

Pay and Morale Survey 2019 Headline Statistics October 2019

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Police Federation of England and Wales

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Executive Summary

Respondents and response rate

- The PFEW Pay and Morale Survey is an annual survey that obtains members' views on their pay and conditions, as well as their attitudes to their work and the police service in general.
- 19,654 responses were received for this year's survey, which was open between June and August 2019. This represents a response rate of 16% of all federated rank officers in England and Wales.
- The sample of respondents was broadly representative of federated ranks in England and Wales and was large enough that the percentages quoted in this report can be considered accurate within the normal bounds of academic rigour.

Pay and Remuneration

- Almost three quarters of respondents reported that they were worse off financially now than they were five years ago.
- Only 36% of respondents said that they had enough money to cover all of their essentials every month; 15% said that they never or almost never had enough money to cover all of their essentials.
- Around one in eight respondents said that they had sought financial support in the last year to be able to cover day-to-day expenses, with the most common source of financial support being friends and family.
- 51% of respondents said that they found themselves worrying about the state of their personal finances every day or almost every day, and 17% of respondents said that they had sought advice because of money issues in the last year, up from 15% in 2018.
- 6% of respondents this year said that they had a second job. More than three quarters of respondents with a second job said that the main reason for having a second job was to earn extra income.
- For the sixth year running, there has been an increase in the proportion of respondents who said that they were dissatisfied with their basic pay and overall remuneration, with around eight out of ten respondents saying that they were dissatisfied.
- 83% of respondents did not feel that they were fairly paid considering the hazards they faced within their job and 91% did not feel fairly paid considering the stresses and strains of their job, an increase on previous years.
- Respondents are substantially more likely to be dissatisfied than satisfied with their pension, and compared to last year's survey there has been a slight increase in the

proportion of respondents who said that their pension increased their intention to leave the police service.

Morale

- More than half of respondents (57%) this year said that their morale was either low or very low; 87% said that morale in their force was low or very low and 93% said that morale in the service as a whole was either low or very low.
- The factors most likely to have a negative impact upon respondents' morale were how the police service was treated as a whole, their pay and benefits, and how change is managed within the police service.
- The proportion of respondents who said that their pay and benefits had a negative impact on their morale has now increased every year since 2016 (when the question was first introduced into the survey).
- 65% of respondents said that they did not feel valued in the police service. More than two thirds did not feel that the police were respected by society at large and said that they would not recommend joining the police service to others. Despite these findings, a majority of respondents said that they were proud to be in the police.
- Just over one in ten respondents said that they planned to leave the police service either as soon as possible or within the next two years. Respondents intending to leave the police were most likely to say that their morale, their pay and benefits and the impact of the job on their health and wellbeing had a major effect on their intention to leave.

Professional Development

- 81% of respondents said that they had not applied for promotion to a higher rank this year. The most common reasons respondents gave for not applying for promotion were that it would not be worth it for the responsibilities and pressures of the job, that they enjoyed their current role and that it would not be worth it for the salary on offer.
- The proportion of respondents who said that they had not had a Performance and Development Review (PDR) in the last year has continued to increase, with just under one in three respondents this year saying that they had not had a PDR in the last 12 months. Notably, 30% of respondents whose pay progression is linked to their PDR also said that they had not had a PDR in the last year.
- At least 60% of respondents said that they would never want to do a firearms, custody, public protection (including CSE and domestic violence) or detective role – roles categorised by the National Police Chiefs' Council as "hard-to-fill". However the number of respondents who said that they may want to do these roles either now or in future was greater than the shortfall in the number of officers in these hard-to-fill areas.

- A majority of respondents in firearms, detective and public protection roles said that they had no interest in being redeployed. On the other hand, more than half of respondents in a custody role said that they wanted to be redeployed either now or in the future.
- More than two in every five respondents said that they were dissatisfied with their opportunities for continuous professional development (CPD) and training. However the proportion of respondents who said that they were dissatisfied with training opportunities continues to decrease year-on-year and is lower than in any previous year of the Pay and Morale survey.

Introduction

The PFEW Pay and Morale Survey obtains members' views on their pay and conditions, as well as their attitudes to their work and the police service in general. The Pay and Morale survey is an annual survey, which has been conducted each year since 2014. **This year's survey was open between June and August 2019. During this time 19,654 usable responses were received.**

This report provides a summary of some key headline findings from this year's survey. Data are still being analysed for the Police Remuneration Review Body (PRRB) in 2020. More detailed analysis will be provided with the full report to the PRRB and will include comparisons of groups such as by rank and role; as well as more complex analysis to determine the factors that best predict officers' morale and intention to stay in or leave the police service.

Respondents and response rate

The PFEW Pay and Morale Survey 2019 opened on 10th June 2019 and closed on 30th August 2019. During that time we had responses from 19,724 officers, which were reduced to 19,654 after data cleansing¹. The response rate for the Pay and Morale Survey 2019 was therefore approximately 16% of all federated rank officers in England and Wales.

The response rate was somewhat lower than in previous years. For instance, last year 22% of federated rank officers in England and Wales responded to the survey. However this year the survey took place in the wake of a major cyberattack on PFEW in March 2019. We were unable to make use of PFEW's National Members Database to distribute the survey and a number of local branches were also restricted in their ability to disseminate the survey to members. Despite the lower response rate, statistically the sample size obtained was large enough that the percentages quoted in this report can still be considered to be accurate within the normal bounds of academic rigour. This is discussed in more detail below.

Representativeness

In order to calculate whether the sample size is representative, it is necessary to take the population size into account, along with the margin of error and the confidence level. In essence, the margin of error measures the maximum amount by which the results from the sample are expected to differ from those of the actual population² and is calculated using the sample size (the number of responses from federated rank officers in England and Wales), the

¹ Data were removed where the respondent gave implausible answers: e.g. said they had been at the top of their pay scale for longer than they had been a police officer; length of time in role exceeded length of service etc.

² Unless every single person in the population is surveyed, then the results of any survey are estimates, and will vary to some extent from the actual population value. There are standard ways of ensuring the estimate given is accurate enough to be used (i.e. that it is representative enough). These require the researcher to calculate the margin of error and confidence level and ensure these are within certain limits.

population size (the total number of federated rank officers in England and Wales) and the confidence level.³

The smaller the margin of error, the more confident we can be that the results are representative of the overall sample.

For example: If 60% of respondents answered ‘Yes’ to one of the survey questions and the margin of error is 5%, we can estimate that 55% - 65% of the whole population would answer the same if asked.

If the margin of error is less than 5%, it can be considered to be within the normal bounds of academic rigor.⁴ The margin of error for this report has been calculated, and at a 95% confidence level, this report has a **1% margin of error**. That means that 95% of the time the results will be within -1% and +1% of the numbers cited.

Weighting

As well as needing to achieve an overall sample size that is representative of the whole population, it is important to check that, within the sample, each demographic group is included in a way that is proportionate to its size. For example, as the Metropolitan Police Service (MPS) is about 28% of the whole England and Wales service size, MPS respondents should make up about 28% of the whole sample. If they do not, then any differences between them and other forces will be under or over estimated in the whole sample. (For example, if they were only 10% of the whole sample, then their views would be underestimated). This is important because some forces can be expected to have different views to others, due to issues such as location (urban versus rural), cost of living, and so on.

In previous years, no statistically significant differences were observed between the survey sample and the federated ranks population on the basis of their demographic profile, their force or their region. Consequently data were not weighted prior to analysis. This year, in the absence of the Police Federation’s National Members Database, response rates varied more than usual across the 43 forces in England and Wales. To correct for any imbalances in the data and to ensure that each force is proportionally represented within the national sample, the data were weighted on the basis of respondents’ force⁵. This is standard practice in survey reporting, and is used by industry leaders such as Ipsos Mori, and in much government survey

³ A 95% confidence level is the generally accepted academic standard and means that you would expect to get the same results 95% of the time.

⁴ The generally accepted academic standards is a 5% (or less) margin of error with a 95% confidence level.

⁵ The weighting for each force was calculated by dividing the number of federated rank officers in the force relative to the federated rank population in England and Wales as a whole by the number of responses received from officers within the force relative to the sample as a whole.

reporting such as the Armed forces Continuous Attitude Survey (run by the Ministry of Defence).

Demographics

Overall, 73% of responses were received from Constables, 20% from Sergeants and 7% from members of the Inspecting ranks (Inspector or Chief Inspector). 26% of respondents identified as female, and 6% indicated that they were Black, Asian or from another minority ethnic group (BAME). Respondents had an average age of 41, and an average length of service of 15. This is broadly representative of the demographic profile of the police service as a whole and is also consistent with Pay and Morale survey samples in previous years.

Overall Findings

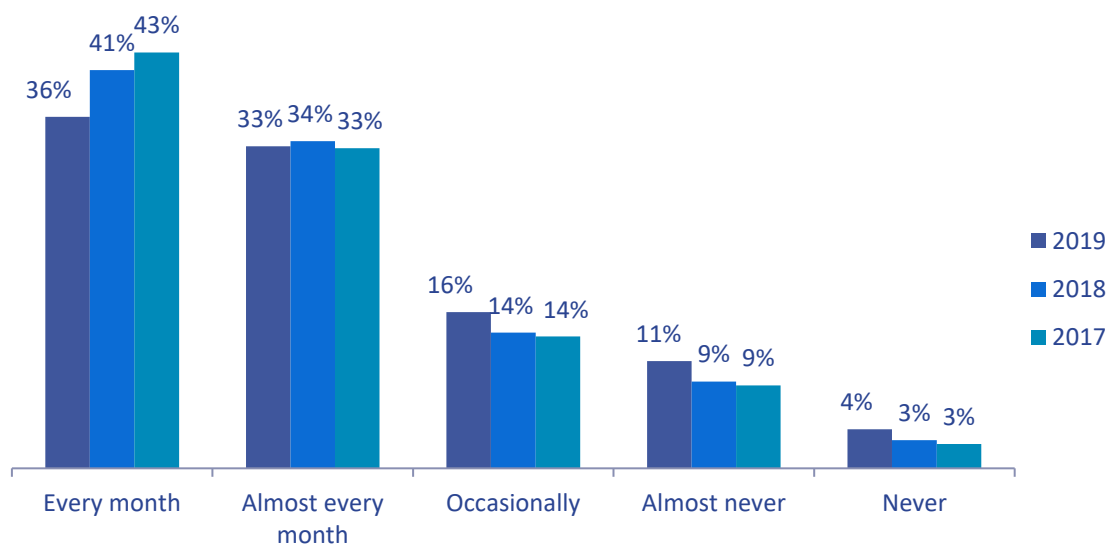
Pay and Remuneration

Cost of Living

The proportion of respondents who said that they had enough money to cover all of their essentials (for example their rent/mortgage payments, bills, travel and childcare) is lower this year than in 2018 and 2017. **36% of respondents said that they had enough money to cover all of their essentials every month.** This compares to 41% of respondents in 2018 and 43% in 2017.

15% of respondents said that they never or almost never had enough money to cover all of their essentials. This has increased from 12% of respondents 2018 and 11% of respondents in 2017. **Almost three quarters of respondents (74%) reported that they were worse off financially now than five years ago.**

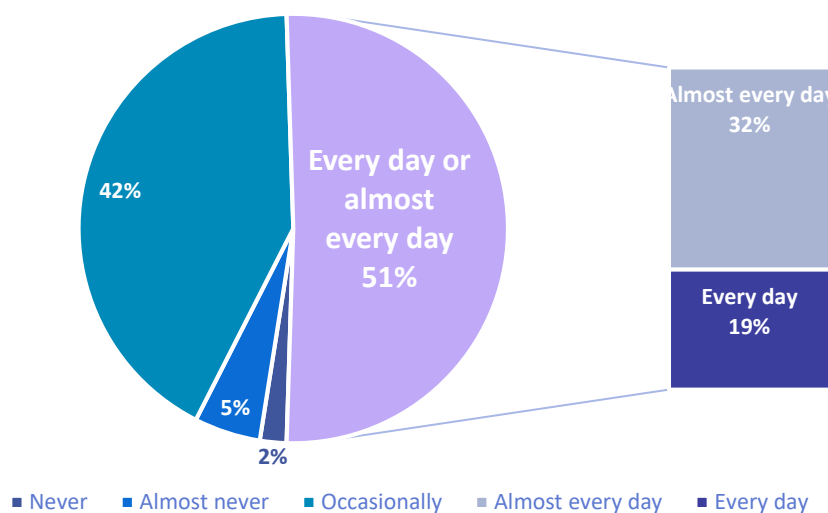
How often do you have enough money to cover all of your essentials?



For this first time, this year's survey also asked respondents whether they had had to seek financial support in the last year to be able to cover day-to-day expenses. **16%, equivalent to just under one in eight respondents, said that they had sought financial support in the last year to be able to cover day-to-day expenses.** Of those respondents who had sought financial support in the last year, the vast majority (86%) said that they had received financial support from their friends and family.

Respondents were more likely to be worried about the state of their personal finances this year than last year. **51% of respondents told us that they found themselves worrying about the state of their personal finances every day or almost every day**, up from 45% in 2018. In addition, compared to 2018, respondents were also slightly more likely to have sought advice because of money issues in the last year. This year **17% of respondents said that they had sought advice because of money issues in the last year**, up from 15% in 2018.

How often do you find yourself worrying about the state of your personal finances?



6% of respondents this year said that they had a second job, slightly lower than the 8% of respondents with a second job last year, but equal to the proportion of respondents who had a second job in 2017. This year we also asked respondents why they had a second job. **A large majority of respondents with a second job (76%) said that their reason for having a second job was so that they could earn extra income.**

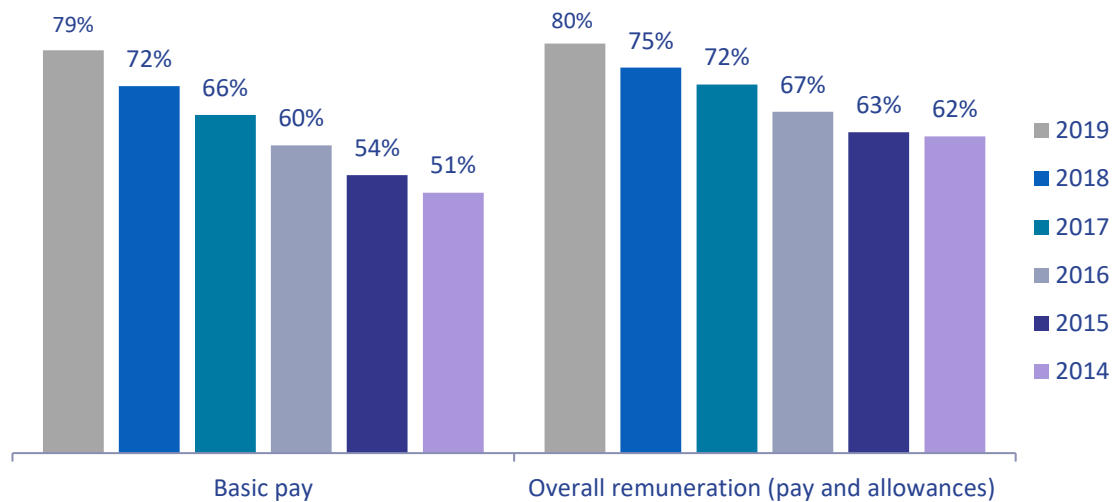
Amongst respondents who did not own their own home, almost two thirds of respondents (65%) said that they would not be able to afford a mortgage on their current salary. This proportion increases to 75% amongst probationary officers in their first two years of service within the police.

Satisfaction with pay and remuneration

For the sixth year running, there has been an increase in the proportion of respondents who said that they were dissatisfied with their basic pay and their overall remuneration (which includes additional payments such as regional or on-call allowances). This year 79% of

respondents said that they were dissatisfied with their basic pay, and 80% said that they were dissatisfied with their overall remuneration.

Dissatisfaction with pay and remuneration



There has also been an increase since last year in the proportion of respondents who felt that they were not fairly paid considering hazards, stresses and strains faced within their job. **83% of respondents did not feel that they were fairly paid considering the hazards they faced within their job and 91% did not feel fairly paid considering the stresses and strains of their job.**

I am not fairly paid considering...	2019	2018	2017
The hazards I face within my job	83%	78%	77%
The stresses and strains of my job	91%	88%	87%

Pensions

The proportion of respondents who said that they were dissatisfied with their pension has increased slightly this year after several years of downward trend. Whilst the level of dissatisfaction is lower than when the CARE pension scheme was introduced in 2015, **respondents are still substantially more likely to be dissatisfied (64%) than satisfied (19%) with their pension.**

Dissatisfaction with pension in...					
2019	2018	2017	2016	2015	2014
64%	62%	63%	67%	69%	58%

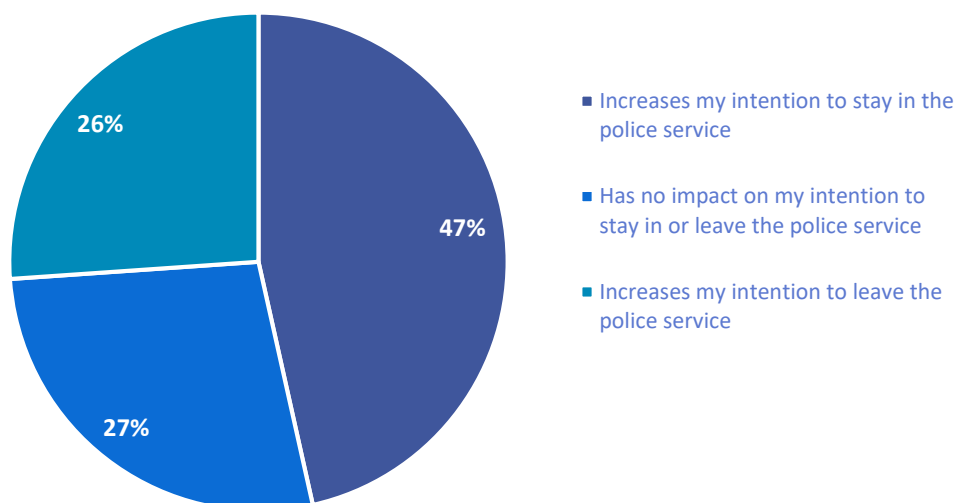
In line with a slight increase in levels of dissatisfaction with pensions, **compared to last year's survey there was a slight decrease in the proportion of respondents who said that their pension increased their intention to stay in the police service, and a slight increase in the proportion of respondents who said that their pension increased their intention to leave the police service.** On the other hand, respondents in 2019 were still more likely to say that their pension increased their intention to stay compared to respondents in 2017.

This year 47% of respondents said that their pension increased their intention to stay in the police service (compared to 49% in 2018 and 41% in 2017) and 26% said that their pension increased their intention to leave the police service (compared to 25% in 2018 and 30% in 2017).

Amongst respondents who said that their pension increased their intention to stay in the police, the most common reasons given for this answer were that the level of the pension in relation to other jobs was good (65%), that the benefits provided to their surviving dependents if they died were good (40%) and that they were able to retire at an earlier date than most people (38%).

Amongst respondents who said that their pension increased their intention to leave the police, the most common reasons given for this answer were that they did not trust the government not to change their pension for the worse again in future (86%), that recent changes meant the pension they will receive is different to what they were led to expect (80%) and that they cannot get an accurate forecast of the pension they can expect to receive when they retire (46%).

What impact does your pension have on your intention to stay in or leave the police service?



Amongst respondents who said that their pension increased their intention to stay in the police service...

65%

said that the level of the pension in relation to other jobs was good and this increased their intention to stay in the police

40%

said that the benefits provided to their surviving dependents if they died were good and this increased their intention to stay in the police

38%

said that they were able to retire at an earlier date than most people and this increased their intention to stay in the police

Amongst respondents who said that their pension increased their intention to leave the police...

86%

said that they did not trust the government not to change their pension for the worse again in future and this increased their intention to leave the police

80%

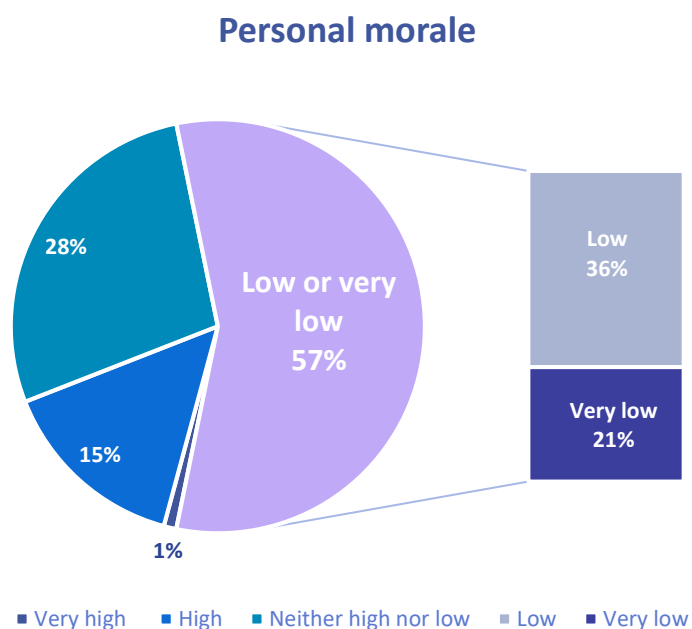
said that recent changes meant the pension they will receive is different to what they were led to expect, and this increased their intention to leave the police

46%

Said that they cannot get an accurate forecast of the pension they can expect to receive when they retire and this increased their intention to leave the police

Morale

There has been a very slight decrease in the proportion of respondents who said that their morale was either low or very low compared to last year. However, **more than half of respondents (57%) this year still said that their personal morale was either low or very low.**



Proportion of respondents reporting low or very low personal morale in...

2019	57%
2018	59%
2017	60%
2016	56%
2015	70%
2014	59%

Respondents' perceptions of morale within their force and within the police service as a whole are broadly similar to perceptions of force and service morale last year. This year **87% of respondents said that morale in their force was low or very low**, compared to 89% in 2018 (only 1% of respondents this year said morale in their force was high). In addition, **93% of respondents felt that morale in the service as a whole was either low or very low** in 2019, compared to 94% in 2018 (less than 1% of respondents in this year's survey felt that morale in the police service as a whole was high).

87% of respondents reported low or very low force morale	49% said that morale in their force was low
	38% said that morale in their force was very low

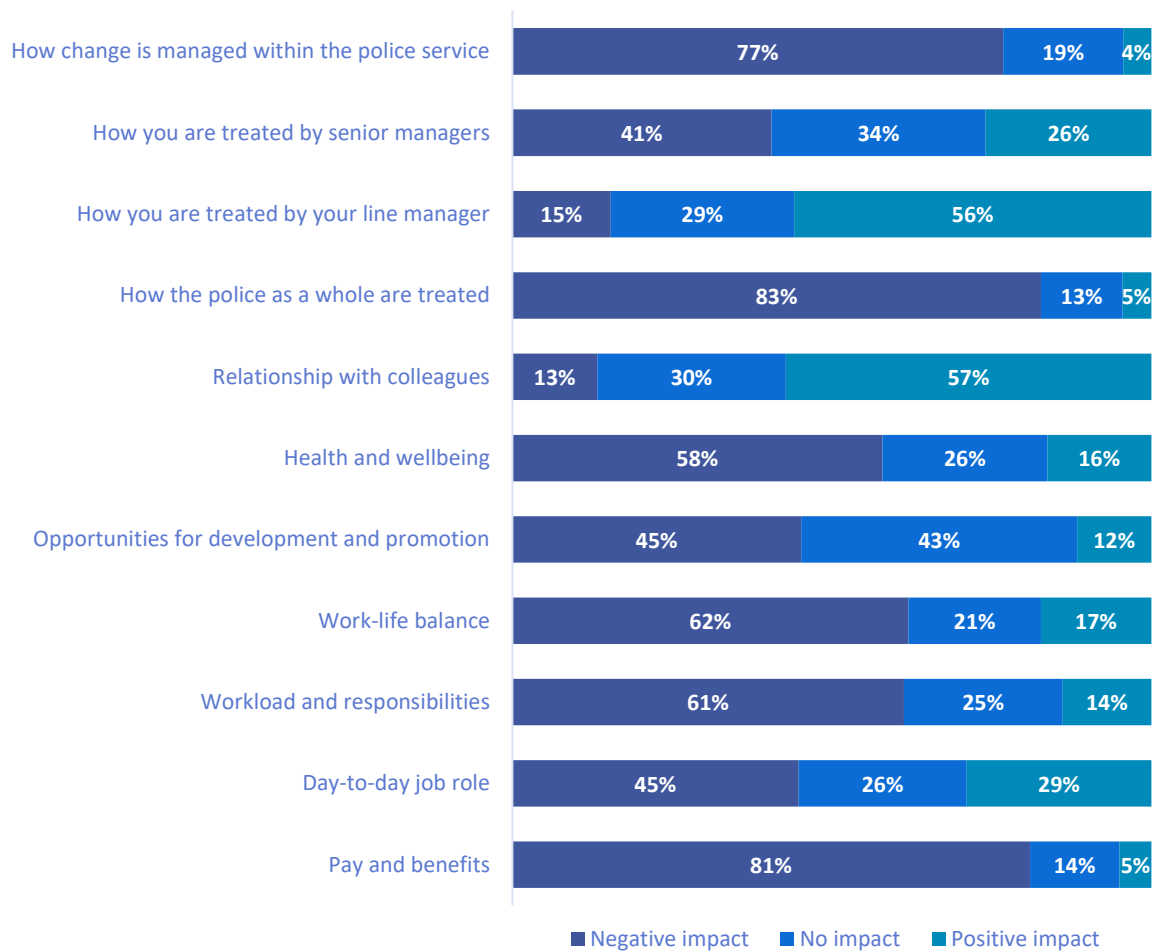
93% of respondents reported low or very low service morale	44% said that morale in the police service was low
	49% said that morale in the police service was very low

As in previous years, **the factors most likely to have a negative impact upon respondents' morale were how the police service was treated as a whole (83%), their pay and benefits (81%) and how change is managed within the police service (77%).**

In addition, a majority of respondents said that their workload and responsibilities (61%), their work-life balance (62%) and their health and wellbeing (58%) had a negative impact upon their morale.

The factors most likely to have a positive impact upon respondents' morale were how they were treated by their line manager (56%) and their relationship with colleagues (57%).

Impact on morale of...



On the whole, responses were broadly similarly to last year for this question. For instance, 77% of respondents this year said management of change within the police had a negative impact upon their morale, compared to 78% in 2018. Similarly, 61% of respondents said that workload and responsibilities had a negative impact upon their morale this year, in contrast to 62% last year.

In some areas, responses were slightly less negative this year than they were last year. For example 58% of respondents in 2019 said that their health and wellbeing had a negative impact upon their morale, compared to 62% in 2018. In addition, 62% of respondents in this year's survey said that their work-life balance had a negative impact upon their morale, whereas 65% of respondents in 2018 reported a negative impact.

Notably however, **the proportion of respondents who said that their pay and benefits had a negative impact on their morale continues an upward trend that has been seen each year since this question was first introduced into the survey in 2016.** The proportion of

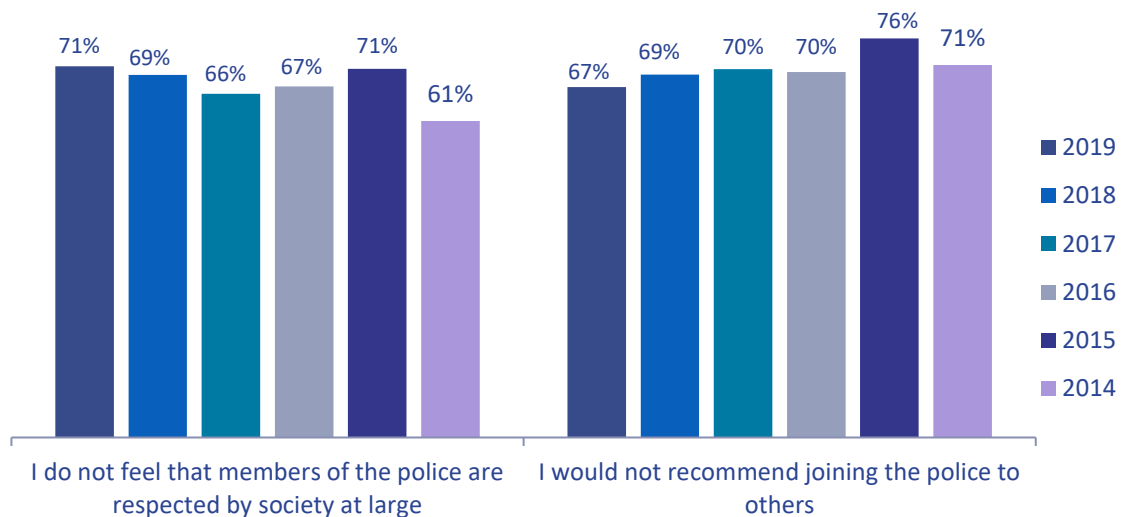
respondents who said that their pay and benefits had a negative impact upon their morale is now ten percentage points higher than when the question was first asked three years ago.

Negative impact of pay and benefits on morale in...			
2019	2018	2017	2016
81%	77%	73%	71%

Attitudes towards the police

71% of respondents did not feel that the police were respected by society at large and 67% said that they would not recommend joining the police service to others. This is in contrast to fewer than one in six (15%) who would recommend joining the police. Whilst the proportion of respondents who would not recommend joining the police is now at its lowest level since the Pay and Morale survey commenced, we still find that more than two thirds of respondents would not recommend joining the service to others.

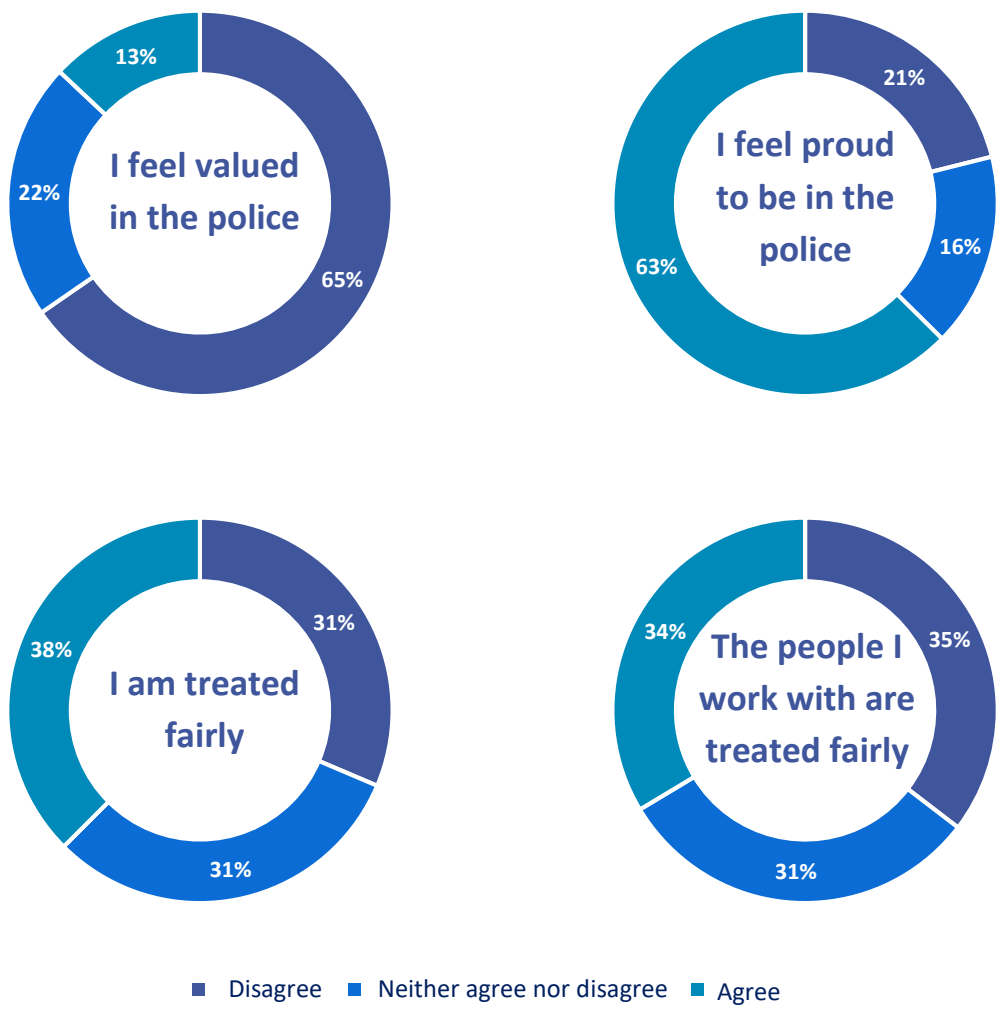
Attitudes towards the police



In keeping with previous years, a **majority of respondents (63%) said that they were proud to be in the police. On the other hand, a similar proportion (65%) said that they did not feel valued in the police service.**

38% of respondents this year reported that they felt fairly treated, whereas 31% did not feel fairly treated. Both of these proportions are almost identical to the proportion of respondents who said that they did and did not feel fairly treated in last year's survey. In addition, 34% of respondents reported that the people they worked with were treated fairly, in contrast to 35% who disagreed that the people they worked with were treated fairly (in 2018, 33% agreed and 35% disagreed on this indicator).

Whilst the fact that there has been no further decline in perceptions in fair treatment this year could be seen as positive, it must be remembered that these findings still indicate that **only around one in three survey respondents felt that they and the people they worked with were treated fairly within the police.**



Intention to leave

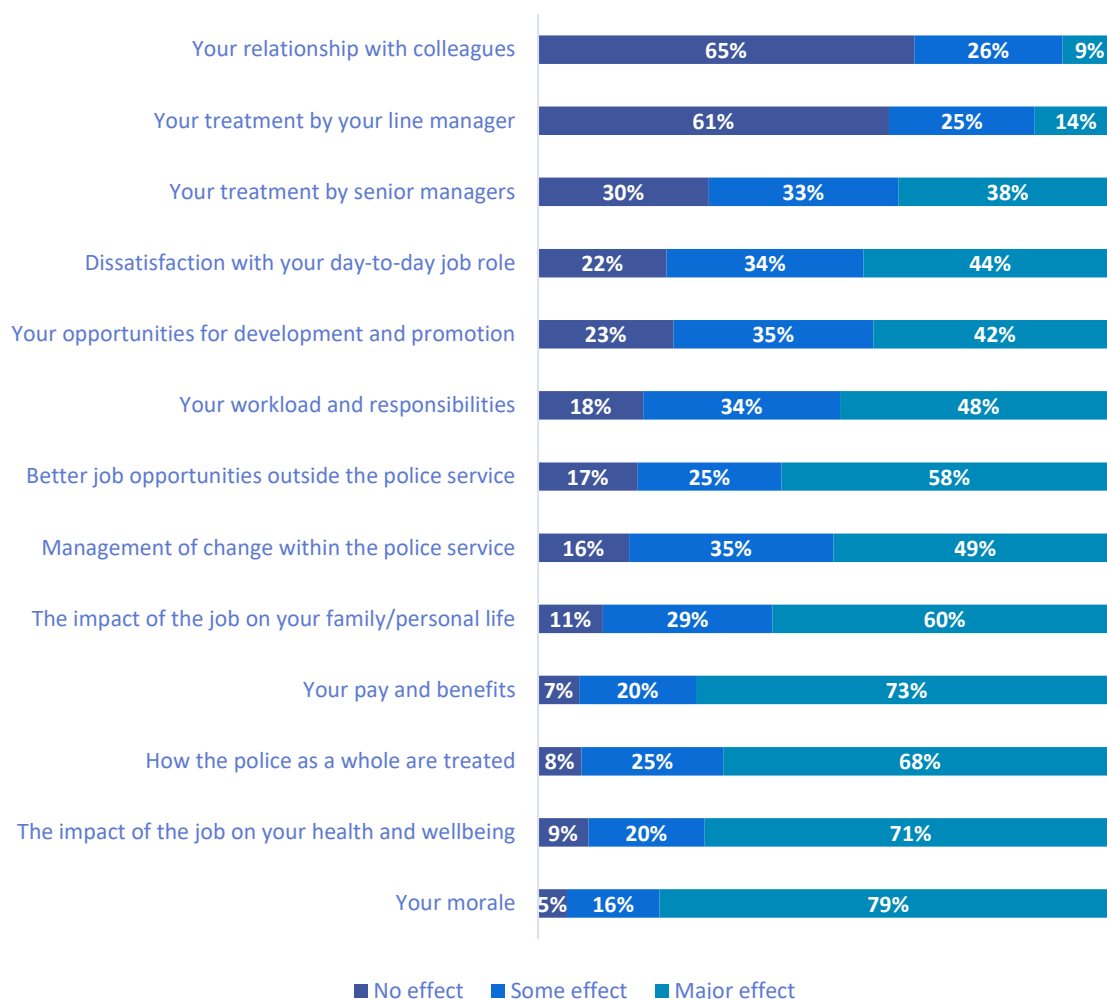
Just over one in ten (11%) respondents said that they planned to leave the police service either as soon as possible or within the next two years. This proportion is broadly in keeping with previous iterations of the Pay and Morale survey, where between 11% and 12% of respondents each year tell us that they intend to leave the police service (with the exception of a slightly higher proportion intending to leave in 2015).

	2019	2018	2017	2016	2015	2014
I intend to stay until pension age	57%	53%	52%	53%	50%	51%
I will stay for at least the next two years	17%	17%	17%	15%	13%	12%
I am planning to leave within the next two years	5%	6%	6%	5%	7%	6%
I am seeking alternative employment at the moment	6%	6%	6%	6%	9%	8%
I don't know	15%	18%	19%	20%	22%	23%

The factors affecting respondents' intention to leave have not changed considerably since last year, and respondents were most likely to say that their morale (79%), their pay and benefits (73%) and the impact of the job on their health and wellbeing (71%) had a major effect on their intention to leave.

In addition, a majority of respondents also said that how the police as a whole were treated (68%), the impact of their job on their family and personal life (60%) and better opportunities outside the police service (58%) had a major effect on their intention to leave.

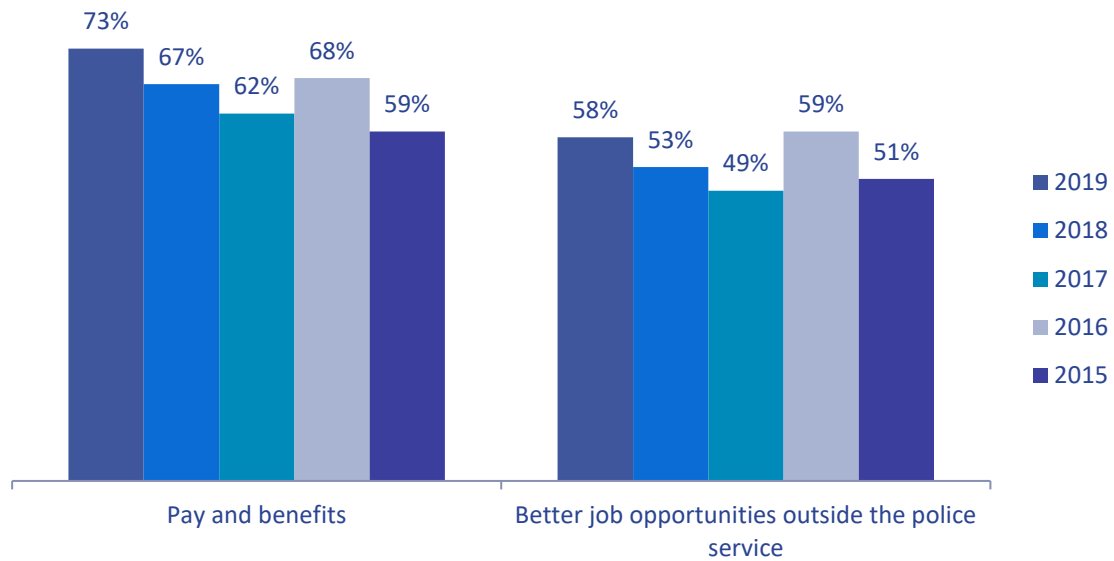
Factors affecting intention to leave



Reflecting a theme seen elsewhere within the survey, **a higher proportion of respondents said that their pay and benefits had a major effect on their intention to leave this year than in any previous year of the Pay and Morale survey.** In addition, the proportion of respondents who said that better job opportunities outside the police service had a major effect on their intention to leave has continued to increase, to 58% of respondents in this year's survey.

Respondents were however slightly less likely to say that the way change was managed in the police had a major effect on their intention to leave (49% this year compared to 54% last year). Whilst for other factors attitudes appear virtually unchanged, for instance in terms of respondents' dissatisfaction with their job role (44% said this had a major effect on their intention to leave in both 2019 and 2018), and their workload and responsibilities (48% in 2019 and 2018).

Major impact on intention to leave of...



Professional Development

Promotion

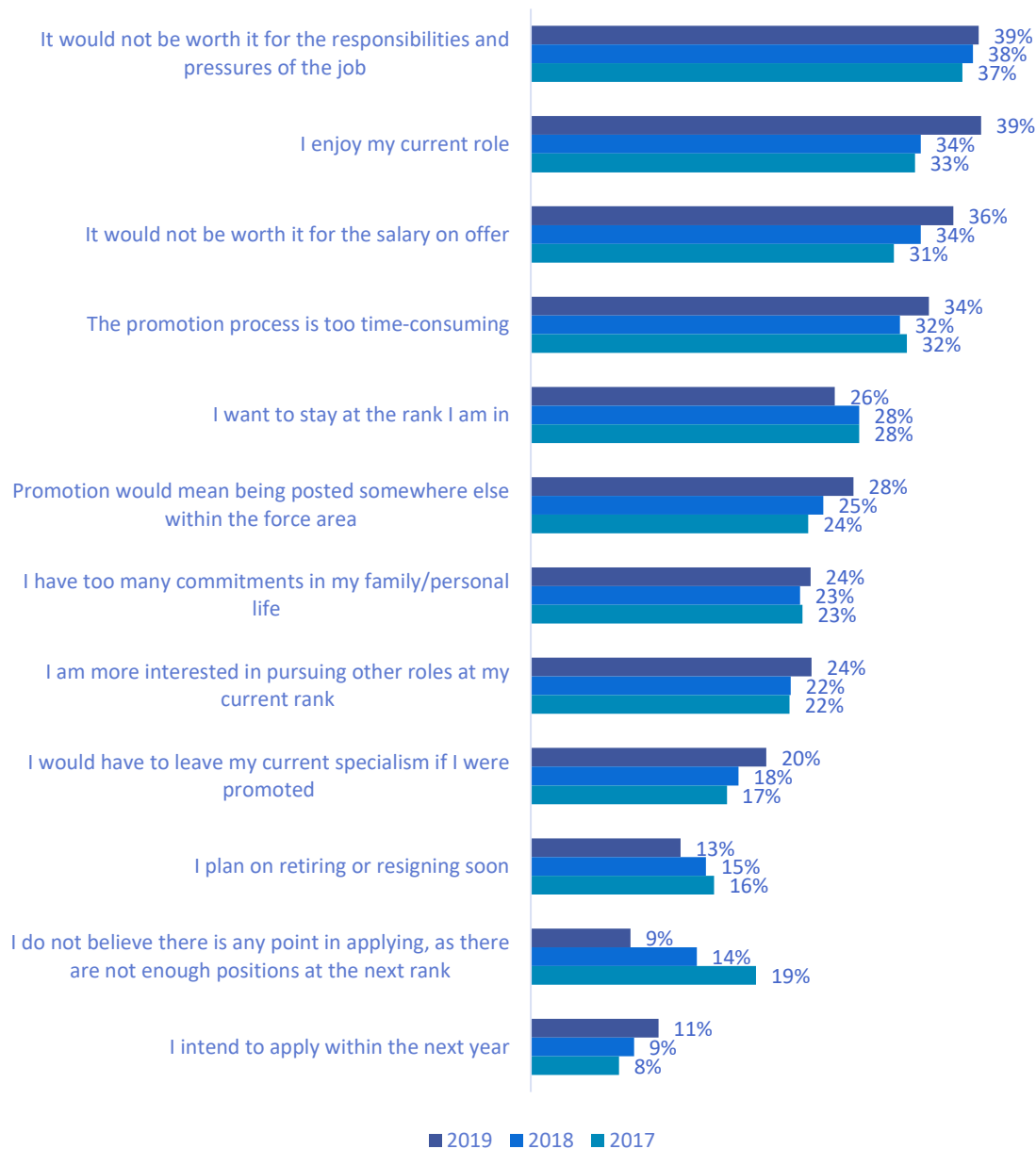
81% of respondents said that they had not applied for promotion to a higher rank this year. This is very similar to previous years, with 80% of respondents in both the 2018 and 2017 Pay and Morale surveys saying that they had not applied for promotion.

Similarly, for the most part, the reasons that respondents gave for not applying for promotion have not changed substantially (by no more than one or two percentage points) over the last few years. **The most common reasons given by respondents for not applying for promotion were that it would not be worth it for the responsibilities and pressures of the job (39%), that they enjoyed their current role (39%) and that it would not be worth it for the salary on offer (36%).**

Two of the most notable differences compared to previous years were in the proportion of respondents who gave their enjoyment of their current role and the number of positions available as reasons for not applying for promotion. This year 39% of respondents who had not applied for promotion said that this was because they enjoyed their current role (compared to 34% in 2018 and 33% in 2017). On the other hand, in 2019 only 9% of respondents said that they had not applied for promotion because of a lack of positions available at a higher rank. This contrasts with 14% in 2018 and 19% in 2017: a decrease of ten percentage points in the last two years.

61% of respondents who had applied for promotion this year were dissatisfied with the promotion process, whilst 11% were satisfied; this compares to 65% of respondents in last year's survey who applied for promotion and were dissatisfied with the process. 34% of respondents who were successful in the promotion process said that they were dissatisfied, compared to 49% of respondents who were completing the process and 74% who had been unsuccessful.

Reasons for not applying for promotion



Performance and Development Reviews

Respondents were less likely to be dissatisfied with the Performance and Development Review (PDR) process in their force this year compared to previous years. **18% of respondents said that they were satisfied with the PDR process, whereas 49% said that they were dissatisfied.** This compares to 56% who said that they were dissatisfied in 2018 and 57% in 2017. Nonetheless respondents were still much more likely to be dissatisfied than satisfied with the PDR process. In addition, **the proportion of respondents who said that they had not had a PDR in the last year continues to increase, with just under one in three respondents this year saying that they had not had a PDR in the last 12 months.**

Proportion of respondents who had not had a PDR in the last 12 months in...	
2019	31%
2018	29%
2017	27%

Incremental pay is now linked to PDRs for all members of the federated ranks. We found that officers who were not at the top of the pay scale for their rank (and therefore still in receipt of incremental pay increases) were slightly more likely to have had a PDR in the last year than officers at the top of their pay scale, but we still found that **30% of respondents whose pay is linked to their PDR had not had a PDR in the last year** (compared to 32% of respondents at the top of their pay scale).

“Hard to fill” roles

We asked respondents about their attitudes towards what have been classified by the National Police Chiefs Council as “hard to fill” roles. These roles were firearms, custody, public protection (including child sexual exploitation (CSE) and domestic violence) and detectives. For respondents already in these roles we asked about attitudes towards redeployment away from the role. For respondents not already in these roles we asked whether they may be interested in doing these roles either now or in future.

A large majority of respondents in firearms (82%) or detective roles (69%) said that they had no interest in being redeployed, as well as a small majority of respondents in a public protection role. On the other hand, **respondents in a custody role were more likely to say**

that they wanted to be redeployed at some point (55%) than to say that they were not interested in being redeployed.

Attitudes towards redeployment have not changed substantially since previous years. Respondents in a public protection role were however slightly more likely to be interested in redeployment in 2019 than in either 2018 or 2017. This year, 46% of respondents in a public protection role said that they would like to be redeployed either now or in future compared to 39% in the previous two years.

	Firearms	Custody	Public protection	Detectives
I have no interest in being redeployed	82%	45%	54%	69%
I would like to be redeployed in future	16%	35%	31%	23%
I would like to be redeployed as soon as possible	2%	20%	15%	8%

Respondents not currently in one of the four roles were asked to indicate whether they would like to undertake each of these roles now, in future or never. **A majority of respondents said that they would never want to do a firearms, custody, public protection (including CSE and domestic violence) or detective role.**

On the other hand, these findings indicate that at least a quarter of respondents would consider each of the four “hard-to-fill” roles either now or in future, increasing to 40% of respondents who would consider a detective role. The number of respondents who said that they may want to do these roles either now or in future therefore is greater than the shortfall that has been identified by the NPCC in the number of officers in these hard-to-fill areas.

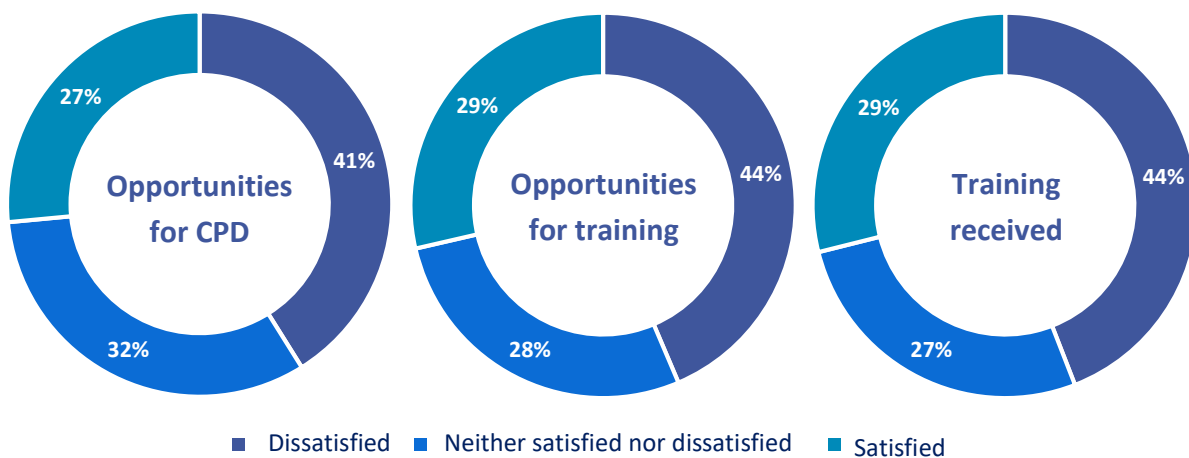
	Firearms	Custody	Public protection	Detectives
I would never want to do this role	66%	70%	74%	60%
I might want to do this role in future	28%	29%	24%	34%
I want to do this role now	6%	1%	2%	6%

Training and Development

Respondents were more likely to be dissatisfied than satisfied with their opportunities for continuous professional development (CPD) and training, as well as with the training they actually received, with more than two in every five respondents saying that they were dissatisfied.

Despite this, the proportion of respondents who said that they were dissatisfied with training opportunities continues to decrease year-on-year, with levels of dissatisfaction lower in 2019 than in any previous year of the Pay and Morale survey.

Satisfaction with Training and Development



Dissatisfaction with opportunities for training in...					
2019	2018	2017	2016	2015	2014
44%	46%	48%	47%	53%	54%