



Research and Policy Support Report  
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# PFEW Pay and Morale Survey 2017 Headline Statistics July 2017

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# Executive Summary

## Sample and Respondents

- 30,557 officers took part in the 2017 Pay and Morale Survey between April and June 2017; a response rate of 25% 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

- 72.5% of respondents in this year's survey said that they felt financially worse off now than they did five years ago.
- More than one in ten respondents said that they either never or almost never had enough money to cover all of their essentials. Around one in six probationers said that they either never or almost never had enough money to cover essentials.
- 86.5% of respondents did not feel fairly paid considering the stresses and strains of their job.
- 72.0% of respondents said that they were dissatisfied with their overall remuneration; this is a larger proportion of respondents than in any other year since the PFEW Pay and Morale survey began.
- 41.3% of respondents said that their pension increased their intention to stay in the police. The most common reason why respondents' pensions increased their intention to stay was that the level of the pension is good compared to other jobs.
- 30.0% of respondents said that their pension increased their intention to leave the police. The most common reasons why respondents' pensions increased their intention to leave were that they did not trust the government not to change their pension for the worse again in the future and that due to recent changes the pension they will receive is different to what they were led to expect.

## Morale

- 60.2% of respondents in this year's survey said that their own personal morale was low; this proportion is larger than the proportion of respondents who reported low morale in 2016.
- 84.9% of respondents said that how the police as a whole are treated had a negative impact on their morale. In addition, around eight out of ten respondents said that how change is managed within the police service had a negative impact upon their morale.

- More than two thirds of respondents said that they did not feel valued in the police and would not recommend joining the police to others; however 65% of respondents felt proud to be in the police.
- The proportion of respondents who said that they were not treated fairly has increased in the last year, from 23.6% of respondents in 2016 to 31.6% of respondents in 2017.
- 12.3% of respondents said that they planned to leave the police either as soon as possible or within the next two years; respondents' morale was the factor most likely to have a major effect on their intention to leave.

### **Workload and Responsibilities**

- 72.2% of respondents in this year's survey said that their workload had increased in the last year; 71.5% said that their responsibilities had increased.
- 62.2% of respondents said that their workload had been too high in the last 12 months; this proportion is slightly higher than seen in last year's survey.

### **Professional Development**

- More than a quarter of respondents said that they had not had a Performance and Development Review (PDR) in the last year and a majority of respondents were dissatisfied with the PDR process.
- 79.5% of respondents said that they have not applied for promotion to a higher rank; the most common reason for not applying for promotion was that it would not be worth it for the responsibilities and pressures of the role.
- More than three quarters of respondents said that "Direct Entry" schemes would have a negative impact upon policing; most substantially, 82.4% said that Direct Entry at Inspector would have a negative impact.
- 34.6% of respondents said that the introduction of Advanced Practitioners would have a positive impact upon policing, however respondents were more likely to feel that the introduction of Advanced Practitioners would have a positive rather than a negative impact.
- A majority of respondents said that they would never want to do one of the roles classified by the National Police Chiefs Council as "hard-to-fill", including firearms, custody, public protection (including CSE and domestic violence) or detective role.
- More than one in ten respondents currently in a Public Protection role and around one in five respondents in a Custody role said that they would like to be redeployed as soon as possible.

# Introduction

The PFEW Pay and Morale Survey 2017 opened on 18<sup>th</sup> April 2017, and closed on 9<sup>th</sup> June 2017. During that time we had responses from 30,557 officers, which were reduced to 30,209 after data cleansing.<sup>1</sup> The response rate for the Pay and Morale Survey 2017 was therefore approximately 25% of all federated rank officers in England and Wales. Statistically, the sample size was large enough that the percentages quoted in this report can be considered to be accurate within the normal bounds of academic rigour.<sup>2</sup>

The following are some key headline findings. Data are still being analysed for the Police Remuneration Review Body (PRRB) in 2018. More detailed analysis will be provided with the full report to the PRRB, and will include comparisons of groups such 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.

## Overall Findings

### Demographics

Comparison of survey respondents against the police service as a whole in terms of characteristics including rank, role, gender, ethnicity and region (using Home Office and HMIC data) indicated that the survey sample was broadly representative of federated ranks in England and Wales<sup>3</sup>.

Respondents' average length of service was 15 years and their average age was 41 years. 11.8% of respondents had worked either as a PCSO or member of police staff prior to becoming a police officer and 15.8% had been a Special Constable. Overall 30.7% of respondents were educated to degree level or above and 6.4% had some form of pre-join policing training prior to becoming a police officer.

60.8% of respondents said that they had some form of carer responsibilities (including caring for children, a spouse or relatives); 5.7% of respondents said that they worked part-time.

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<sup>1</sup> Data were removed where the respondent gave implausible answers: e.g. said they had been at the top of their pay scale since 1980; length of time in role exceeded length of service etc.

<sup>2</sup> Margin of error of  $\pm 1\%$  with a 99% confidence level

<sup>3</sup> No statistically significant differences were observed between the survey sample and the federated ranks population for any of these characteristics. Consequently data were not weighted prior to analysis.

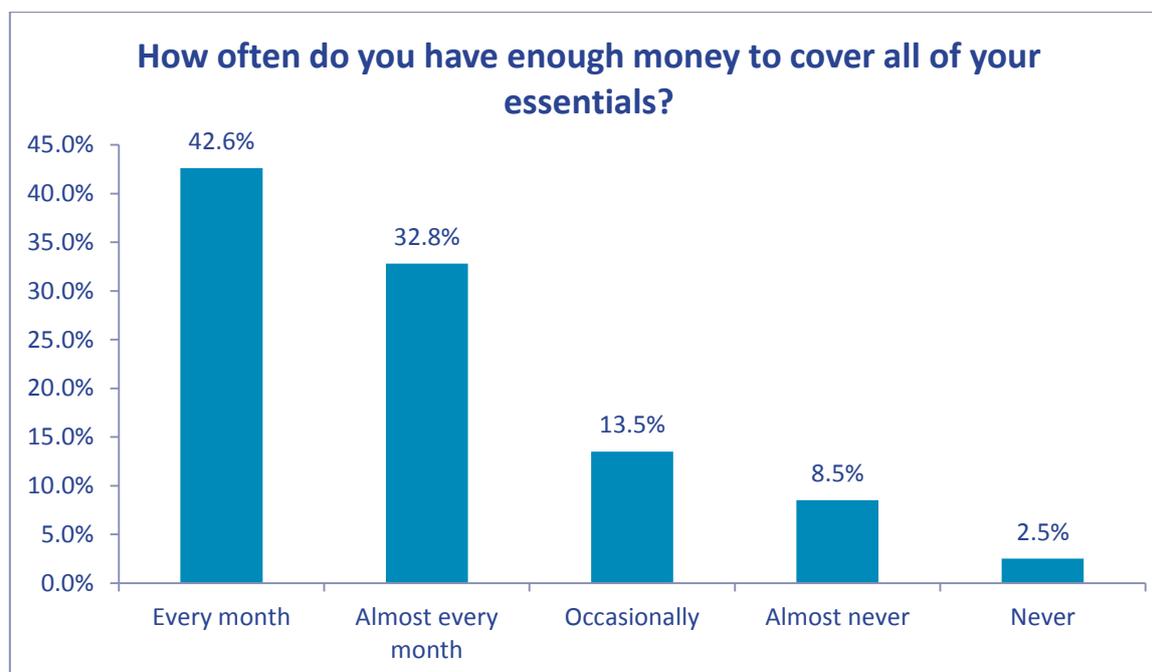
## Pay and Remuneration

### Cost of living

**72.5% of respondents said that they felt financially worse off now than they did five years ago** and 70.5% of respondents who lived in their force area said that the overall cost of living in that area was either expensive or very expensive. 45.6% of respondents who did not live in their force area said that the main reason for this was the cost of living in that area.

6.3% of respondents said that they had a second job, however respondents were not asked what this job was or their main reasons for having a second job.

Only 42.6% of respondents said that they had enough money to cover all of their essentials every month and **more than one in ten respondents said that they either never or almost never had enough money to cover all of their essentials.**



Officers in their probationary period (i.e. between 0 and 2 years' service) were least likely to say that they had enough money to cover their essentials every month; **just 32.6% of probationers said they had enough money to cover their essentials every month**, compared to around one in six (16.3%) who said that they either never or almost never had enough money to cover essentials.

## Fairness of pay

More than three quarters of respondents disagreed that they were fairly paid considering the hazards faced within their job. In addition, **86.5% of respondents did not feel fairly paid considering the stresses and strains of their job.**

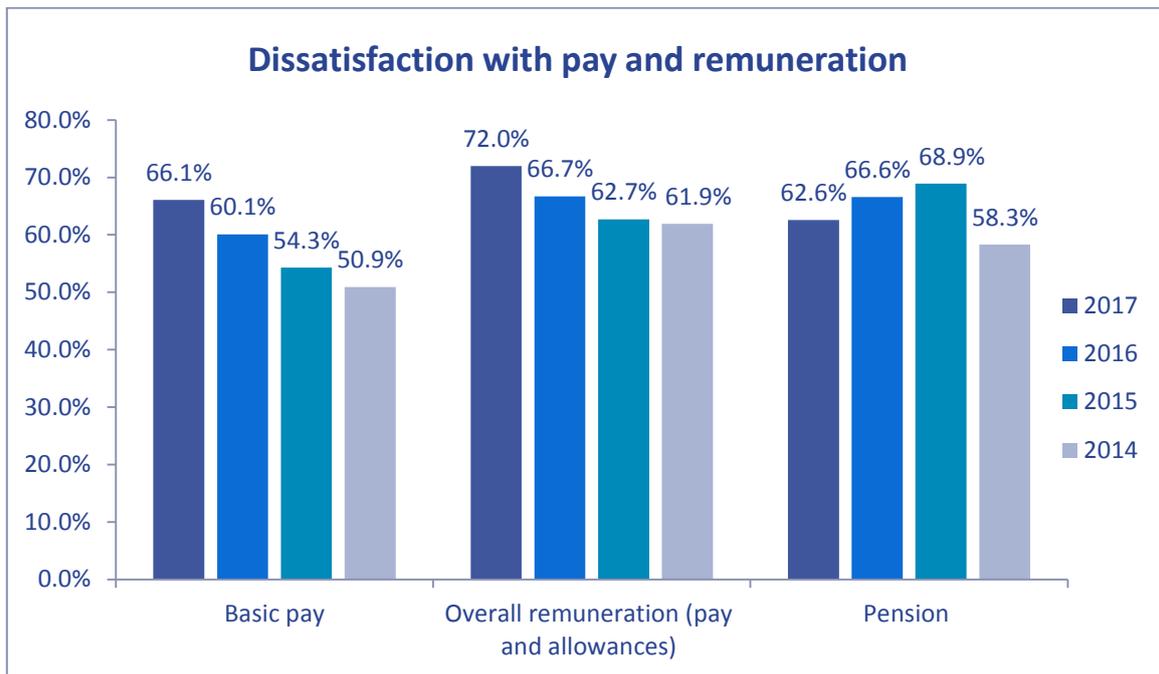
Factor	Disagree	Agree
I am fairly paid considering the hazards I face within my job	77.2%	13.0%
I am fairly paid considering the stresses and strains of my job	86.5%	7.5%
I am fairly paid considering the amount of experience and training I have	65.6%	20.8%

## Satisfaction with pay and remuneration

Just under two thirds of respondents said that they were dissatisfied with their basic pay, whilst **72.0% of respondents said that they were dissatisfied with their overall remuneration** (taking into account additional payments such as regional or on-call allowances). A majority of respondents were also dissatisfied with their pension.

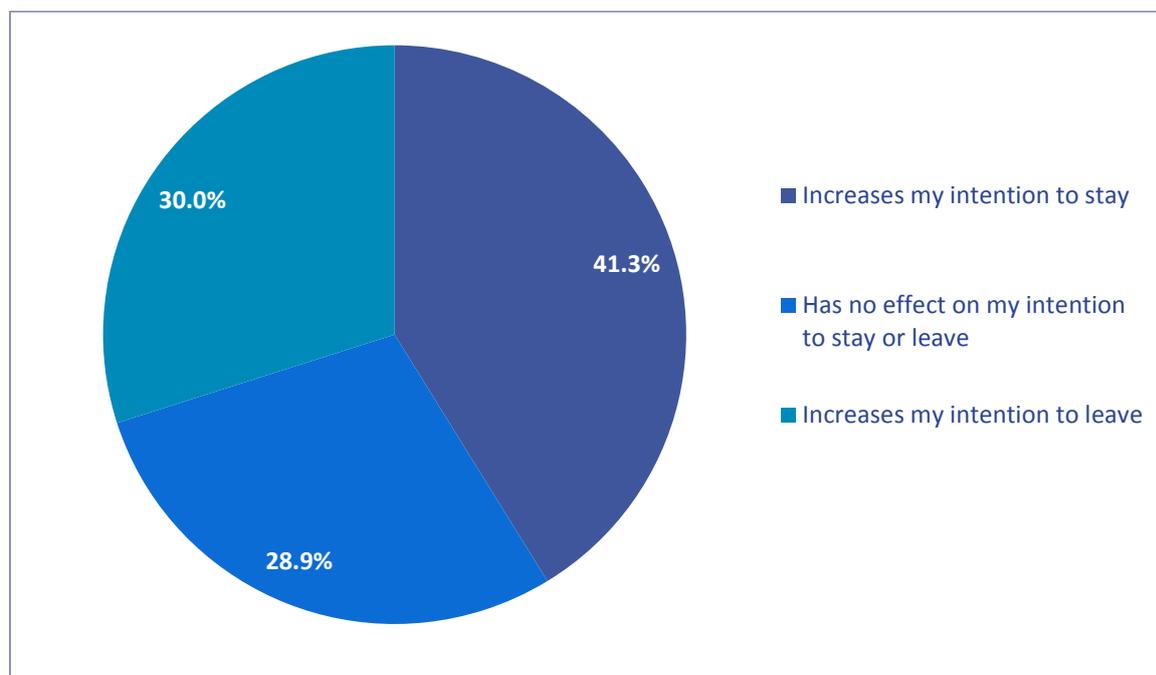
**A larger proportion of respondents were dissatisfied with their basic pay and overall remuneration this year than in any other year since the PFEW Pay and Morale survey began.** Respondents were slightly less likely to be dissatisfied with their pension this year than last year; however the proportion who reported dissatisfaction with their pension was still higher than before the introduction of the CARE pension scheme in 2015.

Factor	Dissatisfied	Satisfied
Basic pay	66.1%	19.9%
Allowances	69.8%	11.4%
Overall remuneration (pay and allowances)	72.0%	11.9%
Pension	62.6%	22.5%



## Pensions

This year respondents were asked whether their pension increased their intention to stay in or leave the police. **41.3% said that their pension increased their intention to stay in the police, compared to 30.0% who said that their pension increased their intention to leave.**



The 41.3% of respondents who said that their pension increased their intention to stay in the police were asked what it was about their pension that increased their intention to stay.

**The most common reason why respondents' pensions increased their intention to stay, (cited by two thirds of these 41.3% of overall respondents), was that the level of the pension is good compared to other jobs.** In addition, 40.6% of those respondents who said their pension increased their intention to stay said that the ability to retire at an earlier date than most people increased their intention to stay in the police.

What is it about your pension that increases your intention to stay?	Of the 41.3% who said it increased intention to stay
The level of the pension is good compared to other jobs	66.0%
Despite recent changes, I am still able to retire at an earlier date than most people	40.6%
The benefits provided to my surviving dependents if I die are good	38.8%
My accrued pension is safe within a government sponsored scheme	31.1%
The benefits provided for me if I become ill are good	29.0%
I want to build a larger pension	14.4%
Other reasons	11.3%
I can already retire with an immediate pension but if I stay longer I will have an even bigger pension	6.6%

The 30.0% of respondents who said that their pension increased their intention to leave the police were asked what it was about their pension that increased their intention to leave. By far **the most commonly cited reasons why respondents' pensions increased their intention to leave were that they did not trust the government not to change their pension for the worse again in the future, and also that due to recent changes the pension they will receive is different to what they were led to expect.** More than three quarters of these respondents (i.e. ¾ of the 30% who said it increased their intention to leave) said that these factors increased their intention to leave.

In comparison, 28.5% of respondents who said their pension increased their intention to leave said that the level of their pension being too low was at least part of the reason it increased their intention to leave the police, and 6.5% of these 30% of respondents said that the belief that they could get a better pension elsewhere increased their intention to leave.

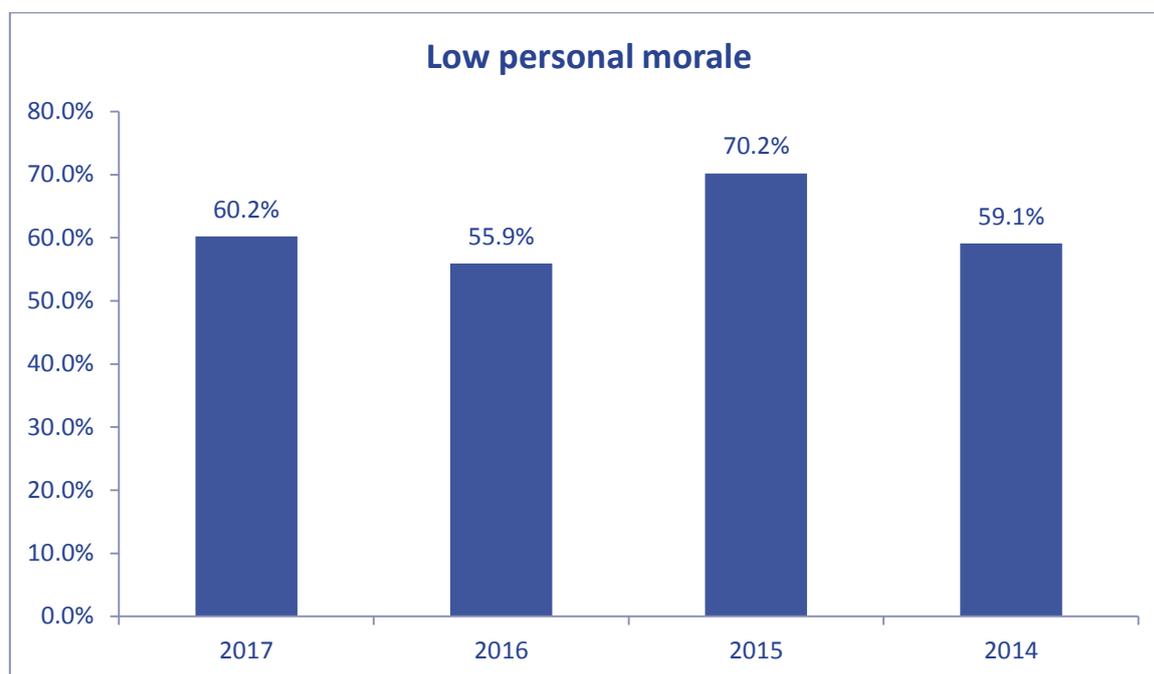
<b>What is it about your pension that increases your intention to leave?</b>	<b>Of the 30% who said it increased their intention to leave</b>
<b>I don't trust the government not to change our pensions for the worse again in the future</b>	83.1%
<b>Due to recent changes the pension I will receive is different to what I was led to expect</b>	77.2%
<b>I can't get an accurate forecast of the pension I can expect to receive when I retire</b>	47.5%
<b>The contributions I have to pay are too high/unaffordable</b>	34.0%
<b>The level of my pension is too low</b>	28.5%
<b>I can't access the money I pay into a pension if I need to before I retire</b>	12.3%
<b>Other reasons</b>	11.1%
<b>I believe I can get a better pension elsewhere</b>	6.5%
<b>I have reached pension age so can leave with an immediate pension</b>	6.3%
<b>I have to pay too much pension tax (annual allowance)</b>	3.9%

## Morale

60.2% of respondents in this year's survey said that their own personal morale was low. **The proportion of respondents reporting low morale this year was larger than in 2016,** although was lower than its peak of 70.2% in 2015.

**Around nine out of ten respondents said that morale in their force and morale in the police service as a whole was low.** The proportions of respondents reporting low force morale and low service morale this are therefore very similar to those seen last year (in 2016 these proportions were 89.5% and 93.5% respectively).

	Low Morale	High Morale
<b>Personal morale</b>	60.2%	13.7%
<b>Force morale</b>	89.6%	0.9%
<b>Police service morale</b>	93.5%	0.3%



The factor most likely to have a negative impact on respondents' morale was how the police as a whole are treated – with 84.9% of respondents saying this negatively affected their morale. In addition, **around eight out of ten respondents said that how change is managed within the police service had a negative impact upon their morale.**

This year's results show that **since 2016 there has been an increase in the proportion of respondents saying their morale has been negatively affected by their work-life balance, their health and wellbeing, their workload and responsibilities and their day-to-day job role.**

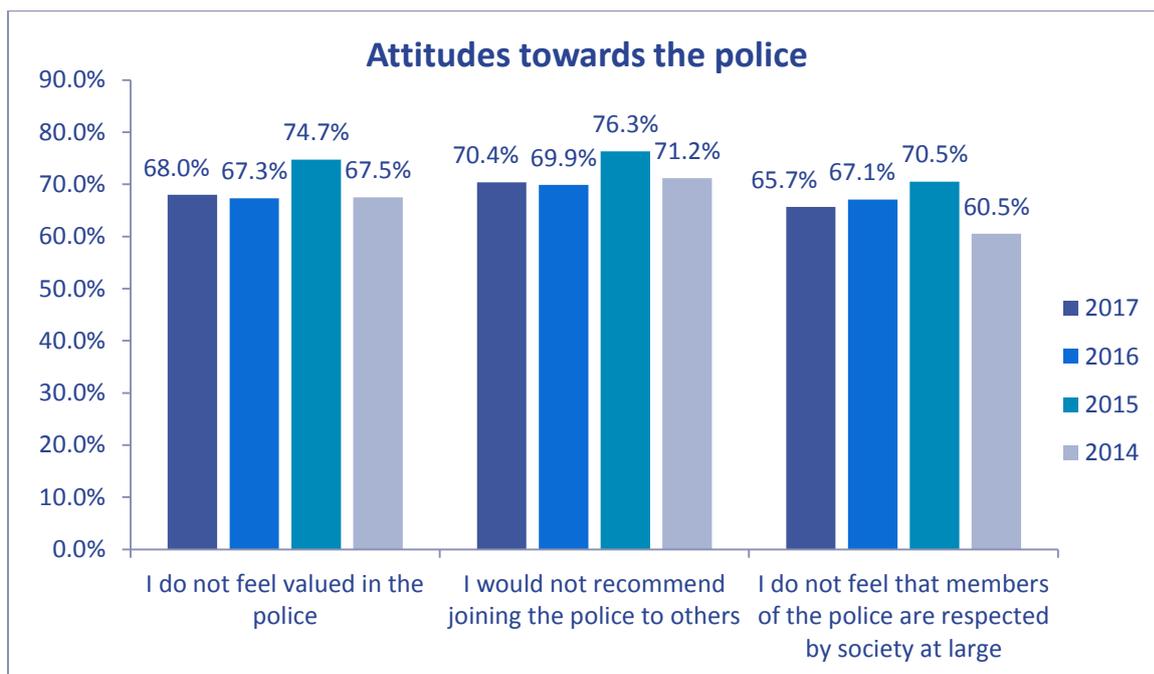
Factor	Negative effect on morale		Positive effect on morale	
	2017	2016	2017	2016
How the police as a whole are treated	84.9%	84.2%	3.9%	3.5%
Management of change within the police	79.6%	-	3.9%	-
Pay and benefits	72.9%	70.9%	6.5%	5.6%
Work-life balance	65.3%	58.2%	14.3%	15.6%
Health and wellbeing	61.5%	54.3%	14.9%	15.0%
Workload and responsibilities	61.1%	52.4%	13.3%	15.0%
Opportunities for development and promotion	52.9%	49.9%	9.5%	6.4%
Treatment by senior managers	48.5%	42.1%	20.4%	19.9%
Day-to-day job role	48.1%	39.9%	25.0%	25.6%
Treatment by line manager	17.5%	14.9%	51.8%	49.3%
Relationship with colleagues	15.8%	13.9%	52.7%	50.3%

## Attitudes towards the police

More than two thirds of respondents said that did not feel valued in the police and would not recommend joining the police to others. In addition just under two thirds disagreed that members of the police were respected by society at large. In general, these proportions are very similar to those seen in last year's survey.

A majority of respondents (65.0%) feel proud to be in the police. The proportion of respondents who felt proud to be in the police has actually increased slightly since 2016, when 61.0% of respondents reported feeling proud.

Factor	Disagree	Agree
I feel valued in the police	68.0%	11.8%
I would recommend joining the police to others	70.4%	12.8%
I feel proud to be in the police	19.3%	65.0%
I feel that members of the police are respected by society at large	65.7%	18.3%

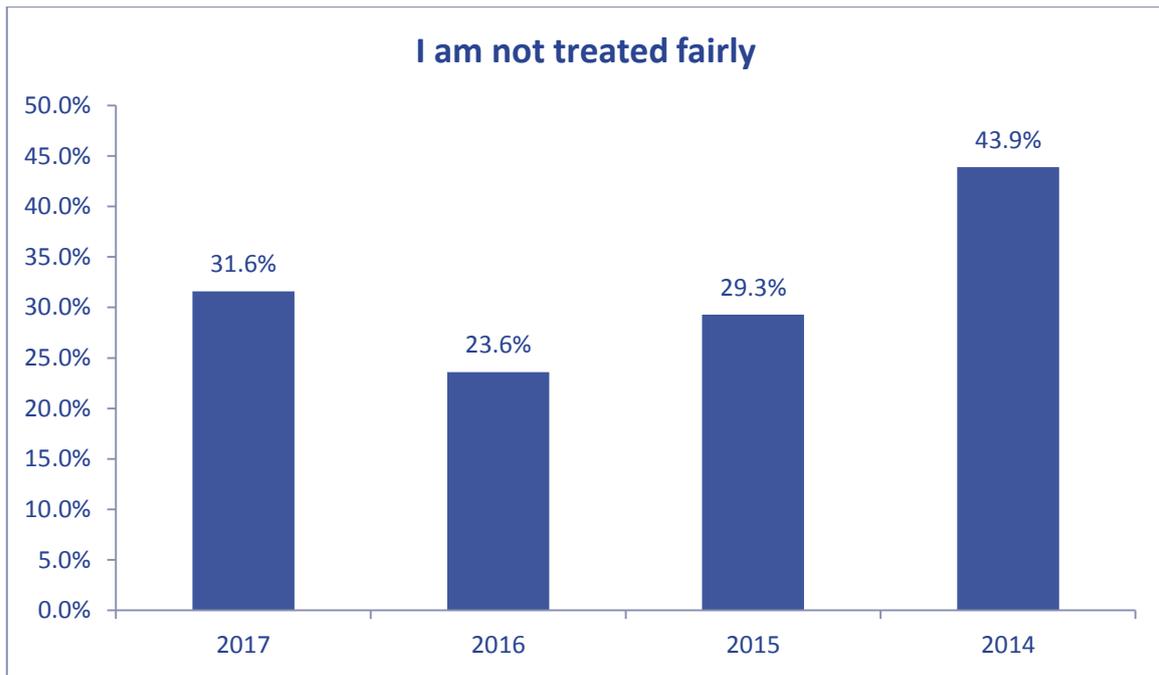


### Fairness

Respondents were slightly more likely agree than disagree that they were treated fairly. Despite this, **the proportion of respondents who said they were not treated fairly has increased from 23.6% of respondents in 2016 to 31.6% of respondents in 2017.**

Respondents were also more likely to disagree that decisions were made in a fair way (36.7% in 2016 compared to 45.4% in 2017) and more likely to disagree that people they worked with were treated fairly (31.1% in 2016 compared to 36.0% in 2017).

Factor	Disagree	Agree
<b>I am treated fairly</b>	31.6%	36.4%
<b>Decisions that affect me are usually made in a fair way</b>	45.4%	24.1%
<b>Overall, the people I work with are treated fairly</b>	36.0%	31.8%

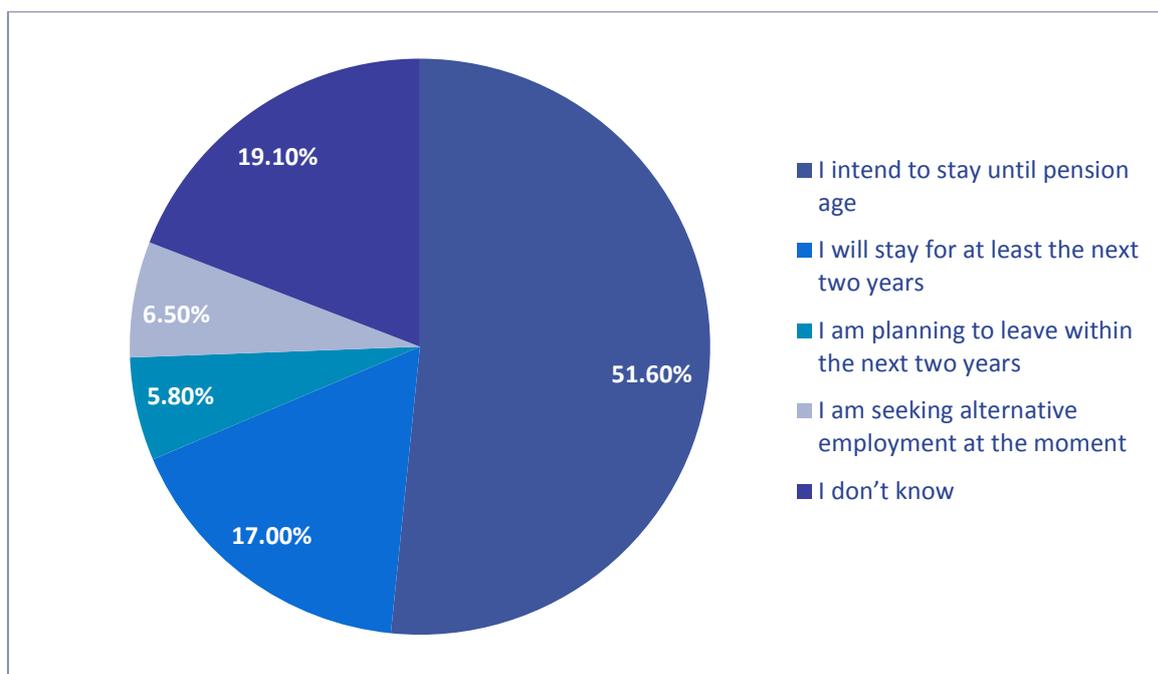


### Intention to stay in the police

**12.3% of respondents said that they planned to leave the police either as soon as possible or within the next two years.** This compares with 11.8% of respondents in 2016. Respondents this year were slightly less likely to intend to stay in the police service until pension age compared to last year; again however the differences between 2016 and 2017 were small.

5.7% of respondents who planned to stay in the police for at least the next two years said that they intended to move forces. This proportion was identical to the proportion seen 2016.

Intention	2017	2016	2015	2014
I intend to stay until pension age	51.6%	53.1%	49.5%	51.1%
I will stay for at least the next two years	17.0%	15.4%	13.0%	11.8%
I am planning to leave within the next two years	5.8%	5.4%	7.0%	6.4%
I am seeking alternative employment at the moment	6.5%	6.4%	8.6%	8.2%
I don't know	19.1%	19.7%	21.9%	22.5%



## Reasons for staying

The reasons why respondents stayed in the police in this year's survey were relatively similar to those seen in 2016. **Almost two thirds of respondents said that they had too few options to consider leaving the policing;** with three quarters saying that they saw staying in the police as a matter of necessity as much as desire.

A slightly higher proportion of respondents said that they felt a strong sense of belonging to the police this year compared to last year's survey, although at 40.6% this still reflected a minority view amongst respondents.

Factor	2017		2016	
	Disagree	Agree	Disagree	Agree
I feel a strong sense of "belonging" to the police	40.0%	40.6%	44.6%	34.0%
I would be very happy to spend the rest of my career in the police	42.4%	31.8%	43.8%	31.4%
I feel I have too few options to consider leaving the police	18.3%	64.2%	18.3%	61.5%
If I had not already put so much of myself into the police, I might consider working elsewhere	18.3%	66.1%	17.9%	64.7%
Right now, staying in the police is a matter of necessity as much as desire	12.8%	74.9%	12.6%	73.2%

## Reasons for leaving

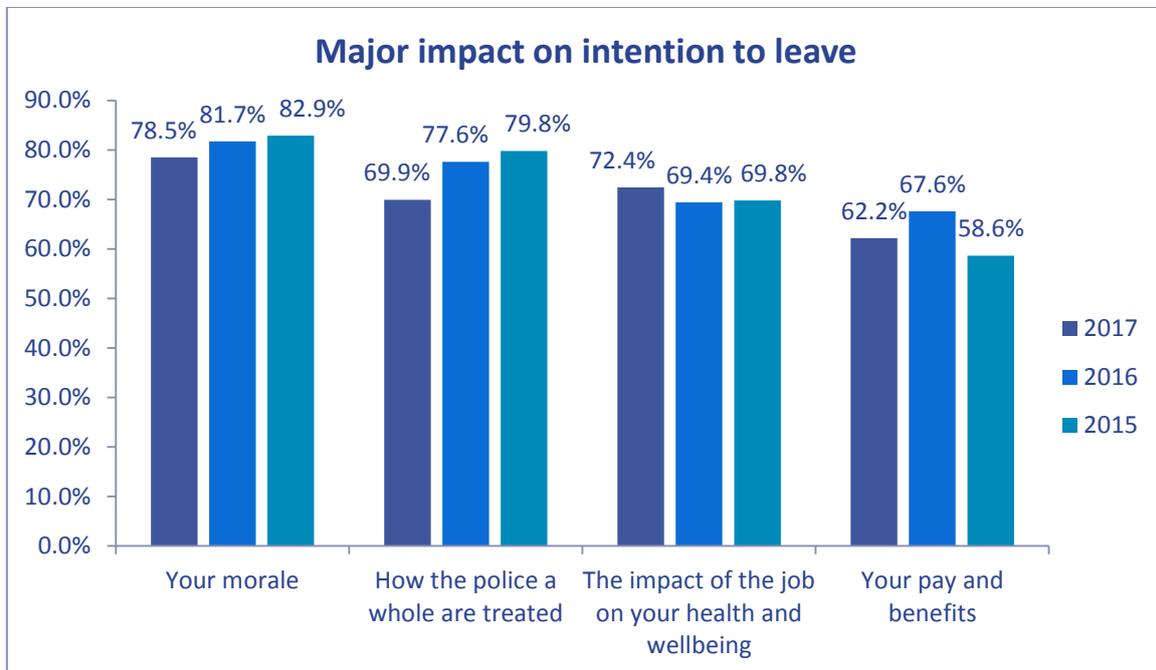
Amongst respondents who intended to leave the police either as soon as possible or within the next two years, morale was the most commonly cited factor affecting intention to leave. **78.5% of respondents intending to leave the police said that their morale had a major effect on their intention to leave.**

More than two thirds of respondents also cited the impact of the job on their health and wellbeing and how the police as a whole are treated as having a major impact on their intention to leave, whilst a majority also said that their pay and benefits, the impact of the job on their personal life and how change was managed in the police had a major effect.

Factor	No effect on intention to leave	Some effect on intention to leave	Major effect on intention to leave
Your morale	3.1%	18.4%	78.5%
The impact of the job on your health and wellbeing	6.3%	21.3%	72.4%
How the police as a whole are treated	7.6%	22.5%	69.9%
Your pay and benefits	10.0%	27.8%	62.2%
The impact of your job on your family/personal life	9.7%	28.9%	61.4%
Management of change within the police	12.1%	34.7%	53.3%
Better job opportunities outside of the Police	20.0%	30.7%	49.3%
Your workload and responsibilities	20.1%	32.7%	47.2%

<b>Your opportunities for development and promotion</b>	26.4%	28.5%	45.1%
<b>Dissatisfaction with your day-to-day job role</b>	20.5%	35.3%	44.2%
<b>Your treatment by senior managers</b>	23.9%	34.9%	41.2%
<b>Your treatment by your line manager</b>	59.1%	24.5%	16.4%
<b>Your relationship with your colleagues</b>	67.3%	23.5%	9.2%

Respondents were slightly less likely to say that their morale, the treatment of the police as a whole and their pay and benefits had a major effect on their intention to leave in this year's survey. However, overall there has been limited change in the last year in the factors most likely to affect respondents' intention to leave the police, and the four most common reasons for leaving are unchanged since 2016.



## Workload and Responsibilities

**72.2% of respondents in this year's survey said that their workload had increased in the last year.** In addition, **71.5% of respondents said that their responsibilities have increased over the same period.** The proportion of respondents who have seen their workload increase is one of the most consistent findings across the four years that the Pay and Morale survey has been running, with only a one percentage point variation in responses seen during this timeframe.

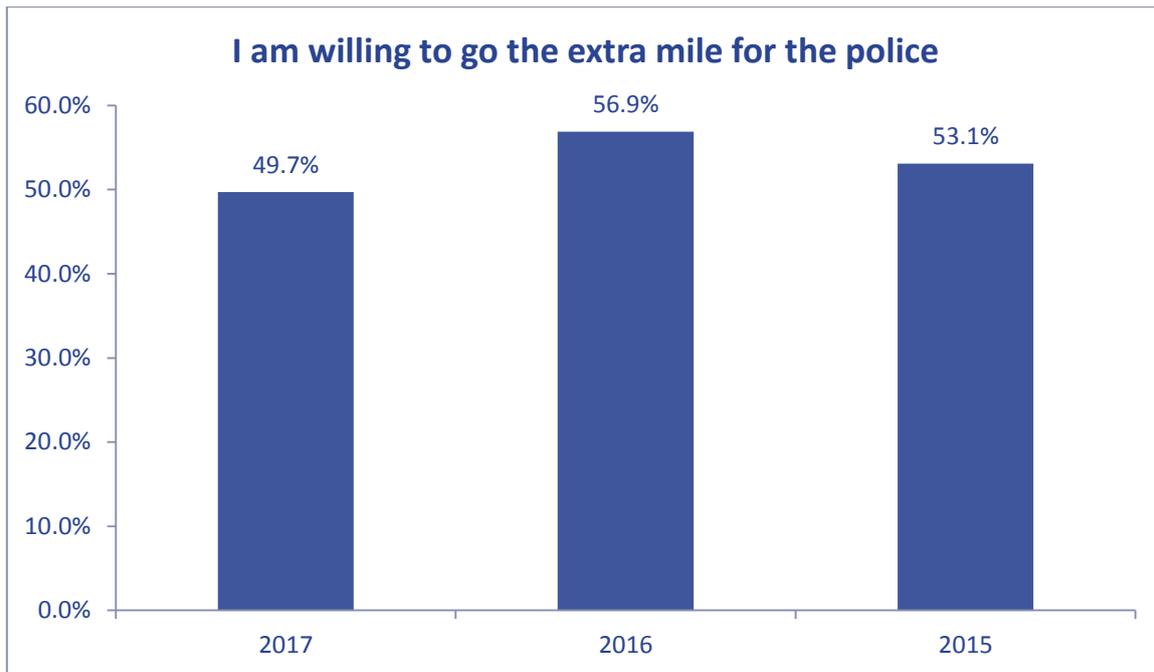
This year **62.2% of respondents said that their workload had been too high in the last 12 months.** Although this proportion is slightly higher than seen in last year's survey again finding from each four years of the Pay and Morale survey have been relatively consistent for this indicator.

	2017	2016	2015	2014
<b>Increase in workload in last 12 months</b>	72.2%	71.3%	72.2%	72.3%
<b>Workload too high in last 12 months</b>	62.2%	60.9%	62.2%	57.2%

This year, the proportion of respondents willing to go the extra mile for the police was 49.7%. Although differences across years for this indicator are relatively small, in both 2015 and 2016 a small majority of respondents agreed that they were willing to go the extra mile. In 2017 this proportion has slipped just below 50% for the first time.<sup>4</sup>

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<sup>4</sup> Data on going the extra mile was not collected in 2014.



## Professional Development

24.8% of respondents said that they were satisfied with their opportunities for training in this year's survey, compared to 47.5% who reported dissatisfaction. In addition, 26.8% of respondents were satisfied with the training they were given, in contrast to 46.2% of respondents who were dissatisfied. Respondents were slightly more likely to be dissatisfied in 2017 compared to 2016.

A majority of respondents were also dissatisfied with the Performance and Development Review (PDR) process; **the proportion of respondents reporting dissatisfaction with the PDR process has increased steadily each year** that this question has been included in the Pay and Morale survey. This year the survey also asked whether respondents had had a PDR in the last 12 months. **More than a quarter of respondents (27.4%) said that they had not had a PDR in the last year.** This is notable given that incremental pay rises are now linked to PDRs for all members of the federated ranks.

Factor	Dissatisfied			
	2017	2016	2015	2014
Your opportunities for training	47.5%	46.8%	53.0%	53.6%

<b>The training you are given</b>	46.2%	42.6%	50.0%	46.7%
<b>Performance and Development Review (PDR) process</b>	56.6%	51.1%	48.3%	<sup>5</sup>

## Promotion

79.5% of respondents said that they have not applied for promotion to a higher rank. This is a slight increase on previous years. In 2016 75.8% of respondents had not applied for promotion and in 2015 the proportion was 75.2%.

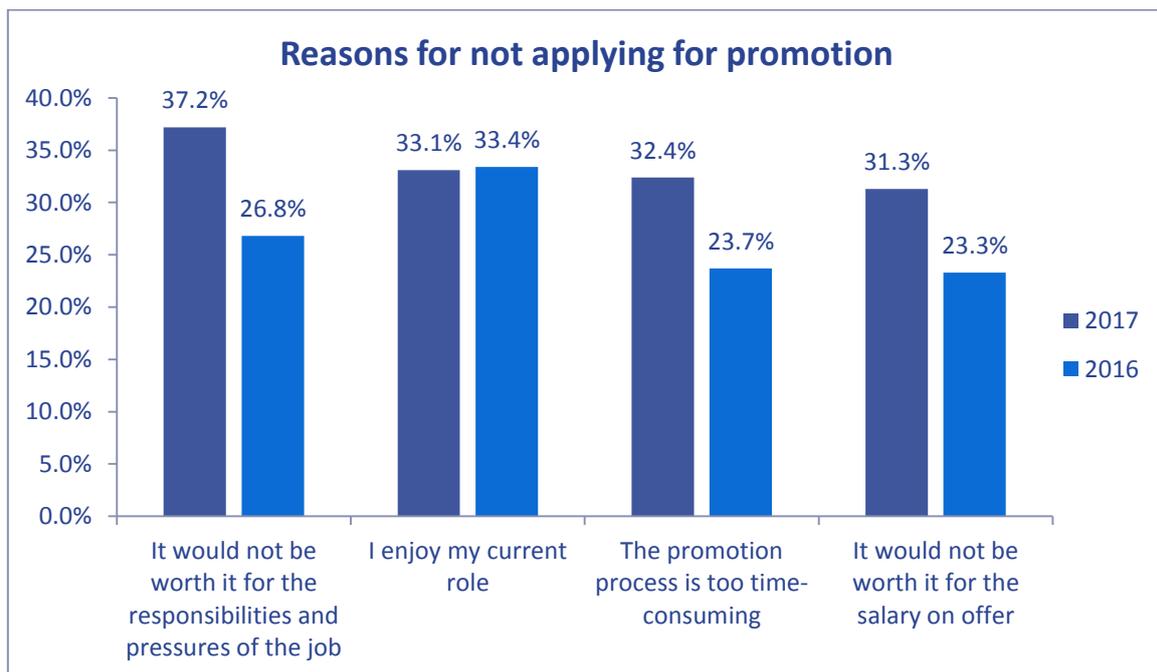
One in three respondents had not applied for promotion because they enjoyed their current role; however **the most common reason for not applying for promotion was that it would not be worth it for the responsibilities and pressures of the role.** In addition 32.4% of respondents felt that the promotion process was too time-consuming and 31.3% of respondents said that promotion would not be worth it for the salary on offer.

Factor	
<b>It would not be worth it for the responsibilities and pressures of the job</b>	37.2%
<b>I enjoy my current role</b>	33.1%
<b>The promotion process is too time-consuming</b>	32.4%
<b>It would not be worth it for the salary on offer</b>	31.3%
<b>I want to stay at the rank I am in</b>	28.3%
<b>Promotion would mean being posted somewhere else within the force area</b>	23.9%
<b>I have too many commitments in my family/personal life</b>	23.4%

<sup>5</sup> Data on satisfaction with PDR process were not collected in 2014

I am more interested in pursuing other roles at my current rank	22.3%
I do not believe there is any point in applying, as there are not enough positions at the next rank	19.4%
I would have to leave my current specialism if I were promoted	16.9%
I plan on retiring or resigning soon	15.8%
I intend to apply within the next year	7.6%

The proportion of respondents who had not applied for promotion because they enjoyed their current role has remained relatively stable since 2016. In contrast, **compared to last year respondents were more likely to say that promotion would not be worth it for the salary and for the responsibilities and pressure of the job.** They were also more likely to cite the time taken to complete the promotion process as a barrier to applying for promotion.



## Attitudes towards professional development initiatives

Respondents were asked whether they thought that recent professional development initiatives that have been or may be introduced by the College of Policing were likely to have a positive or negative impact upon policing.

**More than three quarters of respondents said that “Direct Entry” schemes would have a negative impact upon policing:** 75.1% said that Direct Entry at Chief Constable would have a negative impact, 76.6% said that Direct Entry at Superintendent would have a negative impact and 82.4% said that Direct Entry at Inspector would have a negative impact.

There was no initiative that a majority of respondents felt would have a positive impact on policing; however **respondents were more likely to feel that the introduction of Advanced Practitioners would have a positive rather than a negative impact.** 34.6% of respondents felt that this would have a positive impact, compared to 18.2% who felt it would have a negative impact.

Notably, relatively large proportions of respondents said that they did not know enough about initiatives such as Advanced Practitioner (26.9%) and Assessment and Recognition of Competence (33.7%) to form a judgement, despite these initiatives either currently being piloted or already being in place within the police service.

	Negative impact on policing	Positive impact on policing
<b>Direct Entry Inspector</b>	82.4%	3.6%
<b>Direct Entry Superintendent</b>	76.6%	6.8%
<b>Direct Entry Chief Constable</b>	75.1%	6.8%
<b>Licence to practice (all officers)</b>	36.3%	11.0 %
<b>Assessment and Recognition of Competence – (higher level)</b>	32.1%	16.7%
<b>Assessment and Recognition of Competence (Foundation level)</b>	24.9%	14.7%
<b>Licence to practice (high-skill/high-harm roles)</b>	25.0%	22.2%
<b>Advanced Practitioner</b>	18.2%	34.6%

## Attitudes towards “hard-to-fill” roles

This year’s survey asked about respondents’ 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 CSE and domestic violence) and detectives. Respondents were asked to indicate whether they would like to undertake each of these roles now, in future or never. Respondents were also provided with the option to indicate that they were already in that role, or that this role was not applicable to them (e.g. due to their current rank or length of service).

**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.** 73.1% of respondents said that they would never want to do a custody role, 69.7% said that they would never want to do a public protection role, 64.3% said that they would never want to do a firearms role and 57.2% said that they would never want to do a detective role.

Despite this, **the proportions of respondents who said that they wanted to do each “hard-to-fill” role either now or in future exceeded the proportion of the police officer workforce currently undertaking that role** (for instance, 42.8% of respondents said that they would want to do a detective role either now or in future, whereas the current proportion of the officers in this role is 23.4%<sup>6</sup>).

	I would never want to do this role	I might want to do this role in future	I want to do this role now
<b>Firearms</b>	64.3%	28.6%	7.1%
<b>Custody</b>	73.1%	25.3%	1.6%
<b>Public Protection</b>	69.7%	27.0%	3.3%
<b>Detectives</b>	57.2%	35.7%	7.1%

<sup>6</sup> Based on Home Office Police Workforce Statistics March 2016

More than one in ten respondents currently in a Public Protection role said that they wanted to be redeployed away from this role as soon as possible. Amongst respondents in a Custody role, around one in five respondents wanted to be redeployed as soon as possible. In contrast, 85.7% of respondents in a firearms role said they had no interest in being redeployed; less than 2% said that they wanted to be redeployed as soon as possible.

	I have no interest in being redeployed	I would like to be redeployed in future	I would like to be redeployed as soon as possible
<b>Firearms</b>	85.7%	12.4%	1.9%
<b>Custody</b>	48.1%	32.9%	18.9%
<b>Public Protection</b>	60.7%	28.8%	10.5%
<b>Detectives</b>	72.3%	21.0%	6.7%