



Research and Policy Support Report  
R034/2016

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# PFEW Pay and Morale Survey 2016 Norfolk Constabulary October 2016

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## INTRODUCTION

This note provides a summary of responses to the PFEW Pay and Morale Survey received from respondents from Norfolk Constabulary in 2016.

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 42 represents the force with the lowest percentage of respondents expressing a particular attitude or intention<sup>1</sup>. One force was excluded from this ranking because the sample size was considered too low to be representative of the force as a whole (<200 responses). Please be aware that the actual differences between individual rank positions may be quite small and, if used, should be interpreted cautiously.

Graphical summaries are also presented which compare the proportion of respondents expressing a particular attitude or intention in each force to the average for the service as a whole. These graphical summaries indicate either 1) that a force has the same proportion of respondents expressing a particular attitude as the national average or lower; 2) that the force has a higher proportion of respondents expressing a particular attitude than the national average; or 3) that the proportion of respondents expressing a particular attitude in a force is 10% or more higher than the national average.

## RESPONSE RATE AND RESPONDENTS

494 responses were received from Norfolk Constabulary, representing a response rate of around 33% (based on March 2016 Home Office figures of officer headcount). The national response rate for the 2016 survey was 35%. Last year's response rate for Norfolk Constabulary was 46%. Please bear this in mind when making comparisons with last year's findings.

Overall 2% of 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.

76.7% of responses from Norfolk Constabulary were received from male officers and 23.3% of responses were from female officers. 71.9% of respondents were Constables, 21.1% were Sergeants and 7.0% were Inspectors or Chief Inspectors.

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<sup>1</sup> Rankings have been determined at two decimal places.

## MORALE

53.6% of respondents from Norfolk Constabulary told us that their morale is currently low.

Nationally, the proportion of respondents reporting low personal morale ranges from 72.0% at the top ranking force to 41.9% at the bottom ranking force. In terms of the proportion of respondents with low morale, Norfolk Constabulary ranks 20 out of 42, meaning that, compared to Norfolk Constabulary, there are 22 forces with a smaller proportion of respondents reporting low morale.

91.6% 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 98.8% at the top ranking force to 74.1% at the bottom ranking force. In terms of the proportion of respondents reporting low force morale, Norfolk Constabulary ranks 12 out of 42 forces, meaning that there are 30 forces with a smaller proportion of respondents who feel that morale within their force is low.

Comparison of 2016 and 2015 figures for morale in Norfolk Constabulary are provided in the table below.

	2016	2015
Low personal morale	53.6%	63.2%
Low force morale	91.6%	88.5%

The proportion of respondents in the police service as a whole who said that their morale is low was 55.9%; this compares to 70.1% of respondents to the PFEW Pay and Morale survey in 2016; the proportion of respondents reporting low morale in 2016 was significant smaller than in 2015<sup>2</sup>.

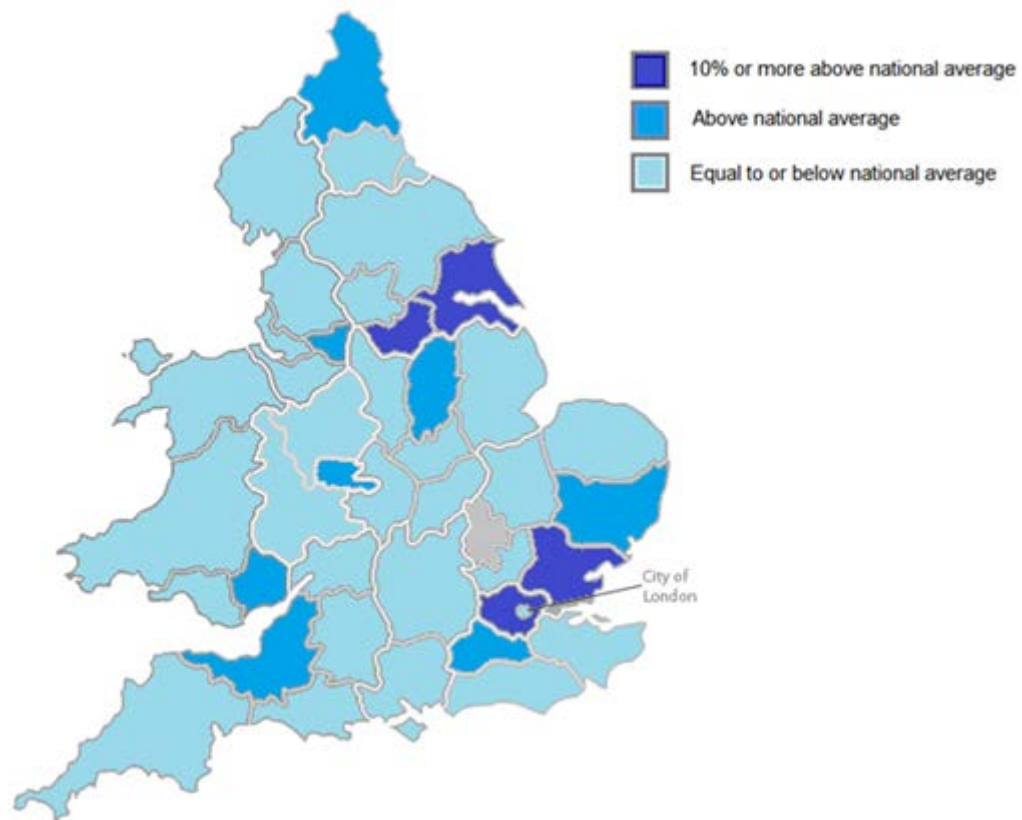
The proportion of respondents in the service as a whole who said that morale in their force was low was 89.5%; in 2015, this proportion was 94.6%. Again the difference between 2016 and 2015 was statistically significant<sup>3</sup>.

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<sup>2</sup> Z= 40.1, p < 0.001

<sup>3</sup> Z=25.2, p < 0.001

**Proportion of respondents reporting low personal morale compared to national average in 2016**



**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.

Factor	Negative effect on morale (Norfolk Constabulary)	Negative effect on morale (England and Wales)
Pay and benefits (including pension)	<b>66.2%</b>	<b>70.9%</b>
Day-to-day job role	<b>46.3%</b>	<b>39.9%</b>
Workload and responsibilities	<b>57.1%</b>	<b>52.4%</b>
Work-life balance	<b>60.4%</b>	<b>58.2%</b>
Opportunities for development and promotion	<b>50.3%</b>	<b>49.9%</b>
Health and wellbeing	<b>56.8%</b>	<b>54.3%</b>
How the police as a whole are treated	<b>81.9%</b>	<b>84.2%</b>
Treatment by senior managers	<b>38.6%</b>	<b>42.1%</b>

## ATTITUDES TOWARDS THE POLICE

64.3% 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 78.6% in the top ranking force to 55.4% in the bottom ranking force. Compared to the other forces in England and Wales, Norfolk Constabulary ranks 31 out of 42; there are therefore 11 forces with a smaller proportion of respondents who say that they would not recommend joining the police to others.

64.3% of respondents from Norfolk Constabulary said that they did not feel valued within the police.

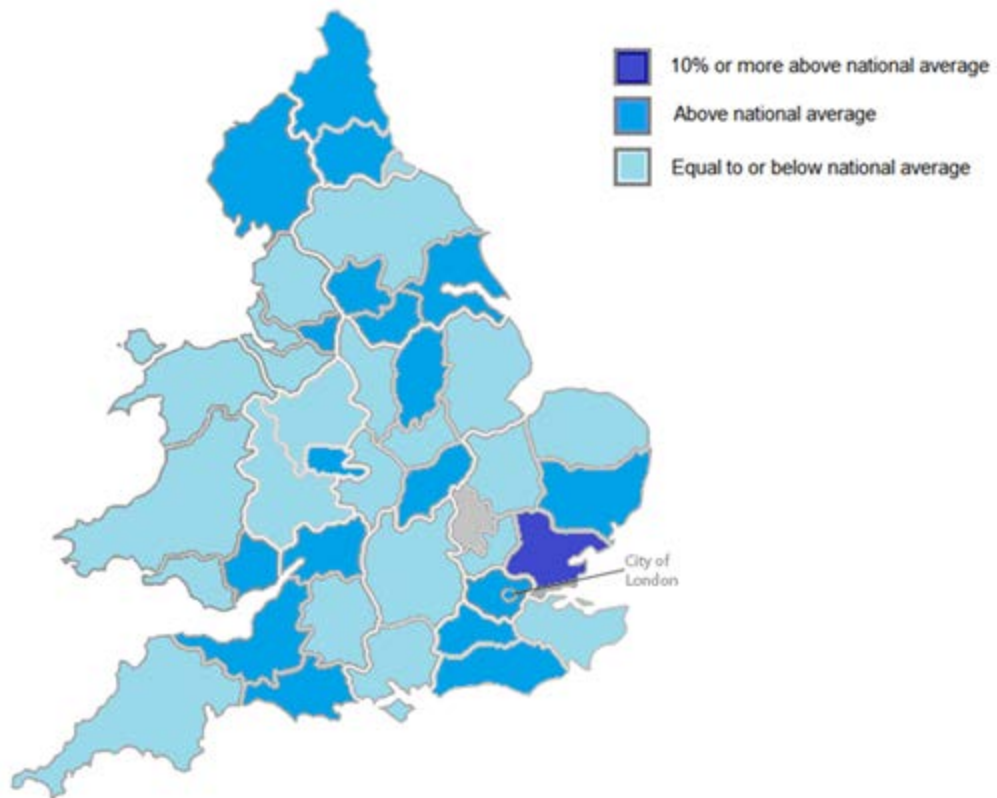
The proportion of respondents who did not feel valued ranges from 79.2% in the top ranking force to 53.1% in the bottom ranking force. In terms of the proportion of respondents who did not feel valued within the police, Norfolk Constabulary ranks 22 out of 42; there are 20 forces with a smaller proportion of respondents who did not feel valued.

	2016	2015
I would not recommend joining the police to others	64.3%	65.2%
I do not feel valued in the police	64.3%	67.3%

For the service as a whole, the proportion of respondents in 2016 who said that they would not recommend joining the police to others was 69.9%. In 2015, 76.3% of respondents said that they would not recommend joining the police. The difference between 2016 and 2015 is statistically significant<sup>4</sup>.

Across the police service as a whole, 67.3% of respondents said that they did not feel valued; compared to 74.7% of respondents in last year's survey. A significantly smaller proportion of respondents did not feel valued this year compared to 2015<sup>5</sup>.

***Proportion of respondents who would not recommend the police to others compared to national average in 2016***



<sup>4</sup> Z = 19.6, p < 0.001

<sup>5</sup> Z = 22.1, p < 0.001

## INTENTION TO LEAVE

9.7% of respondents from Norfolk Constabulary told us that they intend to leave the police service within two years. A further 19.5% 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 who planned to leave the police ranged from 21.5% at the top ranking force to 4.5% at the bottom ranking force. In terms of the proportion of respondents intending to leave, Norfolk Constabulary ranks 23 out of 42 forces, meaning that there are 19 forces with a smaller proportion of respondents intending to leave within two years.

Comparison of 2016 and 2015 figures for intention to leave in Norfolk Constabulary are provided in the table below.

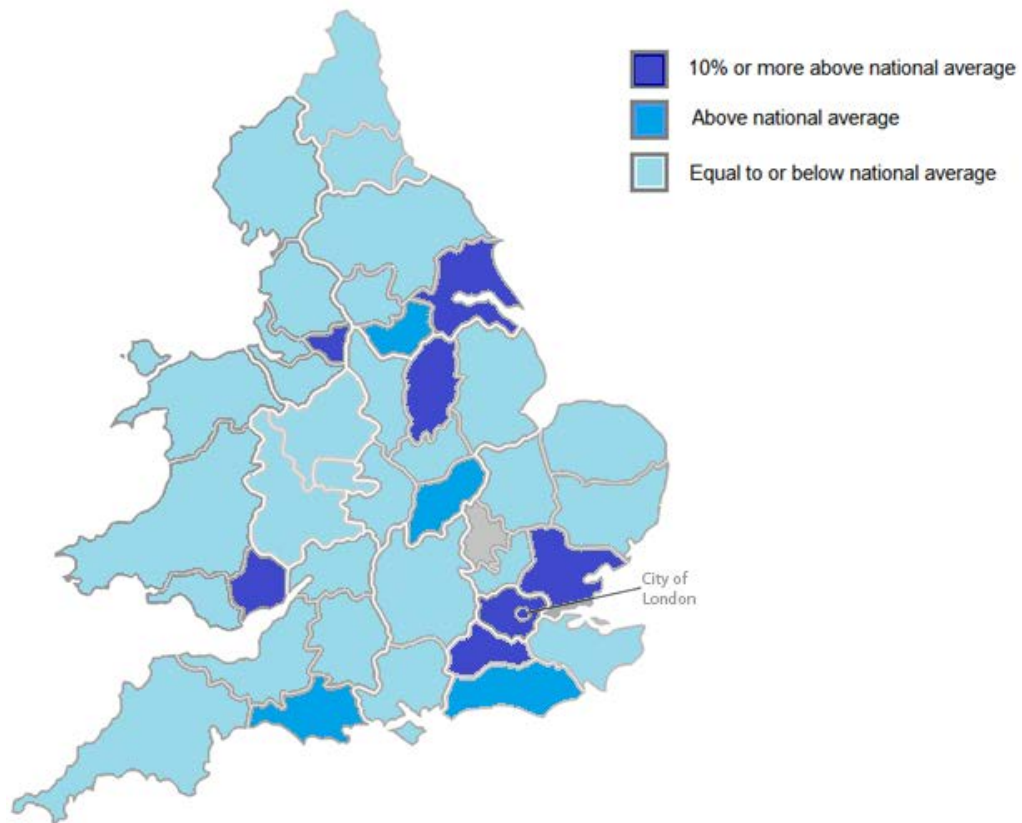
	2016	2015
Intend to leave the police within two years	9.7%	11.3%

For the service as a whole, 11.8% of respondents planned to leave the police service within two years; in 2015, 15.6% of respondents said that they intended to leave within two years. A significantly smaller proportion of respondents intended to leave the police service in 2015 compared to 2016<sup>6</sup>.

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<sup>6</sup> Z = 15.2, p < 0.001

**Proportion of respondents intending to leave the police within two years compared to national average in 2016**



**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%.



Factor	Major effect on intention to leave (Norfolk Constabulary)	Major effect on intention to leave (England and Wales)
The impact of your job on your family/personal life	66.7%	57.2%
Your morale	87.0%	81.7%
Your opportunities for development and promotion	39.1%	49.1%
Your pay and benefits	37.0%	67.6%
Better job opportunities outside of the Police	46.7%	59.2%
The impact of the job on your health and wellbeing	69.6%	69.4%
Dissatisfaction with your day-to-day job role	52.2%	43.6%
Your workload and responsibilities	58.7%	41.8%
How the police as a whole are treated	76.1%	77.6%
Your treatment by senior managers	41.3%	43.7%

## PAY AND BENEFITS

71.6% of respondents from Norfolk Constabulary told us that they do not feel that they are paid fairly for the responsibilities they have within their job.

Across England and Wales, the proportion of respondents who feel that they are not paid fairly for their responsibilities ranges from 80.8% at the top ranking force to 63.0% at the bottom ranking force. Norfolk Constabulary ranks 29 out of 42 forces; there are 13 forces with a smaller proportion of respondents who say that they are not fairly paid for the responsibilities within their job.

59.2% of respondents from Norfolk Constabulary said that they are dissatisfied with their overall remuneration (including basic pay and allowances) and 62.6% said that they are dissatisfied with their pensions.

Nationally, The proportion of respondents who are dissatisfied with their overall remuneration ranges from 74.2% at the top ranking force to 50.9% at the bottom ranking force. In terms of respondents reporting dissatisfaction with their remuneration, Norfolk Constabulary ranks 35 out of 42 forces, meaning that there are 7 forces with a smaller proportion of respondents who are dissatisfied with their remuneration.

Pension dissatisfaction ranges from 71.5% at the top ranking force to 55.5% at the bottom ranking force. Norfolk Constabulary ranks 25 out of 42 forces for this indicator; therefore there are 17 forces with a smaller proportion of respondents who are dissatisfied with their pension.

	2016	2015
Do not feel fairly paid for the responsibilities within their job	71.6%	61.9%
Dissatisfied with total remuneration	59.2%	51.4%
Dissatisfied with pension	62.6%	64.1%

Nationally, 74.4% of respondents said that they were not paid fairly for the responsibilities they have within their job; this proportion was 70.3% in 2015. A significantly larger proportion of respondents said that they were not paid fairly for their responsibilities this year compared to last year<sup>7</sup>.

The proportion of respondents across the police service as a whole who were dissatisfied with their remuneration was 66.7%; this compares to 62.7% in 2015. The difference between

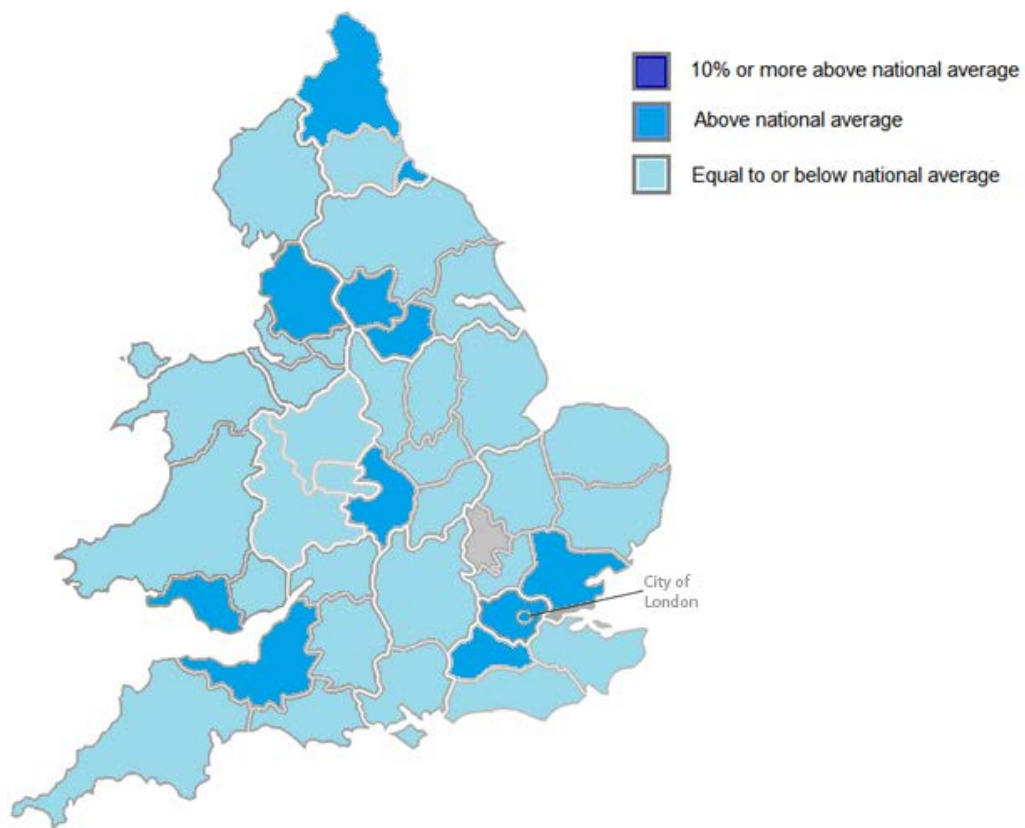
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<sup>7</sup> Z=12.5, p < 0.001

the proportion of respondents who were dissatisfied with their overall remuneration in 2016 and 2015 was statistically significant<sup>8</sup>.

Across England and Wales, the proportion of respondents who were dissatisfied with their pension in 2016 was 66.6%; this proportion was 68.9% in 2015. A significantly smaller proportion of respondents were dissatisfied with their pension this year compared to last year<sup>9</sup>.

***Proportion of respondents who do not feel fairly paid for the responsibilities within their job compared to national average in 2016***



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<sup>8</sup> Z = 11.4, p < 0.001

<sup>9</sup> Z = 6.7 p < 0.001

## NOTE FOR JBBs

Additional findings from the 2016 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 treatment
- Perceptions of fair pay (e.g. in relation to the hazards or stresses on the job)
- Impact of recent changes to pay and conditions on morale

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 Dr Fran Boag-Munroe ([fran.boagmunroe@polfed.org](mailto:fran.boagmunroe@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.