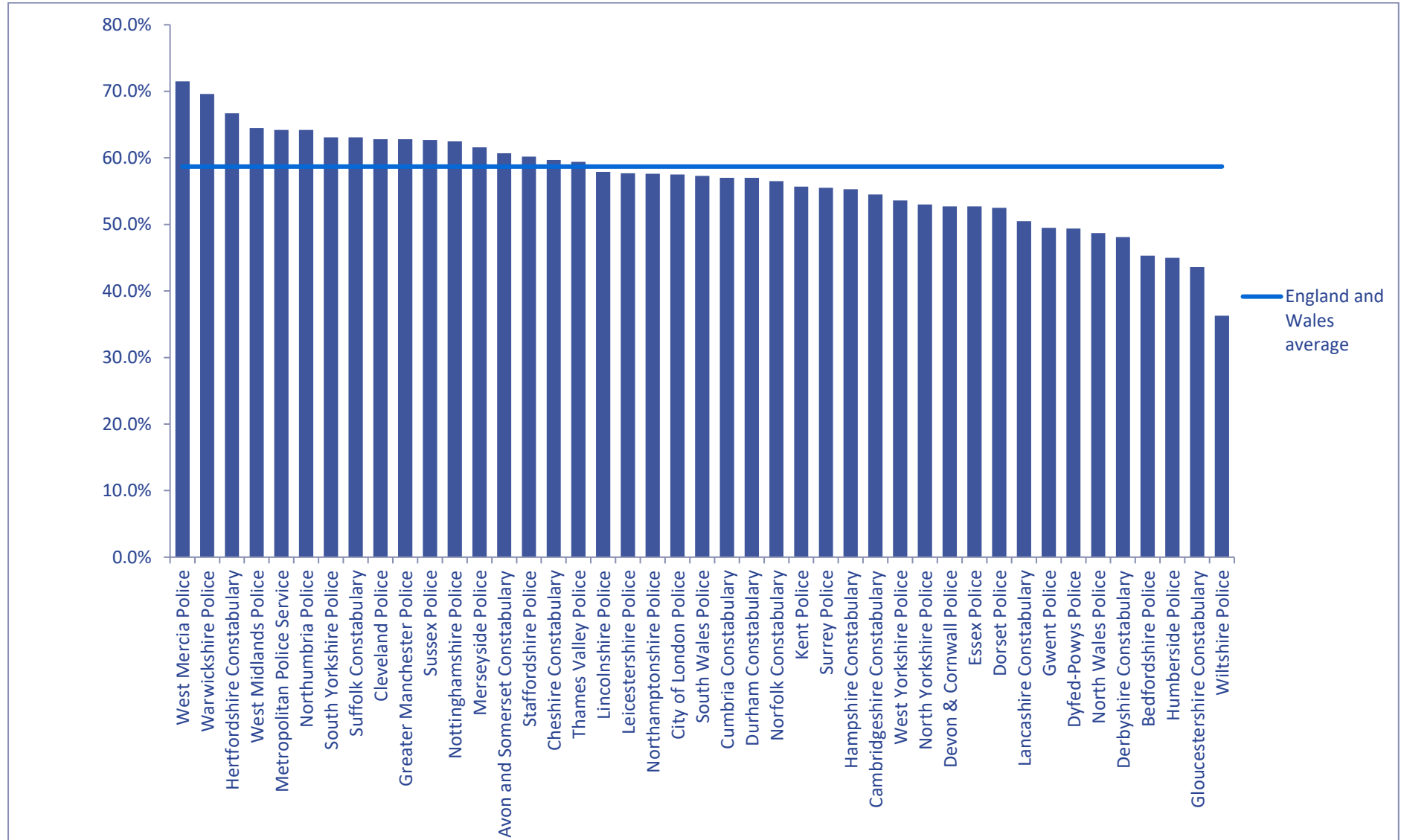
---

<sup>7</sup> Z= -3.5082, p < 0.001

<sup>8</sup> Z= -1.9818, p = 0.048



## Proportion of respondents reporting low personal morale



## **REASONS FOR LOW MORALE**

The survey asked respondents about the factors that had a positive or negative effect on their morale, the table below shows the proportion of respondents in Norfolk Constabulary who said a particular factor has had a negative effect upon their morale compared to the national average.

<b>Factor</b>	<b>Negative effect on morale (Norfolk Constabulary)</b>	<b>Negative effect on morale (England and Wales)</b>
Pay and benefits (including pension)	<b>78.2%</b>	<b>76.5%</b>
Day-to-day job role	<b>50.7%</b>	<b>47.9%</b>
Workload and responsibilities	<b>64.7%</b>	<b>61.7%</b>
Work-life balance	<b>65.4%</b>	<b>65.0%</b>
Opportunities for development and promotion	<b>54.6%</b>	<b>49.6%</b>
Health and wellbeing	<b>62.6%</b>	<b>61.5%</b>
How the police as a whole are treated	<b>86.7%</b>	<b>85.6%</b>
Treatment by senior managers	<b>38.8%</b>	<b>44.7%</b>
Management of change within the police	<b>75.8%</b>	<b>78.3%</b>

## ATTITUDES TOWARDS THE POLICE

### FORCE LEVEL STATISTICS

66.1% of respondents from Norfolk Constabulary said that they would not recommend joining the police to others.

Nationally, the proportion of respondents who said that they would not recommend joining the police to others ranges from 76.6% in the top ranking force to 46.7% in the bottom ranking force. Compared to the other forces in England and Wales, Norfolk Constabulary ranks 27 out of 43; there are therefore 16 forces with a smaller proportion of respondents who say that they would not recommend joining the police to others.

66.3% of respondents from Norfolk Constabulary said that they did not feel valued within the police.

The proportion of respondents who did not feel valued ranges from 78.2% in the top ranking force to 46.4% in the bottom ranking force. In terms of the proportion of respondents who did not feel valued within the police, Norfolk Constabulary ranks 21 out of 43; there are 22 forces with a smaller proportion of respondents who did not feel valued.

Comparison of 2018 and 2017 figures for attitudes towards the police in Norfolk Constabulary are provided in the table below.

	2018	2017
I would not recommend joining the police to others	66.1%	70.1%
I do not feel valued in the police	66.3%	67.6%

### OVERALL STATISTICS FOR ENGLAND AND WALES

For the service as a whole, the proportion of respondents in 2018 who said that they would not recommend joining the police to others was 69.4%. In 2017, 70.4% of respondents said that they would not recommend joining the police. The difference between 2017 and 2018 was small but statistically significant<sup>9</sup>.

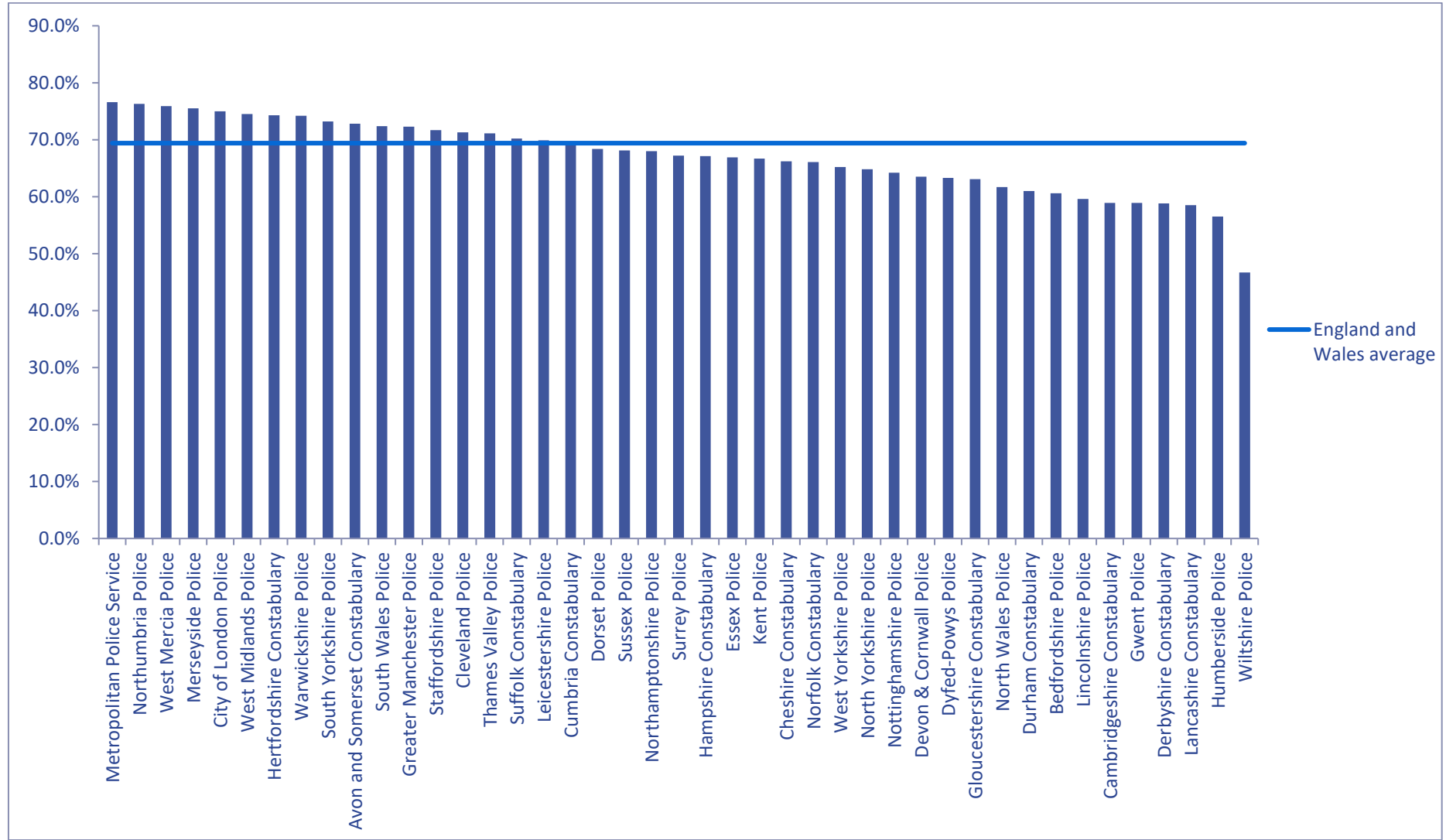
Across the police service as a whole, 67.8% of respondents said that they did not feel valued; compared to 68.0% of respondents in last year's survey. The proportion of respondents feeling valued this year compared to 2017 was not statistically significant<sup>10</sup>.

---

<sup>9</sup> Z = -2.3393, p = 0.019

<sup>10</sup> Z = -0.6681, p = 0.503

## Proportion of respondents who would not recommend the police to others



## **FAIRNESS**

### **FORCE LEVEL STATISTICS**

36.5% of respondents from Norfolk Constabulary agreed that they were treated fairly. 31.1% of respondents from Norfolk Constabulary said that they were not treated fairly.

The proportion of respondents who did not feel fairly treated ranged from 39.7% at the top ranking force to 18.3% at the bottom ranking force. Norfolk Constabulary ranks 16 out of 43 forces for this indicator; there are 27 forces with a smaller proportion of respondents who do not feel fairly treated.

26.3% of respondents from Norfolk Constabulary said that decisions that affected them were usually made in a fair way; whereas 42.3% said that decisions that affected them were not usually made in a fair way.

The proportion of respondents reporting that decisions that affected them were not usually made in a fair way ranged from 55.8% at the top ranking force to 30.8% at the bottom ranking force. Norfolk Constabulary ranks 27 out of 43 forces; there are therefore 16 forces where a smaller proportion of respondents said that decisions that affected them were not usually made in a fair way.

30.0% of respondents from Norfolk Constabulary told us that overall, the people they worked with were fairly treated; in contrast to 35.1% who said that the people they worked with were not fairly treated.

Across England and Wales, the proportion of respondents who felt that the people they worked with were not fairly treated ranged from 45.9% at the top ranking force to 20.7% at the bottom ranking force. Norfolk Constabulary ranks 20 out of 43 forces; there are 23 forces with a smaller proportion of respondents who felt that the people they worked with were not treated fairly.

Comparison of 2018 and 2017 figures for fairness in Norfolk Constabulary are provided below.

	2018	2018	2017	2017
	Disagree	Agree	Disagree	Agree
I am treated fairly	31.1%	36.5%	28.8%	37.0%
Decisions that affect me are usually made in a fair way	42.3%	26.3%	40.1%	25.1%
Overall, the people I work with are treated fairly	35.1%	30.0%	34.2%	31.0%

### **OVERALL STATISTICS FOR ENGLAND AND WALES**

This year, the proportion of respondents across the police service as a whole who felt fairly treated was 37.3%, whereas 31.2% did not feel fairly treated. The proportion of respondents in 2018 who felt fairly treated was significantly higher than in 2017<sup>11</sup> when 36.4% felt fairly treated. Further, the proportion of respondents who did not feel fairly treated was not significantly different from last year, when 31.6% of respondents said that they were not treated fairly<sup>12</sup>.

Across England and Wales, the proportion of respondents in 2018 who agreed that decisions that affected them were made in a fair way was 24.7%; again this was not significantly different from last year, when 24.1% of respondents agreed that decisions were made in a fair way.<sup>13</sup> The proportion of respondents in this year's survey who disagreed that decisions were made fairly was also not significantly different to 2017; 44.9% of respondents disagreed this year, 45.4% disagreed last year.<sup>14</sup>

Nationally, 32.7% of respondents said that the people they worked with were treated fairly, this contrasts with 35.2% of respondents who did not believe that the people they worked with were treated fairly. These proportions in 2017 were 31.8% and 36.0% respectively. Accordingly, the proportion of respondents who believed that the people they worked with were treated fairly was significantly higher this year than last year<sup>15</sup>, and the proportion of respondents who believe that the people they worked with were not treated fairly was not significantly different this year compared to last year<sup>16</sup>.

<sup>11</sup> Z = 2.2402, p = 0.025

<sup>12</sup> Z = -0.9306, p = 0.352

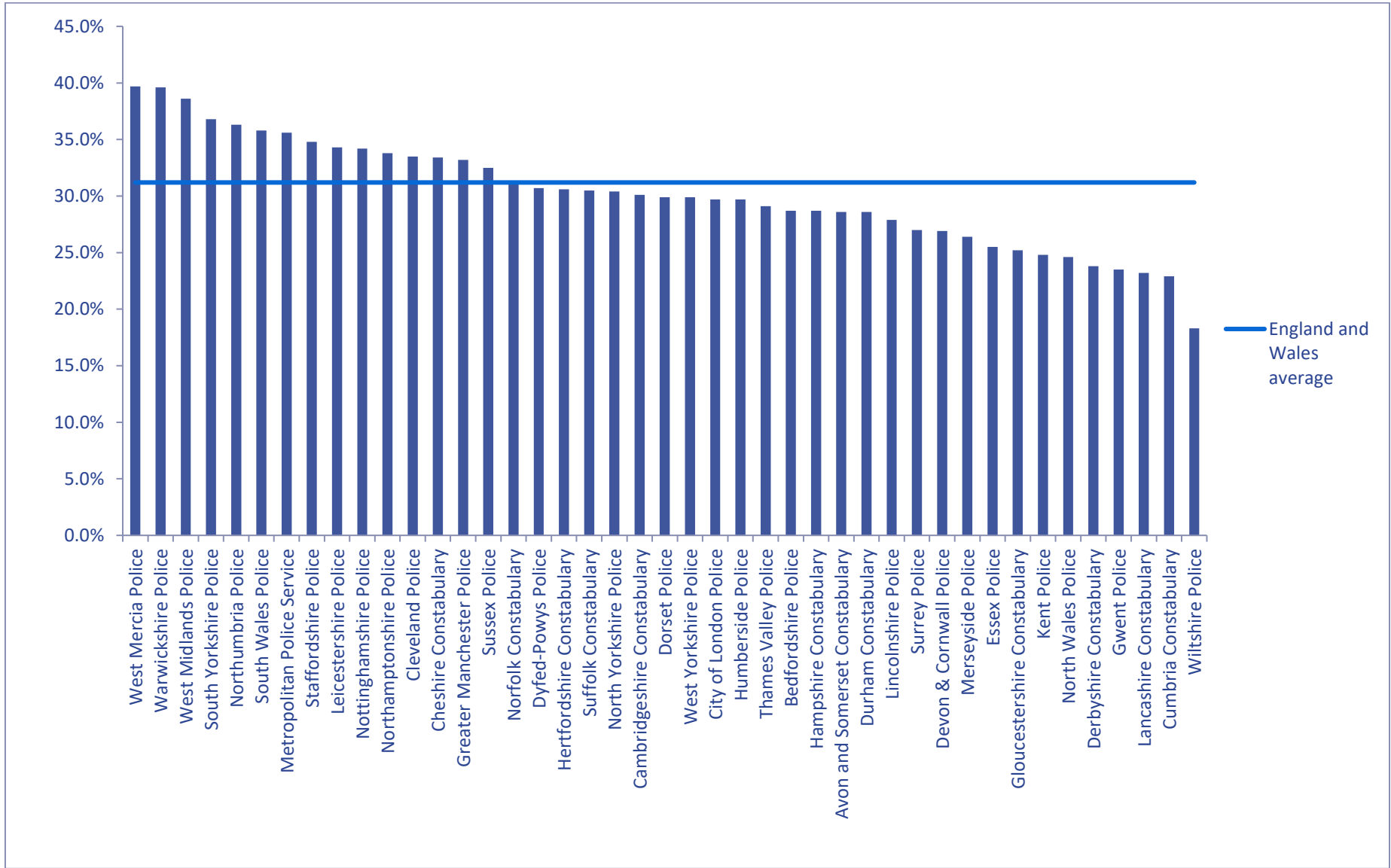
<sup>13</sup> Z = 1.7566, p = 0.078

<sup>14</sup> Z = -0.9461, p = 0.342

<sup>15</sup> Z = 2.1774, p = 0.029

<sup>16</sup> Z = -1.8119; p = 0.070

## Proportion of respondents who did not feel fairly treated



## **INTENTION TO LEAVE**

### **FORCE LEVEL STATISTICS**

8.0% of respondents from Norfolk Constabulary told us that they had an intention to leave the police service either within the next 2 years or as soon as possible. A further 18.1% of respondents said that they currently do not know what their intentions are with regards to staying in or leaving the police.

The proportion of respondents in England and Wales who overall planned to leave the police within the next 2 years or as soon as possible ranged from 18.3% at the top ranking force to 6.6% at the bottom ranking force. In terms of the proportion of respondents intending to leave, Norfolk Constabulary ranks 37 out of 43 forces, meaning that there are 6 forces with a smaller proportion of respondents intending to leave.

Comparison of 2018 and 2017 figures for intention to leave within the next 2 years or as soon as possible in Norfolk Constabulary are provided in the table below.

	<b>2018</b>	<b>2017</b>
Intention to leave the police service within the next 2 years or as soon as possible	<b>8.0%</b>	<b>10.9%</b>

### **OVERALL STATISTICS FOR ENGLAND AND WALES**

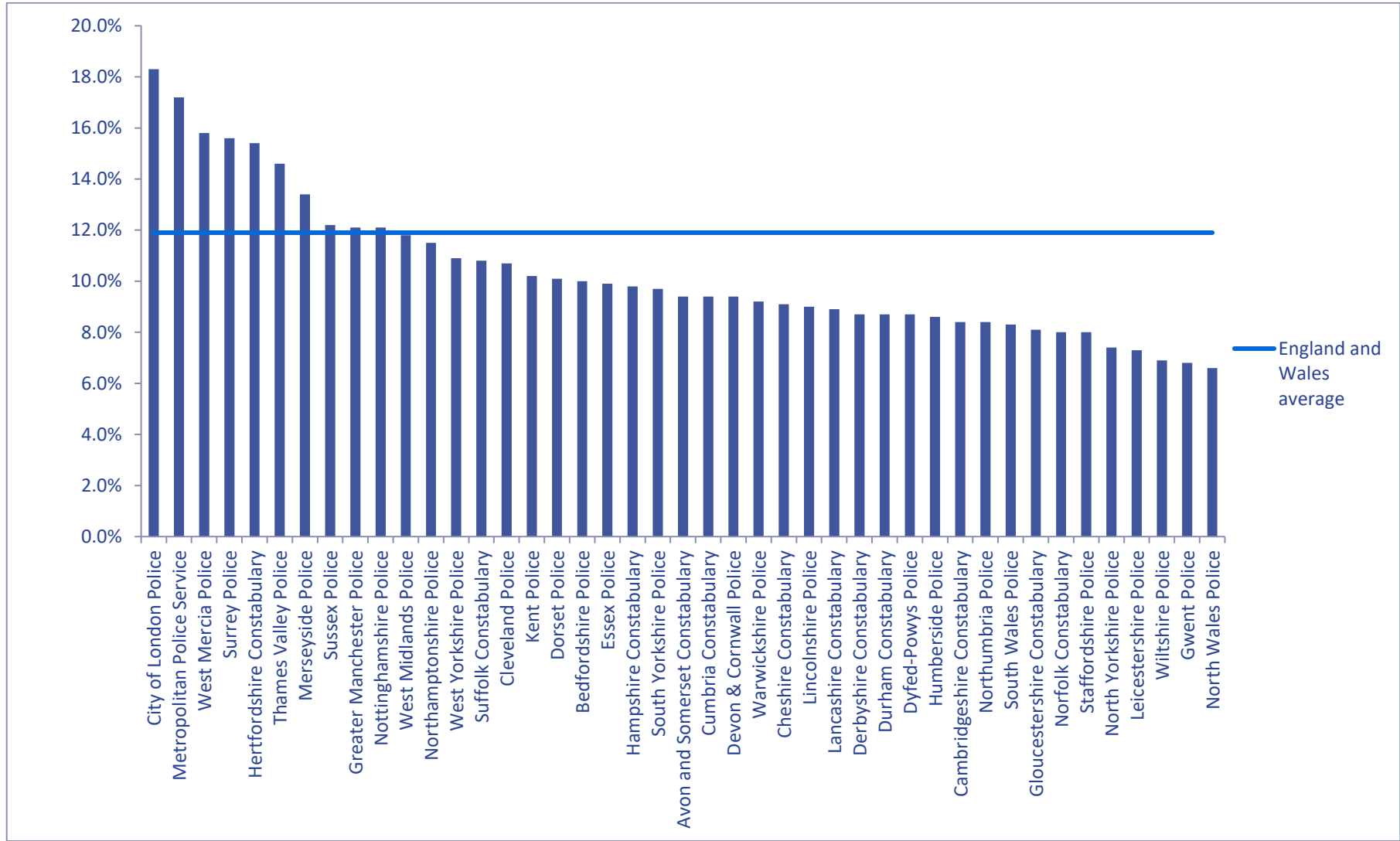
For the service as a whole, 11.9% of respondents planned to leave the police service within two years or as soon as possible; in 2017, 12.3% of respondents said that they intended to leave within two years or as soon as possible. There was no statistically significant difference in the proportion of respondents intending to leave within the next 2 years or as soon as possible in 2018 compared to 2017<sup>17</sup>.

---

<sup>17</sup> Z = -1.6364, p = 0.101



Proportion of respondents intending to leave the police within two years



## **REASONS FOR INTENDING TO LEAVE THE POLICE SERVICE**

Respondents who had said they intended to leave were asked to indicate the reasons behind this intention. The table below shows the proportion of respondents in Norfolk Constabulary who said that a particular factor has had a major effect on their intention to leave, compared to the national average.

Please be aware that respondents were able to choose more than one option therefore the figures provide below will not add up to 100%.

<b>Factor</b>	<b>Major effect on intention to leave (Norfolk Constabulary)</b>	<b>Major effect on intention to leave (England and Wales)</b>
The impact of your job on your family/personal life	<b>63.3%</b>	<b>61.5%</b>
Your morale	<b>83.3%</b>	<b>79.0%</b>
Your opportunities for development and promotion	<b>50.0%</b>	<b>44.0%</b>
Your pay and benefits	<b>73.3%</b>	<b>66.5%</b>
Better job opportunities outside of the Police	<b>60.0%</b>	<b>52.9%</b>
The impact of the job on your health and wellbeing	<b>83.3%</b>	<b>72.4%</b>
Dissatisfaction with your day-to-day job role	<b>66.7%</b>	<b>43.6%</b>
Your workload and responsibilities	<b>63.3%</b>	<b>48.5%</b>
How the police as a whole are treated	<b>70.0%</b>	<b>71.2%</b>
Your treatment by senior managers	<b>40.0%</b>	<b>40.4%</b>

### **NOTE FOR JBBS**

Additional findings from the 2018 Pay and Morale survey are available on request from the Research and Policy department. Additional topics include, but are not limited to:

- Reasons for not applying for promotion
- Satisfaction with training and development, shift patterns and working hours
- Engagement (including pride in the police)
- Perceptions of fair pay (e.g. in relation to the hazards or stresses on the job)

The findings of the survey can also be broken down in more detail in terms of different demographic groups, such as rank, role or length of service. However please be aware that we can only go into a certain level of detail with this demographic data in order to preserve respondents' confidentiality.

JBBS wishing to obtain further information in a certain area can contact [ResearchandDataCollection@polfed.org](mailto:ResearchandDataCollection@polfed.org) to discuss their requirements. The Research and Policy Department only has one member of staff responsible for these data requests therefore please bear this in mind in terms of turnaround times and the amount of data you request.

All other interested parties should speak to their local JBB in the first instance.