Research Report R027/2025

Pay and Morale Survey 2024 – Norfolk Constabulary March 2025

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	☐ Restricted	Not for open publication. Restricted to:
	☐ Confidential	

KEY FINDINGS

RESPONDENTS AND RESPONSE RATE

- 485 responses were received from Norfolk Constabulary, representing a response rate of around 25 per cent (based on March 2024 Home Office figures of officer headcount)[1].

MORALE

- 54 per cent of respondents from Norfolk Constabulary told us that their personal morale is currently 'low' or 'very low'. This compares to 57 per cent of officers who said the same across England and Wales.
- 86 per cent of respondents from Norfolk Constabulary felt that morale within the force is currently 'low' or 'very low'. This is slightly lower than the national statistic for low force morale, which is recorded at 88 per cent this year.

INTENTION TO LEAVE

- 20 per cent of respondents from Norfolk Constabulary told us that they intend to resign from the police service either 'within the next two years' or 'as soon as [they] can'. Nationally, 23 per cent of officers indicated the same.
- In Norfolk Constabulary, the most frequently cited reasons for intending to leave were morale, how the police are treated by the government, and pay (with 79 per cent, 71 per cent and 62 per cent respectively).

[1] Home Office. (2024). *Police Workforce, England and Wales, 31 March 2024: data tables* [Dataset]. *Police workforce, England and Wales: 31 March 2024 - GOV.UK*

PAY AND REMUNERATION

- 65 per cent of respondents from Norfolk Constabulary said that they are 'dissatisfied' or 'very dissatisfied' with their overall remuneration (including basic pay and allowances). Nationally, two-thirds (65 per cent) of officers also said they were dissatisfied with their overall remuneration package.
- 86 per cent of respondents from Norfolk Constabulary reported that their cost of living had increased in the last month, with an increase in the price of their food shop being the most cited reason (95 per cent).
- 77 per cent of respondents from Norfolk Constabulary felt that they were worse off financially than they were five years ago.
- 14 per cent of respondents from Norfolk Constabulary reported 'never' or 'almost never' having enough money to cover all their essentials. Nationally, 15 per cent of respondents reported the same.

TRAINING AND DEVELOPMENT

- 83 per cent of respondents from Norfolk Constabulary have had a Professional Development Review (PDR) in the past 12 months. Nationally, 85 per cent of respondents across England and Wales have had a PDR this year.
- 73 per cent of respondents who are line managers from Norfolk Constabulary were able to complete PDRs for all their direct reports.
- 39 per cent of respondents from Norfolk Constabulary reported being 'dissatisfied' or 'very dissatisfied' with opportunities for training and 50 per cent reported being 'dissatisfied' or 'very dissatisfied' with the PDR process.
- 17 per cent of respondents from Norfolk Constabulary have applied for promotion to the next rank up from the one they are currently in this year. Nationally, 15 per cent of officers have been involved in the promotion process according to the 2024 results.

CONDITIONS

- 60 per cent of respondents from Norfolk Constabulary said that over the last 12 months, their workload has been 'too high' or 'much too high'. This is lower than the national average who said the same, which was 63 per cent of overall respondents.

- 3 per cent of respondents from Norfolk Constabulary said that they have 'never' or 'rarely' been able to take an 11-hour break between shifts in the last 12 months.
- 30 per cent of respondents from Norfolk Constabulary feel 'always' or 'often' pressured into working long hours over the last 12 months.

HEALTH, SAFETY AND WELLBEING

- 42 per cent of respondents from Norfolk Constabulary said that they find their job 'very' or 'extremely' stressful. This is slightly lower than the national average as 44 per cent of officers across England and Wales said that they find work 'very' or 'extremely' stressful.
- 83 per cent of respondents from Norfolk Constabulary indicated that they had experienced feelings of stress, low mood, anxiety, or other difficulties with their health and wellbeing over the last 12 months.
- 36 per cent of respondents from Norfolk Constabulary have experienced verbal insults (e.g., swearing, shouting, abuse) at least once per week in the past 12 months.
- Only 12 per cent of respondents from Norfolk Constabulary reported having access to double crewing at all times whilst on duty. Meanwhile, 64 per cent of officers said they would like to have access to this.
- 15 per cent of respondents from Norfolk Constabulary reported that they had suffered one or more injuries that required medical attention as a result of work-related violence in the last year.

MAKING OUR VOICES HEARD

- 70 per cent of respondents from Norfolk Constabulary said that they did not feel valued within the police. Across England and Wales, 73 per cent of respondents said the same.
- 93 per cent of respondents from Norfolk Constabulary said that they do not feel respected by the government.
- 43 per cent of respondents from Norfolk Constabulary said that they do not feel fairly treated in their job. This is lower than the national statistic, which is recorded at 49 per cent this year.

- 72 per cent of respondents from Norfolk Constabulary said that they would not recommend joining the police to others.

TOPICAL QUESTIONS 2024

- 52 per cent of respondents from Norfolk Constabulary feel that social media is impacting their ability to do their job.
- The challenges of policing continuously evolve – in 2024, officers faced civil unrest over the summer, during which only 23 per cent of officers from Norfolk Constabulary felt 'completely' or 'very' safe and supported.

Figure 1: Proportion of respondents saying that their personal morale is 'low' or 'very low'

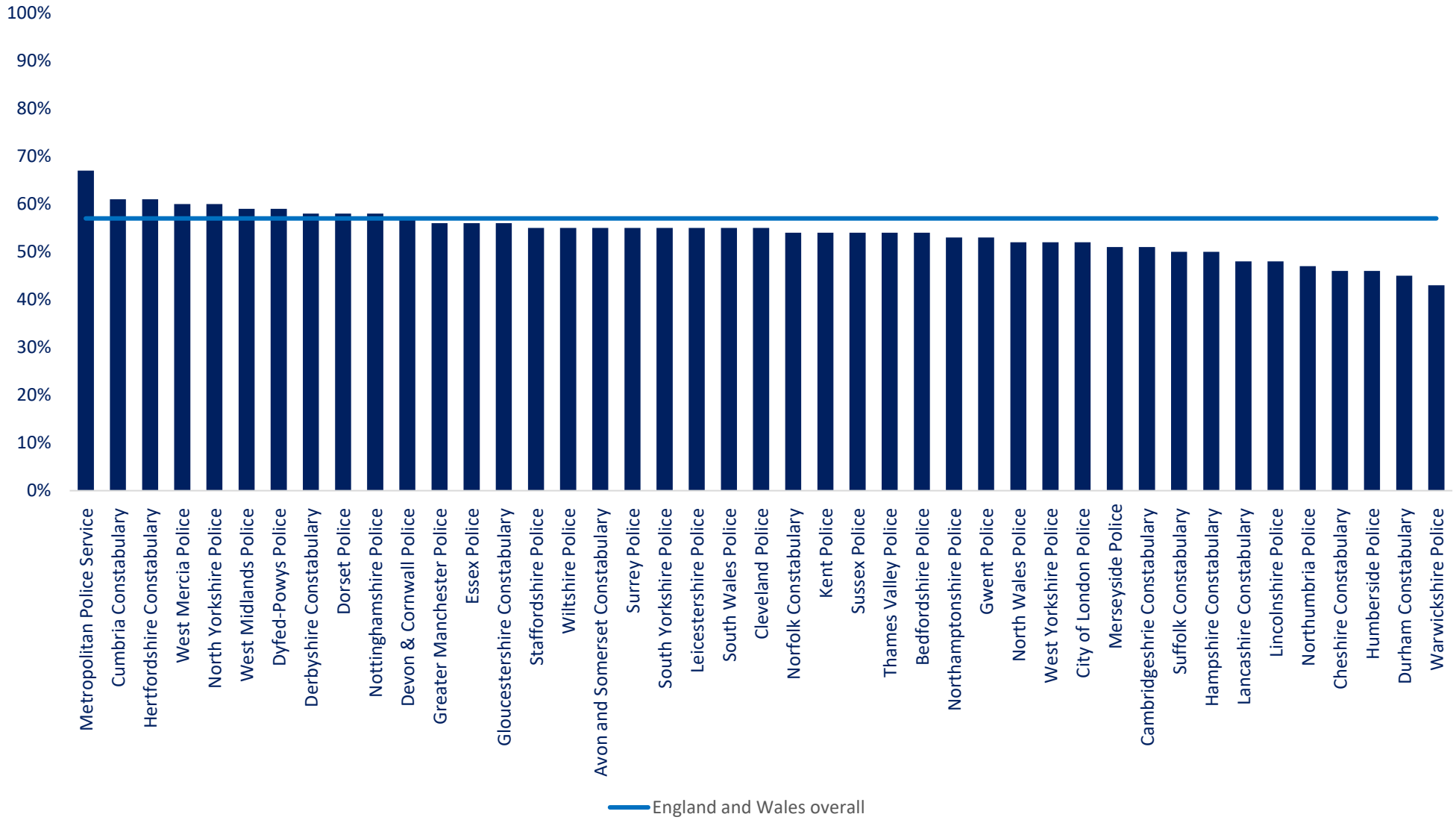


Figure 2: Proportion of respondents who intend to leave the police service

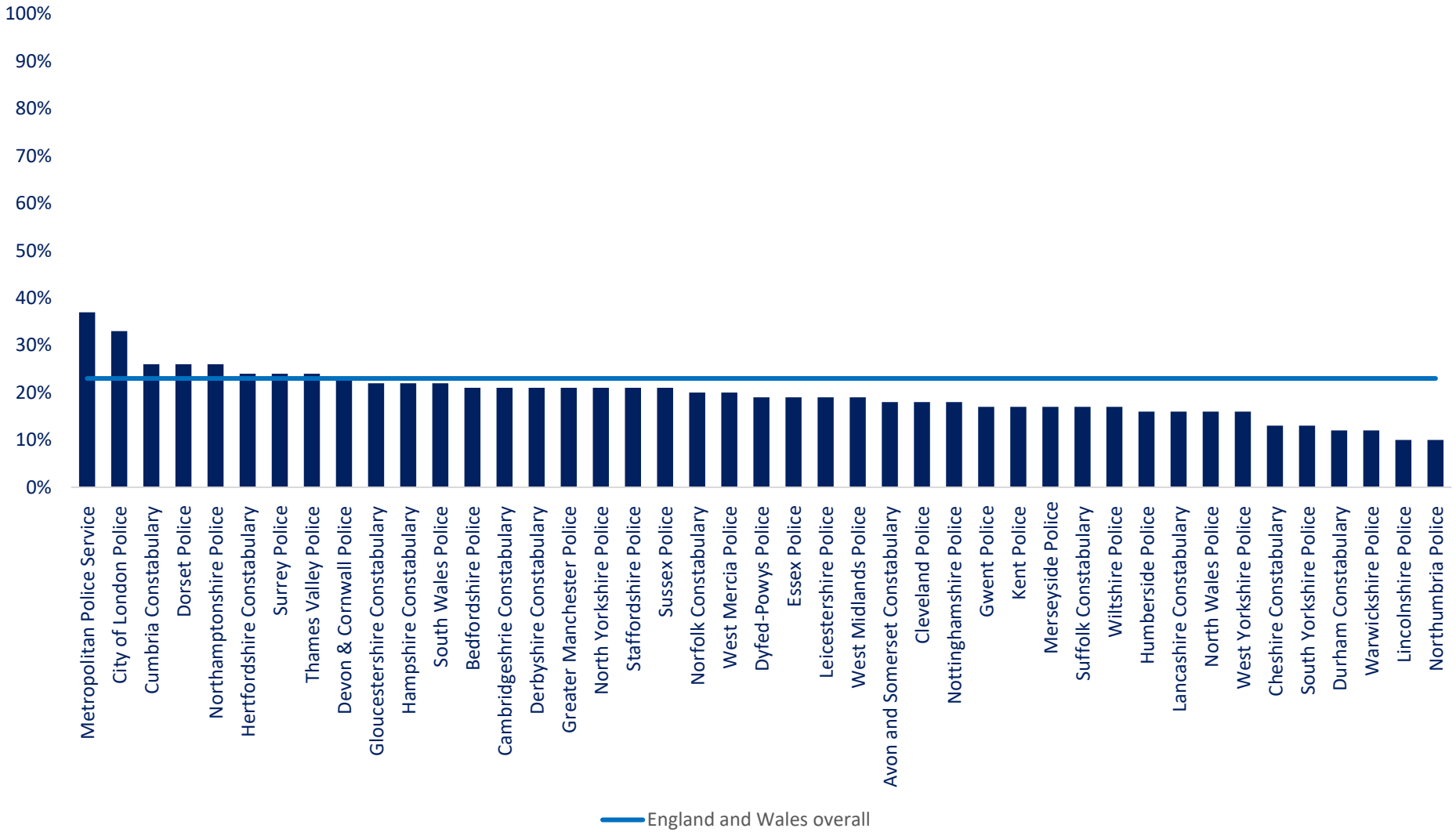


Figure 3: Proportion of respondents who feel financially 'worse off' compared to five years ago

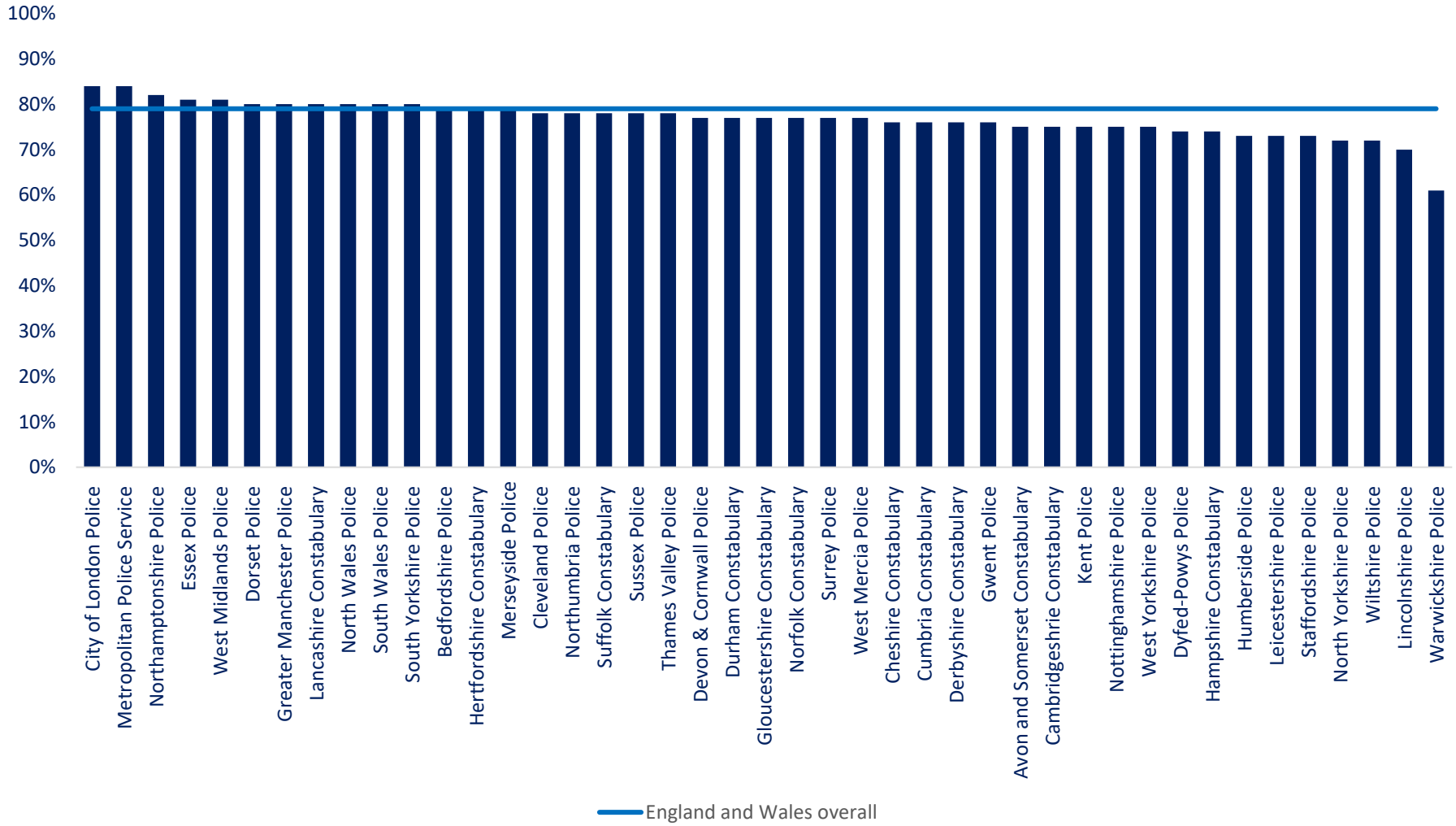


Figure 4: Proportion of respondents saying that they had a PDR in the last 12 months

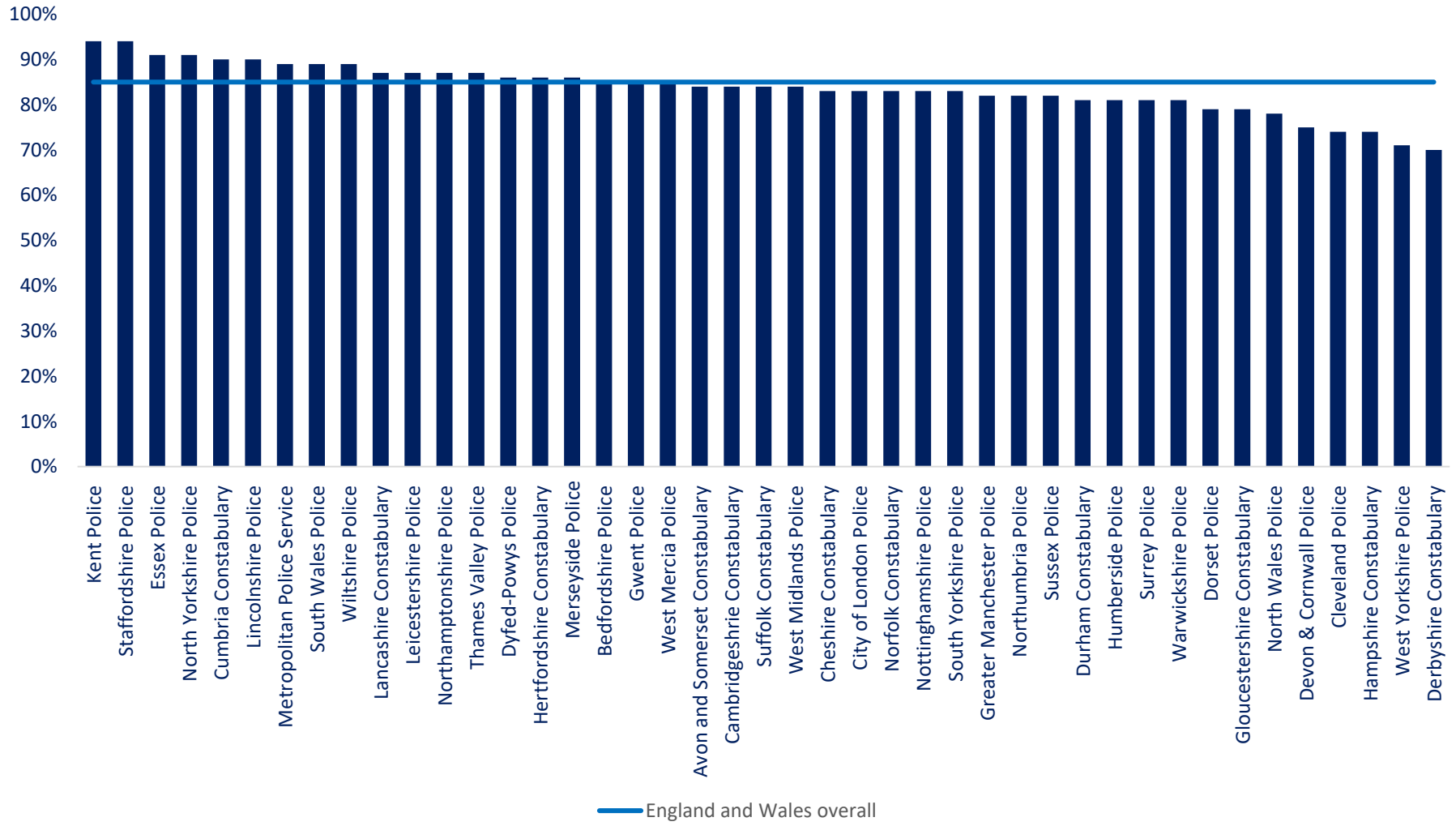


Figure 5: Proportion of respondents saying that their job is 'very' or 'extremely' stressful

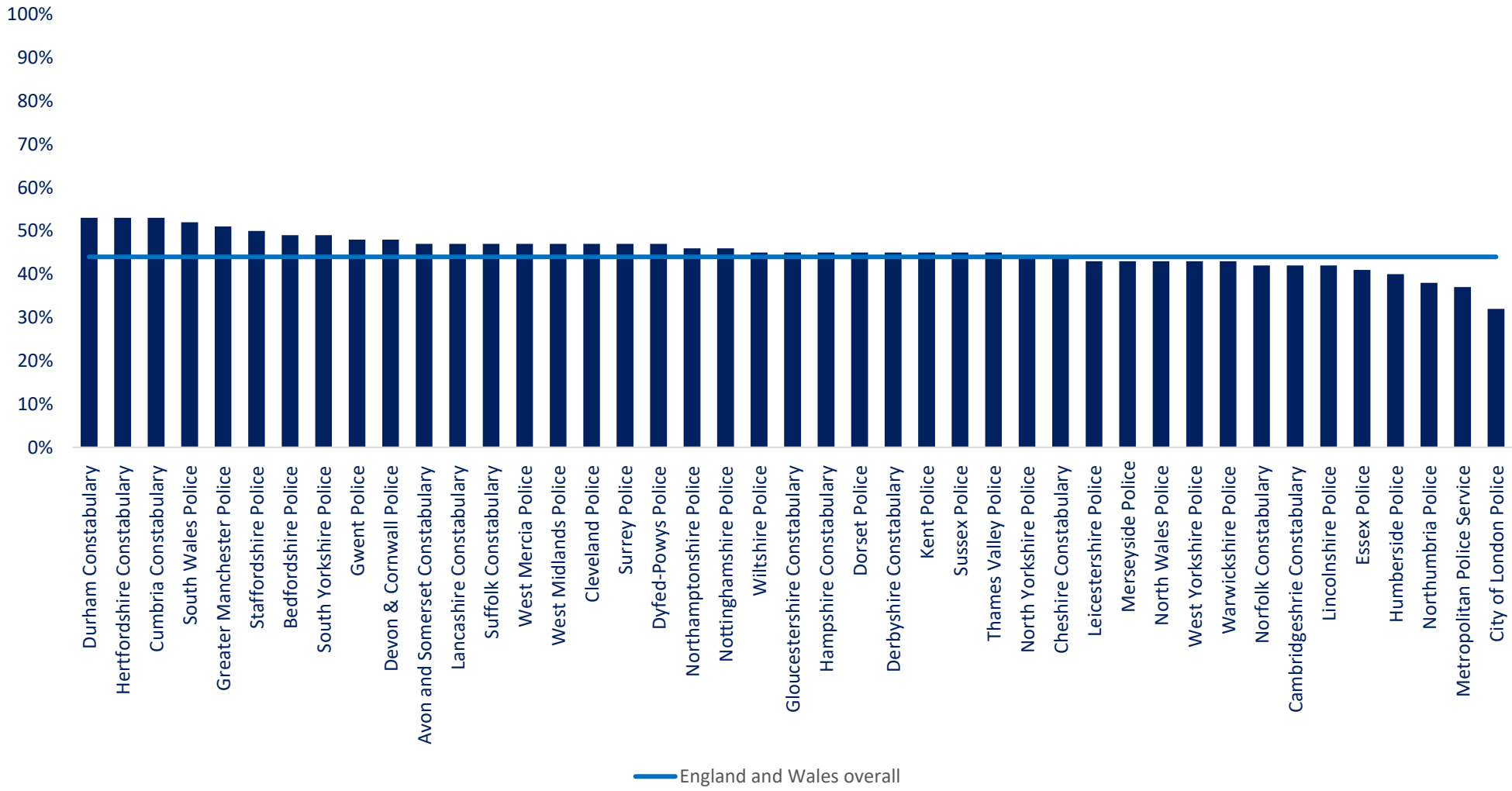
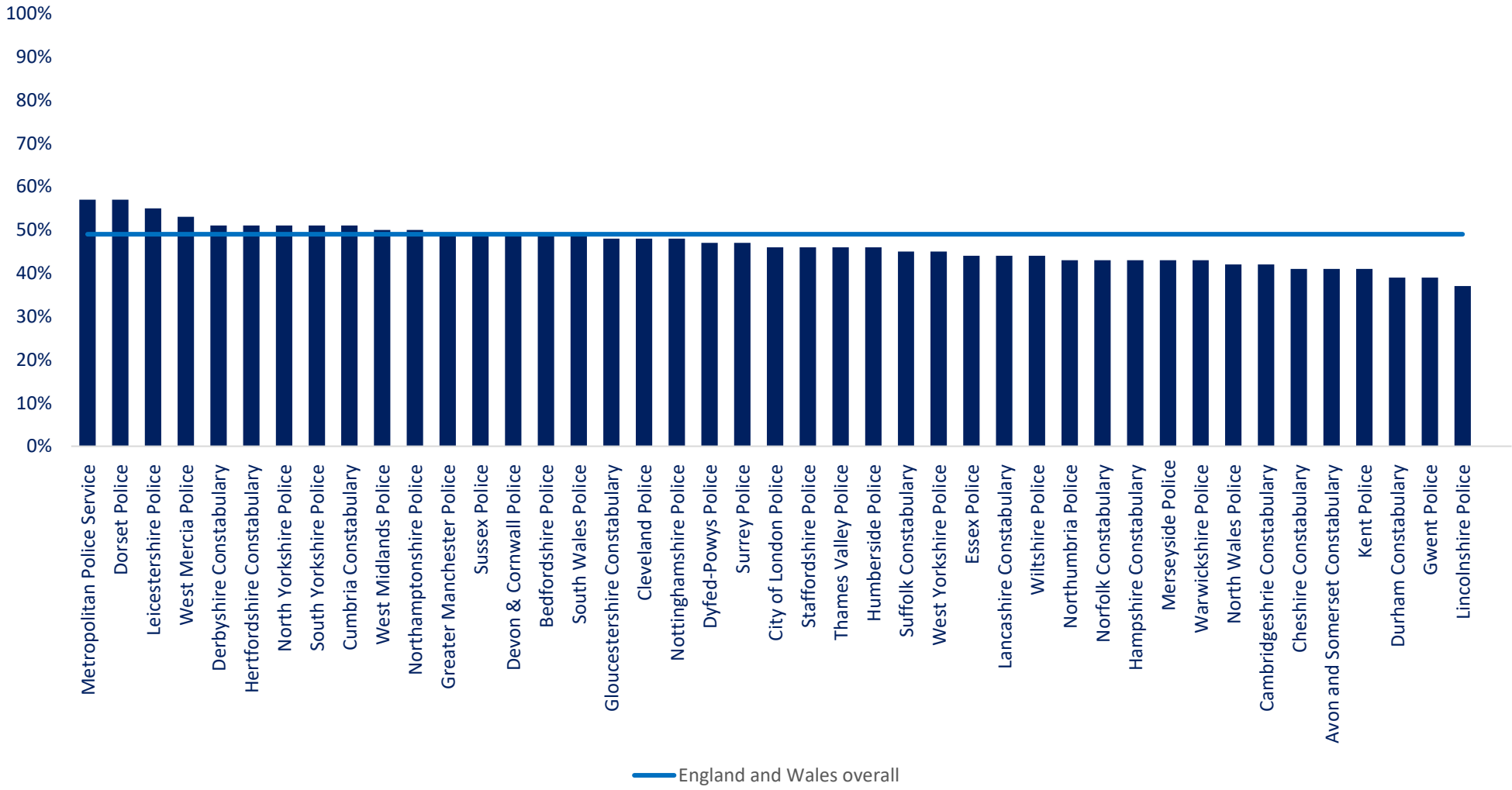


Figure 6: Proportion of respondents who 'disagree' or 'strongly disagree' they are fairly treated



NOTE FOR BRANCH BOARDS

Additional findings from the 2024 Pay and Morale survey are available on request from the Research and Policy department.

New for this year, the survey contains sections looking at things topical to 2024, including the impact of social media and the response to the unrest over the summer. There is also additional analysis on officers' motivations to become a detective, and officers who are carers.

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.

Branch Boards wishing to obtain further information in a certain area can contact ResearchandDataCollection@polfed.org to discuss their requirements.

All other interested parties should speak to their local Police Federation Branch Board in the first instance.