

PFEW Pay and Morale Survey 2017 Norfolk Constabulary

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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 2017.

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 intention¹.

RESPONSE RATE AND RESPONDENTS

497 responses were received from Norfolk Constabulary, representing a response rate of around 33% (based on March 2017 Home Office figures of officer headcount). The national response rate for the 2017 survey was 25%. Last year's response rate for Norfolk Constabulary was 33%. Please bear this in mind when making comparisons with last year's findings.

The findings presented in this report have a margin of error of 4%. This margin of error 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. 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.

Overall 1.6% 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.

74.0% of responses from Norfolk Constabulary were received from male officers and 26.0% of responses were from female officers. 73.7% of respondents were Constables, 19.8% were Sergeants and 6.5% were Inspectors or Chief Inspectors.

¹ Rankings have been determined at two decimal places.

PAY AND REMUNERATION

SATISFACTION WITH PAY

87.2% of respondents from Norfolk Constabulary told us that they do not feel that they are paid fairly for the stresses and strains of 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 91.9% at the top ranking force to 78.4% at the bottom ranking force. Norfolk Constabulary ranks 17 out of 43 forces; there are 26 forces with a smaller proportion of respondents who say that they are not fairly paid for the stresses and strains of their job.

68.3% of respondents from Norfolk Constabulary said that they are dissatisfied with their overall remuneration (including basic pay and allowances) and 59.7% said that they are dissatisfied with their pensions.

The proportion of respondents who are dissatisfied with their overall remuneration ranges from 80.3% at the top ranking force to 59.7% at the bottom ranking force. In terms of respondents reporting dissatisfaction with their remuneration, Norfolk Constabulary ranks 26 out of 43 forces, meaning that there are 17 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 49.2% at the bottom ranking force. Norfolk Constabulary ranks 27 out of 43 forces for this indicator; therefore there are 16 forces with a smaller proportion of respondents who are dissatisfied with their pension.

Comparison of these proportions for 2016 and 2017 can be found below.

| | 2017 | 2016 |
|--|-------|-------|
| Do not feel fairly paid for the stresses and strains their job | 87.2% | 87.2% |
| Dissatisfied with total remuneration | 68.3% | 59.2% |
| Dissatisfied with pension | 59.7% | 62.6% |

In the Police Service as a whole, 86.5% of respondents said that they were not paid fairly for the stresses and strains of their job; this proportion was 88.6% in 2016. A significantly smaller proportion of respondents said that they were not paid fairly for the stresses and strains of their job this year compared to last year².

The proportion of respondents across the Police Service as a whole who were dissatisfied with their remuneration was 72.0%; this compares to 66.7% in 2016. The difference between the proportion of respondents who were dissatisfied with their overall remuneration in 2017 and 2016 was statistically significant³.

The proportion of respondents across England and Wales who were dissatisfied with their pension in 2017 was 62.6%; this proportion was 66.6% in 2016. A significantly smaller proportion of respondents were dissatisfied with their pension this year compared to last year⁴.

COST OF LIVING

67.4% of respondents from Norfolk Constabulary felt that they were worse off financially compared to five years ago.

Nationally, the proportion of respondents who said that they were worse off financially than five years ago ranged from 82.0% in the top ranking force to 57.5% in the bottom ranking force. Compared to the other forces in England and Wales, Norfolk Constabulary ranks 32 out of 43; there are therefore 11 forces with a smaller proportion of respondents who feel worse off financially than five years ago.

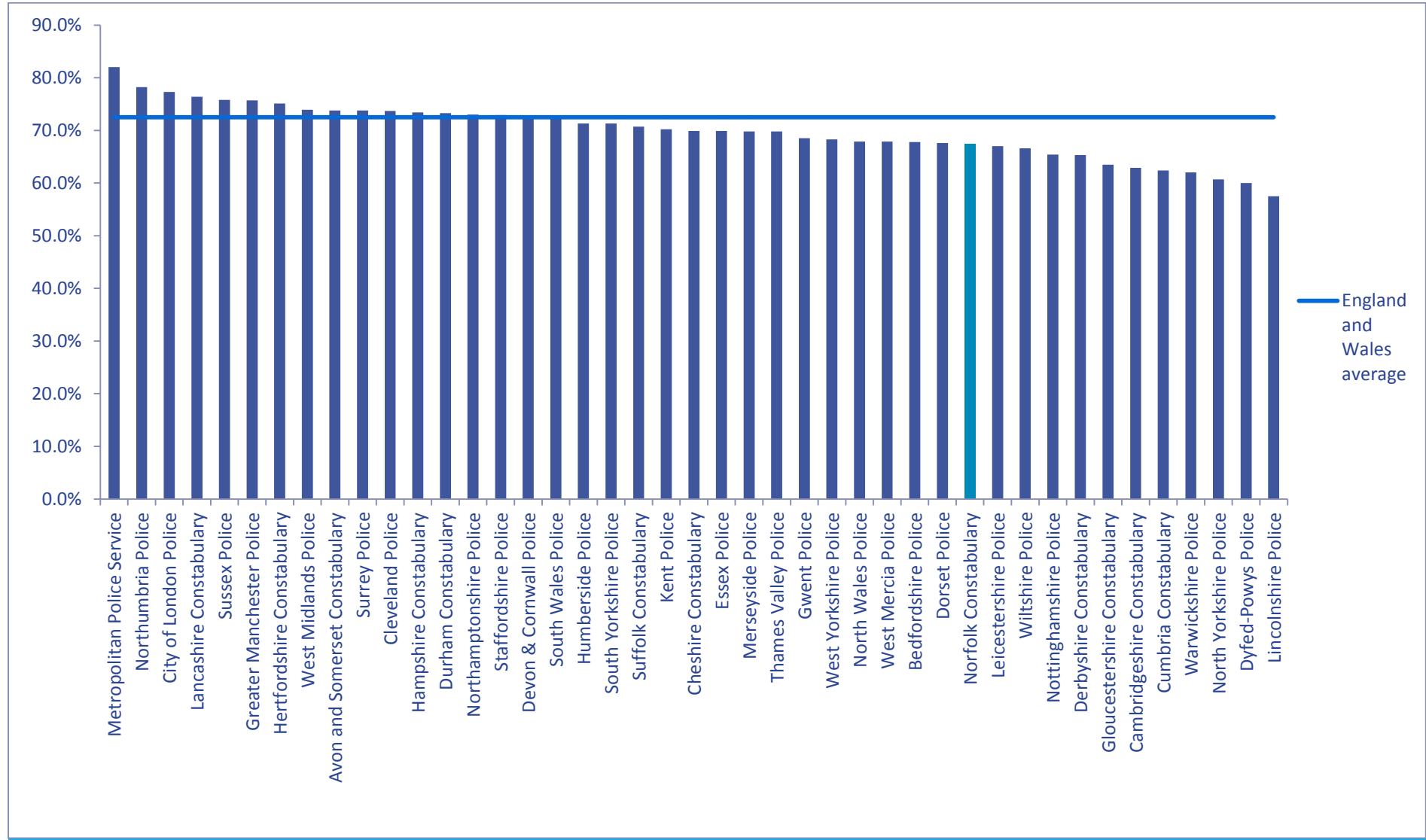
Within the service as a whole, 72.5% of respondents felt financially worse off than they did five years. This was the first time this question was asked in this format; therefore comparison with previous years was not possible.

² Z=-8.53, p < 0.001

³ Z = 15.25, p < 0.001

⁴ Z = -11.17 p < 0.001

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



MORALE

64.3% of respondents from Norfolk Constabulary told us that their morale is currently low.

Nationally, the proportion of respondents reporting low personal morale ranges from 69.1% at the top ranking force to 44.6% at the bottom ranking force. In terms of the proportion of respondents with low morale, Norfolk Constabulary ranks 7 out of 43, meaning that, compared to Norfolk Constabulary, there are 36 forces with a smaller proportion of respondents reporting low morale.

94.9% of respondents from Norfolk Constabulary felt that morale within their force is currently low.

Across England and Wales as a whole, the proportion of respondents reporting low force morale ranges from 98.3% at the top ranking force to 71.5% at the bottom ranking force. In terms of the proportion of respondents reporting low force morale, Norfolk Constabulary ranks 7 out of 43 forces, meaning that there are 36 forces with a smaller proportion of respondents who feel that morale within their force is low.

Comparison of 2017 and 2016 figures for morale in Norfolk Constabulary are provided in the table below.

| | 2017 | 2016 |
|---------------------|-------|-------|
| Low personal morale | 64.3% | 53.6% |
| Low force morale | 94.9% | 91.6% |

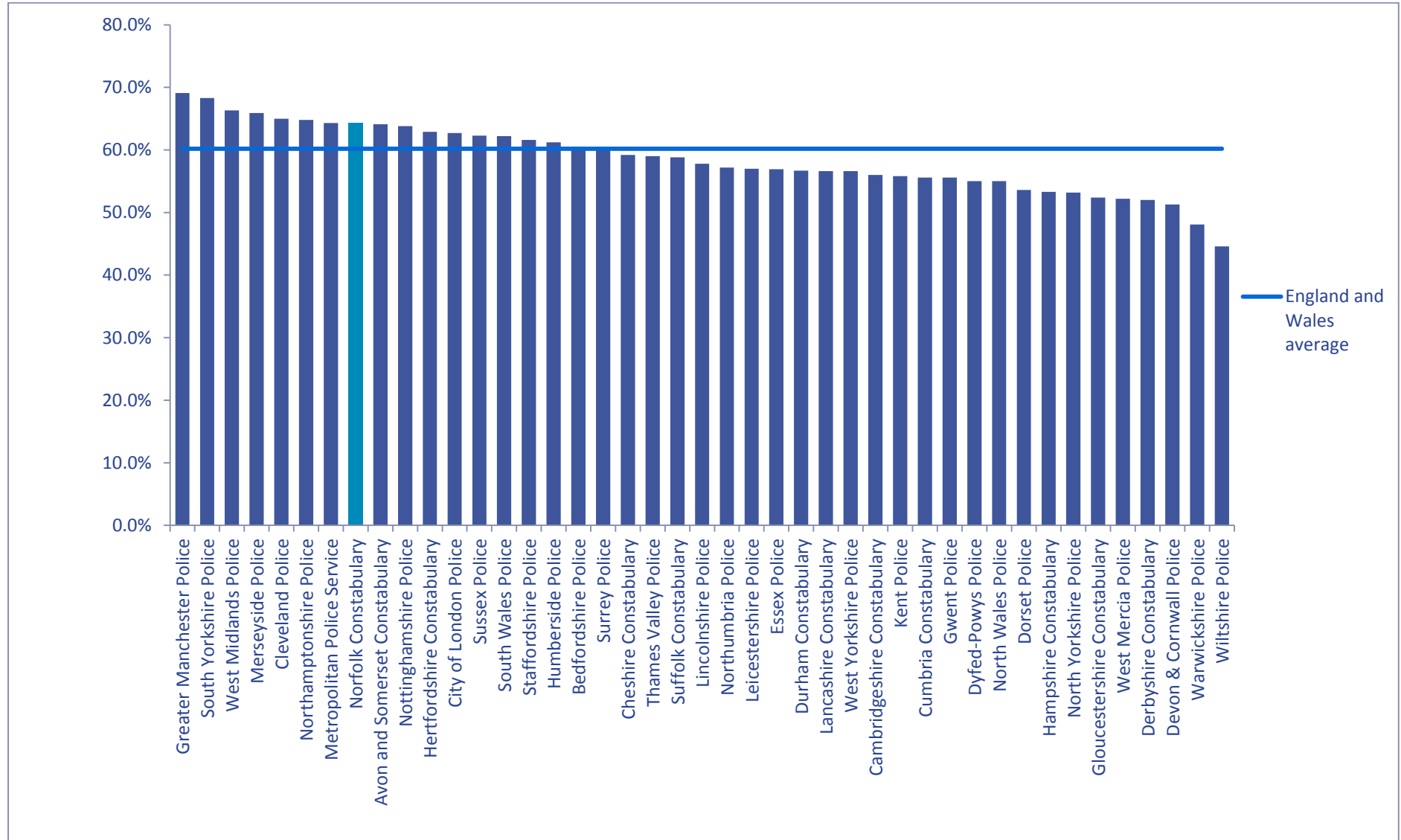
The proportion of respondents in the Police Service as a whole who said that their morale is low was 60.2%, this compares to 55.9% of respondents to the PFEW Pay and Morale survey in 2016; the proportion of respondents reporting low morale in 2017 was significantly larger than in 2016⁵.

The proportion of respondents in the service as a whole who said that morale in their force was low this year was 89.6%; in 2016, this proportion was 89.5%. This difference was not statistically significant⁶.

⁵ Z= 11.59, p < 0.001

⁶ Z= 0.43, p = 0.66

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.

| | Negative effect on morale (Norfolk Constabulary) | Negative effect on morale (England and Wales) |
|---|---|--|
| Pay and benefits (including pension) | 72.2% | 72.9% |
| Day-to-day job role | 57.6% | 48.1% |
| Workload and responsibilities | 74.6% | 61.1% |
| Work-life balance | 67.7% | 65.3% |
| Opportunities for development and promotion | 56.7% | 52.9% |
| Health and wellbeing | 70.9% | 61.5% |
| How the police as a whole are treated | 85.4% | 84.9% |
| Treatment by senior managers | 41.5% | 48.5% |

ATTITUDES TOWARDS THE POLICE

70.1% 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 78.9% in the top ranking force to 57.5% in the bottom ranking force. Compared to the other forces in England and Wales, Norfolk Constabulary ranks 19 out of 43; there are therefore 24 forces with a smaller proportion of respondents who say that they would not recommend joining the police to others.

67.6% 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 77.5% in the top ranking force to 47.9% in the bottom ranking force. In terms of the proportion of respondents who did not feel valued within the police, Norfolk Constabulary ranks 17 out of 43; there are 26 forces with a smaller proportion of respondents who did not feel valued.

| | 2017 | 2016 |
|--|-------|-------|
| I would not recommend joining the police to others | 70.1% | 64.3% |
| I do not feel valued in the police | 67.6% | 64.3% |

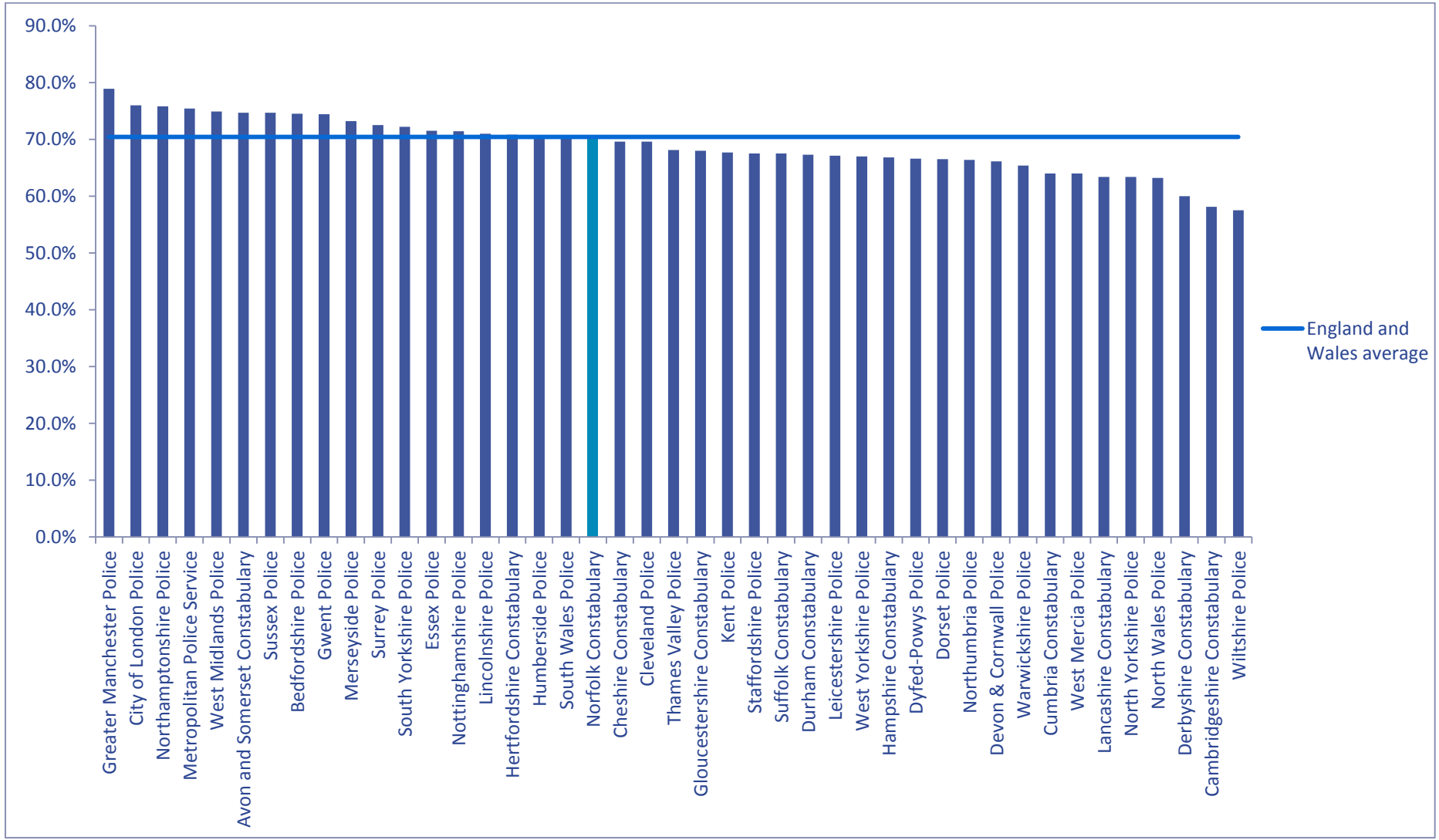
For the service as a whole, the proportion of respondents in 2017 who said that they would not recommend joining the police to others was 70.4%. In 2016, 69.9% of respondents said that they would not recommend joining the police. The difference between 2016 and 2017 was not statistically significant⁷.

Across the Police Service as a whole, 68.0% of respondents said that they did not feel valued; compared to 67.3% of respondents in last year's survey. A significantly larger proportion of respondents did not feel valued this year compared to 2016⁸.

⁷ Z = 1.46, p = 0.14

⁸ Z = 1.99, p = 0.05

Proportion of respondents who would not recommend the police to others



FAIRNESS

37.0% of respondents from Norfolk Constabulary agreed that they were treated fairly. 28.8% of respondents from Norfolk Constabulary said that they were not treated fairly.

The proportion of respondents who did not feel fairly treated ranged from 39.4% at the top ranking force to 18.3% at the bottom ranking force. Norfolk Constabulary ranks 26 out of 43 forces for this indicator; there are 17 forces with a smaller proportion of respondents who do not feel fairly treated.

25.1% of respondents from Norfolk Constabulary said that decisions that affected them were usually made in a fair way; whereas 40.1% 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 usual made in a fair way ranged from 59.2% at the top ranking force to 29.7% at the bottom ranking force. Norfolk Constabulary ranks 31 out of 43 forces; there are therefore 12 forces where a smaller proportion of respondents said that decisions that affected them were not usual made in a fair way.

31.0% of respondents from Norfolk Constabulary told us that overall, the people they worked with were fairly treated; in contrast to 34.2% who said that the people they worked with were not fairly treated.

Across England and Wales, the proportion of respondents who did not feel that the people they worked with were fairly treated ranged from 47.5% at the top ranking force to 25.2% at the bottom ranking force. Norfolk Constabulary ranks 23 out of 43 forces; there are 20 forces with a smaller proportion of respondents who felt that the people they worked with were not treated fairly.

Comparison of 2017 and 2016 figures for fairness in Norfolk Constabulary are provided below.

| | 2017 | 2017 | 2016 | 2016 |
|---|----------|-------|----------|-------|
| | Disagree | Agree | Disagree | Agree |
| I am treated fairly | 28.8% | 37.0% | 23.4% | 43.2% |
| Decisions that affect me are usually made in a fair way | 40.1% | 25.1% | 32.7% | 32.3% |
| Overall, the people I work with are treated fairly | 34.2% | 31.0% | 28.7% | 36.0% |

This year, the proportion of respondents across the Police Service as a whole who felt fairly treated was 36.4%, whereas 31.6% did not feel fairly treated. The proportion of respondents in 2017 who felt fairly treated was significantly lower than in 2016⁹ when 45.4% felt fairly treated. Similarly, the proportion of respondents who did not feel fairly treated was significantly higher this year than last year, when 23.6% of respondents said that they were not treated fairly¹⁰.

Across England and Wales, the proportion of respondents in 2017 who agreed that decisions that affected them were made in a fair way was 24.1%; again this was significantly lower than last year, when 31.5% of respondents agreed that decisions were made in a fair way¹¹. The proportion of respondents in this year's survey who disagreed that decisions were made fairly was also significantly higher than in 2016. Whilst 45.4% of respondents disagreed this year, 36.7% disagreed last year¹².

Nationally, 31.8% of respondents said that the people they worked with were treated fairly, this contrasts with 36.0% of respondents who did not believe that the people they worked with were treated fairly. These proportions in 2016 were 37.3% and 31.1% respectively. Accordingly, the proportion of respondents who believed that the people they worked with were treated fairly was significantly lower this year than last year¹³, and the proportion of respondents who believed that the people they worked with were not treated fairly was significantly higher this year than last year¹⁴.

⁹ Z = -24.32, p < 0.001

¹⁰ Z = 24.03, p < 0.001

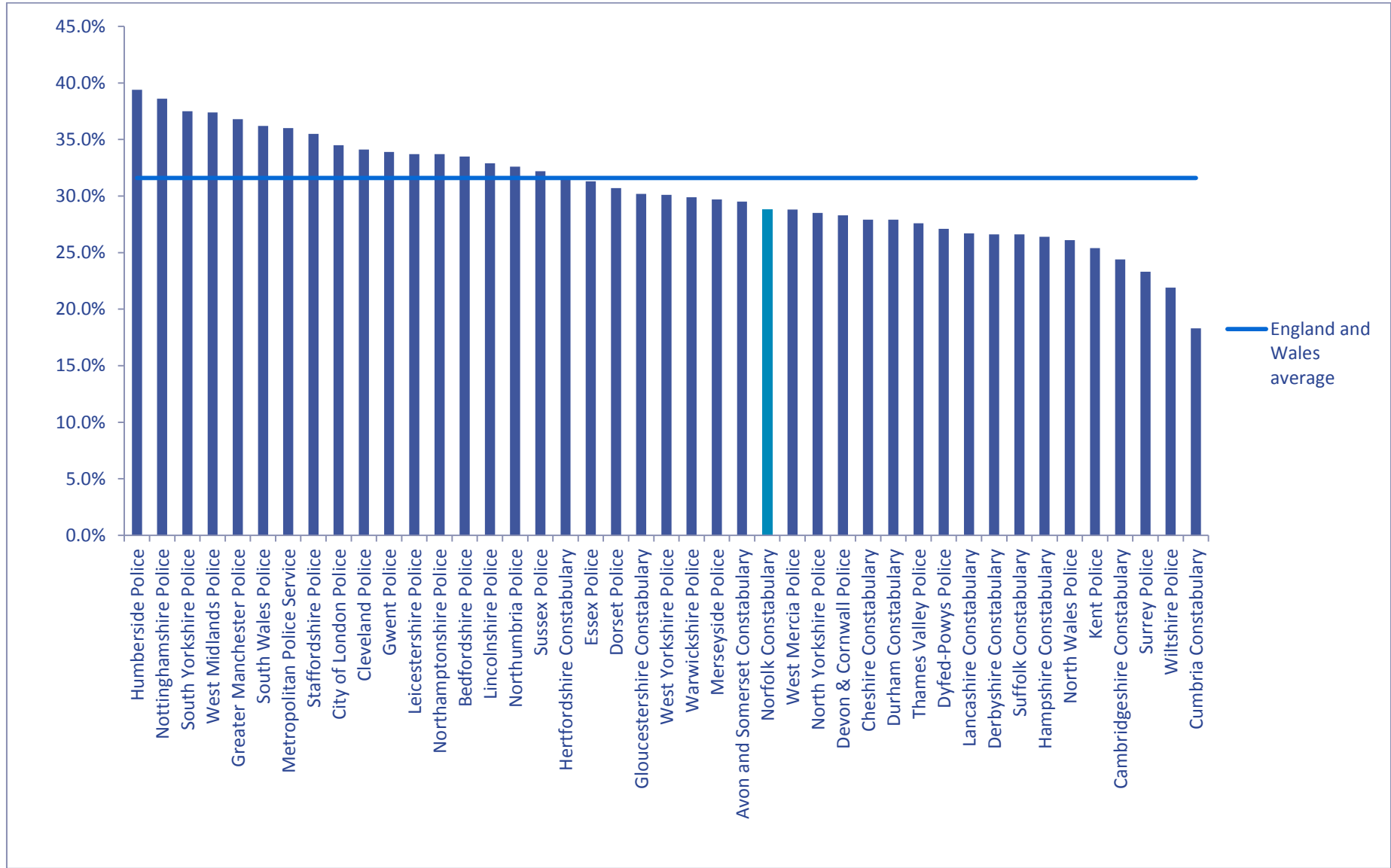
¹¹ Z = -21.85, p < 0.001

¹² Z = 23.63, p < 0.001

¹³ Z = -15.36, p < 0.001

¹⁴ Z = 13.87; p < 0.001

Proportion of respondents who did not feel fairly treated



INTENTION TO LEAVE

10.9% of respondents from Norfolk Constabulary told us that they intend to leave the Police Service within two years. A further 22.8% 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 22.0% at the top ranking force to 5.9% at the bottom ranking force. In terms of the proportion of respondents intending to leave, Norfolk Constabulary ranks 19 out of 43 forces, meaning that there are 24 forces with a smaller proportion of respondents intending to leave within two years.

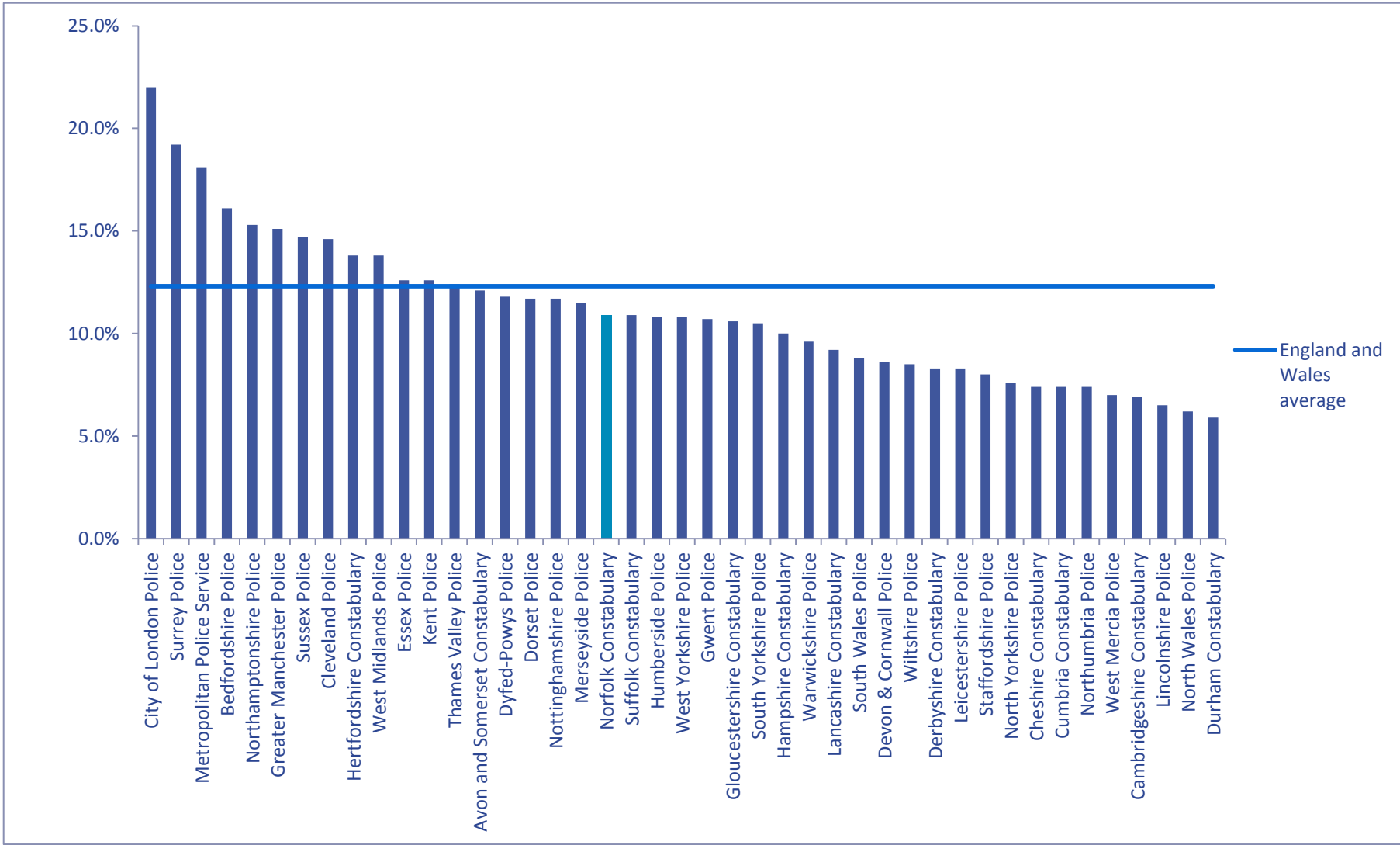
Comparison of 2017 and 2016 figures for intention to leave in Norfolk Constabulary are provided in the table below.

| | 2017 | 2016 |
|---|--------------|-------------|
| Intend to leave the police within two years | 10.9% | 9.7% |

For the service as a whole, 12.3% of respondents planned to leave the Police Service within two years; in 2016, 11.8% of respondents said that they intended to leave within two years. A significantly larger proportion of respondents intended to leave the Police Service in 2017 compared to 2016¹⁵.

¹⁵ Z = 2.05, p = 0.04

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%.

| 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 | 80.4% | 61.4% |
| Your morale | 88.2% | 78.5% |
| Your opportunities for development and promotion | 51.0% | 45.1% |
| Your pay and benefits | 58.8% | 62.2% |
| Better job opportunities outside of the Police | 49.0% | 49.3% |
| The impact of the job on your health and wellbeing | 90.2% | 72.4% |
| Dissatisfaction with your day-to-day job role | 68.6% | 44.2% |
| Your workload and responsibilities | 64.7% | 47.2% |
| How the police as a whole are treated | 82.4% | 69.9% |
| Your treatment by senior managers | 41.2% | 41.2% |

WORKLOAD

79.3% of respondents from Norfolk Constabulary said that their workload has increased over the last twelve months.

The proportion of respondents reporting an increase in workload over the last twelve months ranges from 85.6% at the top ranking force to 53.1% at the bottom ranking force. Norfolk Constabulary ranks 4 out of 43 forces for this indicator; there are 39 forces with a smaller proportion of respondents who have experienced a workload increase in the last twelve months.

73.0% of respondents from Norfolk Constabulary said that their workload is too high.

The proportion of respondents reporting that their workload is too high ranges from 82.5% at the top ranking force to 47.8% at the bottom ranking force. Norfolk Constabulary ranks 5 out of 43 forces; there are therefore 38 forces where the proportion of respondents who feel that their workload is too high was smaller.

Comparison of 2017 and 2016 figures for workload in Norfolk Constabulary are provided in the table below.

| | 2017 | 2016 |
|--|--------------|--------------|
| Workload has increased in last 12 months | 79.3% | 76.1% |
| Workload is too high | 73.0% | 65.3% |

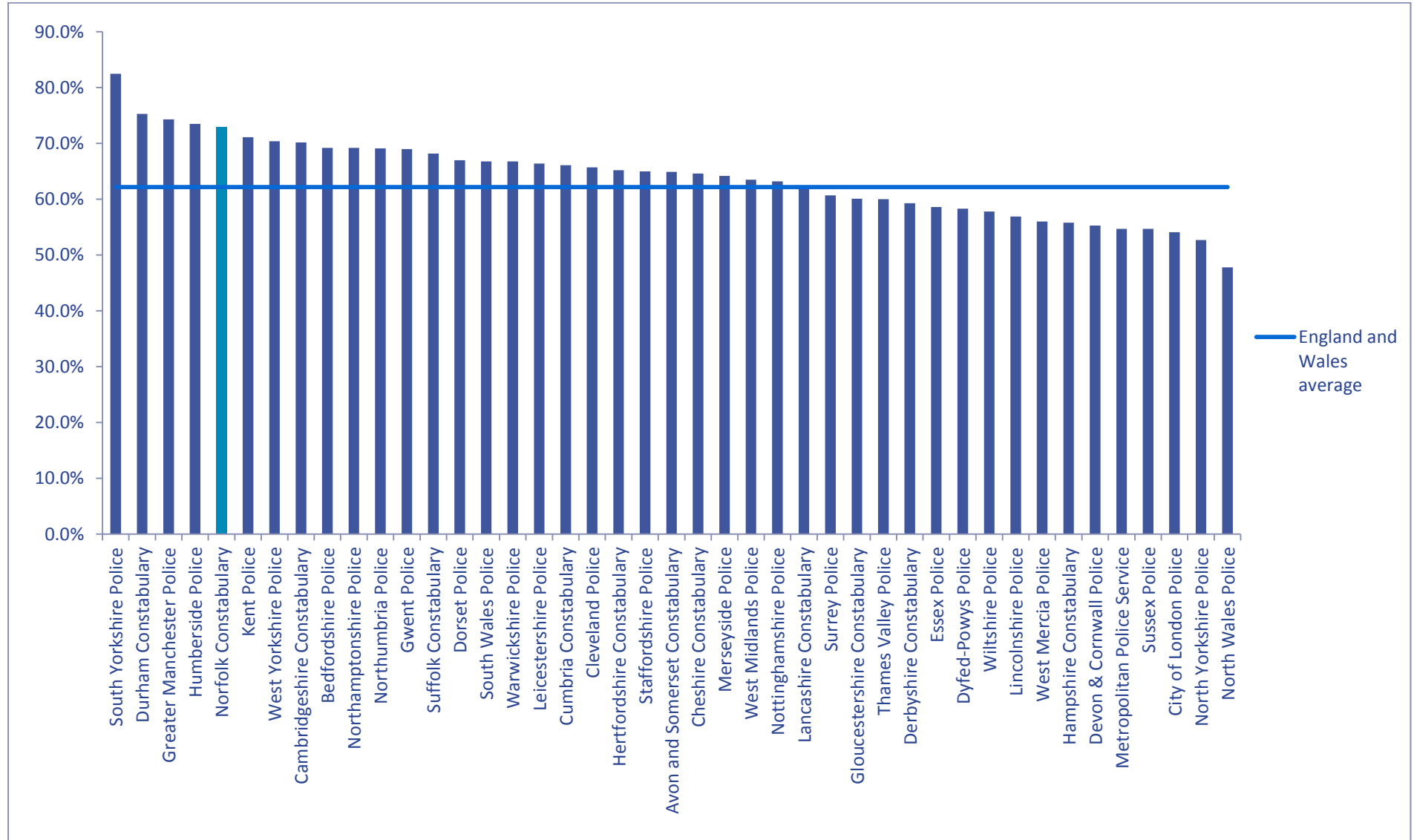
For the service as a whole, 72.2% of respondents said that their workload had increased in the last year; in 2016, 71.2% said that their workload had increased. A significantly larger proportion of respondents experienced an increase in workload in 2017 compared to 2016¹⁶.

The proportion of respondents in the service as a whole who said that their workload was too high was 62.2% this year; this compares with 60.9% in 2016. Again, the proportion of respondents whose workload was too high was significantly higher in 2017 than in 2016¹⁷.

¹⁶ Z = 2.66, p = 0.007

¹⁷ Z = 3.56, p < 0.001

Proportion of respondents reporting too high workload



NOTE FOR JBBS

Additional findings from the 2017 Pay and Morale survey are available on request from the Research and Policy Support 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 of 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 Dr Fran Boag-Munroe (fran.boagmunroe@polfed.org) to discuss their requirements. The Research and Policy Support 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.