

NATIONAL POLICE WELLBEING SURVEY 2025

National Insights Report



This report summaries findings of the National Police Wellbeing Survey 2025, highlighting key police workforce issues and building momentum for improvement

Context for this report

[Leapwise](#), on behalf of [Oscar Kilo](#), the National Police Wellbeing Service (NPWS), has conducted a new National Police Wellbeing Survey. Designed through extensive consultation with the service and review of other public sector workforce surveys, the survey aims to be a vital tool for policing to:

- Empower the workforce to raise concerns and highlight opportunities to improve
- Inspire & inform action to improve the workplace, police wellbeing & ultimately service to the public
- Track possible impacts of improvement actions taken, and wider environmental changes
- Reduce complexity of the survey landscape by becoming the central reference point for understanding police wellbeing and workforce issues

The survey was run over four weeks (19 May to 16 June 2025), with 31 forces actively participating in the survey. Nationally, the survey has received 40,986 valid responses – with a record 25.4% response rate among participating forces and 21 forces achieving response rates of over 15%.

This report provides key insights from the NPWS survey. The survey is intended to provide essential information to national policing organisations and local forces about employee wellbeing and experience in England and Wales. Further analysis of the drivers of the wellbeing will follow (see planned publications, right) alongside tailored analysis for specific forces. All forces have already received results dashboards with customised configuration (within 48 hours of survey close).

Planned NPWS 2025 publications



July 2025: National Insights Report (this report)



August 2025: Local Reports, for participating local forces seeking insights on their specific wellbeing and workforce issues



By September 2025: Depth Report, providing further analysis on drivers of wellbeing & linked issues

The report focuses on police wellbeing but covers a broad range of linked themes

Issues covered within our framework and this survey



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[How do the workforce experience their work in policing?](#)

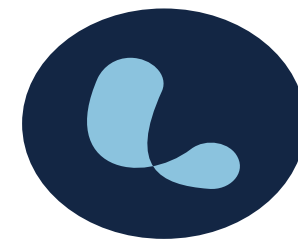
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KEY FINDINGS

Levels of wellbeing in policing are a serious concern: worse than in the NHS, and particularly acute for those in frontline operational roles

What does this survey tell us?

Wellbeing remains a persistent challenge in policing. Over half the workforce has experienced physical exhaustion and this is particularly common for those in operational roles and at lower ranks.

Emotional exhaustion and burnout are worse in policing than in the NHS.

Felt burnt out because of your job?
NHS 2024: 30% | Policing: 45%

Found your work to be emotionally exhausting?
NHS 2024: 34% | Policing: 46%

Worryingly, one third of the workforce have often come to work even when they did not feel well enough to perform their duties.

More positively, most of the workforce do not find it difficult to extend empathy. However, ‘empathy fatigue’ is still an area of concern for the visible frontline and constables.

In the last 12 months, how often (if at all) have you...

Come to work even when you did not feel well enough to perform your duties?

Felt fatigue or physically exhausted by work?

Found your work to be emotionally exhausting?

Felt stressed about your financial situation?

Found it difficult to empathise with colleagues or family due to the demands of your job?

Found it difficult to empathise with victims of crime due to the demands of your job

Felt burnt out because of your job?

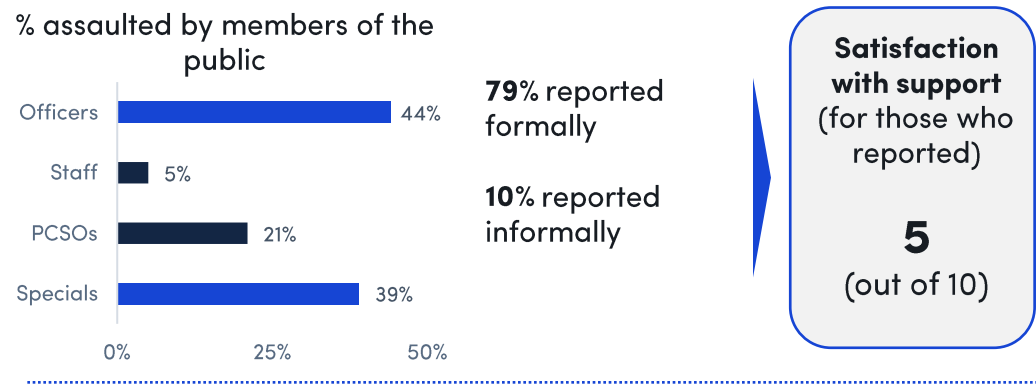
	Overall Workforce		
	% Often or always	% Sometimes	% Rarely or never
Come to work even when you did not feel well enough to perform your duties?	35%	38%	27%
Felt fatigue or physically exhausted by work?	55%	29%	16%
Found your work to be emotionally exhausting?	46%	29%	24%
Felt stressed about your financial situation?	33%	25%	43%
Found it difficult to empathise with colleagues or family due to the demands of your job?	29%	27%	45%
Found it difficult to empathise with victims of crime due to the demands of your job	27%	24%	49%
Felt burnt out because of your job?	45%	28%	27%

Segmentation analysis findings

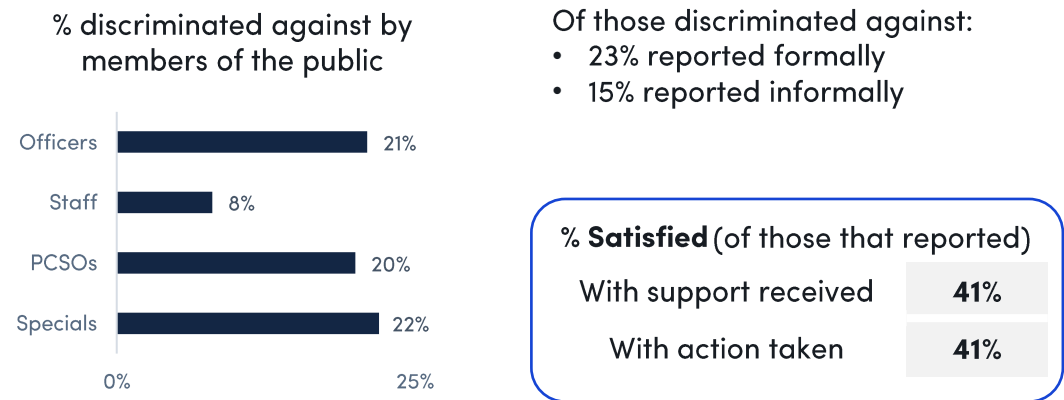
- Fatigue and emotional exhaustion remain more prevalent among officers, with 67% of officers reporting physical exhaustion compared to 39% of staff; and 58% experiencing emotional exhaustion compared to 32% for staff.
- Job demands impact officers’ emotional resilience, with 40% finding it difficult to empathise with colleagues, compared to 14% of staff. This issue is more pronounced among lower ranks, with 41% of constables reporting they struggle to empathise, compared to 15% of senior leaders.

Experiences of assault and discrimination when dealing with the public make this a difficult job, but support for colleagues is not yet seen as adequate

Nearly half of officers report being assaulted in the past year and, although most cases are reported, satisfaction with support is only moderate



One in five officers, PCSOs and Specials have experienced discrimination from the public



Despite challenging experiences on the job, a significant proportion of the workforce do not find wellbeing support to be adequate

- There is good awareness of how to access health and wellbeing support, but views on this support are mixed: 38% in policing feel their organisation provides good support (vs 57% in the NHS)
- Only a small minority feel their organisation is committed to supporting work-life balance: only 25% in policing (vs 50% in the NHS)

To what extent do you agree...	% Agree	% Neither	% Disagree
The force provides good support for employee health & wellbeing	38%	27%	35%
I know how to access health and wellbeing support should I need it	67%	18%	15%
I am supported through emotionally demanding work	30%	29%	40%
My force is committed to helping me balance my work & home life	25%	24%	51%
My force helps support my family members as appropriate	21%	33%	46%

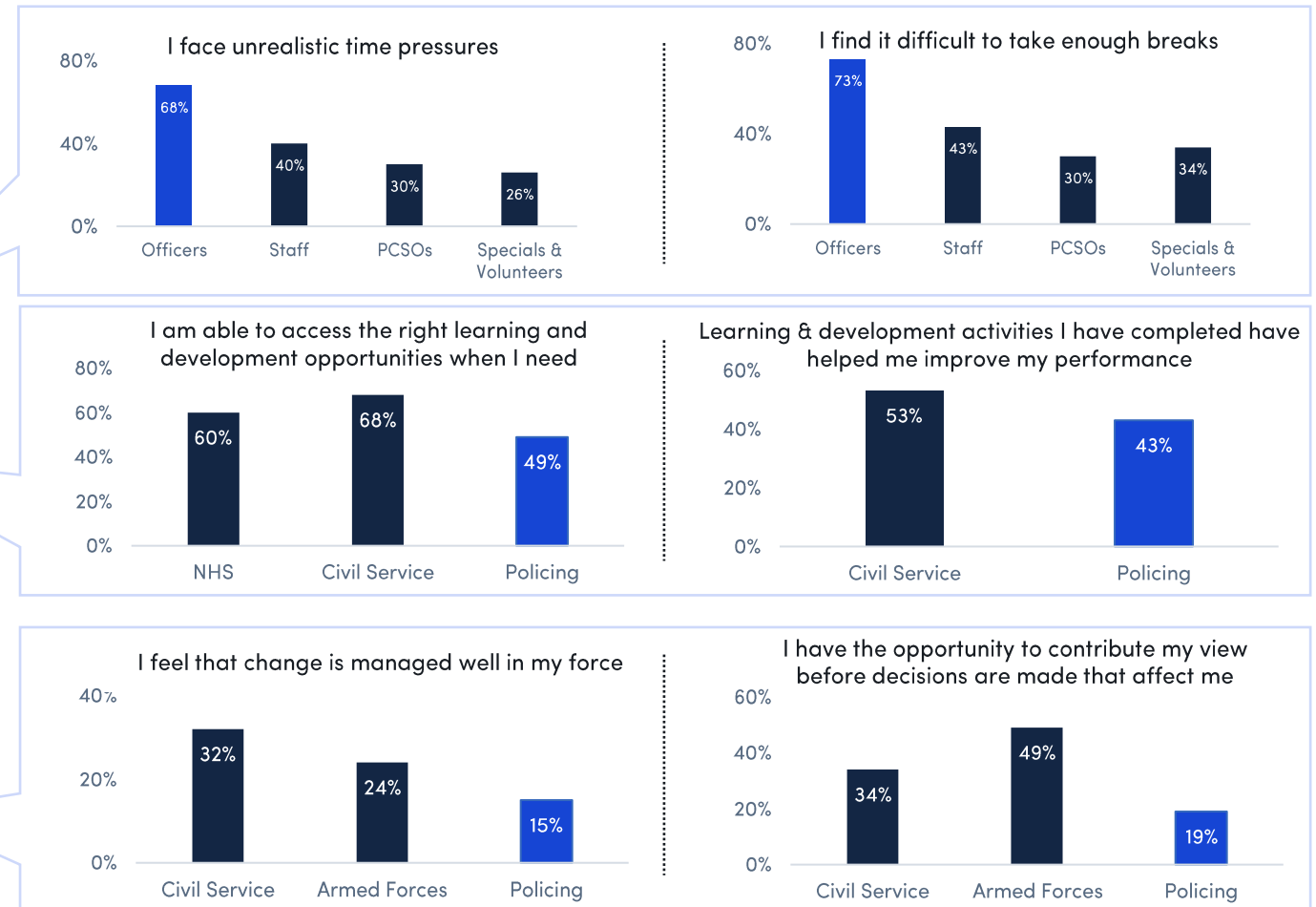
Wellbeing appears to be affected by wider organisational stressors: workload, access to training, software issues, and change management are all causes of concern

A growing body of literature showing that organisational (“hindrance”) stressors negatively impact employee wellbeing: when job demands exceed available resources, employees are more likely to experience burnout, reduced job satisfaction and psychological stress.

What does this survey tell us?

Organisational stressors appear significant, with considerable challenges relating to the resources and processes within policing that impede colleagues in their delivering their work and getting support when needed. In particular:

- More than half (55%) of the workforce face **unrealistic time pressures**, which rises to 68% among officers
- **Access and suitability of training** is a key challenge, with less than half of the workforce feeling able to access the right training, and only 40% say training completed enhanced their performance
- **Software challenges** are a significant barrier to effective working, with 41% of the workforce dissatisfied with the standard of software
- While evolving financial and demand dynamics require increasing organisational changes, the workforce also report **dissatisfaction in how change is managed** by forces – a problem more acute in policing than other public sectors

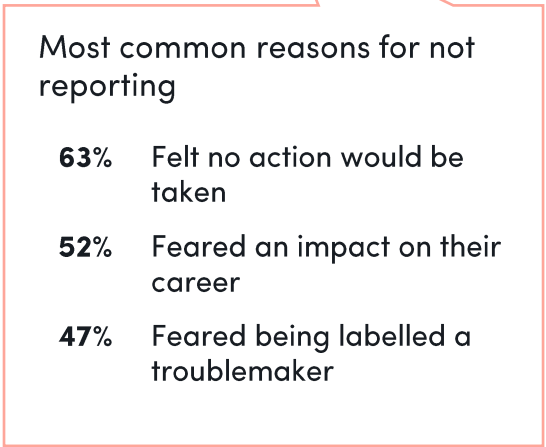
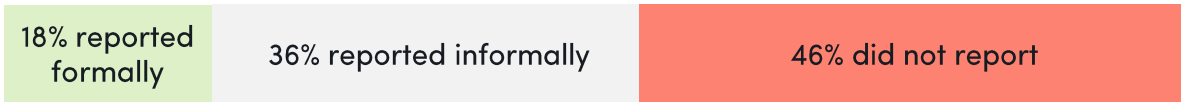


There are cultural challenges relating to how forces address inappropriate behaviours, with low reporting of misconduct and perceived inadequacy of organisational response

16% of the workforce report being bullied or harassed at work in the past year, with low satisfaction in action taken and support provided

Officers	Staff	PCSOs	Specials
16%	14%	20%	9%

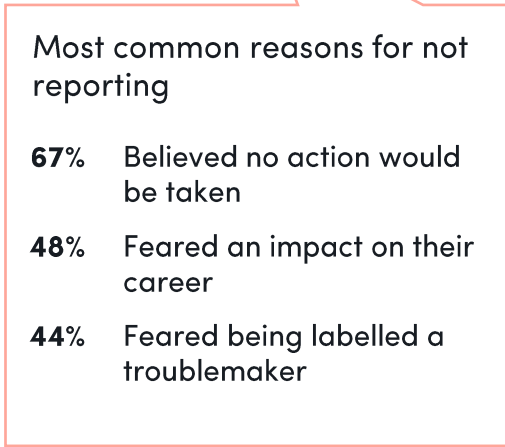
Of those experiencing bullying or harassment...



12% of the workforce experienced discrimination within the organisation in the past year, with less than half reporting it

Officers	Staff	PCSOs	Specials
13%	9%	14%	7%

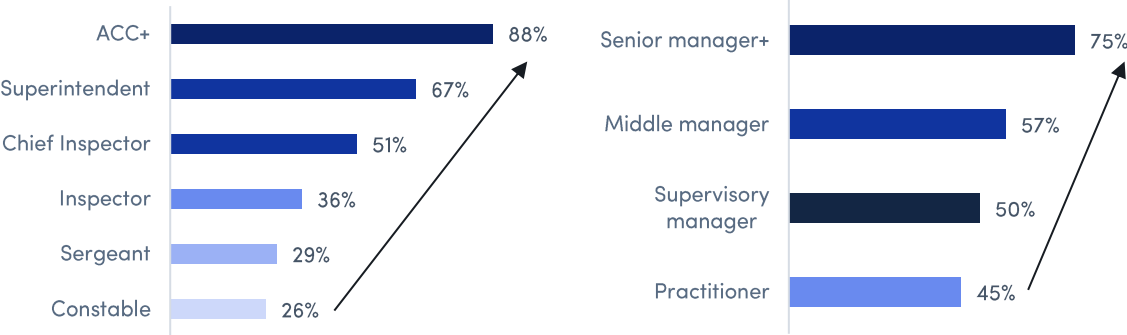
Of those experiencing discrimination within the organisation...



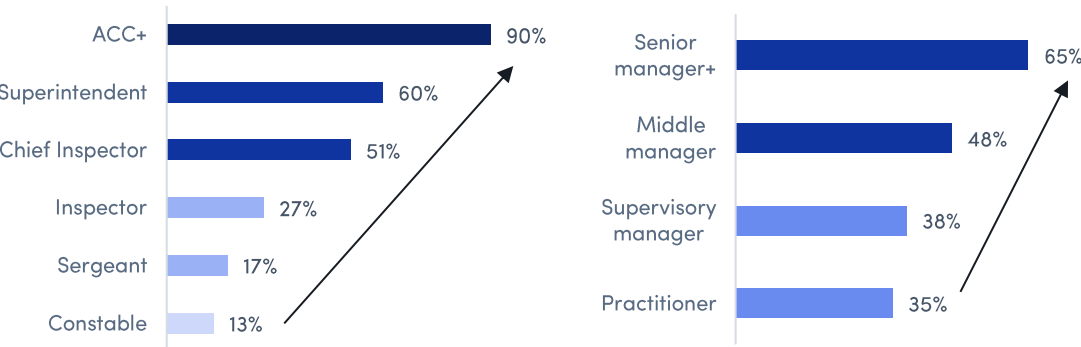
The workforce also report deeper cultural issues, including a lack of psychological safety and low confidence in senior leaders

A ‘rank gap’ exists, with the disconnect between senior leaders and frontline officers and staff warranting closer attention and understanding

I believe the actions of senior leaders are consistent with our organisation’s values



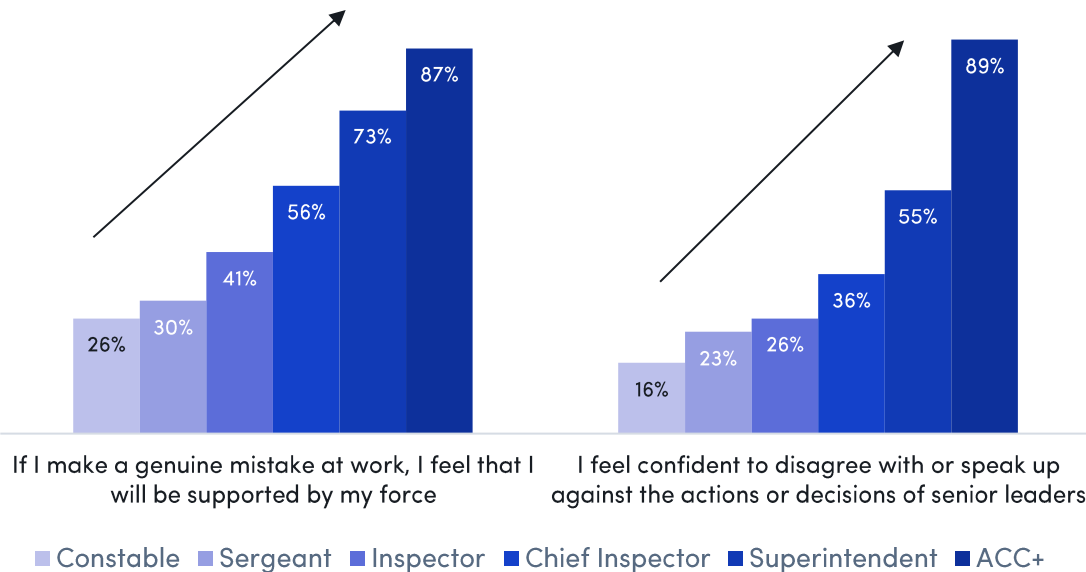
I believe this is a well led and managed organisation



The divergence based on rank is also evident in levels of psychological safety officers feel to raise concerns and get support when needed

The share of officers that feel they will be supported if they make a genuine mistake ranges from 27% for constables to 87% for ACCs and above.

The share of officers that feel confident to disagree with or speak up against the actions or decisions of senior leaders is only 16% for officers, rising to 36% for Chief Inspectors, and 89% for ACCs and above.



Despite challenges, the workforce report high levels of commitment, competence and team support

A strong sense of autonomy, confidence, and public impact emerge as key areas of strength across policing



A high proportion of the policing workforce feel **confident in their knowledge, skills and experience** to do their job, higher than other public sectors

I have the knowledge, skills and experience to do my job
NHS '24: 85% | Civil Service '24: 87% | Policing: 89%



Colleagues in policing **feel trusted to deliver effectively** in their job; though this is slightly lower than comparable sectors, it shows a strong foundation with room for improvement:

I feel trusted to do my job
NHS '24: 90% | Civil Service '24: 89% | Policing: 81%



Two in three people in policing **get a sense of personal accomplishment from their work**, indicating strong intrinsic motivation across policing

I get a sense of personal accomplishment from my work
Civil Service '24: 75% | Policing: 66%

Team and line manager support are comparable to or slightly higher than in other public sector organisations



The workforce report **strong team dynamics**, with high trust and teamwork providing a solid foundation for effective and coordinated policing.

My team work together to improve the service we provide
Armed forces '24: 78% | Civil Service '24: 84% | Policing: 80%

I feel a strong sense of belonging and inclusion within my team
NHS '24: 61% | Policing: 68%



Support from line managers is a key strength in policing, comparable with other public sectors across most areas

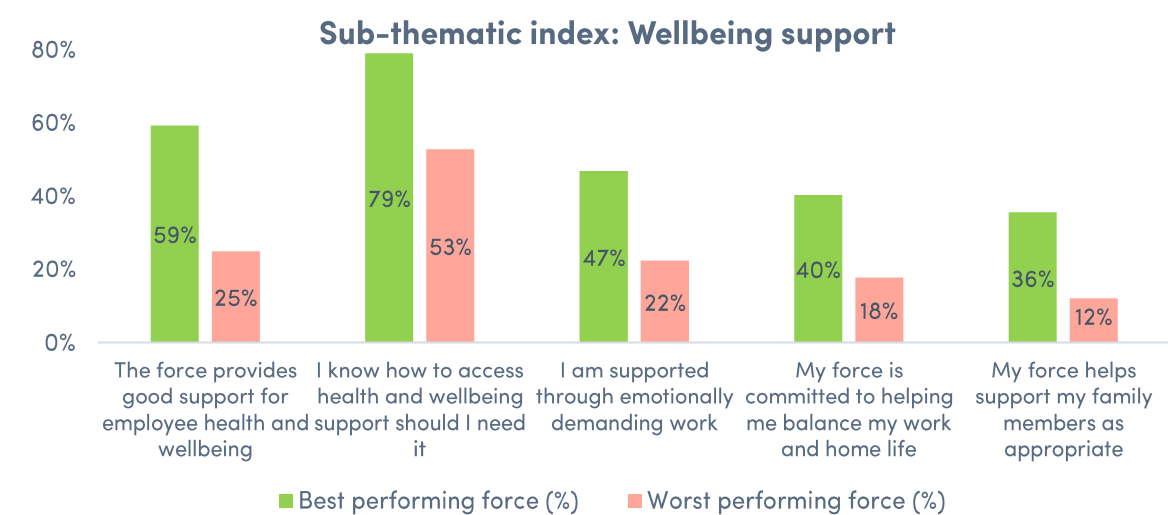
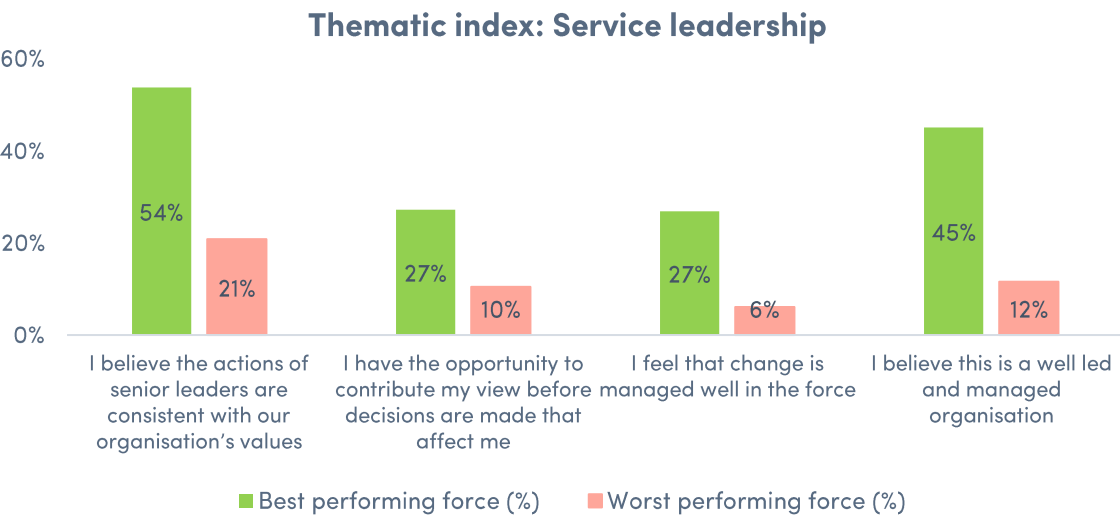
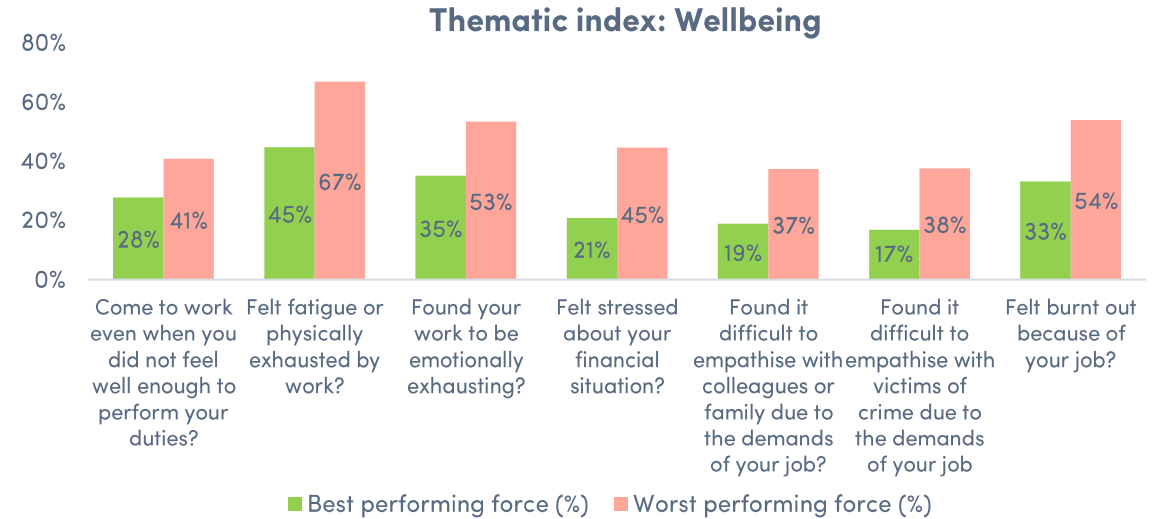
My manager takes effective action to help me with any problems I face
NHS '24: 68% | Policing: 68%

Some forces are also leading the way and achieving much better outcomes for the workforce – which can offer useful lessons for the service

While many key challenges are systemic across forces, some forces perform notably better than others:

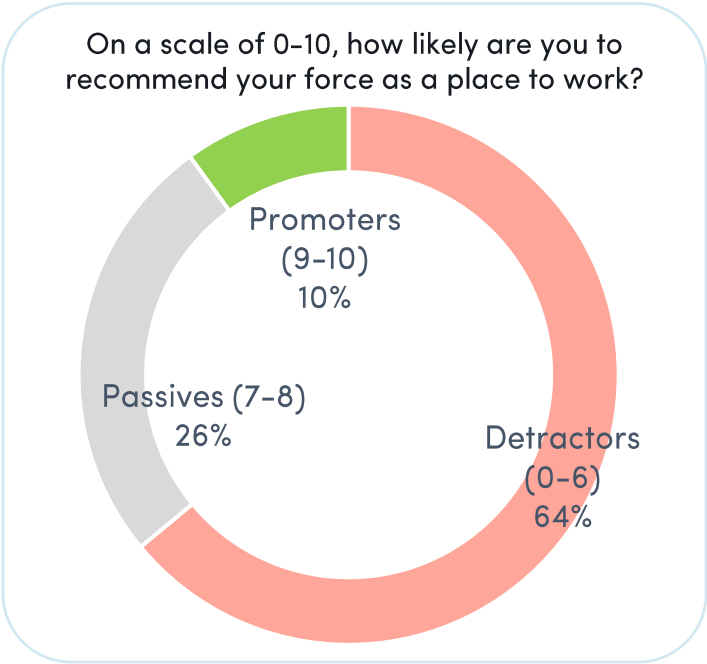
- Average levels of colleagues often feeling burnt out due to work varies between 33% to 54% across forces
- Average satisfaction with support for employee health and wellbeing ranges between 25% to 59% across forces
- Average satisfaction in the management of change ranged between 6% to 27% across forces

Understanding what factors support wellbeing can help scale good practice, and improve wellbeing and organisational health across policing



Urgent action is still needed, as employee advocacy for the service is below many other sectors, as is satisfaction with the service overall

The employee Net Promoter Score in policing is much lower than many comparable sectors



Policing	-54%
Government	-24%
Education	-1%
Non- profit	+5%

About 29% of the workforce reported an intention to leave their force or policing in the next year, with poor work-life balance, pay, and weak leadership as the most common reasons

8%	Actively looking for another job
6%	Plan to leave organisation within 12 months
15%	Considering leaving policing within 12 months
23%	Considering staying for at least 12 months
48%	Considering staying for at least 3 years

Top 5 reasons for wanting to leave:

- 1. For better work-life balance (17%)
- 2. For a better pay and benefit package (15%)
- 3. Due to poor leadership (13%)
- 4. Due to unmanageable workload (11%)
- 5. Low public confidence in policing (11%)

eNPS calculated as 'Promoters' % minus 'Detractors' %, as is standard

There is a particular need to focus on specific workforce segments: officers, particularly constables and sergeants, have the lowest scores across key areas

What does this survey tell us?

Specials and volunteers report the highest wellbeing scores. Overall, officers report lower average scores across all areas – wellbeing, engagement, work & manager support, resources & support services, organisational climate and service leadership compared to all other roles. By rank, constables have the lowest average scores across all indices, which gradually improve with seniority with ACCs and above reporting the highest scores.

Work and manager support is the highest performing thematic area across all roles, ranks and grades, and also rises with seniority. Officers' perceptions of service leadership is particularly negative, driven by low average scores among lower ranks.

	Officer	Staff	PCSO	Specials & Volunteers	Constable	Sergeant	Inspector	Chief Inspector	Superintendent ¹	ACC +	Practitioner	Supervisory manager	Middle manager	Senior manager +
Overall wellbeing	4.2	5.8	5.7	7.3	4.1	4.2	4.5	4.9	5.7	5.9	5.8	5.7	5.8	6.1
Engagement	4.7	6.3	6.0	6.9	4.6	4.7	5.2	5.8	6.8	8.2	6.2	6.4	6.5	7.3
Work & manager support	6.4	7.0	6.7	7.2	6.4	6.4	6.4	6.8	7.1	7.7	7.0	7.0	7.1	7.5
Resources & support services	4.6	5.8	5.4	6.2	4.5	4.5	4.9	5.5	6.1	7.9	5.8	5.8	6.0	6.5
Organisational climate	5.2	5.9	5.5	6.5	5.1	5.4	5.6	6.1	6.9	8.0	5.7	6.0	6.3	7.1
Service leadership	3.4	4.8	4.3	5.6	3.3	3.3	3.9	5.1	6.0	8.4	4.7	4.8	5.3	6.4
					Officers						Staff			

Note: 1. Reporting for Superintendents includes Chief Superintendents throughout this report

There is also a need to understand and address differences based on background characteristics, as underrepresented groups often reported worse results

The survey notes some key differences in overall responses based on health issues or disability; male (though this may relate to role); and those with an acquired gender; as well as LGB colleagues. The forthcoming Depth Report will seek a fuller understanding of issues and intersectionality.

Sex				Acquired gender				Ethnicity											
	Female		Male		Yes		No		White	Asian	Black	Mixed	Other						
	Overall wellbeing	5.2	4.7		Overall wellbeing	4.4	5.0		Overall wellbeing	5.0	4.8	5.8	4.4	4.9					
	Engagement	5.8	5.1		Engagement	5.1	5.4		Engagement	5.4	5.8	6.4	5.1	5.6					
	Work & manager support	6.8	6.6		Work & manager support	6.6	6.7		Work & manager support	6.7	6.7	7.0	6.3	6.9					
	Resources & support services	5.5	4.9		Resources & support services	4.9	5.2		Resources & support services	5.2	5.4	5.9	4.9	5.5					
	Organisational climate	5.6	5.5		Organisational climate	5.4	5.6		Organisational climate	5.6	5.5	5.9	5.3	5.4					
Service leadership	4.4	3.8	Service leadership	3.9	4.1	Service leadership	4.1	4.5	4.8	3.8	4.1								
Sexual orientation					Religion									By disability/ health issue					
	Hetero-sexual	Gay	Bisexual	Other		No religion	Christian	Buddhist	Hindu	Jewish	Muslim	Pagan	Sikh		Yes	No			
	Overall wellbeing	5.0	4.6	4.3		4.7	Overall wellbeing	4.8	5.2	4.9	5.9	5.1	4.6		4.0	5.4	Overall wellbeing	4.4	5.2
	Engagement	5.5	5.3	5.2		5.3	Engagement	5.3	5.7	5.6	6.5	5.8	5.9		5.1	5.8	Engagement	5.2	5.5
	Work & manager support	6.8	6.6	6.6		6.5	Work & manager support	6.7	6.8	7.0	7.4	5.9	6.7		6.5	6.7	Work & manager support	6.5	6.8
	Resources & support services	5.2	5.0	5.0		4.8	Resources & support services	5.1	5.4	4.9	6.1	4.9	5.3		4.7	5.5	Resources & support services	5.0	5.3
	Organisational climate	5.6	5.4	5.4		5.4	Organisational climate	5.5	5.7	5.4	6.2	5.4	5.4		5.1	5.6	Organisational climate	5.3	5.7
Service leadership	4.2	3.9	3.9	3.9	Service leadership	4.0	4.4	4.0	5.3	3.8	4.4	4.1	4.7	Service leadership	3.8	4.2			

Further in-depth analysis follows: to dive into areas of interest, please click on the relevant section and hyperlink below

We report detailed findings in two main chapters:

1. How do the workforce experience their work in policing?

2. How well supported does the workforce feel?

Summary thematic indices (0-10)

Sub-thematic indices (0-10)



Wellbeing

Overall physical, mental and emotional wellbeing

4.9



Engagement

Overall satisfaction, motivation & advocacy for the service

5.3



Work & manager support

How well teams and line managers support colleagues in their work

6.7

6.0

[Work & Workload](#)

7.1

[Team Support](#)

6.9

[Line Manager Support](#)



Resources & support services

How well resources and processes support colleagues in their roles

5.1

5.2

[Learning & Development](#)

5.3

[Enabling Resources](#)

4.8

[Wellbeing Support](#)



Organisational climate

How well the service fosters an inclusive and supportive environment

5.5

5.2

[Organisational Justice](#)

5.7

[Psychological Safety](#)



Service leadership

How well senior leaders lead and support the service

4.0



HOW DO THE WORKFORCE EXPERIENCE
THEIR WORK IN POLICING?

Wellbeing

Overall physical, mental and emotional wellbeing

The policing workforce experiences physical and emotional exhaustion due to work, with 45% reporting often feeling burnt out due to their job

4.9

Why does this matter?

High levels of physical and emotional exhaustion among the workforce can lead to low performance, higher turnover and increased healthcare costs. Addressing these issues is important for improving wellbeing and performance.

In the last 12 months, how often (if at all) have you...

Come to work even when you did not feel well enough to perform your duties?

Felt fatigue or physically exhausted by work?

Found your work to be emotionally exhausting?

Felt stressed about your financial situation?

Found it difficult to empathise with colleagues or family due to the demands of your job?

Found it difficult to empathise with victims of crime due to the demands of your job

Felt burnt out because of your job?

Overall Workforce		
% Often or always	% Sometimes	% Rarely or never
35%	38%	27%
55%	29%	16%
46%	29%	24%
33%	25%	43%
29%	27%	45%
27%	24%	49%
45%	28%	27%

What does this survey tell us?

Wellbeing remains a persistent challenge in policing. Over half the workforce has experienced physical exhaustion, particularly among operational frontline and non-visible frontline officers in lower ranks.

Emotional exhaustion and burnout are also prevalent, with rates higher than in other sectors such as the NHS (46% vs 34% for emotional exhaustion; 45% vs 30% for burnout). These issues are especially severe for operational frontline officers in lower ranks, suggesting that targeted interventions could be effective.

Presenteeism shows mixed results, indicating variability across different parts of the workforce and suggesting that system changes may improve this.

On a positive note, feelings of empathy and financial stability appear to be stable on average across the workforce. However, these are areas of concern for the visible frontline and constables.

Area(s) for prioritisation

Physical exhaustion, emotional exhaustion and burnout for all officers, particularly operational frontline officers in lower ranks.

Wellbeing: Role

The strain of work is higher for police officers than other roles – with 2 in 3 often physically exhausted due to work, and nearly 3 in 5 often emotionally exhausted or burnt out due to their job

What does this survey tell us?

Results from this survey are consistent with previous National Police Wellbeing Surveys highlighting that wellbeing is a more significant area of concern for officers compared to staff. Fatigue and emotional exhaustion remain more prevalent among officers, with 67% of officers reporting physical exhaustion compared to 39% of staff; and 58% compared to 32% for emotional exhaustion.

The demands of the job appear to impact officers’ emotional resilience. 40% of officers found it difficult to empathise with colleagues compared to 14% of staff.

Financial stress is another area of concern with 41% of officers feeling stressed about their financial situation compared to 22% of staff.

Area(s) for prioritisation

Identify and implement strategies to reduce the physical and emotional burden officers experience from their work.

In the last 12 months, how often (if at all) have you...

Come to work even when you did not feel well enough to perform your duties?

Felt fatigue or physically exhausted by work?

Found your work to be emotionally exhausting?

Felt stressed about your financial situation?

Found it difficult to empathise with colleagues or family due to the demands of your job?

Found it difficult to empathise with victims of crime due to the demands of your job

Felt burnt out because of your job?

	Officer	Staff	PCSO	Specials & Volunteers
Come to work even when you did not feel well enough to perform your duties?	39%	29%	35%	13%
Felt fatigue or physically exhausted by work?	67%	39%	42%	15%
Found your work to be emotionally exhausting?	58%	32%	30%	12%
Felt stressed about your financial situation?	41%	22%	21%	17%
Found it difficult to empathise with colleagues or family due to the demands of your job?	40%	14%	16%	9%
Found it difficult to empathise with victims of crime due to the demands of your job	35%	10%	10%	9%
Felt burnt out because of your job?	58%	28%	29%	11%

% of often or always



We have received a low number of responses from specials & volunteers (n=296). Due to the relatively small sample size, throughout the report, we cannot estimate what Specials and volunteer staff think as precisely as other groups. The ‘true’ result may be roughly 6 percentage points higher or lower due to a small sample size.

Wellbeing: Rank and staff role

Lower ranks experience high levels of physical and emotional exhaustion compared to higher ranks and all staff

What does this survey tell us?

In line with previous surveys, constables and sergeants reported higher levels of emotional and physical exhaustion.

The NPWS 2025 survey also indicates physical exhaustion is a prevalent issue for all ranks, however it affects a majority of constables, sergeants, inspectors and chief inspectors.

Constables, sergeants and inspectors are also more likely to feel burnt out due to their job compared to the higher ranks and all levels of staff.

Positively, staff are mostly demonstrating positive indicators of wellbeing, with an exception that practitioners are more likely than not to feel physical exhaustion.

Area(s) for prioritisation

Interventions should focus on addressing burnout relating to physical and emotional exhaustion amongst lower ranks.

In the last 12 months, how often (if at all) have you...

Come to work even when you did not feel well enough to perform your duties?

Felt fatigue or physically exhausted by work?

Found your work to be emotionally exhausting?

Felt stressed about your financial situation?

Found it difficult to empathise with colleagues or family due to the demands of your job?

Found it difficult to empathise with victims of crime due to the demands of your job?

Felt burnt out because of your job?

	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	ACC +	Practitioner	Supervisory manager	Middle manager	Senior manager +
Come to work even when you did not feel well enough to perform your duties?	39%	40%	37%	37%	27%	12%	29%	29%	26%	22%
Felt fatigue or physically exhausted by work?	68%	68%	64%	58%	49%	39%	39%	42%	39%	35%
Found your work to be emotionally exhausting?	58%	60%	54%	47%	39%	44%	31%	35%	34%	28%
Felt stressed about your financial situation?	44%	33%	27%	23%	10%	11%	24%	19%	15%	9%
Found it difficult to empathise with colleagues or family due to the demands of your job?	41%	38%	35%	31%	15%	15%	14%	13%	14%	10%
Found it difficult to empathise with victims of crime due to the demands of your job?	37%	32%	24%	15%	4%	0%	11%	7%	7%	2%
Felt burnt out because of your job?	59%	57%	51%	47%	29%	33%	27%	30%	28%	21%

% of often or always



The number of responses from senior ranks is low, particularly for ACCs and above (Superintendents: n=267; ACCs: n=49). Due to the relatively small sample size, throughout the report, we cannot estimate what senior officers think as precisely as other groups. The 'true' percentage may be higher or lower by roughly 7 percentage points for Chief Inspectors and Superintendents, and by 14 percentage points for ACCs and above. Therefore, we recommend exercising caution when using figures for ACCs & above.

Wellbeing: Function

Frontline roles are more likely to feel physically and emotionally exhausted, and burnout because of their job

What does this survey tell us?

The visible operational frontline staff reported the highest levels of physical and emotional exhaustion, with 66% feeling physically exhausted and 55% finding their work emotionally exhausting. They also report the highest levels of burnout (57%) and financial stress (41%). Non-visible frontline also report significant exhaustion and burnout. This is similar to other frontline roles such as patient-facing roles in the NHS, who experience higher levels of burnout.

In contrast, levels of exhaustion and burnout are less prevalent in business support roles, with a majority (78%) appear to be managing job demands without feeling burnout. However, there are still employees, albeit a minority, in all functions who have felt burn out because of their job.

Area(s) for prioritisation

Interventions should focus on reducing the physical and emotional exhaustion of frontline roles.

In the last 12 months, how often (if at all) have you...

- Come to work even when you did not feel well enough to perform your duties?
- Felt fatigue or physically exhausted by work?
- Found your work to be emotionally exhausting?
- Felt stressed about your financial situation?
- Found it difficult to empathise with colleagues or family due to the demands of your job?
- Found it difficult to empathise with victims of crime due to the demands of your job
- Felt burnt out because of your job?

	Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
Come to work even when you did not feel well enough to perform your duties?	38%	36%	29%	25%	29%	33%
Felt fatigue or physically exhausted by work?	66%	57%	42%	33%	40%	45%
Found your work to be emotionally exhausting?	55%	50%	30%	26%	28%	36%
Felt stressed about your financial situation?	41%	32%	26%	21%	22%	27%
Found it difficult to empathise with colleagues or family due to the demands of your job?	40%	28%	16%	11%	18%	21%
Found it difficult to empathise with victims of crime due to the demands of your job	35%	24%	14%	7%	14%	18%
Felt burnt out because of your job?	57%	46%	30%	22%	25%	34%

% of often or always

Experiences: Assault

One in three of the policing workforce have experienced assault at work; while most incidents are reported (89%), satisfaction with the support provided is low

What does this survey tell us?

Assault of the workforce by the public is high: Based on the reported rates of assault, an estimated 50,000 assaults occur on the police workforce every year, and assault is far more common in policing than in the NHS (where the rate is 14%).

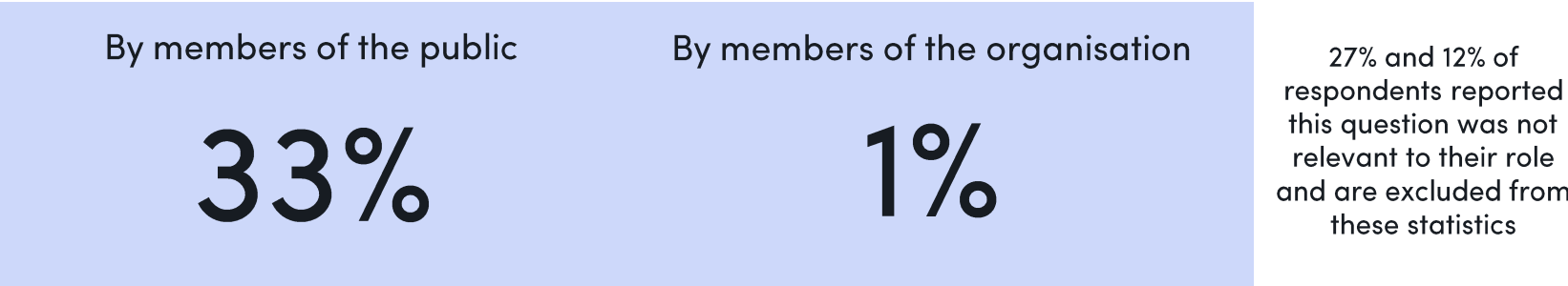
The reporting rate is encouragingly high. This is an area of strength. However, those who do report assault do not always feel they are supported well while doing so.

Research has found that the impact of being assaulted is sometimes more damaging than the actual injury. Therefore support, though a potentially difficult process, is important.

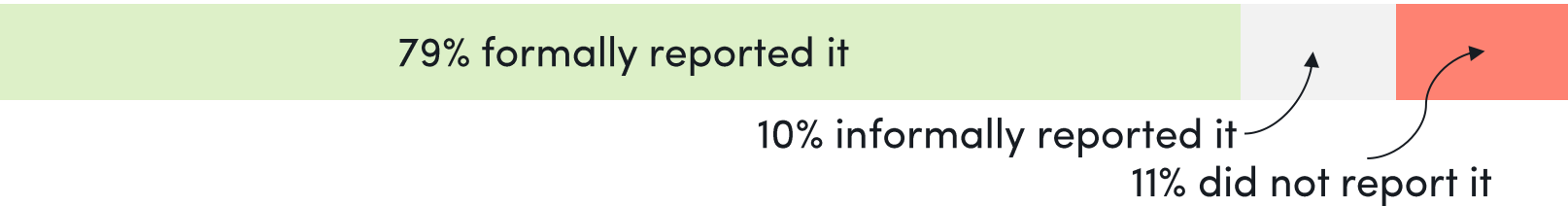
Area(s) for prioritisation

Focus on improving access to support given to those who report assault.

Percentage of workforce who have experienced assault in the last 12 months...



Of those experiencing assault...



Those reporting the assault scored their satisfaction with the support they received on reporting 4.9 out of 10 on average.

Experiences: Assault

Assault from the public is common among Constables, Sergeants and Specials; while there is high reporting, satisfaction with support for those reporting is moderately low

What does this survey tell us?

Almost half of constables and nearly 40% of sergeants and special constables have been assaulted in the last 12 months. This represents a markedly high rate for those putting themselves on the front line to serve others. The rate of experiencing assault is also high among PCSOs, where one in five have experienced assault in the last 12 months.

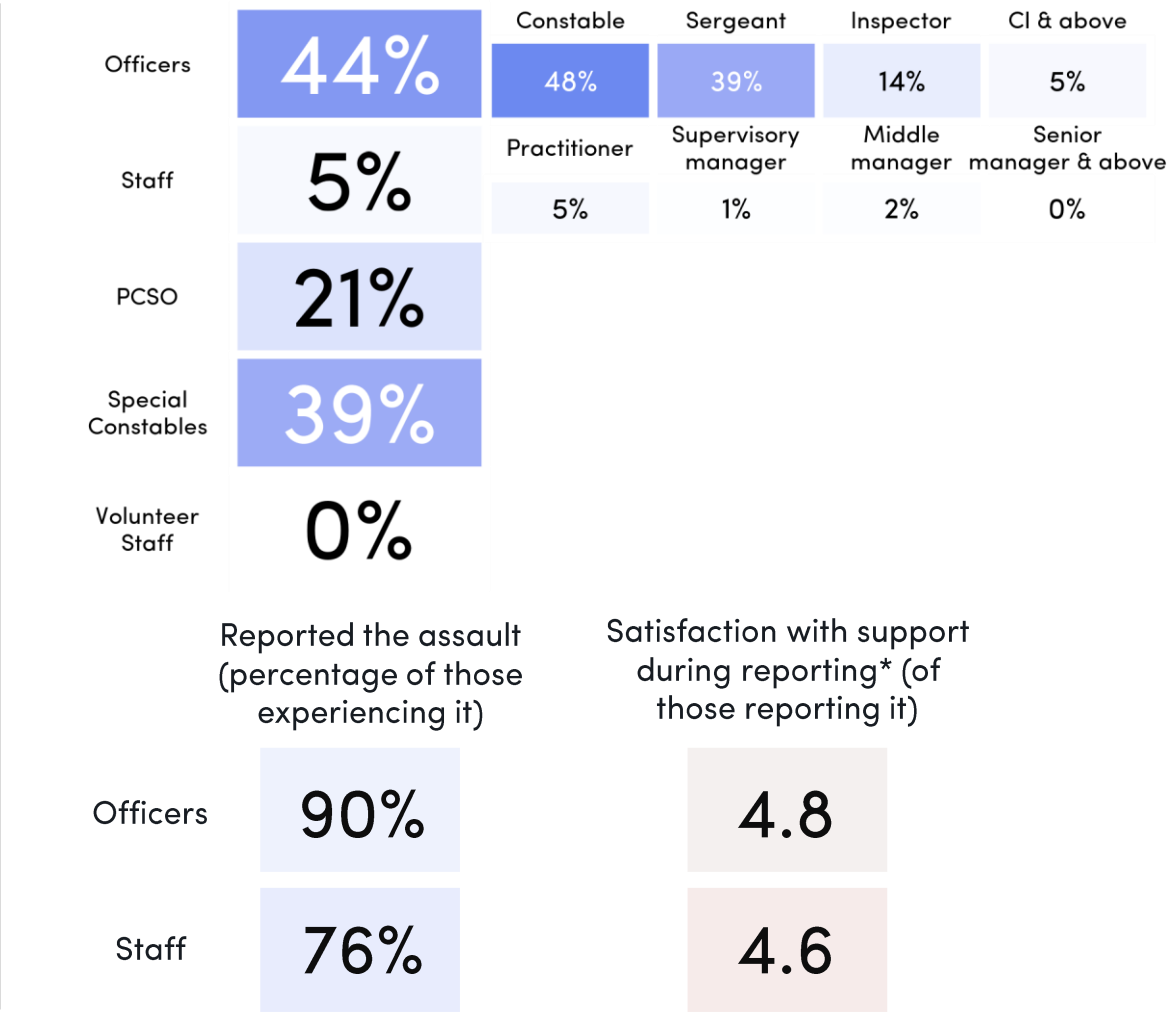
Rates are lower for those further from the front line, among staff and higher ranked officers – but assault still happens.

Reporting is high across all roles, but poor support during the reporting process is a widespread issue – while satisfaction scores are relatively low for both officers and staff.

Notes:

- Little variation across ranks and staff roles in the percentage reporting their assault and in the satisfaction with the support received
- Too wide a statistical confidence interval to report the reporting percentage and support satisfaction metrics for PCSOs, Special Constables and Volunteer Staff
- * The score represents an average score out of 10 for satisfaction with the support

Experienced assault from a member of the public in the last 12 months



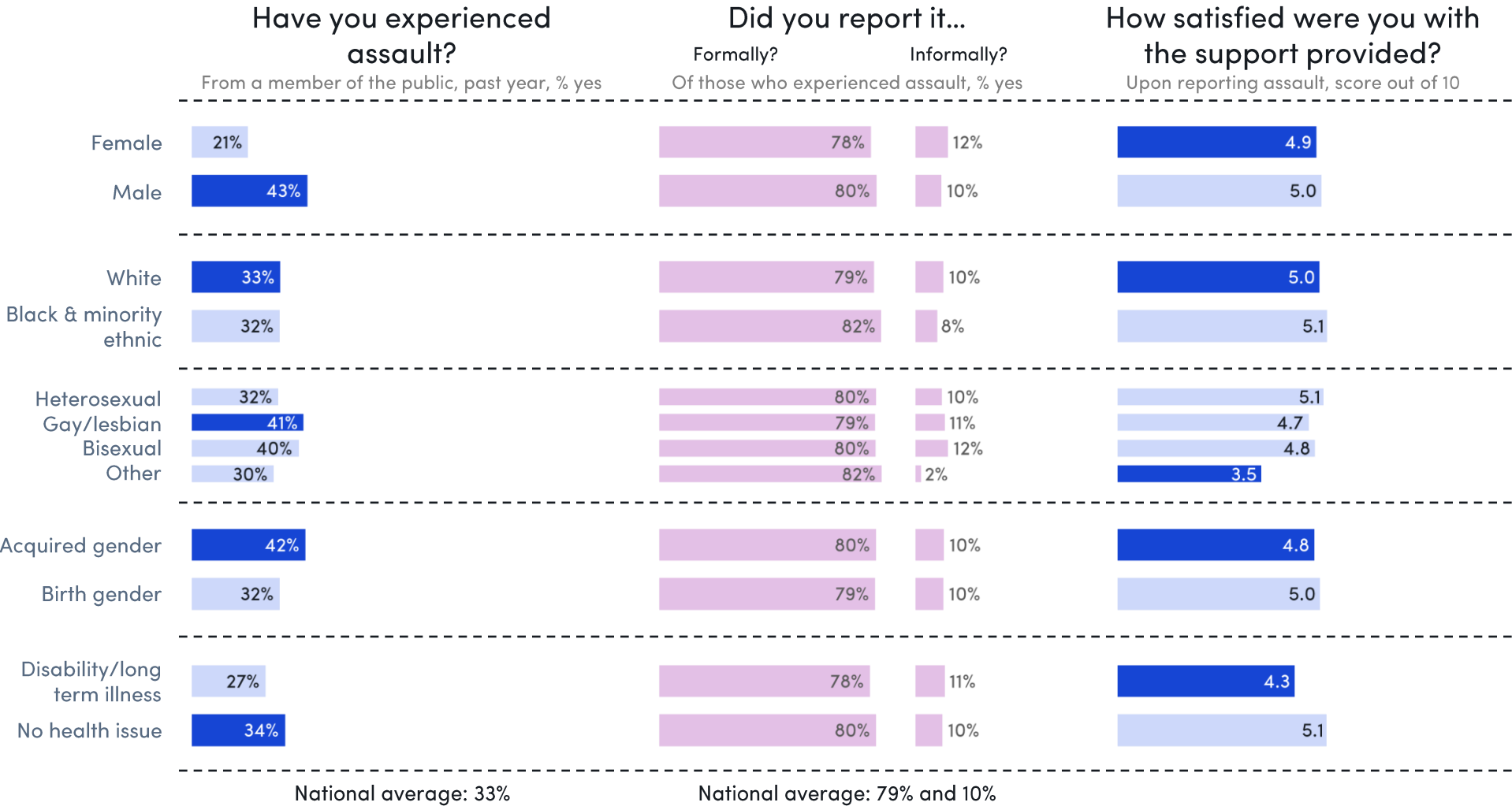
Experiences: Assault

What does this survey tell us?

The survey reveals some differences in the prevalence of assault from the public – with higher prevalence among males (43% vs 21% among females), LGB colleagues (about 40% vs 32% among heterosexual colleagues), those with an acquired gender (42% vs 32%), and those without a disability or long term illness (34% vs 27% for those with a disability/long term illness). Some of these variations may be due to differences in roles.

Reporting levels are broadly similar and high across all demographics. There are only minor variations in the satisfaction with the support provided upon reporting.

Assault rates vary by group, which may partly reflect role differences; reporting and satisfaction with support are consistent, but lower satisfaction among colleagues with disabilities or long-term health issues



Experiences:
Discrimination
(external)

Discrimination is experienced by a considerable share of the workforce and is underreported; scepticism in whether reporting will lead to action deters reporting the most

What does this survey tell us?

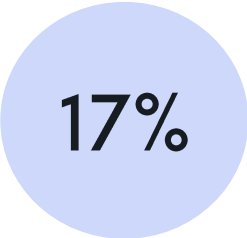
A considerable proportion of the workforce have experienced discrimination from a member of the public in the last 12 months.

There is significant underreporting of discrimination by the public, especially when compared with the high reporting rate for assault by a member of the public. There are mixed reviews of the reporting process. However, this is more positive than the reviews of the reporting process for discrimination from a member of the organisation.

The majority – 59% – of those that experience discrimination but do not report this cite a belief that reporting won’t lead to action being taken as the main reason for not reporting the experience.

Area(s) for prioritisation

Counteracting the belief that reporting won’t lead to action.



of the workforce have experienced discrimination from a member of the public in the last 12 months...

Of those experiencing discrimination...



Of those reporting...

- 41% were satisfied with the support they received on reporting (versus 25% dissatisfied)
- 41% were satisfied with the action taken on reporting (versus 27% dissatisfied)

Reasons for not reporting:

- 59% believed no action would be taken
- 23% thought it would take too much time
- 15% feared an impact on their career
- 14% feared being labelled a troublemaker
- 12% were concerned about confidentiality
- 11% worried about being victimised
- 7% were not aware of the procedures

Experiences: Discrimination (external)

Officers, PCSOs and Specials are more likely to experience discrimination from the public, but staff report lower levels of support on reporting discrimination

What does this survey tell us?

Experience of discrimination from members of the public is relatively widespread: one in five officers, PCSOs and Specials experienced discrimination in the previous 12 months. The prevalence is higher among more junior officers and staff, though this is also correlated with the nature of their roles.

While reporting rates are similar, officers report higher levels of satisfaction with the support they receive and the action taken upon reporting than do staff.

Percentage that experienced discrimination from a member of the public

Officers	21%	Constable	Sergeant	Inspector	CI & above
		23%	18%	7%	4%
Staff	8%	Practitioner	Supervisory manager	Middle manager	Senior manager & above
		8%	4%	1%	5%
PCSO	20%				
Special Constables	22%				
Volunteer Staff	3%				

	Of those experiencing it...	Of those reporting it, satisfied with...	
	Reported	Support on reporting	Action taken
Officers	39%	39%	40%
Staff	41%	55%	47%

The top 3 reasons overall for not reporting:

	Officer	Staff
Belief that no action would be taken	61%	54%
Thought it would take too much time	25%	17%
Potential impact on the reporter's career	17%	7%

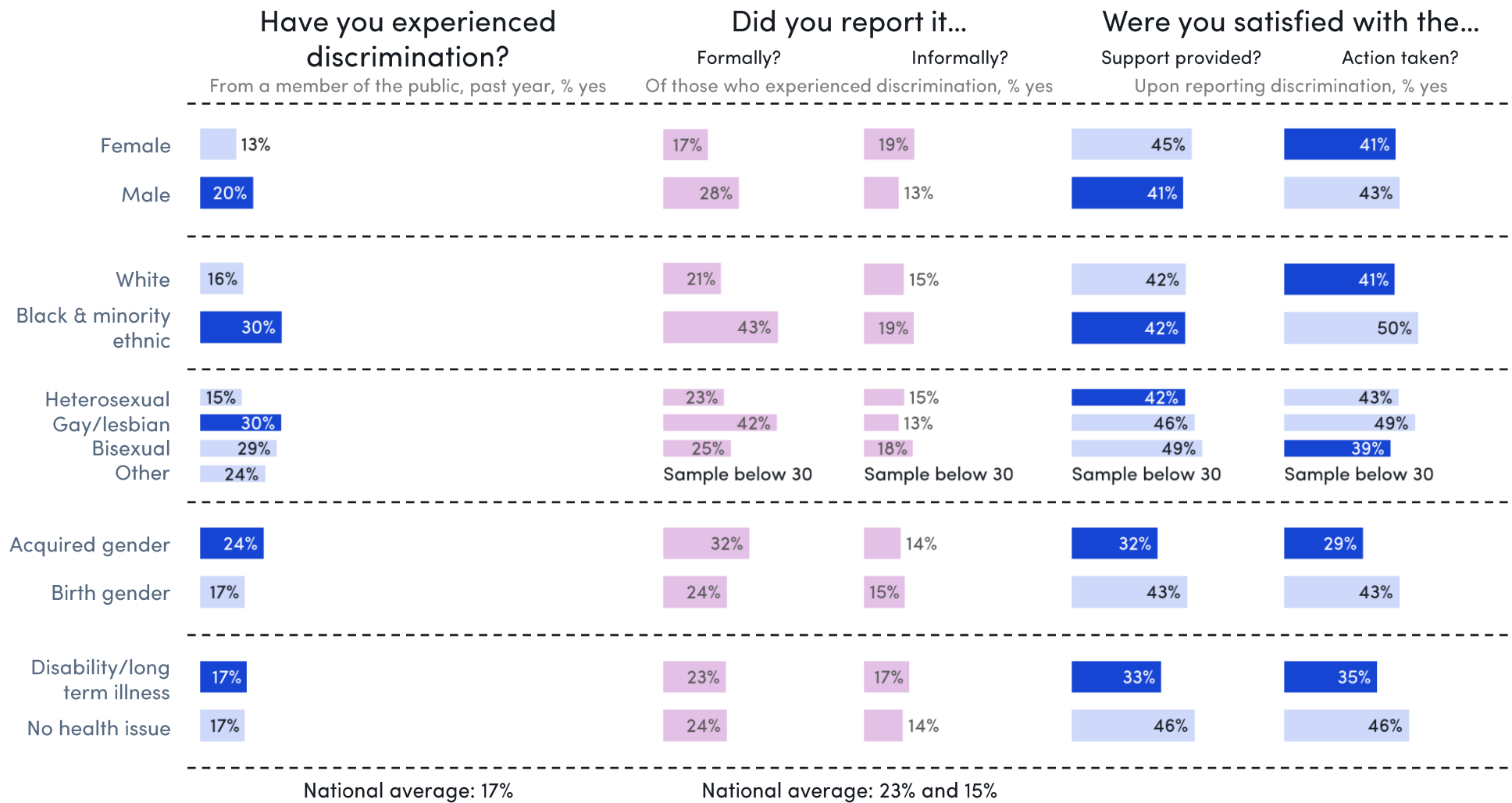
Experiences: Discrimination (external)

What does this survey tell us?

The survey reveals higher prevalence of discrimination from the public for ethnic minorities, and LGBT+. Male colleagues also report a higher rate of discrimination from members of the public, though this may relate to higher distribution of male colleagues in frontline roles with higher interaction with the public.

Overall satisfaction in the support provided and action taken on reporting is relatively low, particularly among colleagues with an acquired gender and those with a disability or long term illness.

Those from ethnic minority groups, LGBT+ and male colleagues experience discrimination from the public more frequently – but reporting is higher for these groups



Experiences: Discrimination (internal)

About 12% of the workforce experience discrimination from within the organisation, with less than half of colleagues reporting it; support and action taken upon reporting are viewed poorly

What does this survey tell us?

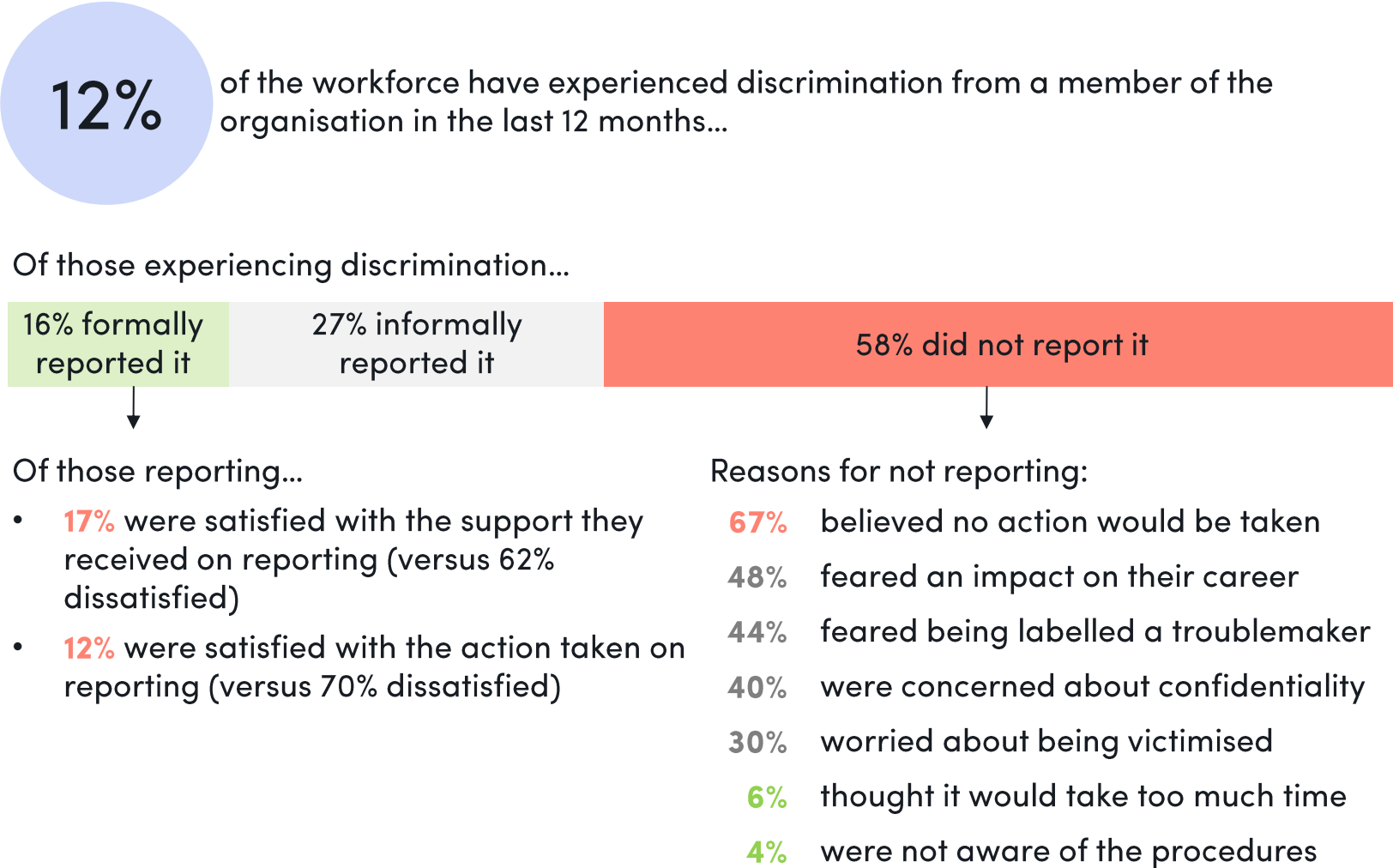
A considerable proportion of the workforce have experienced discrimination in the last 12 months with significant underreporting, particularly through formal channels.

There is strong discontent with the support received and action taken upon reporting. Notably, this is more negative than with discrimination by a member of the public (12% and 17% satisfaction versus 41% and 41%). The low satisfaction with support is similar to those on reporting bullying and harassment.

Multiple reasons prevent colleagues from reporting it. Counteracting the belief that reporting discrimination won't lead to action being taken would be the most effective way to increase reporting, along with improving support for colleagues that come forward with sharing their experience.

Area(s) for prioritisation

Reducing discrimination by colleagues and improving satisfaction with the support received and action taken upon reporting it.



Experiences: Discrimination (internal)

About 1 in 8 officers and PCSOs, and 1 in 10 staff members report experiencing discrimination within the organisation – with low satisfaction with support and action taken upon reporting

What does this survey tell us?

13% of officers and 14% of PCSOs report experiencing discrimination from within the organisation – with the highest rates reported by inspectors, followed by sergeants.

Compared with cases of bullying and harassment, reporting rates are lower, but satisfaction with the force’s response is similar – fewer than 20% of officers and staff report being satisfied with the support they received, and only 12% report being satisfied with the action taken upon reporting.

Percentage that experienced discrimination from a member of the organisation

Officers	13%	Constable	Sergeant	Inspector	CI & above
		12%	15%	18%	13%
Staff	9%	Practitioner	Supervisory manager	Middle manager	Senior manager & above
		10%	10%	7%	7%
PCSO	14%				
Special Constables	7%				
Volunteer Staff	7%				

	Of those experiencing it...	Of those reporting it, satisfied with...	
	Reported	Support on reporting	Action taken
Officers	40%	17%	12%
Staff	48%	18%	12%

The top 3 reasons overall for not reporting:

	Officer	Staff
Belief that no action would be taken	66%	67%
Potential impact on the reporter’s career	53%	38%
Fear of being labelled a troublemaker	44%	45%

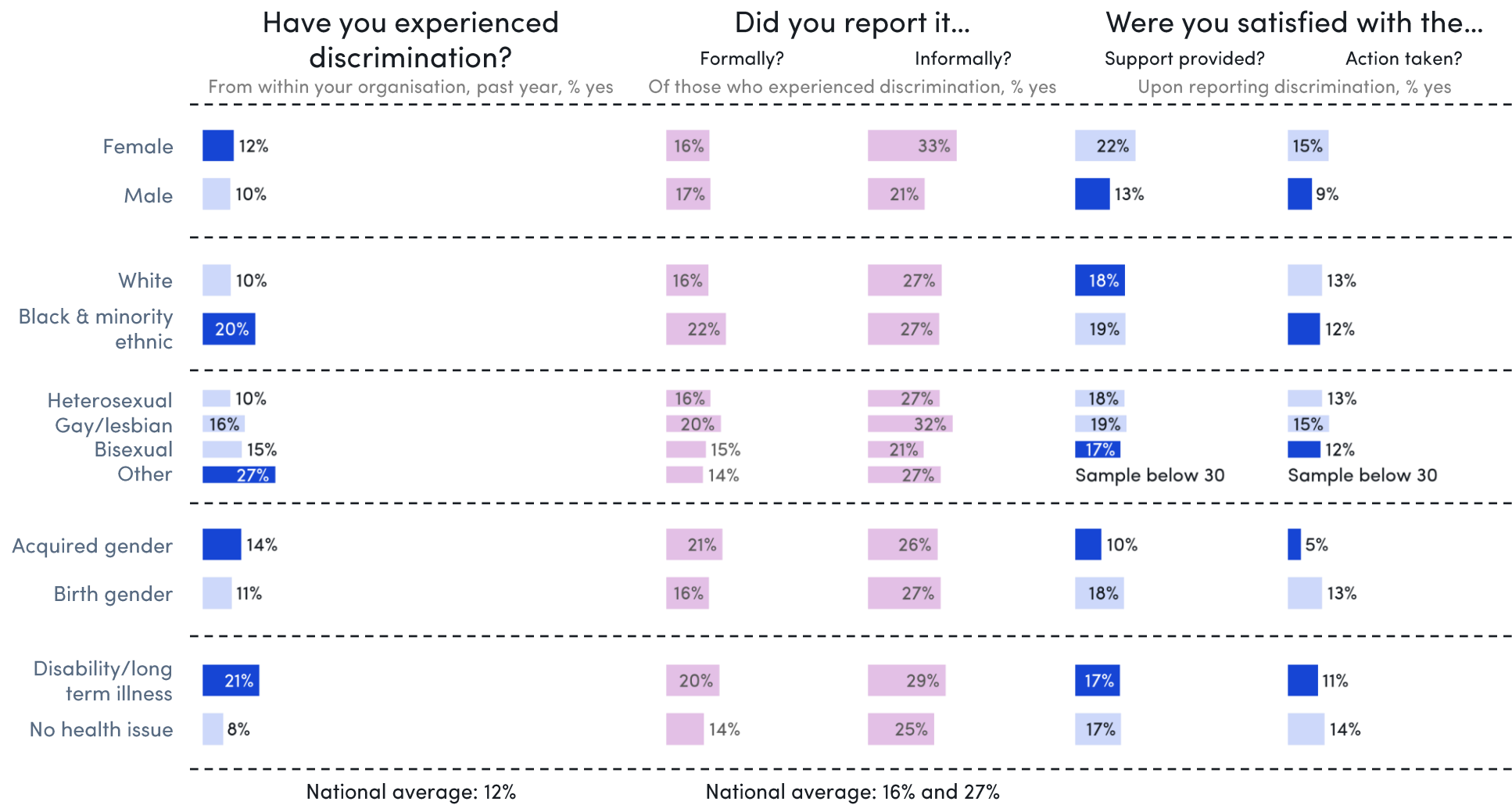
Experiences: Discrimination (internal)

The prevalence of discrimination varies considerably by protected characteristics, but reporting levels and satisfaction with support are broadly consistent – and low

What does this survey tell us?

The prevalence of discrimination from within the workforce is substantially higher among colleagues form ethnic minority groups (20% vs 10% for others); those with disabilities or long term illness (21% vs 8% for others); LGB+ (15–27% vs 10%) and those with an acquired gender (14% vs 11% for others).

The frequency of reporting is slightly higher among minority groups – but broadly low across all groups. Moreover, upon reporting, the levels of satisfaction in the support provided and action taken is consistently low.



Experiences: Bullying & harassment

Bullying and harassment is not uncommon and is significantly underreported; the workforce give a stark assessment of the reporting process

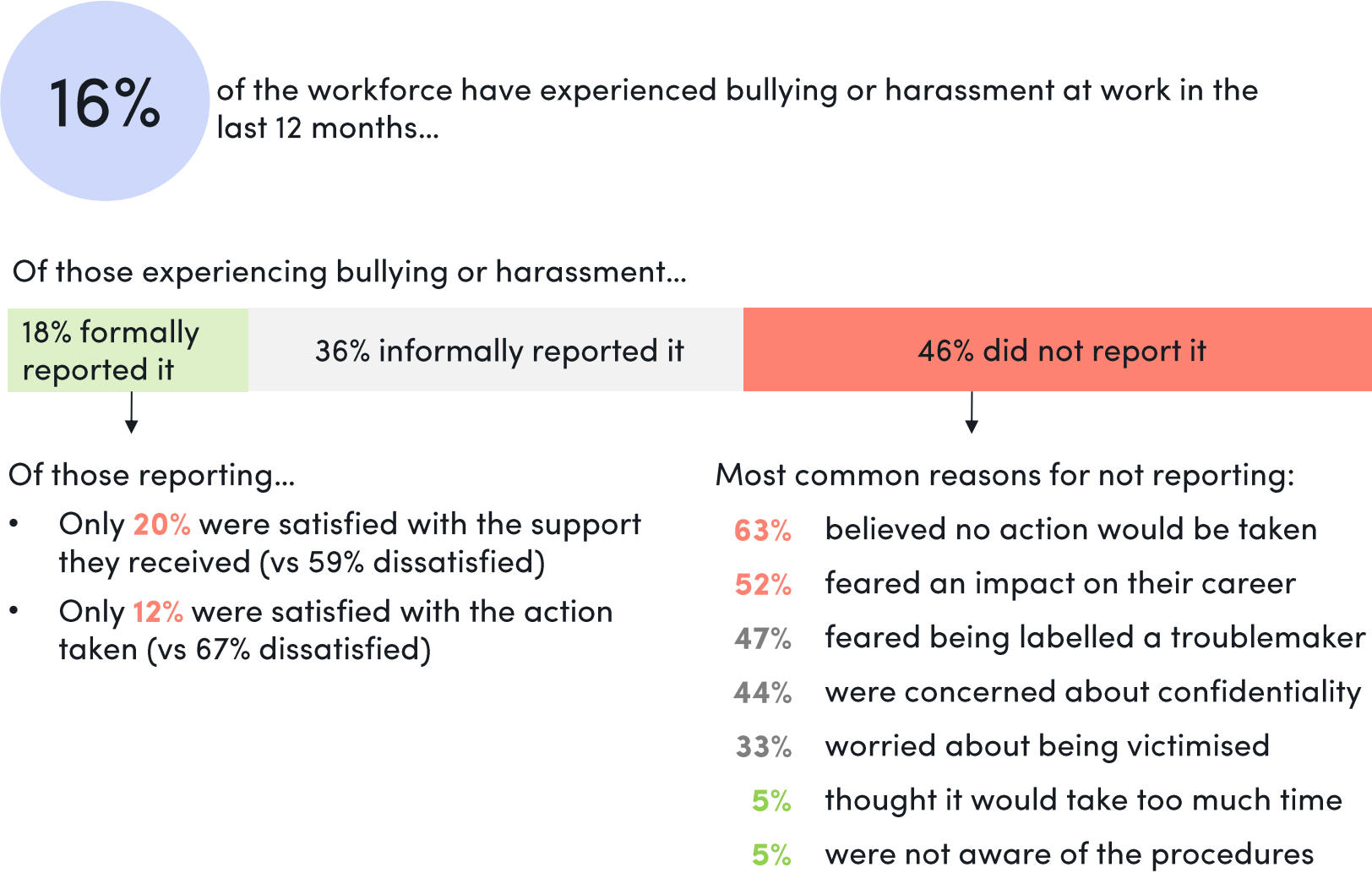
What does this survey tell us?

It is not uncommon for bullying and harassment to take place among the police workforce with 16% having experienced either in the last 12 months.

The reporting process requires serious attention – both in take-up and the process itself. A myriad of reasons deter the more than 4 in 5 victims that didn't formally report the issue. Addressing this list of reasons could help increase reporting, as might investigating why policing has a culture of reporting assault at high rates but not bullying or harassment. Moreover, the workforce give a stark assessment of the process itself: both its effectiveness at producing action and the support they receive upon reporting.

Area(s) for prioritisation

Reducing levels of bullying and harassment; significant change to the culture of reporting, the support given upon reporting and trust in its effectiveness.



Deep dive: Bullying & harassment

Bullying or harassment are most often experienced among PCSOs, inspectors and sergeants, with only half reported and low satisfaction with support provided and action taken on reporting

What does this survey tell us?

Rates of bullying and harassment in the workplace, likelihood of reporting it and satisfaction in the reporting process are similar across roles and ranks. Officers are slightly less likely to report bullying/harassment and to disapprove of the support provided when they do. The former is perhaps explained by them being more fearful of how their career might be impacted by reporting.

Percentage that experienced bullying or harassment

Officers	16%	Constable	Sergeant	Inspector	CI & above
		16%	18%	19%	16%
Staff	14%	Practitioner	Supervisory manager	Middle manager	Senior manager & above
		14%	16%	16%	13%
PCSO	20%				
Special Constables	9%				
Volunteer Staff	0%				

	Of those experiencing it...	Of those reporting it, satisfied with...	
	Reported	Support on reporting	Action taken
Officers	50%	16%	11%
Staff	60%	26%	15%

The top 3 reasons overall for not reporting:

- Belief that no action would be taken
- Potential impact on the reporter's career
- Fear of being labelled a troublemaker

	Officer	Staff
Belief that no action would be taken	61%	67%
Potential impact on the reporter's career	59%	41%
Fear of being labelled a troublemaker	48%	43%

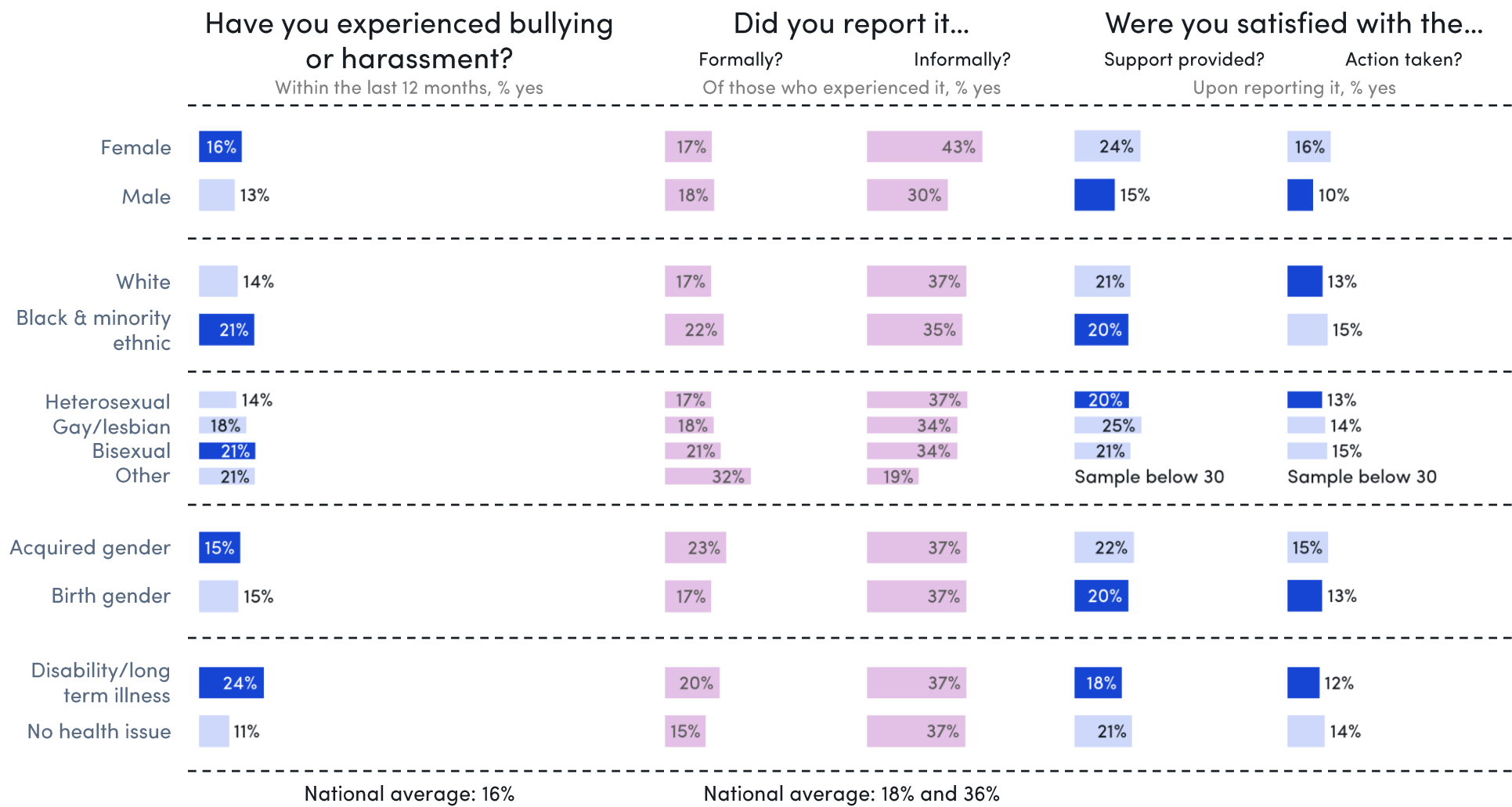
Experiences: Bullying & Harassment

What does this survey tell us?

The prevalence of bullying and harassment from within the workforce is substantially higher among colleagues form ethnic minority groups (21% vs 14% for others); those with disabilities or long term illness (24% vs 11% for others); LGB+ (18-21% vs 14%).

The frequency of reporting is slightly higher among minority groups – but formal reporting is broadly low across all groups. Moreover, upon reporting, the levels of satisfaction in the support provided and action taken is consistently low.

Bullying and harassment are higher from ethnic minority, disabled, and LGB+ colleagues – but formal reporting and satisfaction with support are consistently low



Engagement

Overall satisfaction, motivation & advocacy for the service

While most of the workforce feel a strong sense of purpose and accomplishment from work, only one third are satisfied with the standard of support provided to victims

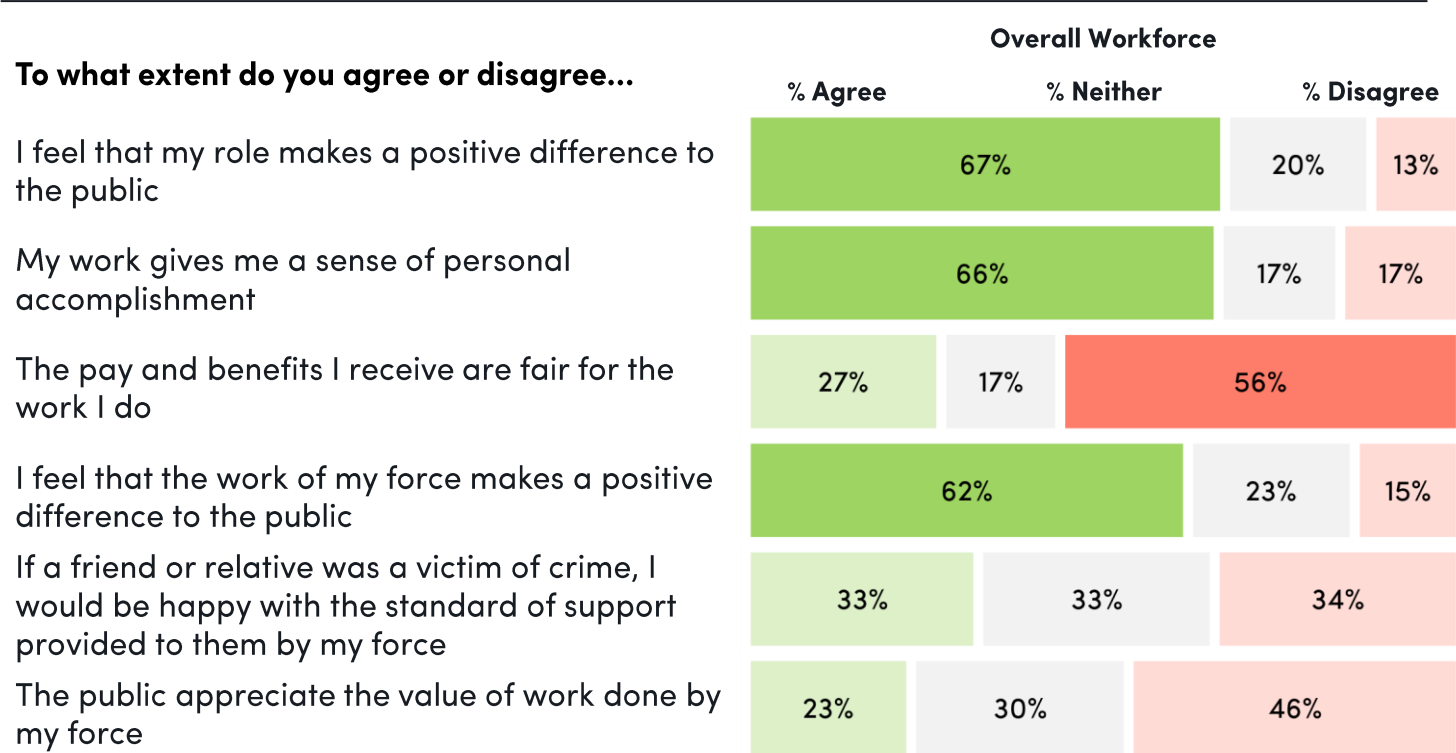
Why this matters?

Engaged employees are more likely to be satisfied with their jobs, perform better, and remain loyal to the organisation, leading to higher productivity, lower turnover rates and a positive workplace culture.

What does this survey tell us?

Overall, two in three members of the workforce feel like their work has a positive impact and gives them a sense of personal accomplishment. However, satisfaction levels within the service are low. Only one third of the workforce would be happy with the quality of support provided by their force if a friend or relative was a victim of crime (vs 64% in the NHS).

Additionally, a significant proportion of employees feel their work is not appreciated by the public. Satisfaction with pay is also low, with only 27% agreeing that their pay and benefits are fair. This sentiment is consistent across public sectors, with satisfaction rates ranging from 31-37% in the NHS, armed forces and civil service.



Area(s) for prioritisation:

Focus on improving public relations, enhancing quality of support to victims, and addressing pay and benefit concerns, particularly for frontline officers in lower ranks.

Engagement:
Role

While most of the workforce find purpose and impact in their work, a significant majority of officers feel underpaid and undervalued by the public and are less likely to be happy with victim support

What does the survey tell us?

Across all roles, the workforce is generally satisfied with the impact of their work. Most employees feel that their role makes a positive difference to the public. This aligns with the 2023 National Police Wellbeing Survey findings, which indicated high levels of work engagement for both officers and staff.

Despite the high meaningfulness of work reported by both groups, officers' sense of appreciation by the public is low. Additionally, satisfaction with the service was notably low among officers. Only a quarter indicated they would be happy with the support provided if a friend/relative were a victim of crime.

Most officers do not feel their compensation for their role is fair, unlike staff and PCSOs, who have higher levels of satisfaction.

Area(s) for prioritisation

Focus on addressing officers' concerns about fair compensation and public appreciation.

To what extent do you agree or disagree...

- I feel that my role makes a positive difference to the public
- My work gives me a sense of personal accomplishment
- The pay and benefits I receive are fair for the work I do
- I feel that the work of my force makes a positive difference to the public
- If a friend or relative was a victim of crime, I would be happy with the standard of support provided to them by my force
- The public appreciate the value of work done by my force

	Officer	Staff	PCSO	Specials & Volunteers
I feel that my role makes a positive difference to the public	63%	71%	78%	86%
My work gives me a sense of personal accomplishment	59%	75%	70%	91%
The pay and benefits I receive are fair for the work I do	16%	44%	44%	23%
I feel that the work of my force makes a positive difference to the public	52%	75%	64%	88%
If a friend or relative was a victim of crime, I would be happy with the standard of support provided to them by my force	23%	45%	38%	64%
The public appreciate the value of work done by my force	16%	32%	37%	51%

% of respondents agreeing

Engagement: Rank & staff role

Less than 25% of inspectors and lower ranks are satisfied with the support provided to victims of crime compared to over 80% of assistant chief constables and above

What does the survey tell us?

Lower ranks express greater concern about their compensation compared to higher ranks.

They also feel less appreciated by the public and less satisfied by the level of support provided to victims of crime.

This aligns with the 2023 National Police Wellbeing Survey, which indicated that job satisfaction and engagement increased across ranks, along with a sense of being valued by the public.

On a positive note, all ranks report a high sense of making a positive public impact, with this sentiment increasing at higher ranks, consistent with the 2023 survey.

Additionally, staff across different grades, staff exhibit more consistent levels of higher engagement compared to the varying levels of engagement seen among different officer ranks.

Area(s) for prioritisation

Focus on addressing lower ranks' concerns about fair compensation and public appreciation.

To what extent do you agree or disagree...

I feel that my role makes a positive difference to the public

My work gives me a sense of personal accomplishment

The pay and benefits I receive are fair for the work I do

I feel that the work of my force makes a positive difference to the public

If a friend or relative was a victim of crime, I would be happy with the standard of support provided to them by my force

The public appreciate the value of work done by my force

	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	ACC +	Practitioner	Supervisory manager	Middle manager	Senior manager +
I feel that my role makes a positive difference to the public	61%	66%	75%	85%	91%	96%	70%	72%	73%	82%
My work gives me a sense of personal accomplishment	57%	61%	68%	78%	89%	96%	73%	78%	79%	91%
The pay and benefits I receive are fair for the work I do	13%	21%	24%	26%	54%	70%	42%	47%	54%	67%
I feel that the work of my force makes a positive difference to the public	49%	55%	65%	84%	89%	98%	74%	79%	83%	89%
If a friend or relative was a victim of crime, I would be happy with the standard of support provided to them by my force	24%	18%	20%	34%	46%	84%	44%	45%	47%	63%
The public appreciate the value of work done by my force	14%	17%	24%	35%	48%	78%	30%	32%	38%	49%

% of respondents agreeing

Engagement: Function

Frontline roles are most concerned about compensation, poor public perceptions and the standard of support provided to victims, leading to lower levels of engagement in these functions

What does the survey tell us?

A significant majority across all areas feel that their role makes a positive difference to the public. The sense of personal accomplishment is also high particularly in business support and national policing. The sense of positive impact is strong across all functional areas.

There is notable disparity in perceptions of fair pay and benefits with only 16% in operational frontline roles in agreement, compared to 48% in business support.

Satisfaction with the support provided to crime victims is relatively low across all areas, but particularly in frontline roles.

Area(s) for prioritisation

Address concerns of pay and benefits, public appreciation for frontline roles, and the standard of support provided to victims.

To what extent do you agree or disagree...

I feel that my role makes a positive difference to the public

My work gives me a sense of personal accomplishment

The pay and benefits I receive are fair for the work I do

I feel that the work of my force makes a positive difference to the public

If a friend or relative was a victim of crime, I would be happy with the standard of support provided to them by my force

The public appreciate the value of work done by my force

Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
62%	73%	75%	61%	76%	65%
58%	67%	72%	76%	76%	71%
16%	27%	38%	48%	39%	33%
51%	64%	72%	76%	70%	66%
28%	31%	35%	48%	24%	35%
19%	22%	25%	35%	24%	29%

% of respondents agreeing

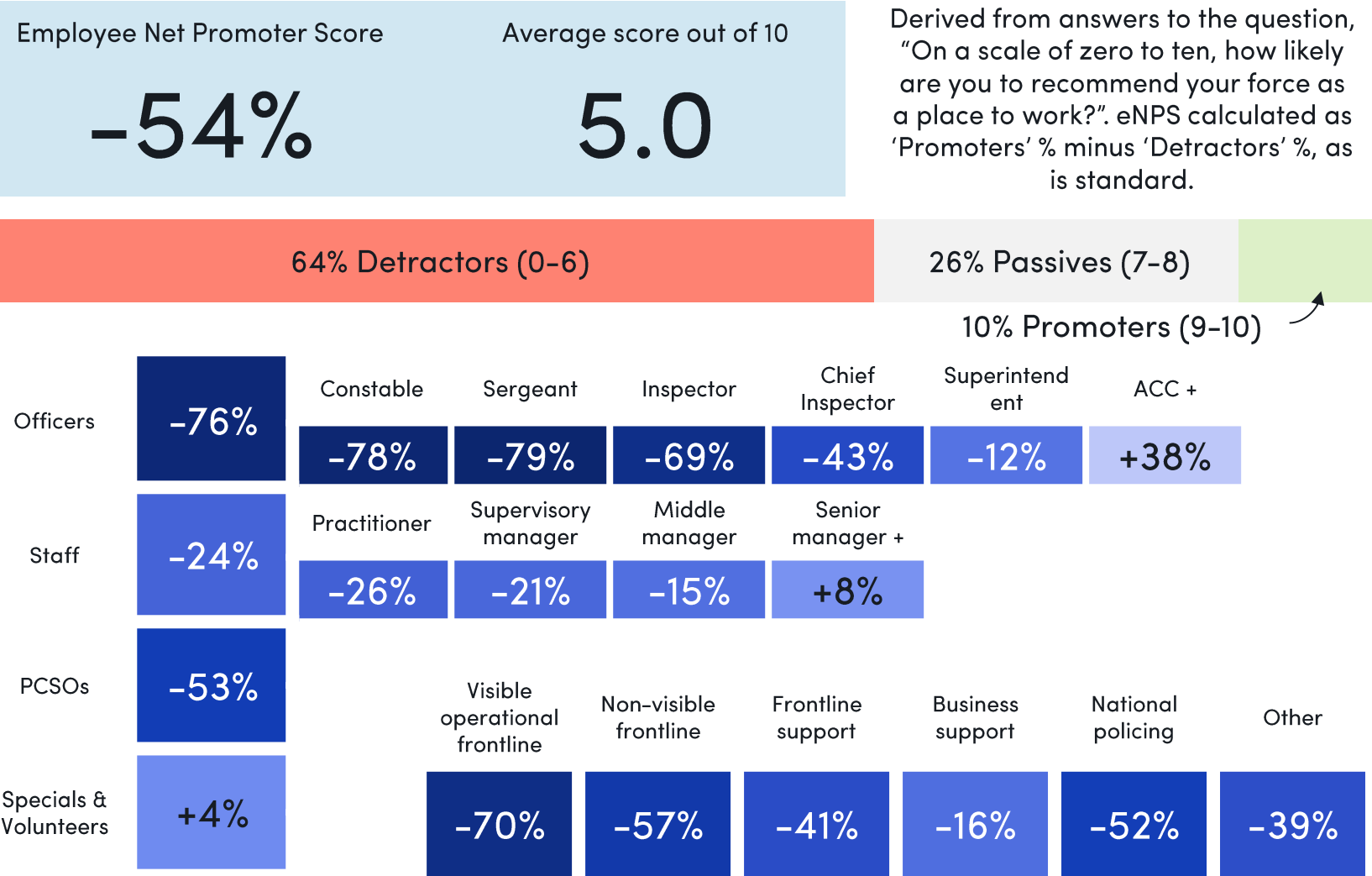
Employee net promoter score

eNPS scores are significantly lower for officers in lower ranks and in frontline roles compared to staff and other functions

What does the survey tell us?

The eNPS for policing is much lower than other sectors. Hive HR estimated the 2024 eNPS to be -24% for the government sector, -1% for the education sector and +5% for the nonprofit sector.¹ Policing's is worse, given these comparator sectors operate under similar financial constraints to policing, share the importance of serving society and are themselves among the worst performing sectors in the economy by eNPS (the professional services industry has an eNPS of +31%). The global eNPS benchmark is estimated at +21% by Perceptyx and +17% by Culture Amp.²³

Disgruntlement with policing is widespread across the workforce but is particularly pronounced among officers in lower ranks. Indeed, for both officers and staff, the more senior an employee, the more they are likely to recommend their force.



Sources (all accessed July 2025):
¹[Hive. \(2024\).The employee engagement benchmarks](#)
²[Perceptyx \(2024\). Employee net promoter](#)
³[Culture Amp \(2025\). All Industries Global](#)

We also find recent hires are the most positive overall, but at the overall index level scores decline for new joiners up to 5 years of service before gradually increasing



Deep dive:
Intention to
leave

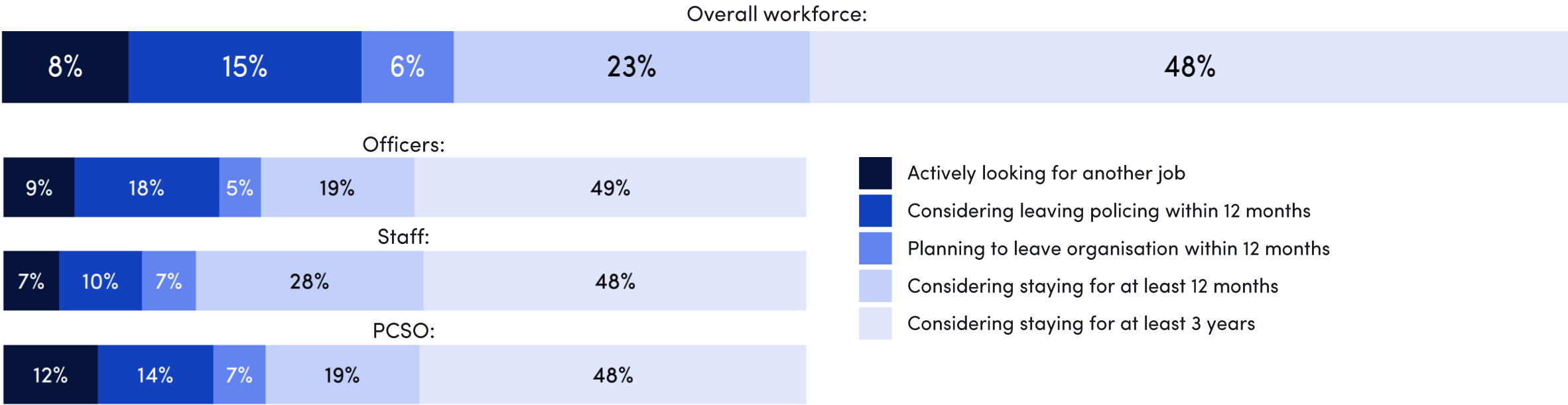
Around 29% of the workforce are at risk of leaving their force or policing in the next 12 months, and 8% report actively looking for jobs; poor work-life balance, pay and weak leadership are the most common causes for considering leaving

What does the survey tell us?

Positively, almost half the workforce are considering staying for at least three years. However, with 8% actively looking for a new job and a further 21% planning to or considering leaving within 12 months, there are significant concerns about retention. Intention to leave is relatively similar across roles. However, staff have a slightly higher percentage actively looking for another job, compared to officers and PCSOs. This highlights a need to address the concerns of those looking to leave in order to increase retention in policing.

Top 5 reasons for why respondents wanted to leave:

- 1. For better work-life balance (17%)
- 2. For a better pay and benefit package (15%)
- 3. Due to poor leadership (13%)
- 4. Due to unmanageable workload (11%)
- 5. Low public confidence in policing (11%)





HOW WELL SUPPORTED DOES THE
WORKFORCE FEEL?

Work & manager support

How well teams and line managers support colleagues in their work

Why does this matter?

When employees are confident in their roles and supported by effective teams and line managers, they become more engaged, resilient, and motivated, leading to better performance and a healthier workplace. High-trust, inclusive teams that collaborate and manage challenges well create a strong sense of belonging and drive improved outcomes for the organisation.




Officers and staff face considerable workload pressures, but report strong support from teams and line managers to deliver their roles and support their wellbeing



What does the survey tell us?

The survey reveals that the workforce feel confident in their roles, but workload pressures on both officers and managerial staff roles drive unsustainable time demands. However, the immediate work environment through local teams and immediate line managers is a clear strength in policing within this challenging work context. This is in line with the 2023 NPWS, which found a high sense of being valued by coworkers and supervisors (moderately high for officers for supervisors).

Sub-index

	Work & Workload Role and workload expectations, and capability	6.0	Address workload issues across the workforce but most noticeably for officers in frontline roles.
	Team Support Team culture and working relationships	7.1	Learn from successes in team support to build even more inclusive teams for constables.
	Line Manager Support Effectiveness of line management leadership	6.9	Focus on building on already strong processes to enhance line management even more for those in frontline roles.

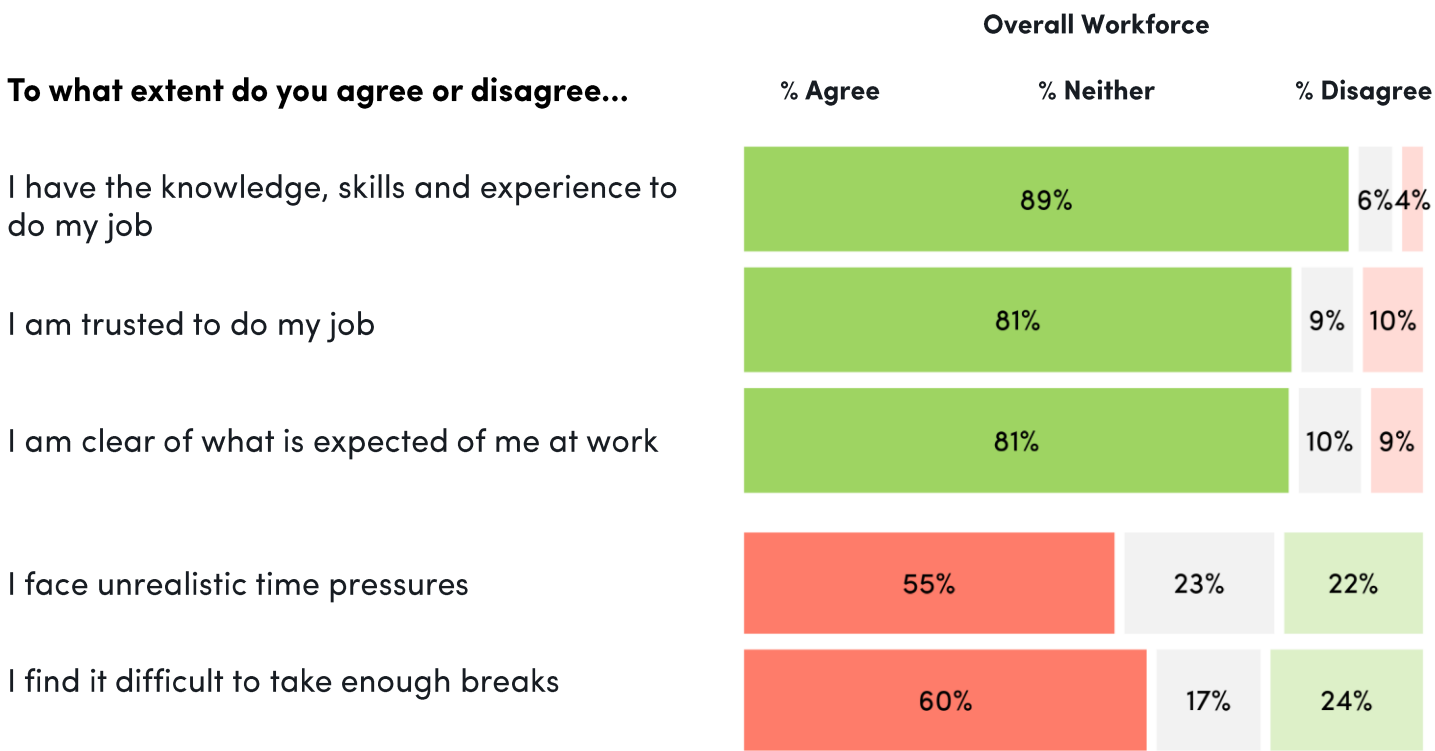
Sub-index:
Work &
workload

While employees feel capable and trusted to deliver, over half the workforce experiences significant time pressure and struggles to find opportunities for breaks

6.0

Why does this matter?

When employees feel confident in their roles and supported in managing their workload, they are more engaged, motivated, and resilient – driving better performance, lower turnover, and a healthier workplace culture.



What does this survey tell us?

The workforce feels competent, trusted and clear about their roles. This is consistent with the NPWS 2023, which reported high levels of confidence in job skills for both officers and staff.

Notably, the policing workforce reports higher levels of confidence in having the knowledge, skills and experience to do their job than other public sectors.

I have the knowledge, skills and experience to do my job
Armed forces: 85% | Civil Service: 87% | Policing 89%

While high, perceptions of trust and autonomy to deliver work appear lower in policing than other sectors.

I am trusted to do my job
NHS: 90% | Civil Service: 89% | Policing: 81%

However, most of the workforce report struggling to take breaks and facing unrealistic time pressures – which is driven by very high rates of workload pressures for police officers, and staff at senior grades.

Area(s) for prioritisation

Address significant concerns around time pressures and taking sufficient breaks.

Work & workload:
Role

Officers report the highest workload and time pressures; staff feel more skilled and trusted to do their work, but also face significant time pressures

What does this survey tell us?

Time pressures and inability to take breaks are significant issues for both officers and staff. This impacts officers across ranks. For staff, workload pressure are moderate for practitioners but rise to high levels moving up the grades to senior managers.

This finding is consistent with the 2023 National Police Wellbeing Survey, which showed officers experienced high work overload, and struggle to take sufficient breaks at work (more so than staff).

Area(s) for prioritisation

Alleviate workload pressure, especially for officers and staff in frontline roles.

To what extent do you agree or disagree...

I have the knowledge, skills and experience to do my job

I am trusted to do my job

I am clear of what is expected of me at work

I face unrealistic time pressures

I find it difficult to take enough breaks

	Officer	Staff	PCSO	Specials & Volunteers
I have the knowledge, skills and experience to do my job	87%	93%	86%	80%
I am trusted to do my job	76%	88%	82%	83%
I am clear of what is expected of me at work	78%	85%	74%	87%
I face unrealistic time pressures	68%	40%	30%	26%
I find it difficult to take enough breaks	73%	43%	30%	34%

% of respondents agreeing

Work & workload: Rank & staff role

Workload and time pressures are consistently high across ranks for police officers, and rise with seniority among staff members

What does this survey tell us?

Overall confidence in their knowledge and skills, clarity on expectations and autonomy in their roles are high across policing. However, for police officers, the confidence in their skills is notably lower among constables compared to higher ranks.

Time pressures are consistently high across all ranks for officers.

For staff, we find high levels of confidence in their skills as well as autonomy in doing their work. In terms of workload and time pressures, this increases substantially at higher staff grades, with more than half of managerial staff stating they find it difficult to take sufficient breaks.

Area(s) for prioritisation

Focus on improving workload across all levels, particularly for officers.

To what extent do you agree or disagree...

I have the knowledge, skills and experience to do my job

I am trusted to do my job

I am clear of what is expected of me at work

I face unrealistic time pressures

I find it difficult to take enough breaks

	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	ACC +	Practitioner	Supervisory manager	Middle manager	Senior manager +
I have the knowledge, skills and experience to do my job	85%	92%	93%	95%	99%	100%	92%	94%	95%	99%
I am trusted to do my job	75%	76%	80%	85%	89%	94%	88%	88%	88%	93%
I am clear of what is expected of me at work	78%	77%	75%	81%	85%	94%	85%	83%	79%	88%
I face unrealistic time pressures	69%	67%	63%	62%	59%	38%	37%	45%	47%	51%
I find it difficult to take enough breaks	71%	80%	78%	77%	84%	71%	40%	53%	51%	58%

% of respondents agreeing

Work & workload:
Function

Those in visible operational frontline roles face significant time pressures and, while still high, report relatively lower confidence and clarity in their roles compared to other functions

What does this survey tell us?

When looking across functional areas, the findings indicate the need for further support for employees in frontline roles. Those in visible operational frontline roles – including neighbourhood policing and incident response – report lower levels of confidence in their skills, lower perceptions of feeling trusted to do their job, and lower clarity on what is expected of them.

At the same time, those in visible frontline roles also report higher levels of time pressure and difficulties in taking sufficient breaks at work.

While time pressures are also significant for those in non-visible frontline roles, colleagues in these functions report higher levels of confidence in their skills and clarity of expectations in their roles.

Area(s) for prioritisation

Address pressures impacting the frontline – the in-depth report will examine key drivers to help identify areas for improvement.

To what extent do you agree or disagree...

I have the knowledge, skills and experience to do my job

I am trusted to do my job

I am clear of what is expected of me at work

I face unrealistic time pressures

I find it difficult to take enough breaks

Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
87%	89%	91%	93%	93%	90%
72%	84%	87%	90%	86%	83%
76%	84%	81%	83%	82%	83%
67%	58%	35%	35%	27%	41%
72%	62%	45%	38%	34%	43%

% of respondents agreeing

Sub-index:
Team support

Strong team dynamics are a key strength in policing, with the majority of workforce reporting high trust and collaboration with teammates

7.1

Why does this matter?

High-trust, inclusive teams that collaborate and manage conflict well are more effective, innovative, and resilient—creating a stronger sense of belonging and drive better outcomes for the organisation.

To what extent do you agree or disagree...	Overall Workforce		
	% Agree	% Neither	% Disagree
I trust colleagues in my team to do a good job	80%	11%	9%
My team work together to improve the service we provide	80%	11%	8%
In my team, disagreements are dealt with constructively	64%	21%	15%
I feel a strong sense of belonging and inclusion within my team	68%	18%	14%

What does this survey tell us?

Overall, high agreement across these questions indicate strong foundations in teamwork and trust in policing. Policing colleagues report high levels of collaborative working, broadly similar to other public sectors

My team work together to improve the service we provide
Armed forces: 78% | Civil Service: 84% | Policing: 80%

The rates of reporting inclusive team dynamics are lower, indicating scope for improvement. Nonetheless, policing appears to have a stronger team culture in this regard than for example the health sector.

In my team, disagreements are dealt with constructively
NHS: 57% | Policing: 64%

I feel a strong sense of belonging and inclusion within my team
NHS: 61% | Policing: 68%

Area(s) for prioritisation
Maintain and enhance positive aspects while identifying and addressing any specific issues that may still exist for the remaining percentage of the workforce.

Team support:
Role

Policing is underpinned by team dynamics across roles, with potential for improvement to further team support for PCSOs

What does this survey tell us?

The survey broadly shows strong team dynamics across all roles, with relatively minor differences across roles.

However, reported levels across all team indicators are lower for PCSOs than officers, staff and specials/volunteers. This may, in part, be due to the higher time PCSOs spend in neighbourhoods, engaging with communities, compared to other functions where there is likely to be greater team interaction and collaboration – indicating an area for improvement to support PCSOs.

Among staff, we find a lower proportion of colleagues report constructive handling of disagreements (60% compared to 67% among officers), driven primarily by lower rates among practitioners.

Area(s) for prioritisation

Extend team and peer support systems and opportunities for PSCOs.

To what extent do you agree or disagree...

I trust colleagues in my team to do a good job

My team work together to improve the service we provide

In my team, disagreements are dealt with constructively

I feel a strong sense of belonging and inclusion within my team

	Officer	Staff	PCSO	Specials & Volunteers
I trust colleagues in my team to do a good job	79%	81%	74%	89%
My team work together to improve the service we provide	81%	80%	71%	85%
In my team, disagreements are dealt with constructively	67%	60%	54%	67%
I feel a strong sense of belonging and inclusion within my team	68%	67%	59%	75%

Team support:
Rank & staff role

Colleagues report strong team dynamics, though these largely appear to improve at higher ranks and grades

What does this survey tell us?

While most of the workforce report positive team dynamics, this sentiment is stronger among more senior ranks and grades.

This is particularly evident in how constructively disagreements are handled within teams: only 62% of constables felt they were handled constructively, compared to 4 in 5 sergeants and inspectors, and rising to 90% for superintendents. Similarly, among staff, only 56% of practitioners felt team disagreements were dealt with constructively, compared to over 70% in managerial roles.

Crucially, perceptions of belonging and inclusion within teams also declines at lower ranks and staff grades – reported by only 66% for constables and 65% for practitioners.

Area(s) for prioritisation

Targeted efforts to build and support healthy, inclusive teams among constables (officers) and practitioners (staff).

To what extent do you agree or disagree...

I trust colleagues in my team to do a good job

My team work together to improve the service we provide

In my team, disagreements are dealt with constructively

I feel a strong sense of belonging and inclusion within my team

Constable	Sergeant	Inspector	Chief Inspector	Superintendent	ACC +	Practitioner	Supervisory manager	Middle manager	Senior manager +
78%	82%	82%	86%	94%	90%	79%	85%	85%	91%
79%	86%	87%	87%	95%	86%	79%	85%	85%	93%
62%	80%	81%	82%	90%	88%	56%	71%	73%	82%
66%	74%	72%	72%	82%	87%	65%	72%	76%	85%

Team support:
Function

While differences across function are minor, colleagues in business support and national policing roles appear to have stronger team dynamics

What does this survey tell us?

While differences are relatively low across functional areas, the survey reveals moderately better results among those in business support and national policing functions.

This is particularly the case in terms of trust in colleagues to deliver – with 84% of those in business support roles and 87% of those in national policing trusting colleagues in their team to do a good job, compared to 77% in visible frontline roles.

To what extent do you agree or disagree...

I trust colleagues in my team to do a good job

My team work together to improve the service we provide

In my team, disagreements are dealt with constructively

I feel a strong sense of belonging and inclusion within my team

Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
77%	80%	82%	84%	87%	81%
78%	81%	81%	83%	83%	80%
64%	62%	63%	68%	65%	61%
67%	67%	67%	72%	71%	67%

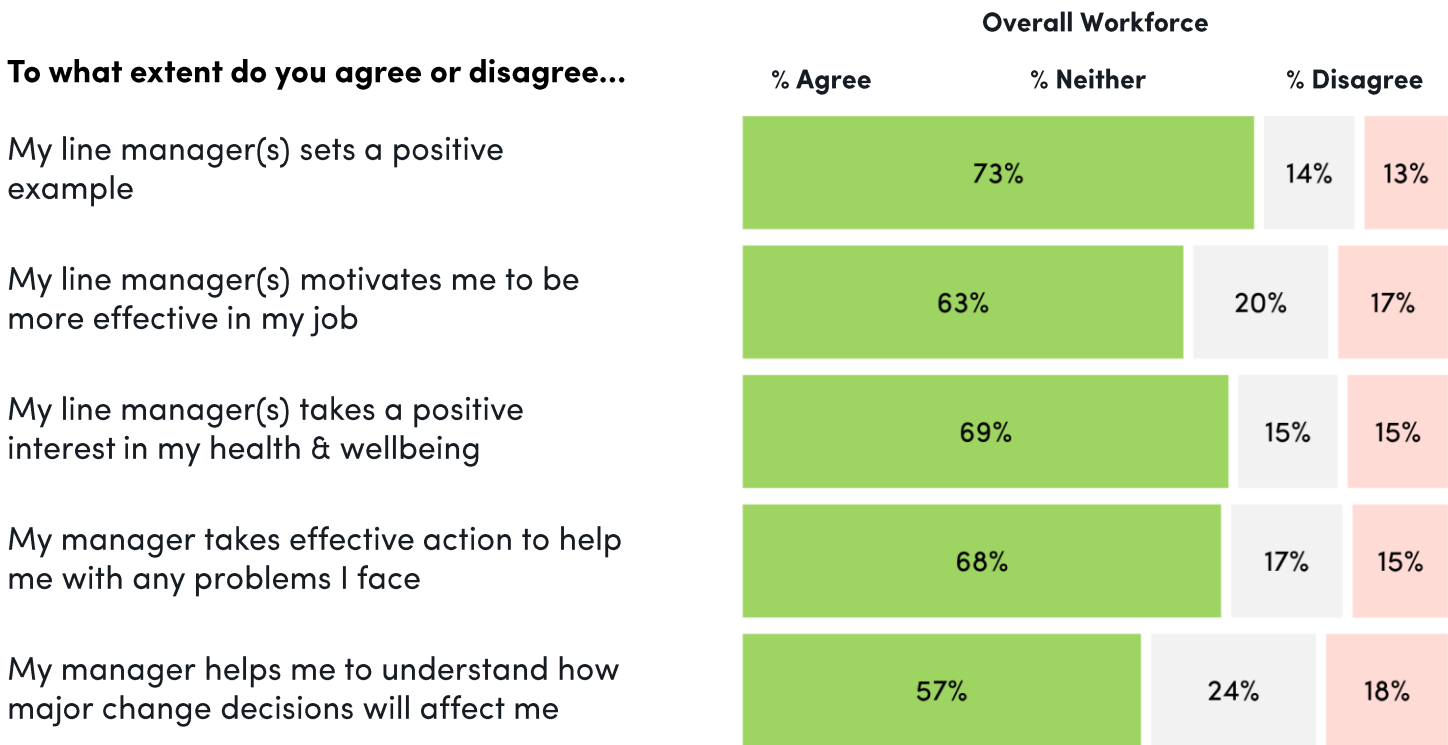
Sub-index: Line manager support

Strong support from line managers is a strength in policing, with improvement potential in helping colleagues navigate change – a common public sector challenge

6.9

Why does this matter?

Effective line managers lead by example and shape how people experience work, respond to challenges and adapt to change. By proactively addressing challenges and communicating changes clearly, they build trust, resilience, and smoother transitions.



What does this survey tell us?

High agreement across these questions indicates strong line manager set up within policing. In most areas, policing is comparable with other public sectors.

My line manager sets a positive example
Armed Forces: 73% | Policing 73%

My manager takes effective action to help me with any problems I face
NHS: 68% | Policing: 68%

My manager helps me to understand how major change decisions will affect me
Armed forces: 58% | Policing: 57%

While still high, the extent of line managers motivating colleagues to be more effective was lower for policing

My line manager(s) motivates me to be more effective in my job
Civil Service: 75% | Policing: 63%

Area(s) for prioritisation
Maintain and enhance positive aspects while identifying and addressing any specific issues that may still exist for the remaining percentage of the workforce.

Line manager support: Role

Overall, most roles feel relatively positive about their line management, however, scores are slightly lower for officers regarding support with health and wellbeing and change management

What does this survey tell us?

The survey reports largely positive feedback from the workforce across roles overall. However, for police officers, while line managers are reported to set a positive example, the extent to which they feel supported with their health and wellbeing and support with change management is slightly lower compared to other roles.

In the National Police Wellbeing Survey 2023, both officers and staff reported supportive leadership. The 2025 findings indicate that there may be some challenges in the effectiveness of line managers for police officers.

Area(s) for prioritisation

Build on already strong perceptions of line management to enhance performance even more.

To what extent do you agree or disagree...

- My line manager(s) sets a positive example
- My line manager(s) motivates me to be more effective in my job
- My line manager(s) takes a positive interest in my health & wellbeing
- My manager takes effective action to help me with any problems I face
- My manager helps me to understand how major change decisions will affect me

	Officer	Staff	PCSO	Specials & Volunteers
My line manager(s) sets a positive example	73%	73%	71%	79%
My line manager(s) motivates me to be more effective in my job	62%	64%	64%	70%
My line manager(s) takes a positive interest in my health & wellbeing	67%	73%	70%	71%
My manager takes effective action to help me with any problems I face	66%	72%	69%	74%
My manager helps me to understand how major change decisions will affect me	55%	61%	58%	60%

% of respondents agreeing

Line manager support: Rank & staff role

Most of the workforce across all ranks feel relatively positive about their line management, however, lower ranks feel slightly less informed of change compared to higher ranks

What does this survey tell us?

Across all ranks, perceptions of line management are relatively positive with slightly higher scores among the higher ranks. This is reflected in previous NPWS which looked at supportive leadership and found high average scores across all ranks, except for superintendents and above who reported very high scores.

Area(s) for prioritisation

Focus on improving how line managers communicate and support their teams during periods of change.

To what extent do you agree or disagree...

My line manager(s) sets a positive example

My line manager(s) motivates me to be more effective in my job

My line manager(s) takes a positive interest in my health & wellbeing

My manager takes effective action to help me with any problems I face

My manager helps me to understand how major change decisions will affect me

	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	ACC +	Practitioner	Supervisory manager	Middle manager	Senior manager +
My line manager(s) sets a positive example	73%	71%	68%	79%	80%	90%	73%	74%	74%	85%
My line manager(s) motivates me to be more effective in my job	63%	60%	53%	69%	69%	88%	64%	64%	66%	80%
My line manager(s) takes a positive interest in my health & wellbeing	68%	63%	59%	75%	76%	80%	73%	74%	74%	84%
My manager takes effective action to help me with any problems I face	68%	61%	55%	68%	74%	88%	71%	72%	69%	81%
My manager helps me to understand how major change decisions will affect me	55%	53%	52%	68%	71%	74%	59%	63%	64%	76%

% of respondents agreeing

Line manager support: Function

Across all functions, employees are mostly happy with their line management, however, those in frontline roles feel less informed and supported through change by their managers

What does this survey tell us?

Overall, scores are relatively high for line management across all functions.

Those in frontline roles show slightly less agreement with feeling that their manager takes a positive interest in their health and wellbeing and that their manager helps them to understand major change decisions.

Area(s) for prioritisation

There is room for improvement to line management for those in frontline roles, with a focus on how teams are supported through change.

To what extent do you agree or disagree...

My line manager(s) sets a positive example

My line manager(s) motivates me to be more effective in my job

My line manager(s) takes a positive interest in my health & wellbeing

My manager takes effective action to help me with any problems I face

My manager helps me to understand how major change decisions will affect me

Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
71%	73%	74%	77%	73%	73%
61%	62%	66%	69%	66%	63%
65%	68%	74%	79%	76%	72%
66%	67%	72%	76%	73%	69%
54%	55%	61%	67%	63%	61%

% of respondents agreeing

Line manager support: 1-2-1s and PDRs

1-2-1s with line managers are not regular in policing, and the effectiveness of PDRs and 1-2-1s could be improved

What does this survey tell us?

1-2-1s and development reviews are not happening often in the police: only a quarter of the workforce have 1-2-1s at least once a month and a high proportion, across every role, have never had a 1-2-1 or PDR (10% and 35%).

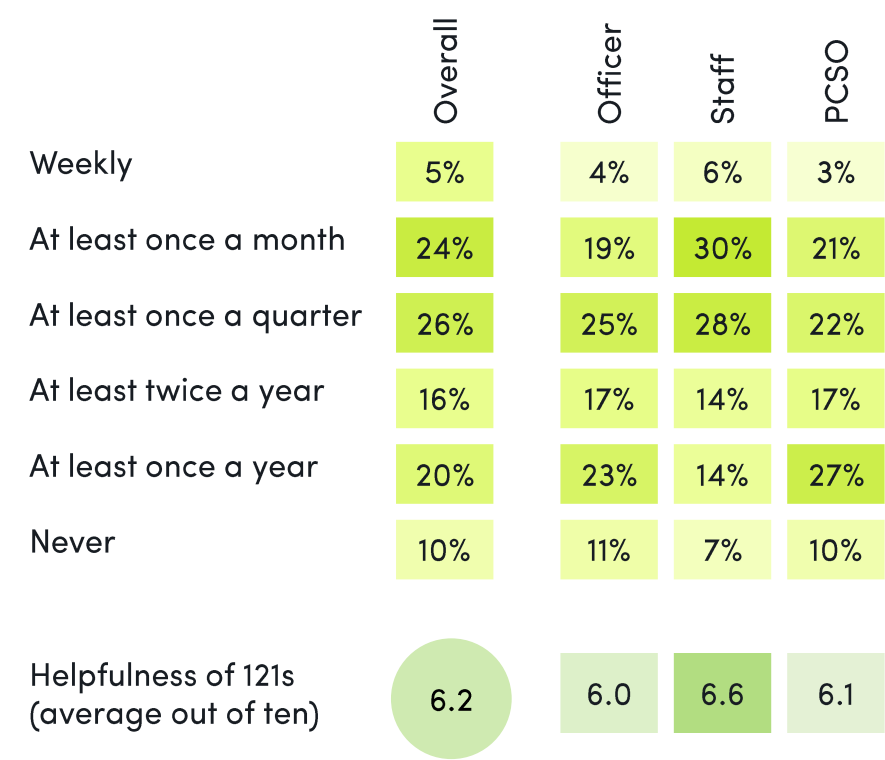
Although 1-2-1s occur more frequently among staff, the low levels of 1-2-1s are a problem across all roles. Even among staff, only 36% have monthly 1-2-1s.

1-2-1s and PDRs could be improved and particularly those for Officers and PCSOs. Helpfulness scores indicate that, while there are no major problems with the meetings, there's plenty of room for improvement. Officers and PCSOs rate both 1-2-1s and PDRs are less helpful than Staff.

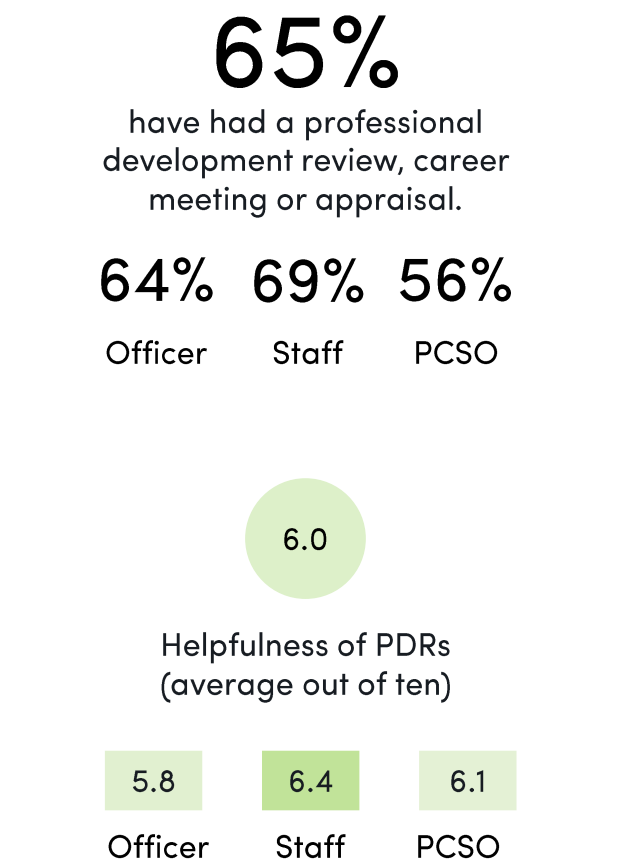
Area(s) for prioritisation

Address low perceptions of helpfulness for both 121s and PDRs.

How often have you had 1-2-1s with your line manager(s)?



Have you had a PDR in the last 12 months?



Resources & support services

How well resources and processes support employees in their roles

Why does this matter?

Resources and support services ensure employees have the necessary tools, training and assistance to perform their duties effectively and safely.




Adequate resources enhance operational efficiency, while support services provide the necessary backup to handle the physical and emotional demands of the job, leading to improved wellbeing and better community service.

Those in frontline roles are not fully satisfied with the support and resources provided to help them perform

What does this survey tell us?

The operational frontline are less likely to find training a good use of time, potentially due to time pressures and more negative perceptions of training effectiveness. They are also less likely to be satisfied with enabling resources and services.

Sub-index

	Learning & Development Accessibility, effectiveness and usefulness of training	5.2	Address those in lower ranks and operational frontline roles' concerns around the usefulness of the training they have received.
	Enabling Resources & Services Resources and services that enable employees to perform their duties well	5.3	Address lower levels of satisfaction with enabling resources and services amongst frontline officers.
	Wellbeing Support Support with emotionally demanding work and work-life balance	4.8	Improve wellbeing support particularly for officers in lower ranks and frontline roles, focusing on support through emotionally demanding work and work-life balance.

Why does this matter?

Learning and development enhances job satisfaction and engagement by providing employees with the opportunities for growth and skills improvement. This improves individual performance and helps organisations remain adaptable and resilient, supporting a positive work environment.

What does this survey tell us?

Overall, a significant proportion (49%) of the workforce can access the right opportunities when they need. However, over half do not agree, indicating room for improvement. This is lower compared to other sectors:

I am able to access the right learning and development opportunities when I need:
NHS 60% | Civil service 68% | Policing 49%

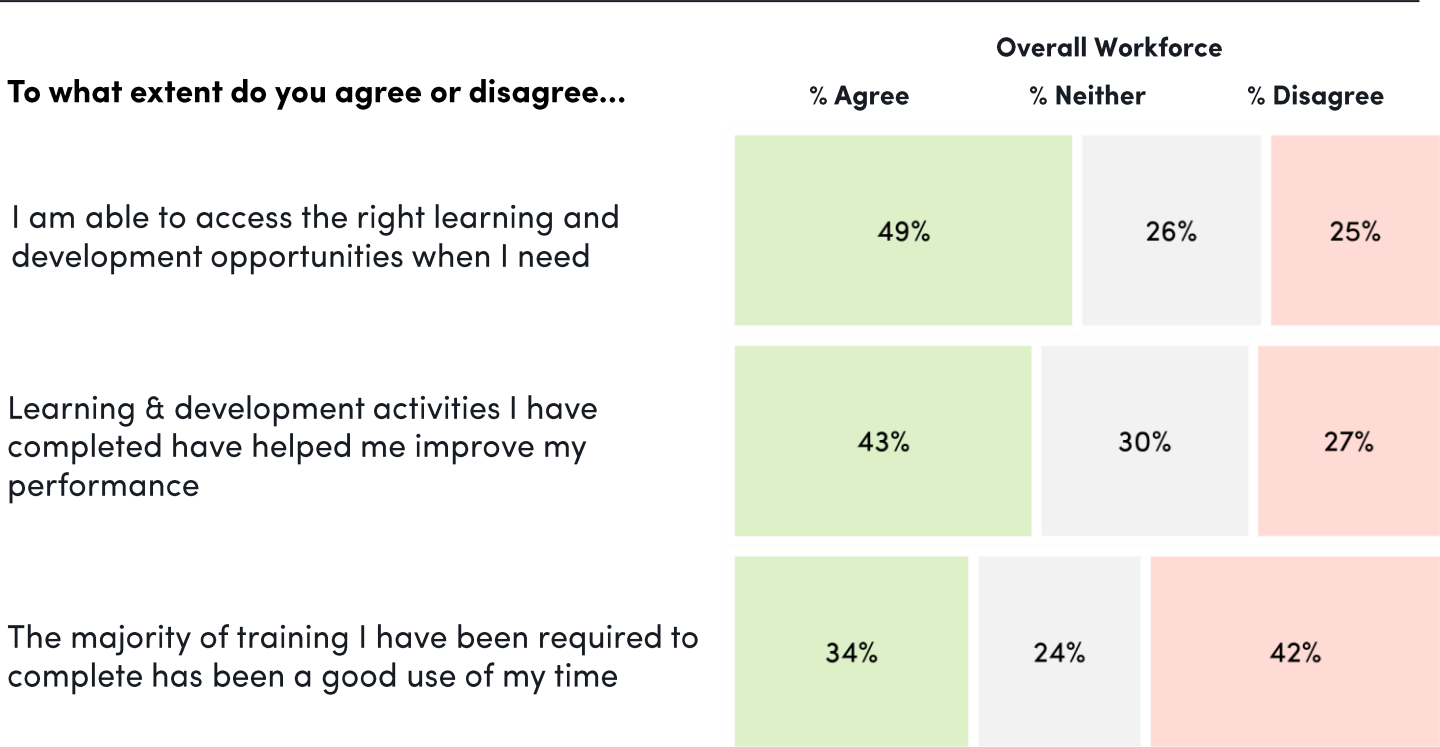
A slightly smaller percentage (43%) agree that the training improves their performance. This downward trend in the perceived effectiveness compared to accessibility is also reflected in the civil service.

Learning & development activities I have completed have helped me improve my performance:
Civil service 53% | Policing 43%

Perceptions of the usefulness of the training are less favourable, with more employees disagreeing that the training is a good use of time than those who agree.

Area(s) for prioritisation

Address concerns around the usefulness of the training provided to ensure training is effective and valued.



Learning & development: Role

Officers are less positive about the training offer compared to other roles, this may also reflect time pressures associated with the role

What does this survey tell us?

Officers are less likely to feel positive about the accessibility, effectiveness or usefulness of the training offer compared to staff and PCSOs.

In particular, less than a third of officers agree that the training is a good use of their time, with most officers disagreeing (51%).

This dissatisfaction may reflect the time pressures they face, making it challenging to see the value in the training provided.

Area(s) for prioritisation

Address officer concerns around the usefulness and effectiveness of the training offer.

To what extent do you agree or disagree...

I am able to access the right learning and development opportunities when I need

Learning & development activities I have completed have helped me improve my performance

The majority of training I have been required to complete has been a good use of my time

	Officer	Staff	PCSO	Specials & Volunteers
I am able to access the right learning and development opportunities when I need	43%	55%	55%	59%
Learning & development activities I have completed have helped me improve my performance	38%	50%	39%	64%
The majority of training I have been required to complete has been a good use of my time	27%	44%	35%	58%

% of respondents agreeing

Learning & development: Rank & staff role

Lower ranks are less likely to perceive training as effective and useful: most constables and sergeants disagree that the training they have completed was a good use of time

What does this survey tell us?

Lower ranks are less likely to agree that training is accessible, with significant variation in responses across the ranks. For instance, only 43% of constables agree that training is accessible, compared to 97% of ACCs and above.

Positive perceptions of effectiveness also decrease with rank, with only 38% of constables agreeing their training has improved their performance compared to 97% of ACC’s and above.

Whilst agreement is less than 50% for chief inspectors and below, the majority of constables (51%) and sergeants (55%) *disagree* that training is a good use of time.

Area(s) for prioritisation

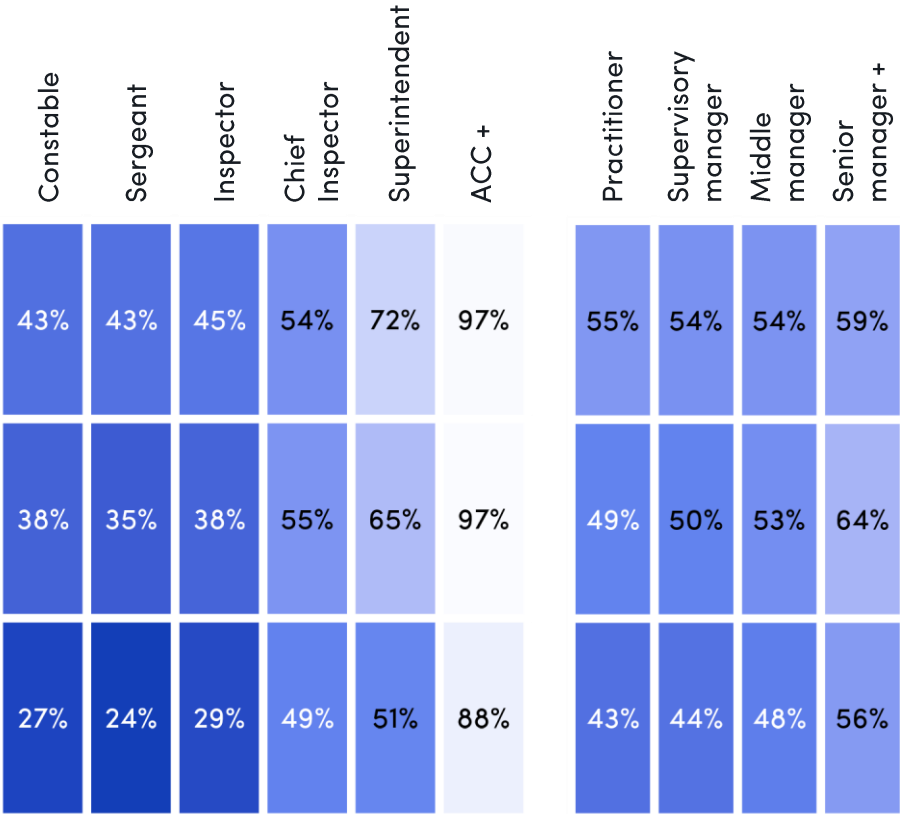
Address concerns around the effectiveness and usefulness of the training offer present at lower ranks.

To what extent do you agree or disagree...

I am able to access the right learning and development opportunities when I need

Learning & development activities I have completed have helped me improve my performance

The majority of training I have been required to complete has been a good use of my time



% of respondents agreeing

Learning & development: Function

Most of the operational frontline do not feel the training they have completed has been a good use of time

What does the survey tell us?

The visible operational frontline has the least positive perceptions on the accessibility, effectiveness and usefulness of training.

However, it is particularly stark that most of the visible operational frontline (51%) disagree that training has been a good use of their time. This may relate to time pressures which are particularly prevalent for those in frontline roles.

Area(s) for prioritisation

Address operational frontline concerns around the effectiveness and usefulness of training.

To what extent do you agree or disagree...

I am able to access the right learning and development opportunities when I need

Learning & development activities I have completed have helped me improve my performance

The majority of training I have been required to complete has been a good use of my time

Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
43%	50%	53%	57%	59%	50%
37%	43%	53%	54%	57%	45%
27%	33%	43%	50%	48%	40%

% of respondents agreeing

Enabling resources & services

Overall satisfaction with enabling resources and services is mixed, with noticeably positive perceptions of IT support but dissatisfaction with software

5.3

Why does this matter?

Ensuring high standards for resources and services enables employees to perform their duties effectively and feel supported. Identifying and improving these areas can lead to improved performance and overall job satisfaction.

How satisfied or dissatisfied are you with the following...

The standard of personal equipment (such as kit and uniform)

The standard of hardware (such as computers, laptops, mobile devices, body-worn cameras)

Standard of software (including applications, tools and IT systems)

Support to resolve IT challenges (such as helpdesk)

The online resources and guidelines outlining processes to do your job

Support with HR related issues (including payroll, pensions, performance management, prof. dev.)

Occupational health support and treatments (such as counselling and physiotherapy)

Overall Workforce		
% Satisfied	% Neither	% Dissatisfied
42%	27%	31%
46%	21%	32%
36%	23%	41%
56%	23%	20%
39%	35%	26%
40%	34%	27%
43%	34%	23%

What does this survey tell us?

Across different resources and services, the workforce is generally quite split but more positive for different support areas.

Positively, most of the workforce is satisfied with the support they receive to resolve IT challenges.

However, a significant proportion are dissatisfied with the standard of software, indicating an area for improvement.

Area(s) for prioritisation:

Address dissatisfaction with the standard of software.

Enabling resources & services: Role

Most roles are only moderately satisfied with enabling resources and services, with officers expressing lower levels of satisfaction

What does this survey tell us?

Police staff are reasonably satisfied with enabling resources and services, with exceptions for the standard of software, online resources and guidelines and support with HR related issues.

Generally, officers are less satisfied with support services compared to other roles.

This is reflected in previous NPWS surveys where police officers reported facing higher frequencies of hindrance stressors, or work-related constraints, on average than police staff.

Area(s) for prioritisation

Address officers' lower levels of satisfaction with enabling resources and services.

How satisfied or dissatisfied are you with the following...

The standard of personal equipment (such as kit and uniform)

The standard of hardware (such as computers, laptops, mobile devices, body-worn cameras)

Standard of software (including applications, tools and IT systems)

Support to resolve IT challenges (such as helpdesk)

The online resources and guidelines outlining processes to do your job

Support with HR related issues (including payroll, pensions, performance management, prof. dev.)

Occupational health support and treatments (such as counselling and physiotherapy)

Officer	Staff	PCSO	Specials & Volunteers
38%	52%	38%	57%
42%	53%	43%	45%
30%	44%	35%	44%
54%	59%	59%	56%
34%	46%	39%	41%
35%	47%	42%	49%
40%	50%	46%	51%

% of satisfied respondents

Enabling resources & services: Rank & staff role

Satisfaction levels with enabling resources and services increases with rank, with constables and sergeants showing the lowest levels of satisfaction.

What does this survey tell us?

Lower ranks are much less likely to be satisfied with different enabling resources and services compared to the higher ranks. In particular, most sergeants (52%) are dissatisfied with the standard of software.

This is aligned with previous NPWS surveys, where constables and sergeants reported the highest level of hindrance stressors.

Additionally, satisfaction levels with HR support decrease with rank with only around a third of chief inspectors and below satisfied with HR support.

Area(s) for prioritisation

Low levels of satisfaction with the standard of software and HR support, indicates room for improvement.

How satisfied or dissatisfied are you with the following...	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	ACC +	Practitioner	Supervisory manager	Middle manager	Senior manager +
The standard of personal equipment (such as kit and uniform)	35%	42%	53%	61%	69%	91%	51%	53%	63%	65%
The standard of hardware (such as computers, laptops, mobile devices, body-worn cameras)	40%	45%	56%	67%	69%	97%	52%	54%	63%	70%
Standard of software (including applications, tools and IT systems)	29%	29%	39%	44%	49%	85%	43%	43%	52%	58%
Support to resolve IT challenges (such as helpdesk)	55%	50%	53%	55%	67%	91%	59%	58%	60%	68%
The online resources and guidelines outlining processes to do your job	33%	35%	40%	46%	49%	89%	47%	42%	43%	51%
Support with HR related issues (including payroll, pensions, performance management, prof. dev.)	35%	34%	33%	36%	43%	69%	47%	48%	46%	55%
Occupational health support and treatments (such as counselling and physiotherapy)	40%	41%	43%	43%	40%	77%	49%	50%	49%	62%
% of satisfied respondents										

Enabling resources & services: Function

Those in frontline roles are less likely to be satisfied with enabling resources and functions

What does this survey tell us?

Positively, satisfaction with enabling resources and services is reasonably high across functions, with exceptions for the standard of software used by the frontline.

Those in frontline roles generally have lower levels of satisfaction. The operational frontline are the least satisfied with enabling resources and services.

Area(s) for prioritisation

Address concerns with enabling resources & services amongst those in frontline roles.

How satisfied or dissatisfied are you with the following...

- The standard of personal equipment (such as kit and uniform)
- The standard of hardware (such as computers, laptops, mobile devices, body-worn cameras)
- Standard of software (including applications, tools and IT systems)
- Support to resolve IT challenges (such as helpdesk)
- The online resources and guidelines outlining processes to do your job
- Support with HR related issues (including payroll, pensions, performance management, prof. dev.)
- Occupational health support and treatments (such as counselling and physiotherapy)

	Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
	35%	44%	49%	59%	50%	46%
	41%	44%	50%	63%	52%	50%
	30%	33%	39%	53%	44%	42%
	55%	54%	56%	66%	57%	57%
	34%	40%	40%	50%	38%	40%
	37%	38%	42%	51%	40%	42%
	40%	44%	43%	55%	36%	42%

% of satisfied respondents

Wellbeing support

There is reasonably good awareness of wellbeing support, but the workforce have mixed views on the sufficiency of wellbeing support and generally feel they are not supported with work-life balance or dealing with emotionally demanding work

4.8

Why does this matter?

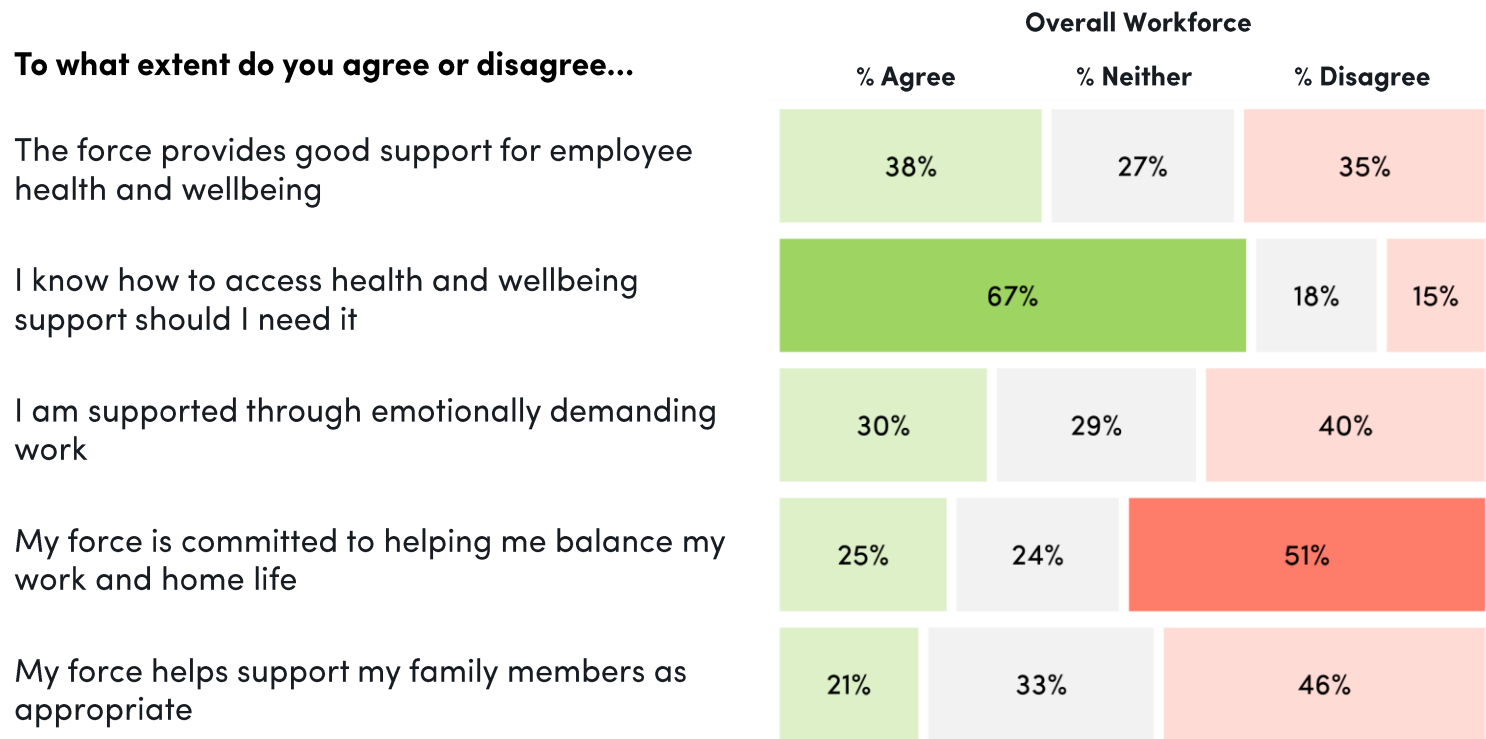
Employees need to be able access the necessary support and feel supported by their organisation if they need support for their wellbeing, ensuring that employees have good wellbeing, which leads to enhanced employee satisfaction and improved performance.

What does this survey tell us?

Positively, most of the workforce know how to access health and wellbeing support. However, a significant proportion disagree with feeling that they are supported through emotionally demanding work.

There are mixed views on whether the workforce think their force provides good support for employee health and wellbeing.

Additionally, most of the workforce do not feel their force is committed to supporting their work-life balance, and there is a prevalent sentiment of lack of support for family members



Area(s) for prioritisation

Address concerns highlighting a lack of support through emotionally demanding work.

Wellbeing support: Role

Officers have the most negative perceptions of wellbeing support and most question force commitment to supporting wellbeing

What does this survey tell us?

Most officers disagree that they are supported through emotionally demanding work (50%); or that their force is committed to helping balance home and work life (67%), or that their force helps support with family members where appropriate (57%).

Officers are also far less likely to feel their force provides good support for health and wellbeing.

Positively, most staff feel their force provides food support for health and wellbeing. However, are slightly less likely to feel they are supported through emotionally demanding work.

Area(s) for prioritisation

Address officers' concerns highlighting a lack of support for their work and work-life balance.

To what extent do you agree or disagree...

- The force provides good support for employee health and wellbeing
- I know how to access health and wellbeing support should I need it
- I am supported through emotionally demanding work
- My force is committed to helping me balance my work and home life
- My force helps support my family members as appropriate

Officer	Staff	PCSO	Specials & Volunteers
26%	56%	41%	58%
62%	75%	65%	71%
22%	43%	37%	52%
13%	42%	30%	48%
13%	35%	28%	41%

% of respondents agreeing

Wellbeing support: Rank & staff role

Those is lower ranks are more likely to feel a lack of support through emotionally demanding work

What does this survey tell us?

Positive perceptions of wellbeing support increase with rank. Views on wellbeing support are particularly negative at lower ranks, with most constables (51%) and sergeants (53%) disagree that they are supported through emotionally demanding work.

Most constables (68%), sergeants (67%), inspectors (60%), chief inspectors (51%) disagree their force supports them with balancing home and work life, and most constables (58%), sergeant (59%), inspectors (52%) disagree their force helps to support family members as appropriate.

Area(s) for prioritisation

Address concerns amongst lower ranks around support through emotionally demanding work and work-life balance.

To what extent do you agree or disagree...

The force provides good support for employee health and wellbeing

I know how to access health and wellbeing support should I need it

I am supported through emotionally demanding work

My force is committed to helping me balance my work and home life

My force helps support my family members as appropriate

	Constable	Sergeant	Inspector	Chief Inspector	Superintendent	ACC +	Practitioner	Supervisory manager	Middle manager	Senior manager +
The force provides good support for employee health and wellbeing	23%	29%	40%	54%	69%	88%	53%	60%	67%	79%
I know how to access health and wellbeing support should I need it	56%	75%	82%	86%	89%	100%	71%	87%	84%	91%
I am supported through emotionally demanding work	21%	21%	27%	37%	51%	93%	43%	43%	46%	58%
My force is committed to helping me balance my work and home life	12%	13%	18%	22%	33%	79%	41%	42%	51%	57%
My force helps support my family members as appropriate	12%	13%	19%	24%	32%	81%	33%	39%	43%	56%

% of respondents agreeing

Wellbeing support: Function

Those in frontline roles feel less supported with the demands of their work and with their work-life balance

What does this survey tell us?

Positively, a majority across all functions know how to access health and wellbeing support.

However, most in operational frontline roles (66%) and non-visible frontline roles (53%) disagree that their force supports them with their work-life balance.

Additionally, most of the operational frontline disagree that their force supports them with family members as appropriate.

The frontline are also least likely to agree that their force provides good support for employee health and wellbeing.

Area(s) for prioritisation

Focus on frontline concerns around a lack of support for their work and work-life balance.

To what extent do you agree or disagree...

The force provides good support for employee health and wellbeing

I know how to access health and wellbeing support should I need it

I am supported through emotionally demanding work

My force is committed to helping me balance my work and home life

My force helps support my family members as appropriate

Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
26%	37%	46%	64%	44%	47%
59%	68%	69%	81%	66%	69%
23%	29%	41%	51%	39%	35%
14%	22%	36%	52%	33%	34%
14%	19%	32%	43%	24%	25%

% of respondents agreeing

Sources of wellbeing support

Officers and staff are most likely to go to their line manager for support with trauma or burnout

What does this survey tell us?

Most officers and staff would go to their line managers or team if they experience trauma or burnout. About a third would go to occupational health teams.

However, notably, over 40% of officers and staff would hesitate going to HR, and about a quarter would hesitate going to their line manager or occupational health/wellbeing officers.

Where would you go to/hesitate going to for support if you experience trauma or burnout?

	Based on role			
	Go to	Hesitate	Officers	Staff
My line manager(s)	65%	25%	61%	72%
Colleagues in my team	58%	19%	58%	58%
Occupational health team or wellbeing officers	32%	25%	31%	35%
Peer support colleagues	13%	16%	13%	14%
Intranet	11%	13%	8%	15%
Police Treatment Centre / Police Rehabilitation Centre	10%	13%	15%	2%
Oscar Kilo	8%	11%	8%	8%
Other external support	7%	11%	7%	7%
My union representative	6%	20%	4%	8%
Chaplaincy services	3%	21%	3%	4%
Human Resources	3%	43%	2%	5%
My staff association	2%	16%	2%	2%
My staff network	2%	14%	1%	3%

Organisation climate

How well the service fosters an inclusive and supportive environment

Why does this matter?

These factors significantly impact employee mental health, job satisfaction and productivity. Psychological safety ensures that employees feel safe to express themselves without fear of consequences, while organisational justice relates to the fairness of treatment within the workplace. Addressing these areas can help identify and mitigate issues that may lead to stress, burnout and disengagement, helping to build a healthier work environment.

There are significant concerns about the fairness of recognition and promotion processes, particularly in among lower ranks



What does this survey tell us?

Overall, most of the workforce is dissatisfied force-wide recognition of good work and lacks confidence in whether a concern would be properly investigated if raised. Lower ranks are particularly dissatisfied with the promotion system. Officers, those in more junior and on the frontline have the lowest confidence in receiving support for genuine mistakes. There is a lack of confidence across the force in speaking up against the actions of senior leaders, except amongst senior leaders.

Sub-index



Organisational justice

Fairness and treatment in the workplace



Address workforce-wide concerns around force-wide recognition of good work, and the promotion system, particularly for lower ranks on the frontline.



Psychological safety

Feeling safe to express oneself



Address frontline junior officers concern around not feeling supported if they make a mistake, and workforce-wide lack of confidence in speaking up against the actions of senior leaders.

Why does this matter?

Employee perceptions on appreciation and respect highlights cultural issues impacting engagement and performance. Understanding perceptions of fairness, in appraisal, promotion and recognition allows organisations to address issues and build a more inclusive and support work environment.

What does this survey tell us?

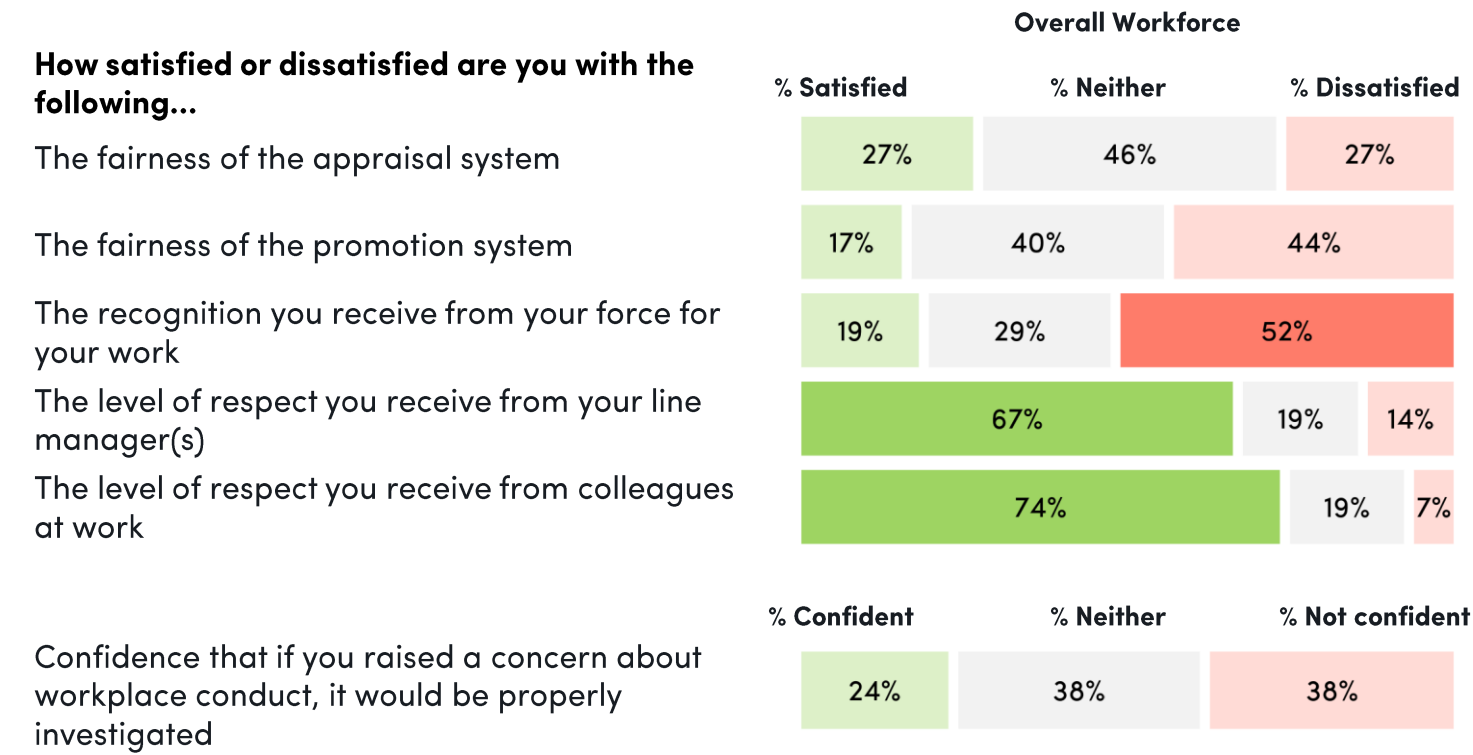
A majority are satisfied with the respect they receive from their line managers (67%) and colleagues (74%). Yet, over half the workforce (52%) is dissatisfied with the recognition they receive from their force for their work.

Additionally, there are mixed results regarding the fairness of the appraisal system, with 46% expressing neutrality.

However, there are larger concerns about the fairness of the promotion system, with only 17% of the policing workforce feeling the promotion system is fair.

Belief in the fairness of promotion processes is noticeably lower in policing compared to other public sectors organisations.

Fairness of the promotion system
NHS 56% | Armed force 31% | Policing 17%



Area(s) for prioritisation

Address concerns around force-wide recognition of good work, and the promotion system.

Organisational justice: Role

Low levels of satisfaction with force-wide recognition is a cross-workforce issue – while it is uniformed roles who are most concerned about the appraisal and promotion processes

What does this survey tell us?

Officers report the lowest levels of satisfaction with the fairness of the promotion system and the recognition received from their force for their work.

This is a similar finding to previous NPWS surveys, which found staff felt more positive compared to officers about the degree to which their organisation values their contributions and cares about their wellbeing.

However, staff and PCSOs were still more likely to be dissatisfied than satisfied with the recognition received from their force for their work. However, they were less concerned than officers about the fairness of the promotion system.

Confidence in workplace conduct investigations is mixed. Only about 1 in 5 officers feel their concerns would be properly investigated.

Area(s) for prioritisation

Address feelings of dissatisfaction with force-wide recognition of good work, and officers' concerns around the promotion system.

How satisfied or dissatisfied are you with the following...

- The fairness of the appraisal system
- The fairness of the promotion system
- The recognition you receive from your force for your work
- The level of respect you receive from your line manager(s)
- The level of respect you receive from colleagues at work

Confidence that if you raised a concern about workplace conduct, it would be properly investigated

Officer	Staff	PCSO	Specials & Volunteers
22%	36%	26%	39%
13%	23%	15%	33%
13%	27%	22%	51%
65%	70%	63%	76%
74%	75%	63%	77%

% of satisfied respondents

21%	28%	22%	45%
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% of confident respondents

Organisational justice: Rank & staff role

Satisfaction with force-wide recognition increases with rank, highlighting a need to address concerns around recognition amongst more junior employees

What does this survey tell us?

Most sergeants, inspectors and chief inspectors felt dissatisfied with the promotion system. Constables also show more dissatisfaction than satisfaction with only 10% feeling satisfied, and many showing neutrality about its fairness. Additionally, most constables, sergeants, inspectors, and a significant proportion of staff in lower grades, are dissatisfied with force-wide recognition of their work.

These findings are consistent with previous NPWS surveys, which show that perceptions of organisational support and value increase with rank, from low levels at lower ranks to high levels for chief superintendents and above. The same trend is observed among staff, with positive perceptions increasing with grade.

More junior employees are significantly less confident in workplace conduct investigations.

Area(s) for prioritisation

Address concerns around fairness of the promotion system for lower officer ranks, and force-wide recognition for both staff and officers in lower grades/ranks.

How satisfied or dissatisfied are you with the following...

The fairness of the appraisal system

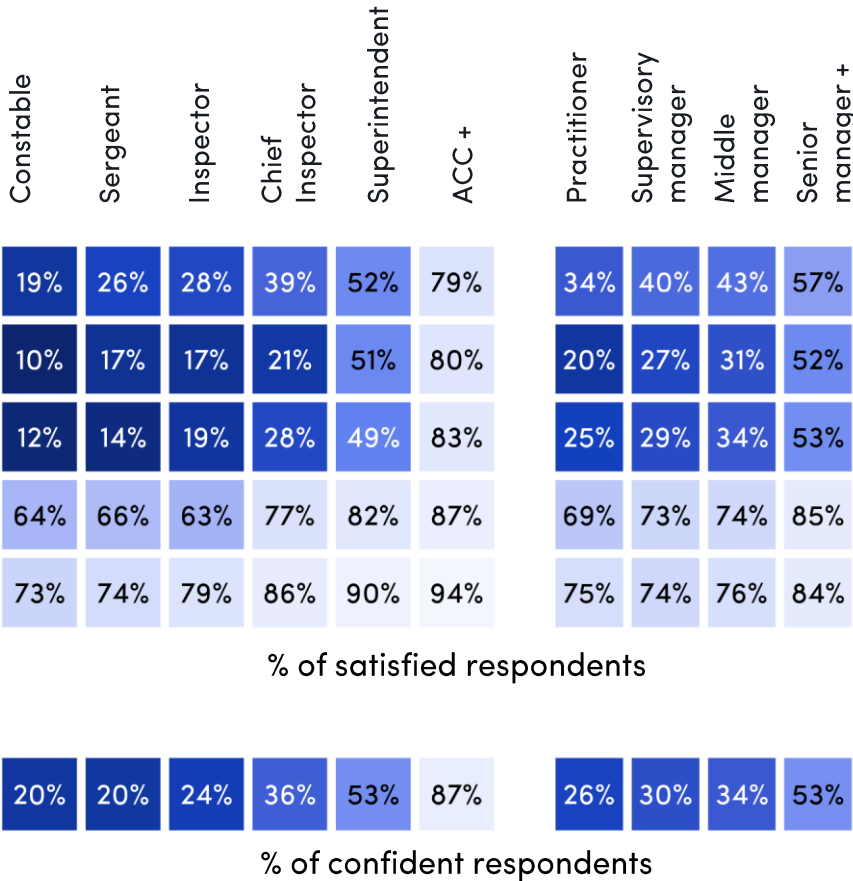
The fairness of the promotion system

The recognition you receive from your force for your work

The level of respect you receive from your line manager(s)

The level of respect you receive from colleagues at work

Confidence that if you raised a concern about workplace conduct, it would be properly investigated



Organisational justice: Function

There are concerns with the promotion system across all functions, but those in frontline roles are particularly dissatisfied with force-wide recognition of their work

What does this survey tell us?

There is a strong sentiment of dissatisfaction with the promotion system across all functions, particularly in national policing.

Additionally, most of the frontline feel dissatisfied with force-wide recognition of their work. However, dissatisfaction with force-wide recognition is more common than satisfaction across all functions except business support.

The survey also reveals mixed feelings about the fairness of the appraisal system.

Despite these concerns, there is high levels of satisfaction with the respect received from line managers and colleagues across all functions.

Confidence in workplace conduct investigations is low across all functions.

Area(s) for prioritisation

Address concerns with the promotion system across all functions, and force-wide recognition of good work, particularly for the frontline.

How satisfied or dissatisfied are you with the following...

- The fairness of the appraisal system
- The fairness of the promotion system
- The recognition you receive from your force for your work
- The level of respect you receive from your line manager(s)
- The level of respect you receive from colleagues at work

Confidence that if you raised a concern about workplace conduct, it would be properly investigated

Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
21%	27%	33%	43%	28%	29%
14%	15%	19%	28%	16%	19%
13%	17%	24%	35%	24%	27%
63%	66%	71%	76%	71%	68%
72%	74%	75%	78%	75%	73%

% of satisfied respondents

22%	22%	27%	35%	23%	23%
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% of confident respondents

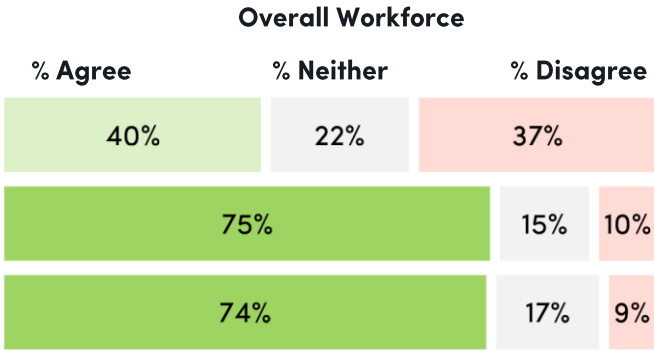
A significant proportion of the workforce do not feel they would be supported if they make a genuine mistake, and most lack confidence in disagreeing or speaking up against senior leaders' actions if needed

Why does this matter?

Feeling psychologically safe enables individuals to feel comfortable expressing thoughts, ideas, and concerns without fear of retribution or embarrassment. Addressing concerns around psychological safety builds a more inclusive and supportive environment, and therefore a more effective workforce.

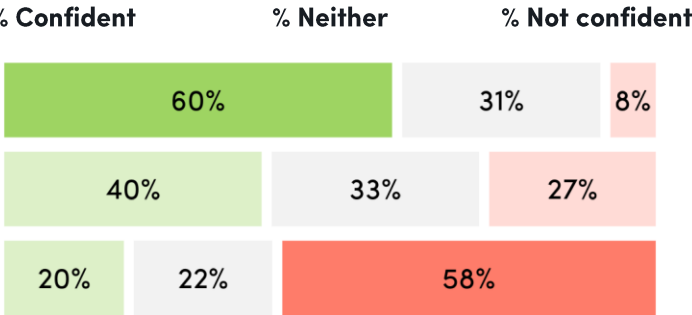
To what extent do you agree or disagree...

- If I make a genuine mistake at work, I feel that I will be supported by my force
- If I see mistakes or errors in my force, I know how to raise a concern
- If I see mistakes or errors in my force, I would raise a concern



How confident do you feel to disagree with or speak up against the actions or decisions of the following?

- Your colleagues
- Your line manager
- Senior leaders



What does this survey tell us?

Positively, the vast majority of the workforce feel that they know how to and feel confident in raising concerns if they notice mistakes or errors.

However, less than half the workforce feels they would be supported if they make a mistake. This sentiment is reflected in other public sector organisations.

If I make a genuine mistake at work, I feel that I will be supported by my [organisation]
NHS 46% | Armed force 55% | Policing 40%

Additionally, most of the policing workforce do not feel confident speaking up against the actions or decisions of senior leaders.

Area(s) for prioritisation

Address concerns around not feeling supported when they make a mistake, and build confidence to speak up when needed.

Psychological safety: Role

Officers are far less likely to feel supported in making genuine mistakes than other roles in policing, and only around 1 in 5 officers, staff and PCSOs feel confident in speaking up against senior leaders

What does this survey tell us?

Most officers do not feel they would be supported if they make a genuine mistake and are far more likely to feel this way compared to other roles.

Positively, most individuals across all roles are confident in their ability to raise a concern if required.

However, most officers, staff and PCSOs are not confident in their ability to speak up against senior leaders.

Area(s) for prioritisation

Address officer concerns around feeling supported at work, and build force-wide confidence to speak up when needed.

To what extent do you agree or disagree...

If I make a genuine mistake at work, I feel that I will be supported by my force

If I see mistakes or errors in my force, I know how to raise a concern

If I see mistakes or errors in my force, I would raise a concern

How confident do you feel to disagree with or speak up against the actions or decisions of the following?

Your colleagues

Your line manager

Senior leaders

Officer	Staff	PCSO	Specials & Volunteers
29%	57%	40%	57%
73%	79%	69%	75%
72%	79%	68%	81%

% of respondents agreeing

65%	54%	51%	53%	68%
42%	38%	37%	45%	54%
18%	21%	20%	29%	42%

% of confident respondents

Psychological safety: Rank & staff role

Sergeants, and particularly constables, are more likely to feel they would not be supported if they make a genuine mistake at work

What does this survey tell us?

Most constables do not feel they would be supported if they make a genuine mistake and are far more likely to feel this compared to higher ranks and staff at all grade levels, where only 1 in 4 constables feel they would be supported.

Sergeants are also more likely than not to feel they would not be supported than feel they would be supported.

All ranks feel confident in their ability to raise a concern. However, constables are less confident than higher ranks.

Most junior officers and staff lack confidence in speaking up against the actions of senior leaders.

Area(s) for prioritisation

Address constable and sergeants' concerns around feeling safe to make genuine mistakes.

To what extent do you agree or disagree...

If I make a genuine mistake at work, I feel that I will be supported by my force

If I see mistakes or errors in my force, I know how to raise a concern

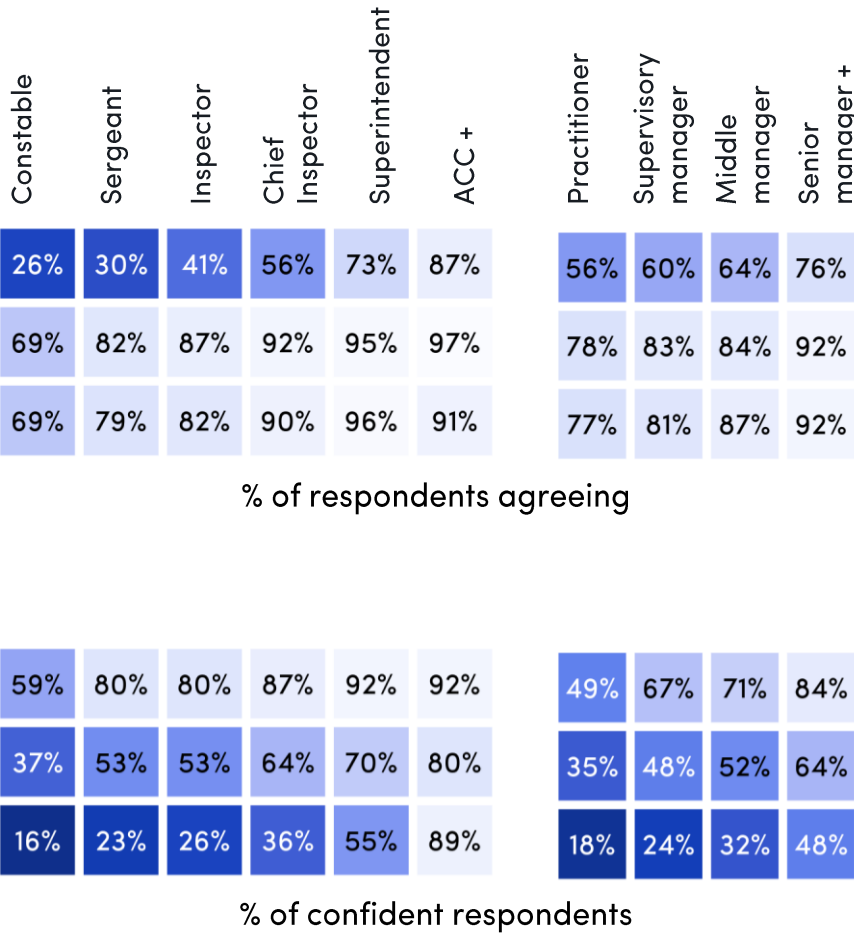
If I see mistakes or errors in my force, I would raise a concern

How confident do you feel to disagree with or speak up against the actions or decisions of the following?

Your colleagues

Your line manager

Senior leaders



Psychological safety: Function

Those in operational frontline roles are significantly more concerned about receiving support if they make a genuine mistake compared to all other functions

What does this survey tell us?

Most of the operational frontline do not feel they would be supported if they make a genuine mistake and are far more likely to feel this compared to any other function.

A majority of employees across different functions feel comfortable in their ability to raise a concern if needed.

Employees across all functions do not feel confident in their ability to speak up against senior leaders.

Area(s) for prioritisation

Address force-wide lack of confidence in speaking up against senior leaders and operational frontline employees' concerns around support when making mistakes.

To what extent do you agree or disagree...

If I make a genuine mistake at work, I feel that I will be supported by my force

If I see mistakes or errors in my force, I know how to raise a concern

If I see mistakes or errors in my force, I would raise a concern

How confident do you feel to disagree with or speak up against the actions or decisions of the following?

Your colleagues

Your line manager

Senior leaders

Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
28%	40%	47%	66%	47%	46%
71%	76%	76%	82%	74%	73%
70%	76%	76%	82%	70%	74%

% of respondents agreeing

63%	59%	55%	59%	62%	56%
40%	39%	39%	46%	44%	40%
18%	18%	21%	25%	24%	22%

% of confident respondents

Service leadership

How well leaders lead and support the service

The workforce is divided on perceptions of senior leaders' consistency with organisational values, however over half do not feel change is managed well

4.0

Why does this matter?

Understanding service leadership is crucial because it builds trust and credibility within the workforce, impacting organisational culture. Effective leadership ensures smooth transitions during changes, enhances employee engagement and creates a well-led organisation, improving wellbeing and performance.

What does this survey tell us?

Most of the workforce disagree that their force is managed well.

Leadership challenges are present across a range of public sector organisations; however, this survey reveals that these issues are more significant in policing compared to the armed forces.

To what extent do you agree or disagree...	Overall Workforce		
	% Agree	% Neither	% Disagree
I believe the actions of senior leaders are consistent with our organisation's values	36%	33%	31%
I feel that change is managed well in the force	15%	29%	56%
I have the opportunity to contribute my view before decisions are made that affect me	19%	25%	56%
I believe this is a well led and managed organisation	25%	30%	45%

I believe the actions of senior leaders are consistent with our organisation's values
Armed force 61% | Policing 36%

Positive perceptions of change management in policing are also notably lower than in other sectors.

I feel that change is managed well in the force
Civil service 32% | Armed force 24% | Policing 15%

I have the opportunity to contribute my view before decisions are made that affect me
Civil service 34% | Armed force 49% | Policing 19%

Area(s) for prioritisation

Address concerns about leadership particularly prevalent among officers in frontline roles and lower ranks.

Service leadership: Role

Officers are the least likely to feel positively about the service leadership

What does this survey tell us?

Satisfaction with the service leadership is generally low across all roles except specials & volunteers, with officers showing lowest levels of satisfaction. Specifically, concerns around management and change management are significant among officers, with only 10% agreeing that change is managed well, 13% feeling like they have the opportunity to contribute to decisions that impact them, and 16% agreeing that the organisation is well led and managed.

Additionally, officers are more likely to disagree than agree that actions of senior leaders are consistent with organisational values, compared to staff who are more likely to agree.

Area(s) for prioritisation

Address service leadership concerns present in all roles, but particularly among officers.

To what extent do you agree or disagree...

I believe the actions of senior leaders are consistent with our organisation’s values

I feel that change is managed well in the force

I have the opportunity to contribute my view before decisions are made that affect me

I believe this is a well led and managed organisation

	Officer	Staff	PCSO	Specials & Volunteers
I believe the actions of senior leaders are consistent with our organisation’s values	28%	47%	35%	59%
I feel that change is managed well in the force	10%	23%	15%	30%
I have the opportunity to contribute my view before decisions are made that affect me	13%	26%	20%	34%
I believe this is a well led and managed organisation	16%	38%	23%	52%

% of respondents agreeing

Service leadership: Rank & staff role

Lower ranks are much less likely to feel positively about service leadership than higher ranks

What does this survey tell us?

Staff in lower grades, and particularly officers in lower ranks, are less likely to feel change is managed well or that they have the opportunity to contribute to decisions.

On the other hand, chief inspectors and above feel more positively about the service leadership, with most agreeing that their organisation is well led and managed and that senior leaders are consistent with their organisational values.

Area(s) for prioritisation

Address concerns of lower grades for staff and ranks for officers around perceptions of management and change management.

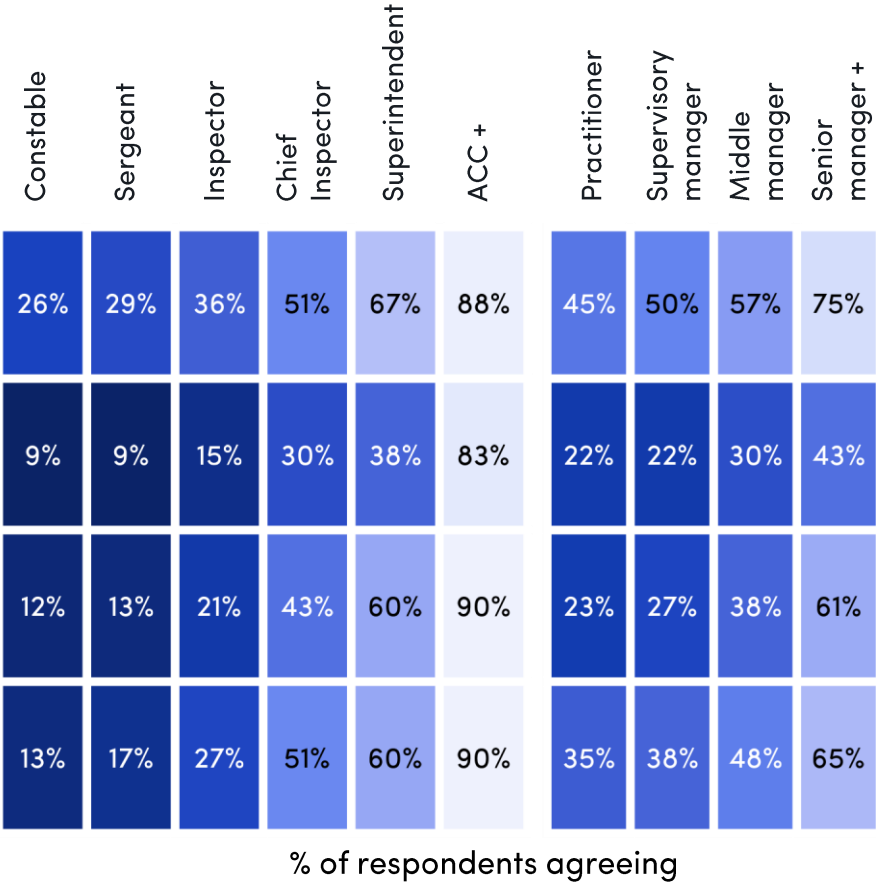
To what extent do you agree or disagree...

I believe the actions of senior leaders are consistent with our organisation’s values

I feel that change is managed well in the force

I have the opportunity to contribute my view before decisions are made that affect me

I believe this is a well led and managed organisation



Service leadership: Function

Concerns about service leadership are higher amongst those in frontline roles than support functions

What does this survey tell us?

Those in frontline roles are much less likely to feel positively about the service leadership, with fewer than 1 in 5 agreeing that change is managed well and less than a quarter feeling their organisation is well led and managed.

Views are more positive for those in business support functions, where employees are more likely to agree than disagree that their organisation is well led and managed.

Area(s) for prioritisation

Address particularly prevalent concerns around leadership for those in visible and non-visible frontline roles.

To what extent do you agree or disagree...

I believe the actions of senior leaders are consistent with our organisation's values

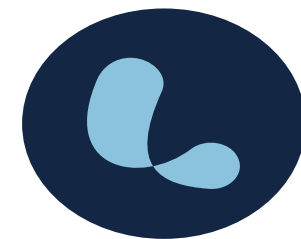
I feel that change is managed well in the force

I have the opportunity to contribute my view before decisions are made that affect me

I believe this is a well led and managed organisation

	Visible operational frontline	Non-visible frontline	Frontline support	Business support	National policing	Other
I believe the actions of senior leaders are consistent with our organisation's values	29%	35%	42%	54%	38%	40%
I feel that change is managed well in the force	11%	14%	21%	27%	17%	21%
I have the opportunity to contribute my view before decisions are made that affect me	14%	17%	25%	32%	23%	25%
I believe this is a well led and managed organisation	17%	23%	32%	45%	32%	35%

% of respondents agreeing



WHAT NEXT?

Leaders across policing will need to reassure colleagues that these survey findings will be acted upon

What does this survey tell us?

The survey reveals mixed views across the workforce regarding their optimism about the future of their force. Notably, over half of respondents do not believe that senior leaders will take action based on the survey results.

When broken down by role, officers are particularly pessimistic, with only 22% expressing a positive outlook on the future of their force, compared to 48% of staff. Additionally, a mere 11% of officers believe that seniors leaders will act on the survey findings.

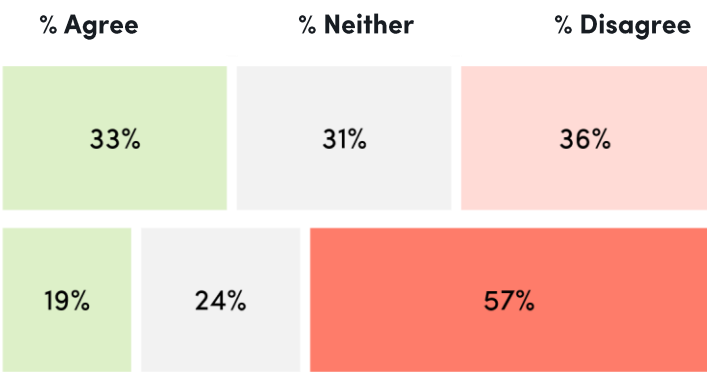
Area(s) for prioritisation

Address widespread concerns about the future of forces, especially those voiced by constables.

To what extent do you agree or disagree...

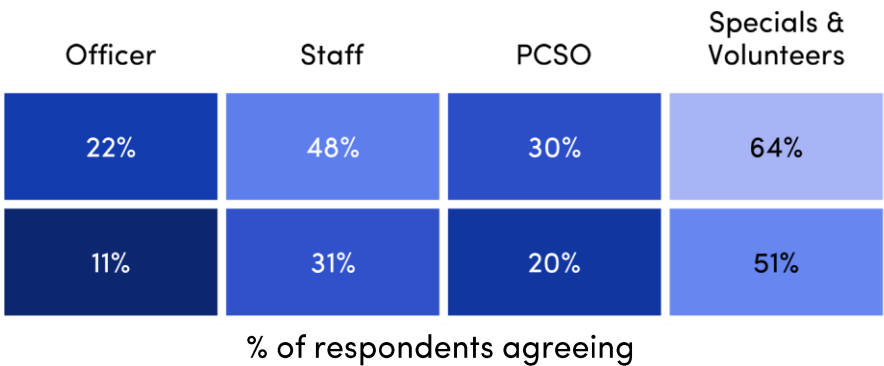
I feel positive about the future of my force

I believe senior leaders in my force will take action on the results from this survey



I feel positive about the future of my force

I believe senior leaders in my force will take action on the results from this survey



Action is already underway in response to findings – as well as deep dive analysis into specific areas of concern

Action planning activities

There is already significant work underway nationally and locally to address some of the issues highlighted in this report.

Please see [Oscar Kilo](#) for details of wellbeing-specific support, and new initiatives such as the new Mental Health Crisis Line for policing and the Workforce Prioritisation Guidance, which helps forces to take a holistic approach to preventing and responding to police wellbeing issues.

The issues in this report are clearly wide-ranging and go well beyond the scope of Oscar Kilo's responsibilities in relation to wellbeing support services. The report is therefore being discussed in key national fora to assess appropriate national system-wide responses, including:

- National Police Chiefs Council Workforce Coordinating Committee
- Specifically organised sessions including representatives of the College of policing, NPCC, Police Federation, Unison, and other workforce representative groups

Further analysis and reporting

Further analysis is underway nationally and locally

1. **National:** In September 2025, we will publish a Depth Report to provide:
 - Further analysis on key issues and drivers of wellbeing, including
 - Further segmentation analysis (including assessment of any disproportionality regarding protected characteristics)
 - 1x other thematic/ issue-based deep-dives
2. **Local:** Territorial (and select non-territorial) police forces have received their own Local Report (where they have >15% response rates and these have been requested)
 - Selected forces will also seek more in-depth analysis of local drivers of wellbeing and engagement

Improvement will require a service-wide effort, and we want to support the growing community of experts and practitioners across policing working on these issues

Please share your insights and priorities for further research

The upcoming Depth report will dive into specific thematic areas so please:

- Let us know any questions sparked by reading this report
- Share areas of focus locally that you would like to understand better
- Point us in the direction of prior research or data sets that could enhance our analysis

We are also keen to learn from all sectors and fields to understand

- Drivers of key workforce issues identified
- Evidence-based interventions that can support improvements

Join us in ongoing conversations

Details of upcoming events for knowledge sharing and action planning will be shared shortly, including:

- Sharing of good practice and local action examples (Sept-Oct 2025)
- National best practice event (Autumn/winter 2025)
- Progress updates, including any updates linked to the government's Police Reform White Paper (Late 2025)

Help us reduce survey overload

We will be running the survey again in May 2026, evolving the question set slightly to reflect topical issues while keeping strong continuity to allow progress tracking over time – please get in touch with any questions

We are on a mission to reduce 'survey fatigue' across policing and make sure the NPWS survey meets most major needs.

Please tell your colleagues about this work and report and contact us before undertaking specific policing surveys.

Your insight needs may already have been met through this work – or future surveys may be able to be tailored to avoid having to run a separate survey exercise

Please connect via survey@leapwiseadvisory.com

LEAPWISE

Project Sponsor

Andy Rhodes OBE, QPM
Service Director, National Police Wellbeing Service

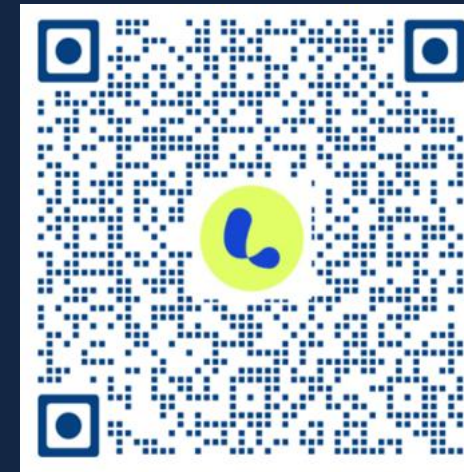
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Appendix 1: Survey response rates

Total	Responses	Response %
Total survey responses	41,961	25.4%
Total valid responses	40,986	24.8%
Total responses from England and Wales’ territorial police forces – the sample used for this report	40,300	24.7%

Total by role	Responses	Response %
Police Officer	21,876	24
Police Staff	16,155	27
PCSO	1,155	25
Special Constable	203	6
Volunteer Staff	93	2

Total by rank	Responses	Total by role	Responses
Constable	15,191	Practitioner	11,568
Sergeant	4,265	Supervisory manager	1,999
Inspector	1,456	Middle manager	1,187
Chief Inspector	414	Senior manager & above	609
Superintendent (including Chiefs)	267		
Assistant Chief Constable & above	49		

Total by function	Responses	Response %
Criminal Justice Arrangements	2,046	19
Dealing with the Public	2,254	16
Intelligence	1,733	23
Investigations & Investigative Support	6,884	31
Local Policing	9,809	21
National Policing	634	14
Operational Support	2,174	34
Public Protection	2,851	22
Road Policing	891	21
Support Functions	6,405	26
Other	3,004	

- Notes:**
- The sample used in this report are the responses from the workforce in England and Wales’ territorial forces. It excludes 645 responses from the CNC and 41 from Guernsey
 - The subgroup responses do not sum to 40,300 because some respondents did not provide the relevant information and some wrote in a response
 - The denominator used to calculate the subgroup response rates is the total number of people from participating forces in that subgroup using workforce statistics data for May 2025 provided by the NPCC (and official Home Office figures from September 2024 for Volunteer Staff)
 - No response rate for rank/staff role because we don’t have access to the May 2025 workforce figures

Appendix 2: Notes on methodology

Data cleaning and validation:

We removed responses from individuals who did not consent to participate, and cleaned the data to remove any inconsistencies arising from using multiple survey links (e.g. custom questions added by forces).

To perform data validation, we examined a number of anomalous responses: (i) those that completed the survey in under 3 minutes, (ii) those that repeatedly picked the same answer; and (iii) answered very differently to the validation questions ('I get a sense of personal accomplishment from my work' and 'My work gives me a sense of personal accomplishment' placed in different sections of the survey). The first two approaches only flagged a handful of responses (n=5 and n=17), which we deemed an insufficient level to warrant further action. We examined all responses for those answering the benchmarking questions inconsistently but found these did not exhibit any significant differences when compared with consistent respondents: both groups behaved similarly regarding survey completion time, number of questions completed and answering of text response questions.

Since this report's scope is the Home Office police forces in England and Wales, we filtered out responses from the CNC and Guernsey for this national reporting.

Weighting:

To ensure the results are representative of the workforce, responses from groups with lower response rates were assigned greater weights in the analysis. Weighting was applied using all available workforce characteristics: force, role, function, length of service, sex and ethnicity. As full cross-tabulations by these variables are not available, we employed iterative proportional fitting (raking) to calculate the final weights.

A widely accepted industry-standard method in such circumstances, raking produces representative results under the assumption that, in every subgroup, the distribution of other characteristics is the same.

We weighted at the force level. That is, for each weighting characteristic, we were fitting to the workforce numbers within the given force, rather than the aggregate national numbers. This has the benefits that the same distribution of other characteristics assumption only needs to apply within forces, not across forces, improving weight accuracy, and each respondent's weight can be used both in this national report and when producing results at the force level.

We are grateful for the NPCC that kindly provided us with workforce statistics for May 2025, which we used for weighting. The only edits we made to this data were (1) to assume that the ethnicity of those whose ethnicity is classed as unknown follows the same distribution within each force of those whose is known and (2) as workforce data did not include the number of volunteer staff for each force, we used the official Home Office figures relating to September 2024.

We weighted individuals who were not in the 31 'participating forces' differently. There were very few responses from these forces to have a representative sample (even after weighting). Consequently, these responses were given the average weight to treat them 'neutrally'.

We also had to treat volunteer staff respondents differently because, although we included recent figures for the role characteristic, data on to segment by other weighting characteristics was not available. Therefore, weights for volunteer staff were determined by their force and role only.

Appendix 2: Notes on methodology

Where an individual has not provided us with data on which subgroup of a given characteristic they identify with or if they provided a free-text response, they are treated 'neutrally' for that characteristic. That is, an artificial category was created for every target distribution weighted as a size such that the proportion of the target distribution in this category is the same as the proportion of individuals from the given force who did not provide that weighting characteristic (and therefore the workforce number in each other category is scaled down proportionately to keep the total number within the force the same). Likewise, in the few and very specific cases that workforce statistics were unavailable for subgroup(s) at a particular force, respondents in these subgroups were treated as though they had not provided this information and therefore were also treated 'neutrally'.

Finally, weights are capped at the 99th percentile to avoid giving too high an influence to individual responses and divided by the mean so that the mean weight becomes 1.

Index creation:

Each index was calculated by taking the mean of a set of inputs. For the three thematic indices with sub-thematic indices, the inputs are their sub-thematic indices. Otherwise, the inputs are questions from the survey. Specifically, an index's questions are those listed its slides (the engagement index also includes the net promoter question). All these questions (except the eNPS question) were asked on a five-point Likert scale. The options have been mapped to 0, 2.5, 5, 7.5 and 10 where 10 corresponds to the most desirable option. Therefore, all indices are on a 0-10 scale. If a respondent did not answer at least two input questions (excluding those where they explicitly answered that the question does not apply to their role) that index is not calculated for that individual and so they are not included in the aggregated index figures.

We also calculated the index as the first principal component of the inputs. The results were similar, indicating our approach is robust.

Calculating results:

Index scores by subgroup are calculated as a weighted average of the index scores of the respondents in that subgroup. Other scores (for example, helpfulness out of 10) are also calculated as a weighted average. Percentages are calculated by summing the weights of the individuals in the numerator and dividing by the summed weights of those in the denominator.

Appendix 3: Statistical health warnings

Uncertainty of/confidence in the results

Ultimately, our survey respondents are only a sample of the workforce and therefore all results in this report are only estimates of what the workforce thinks and so come with some degree of uncertainty. Naturally, the more responses used to calculate a response, the more confident in the result we can be. Therefore, more caution should be taken when interpreting the results from subgroups with a small sample size. Appendix 1 displays the sample sizes of the main subgroups used in this report. Particular care should be taken when interpreting results from assistant chief constables and above (49 responses), superintendents (267 responses) and specials/volunteers (296 responses).

Here are approximations of the width of the 95% confidence interval for estimates of percentages based on small sample subgroups. These are approximations because the width is technically slightly different for each estimate (for full disclosure, these figures assume the estimate of the percentage is 75%, or equivalently, 25%).

Subgroup	Responses	Approximate 95% CI width
ACC & above	49	±14%
Superintendent	267	±7%
Specials & Volunteers	296	±6%
Chief Inspector	414	±6%
Senior manager & above	609	±5%
National policing	634	±4%

To help interpret these figures, If the estimate is 75% for the ACC and above rank, the 95% confidence interval is 61% to 89%, that is, the lower bound is 14 percentage points lower than the estimate and the upper bound 14 percentage points higher.

Clearly, figures for assistant chief constables and above should be treated with the most caution

Representativeness of results

These results can only claim to be representative of the 31 participating forces, not all 43 territorial police forces in England and Wales. This is because there were too few responses in non-participating forces to have confidence that these responses could accurately reflect the views of those forces (even with weighting). These responses are retained so that those who spent time contributing their views can have their voices heard in the results, but they only are weighted with the average weight.

Appendix 4: Approach to benchmarking with other public sectors

To understand policing's relative position and identify opportunities for shared learning, we developed the National Police Wellbeing Survey to benchmark against key public sectors. We selected sectors such as the NHS, armed forces, and civil service, which experience broadly similar workforce challenges and conduct systematic annual surveys. This cross-sector benchmarking approach enables us to uncover wider systemic lessons and insights, facilitating meaningful comparisons and the exchange of best practices to support continuous improvement within policing.

The surveys we have been able to benchmark with for this year are:

- NHS Staff Survey 2024 (conducted in Sep – Nov 2024)
- Armed Forces Continuous Attitude Survey 2025 (conducted Sep 2024 – Feb 2025)
- Civil Service People Survey 2024 (conducted Sep – Oct 2024)

The surveys above have limited overlap in question sets, and so Consequently, we are not able to systematically benchmark policing against these other sectors. However, in this report, we have identified benchmarks compared to these services for all questions where this was possible.

While the timings of these surveys are not continuous with the National Police Wellbeing Survey, comparisons would still be broadly indicative to help identify how policing is faring compared to these other sectors.