

PFEW Pay and Morale Survey 2018 Lancashire Constabulary

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EXECUTIVE SUMMARY

- 710 responses were received from Lancashire Constabulary, representing a response rate of around 25% (based on July 2017 Home Office figures of officer headcount).
- 71.0% of respondents from Lancashire Constabulary said that they are dissatisfied with their overall remuneration (including basic pay and allowances).
- 38.7% of respondents from Lancashire Constabulary reported worrying about the state of their personal finances every day or almost every day.
- 71.7% of respondents from Lancashire Constabulary felt that they were worse off financially than they were five years ago.
- 8.6% of respondents from Lancashire Constabulary reported never or almost never having enough money to cover all their essentials.
- 50.5% of respondents from Lancashire Constabulary told us that their morale is currently low.
- 78.5% of respondents from Lancashire Constabulary felt that morale within the force is currently low.
- 58.5% of respondents from Lancashire Constabulary said that they would not recommend joining the police to others.
- 8.9% of respondents from Lancashire 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 Lancashire 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 Lancashire 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

710 responses were received from Lancashire Constabulary, representing a response rate of around 25% (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 Lancashire Constabulary was 24%. 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 Lancashire 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 3%².

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.

74.6% of responses from Lancashire Constabulary were received from male officers and 25.4% of responses were from female officers. 71.4% of respondents were Constables, 20.9% were Sergeants, 7.0% were Inspectors and 0.7% were Chief Inspectors.

¹ Rankings have been determined at one decimal place.

² 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

85.3% of respondents from Lancashire 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. Lancashire Constabulary ranks 34 out of 43 forces; there are 9 forces with a smaller proportion of respondents who say that they are not fairly paid for the responsibilities within their job.

71.0% of respondents from Lancashire Constabulary said that they are dissatisfied with their overall remuneration (including basic pay and allowances) and 61.9% 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, Lancashire Constabulary ranks 29 out of 43 forces, meaning that there are 14 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. Lancashire Constabulary ranks 12 out of 43 forces for this indicator; therefore there are 31 forces with a smaller proportion of respondents who are dissatisfied with their pension.

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

	2018	2017
Do not feel fairly paid for the stresses and strains their job	85.3%	87.2%
Dissatisfied with total remuneration	71.0%	68.6%
Dissatisfied with pension	61.9%	63.4%

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 year³.

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 significant⁴.

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 significant⁵.

COST OF LIVING

FORCE LEVEL STATISTICS

38.7% of respondents from Lancashire Constabulary reported worrying about the state of their personal finances every day or almost every day, compared to 44.8% nationally. Further, 71.7% of respondents from Lancashire Constabulary felt that they were worse off financially than they were five years ago.

8.6% of respondents from Lancashire Constabulary reported never or almost never having enough money to cover their monthly essentials. Compared to the other forces in England and Wales, Lancashire Constabulary ranks 28 out of 43; there are therefore 15 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, Lancashire Constabulary ranks 29 out of 43; there are therefore 14 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

³ Z= 4.8778, p < 0.001

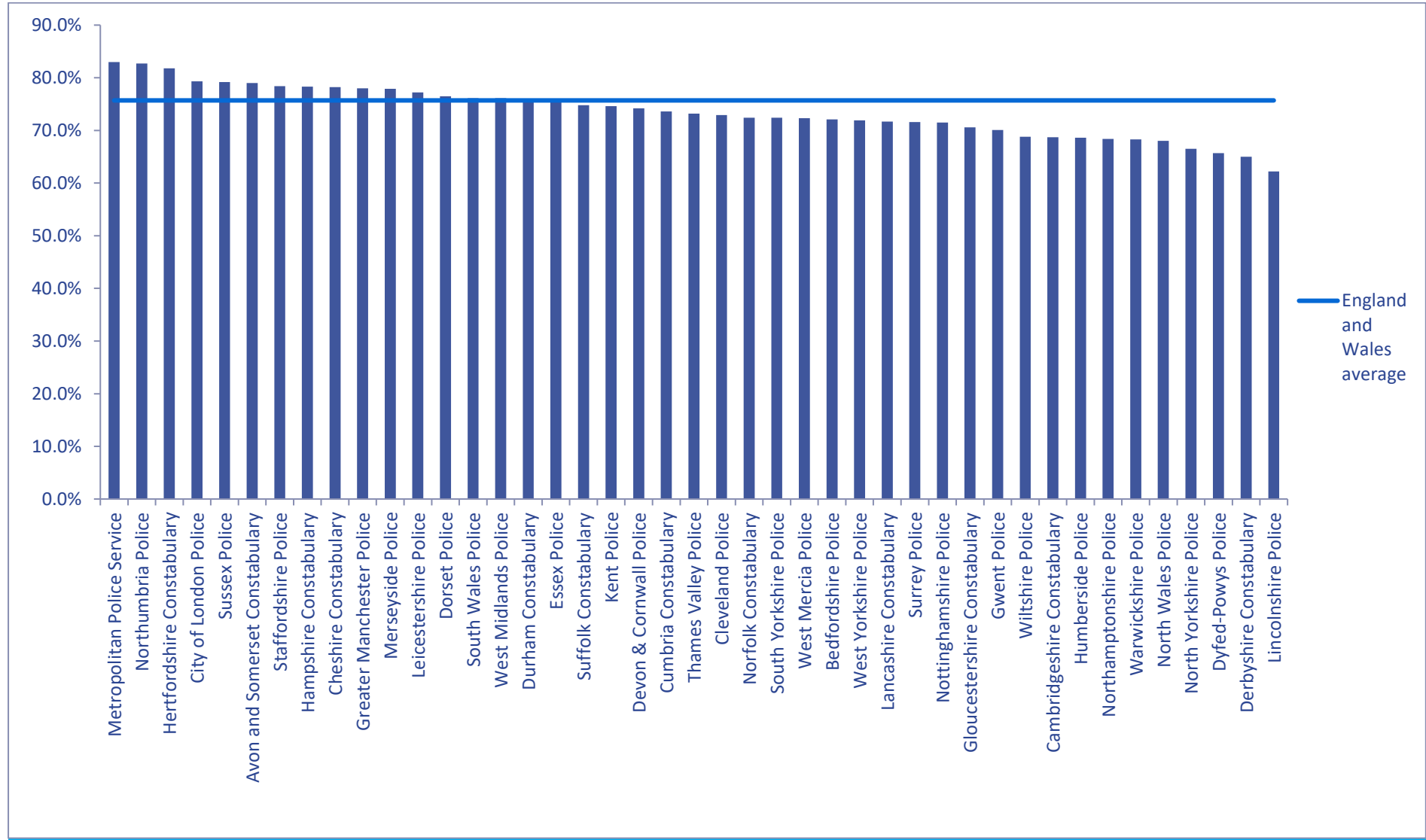
⁴ Z = 8.507, p < 0.001

⁵ Z = -1.2301, p = 0.219

significantly different⁶. Further at a national level, 11.8% of respondents reported never or almost never having enough money to cover all their essentials.

⁶ Z = 8.5997, p < 0.001

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



MORALE

FORCE LEVEL STATISTICS

50.5% of respondents from Lancashire 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, Lancashire Constabulary ranks 35 out of 43, meaning that, compared to Lancashire Constabulary, there are 8 forces with a smaller proportion of respondents reporting low morale.

78.5% of respondents from Lancashire 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, Lancashire Constabulary ranks 38 out of 43 forces, meaning that there are 5 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 Lancashire Constabulary are provided in the table below.

	2018	2017
Low personal morale	50.5%	56.6%
Low force morale	78.5%	85.9%

OVERALL STATISTICS FOR ENGLAND AND WALES

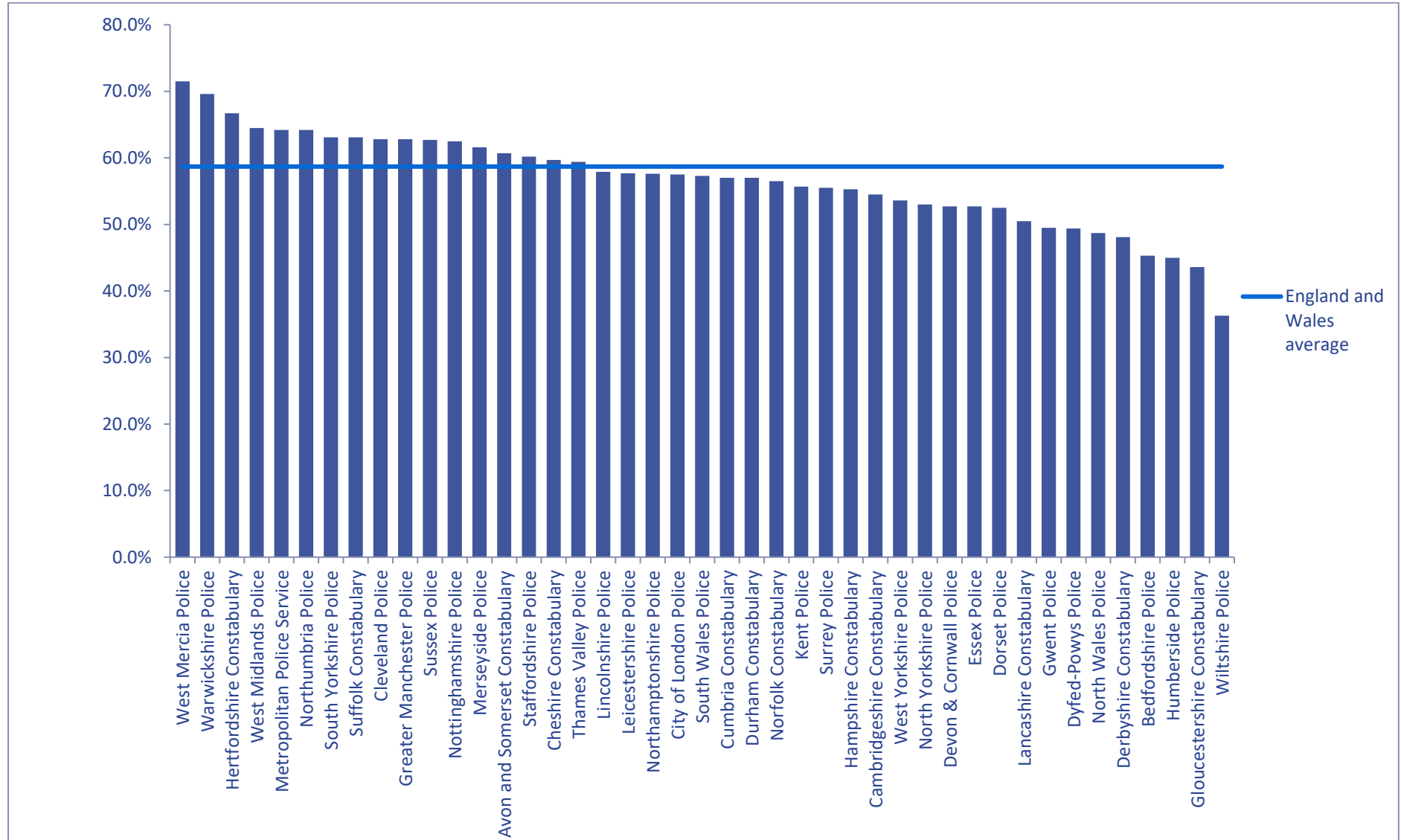
The proportion of respondents in the police service as a whole who said that their morale is low was 58.7%, this compares to 60.2% of respondents to the PFEW Pay and Morale survey in 2017; the proportion of respondents reporting low morale in 2018 was significantly smaller than in 2017⁷.

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 year⁸.

⁷ Z= -3.5082, p < 0.001

⁸ 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 Lancashire Constabulary who said a particular factor has had a negative effect upon their morale compared to the national average.

Factor	Negative effect on morale (Lancashire Constabulary)	Negative effect on morale (England and Wales)
Pay and benefits (including pension)	72.2%	76.5%
Day-to-day job role	41.9%	47.9%
Workload and responsibilities	59.5%	61.7%
Work-life balance	57.8%	65.0%
Opportunities for development and promotion	46.1%	49.6%
Health and wellbeing	58.7%	61.5%
How the police as a whole are treated	81.6%	85.6%
Treatment by senior managers	34.0%	44.7%
Management of change within the police	69.8%	78.3%

ATTITUDES TOWARDS THE POLICE

FORCE LEVEL STATISTICS

58.5% of respondents from Lancashire 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, Lancashire Constabulary ranks 41 out of 43; there are therefore 2 forces with a smaller proportion of respondents who say that they would not recommend joining the police to others.

55.0% of respondents from Lancashire 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, Lancashire Constabulary ranks 41 out of 43; there are 2 forces with a smaller proportion of respondents who did not feel valued.

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

	2018	2017
I would not recommend joining the police to others	58.5%	63.4%
I do not feel valued in the police	55.0%	59.7%

OVERALL STATISTICS FOR ENGLAND AND WALES

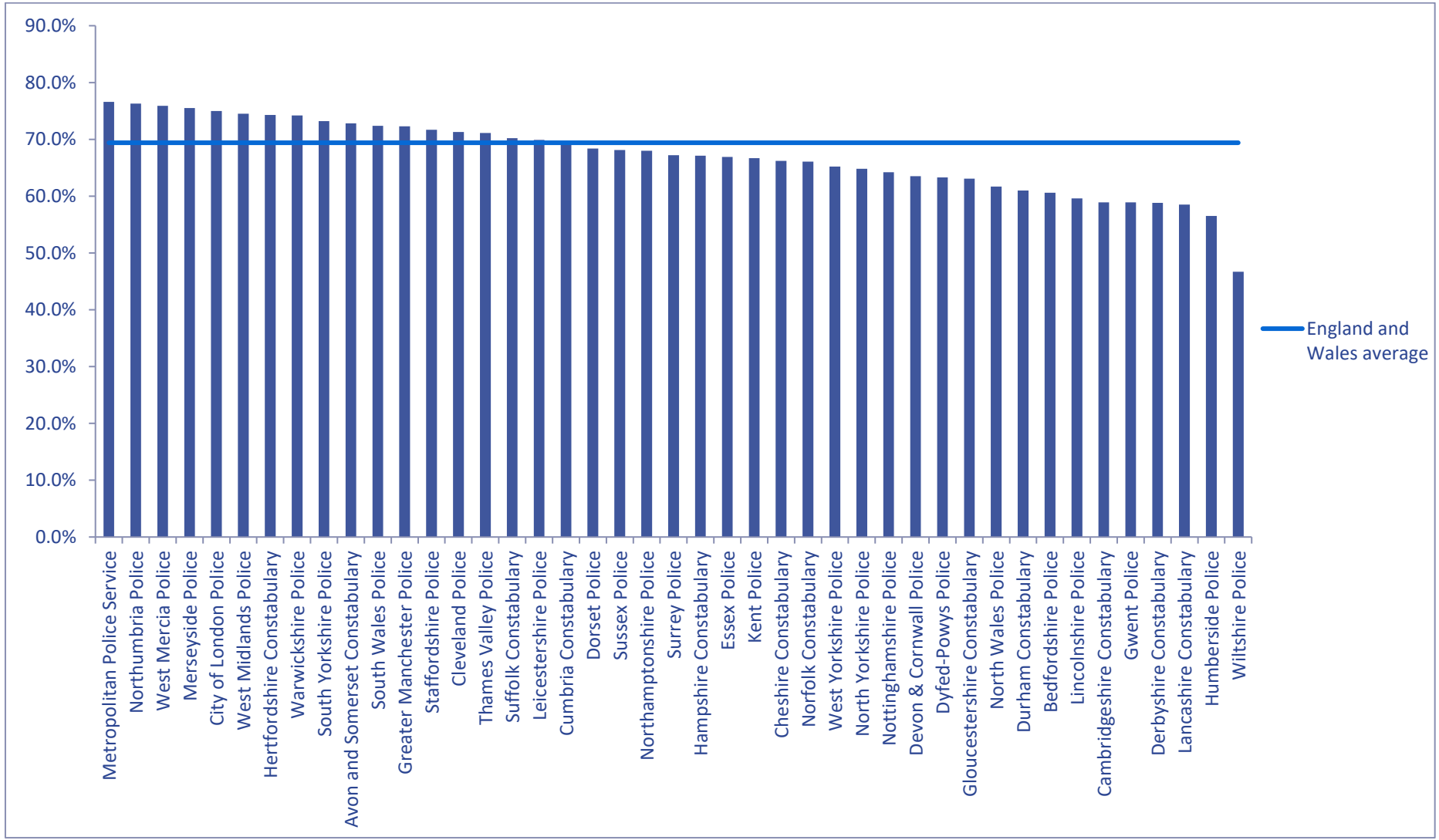
For the service as a whole, the proportion of respondents in 2018 who said that they would not recommend joining the police to others was 69.4%. In 2017, 70.4% of respondents said that they would not recommend joining the police. The difference between 2017 and 2018 was small but statistically significant⁹.

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 significant¹⁰.

⁹ Z = -2.3393, p = 0.019

¹⁰ Z = -0.6681, p = 0.503

Proportion of respondents who would not recommend the police to others



FAIRNESS

FORCE LEVEL STATISTICS

46.7% of respondents from Lancashire Constabulary agreed that they were treated fairly. 23.2% of respondents from Lancashire 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. Lancashire Constabulary ranks 41 out of 43 forces for this indicator; there are 2 forces with a smaller proportion of respondents who do not feel fairly treated.

32.2% of respondents from Lancashire Constabulary said that decisions that affected them were usually made in a fair way; whereas 37.9% 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. Lancashire Constabulary ranks 35 out of 43 forces; there are therefore 8 forces where a smaller proportion of respondents said that decisions that affected them were not usually made in a fair way.

39.6% of respondents from Lancashire Constabulary told us that overall, the people they worked with were fairly treated; in contrast to 27.1% 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. Lancashire Constabulary ranks 37 out of 43 forces; there are 6 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 Lancashire Constabulary are provided below.

	2018	2018	2017	2017
	Disagree	Agree	Disagree	Agree
I am treated fairly	23.2%	46.7%	26.7%	39.6%
Decisions that affect me are usually made in a fair way	37.9%	32.2%	39.4%	27.8%
Overall, the people I work with are treated fairly	27.1%	39.6%	28.8%	33.6%

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 2017¹¹ 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 fairly¹².

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.¹³ 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.¹⁴

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 year¹⁵, 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 year¹⁶.

¹¹ Z = 2.2402, p = 0.025

¹² Z = -0.9306, p = 0.352

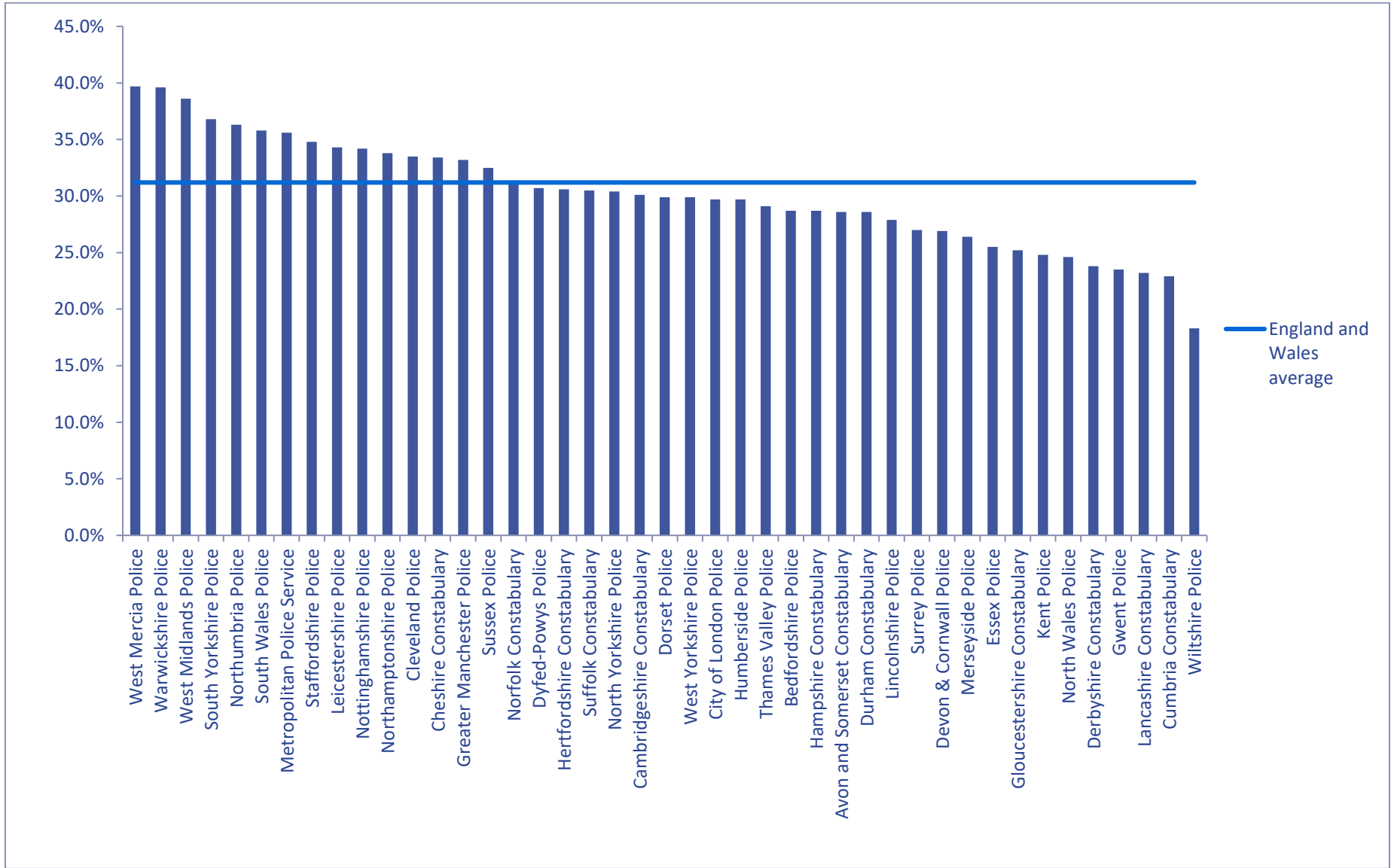
¹³ Z = 1.7566, p = 0.078

¹⁴ Z = -0.9461, p = 0.342

¹⁵ Z = 2.1774, p = 0.029

¹⁶ Z = -1.8119; p = 0.070

Proportion of respondents who did not feel fairly treated



INTENTION TO LEAVE

FORCE LEVEL STATISTICS

8.9% of respondents from Lancashire 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 17.6% 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, Lancashire Constabulary ranks 28 out of 43 forces, meaning that there are 15 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 Lancashire Constabulary are provided in the table below.

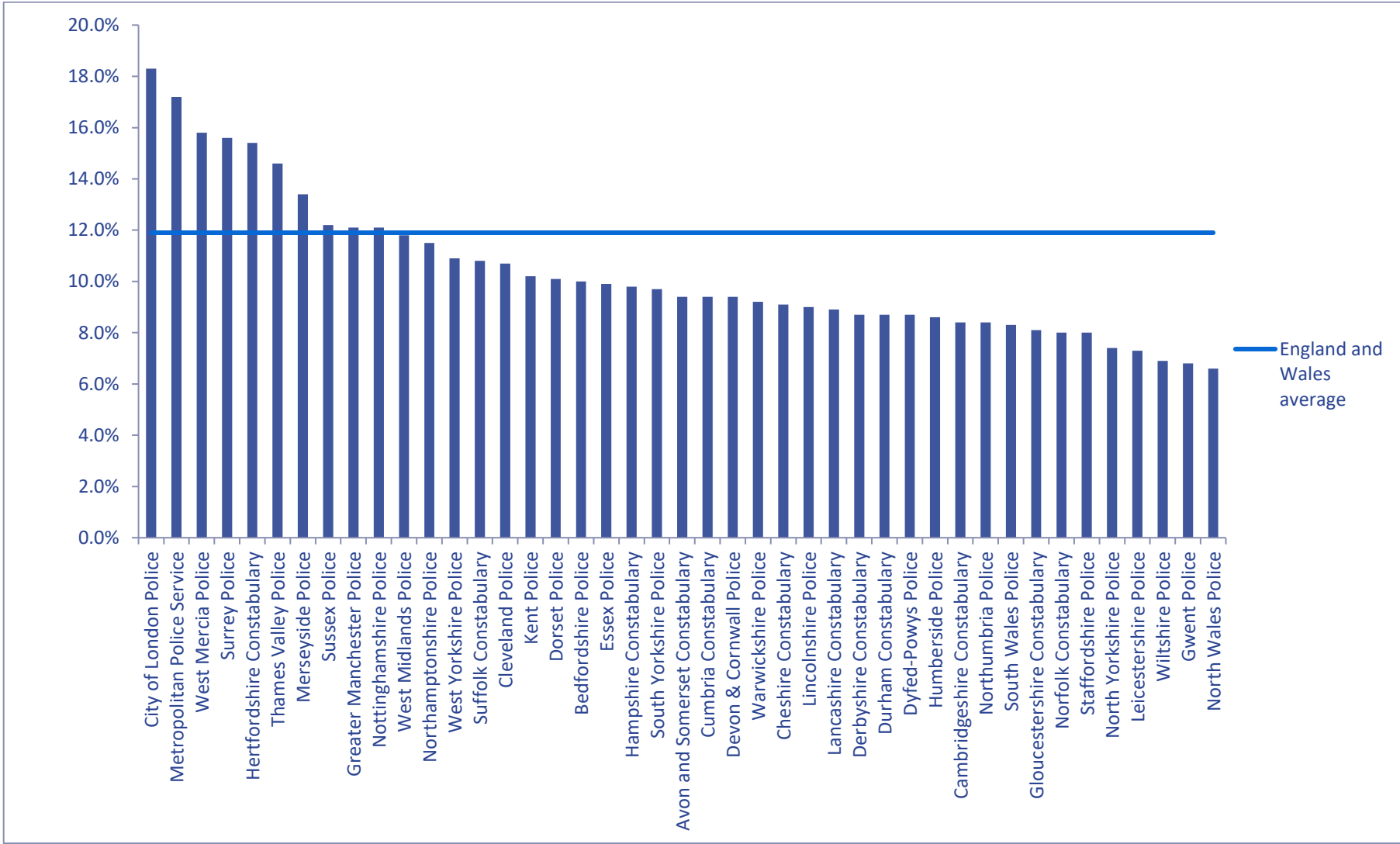
	2018	2017
Intention to leave the police service within the next 2 years or as soon as possible	8.9%	9.2%

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 2017¹⁷.

¹⁷ 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 Lancashire 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 (Lancashire Constabulary)	Major effect on intention to leave (England and Wales)
The impact of your job on your family/personal life	69.5%	61.5%
Your morale	83.1%	79.0%
Your opportunities for development and promotion	54.2%	44.0%
Your pay and benefits	61.0%	66.5%
Better job opportunities outside of the Police	52.5%	52.9%
The impact of the job on your health and wellbeing	76.3%	72.4%
Dissatisfaction with your day-to-day job role	40.7%	43.6%
Your workload and responsibilities	52.5%	48.5%
How the police as a whole are treated	69.5%	71.2%
Your treatment by senior managers	35.6%	40.4%

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 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.