

NATIONAL POLICE WORKFORCE AND WELLBEING SURVEY 2026

July 2026 | National Report



**The National Police
Wellbeing Service**



LEAPWISE

This report summarises the findings of the National Police Workforce & Wellbeing Survey 2026, highlighting key police workforce issues

Context for this report

[Leapwise](#), on behalf of [Oscar Kilo](#), the National Police Wellbeing Service, conducted the National Police Workforce and Wellbeing Survey 2026. 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 workforce's experience and service to the public
- **Track 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

This year's survey builds on the significantly redesigned version used in 2025, incorporating helpful feedback from last year's participants. This year's report includes an **additional suite of questions that ask why observed trends occur**, helping to identify key drivers that require action. The report also includes benchmarking against last year's results to track progress.

The survey was run over four weeks from 1 June to 29 June 2026, with 33 forces actively participating in the survey (two forces extended due to exceptional circumstances, closing on 5 and 6 July respectively). Nationally, the survey received 56,677 valid responses (including non-territorial forces) – with a record 27.8% response rate among participating forces and 27 forces achieving response rates of over 15%.

This report provides key insights from the National Police Workforce and Wellbeing Survey 2026 on England and Wales territorial forces. The survey is intended to provide **essential information for national policing organisations and local forces about employee wellbeing and experience**. While Oscar Kilo leads national wellbeing support for policing, some of the issues highlighted in this report are addressed through other national programmes across policing. Next steps are available [here](#), and information on further support [here](#).

Table of contents for this report

[Executive summary](#)

[Thematic findings: how do colleagues experience their work in policing?](#)

[Why are we seeing these trends?](#)

[Appendix 1: Differences by role, rank and staff grade](#)

[Appendix 2: Differences by team](#)

[Appendix 3: Differences by background characteristics](#)

[Appendix 4: Methodology](#)

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This report covers a broad range of workforce experiences and views – from wellbeing and engagement to culture and leadership

NPWS 2026 responses

From E&W territorial forces

Total valid responses	55,602
Response rate (overall)	22%
Response rate (among participating forces)	27%

Response number and rate by role

Police Officers	32,471 (22%)
Police Staff	20,812 (23%)
PCSOs	1,343 (18%)
Specials & Volunteers	453 (5%)

Notes about the report

- We do not report results for groups of fewer than 15 responses to assure confidentiality – instead, we mark small samples as “NA”.
- Please take care when interpreting results for groups with a small number of responses (<c.50). These are more sensitive to particularly negative or positive individuals. See the Appendix for group sample sizes.
- As with any voluntary survey, we cannot rule out non-response bias (the risk that those who complete the survey differ from those who did not). While some research suggests dissatisfied staff may be more likely to voice concerns, other evidence¹ has found the opposite: non-respondents tend to be more disengaged. Like other public sector surveys, we assume non-responses are missing-at-random (MAR), meaning that after accounting for observable characteristics included in the weighting framework, respondents and non-respondents do not differ.
- All statistics have been calculated using weights to account for differing response rates. Given the large sample size and the use of weighting to ensure representativeness, **these findings provide a robust evidence base** for informing action.

¹Rhodes, C. Aubrey, et al. "Who's Not Talking? Nonresponse Bias in Healthcare Employee Well-Being Surveys." *Journal of Healthcare Management* 70.5 (2025): 337–353.

Issues covered within our framework and this survey





EXECUTIVE SUMMARY

Summary | Policing's greatest strength remains its people, but this year's survey shows worryingly poor wellbeing and significant cultural issues

Policing's greatest strength remains its people

Policing benefits from a highly committed workforce underpinned by perceptions of strong team support. Police officers and staff are confident in their ability to do the job, and report strong team culture and line manager support.

89% feel skilled to perform their role

82% cite their team works together to improve the service

However, poor wellbeing remains a serious concern

Wellbeing remains critically low compared to other sectors, particularly in frontline and operational roles. Poor wellbeing (driven by unsustainable workloads) is reducing service quality, reducing compassion with victims and increasing risk of turnover.

56% report regular physical exhaustion due to work

44% report regular emotional exhaustion

Many feel that police culture is sub-optimal, with low psychological safety, fairness concerns and significant cynicism

The police workforce reports low psychological safety, and significant amounts of workforce misconduct – with issues being significantly more pronounced for junior ranks and under-represented groups.

23% of constables feel they will be supported if they make a genuine mistake, compared to 85% at ACC level

30% of colleagues say they plan to leave their force or policing within a year, driven by poor work-life balance, pay & leadership

Despite considerable risk of attrition, forces can retain officers and staff by addressing key challenges identified by potential leavers and focusing on key motivators expressed by those wanting to stay.

54% of potential leavers want better work-life balance

60% of stayers remain because they enjoy their role

As policing prepares for major reform, results show substantial improvements are possible – but the workforce remain sceptical

Some forces have demonstrated significant improvement since 2025, showing positive momentum is achievable, but sustained improvements will need system-wide improvements and improved management of change.

20% feel change is well managed

50% identify capacity and resources as a key barrier to effective change

Strengths | Officers and staff generally feel capable, supported and committed, despite pressures

The results indicate policing has a capable workforce that can work together effectively. Crucially, colleagues report high levels of discretionary effort, as 63% of the workforce (and 72% of officers) report regularly working beyond their contracted hours without additional pay. These foundations represent strengths that reform and improvement efforts can build upon.

Most colleagues feel equipped and trusted to perform their role

89%

feel they have the skills and experience to do their job

Compared to 73% in the armed forces

83%

feel trusted to do the job

Compared to 89% in the NHS

The majority of the workforce also feel supported by both their teams and line managers

82%

believe their team works together to improve the service

Compared to 78% in the armed forces

65%

believe their team handles disagreements constructively

Compared to 56% in the NHS

74%

say their line manager sets a positive example

Compared to 72% in the NHS

73%

say their line manager takes a positive interest in their health & wellbeing

Compared to 72% in the NHS

Wellbeing & workload | The workforce reports worrying levels of fatigue and burnout due to work pressures

Wellbeing remains poor, particularly in frontline roles: for example, 63% of colleagues in incident response report often or always feeling burnt out.

44%

report regular emotional exhaustion due to work

Compared to 32% in the NHS

45%

report regular burnout because of their job

Compared to 35% in the NHS

56%

report regular physical exhaustion due to work

Workload pressures – identified to have the strongest influence on wellbeing in 2025¹ – remain a significant issue.

53%

face unrealistic time pressures

Compared to 29% in the NHS

55%

find it difficult to take enough breaks

Colleagues experiencing the greatest workload pressures point to insufficient capacity and cover as a key challenge.

80%

of colleagues experiencing high workloads cite insufficient capacity, compared with **15%** of those with manageable workloads

¹Drivers of wellbeing report available via the Oscar Kilo website [here](#).

Culture | Officers and staff experience significant workplace misconduct: underrepresented groups 2-3x more likely to face bullying or discrimination

14% experienced bullying or harassment at work
in the last 12 months

12% experienced discrimination at work
in the last 12 months

National averages mask cultural and safety gaps across the policing workforce, with underrepresented groups consistently reporting poorer experiences at work

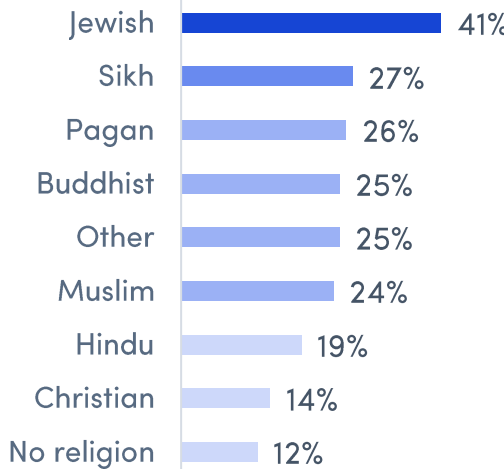
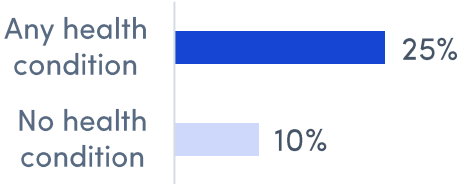
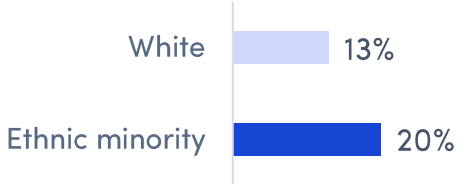
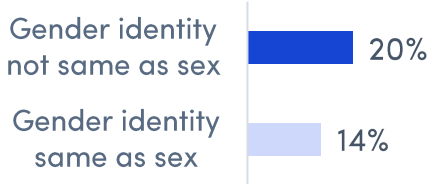
Colleagues with an **acquired gender** are **2x more** likely to experience **bullying, harassment & discrimination**

Ethnic minority colleagues experience misconduct **nearly 2x** as often as white colleagues

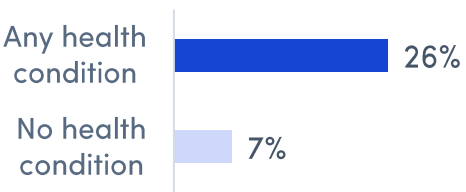
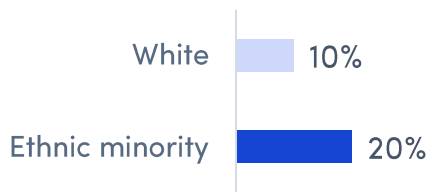
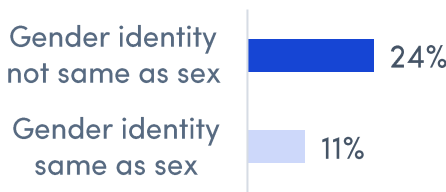
One in four colleagues with long term health conditions experience misconduct - **2.5x more** than others

Two in five Jewish colleagues were bullied or harassed at work – **3x the average rate**

Bullying and harassment



Discrimination



See [appendix 3](#) for full breakdowns.

Culture | Colleagues often fail to seek wellbeing support or report workplace incidents, citing a range of reasons for under-reporting

Large portions of the workforce avoid seeking wellbeing support or reporting misconduct due to a **fear of career repercussions** or **scepticism that meaningful action will be taken if they flag issues**.

Time constraints limit accessing health and wellbeing support, but career anxiety is also a barrier

38% cited lack of time or workload pressures as a barrier to seeking health and wellbeing support

35% worry about impact on their reputation or career

Most misconduct victims opt for silence, anticipating indifference or professional fallout

67% of those that experienced but didn't report bullying or harassment felt no action would be taken

53% feared it would impact their career



Overall survey findings point to a culture affected by significant fear and cynicism, and decreasing engagement

58% disagree that senior leaders will act on survey findings

7 pp drop in the share of workforce reporting they feel a sense of personal accomplishment due to their work¹ – from 67% to 60%

Compared to 75% in the Civil Service

¹Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

Culture | Confidence to challenge upwards is very low at junior grades, limiting learning and creating operational risk

Confidence challenging peers increases with seniority, but confidence in upward challenge is consistently low. This reiterates policing inquiries that have repeatedly highlighted the issue: The Macpherson Inquiry (1999), Hillsborough (2012), the Casey Review (2023) and Angiolini (2024) all identified failures to challenge decisions and escalate concerns as key factors contributing to errors and organisational failure.



Research shows that psychological safety shapes whether people raise risks, challenge decisions and report mistakes —impacting organisational learning and decision-making.¹ For example: Psychological safety explained 38% of the variation in team performance within the Ministry of Defense.²

How confident do you feel disagreeing with or challenging...

Your colleagues	62%	82%	86%	87%	87%	97%
Your line manager(s)	40%	57%	59%	68%	67%	83%
Inspectors, CIs and staff equivalent	15%	33%	61%	86%	92%	100%
Supts, Chief Supts and staff equivalent	9%	17%	28%	47%	77%	100%
ACCs / ACOs and above	8%	13%	17%	27%	39%	92%

% selecting 'very confident' or 'extremely confident'

Confidence challenging upwards is lowest among junior colleagues

Even senior leaders report lower confidence challenging line managers

Sources: 1. See for example, Edmondson & Lei (2014); Morrison (2014); Fenton-O’Creevy et al. (2024) . 2. Ministry of Defence (2022), Psychological Safety in MOD Major Projects.

Culture | Confidence in organisation fairness is also low, with satisfaction with recognition and promotion processes increasing with seniority

Trust in organisational recognition processes remains low across policing

18% of the workforce are satisfied with the fairness of the promotion system
Compared to 33% in the armed forces

21% are satisfied by the recognition they receive from their force for their work

The ‘rank gap’ in perceptions of organisational fairness – with a disconnect between senior leaders and more junior officers and staff – warrants closer understanding to build transparency and credibility

Satisfaction with the fairness of the promotion system



The recognition I receive from my force for my work



% selecting 'satisfied' or 'very satisfied'

Intention to leave | Those intending to leave report a desire for better work-life balance, but enjoying the role is a key reason people choose to stay

30% of the workforce are at risk of leaving their force or policing altogether within a year



A desire for a better work-life balance is a key reason colleagues intend to leave their force or policing altogether.

54% of potential leavers cite better work-life balance

44% of potential leavers desire better pay and benefits package

42% of potential leavers cite poor leadership

However, positively, most that say they want to continue in their organisation do so because they enjoy their role and feel they make a positive difference.

62% of stayers say they remain for the job security & pension

60% of stayers say they remain because they enjoy their role

41% of stayers say they remain for making a difference

Driving improvement | Some forces have shown significant improvements since 2025, but the workforce remain sceptical of policing's ability to change

Several forces have achieved substantial improvements since 2025, demonstrating that workforce experience can improve when the right issues and interventions are prioritised.

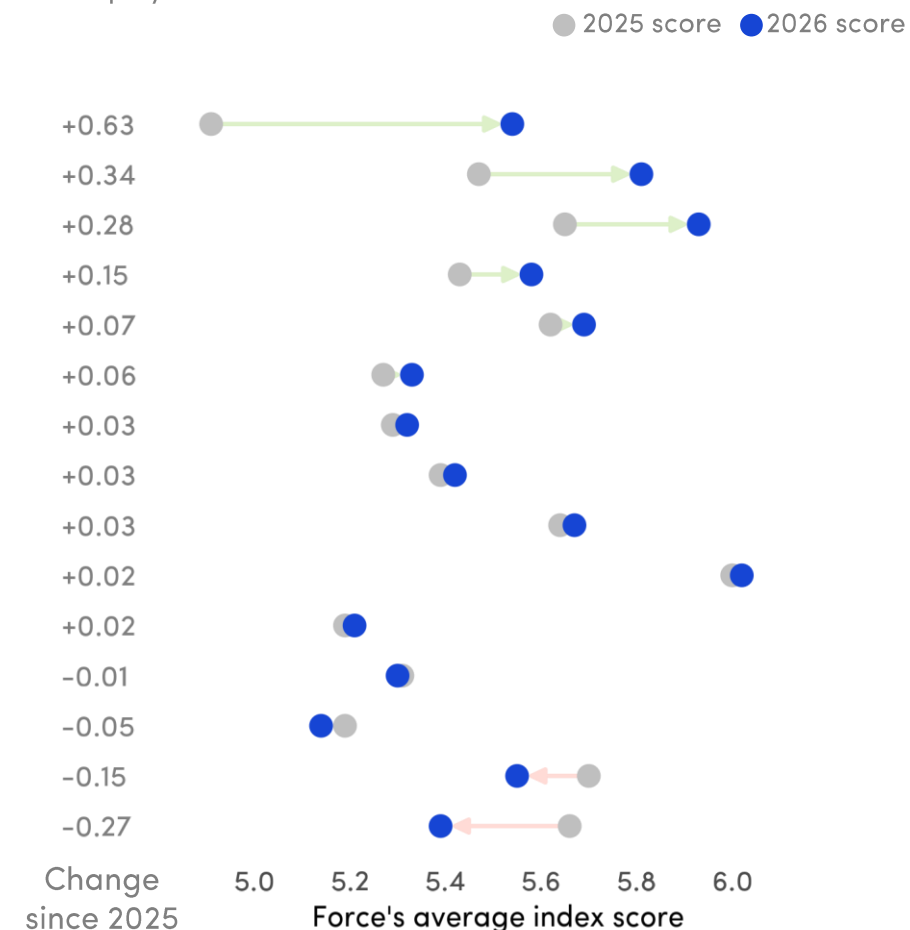
As policing enters a period of significant reform, the survey highlights key challenge areas to effectively deliver change:

- **20% of the workforce say change is well managed**
Compared to 26% in the armed forces, and 33% in the Civil Service
- **Change capacity is under significant strain**, with many feeling stretched by resource pressures
 - **50% identify capacity and resources** as the biggest barrier to delivering change
 - **27% identify communication & engagement** as the key challenge

As policing prepares for reforms, workforce sentiment suggests that success will depend not only on the reforms themselves, but on organisations' ability to create capacity, engagement and confidence needed to deliver them.

Comparison of force scores between 2025 and 2026

Each row is a force. Only forces with a 15+% response rate both years are displayed.



Next steps | Policing now has an opportunity to translate workforce insight into meaningful action

Priorities for action

The survey raises a range of areas for policing leaders to prioritise:

- Improvements in workforce planning, workload management and streamlining processes to rebalance capacity and ensure officers and staff are not overwhelmed by workload pressures
- Fostering an environment that values constructive challenge, speaking up, feedback and learning
- Building trust in career progression through greater transparency in promotion decisions, and introducing more timely, meaningful and consistent recognition
- Building a culture where colleagues feel safe to seek support for wellbeing without fear of reprisal

Further analysis of key drivers is forthcoming, which will support better identification of key issues and drivers to address in order to improve workforce experience and service to the public.

Key next steps



Oscar Kilo next steps

Oscar Kilo will use these findings to understand the workforce issues most closely linked to wellbeing. This will feed directly into the national mandatory wellbeing standards being developed with the Chief Medical Officer for Policing, and all of our workstreams including around key issues of trauma, fatigue and early intervention. The deep dive reports that follow will also shape this work. We will also work alongside forces as they act on their local results, and will continue to support them as they develop their work further.

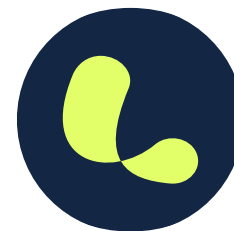


Further national analysis

Deep dive reports will be published this autumn on:

- Factors shaping **wellbeing, burnout and workload**
- How **leadership** influences **workforce experience** and **change readiness**
- How **wellbeing support** is accessed (or not) and where it can be strengthened

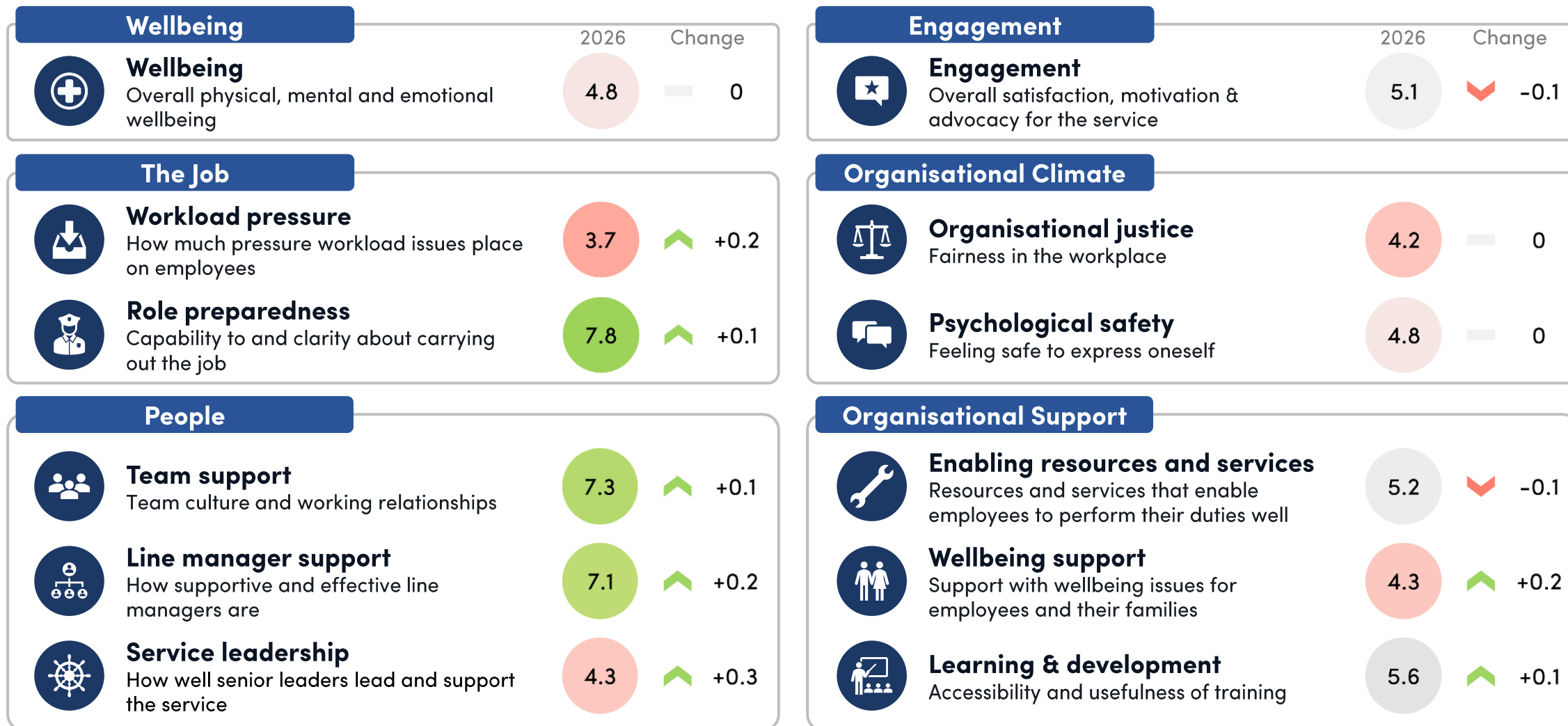
We want the survey to be a valuable resource to understand and better support workforce improvement. If there are specific questions you would like to explore further, please get in touch to discuss how we could support your priorities.



THEMATIC FINDINGS

Overview | The workforce experience remains broadly stable, with continued pressures around wellbeing, workload, leadership and culture

Index scores versus last survey – Scores are on a 0 to 10 scale and are calculated by combining all the questions within a theme



Change is 2026 index minus 2025 index only using questions appearing in and responses from forces participating in both surveys

Wellbeing | High levels of fatigue, emotional exhaustion and burnout remain mostly unchanged across policing

4.8

What does the survey tell us:

- Workforce wellbeing continues to be affected by sustained pressures, with over half of colleagues frequently experiencing fatigue or physical exhaustion due to work.
- Nearly half the workforce report regular emotional exhaustion or burnout, highlighting the cumulative impact of policing demands.
- A quarter of the workforce often or always struggle to empathise with victims because of their role, raising concerns about the impact of poor wellbeing on service delivery.

Function with highest score:

Infrastructure/assets (score: 6.1)

Function with lowest score:

Local – incident response (score: 3.9)

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?

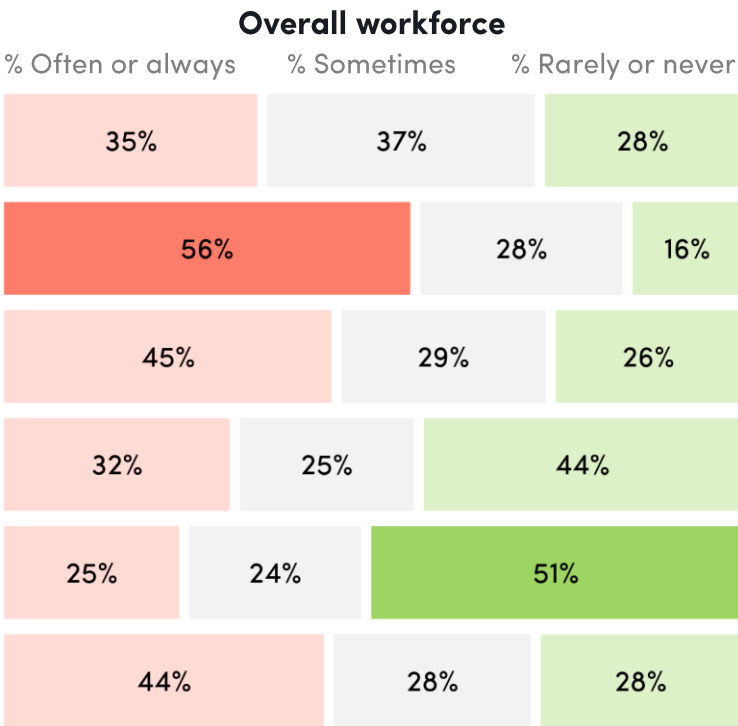
Felt fatigue or physically exhausted by work?

Found your work to be emotionally exhausting?

Felt stressed about your finances?

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

Felt burnt out because of your job?



Change since 2025

% Often or always

▼ -1pp

0pp

▼ -1pp

▼ -2pp

▼ -1pp

▼ -1pp

Public sector benchmarking

NHS 2025
29% often or always felt exhausted by the thought of a shift

35% often or always found their work to be emotionally exhausting

32% often or always felt burnt out because of their work

Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

OK NPWS – National Police Workforce & Wellbeing Survey 2026

pp' = 'percentage point'

LEAPWISE

Engagement | A strong sense of purpose and public impact has weakened since 2025, and concerns about pay persist

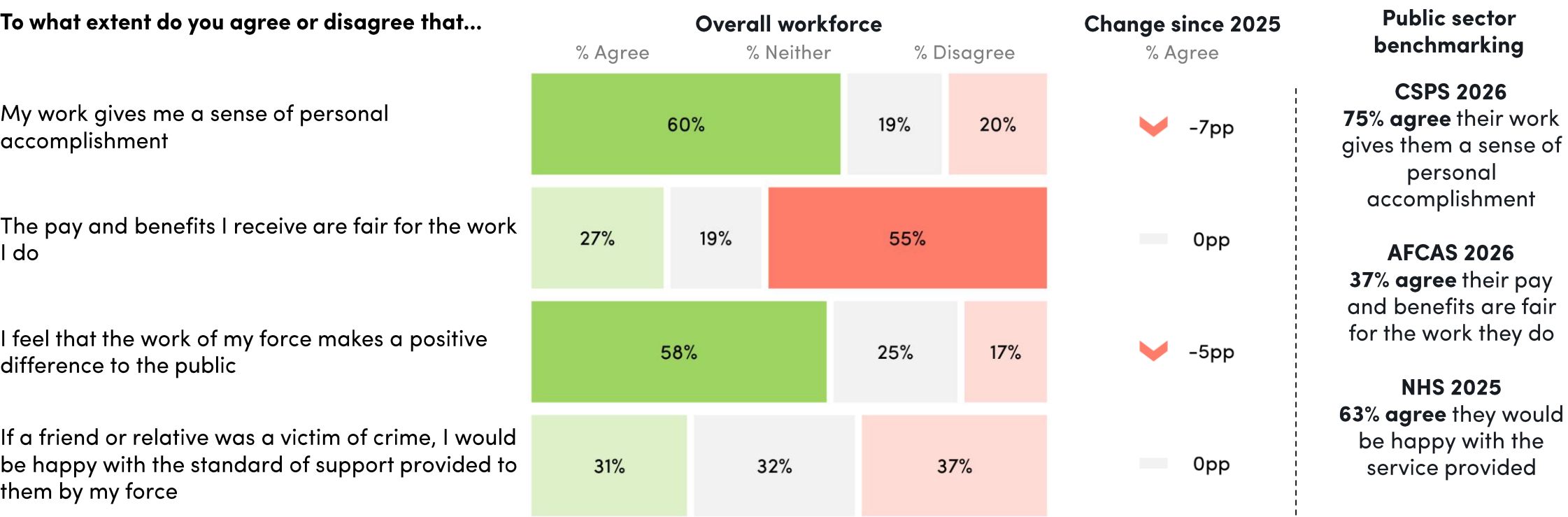
5.1

What does the survey tell us:

- Despite wider challenges, most colleagues continue to derive purpose from their work and believe their force makes a positive difference to the public, although these views have become less positive.
- More than half of the workforce remain dissatisfied with their pay and benefits, making the reward one of the most persistent engagement challenges.
- Confidence in the service provided to victims is far from universal, with workforce views remaining more evenly split.

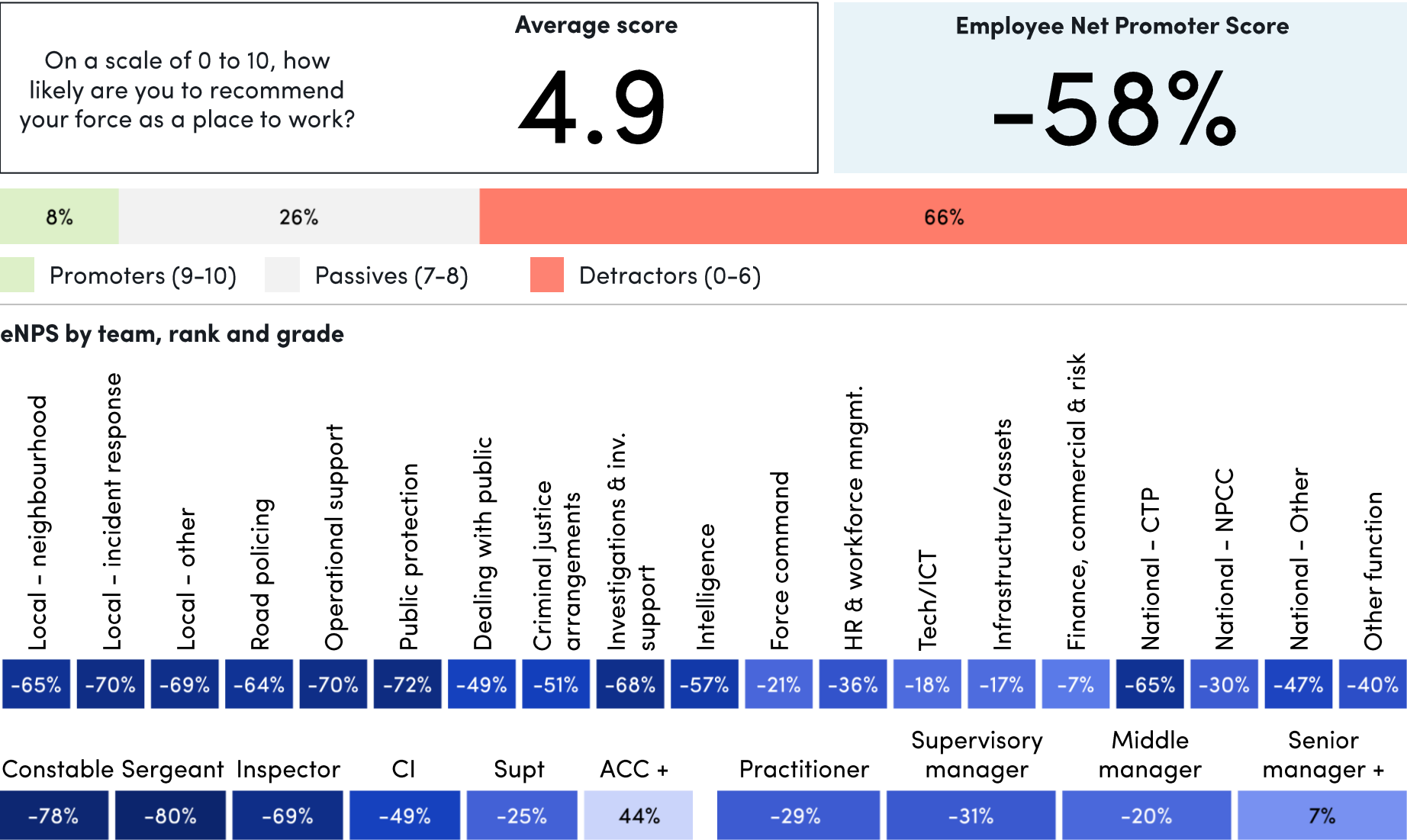
Function with highest score:
Finance, commercial & risk (score: 6.7)

Function with lowest score:
Local – incident response (score: 4.6)



Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

Engagement | Advocacy for police organisations rises with rank, revealing a substantial frontline-to-leadership divide



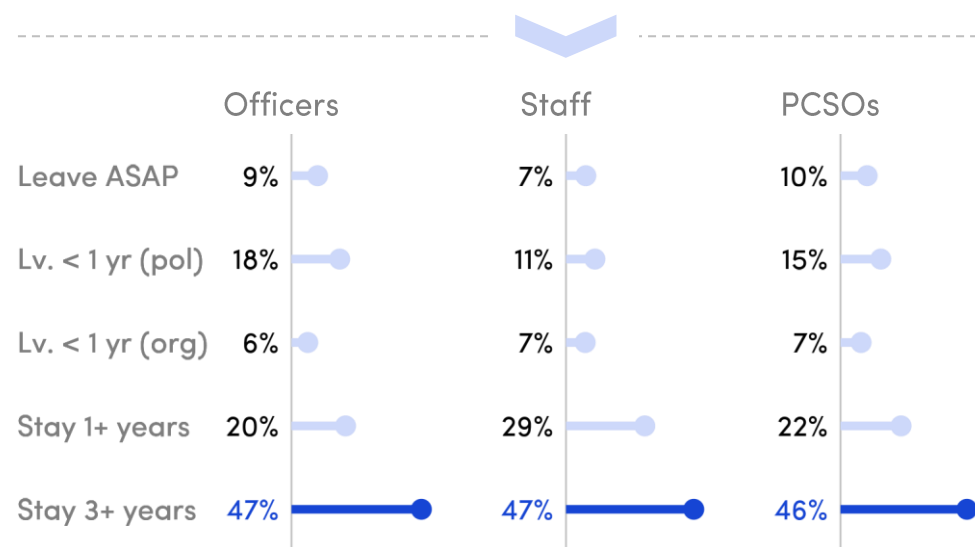
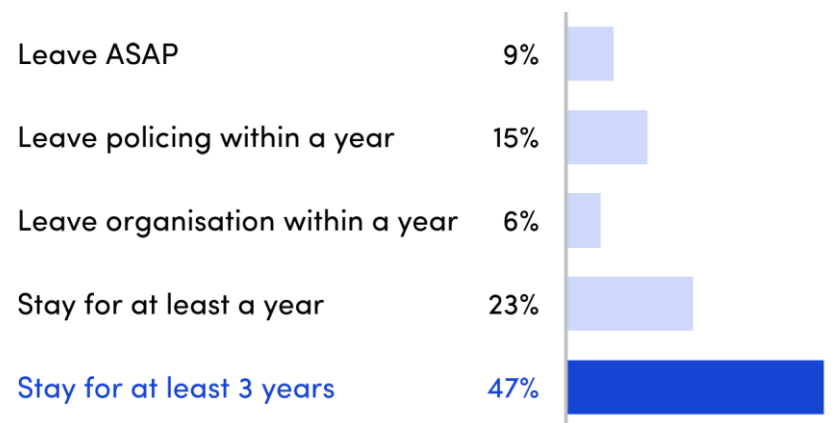
What is the “Employee Net Promoter Score”?
The eNPS is a standard metric used to measure workforce engagement. Respondents are asked, on a scale of 0 to 10, how likely they are to recommend their place of work. The score is the percentage of the workforce that are ‘Promoters’ (those selecting 9 or 10) minus the percentage that are ‘Detractors’ (those selecting 0 to 6).

- For comparison, the eNPS is:
- 10% in the ‘government’ sector
 - +20% in health
 - +5% in non-profits

Source:
<https://www.hive.hr/the-employee-engagement-benchmarks-q1-2026/>

Engagement | 30% of the workforce are at risk of leaving policing or their force within a year – this is most pronounced in operational roles

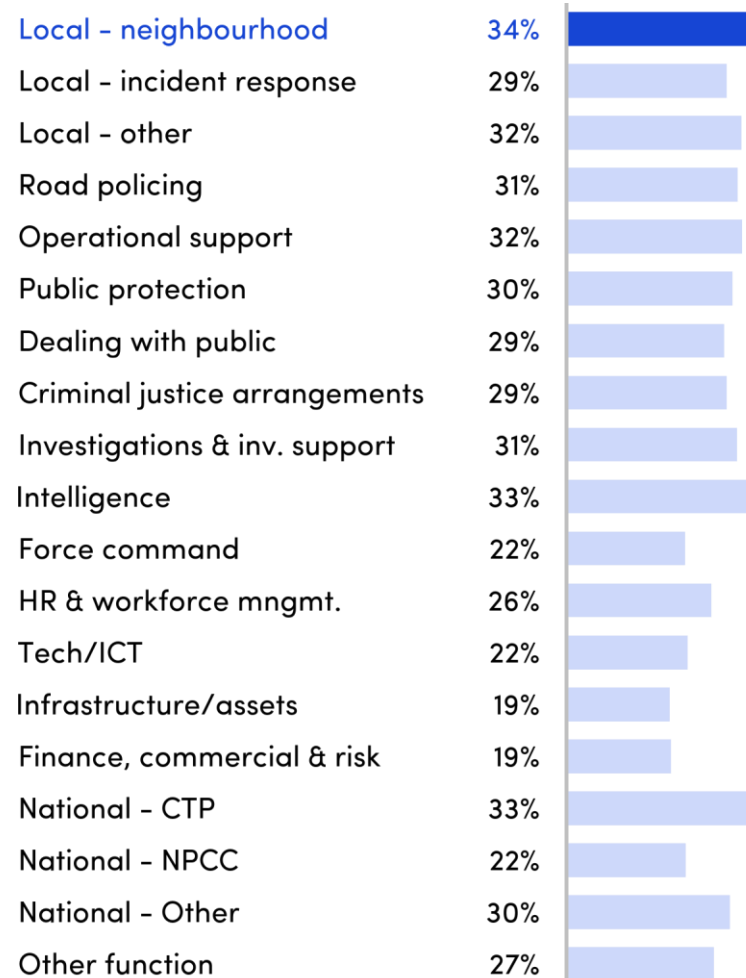
Which of the following most reflects your current thoughts about working for your force?



0%¹
1: All axes start at 0%

Percentage of each team that is intending to leave

Defined as selecting the 'leave ASAP' or leave within a year options



Workload pressures | High workload pressures remain across policing, despite fewer difficulties taking breaks

3.7

What does the survey tell us:

- Workload pressures remain high across the workforce, with over half the workforce reporting unrealistic time pressures and difficulties taking sufficient breaks.
- Pressure is particularly acute in incident response, which records the lowest score of any function (1.6).
- Variation between functions continues to demonstrate workload pressures are not experienced equally across policing, with frontline roles experiencing the greatest challenge. See [page 110](#) for breakdown between functions and [page 41](#) for drivers of workload.

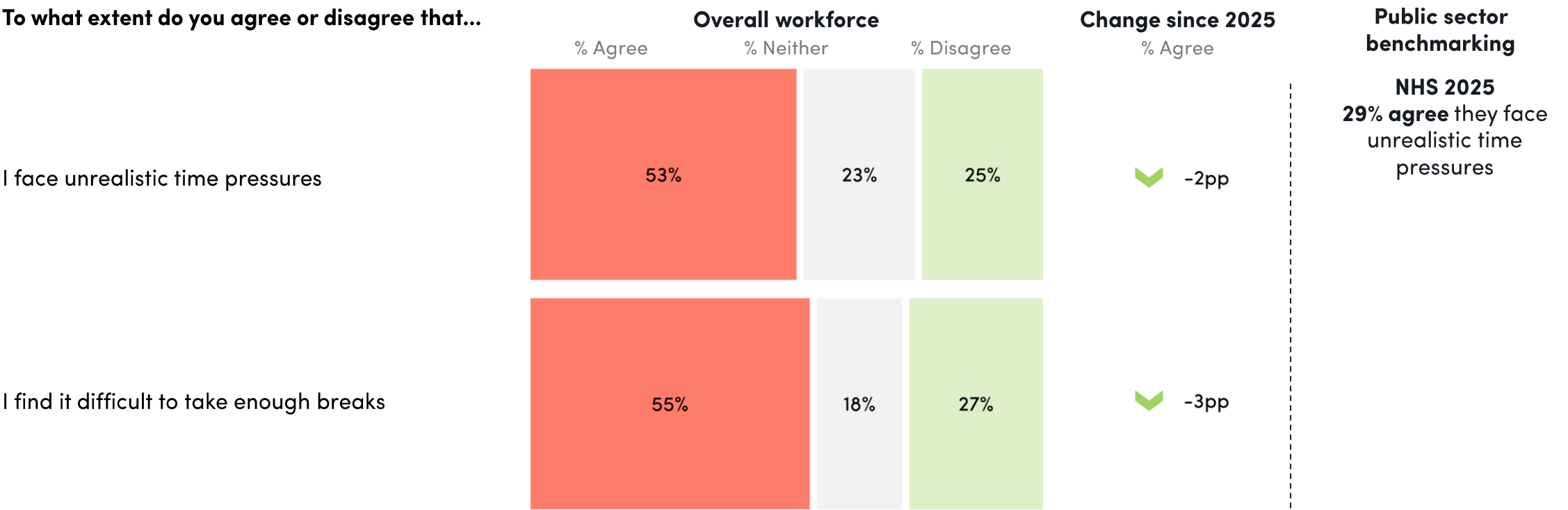
Function with highest score:

National - CTP (score: 5.5)

Function with lowest score:

Local - incident response (score: 1.6)

To what extent do you agree or disagree that...



Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

pp' = 'percentage point'

Role preparedness | The workforce still feel capable, trusted and clear about their expectations

7.8

What does the survey tell us:

- Role preparedness is one of the strongest areas measured in the survey, with 89% of colleagues feeling capable and confident in their role (compared to 73% in the armed forces)
- The workforce generally feel trusted to use their skills and experience, reflecting a positive level of autonomy in day-to-day work.
- Variation between functions is relatively limited, suggesting positive perceptions of role preparedness are widespread across policing.

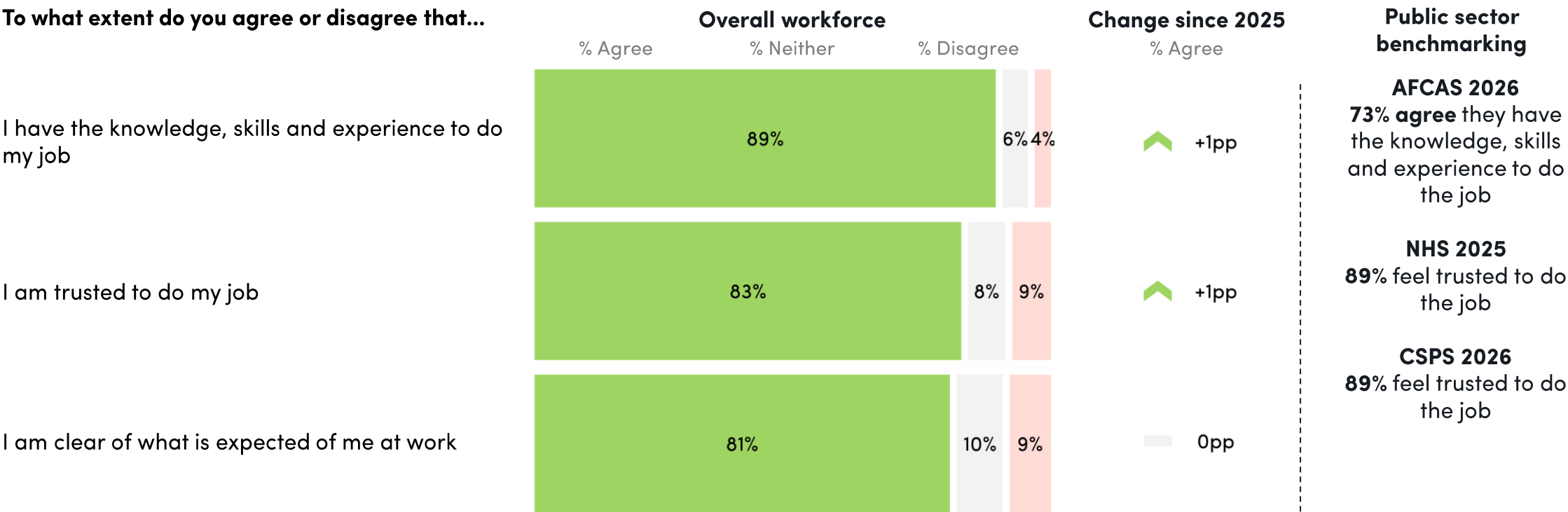
Function with highest score:

Finance, commercial & risk (score: 8.3)

Function with lowest score:

Local – incident response (score: 7.3)

To what extent do you agree or disagree that...



Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

pp' = 'percentage point'

Org. justice | Confidence in organisational fairness remains low, with only one in five colleagues satisfied with recognition for work

4.2

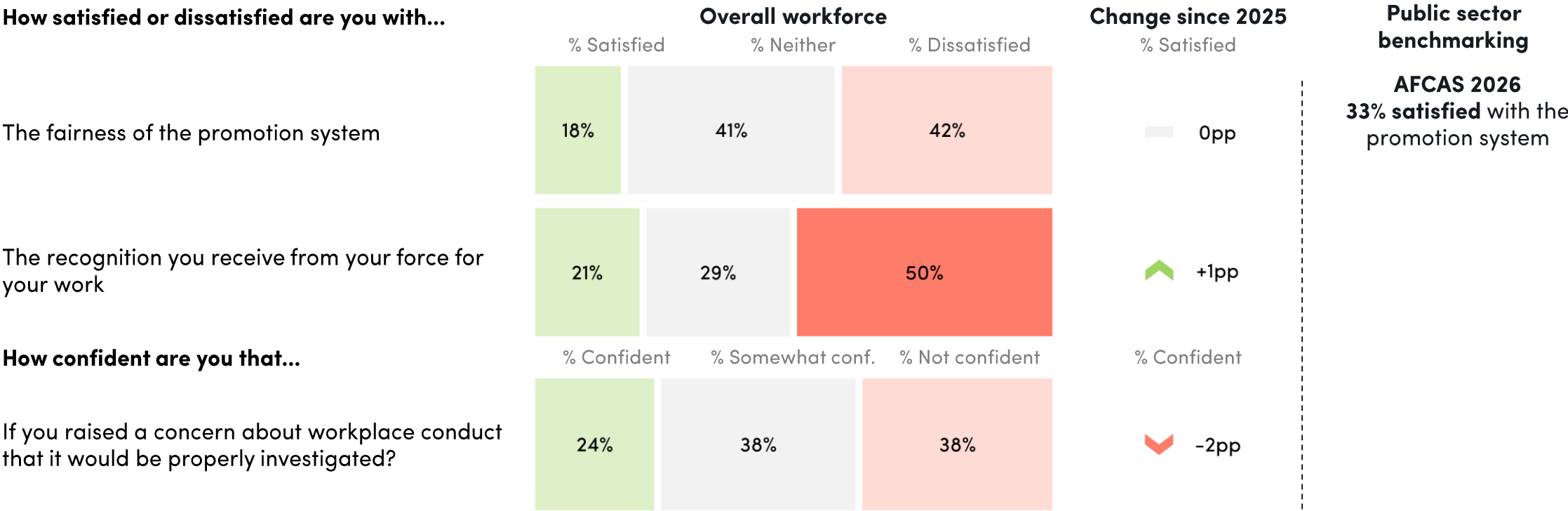
What does the survey tell us:

- Recognition and perceived fairness of promotions continue to be areas of concern, with 42% of colleagues feeling their organisation does not consistently reward performance fairly.
- A substantial proportion of the workforce lack confidence that concerns about workplace conduct would be investigated properly.
- Variation between functions suggests some parts of the workforce have been more successful than others at building confidence to assure fairness and accountability.

Function with highest score:
Finance, commercial & risk (score: 5.5)

Function with lowest score:
Road policing (score: 3.8)

How satisfied or dissatisfied are you with...



Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

pp' = 'percentage point'

Psych. safety | Psychological safety remains a challenge, especially confidence to disagree or challenge leaders

4.8

What does the survey tell us:

- 7 out of 10 colleagues know how to raise concerns, providing a strong foundation for a positive speaking-up culture.
- However, confidence in challenging others decreases steadily with seniority, indicating a culture that limits upward challenge and potential identification of risks.
- 40% of colleagues feel they will not be supported if they make a genuine mistake at work, which may discourage openness and speaking up when things go wrong.

Function with highest score:

Tech/ICT (score: 5.9)

Function with lowest score:

Local – incident response (score: 4.3)

To what extent do you agree or disagree that...

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

When genuine mistakes happen, the focus is on learning and improvement

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

How confident do you feel challenging...

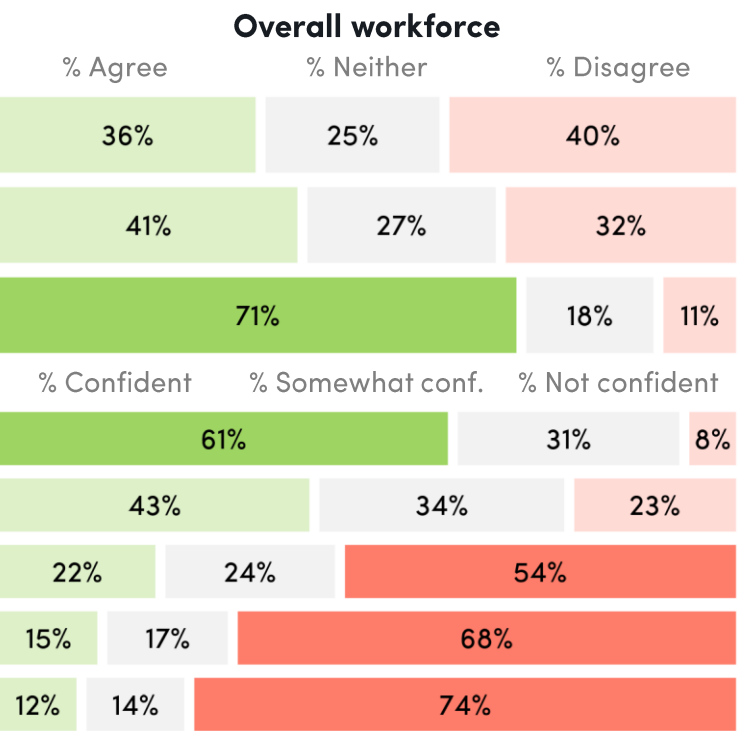
Your colleagues

Your line manager(s)

Inspectors, CIs and staff equivalent

Supts, Chief Supts and staff equivalent

ACCs / ACOs and above



Change since 2025

▼ -3pp

▼ -4pp

% Confident

0pp

0pp

Public sector benchmarking

AFCAS 2026
56% agree if I make a mistake at work, I do not feel it will be held against me

Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

OK NPWS – National Police Workforce & Wellbeing Survey 2026

pp' = 'percentage point'

LEAPWISE

Experiences | A third of the police workforce have been assaulted by a member of the public in the last 12 months, but positively most report assault

31%

41% of Officers
 36% of Specials & Volunteers
 22% of PCSOs
 4% of Police Staff

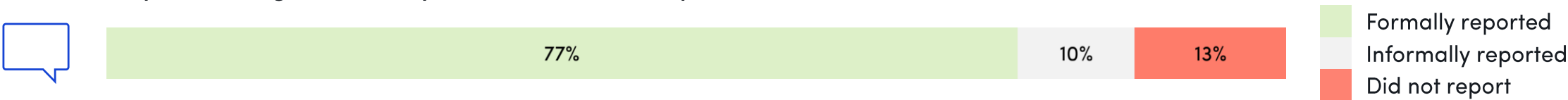
experienced assault by a member of the public in the last 12 months; excludes those with no interaction with the public

1%

experienced assault by a member of the organisation in the last 12 months

See breakdown by function here: [page 116](#)

Of those experiencing assault by a member of the public...



Of those reporting it...

- 46% are satisfied with the support they received
- 51% are satisfied with the action taken

The most common reasons for not reporting it are...

- I did not think it justified reporting 52%
- Justice system wouldn't respond adequately 40%
- No action would have been taken 34%

Remaining options: Too much time taken to report (26%); It was dealt with at the scene (20%); I was not aware of the procedures to report this (2%).

Experiences | Discrimination from the public is less common, but reporting is significantly lower driven largely by a belief that no action would be taken

16%

20% of Officers
20% of PCSOs

16% of Specials & Volunteers
7% of Police Staff

experienced discrimination by a member of the public
in the last 12 months; excludes those with no interaction with the public

See breakdown by background characteristics here: [page 133](#)

Of those experiencing it...



Of those reporting it...

- 43% are satisfied with the support they received
- 41% are satisfied with the action taken

The most common reasons for not reporting it are...

- No action would have been taken 64%
- Too much time taken to report 23%
- Concerned about the impact on my career 16%

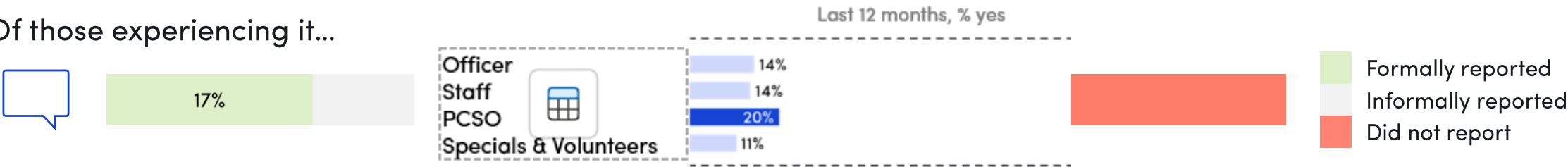
Remaining options: Concerned about being labelled a troublemaker (13%); Concerned about confidentiality (13%); Concerned about being victimised (10%); I was not aware of the procedures to report this (6%).

Experiences | 1 in 7 colleagues experience bullying or harassment at work, but only half report it as many anticipate inaction or negative repercussions

14%
 20% of PCSOs
 14% of Police Staff
 14% of Officers
 11% of Specials & Volunteers
 experienced bullying or harassment at work
 in the last 12 months

See breakdown by background characteristics here: [page 135](#)

Of those experiencing it...



Of those reporting it...

- 19% are satisfied with the support they received
- 12% are satisfied with the action taken

The most common reasons for not reporting it are...

- No action would have been taken 67%
- Concerned about the impact on my career 53%
- Concerned about being labelled a troublemaker 48%

Remaining options: Concerned about confidentiality (46%); Concerned about being victimised (36%); Too much time taken to report (5%); I was not aware of the procedures to report this (4%).

Experiences | 1 in 8 of the workforce experience discrimination – and again reporting is low due to belief no action would be taken or fear of career risk

12% experienced discrimination by a member of the organisation in the last 12 months

13% of Officers
13% of PCSOs
10% of Police Staff
6% of Specials & Volunteers

See breakdown by background characteristics here: [page 136](#)

Of those experiencing it...



Of those reporting it...

- 17% are satisfied with the support they received
- 13% are satisfied with the action taken

The most common reasons for not reporting it are...

- No action would have been taken 70%
- Concerned about the impact on my career 53%
- Concerned about being labelled a troublemaker 48%

Remaining options: Concerned about confidentiality (44%); Concerned about being victimised (32%); Too much time taken to report (5%); I was not aware of the procedures to report this (4%).

Team support | Teams remain a source of strength, with high levels of trust and collaboration

7.3

What does the survey tell us:

- Strong levels of trust and collaboration suggest teams remain a key source of support for most colleagues.
- 7 out of 10 colleagues report a sense of belonging within their team, with 75% feeling respected by those they work alongside.
- Positive perceptions are relatively consistent across functions, suggesting supportive team cultures are widespread across policing rather than confined to specific functions.

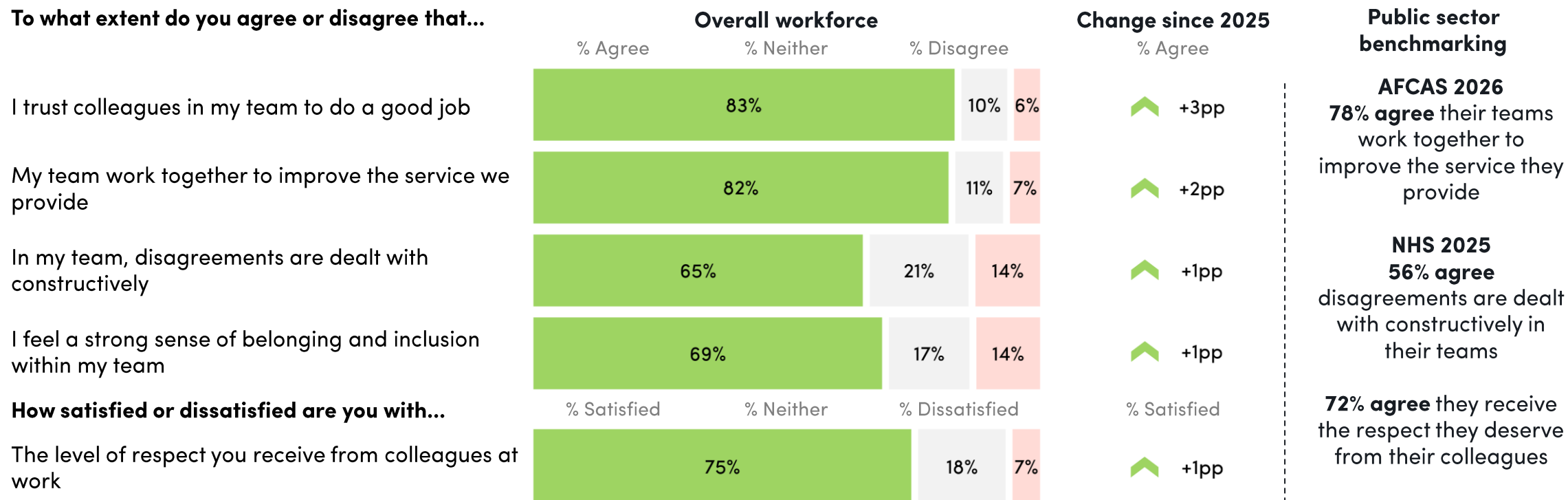
Function with highest score:

Tech/ICT (score: 7.6)

Function with lowest score:

Dealing with public (score: 6.9)

To what extent do you agree or disagree that...



Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

pp' = 'percentage point'

Manager support | Most colleagues view their line managers positively, though experiences slightly vary between functions

7.1

What does the survey tell us:

- Line managers are a critical source of support for most colleagues, particularly in navigating challenges (for 70%) and supporting wellbeing (73%).
- 74% of colleagues share their line manager serves as a good role model, with 7 in 10 feeling respected by their managers - reinforcing the important role managers play in shaping workforce experience.
- Differences between functions suggest that the quality of line management is not always experienced consistently across policing.

Function with highest score:
National - NPCC (score: 7.7)

Function with lowest score:
Local - incident response (score: 6.6)

To what extent do you agree or disagree that...

My line manager(s) sets a positive example

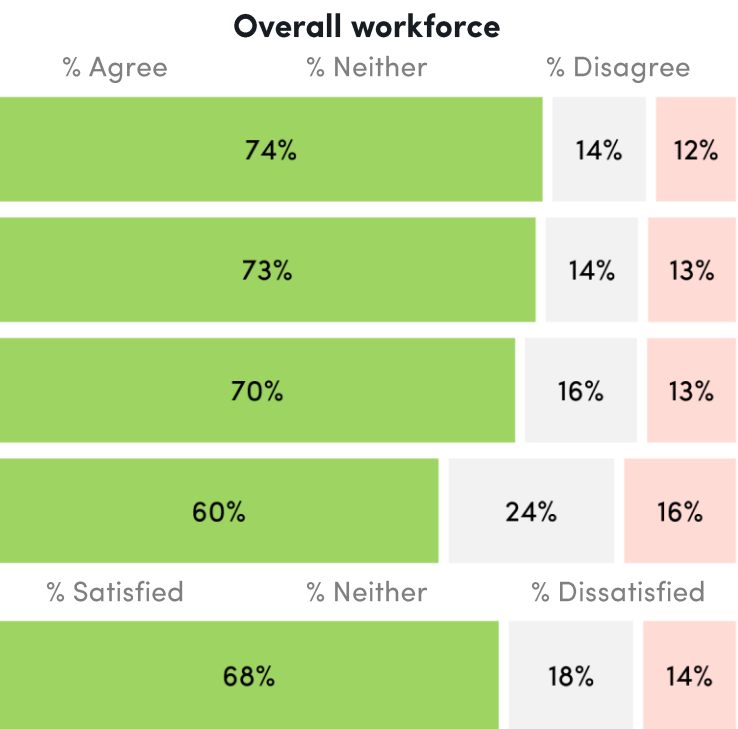
My line manager(s) takes a positive interest in my health & wellbeing

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

How satisfied or dissatisfied are you with...

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



Change since 2025

0pp

+3pp

+1pp

+2pp

% Satisfied

+1pp

Public sector benchmarking

AFCAS 2026
74% agree their line manager sets a positive example
59% agree their manager helps them understand major change

NHS 2025
72% agree their line manager takes a positive interest in their wellbeing
68% agree their line manager helps them with their problems

Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

OK NPWS - National Police Workforce & Wellbeing Survey 2026

pp = 'percentage point'

LEAPWISE

Manager support | There is wide variation in the frequency of 1-2-1s and while most have had PDRs, perceived helpfulness varies

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

	Overall	Officer	Staff	PCSO
Weekly	6%	5%	9%	7%
At least once a month	26%	22%	33%	24%
At least once a quarter	27%	27%	28%	25%
At least twice a year	13%	14%	12%	14%
At least once a year	18%	22%	13%	18%
Never	9%	10%	5%	12%

Helpfulness of 1-2-1s (average out of ten)

Overall	Officer	Staff	PCSO
6.6	6.4	6.8	7.1

Have you had a PDR in the last 12 months?

82% have had a professional development review, career meeting or appraisal in the last 12 months

82%	85%	76%
Officer	Staff	PCSO

Helpfulness of PDRs (average out of ten)

Overall	Officer	Staff	PCSO
6.1	5.9	6.5	6.5

Leadership | Leadership remains a challenge, with markedly different experiences across the workforce

4.3

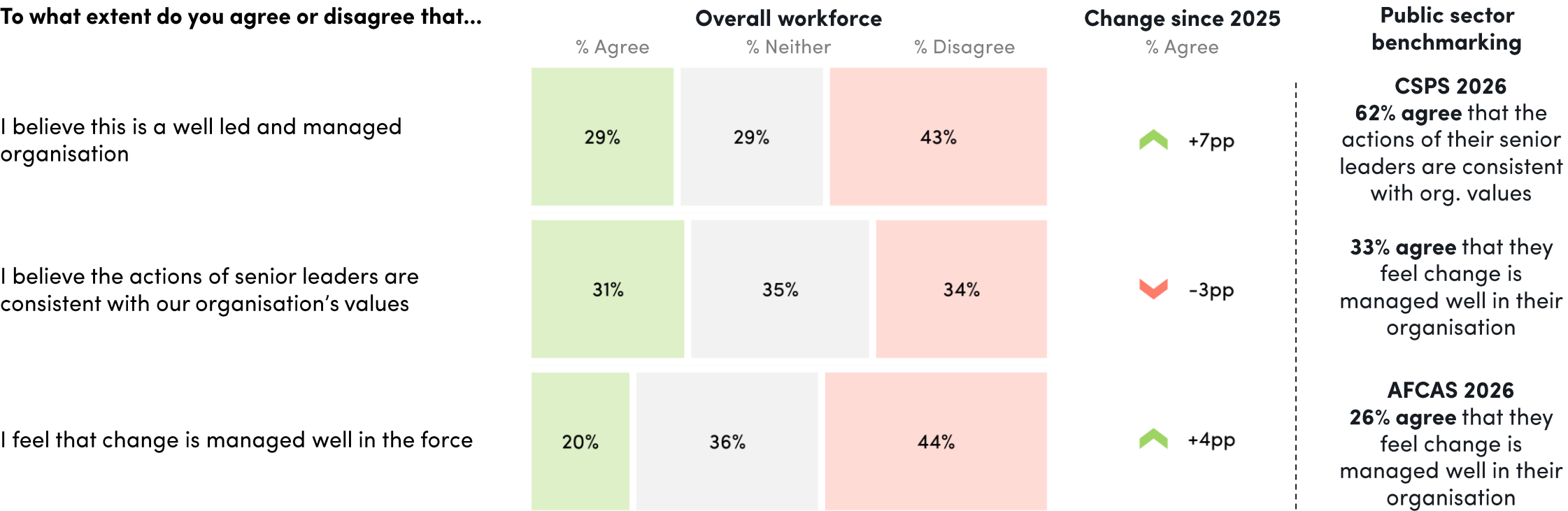
What does the survey tell us:

- Perceptions of leaders have improved slightly since 2025, but leadership remains one of the weakest areas in the survey, with 43% of colleagues still lacking confidence in how their force is managed.
- Confidence that senior leaders’ actions are consistent with organisational values has declined slightly – and stands at half that in the Civil Service – suggesting trust remains fragile.
- Large differences between functions suggest leadership is not experienced consistently across the workforce, potentially creating uneven levels of engagement, trust and readiness for change.

Function with highest score:
Finance, commercial & risk (score: 6.2)

Function with lowest score:
Operational support (score: 3.6)

To what extent do you agree or disagree that...



Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

Enabling resources | Colleagues continue to report mixed experiences of tools and support to do their jobs

5.2

What does the survey tell us:

- Colleagues report varied experiences across equipment, technology and organisational support services, reflecting a mixed picture overall.
- Few enabling resources stand out as clear strengths, with satisfaction remaining divided across most areas measured, except IT support where over half are satisfied with the service.
- Variation between functions suggests some colleagues are significantly more enabled than others, potentially creating different experiences of productivity, workload and organisational support.

Function with highest score:

Tech/ICT (score: 6.2)

Function with lowest score:

Road policing (score: 4.8)

How satisfied or dissatisfied are you with...

	Overall workforce			Change since 2025	
	% Satisfied	% Neither	% Dissatisfied		% Satisfied
The standard of personal equipment (such as kit and uniform)	40%	29%	31%	▼	-2pp
The standard of hardware (such as computers, laptops, mobile devices, body-worn cameras)	45%	23%	33%	▼	-3pp
The standard of software (including applications, tools and IT systems)	34%	25%	41%	▼	-3pp
Support to resolve IT challenges (such as helpdesk)	54%	26%	21%	▼	-2pp
The online resources and guidelines outlining processes to do your job	36%	36%	27%	▼	-2pp
Support with HR related issues (including payroll, pensions, performance management, prof. dev.)	36%	35%	29%	▼	-2pp
Occupational health support and treatments (such as counselling and physiotherapy)	43%	34%	23%	▲	+1pp

Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

pp' = 'percentage point'

LEAPWISE

Wellbeing support | Many colleagues feel they can access effective support, but work-life balance remains a concern

4.3

What does the survey tell us:

- Around half of colleagues feel able to access effective wellbeing support when they need it, suggesting support provision is working for many but not all.
- More colleagues feel unsupported than supported in balancing work and home life, indicating that pressures may extend beyond availability of formal wellbeing provision.
- The significant variation between functions indicates that some parts of the workforce feel substantially more supported than others.

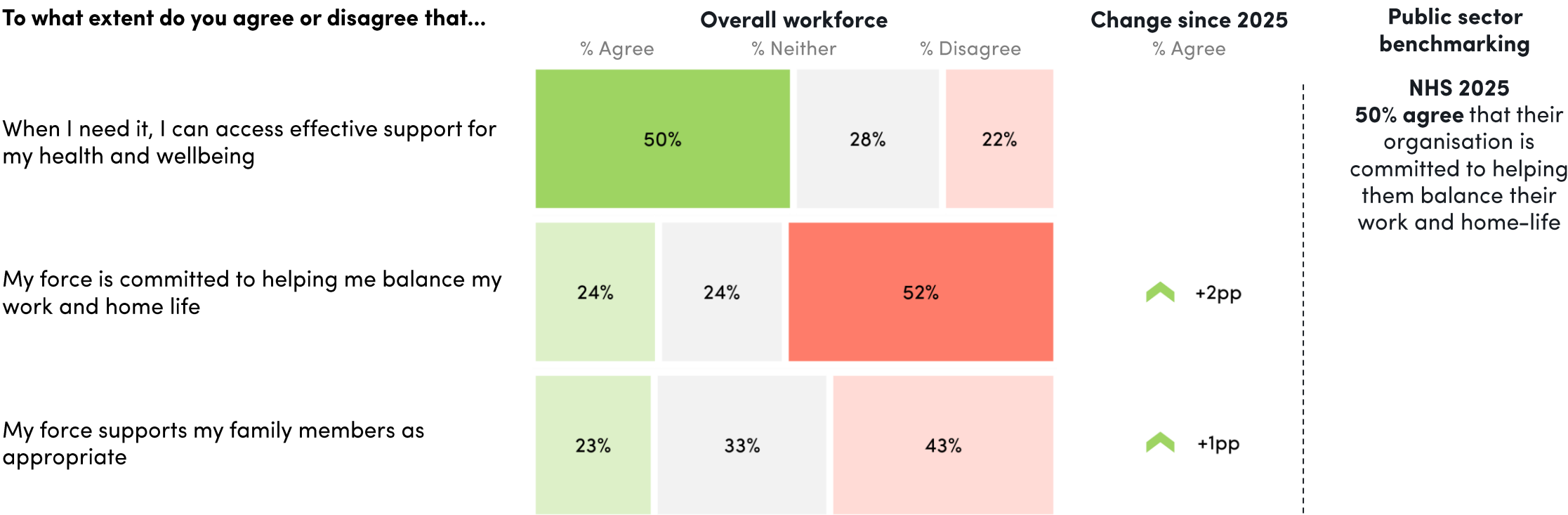
Function with highest score:

Finance, commercial & risk (score: 6.2)

Function with lowest score:

Local – incident response (score: 3.4)

To what extent do you agree or disagree that...



Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

pp' = 'percentage point'

Development | Learning and development is a relative strength, but not consistently experienced

5.6

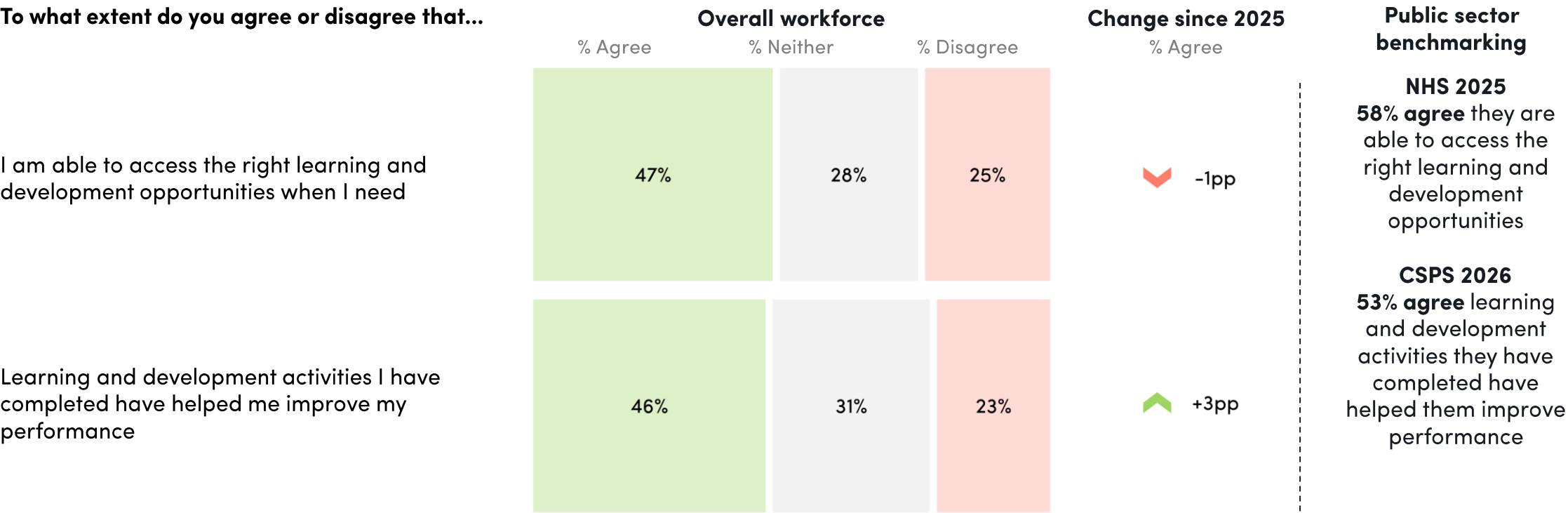
What does the survey tell us:

- Many colleagues feel able to access the learning and development opportunities, suggesting development provision is working for many across the workforce.
- Learning and development activities are generally viewed as beneficial, with many colleagues reporting that they help improve performance.
- However, experiences vary between functions, indicating development opportunities are not consistently experienced across the workforce.

Function with highest score:
National – NPCC (score: 6.4)

Function with lowest score:
Local – incident response (score: 5.3)

To what extent do you agree or disagree that...



Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey

pp' = 'percentage point'

Outlook | Senior leaders will need to act on survey results to reassure the workforce

What does the survey tell us:

- Confidence that senior leaders will act on survey findings is low, with most of the workforce unconvinced that concerns raised through the survey will lead to action.
- Perceptions vary considerably across functions, indicating trust and cynicism are experienced inconsistently across policing.
- Visible and meaningful action will be critical to maintaining engagement and demonstrating that staff and officer feedback leads to tangible improvements.

Function with highest score:
Finance, commercial & risk (50% agree senior leaders will act on results)

Function with lowest score:
Local – incident response (12% agree senior leaders will act on results)



The workforce has little confidence that leaders will act on the concerns they’ve expressed in this survey

To what extent do you agree or disagree that...	Overall workforce			Change since 2025 % Agree	Public sector benchmarking
	% Agree	% Neither	% Disagree		
I feel positive about the future of my force	29%	31%	41%	▼ -1pp	AFCAS 2026 26% agree senior leaders will act on results
I believe senior leaders in my force will take action on the results from this survey	19%	23%	58%	▲ +1pp	CSPS 2026 50% agree senior leaders will act on results

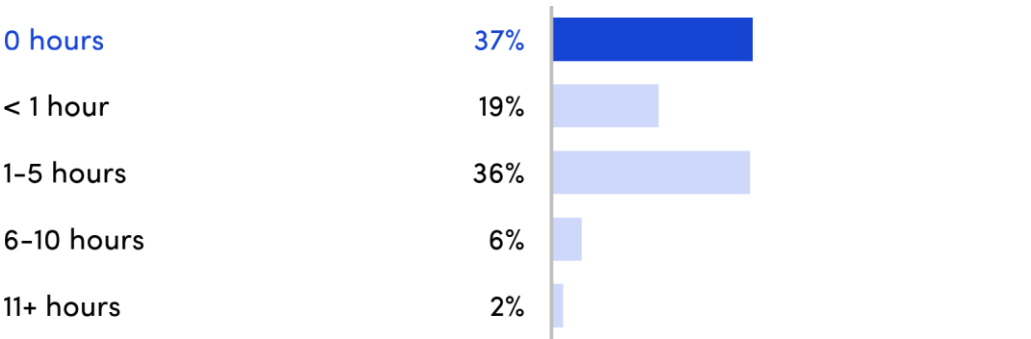
Change since 2025 calculated only using responses from forces participating in both the 2025 and 2026 survey



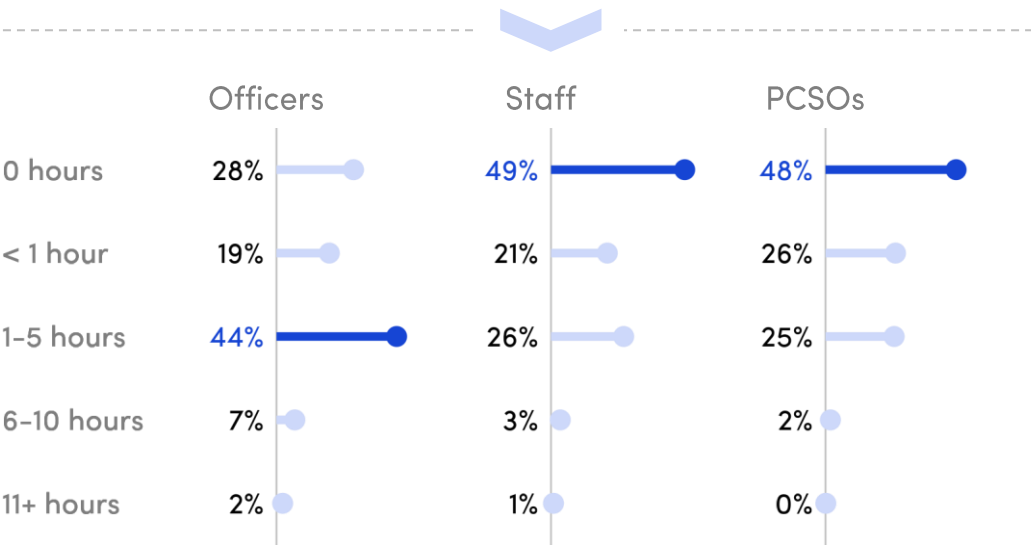
WHY ARE WE SEEING THESE
TRENDS?

Workload | Officers report often working overtime without recording it to help them manage their workload

How many unpaid hours do you work for your organisation per week?
Average unpaid hours per week over and above contracted hours, for example, unrecorded overtime



NHS 2025 survey: 51% selected 0 hours, 39% selected up to 5 hours.



0%¹
1: All axes start at 0%

What were your main reasons for working unpaid hours?
Excluding those who worked no overtime; up to two responses could be selected

It helped me manage my workload	40%
It's part of the job	30%
Expectation in my team just to get the job done	22%

Remaining options: I did not think the task justified claiming overtime (14%); I didn't think my claim would be approved (11%); Not applicable (10%); Claiming overtime takes too long (5%); I was unsure how or whether to claim overtime (2%).

Most commonly selected reasons	
Officers	39% - It helped me manage my workload 34% - It's part of the job 24% - Expectation in my team just to get the job done
Staff	46% - It helped me manage my workload 21% - It's part of the job 20% - Expectation in my team just to get the job done
PCSOs	28% - It's part of the job 28% - It helped me manage my workload 25% - I did not think the task justified claiming overtime

Workload | Most functions report working beyond their contracted hours without recording it to help them manage their workload

What were your main reasons for working unpaid hours?

Excluding those who worked no overtime; up to two responses could be selected

Local - neighbourhood
35% - It helped me manage my workload
33% - It's part of the job

Local - incident response
35% - It's part of the job
31% - It helped me manage my workload

Local - other
39% - It helped me manage my workload
34% - It's part of the job

Road policing
39% - It helped me manage my workload
28% - It's part of the job

Operational support
36% - It's part of the job
31% - It helped me manage my workload

Public protection
50% - It helped me manage my workload
29% - It's part of the job

Dealing with public
30% - It's part of the job
26% - It helped me manage my workload

Criminal justice arrangements
42% - It helped me manage my workload
27% - It's part of the job

Investigations & inv. support
45% - It helped me manage my workload
29% - It's part of the job

Intelligence
46% - It helped me manage my workload
25% - It's part of the job

Force command
38% - It's part of the job
34% - It helped me manage my workload

HR & workforce mngmt.
52% - It helped me manage my workload
24% - It's part of the job

Tech/ICT
52% - It helped me manage my workload
21% - It's part of the job

Infrastructure/assets
50% - It helped me manage my workload
25% - It's part of the job

Finance, commercial & risk
50% - It helped me manage my workload
26% - It's part of the job

National - CTP
37% - It helped me manage my workload
32% - It's part of the job

National - NPCC
43% - It helped me manage my workload
36% - It's part of the job

National - Other
40% - It helped me manage my workload
26% - I did not think the task justified claiming overtime

Other function
46% - It helped me manage my workload
22% - It's part of the job

Workload | Insufficient capacity dominates perceptions of workload pressure, except for colleagues who report manageable workloads

What has most significantly contributed to your workload?

Thinking about the last two months; up to two responses could be selected

	% selected
Insufficient capacity or cover to meet demand	55%
Work arriving unpredictably/without notice	31%
IT systems and processes creating duplication/extra steps	26%

Remaining options: N/A – My workload is manageable (19%); Other unnecessary or low-value work (14%); Unclear priorities when demands compete (14%); Assurance, compliance or documentation requirements (13%); Work arriving without adequate handover (10%).

Most commonly selected reasons

Officers	62% – Insufficient capacity or cover to meet demand
	30% – Work arriving unpredictably/without notice
	24% – IT systems and processes creating duplication/extra steps
Staff	48% – Insufficient capacity or cover to meet demand
	35% – Work arriving unpredictably/without notice
	28% – IT systems and processes creating duplication/extra steps
PCSOs	38% – N/A – My workload is manageable
	34% – Insufficient capacity or cover to meet demand
	24% – IT systems and processes creating duplication/extra steps



Top 3 reasons for those experiencing high workload pressure

Only those with a workload pressures index score of 2.5 or below

Insufficient capacity or cover to meet demand	80%
Work arriving unpredictably/without notice	30%
IT systems and processes creating duplication/extra steps	21%



Top 3 reasons for those experiencing moderate workload pressure

Only those with a workload pressures index score strictly between 2.5 and 7.5

Insufficient capacity or cover to meet demand	44%
Work arriving unpredictably/without notice	33%
IT systems and processes creating duplication/extra steps	29%



Top 3 reasons for those experiencing low workload pressure

Only those with a workload pressures index score of 7.5 or above

N/A – My workload is manageable	63%
IT systems and processes creating duplication/extra steps	22%
Work arriving unpredictably/without notice	20%
Insufficient capacity or cover to meet demand	15%

Workload | Insufficient capacity is reported as the primary driver of workload across most police functions

What has most significantly contributed to your workload?

Thinking about the last two months; up to two responses could be selected

Local - neighbourhood
51% - Insufficient capacity or cover to meet demand
29% - Work arriving unpredictably/without notice

Local - incident response
76% - Insufficient capacity or cover to meet demand
21% - Work arriving unpredictably/without notice

Local - other
46% - Insufficient capacity or cover to meet demand
30% - Work arriving unpredictably/without notice

Road policing
51% - Insufficient capacity or cover to meet demand
39% - IT systems and processes creating duplication/extra steps

Operational support
44% - Insufficient capacity or cover to meet demand
30% - IT systems and processes creating duplication/extra steps

Public protection
66% - Insufficient capacity or cover to meet demand
35% - Work arriving unpredictably/without notice

Dealing with public
68% - Insufficient capacity or cover to meet demand
37% - IT systems and processes creating duplication/extra steps

Criminal justice arrangements
56% - Insufficient capacity or cover to meet demand
35% - Work arriving unpredictably/without notice

Investigations & inv. support
58% - Insufficient capacity or cover to meet demand
33% - Work arriving unpredictably/without notice

Intelligence
42% - Insufficient capacity or cover to meet demand
41% - Work arriving unpredictably/without notice

Force command
48% - Insufficient capacity or cover to meet demand
39% - Work arriving unpredictably/without notice

HR & workforce mngmt.
41% - Insufficient capacity or cover to meet demand
40% - Work arriving unpredictably/without notice

Tech/ICT
46% - Work arriving unpredictably/without notice
39% - Insufficient capacity or cover to meet demand

Infrastructure/assets
45% - Insufficient capacity or cover to meet demand
42% - Work arriving unpredictably/without notice

Finance, commercial & risk
47% - Work arriving unpredictably/without notice
43% - Insufficient capacity or cover to meet demand

National - CTP
38% - Insufficient capacity or cover to meet demand
34% - Work arriving unpredictably/without notice

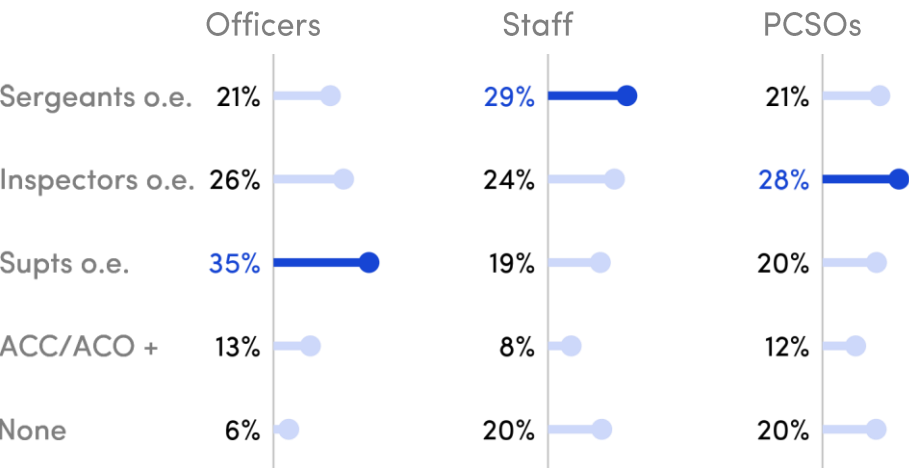
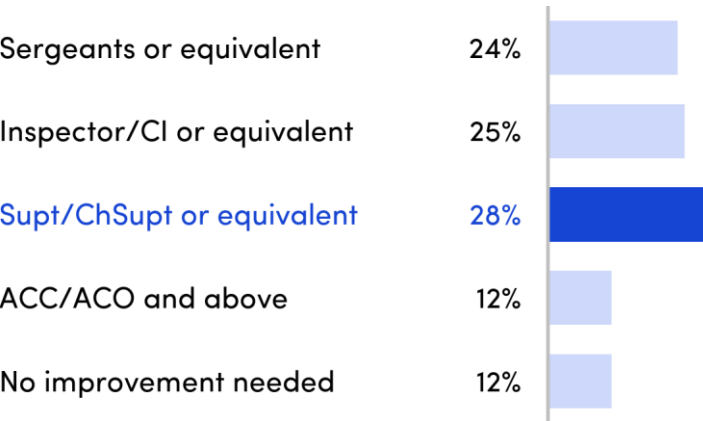
National - NPCC
56% - Work arriving unpredictably/without notice
29% - Other unnecessary or low-value work

National - Other
34% - N/A - My workload is manageable
28% - Work arriving unpredictably/without notice

Other function
40% - Insufficient capacity or cover to meet demand
34% - N/A - My workload is manageable

Leadership | Different ranks identify different parts of the leadership chain as needing the most improvement

Thinking about leadership in your organisation, at what level do you feel leadership requires most improvement?

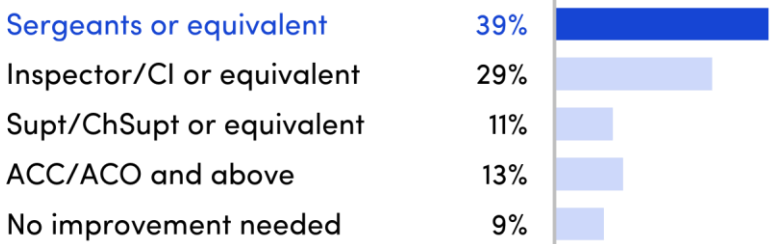


0%¹
1: All axes start at 0%



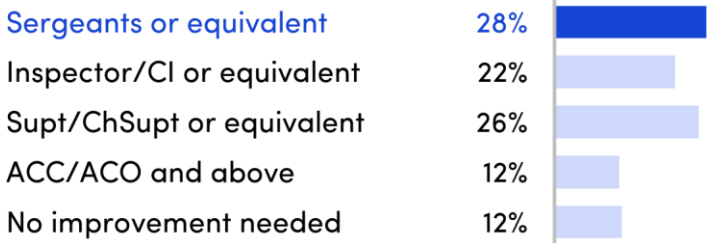
The levels senior leaders think require most improvement

Senior leaders defined as superintendents or senior managers and above



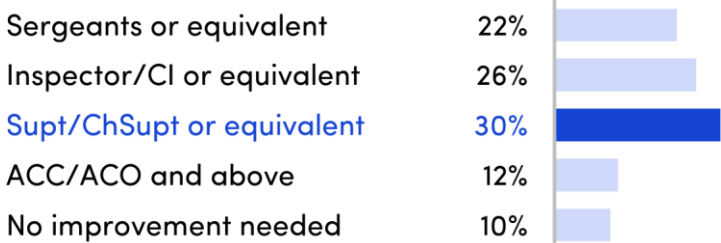
The levels mid-ranked colleagues think require most improvement

Middle-ranks defined as inspectors, CIs, supervisory and middle managers



The levels junior colleagues think require most improvement

Junior defined as constables, sergeants and practitioners



Leadership | Managing pressure emerges as the key leadership challenge across the workforce, except for senior leaders

Thinking about the leadership level you chose, which two leadership areas require the most improvement?

	% selected
Leaders managing pressure, instead of passing it down	43%
Decisions translating into consistent action	30%
Clear priorities or strategic decisions	23%

Remaining options: Leaders being good role models (21%); Directly addressing behaviour/performance (20%); Holding leaders accountable when poor behaviour continues (18%); Leaders being accessible (16%); There is no need for improvement (10%).

Most commonly selected reasons	
Officers	52% - Leaders managing pressure, instead of passing it down
	33% - Decisions translating into consistent action
	26% - Clear priorities or strategic decisions
Staff	31% - Leaders managing pressure, instead of passing it down
	26% - Decisions translating into consistent action
	26% - Directly addressing behaviour/performance
PCSOs	32% - Leaders managing pressure, instead of passing it down
	23% - Clear priorities or strategic decisions
	21% - Decisions translating into consistent action



Top 3 reasons for senior leaders
Only superintendents or senior managers and above

Directly addressing behaviour/performance	50%
Decisions translating into consistent action	34%
Clear priorities or strategic decisions	23%



Top 3 reasons for middle-ranked colleagues
Only inspectors, CIs, supervisory and middle managers

Leaders managing pressure, instead of passing it down	33%
Decisions translating into consistent action	30%
Directly addressing behaviour/performance	28%



Top 3 reasons for junior colleagues
Only constables, sergeants and practitioners

Leaders managing pressure, instead of passing it down	47%
Decisions translating into consistent action	31%
Clear priorities or strategic decisions	24%

Leadership | Managing pressure is reported as the key leadership challenge across most police functions

Thinking about the leadership level you chose, which two leadership areas require the most improvement?

Local – neighbourhood 46% – Leaders managing pressure, instead of passing it down 29% – Decisions translating into consistent action	Criminal justice arrangements 38% – Leaders managing pressure, instead of passing it down 26% – Decisions translating into consistent action	Finance, commercial & risk 25% – There is no need for improvement 24% – Decisions translating into consistent action
Local – incident response 57% – Leaders managing pressure, instead of passing it down 32% – Decisions translating into consistent action	Investigations & inv. support 49% – Leaders managing pressure, instead of passing it down 35% – Decisions translating into consistent action	National – CTP 35% – Leaders managing pressure, instead of passing it down 30% – Leaders being good role models
Local – other 42% – Leaders managing pressure, instead of passing it down 29% – Decisions translating into consistent action	Intelligence 35% – Leaders managing pressure, instead of passing it down 33% – Decisions translating into consistent action	National – NPCC 36% – Leaders managing pressure, instead of passing it down 35% – Decisions translating into consistent action
Road policing 42% – Leaders managing pressure, instead of passing it down 31% – Decisions translating into consistent action	Force command 39% – Directly addressing behaviour/performance 37% – Leaders managing pressure, instead of passing it down	National – Other 30% – Leaders managing pressure, instead of passing it down 27% – Leaders being good role models
Operational support 37% – Leaders managing pressure, instead of passing it down 33% – Decisions translating into consistent action	HR & workforce mngmt. 31% – Leaders managing pressure, instead of passing it down 30% – Directly addressing behaviour/performance	Other function 31% – Leaders managing pressure, instead of passing it down 25% – Decisions translating into consistent action
Public protection 50% – Leaders managing pressure, instead of passing it down 33% – Decisions translating into consistent action	Tech/ICT 30% – Clear priorities or strategic decisions 29% – Leaders managing pressure, instead of passing it down	
Dealing with public 43% – Leaders managing pressure, instead of passing it down 25% – Decisions translating into consistent action	Infrastructure/assets 26% – Directly addressing behaviour/performance 26% – Clear priorities or strategic decisions	

Leadership | Capacity and resources is consistently reported as a key challenge to delivering change across policing

Thinking about recent changes in your organisation, what, if any, have been the biggest challenges to delivering change?

	% selected
Capacity and resources	50%
Communication and engagement	27%
Evidence-based decision-making	22%

Remaining options: Strategic clarity and direction (19%); Translation of change into day-to-day work (17%); Perceived impact (15%); Learning & adaptation (12%); Change usually works well (10%); Leader sponsorship (9%).

Most commonly selected reasons

Officers	57% - Capacity and resources
	27% - Evidence-based decision-making
	25% - Communication and engagement
Staff	43% - Capacity and resources
	32% - Communication and engagement
	18% - Translation of change into day-to-day work
PCSOs	37% - Capacity and resources
	28% - Communication and engagement
	19% - Change usually works well



Top 3 reasons for senior leaders
Only superintendents or senior managers and above

Capacity and resources	59%
Translation of change into day-to-day work	29%
Strategic clarity and direction	20%



Top 3 reasons for middle-ranked colleagues
Only inspectors, CIs, supervisory and middle managers

Capacity and resources	48%
Communication and engagement	31%
Evidence-based decision-making	22%



Top 3 reasons for junior colleagues
Only constables, sergeants and practitioners

Capacity and resources	52%
Communication and engagement	27%
Evidence-based decision-making	24%

Leadership | Capacity and resources is reported across all police functions as the key challenge when it comes to delivering change

Thinking about recent changes in your organisation, what, if any, have been the biggest challenges to delivering change?

Local - neighbourhood
50% - Capacity and resources
24% - Communication and engagement

Local - incident response
63% - Capacity and resources
24% - Evidence-based decision-making

Local - other
51% - Capacity and resources
29% - Communication and engagement

Road policing
51% - Capacity and resources
27% - Evidence-based decision-making

Operational support
47% - Capacity and resources
25% - Evidence-based decision-making

Public protection
56% - Capacity and resources
28% - Communication and engagement

Dealing with public
48% - Capacity and resources
35% - Communication and engagement

Criminal justice arrangements
49% - Capacity and resources
31% - Communication and engagement

Investigations & inv. support
54% - Capacity and resources
28% - Evidence-based decision-making

Intelligence
42% - Capacity and resources
31% - Communication and engagement

Force command
47% - Capacity and resources
38% - Communication and engagement

HR & workforce mngmt.
44% - Capacity and resources
31% - Communication and engagement

Tech/ICT
43% - Capacity and resources
28% - Communication and engagement

Infrastructure/assets
38% - Capacity and resources
28% - Communication and engagement

Finance, commercial & risk
43% - Capacity and resources
28% - Communication and engagement

National - CTP
39% - Capacity and resources
30% - Communication and engagement

National - NPCC
36% - Capacity and resources
26% - Translation of change into day-to-day work

National - Other
29% - Capacity and resources
27% - Communication and engagement

Other function
40% - Capacity and resources
26% - Communication and engagement

Wellbeing support | Most colleagues seek support through their line manager, but workload and reputation concerns are key barriers

Where would you go for support if you struggle with your mental wellbeing, or experience trauma or burnout due to work?

Multiple responses could be selected % selected

My line manager(s)	64%
Colleagues in my team	54%
Occupational Health or wellbeing officers	29%

Remaining options: Peer Support colleagues (13%); Police Treatment/Rehabilitation Centres (8%); Intranet (8%); Oscar Kilo (8%); Other external support (7%); My union representative (4%); Human Resources (3%); Chaplaincy services (2%); My staff network (2%); My staff association (2%).

Most commonly selected reasons

Officers	60% - My line manager(s) 54% - Colleagues in my team 27% - Occupational Health or wellbeing officers
Staff	71% - My line manager(s) 55% - Colleagues in my team 31% - Occupational Health or wellbeing officers
PCSOs	66% - My line manager(s) 62% - Colleagues in my team 27% - Occupational Health or wellbeing officers

What, if anything, makes it difficult for you to access health and wellbeing support?

Multiple responses could be selected % selected

Lack of time or workload pressures	38%
Worried it might affect reputation or career	35%
Concerns about confidentiality	25%

Remaining options: N/A - I have not experienced barriers (25%); Not knowing what support is available (21%); Not knowing how to access it (19%); Difficulty accessing it due to shift patterns / location (17%); Available support would not be helpful (12%); Not being able to access it when I needed (11%); Available support would not be relevant (8%); Prefer not to say (4%).

Most commonly selected reasons

Officers	45% - Lack of time or workload pressures 43% - Worried it might affect reputation or career 29% - Concerns about confidentiality
Staff	34% - N/A - I have not experienced barriers 30% - Lack of time or workload pressures 25% - Worried it might affect reputation or career
PCSOs	32% - Worried it might affect reputation or career 32% - Not knowing what support is available 28% - Concerns about confidentiality

Wellbeing support | Concerns about career impact and workload pressures are common barriers for colleagues in operational roles

What, if anything, makes it difficult for you to access health and wellbeing support?

Local – neighbourhood 38% – Worried it might affect reputation or career 37% – Lack of time or workload pressures
Local – incident response 55% – Lack of time or workload pressures 43% – Worried it might affect reputation or career
Local – other 39% – Worried it might affect reputation or career 34% – Lack of time or workload pressures
Road policing 35% – Worried it might affect reputation or career 31% – Lack of time or workload pressures
Operational support 40% – Worried it might affect reputation or career 29% – Concerns about confidentiality
Public protection 48% – Lack of time or workload pressures 40% – Worried it might affect reputation or career
Dealing with public 39% – Lack of time or workload pressures 31% – Worried it might affect reputation or career

Criminal justice arrangements 34% – Lack of time or workload pressures 28% – N/A – I have not experienced barriers
Investigations & inv. support 44% – Lack of time or workload pressures 41% – Worried it might affect reputation or career
Intelligence 33% – Worried it might affect reputation or career 28% – Lack of time or workload pressures
Force command 38% – N/A – I have not experienced barriers 35% – Lack of time or workload pressures
HR & workforce mngmt. 40% – N/A – I have not experienced barriers 24% – Lack of time or workload pressures
Tech/ICT 37% – N/A – I have not experienced barriers 26% – Lack of time or workload pressures
Infrastructure/assets 38% – N/A – I have not experienced barriers 25% – Not knowing what support is available

Finance, commercial & risk 39% – N/A – I have not experienced barriers 28% – Lack of time or workload pressures
National – CTP 39% – Worried it might affect reputation or career 29% – Concerns about confidentiality
National – NPCC 44% – Worried it might affect reputation or career 40% – N/A – I have not experienced barriers
National – Other 36% – N/A – I have not experienced barriers 27% – Concerns about confidentiality
Other function 37% – N/A – I have not experienced barriers 27% – Worried it might affect reputation or career

Engagement | Job security and role enjoyment keep colleagues engaged, while desire for a better work-life balance drives intention to leave

What are the main reasons you'd like to stay working in your force?

Only asked to those intending to stay

	% selected
Job security & pension	62%
I enjoy my role	60%
Making a difference	41%

Remaining options: Work-life balance incl. flexible working arrangements (30%); Career development & opportunities (27%); Positive team culture (25%); Wellbeing support (7%); Positive organisational culture (6%).

Most commonly selected reasons

Officers	67% – Job security & pension 52% – I enjoy my role 37% – Making a difference
Staff	69% – I enjoy my role 59% – Job security & pension 55% – Work-life balance incl. flexible working arrangements
PCSOs	71% – I enjoy my role 57% – Making a difference 52% – Job security & pension

What are the main reasons you'd like to leave the force?

Only asked to those intending to leave

	% selected
For better work-life balance	54%
For a better pay and benefit package	44%
Due to poor leadership	42%

Remaining options: Low public confidence in policing (35%); Due to unmanageable workload (32%); Don't like organisational culture (30%); Career progression outside the organisation (26%); Due to poor line management (21%); Lack of inclusion and fair treatment (21%); Personal circumstances (10%); Role affected by restructuring or redundancy (8%); For more interesting work (8%); Due to poor work relationships (8%); Retiring (7%); Just want a change (6%).

Most commonly selected reasons

Officers	62% – For better work-life balance 47% – For a better pay and benefit package 47% – Due to poor leadership
Staff	40% – For a better pay and benefit package 38% – For better work-life balance 34% – Career progression outside the organisation
PCSOs	48% – For better work-life balance 41% – Low public confidence in policing 40% – For a better pay and benefit package

Engagement | Colleagues stay for similar reasons, regardless of where they work

What are the main reasons you’d like to stay working in your force?

Local – neighbourhood
60% – I enjoy my role
59% – Job security & pension

Local – incident response
58% – I enjoy my role
57% – Job security & pension

Local – other
63% – Job security & pension
53% – I enjoy my role

Road policing
63% – I enjoy my role
61% – Job security & pension

Operational support
65% – Job security & pension
62% – I enjoy my role

Public protection
65% – Job security & pension
53% – I enjoy my role

Dealing with public
69% – Job security & pension
58% – I enjoy my role

Criminal justice arrangements
67% – Job security & pension
55% – I enjoy my role

Investigations & inv. support
65% – Job security & pension
57% – I enjoy my role

Intelligence
66% – I enjoy my role
65% – Job security & pension

Force command
66% – Job security & pension
65% – I enjoy my role

HR & workforce mngmt.
66% – I enjoy my role
58% – Job security & pension

Tech/ICT
71% – I enjoy my role
65% – Job security & pension

Infrastructure/assets
70% – I enjoy my role
58% – Job security & pension

Finance, commercial & risk
72% – I enjoy my role
64% – Work-life balance incl. flexible working arrangements

National – CTP
67% – Job security & pension
65% – I enjoy my role

National – NPCC
70% – I enjoy my role
53% – Job security & pension

National – Other
61% – I enjoy my role
55% – Job security & pension

Other function
63% – I enjoy my role
57% – Job security & pension

Engagement | Work-life balance, pay and leadership emerge as the key drivers of intention to leave across different functions

What are the main reasons you’d like to leave the force?

Local – neighbourhood 59% – For better work-life balance 46% – Low public confidence in policing
Local – incident response 71% – For better work-life balance 56% – Due to unmanageable workload
Local – other 58% – For better work-life balance 46% – Low public confidence in policing
Road policing 52% – For a better pay and benefit package 51% – For better work-life balance
Operational support 51% – For better work-life balance 50% – Due to poor leadership
Public protection 65% – For better work-life balance 48% – Due to unmanageable workload
Dealing with public 58% – For better work-life balance 39% – Due to poor leadership

Criminal justice arrangements 48% – For better work-life balance 38% – Due to poor leadership
Investigations & inv. support 60% – For better work-life balance 47% – For a better pay and benefit package
Intelligence 46% – For a better pay and benefit package 45% – For better work-life balance
Force command 60% – For better work-life balance 40% – For a better pay and benefit package
HR & workforce mngmt. 40% – For a better pay and benefit package 37% – For better work-life balance
Tech/ICT 44% – For a better pay and benefit package 38% – Career progression outside the organisation
Infrastructure/assets 48% – Due to poor leadership 41% – For a better pay and benefit package

Finance, commercial & risk 35% – For a better pay and benefit package 34% – Career progression outside the organisation
National – CTP 49% – For a better pay and benefit package 46% – Due to poor leadership
National – NPCC 34% – Career progression outside the organisation 34% – Due to poor leadership
National – Other 48% – For better work-life balance 47% – Due to poor leadership
Other function 40% – For a better pay and benefit package 39% – For better work-life balance

Further available support | There is further support available from Oscar Kilo - the National Police Wellbeing Service and Leapwise



We will help forces, through their identified leads, as they analyse their results and begin planning their response and activity – keeping up the momentum with regular progress sessions and sharing what works across the service. The Workforce Prioritisation Guidance remains available too, so forces can self-assess against progress in key areas. More information is on these on the Oscar Kilo website.

[National Police Workforce and Wellbeing Survey | Oscar Kilo](#)

[Workforce prioritisation guidance | Oscar Kilo](#)

If you need support yourself, Oscar Kilo's wellbeing resources are free to everyone in policing here – [The National Police Wellbeing Service | Oscar Kilo](#) and the police mental health crisis line is available 24/7 on 0300 131 2789.



Leapwise can support forces to maximise the value of their survey results through:

- **Bespoke analysis** to explore key workforce issues, identify drivers of outcomes, and priorities for action
- **Action planning and implementation support** to help develop evidence-based interventions, embed change and measure impact over time

We have supported 30+ police forces across the UK to deliver improvements, including to:

- **Strengthen leadership capability** through leadership reviews and targeted development programmes
- **Address workforce challenges** through strategic workforce planning, demand & capacity reviews, and organisational design support
- **Deliver measurable improvements** through targeted interventions, improvement programmes and evaluations

For more information, contact us at: survey@leapwiseadvisory.com

LEAPWISE

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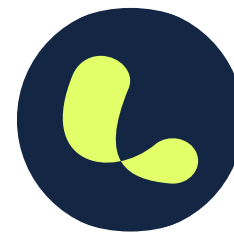
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Sign up to our Newsletter and follow us on
LinkedIn for the latest insights and updates
from our work across UK policing



BUILDING HIGH PERFORMANCE FOR THE PUBLIC



APPENDIX



APPENDIX 1: DIFFERENCES BY ROLE, RANK & STAFF GRADE

Overview

	Officer	Staff	PCSO	Specials & Volunteers	Constable	Sergeant	Inspector	CI	Supt	ACC +	Practitioner	Supervisory manager	Middle manager	Senior manager +
Wellbeing	4.2	5.6	5.6	7.3	4.2	4.3	4.7	5.1	5.3	6.1	5.5	5.5	5.7	6.1
Engagement	4.4	6.1	5.6	6.5	4.3	4.3	4.9	5.7	6.5	8.1	6.0	6.1	6.6	7.4
Workload	3.1	4.6	5.1	5.7	3.1	2.9	3.1	3.4	3.3	4.1	4.8	4.5	4.3	4.0
Role preparedness	7.6	8.2	7.8	7.4	7.6	7.6	7.7	7.9	8.2	8.8	8.2	8.1	8.2	8.5
Organisational justice	4.0	4.6	4.4	5.4	3.9	4.0	4.3	4.9	5.8	7.9	4.5	4.7	5.1	6.2
Psychological safety	4.5	5.3	4.7	5.1	4.3	5.0	5.6	6.4	6.8	8.3	5.0	5.5	6.0	7.1
Team support	7.3	7.3	6.9	7.5	7.2	7.5	7.6	7.8	7.9	8.7	7.2	7.2	7.6	7.9
Line manager support	6.9	7.3	7.1	6.9	7.0	6.8	6.5	7.4	7.7	8.3	7.3	7.3	7.5	7.9
Leadership quality	3.6	5.3	4.7	5.6	3.5	3.6	4.1	5.2	5.7	8.3	5.2	5.1	5.6	6.8
Enabling resources	4.9	5.7	5.6	5.8	4.9	4.8	5.1	5.7	6.0	7.3	5.7	5.6	5.8	6.5
Wellbeing support	3.4	5.6	5.2	6.0	3.3	3.4	3.9	4.7	4.8	6.6	5.6	5.4	5.8	6.7
L&D	5.4	6.0	6.0	6.0	5.4	5.2	5.5	6.2	6.5	7.8	5.9	5.9	6.1	6.5

Wellbeing

In the last 12 months, how often 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 finances?

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%	34%	8%
Felt fatigue or physically exhausted by work?	65%	42%	40%	18%
Found your work to be emotionally exhausting?	53%	34%	29%	13%
Felt stressed about your finances?	38%	22%	25%	11%
Found it difficult to empathise with victims of crime due to the demands of your job?	31%	12%	9%	6%
Felt burnt out because of your job?	54%	30%	30%	10%

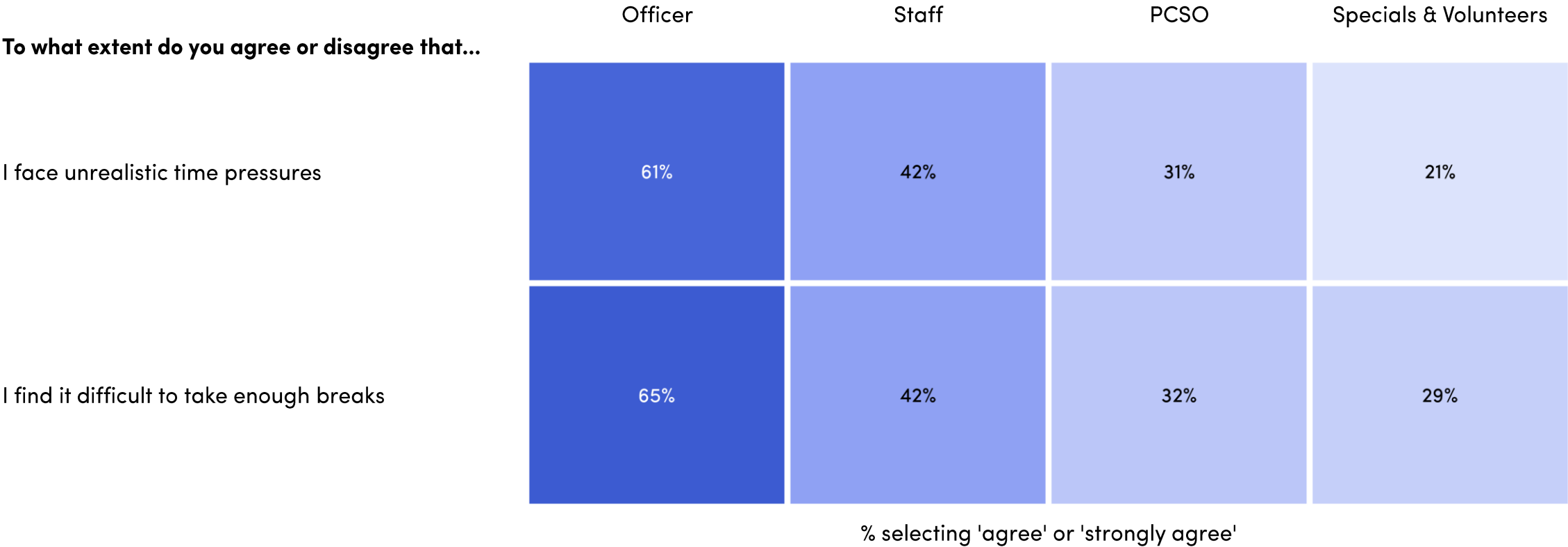
% selecting 'often' or 'always'

Engagement

	Officer	Staff	PCSO	Specials & Volunteers
To what extent do you agree or disagree that...				
My work gives me a sense of personal accomplishment	55%	69%	60%	86%
The pay and benefits I receive are fair for the work I do	17%	43%	40%	17%
I feel that the work of my force makes a positive difference to the public	48%	72%	55%	80%
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	22%	45%	37%	58%

% selecting 'agree' or 'strongly agree'

Workload pressures

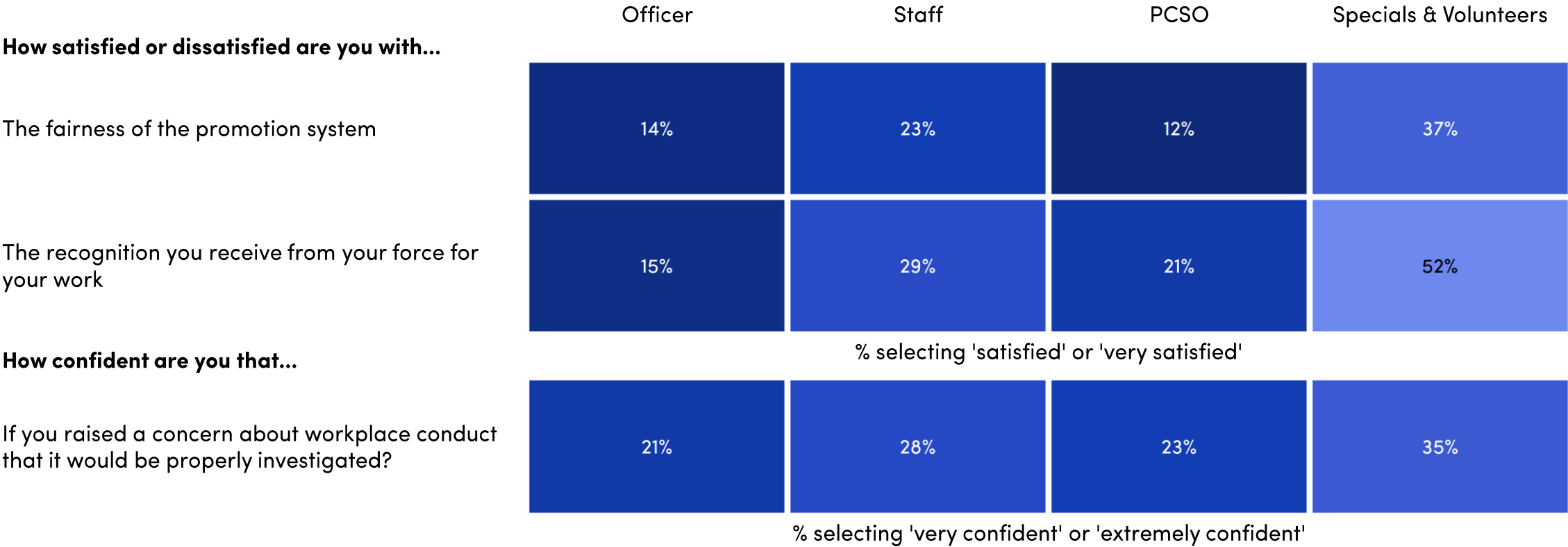


Role preparedness

To what extent do you agree or disagree that...	Officer	Staff	PCSO	Specials & Volunteers
I have the knowledge, skills and experience to do my job	88%	93%	89%	77%
I am trusted to do my job	80%	87%	85%	80%
I am clear of what is expected of me at work	79%	84%	79%	81%

% selecting 'agree' or 'strongly agree'

Organisational justice



Psychological safety

To what extent do you agree or disagree that...

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

When genuine mistakes happen, the focus is on learning and improvement

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

How confident do you feel challenging...

Your colleagues

Your line manager(s)

Inspectors, CIs and staff equivalent

Supts, Chief Supts and staff equivalent

ACCs / ACOs and above

Officer	Staff	PCSO	Specials & Volunteers
25%	54%	36%	47%
30%	58%	44%	51%
69%	74%	62%	66%
% selecting 'agree' or 'strongly agree'			
67%	54%	54%	50%
44%	42%	33%	40%
22%	23%	13%	27%
13%	17%	9%	23%
10%	14%	9%	21%
% selecting 'very confident' or 'extremely confident'			

Team support

	Officer	Staff	PCSO	Specials & Volunteers
To what extent do you agree or disagree that...				
I trust colleagues in my team to do a good job	83%	84%	79%	90%
My team work together to improve the service we provide	83%	82%	72%	85%
In my team, disagreements are dealt with constructively	68%	62%	58%	65%
I feel a strong sense of belonging and inclusion within my team	70%	69%	62%	72%
How satisfied or dissatisfied are you with...				
	% selecting 'agree' or 'strongly agree'			
The level of respect you receive from colleagues at work	75%	75%	65%	77%
	% selecting 'satisfied' or 'very satisfied'			

Manager support

	Officer	Staff	PCSO	Specials & Volunteers
To what extent do you agree or disagree that...				
My line manager(s) sets a positive example	74%	75%	74%	73%
My line manager(s) takes a positive interest in my health & wellbeing	71%	77%	73%	70%
My manager takes effective action to help me with any problems I face	69%	73%	71%	67%
My manager helps me to understand how major change decisions will affect me	58%	64%	62%	57%
How satisfied or dissatisfied are you with...				
	% selecting 'agree' or 'strongly agree'			
The level of respect you receive from your line manager(s)	66%	72%	63%	74%
	% selecting 'satisfied' or 'very satisfied'			

Leadership

To what extent do you agree or disagree that...

I believe this is a well led and managed organisation

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

I feel that change is managed well in the force

	Officer	Staff	PCSO	Specials & Volunteers
I believe this is a well led and managed organisation	19%	44%	29%	51%
I believe the actions of senior leaders are consistent with our organisation’s values	21%	45%	30%	49%
I feel that change is managed well in the force	14%	28%	19%	34%

% selecting 'agree' or 'strongly agree'

Enabling resources

How satisfied or dissatisfied are you with...

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

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

The 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
	36%	51%	40%	55%
	40%	53%	45%	49%
	29%	42%	38%	44%
	52%	56%	60%	62%
	32%	43%	39%	39%
	32%	44%	43%	42%
	40%	50%	50%	54%

% selecting 'satisfied' or 'very satisfied'

Wellbeing support

To what extent do you agree or disagree that...

When I need it, I can access effective support for my health and wellbeing

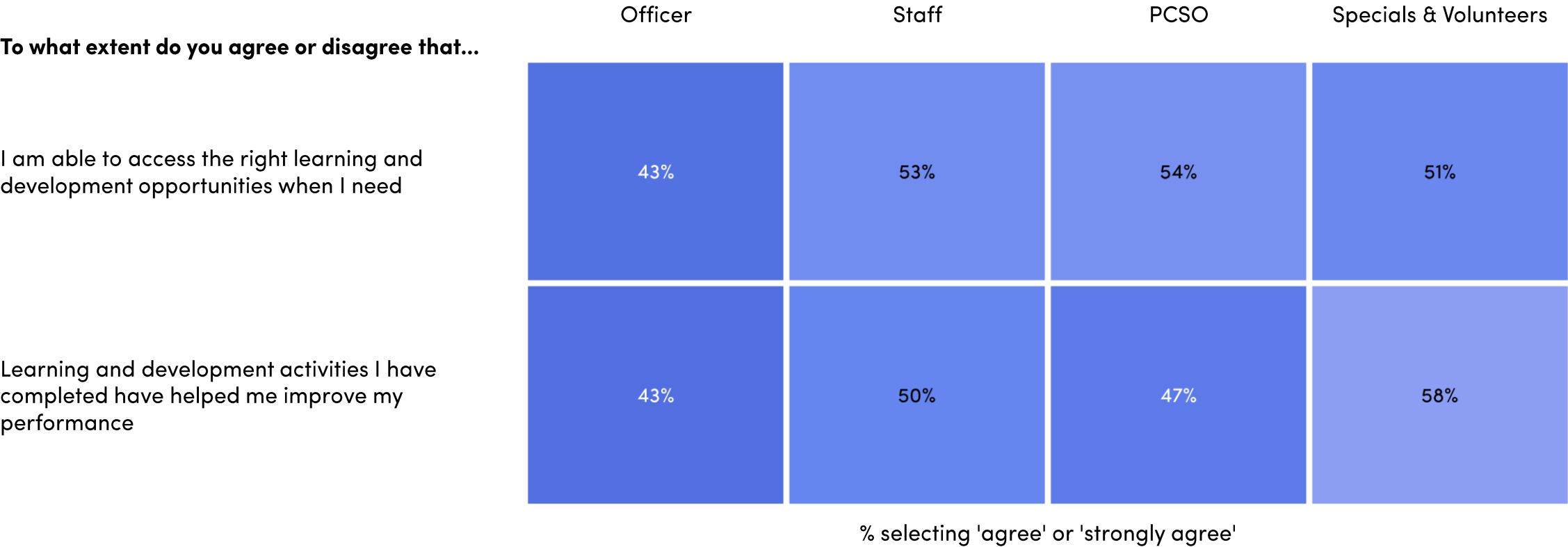
My force is committed to helping me balance my work and home life

My force supports my family members as appropriate

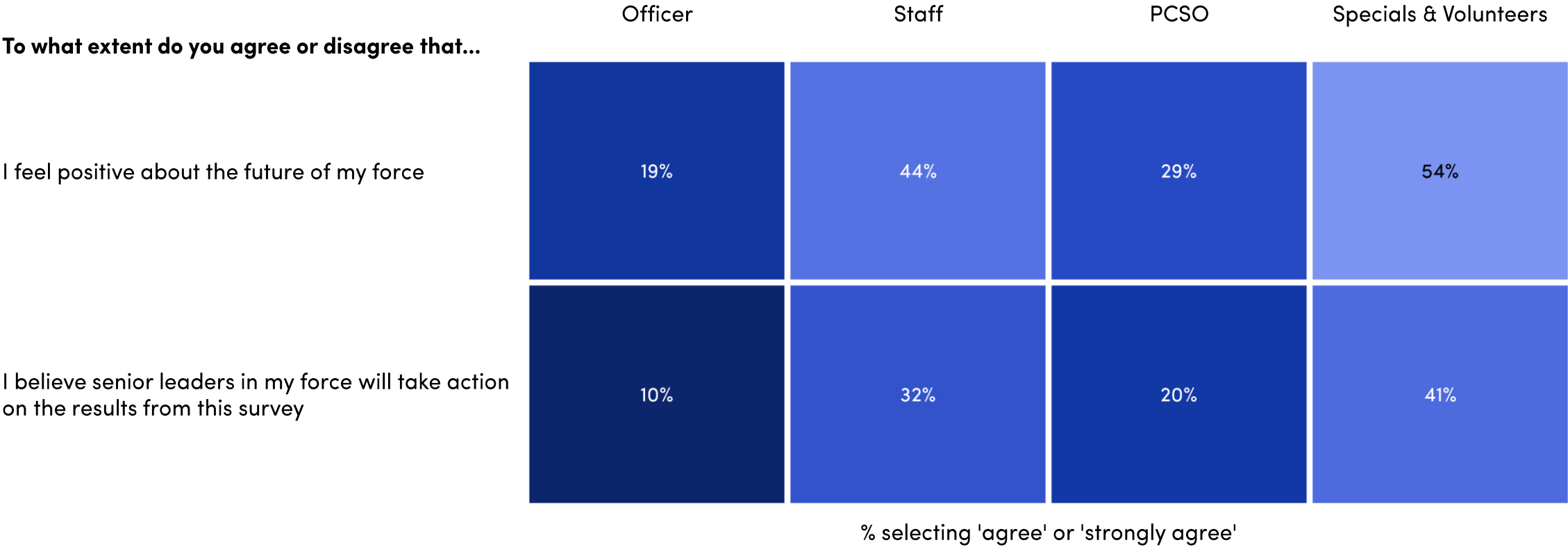
	Officer	Staff	PCSO	Specials & Volunteers
When I need it, I can access effective support for my health and wellbeing	41%	63%	50%	67%
My force is committed to helping me balance my work and home life	13%	43%	33%	50%
My force supports my family members as appropriate	15%	38%	30%	38%

% selecting 'agree' or 'strongly agree'

Learning and development



Outlook



Wellbeing

In the last 12 months, how often 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 finances?

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	CI	Supt	ACC +
Come to work even when you did not feel well enough to perform your duties?	40%	39%	35%	32%	25%	23%
Felt fatigue or physically exhausted by work?	66%	65%	62%	52%	55%	40%
Found your work to be emotionally exhausting?	54%	54%	52%	44%	47%	31%
Felt stressed about your finances?	41%	31%	23%	22%	14%	6%
Found it difficult to empathise with victims of crime due to the demands of your job?	33%	27%	19%	9%	8%	2%
Felt burnt out because of your job?	55%	53%	49%	39%	36%	18%

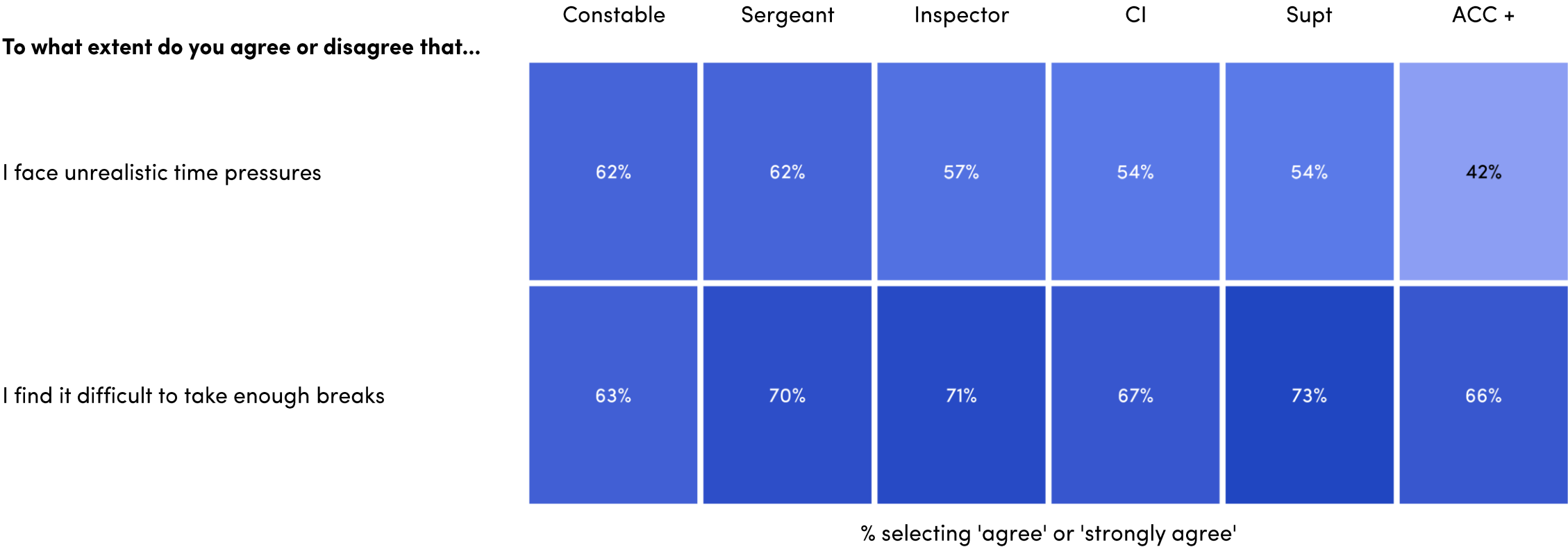
% selecting 'often' or 'always'

Engagement

	Constable	Sergeant	Inspector	CI	Supt	ACC +
To what extent do you agree or disagree that...						
My work gives me a sense of personal accomplishment	53%	56%	67%	81%	86%	96%
The pay and benefits I receive are fair for the work I do	15%	21%	26%	26%	52%	66%
I feel that the work of my force makes a positive difference to the public	46%	51%	65%	81%	90%	98%
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%	16%	21%	32%	39%	80%

% selecting 'agree' or 'strongly agree'

Workload pressures

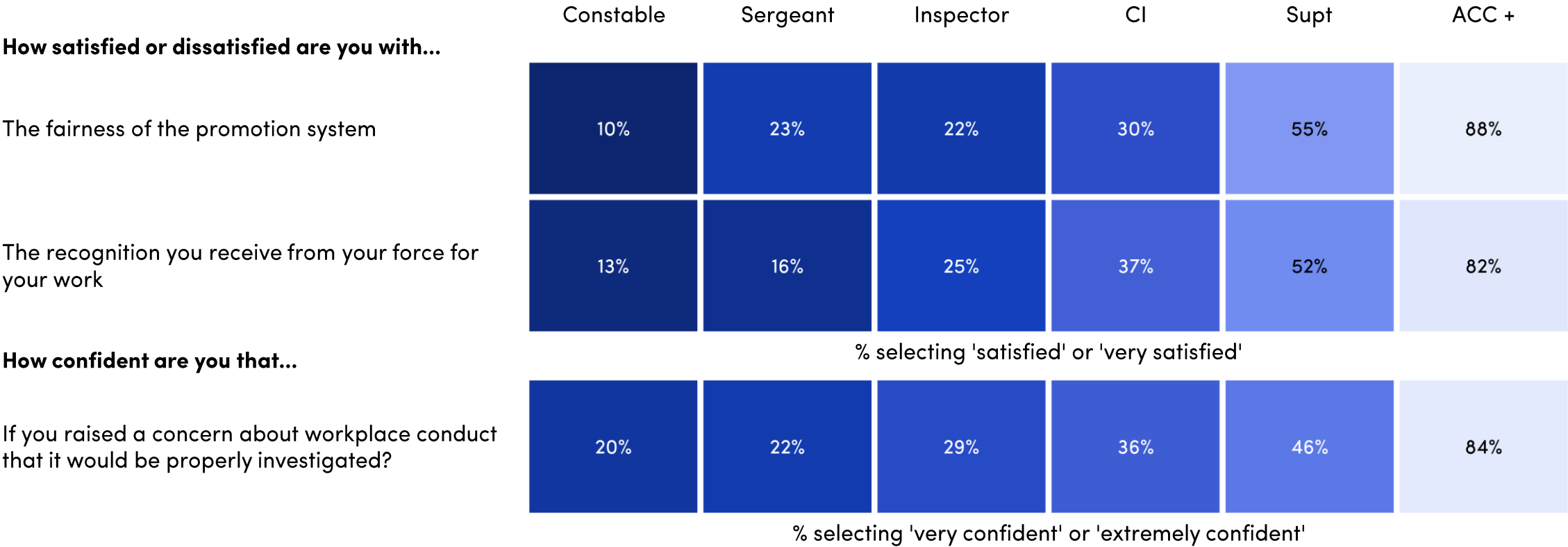


Role preparedness

To what extent do you agree or disagree that...	Constable	Sergeant	Inspector	CI	Supt	ACC +
I have the knowledge, skills and experience to do my job	87%	91%	92%	94%	96%	100%
I am trusted to do my job	80%	79%	82%	85%	89%	94%
I am clear of what is expected of me at work	79%	77%	78%	83%	89%	99%

% selecting 'agree' or 'strongly agree'

Organisational justice



Psychological safety

To what extent do you agree or disagree that...

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

When genuine mistakes happen, the focus is on learning and improvement

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

How confident do you feel challenging...

Your colleagues

Your line manager(s)

Inspectors, CIs and staff equivalent

Supts, Chief Supts and staff equivalent

ACCs / ACOs and above

Constable	Sergeant	Inspector	CI	Supt	ACC +
23%	26%	36%	54%	59%	85%
28%	31%	41%	58%	68%	95%
65%	80%	86%	93%	94%	100%
% selecting 'agree' or 'strongly agree'					
62%	82%	86%	87%	87%	97%
40%	57%	59%	68%	67%	83%
15%	33%	61%	86%	92%	100%
9%	17%	28%	47%	77%	100%
8%	13%	17%	27%	39%	92%

% selecting 'very confident' or 'extremely confident'

Team support

	Constable	Sergeant	Inspector	CI	Supt	ACC +
To what extent do you agree or disagree that...						
I trust colleagues in my team to do a good job	81%	86%	89%	93%	96%	100%
My team work together to improve the service we provide	81%	88%	91%	92%	95%	100%
In my team, disagreements are dealt with constructively	64%	82%	85%	84%	89%	93%
I feel a strong sense of belonging and inclusion within my team	68%	75%	76%	78%	84%	93%
How satisfied or dissatisfied are you with...						
% selecting 'agree' or 'strongly agree'						
The level of respect you receive from colleagues at work	74%	76%	81%	87%	93%	90%
% selecting 'satisfied' or 'very satisfied'						

Manager support

	Constable	Sergeant	Inspector	CI	Supt	ACC +
To what extent do you agree or disagree that...						
My line manager(s) sets a positive example	74%	73%	71%	82%	88%	96%
My line manager(s) takes a positive interest in my health & wellbeing	72%	69%	66%	76%	79%	82%
My manager takes effective action to help me with any problems I face	70%	66%	61%	72%	78%	89%
My manager helps me to understand how major change decisions will affect me	58%	59%	55%	69%	76%	85%
How satisfied or dissatisfied are you with...						
	% selecting 'agree' or 'strongly agree'					
The level of respect you receive from your line manager(s)	65%	68%	67%	78%	88%	93%
	% selecting 'satisfied' or 'very satisfied'					

Leadership

To what extent do you agree or disagree that...

I believe this is a well led and managed organisation

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

I feel that change is managed well in the force

	Constable	Sergeant	Inspector	CI	Supt	ACC +
I believe this is a well led and managed organisation	16%	21%	30%	51%	58%	95%
I believe the actions of senior leaders are consistent with our organisation’s values	19%	23%	31%	47%	59%	93%
I feel that change is managed well in the force	13%	15%	21%	33%	41%	90%

% selecting 'agree' or 'strongly agree'

Enabling resources

How satisfied or dissatisfied are you with...

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

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

The 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)

	Constable	Sergeant	Inspector	CI	Supt	ACC +
The standard of personal equipment (such as kit and uniform)	34%	39%	46%	58%	63%	85%
The standard of hardware (such as computers, laptops, mobile devices, body-worn cameras)	37%	42%	50%	64%	70%	89%
The standard of software (including applications, tools and IT systems)	27%	29%	35%	45%	51%	75%
Support to resolve IT challenges (such as helpdesk)	52%	47%	52%	57%	66%	92%
The online resources and guidelines outlining processes to do your job	32%	33%	35%	42%	45%	82%
Support with HR related issues (including payroll, pensions, performance management, prof. dev.)	32%	31%	32%	39%	43%	78%
Occupational health support and treatments (such as counselling and physiotherapy)	40%	40%	42%	46%	52%	64%

% selecting 'satisfied' or 'very satisfied'

Wellbeing support

To what extent do you agree or disagree that...

When I need it, I can access effective support for my health and wellbeing

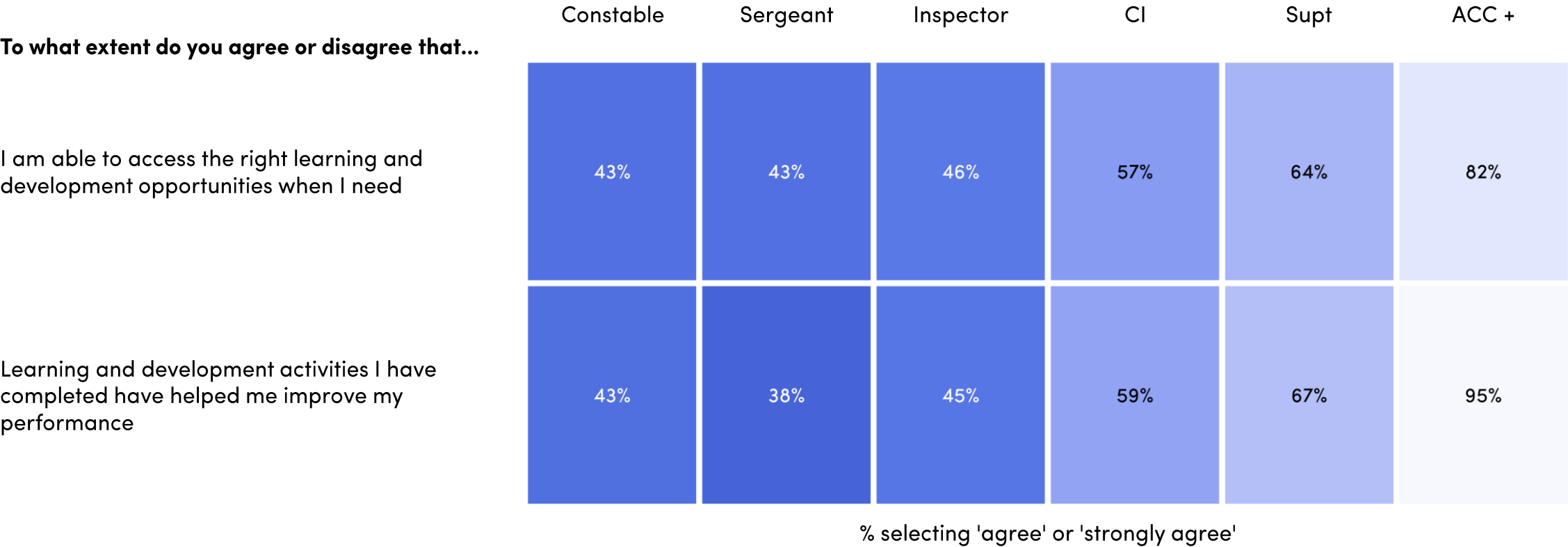
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My force supports my family members as appropriate

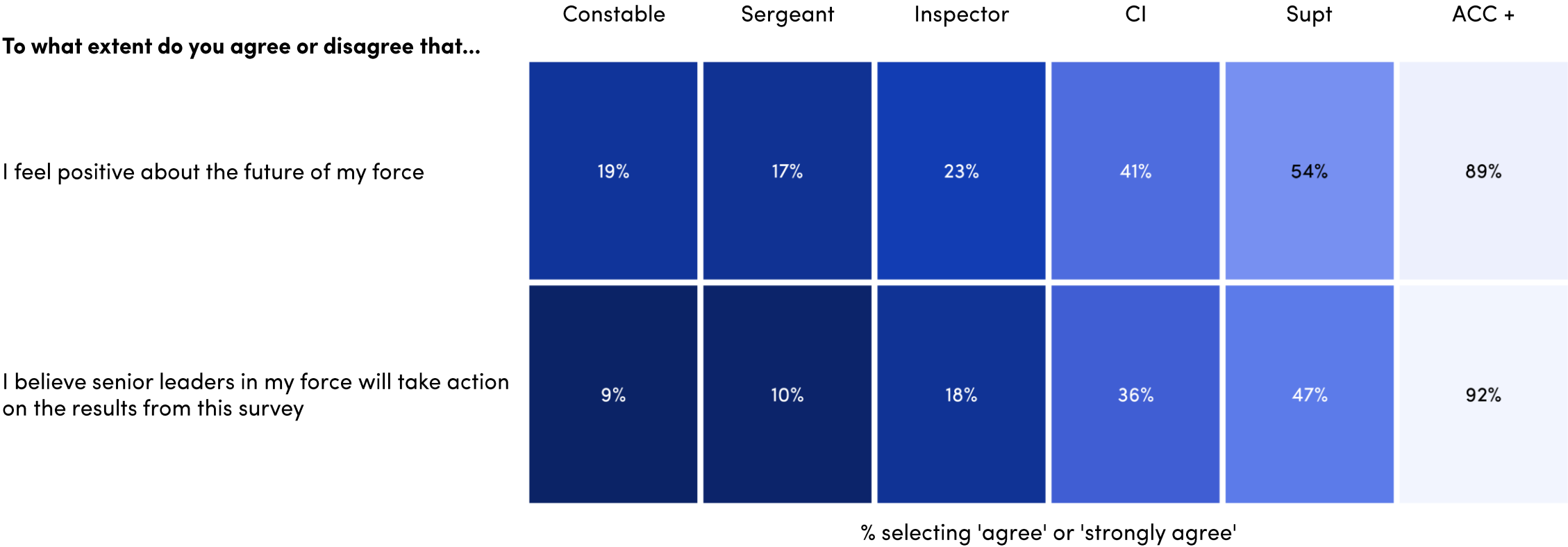
	Constable	Sergeant	Inspector	CI	Supt	ACC +
When I need it, I can access effective support for my health and wellbeing	39%	45%	53%	63%	66%	92%
My force is committed to helping me balance my work and home life	12%	12%	17%	24%	26%	58%
My force supports my family members as appropriate	14%	16%	20%	30%	33%	70%

% selecting 'agree' or 'strongly agree'

Learning and development



Outlook



Wellbeing

In the last 12 months, how often 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 finances?

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

Felt burnt out because of your job?

	Practitioner	Supervisory manager	Middle manager	Senior manager +
Come to work even when you did not feel well enough to perform your duties?	31%	29%	24%	20%
Felt fatigue or physically exhausted by work?	43%	42%	39%	37%
Found your work to be emotionally exhausting?	33%	35%	31%	31%
Felt stressed about your finances?	25%	22%	14%	7%
Found it difficult to empathise with victims of crime due to the demands of your job?	14%	11%	7%	2%
Felt burnt out because of your job?	30%	32%	27%	22%

% selecting 'often' or 'always'

Engagement

	Practitioner	Supervisory manager	Middle manager	Senior manager +
To what extent do you agree or disagree that...				
My work gives me a sense of personal accomplishment	66%	71%	79%	90%
The pay and benefits I receive are fair for the work I do	39%	45%	56%	68%
I feel that the work of my force makes a positive difference to the public	70%	72%	81%	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	45%	41%	48%	60%

% selecting 'agree' or 'strongly agree'

Workload pressures



Role preparedness

To what extent do you agree or disagree that...	Practitioner	Supervisory manager	Middle manager	Senior manager +
I have the knowledge, skills and experience to do my job	92%	93%	95%	98%
I am trusted to do my job	87%	87%	90%	92%
I am clear of what is expected of me at work	86%	82%	82%	88%

% selecting 'agree' or 'strongly agree'

Organisational justice



Psychological safety

To what extent do you agree or disagree that...

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

When genuine mistakes happen, the focus is on learning and improvement

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

How confident do you feel challenging...

Your colleagues

Your line manager(s)

Inspectors, CIs and staff equivalent

Supts, Chief Supts and staff equivalent

ACCs / ACOs and above

	Practitioner	Supervisory manager	Middle manager	Senior manager +
	52%	53%	61%	78%
	57%	57%	61%	76%
	73%	75%	78%	90%
% selecting 'agree' or 'strongly agree'				
	49%	60%	68%	85%
	36%	47%	55%	73%
	16%	27%	44%	76%
	12%	18%	29%	64%
	11%	14%	21%	43%
% selecting 'very confident' or 'extremely confident'				

Team support

	Practitioner	Supervisory manager	Middle manager	Senior manager +
To what extent do you agree or disagree that...				
I trust colleagues in my team to do a good job	83%	85%	87%	89%
My team work together to improve the service we provide	80%	82%	86%	91%
In my team, disagreements are dealt with constructively	58%	64%	73%	82%
I feel a strong sense of belonging and inclusion within my team	67%	68%	74%	83%
How satisfied or dissatisfied are you with...				
	% selecting 'agree' or 'strongly agree'			
The level of respect you receive from colleagues at work	75%	75%	79%	79%
	% selecting 'satisfied' or 'very satisfied'			

Manager support

	Practitioner	Supervisory manager	Middle manager	Senior manager +
To what extent do you agree or disagree that...				
My line manager(s) sets a positive example	74%	75%	79%	86%
My line manager(s) takes a positive interest in my health & wellbeing	76%	77%	80%	84%
My manager takes effective action to help me with any problems I face	72%	72%	76%	82%
My manager helps me to understand how major change decisions will affect me	63%	64%	70%	79%
How satisfied or dissatisfied are you with...				
	% selecting 'agree' or 'strongly agree'			
The level of respect you receive from your line manager(s)	70%	73%	78%	85%
	% selecting 'satisfied' or 'very satisfied'			

Leadership

To what extent do you agree or disagree that...

I believe this is a well led and managed organisation

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

I feel that change is managed well in the force

	Practitioner	Supervisory manager	Middle manager	Senior manager +
I believe this is a well led and managed organisation	42%	40%	52%	76%
I believe the actions of senior leaders are consistent with our organisation’s values	44%	43%	53%	77%
I feel that change is managed well in the force	28%	26%	33%	47%

% selecting 'agree' or 'strongly agree'

Enabling resources

How satisfied or dissatisfied are you with...

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

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

The 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)

	Practitioner	Supervisory manager	Middle manager	Senior manager +
	51%	48%	57%	69%
	51%	52%	60%	73%
	40%	41%	49%	60%
	56%	55%	57%	72%
	44%	40%	41%	50%
	45%	40%	42%	52%
	51%	48%	46%	58%

% selecting 'satisfied' or 'very satisfied'

Wellbeing support

To what extent do you agree or disagree that...

When I need it, I can access effective support for my health and wellbeing

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

My force supports my family members as appropriate

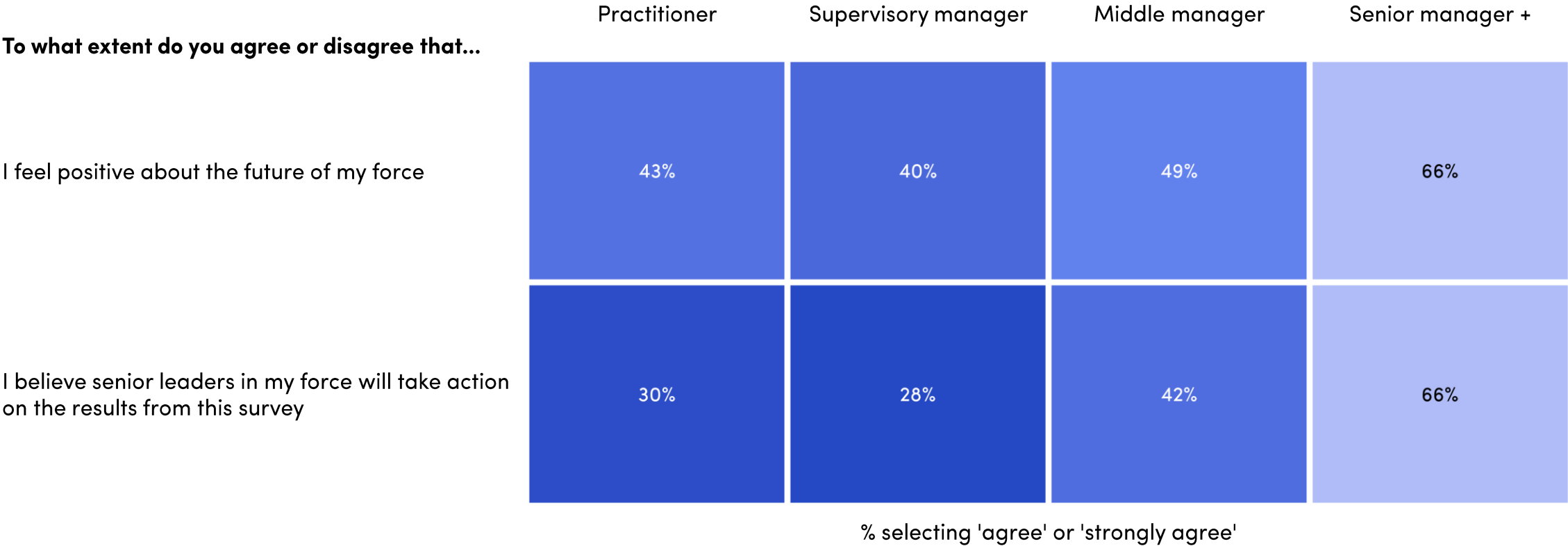
	Practitioner	Supervisory manager	Middle manager	Senior manager +
When I need it, I can access effective support for my health and wellbeing	62%	63%	68%	81%
My force is committed to helping me balance my work and home life	42%	40%	46%	60%
My force supports my family members as appropriate	36%	37%	47%	57%

% selecting 'agree' or 'strongly agree'

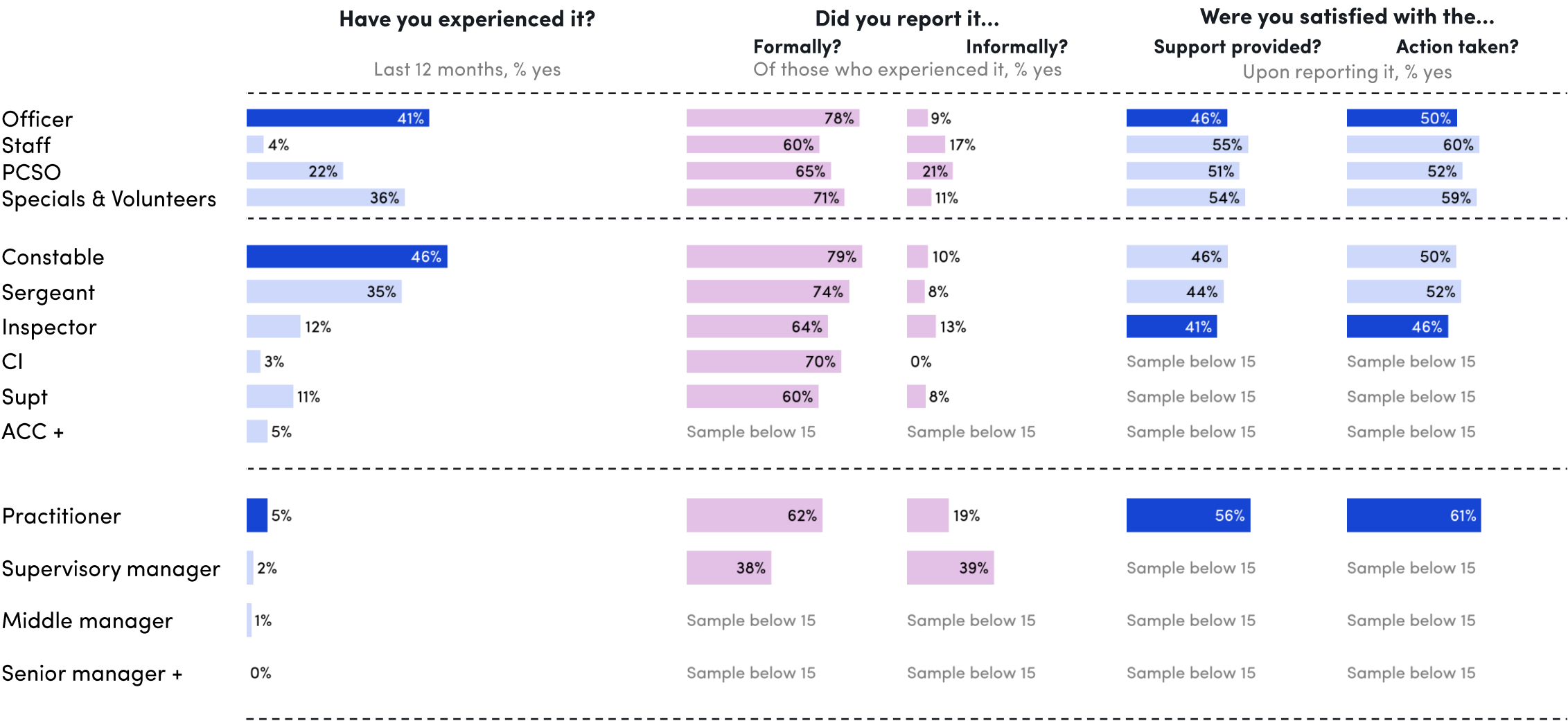
Learning and development



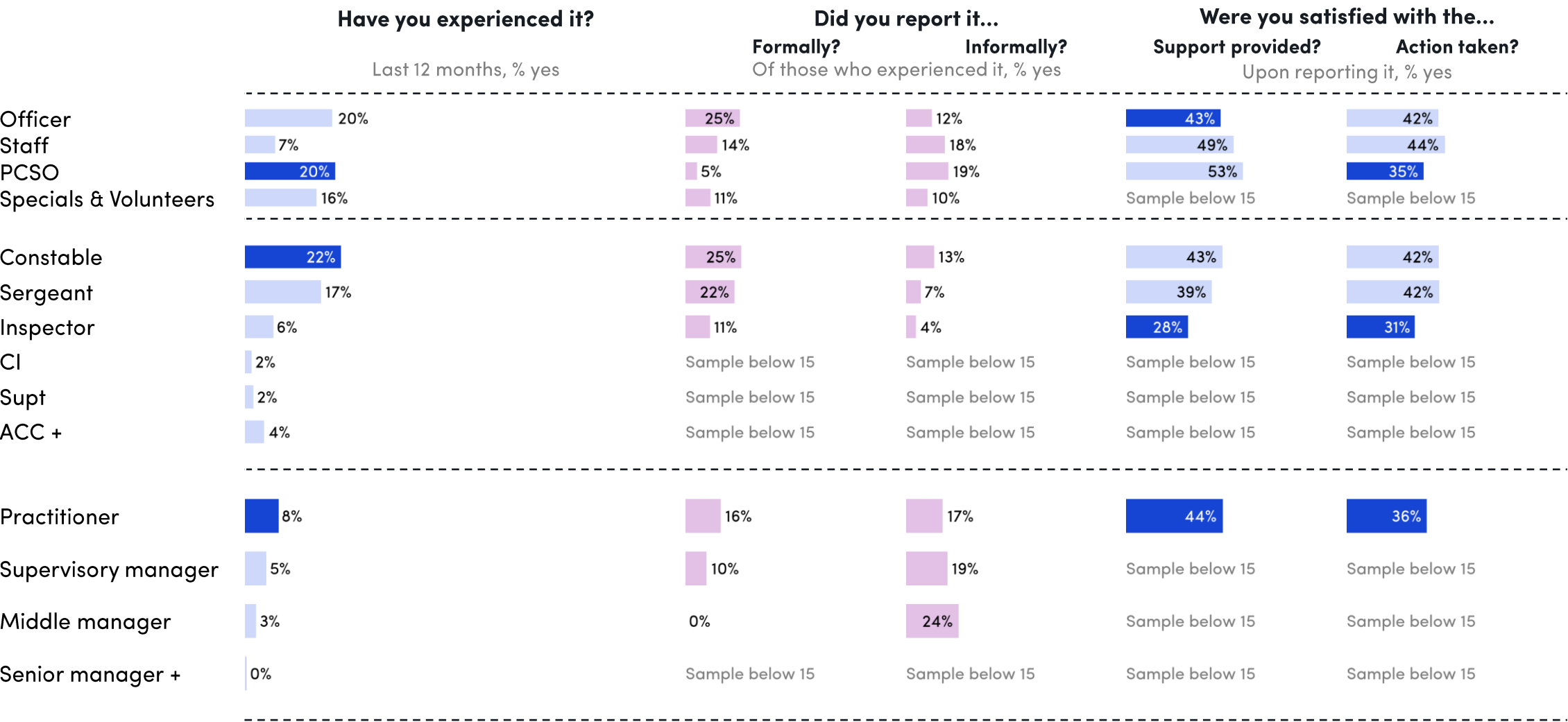
Outlook



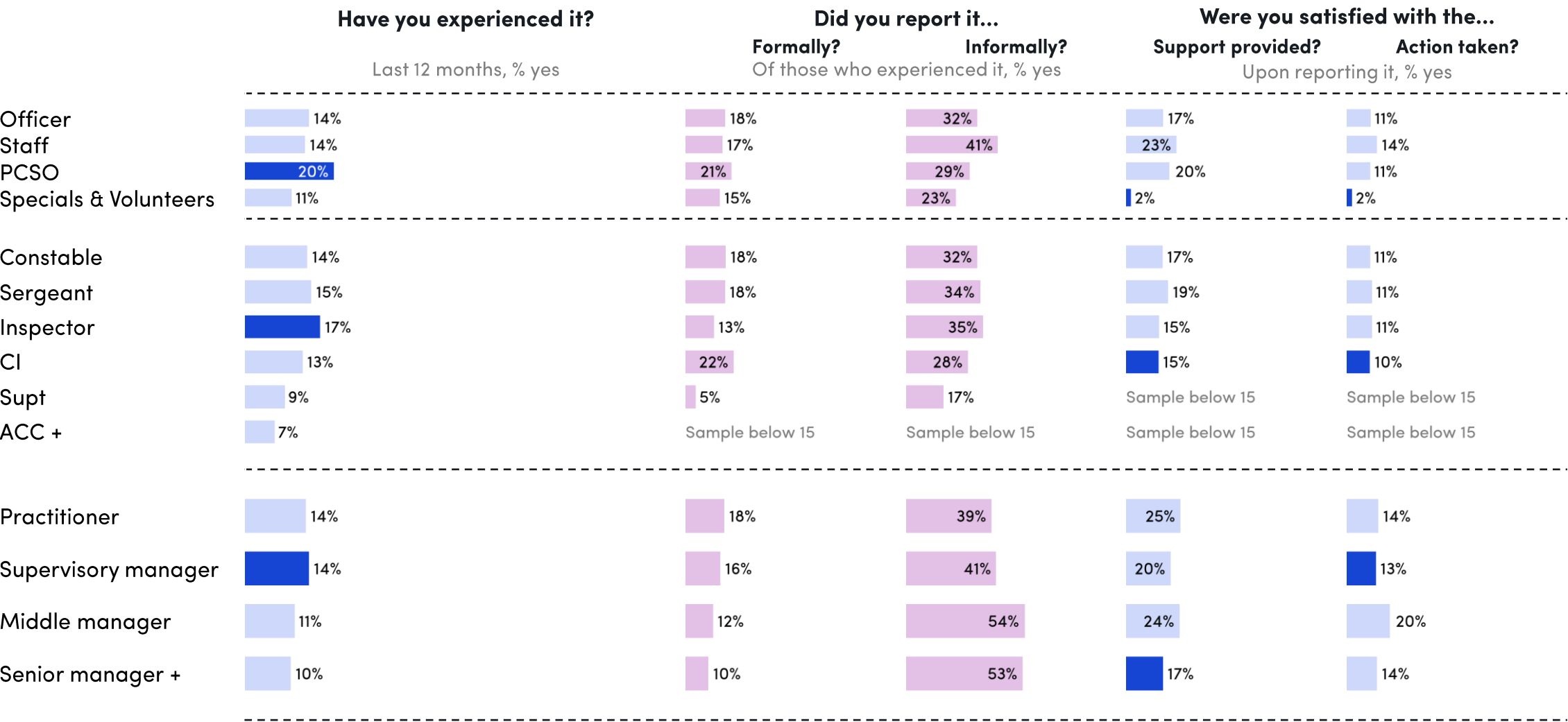
Assault by a member of the public



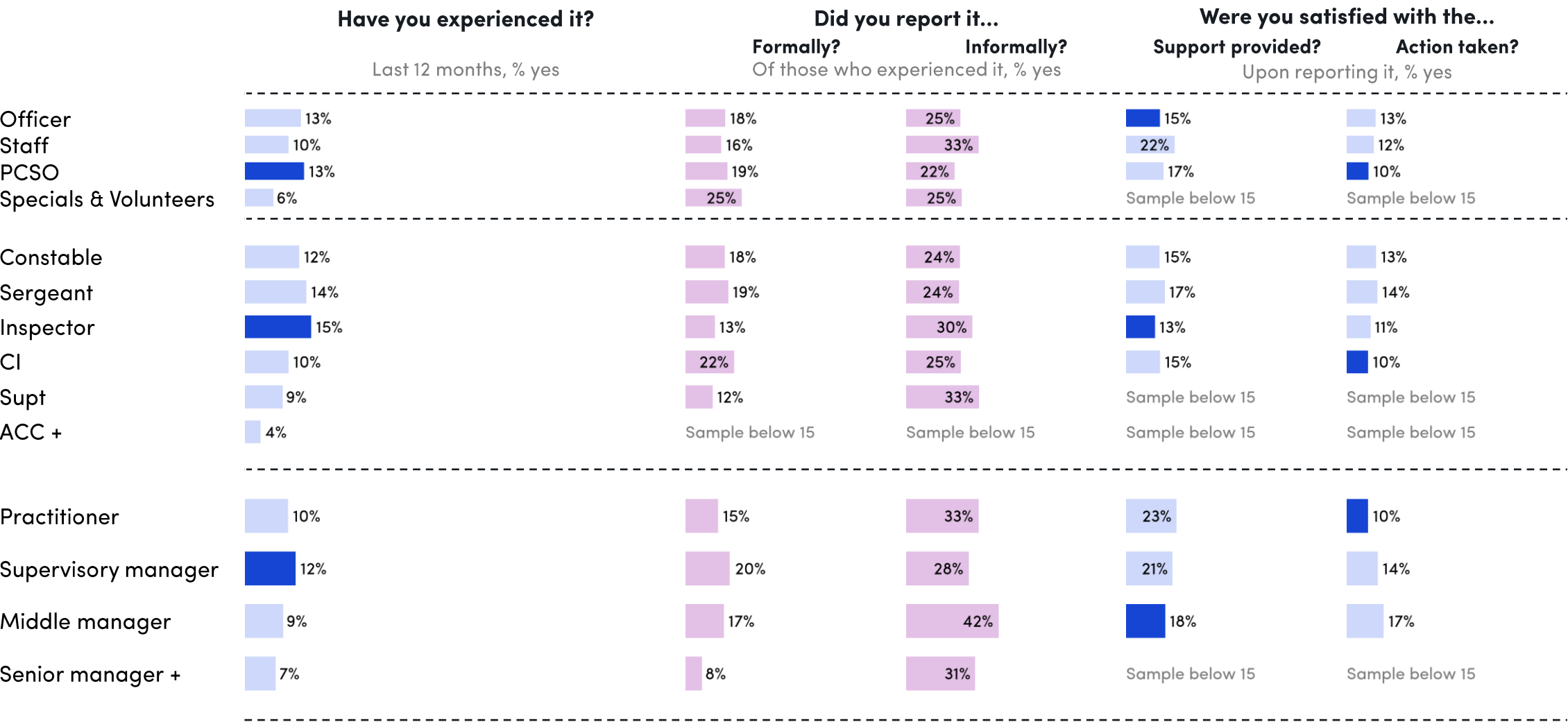
Discrimination by a member of the public



Bullying or harassment at work



Discrimination by a member of the organisation





APPENDIX 2: DIFFERENCES BY TEAM

Overview

	Local – neighbourhood	Local – incident response	Local – other	Road policing	Operational support	Public protection	Dealing with public	Criminal justice arrangements	Investigations & inv. support	Intelligence	Force command	HR & workforce mngmt.	Tech/ICT	Infrastructure/assets	Finance, commercial & risk	National – CTP	National – NPCC	National – Other	Other function
Wellbeing	4.7	3.9	4.5	4.7	5.1	4.3	4.6	5.0	4.5	5.5	5.3	5.5	5.9	6.1	6.0	5.5	5.7	5.6	5.5
Engagement	4.7	4.6	4.6	4.6	4.6	4.7	5.5	5.1	4.8	5.2	6.2	6.0	6.4	6.4	6.7	4.9	6.2	5.3	5.5
Workload	3.8	1.6	4.0	4.0	4.8	2.9	3.7	3.7	3.3	4.9	4.7	5.0	5.0	5.3	5.0	5.5	5.2	5.4	4.9
Role preparedness	7.4	7.3	7.7	7.7	7.9	7.8	8.0	8.1	7.7	8.0	8.3	8.1	8.1	8.2	8.3	8.1	8.1	7.9	8.1
Organisational justice	4.0	4.0	4.1	3.8	4.1	4.0	4.0	4.2	4.1	4.2	5.2	4.8	5.1	5.0	5.5	4.5	5.1	4.4	4.7
Psychological safety	4.5	4.3	4.7	4.6	4.7	4.5	4.7	4.9	4.6	4.8	5.7	5.5	5.9	5.7	5.8	5.2	5.8	5.4	5.3
Team support	7.2	7.1	7.3	7.4	7.5	7.3	6.9	7.3	7.3	7.4	7.4	7.5	7.6	7.3	7.4	7.3	7.5	7.4	7.3
Line manager support	7.1	6.6	7.1	7.0	7.1	7.0	7.0	7.0	7.0	7.3	7.5	7.4	7.6	7.0	7.6	7.3	7.7	7.1	7.3
Leadership quality	3.9	3.8	3.9	3.8	3.6	4.0	4.5	4.5	4.0	4.2	5.8	5.1	5.7	5.5	6.2	3.8	5.5	4.5	4.8
Enabling resources	5.1	4.9	5.1	4.8	5.0	5.2	5.1	5.3	5.1	5.3	5.8	5.9	6.2	6.0	6.0	5.2	5.9	5.5	5.6
Wellbeing support	4.0	3.4	3.7	3.9	3.8	3.9	4.5	4.6	3.9	4.5	5.2	5.5	6.0	6.2	6.2	3.8	5.7	4.7	5.1
L&D	5.5	5.3	5.3	5.5	5.5	5.6	5.6	5.6	5.5	5.9	6.1	6.0	6.0	5.8	6.2	6.1	6.4	5.8	5.8

Wellbeing

In the last 12 months, how often have you...

	Local – neighbourhood	Local – incident response	Local – other	Road policing	Operational support	Public protection	Dealing with public	Criminal justice arrangements	Investigations & inv. support	Intelligence	Force command	HR & workforce mngmt.	Tech/ICT	Infrastructure/assets	Finance, commercial & risk	National – CTP	National – NPCC	National – Other	Other function
Come to work even when you did not feel well enough to perform your duties?	39%	40%	43%	35%	31%	40%	41%	33%	36%	30%	31%	28%	25%	29%	23%	28%	17%	31%	32%
Felt fatigue or physically exhausted by work?	57%	73%	60%	57%	51%	66%	60%	54%	62%	42%	47%	41%	35%	32%	34%	39%	31%	39%	43%
Found your work to be emotionally exhausting?	45%	63%	48%	42%	33%	60%	50%	44%	50%	29%	35%	33%	27%	23%	25%	28%	28%	30%	33%
Felt stressed about your finances?	35%	41%	36%	34%	31%	36%	28%	27%	33%	27%	25%	26%	21%	16%	15%	29%	27%	31%	25%
Found it difficult to empathise with victims of crime due to the demands of your job?	24%	39%	25%	24%	21%	26%	22%	18%	26%	14%	15%	11%	6%	4%	3%	15%	10%	15%	14%
Felt burnt out because of your job?	48%	63%	47%	45%	37%	53%	45%	41%	50%	30%	35%	28%	25%	22%	23%	29%	19%	27%	31%

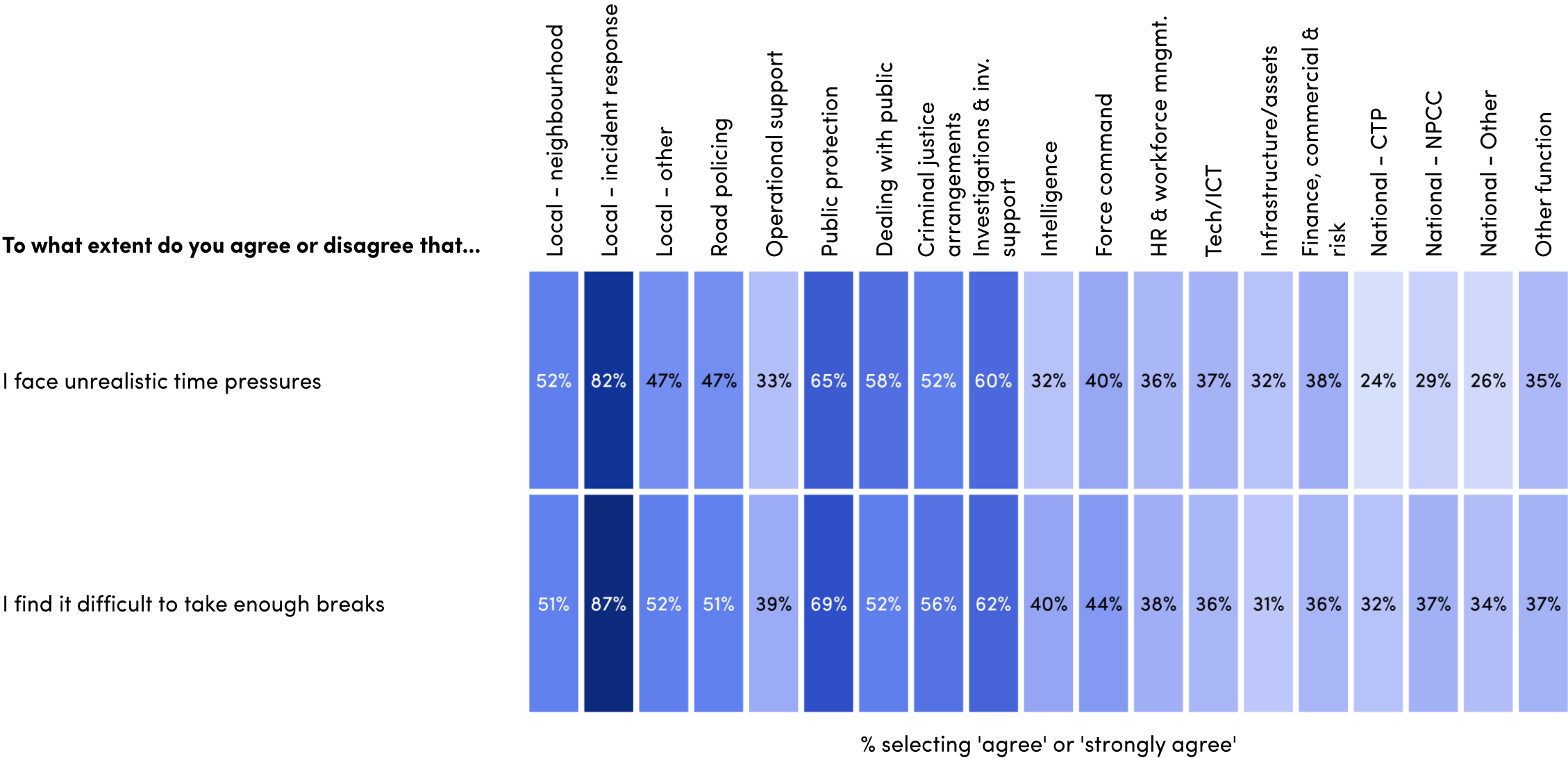
% selecting 'often' or 'always'

Engagement

To what extent do you agree or disagree that...	Local - neighbourhood	Local - incident response	Local - other	Road policing	Operational support	Public protection	Dealing with public	Criminal justice arrangements	Investigations & inv. support	Intelligence	Force command	HR & workforce mngmt.	Tech/ICT	Infrastructure/assets	Finance, commercial & risk	National - CTP	National - NPCC	National - Other	Other function
My work gives me a sense of personal accomplishment	55%	52%	54%	58%	60%	61%	59%	54%	62%	67%	70%	72%	72%	72%	75%	70%	71%	66%	64%
The pay and benefits I receive are fair for the work I do	22%	12%	23%	15%	21%	18%	40%	29%	21%	30%	42%	42%	47%	44%	54%	29%	41%	32%	38%
I feel that the work of my force makes a positive difference to the public	48%	46%	54%	49%	53%	59%	58%	60%	57%	68%	76%	70%	77%	70%	76%	67%	78%	69%	66%
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	28%	34%	24%	24%	22%	24%	33%	31%	26%	27%	44%	41%	49%	49%	57%	21%	40%	26%	36%

% selecting 'agree' or 'strongly agree'

Workload pressures

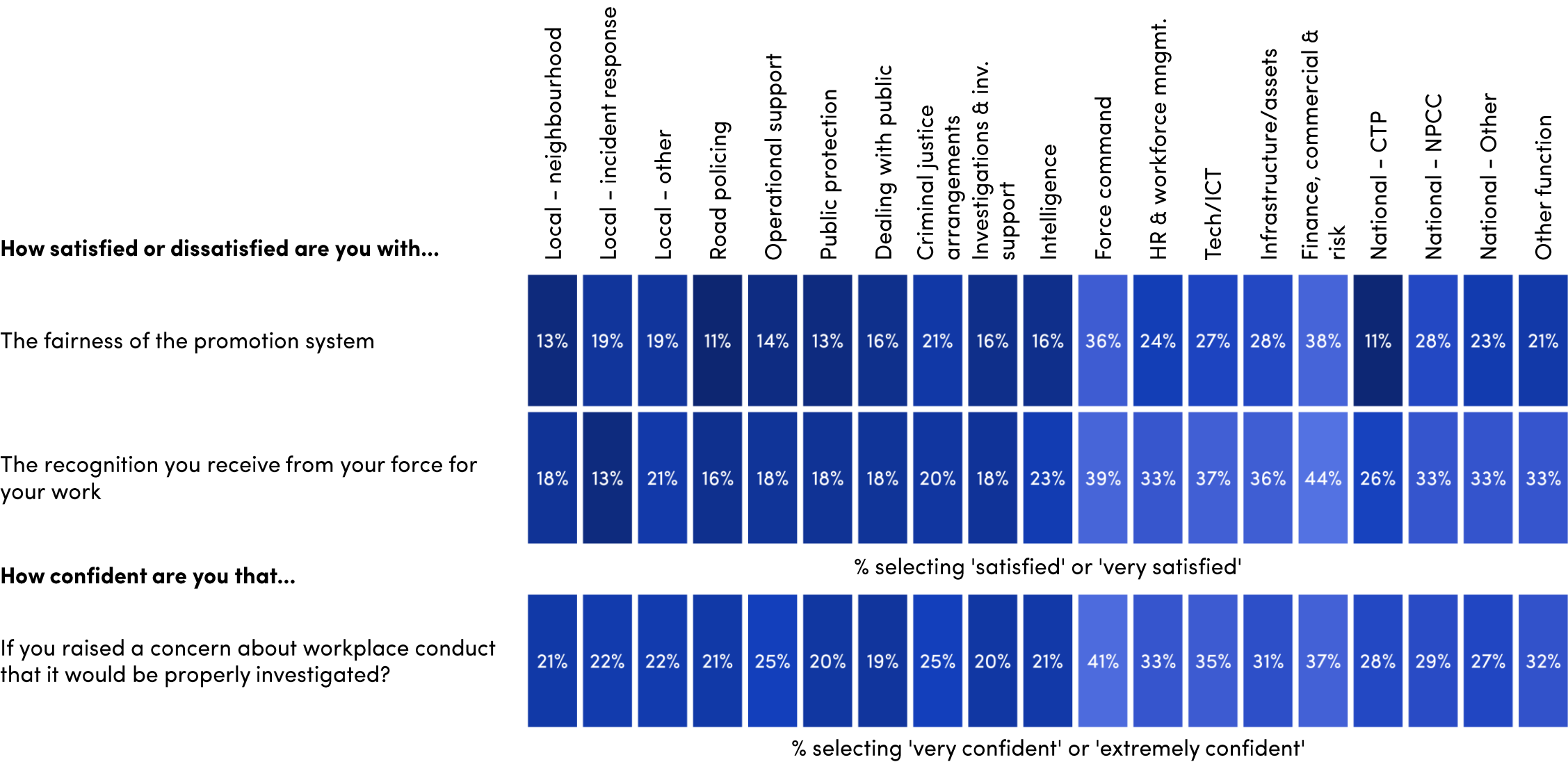


Role preparedness

To what extent do you agree or disagree that...	Local - neighbourhood	Local - incident response	Local - other	Road policing	Operational support	Public protection	Dealing with public	Criminal justice arrangements	Investigations & inv. support	Intelligence	Force command	HR & workforce mngmt.	Tech/ICT	Infrastructure/assets	Finance, commercial & risk	National - CTP	National - NPCC	National - Other	Other function
I have the knowledge, skills and experience to do my job	86%	87%	86%	89%	92%	89%	92%	93%	88%	91%	93%	93%	91%	93%	95%	92%	91%	88%	90%
I am trusted to do my job	81%	72%	82%	82%	82%	88%	79%	85%	86%	89%	89%	88%	88%	83%	93%	89%	95%	79%	85%
I am clear of what is expected of me at work	73%	77%	78%	77%	82%	83%	83%	85%	82%	83%	89%	83%	81%	80%	84%	85%	83%	82%	83%

% selecting 'agree' or 'strongly agree'

Organisational justice



Psychological safety

To what extent do you agree or disagree that...

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

When genuine mistakes happen, the focus is on learning and improvement

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

How confident do you feel challenging...

Your colleagues

Your line manager(s)

Inspectors, CIs and staff equivalent

Supts, Chief Supts and staff equivalent

ACCs / ACOs and above

Local - neighbourhood	Local - incident response	Local - other	Road policing	Operational support	Public protection	Dealing with public	Criminal justice arrangements	Investigations & inv. support	Intelligence	Force command	HR & workforce mngmt.	Tech/ICT	Infrastructure/assets	Finance, commercial & risk	National - CTP	National - NPCC	National - Other	Other function
28%	24%	28%	30%	29%	28%	39%	39%	31%	36%	57%	54%	65%	61%	69%	35%	60%	45%	48%
34%	30%	38%	33%	32%	34%	47%	48%	36%	43%	60%	56%	66%	59%	70%	40%	54%	55%	56%
66%	69%	69%	65%	65%	70%	74%	76%	68%	68%	83%	79%	77%	72%	76%	69%	84%	75%	72%

% selecting 'agree' or 'strongly agree'

64%	65%	62%	67%	69%	61%	55%	59%	62%	55%	60%	63%	65%	60%	50%	62%	57%	71%	58%
41%	36%	45%	46%	49%	41%	36%	44%	42%	43%	49%	48%	55%	51%	43%	52%	56%	57%	46%
19%	16%	26%	21%	27%	19%	18%	25%	19%	20%	38%	34%	34%	33%	29%	29%	30%	30%	28%
12%	9%	17%	14%	19%	10%	11%	16%	11%	12%	34%	23%	26%	27%	24%	16%	25%	21%	21%
10%	8%	12%	13%	14%	8%	10%	14%	8%	9%	29%	18%	21%	20%	18%	12%	23%	18%	17%

% selecting 'very confident' or 'extremely confident'

Team support

To what extent do you agree or disagree that...	Local - neighbourhood	Local - incident response	Local - other	Road policing	Operational support	Public protection	Dealing with public	Criminal justice arrangements	Investigations & inv. support	Intelligence	Force command	HR & workforce mngmt.	Tech/ICT	Infrastructure/assets	Finance, commercial & risk	National - CTP	National - NPCC	National - Other	Other function
I trust colleagues in my team to do a good job	81%	80%	83%	87%	86%	84%	80%	83%	85%	87%	82%	87%	87%	85%	86%	85%	76%	82%	85%
My team work together to improve the service we provide	79%	80%	81%	84%	85%	84%	79%	82%	85%	84%	84%	84%	84%	81%	83%	84%	87%	83%	82%
In my team, disagreements are dealt with constructively	66%	63%	70%	70%	71%	67%	55%	66%	67%	66%	70%	67%	70%	63%	66%	69%	69%	71%	66%
I feel a strong sense of belonging and inclusion within my team	68%	69%	70%	74%	72%	70%	64%	69%	70%	69%	70%	72%	74%	68%	73%	69%	81%	68%	69%
How satisfied or dissatisfied are you with...	% selecting 'agree' or 'strongly agree'																		
The level of respect you receive from colleagues at work	72%	72%	75%	76%	75%	77%	72%	76%	77%	77%	76%	78%	78%	74%	77%	75%	78%	74%	76%
	% selecting 'satisfied' or 'very satisfied'																		

Manager support

To what extent do you agree or disagree that...	Local - neighbourhood	Local - incident response	Local - other	Road policing	Operational support	Public protection	Dealing with public	Criminal justice arrangements	Investigations & inv. support	Intelligence	Force command	HR & workforce mngmt.	Tech/ICT	Infrastructure/assets	Finance, commercial & risk	National - CTP	National - NPCC	National - Other	Other function
My line manager(s) sets a positive example	75%	72%	75%	73%	73%	75%	74%	72%	75%	77%	80%	76%	80%	70%	79%	72%	88%	69%	76%
My line manager(s) takes a positive interest in my health & wellbeing	74%	64%	74%	74%	74%	73%	73%	71%	73%	79%	80%	79%	81%	74%	81%	78%	88%	74%	77%
My manager takes effective action to help me with any problems I face	70%	66%	71%	73%	72%	69%	69%	68%	70%	75%	76%	75%	78%	68%	77%	75%	81%	75%	73%
My manager helps me to understand how major change decisions will affect me	60%	53%	60%	59%	61%	58%	57%	59%	59%	65%	67%	67%	70%	57%	71%	66%	72%	63%	66%
How satisfied or dissatisfied are you with...	% selecting 'agree' or 'strongly agree'																		
The level of respect you receive from your line manager(s)	67%	61%	69%	64%	68%	69%	64%	70%	69%	75%	76%	75%	77%	68%	78%	70%	83%	73%	74%
	% selecting 'satisfied' or 'very satisfied'																		

Leadership

To what extent do you agree or disagree that...

I believe this is a well led and managed organisation

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

I feel that change is managed well in the force

	Local - neighbourhood	Local - incident response	Local - other	Road policing	Operational support	Public protection	Dealing with public	Criminal justice arrangements	Investigations & inv. support	Intelligence	Force command	HR & workforce mngmt.	Tech/ICT	Infrastructure/assets	Finance, commercial & risk	National - CTP	National - NPCC	National - Other	Other function
I believe this is a well led and managed organisation	22%	19%	24%	24%	22%	23%	29%	31%	23%	30%	54%	45%	51%	46%	63%	25%	47%	35%	39%
I believe the actions of senior leaders are consistent with our organisation's values	24%	23%	25%	23%	24%	26%	31%	33%	26%	32%	52%	45%	54%	50%	62%	27%	50%	34%	39%
I feel that change is managed well in the force	16%	15%	19%	16%	17%	15%	19%	24%	16%	19%	38%	30%	35%	28%	38%	24%	47%	29%	30%

% selecting 'agree' or 'strongly agree'

Enabling resources

How satisfied or dissatisfied are you with...

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

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

The 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

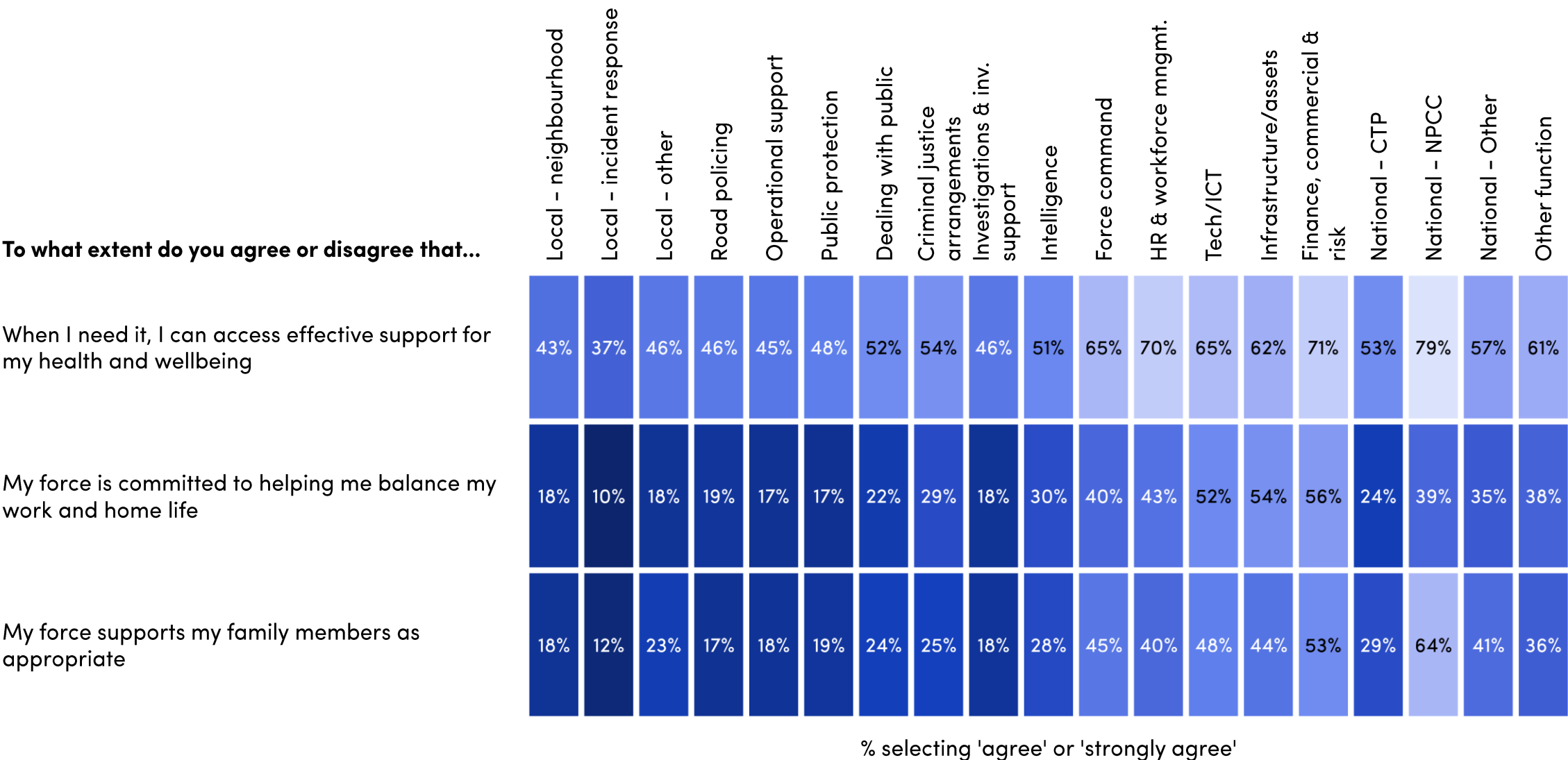
Support with HR related issues (including payroll, pensions, performance management, prof. dev.)

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

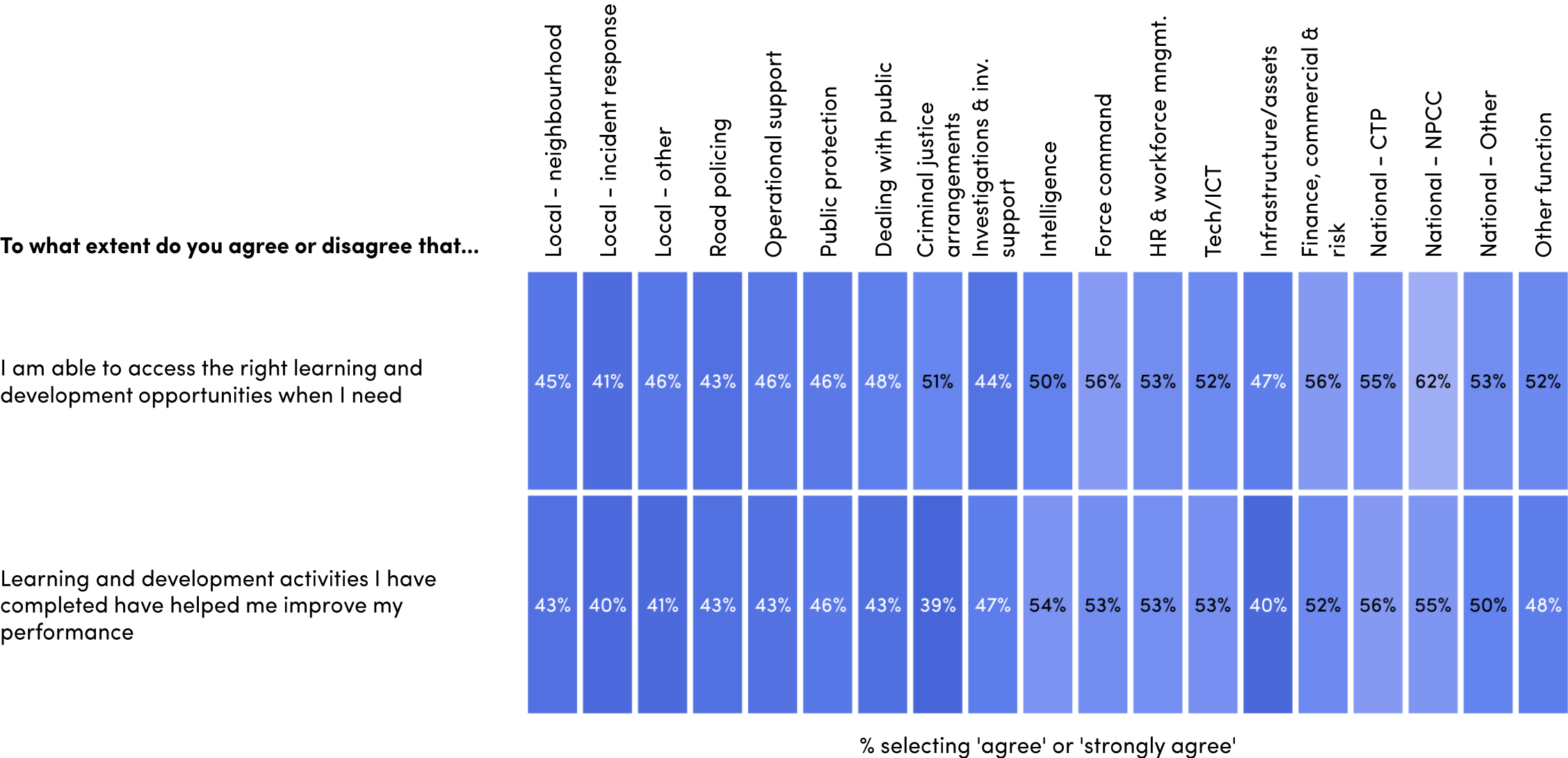
	Local - neighbourhood	Local - incident response	Local - other	Road policing	Operational support	Public protection	Dealing with public	Criminal justice arrangements	Investigations & inv. support	Intelligence	Force command	HR & workforce mngmt.	Tech/ICT	Infrastructure/assets	Finance, commercial & risk	National - CTP	National - NPCC	National - Other	Other function
The standard of personal equipment (such as kit and uniform)	35%	32%	37%	36%	43%	38%	42%	47%	41%	41%	52%	49%	59%	57%	64%	45%	47%	50%	45%
The standard of hardware (such as computers, laptops, mobile devices, body-worn cameras)	42%	37%	43%	41%	43%	43%	35%	47%	40%	48%	57%	59%	71%	60%	61%	45%	71%	58%	53%
The standard of software (including applications, tools and IT systems)	32%	29%	33%	27%	31%	32%	26%	32%	28%	38%	45%	44%	63%	47%	50%	37%	46%	47%	44%
Support to resolve IT challenges (such as helpdesk)	55%	54%	53%	44%	50%	56%	45%	49%	53%	53%	64%	60%	66%	60%	61%	51%	50%	58%	55%
The online resources and guidelines outlining processes to do your job	34%	34%	32%	30%	28%	37%	39%	39%	35%	36%	43%	42%	46%	38%	45%	36%	40%	35%	39%
Support with HR related issues (including payroll, pensions, performance management, prof. dev.)	37%	36%	30%	32%	31%	35%	36%	36%	34%	34%	45%	46%	44%	42%	47%	32%	44%	38%	39%
Occupational health support and treatments (such as counselling and physiotherapy)	43%	40%	42%	41%	43%	43%	47%	42%	41%	44%	48%	55%	44%	43%	57%	39%	54%	39%	47%

% selecting 'satisfied' or 'very satisfied'

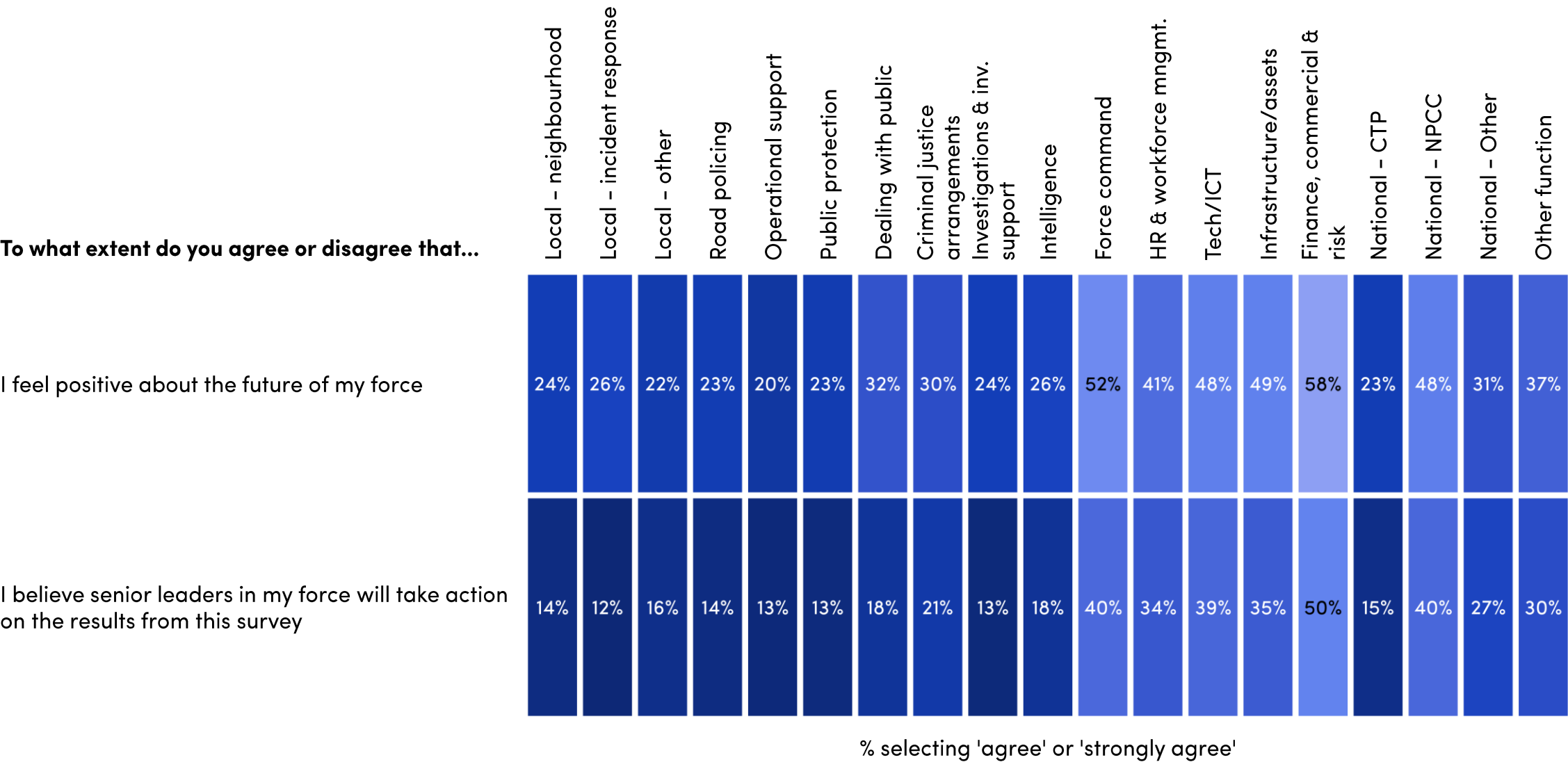
Wellbeing support



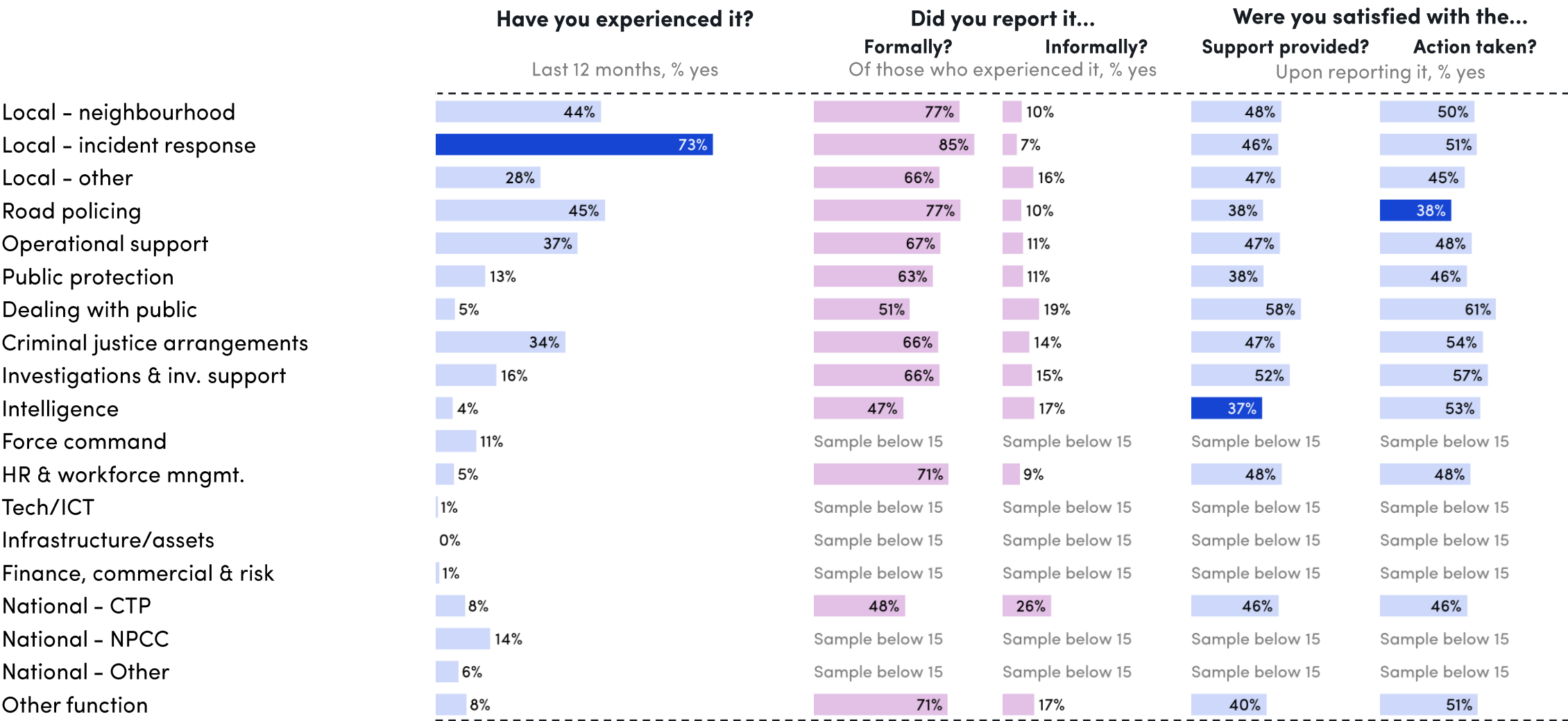
Learning and development



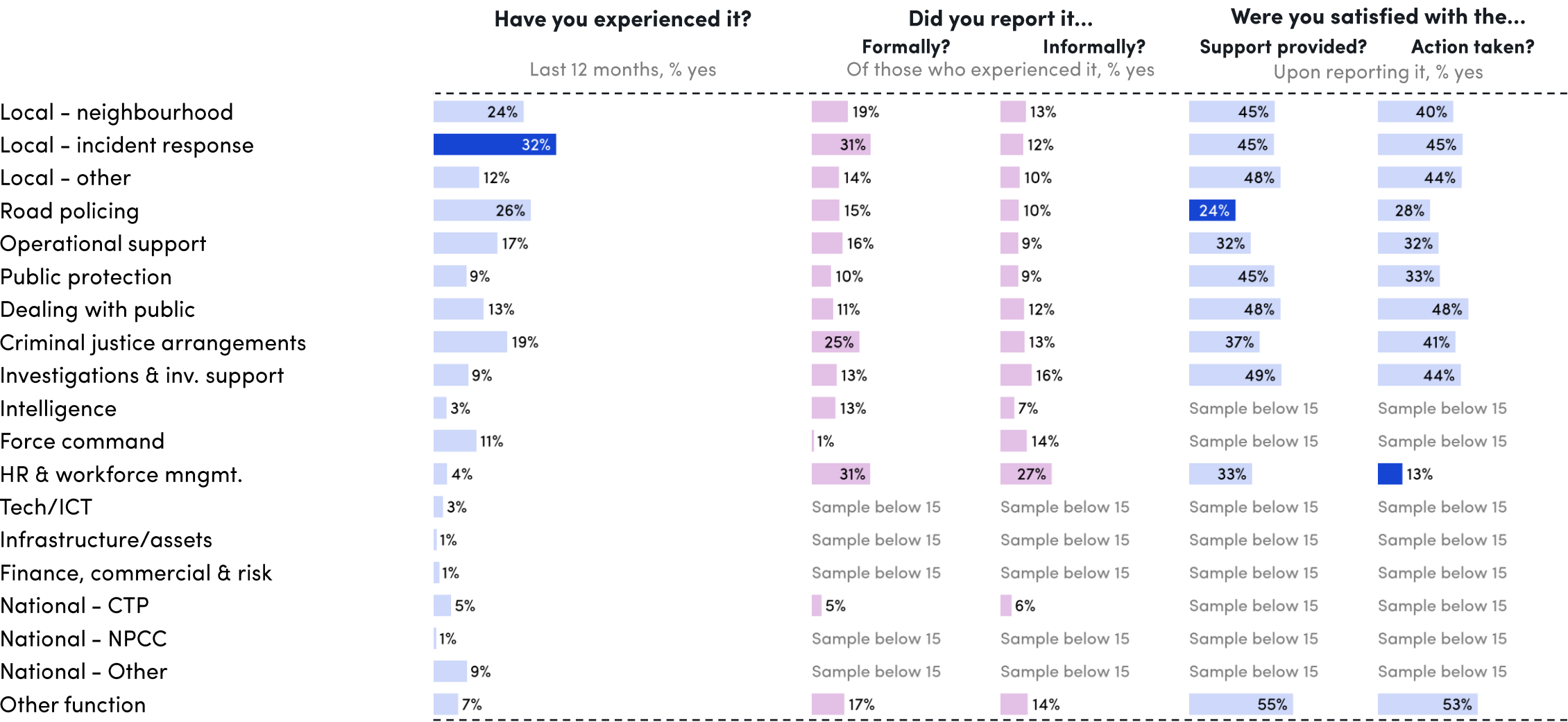
Outlook



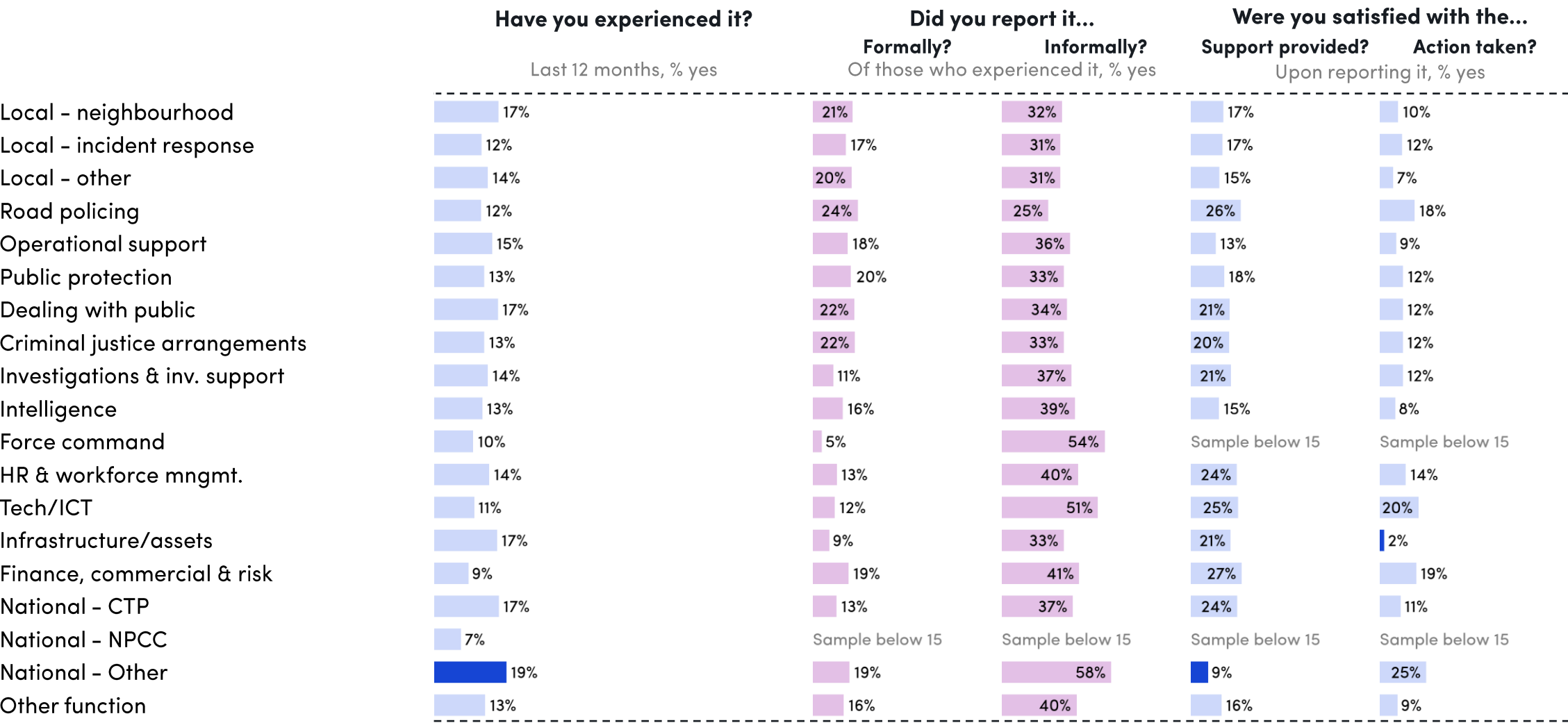
Assault by a member of the public



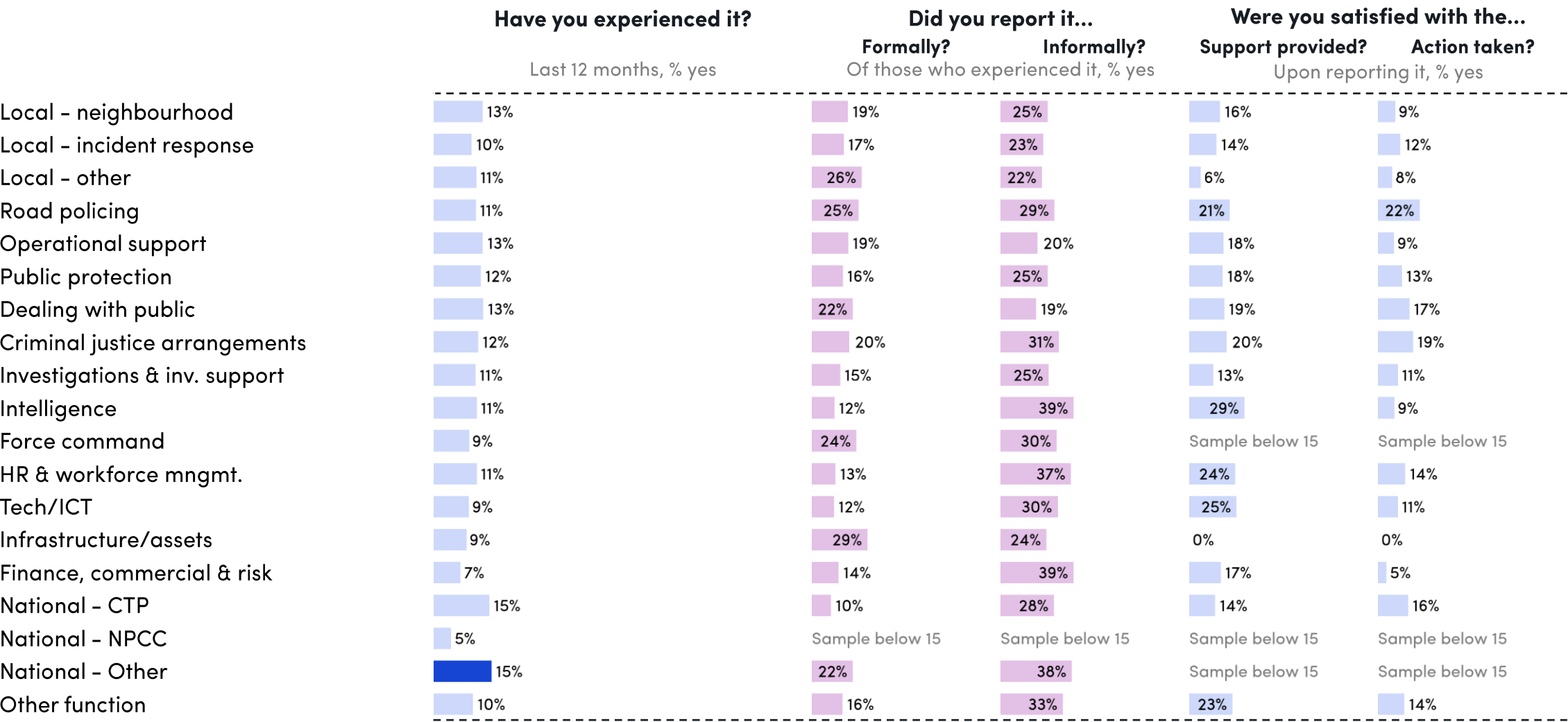
Discrimination by a member of the public



Bullying or harassment at work



Discrimination by a member of the organisation





APPENDIX 3: DIFFERENCES BY BACKGROUND CHARACTERISTICS

Overview

	Sex (by role)				Gender identity		For those whose gender identity is not same as their sex			Sexual orientation			
	Female - Officer	Male - Officer	Female - Staff	Male - Staff	Gender identity same as sex	Gender identity not same as sex	Identify as a man	Identify as non-binary	Identify as a woman	Heterosexual	Homosexual	Bisexual	Other
Wellbeing	4.2	4.3	5.5	5.8	4.8	4.1	3.9	3.9	4.5	4.9	4.6	4.3	4.5
Engagement	4.6	4.4	6.2	6.2	5.2	4.8	4.5	5.3	5.1	5.2	5.0	5.1	5.0
Workload	3.0	3.1	4.6	4.8	3.8	3.6	3.8	3.1	4.2	3.8	3.5	3.5	3.7
Role preparedness	7.7	7.6	8.3	8.2	7.8	7.5	7.8	7.4	7.4	7.9	7.7	7.7	7.6
Organisational justice	3.9	4.1	4.7	4.9	4.3	3.6	3.8	3.7	3.7	4.4	4.2	4.0	3.9
Psychological safety	4.4	4.7	5.1	5.7	4.9	4.7	5.0	5.1	4.7	4.9	4.8	4.5	4.7
Team support	7.2	7.4	7.3	7.4	7.3	6.8	6.8	7.1	6.4	7.4	7.3	7.2	7.0
Line manager support	6.9	7.0	7.4	7.4	7.1	6.5	6.7	6.5	6.1	7.2	6.9	7.0	7.0
Leadership quality	3.9	3.6	5.4	5.4	4.4	3.9	4.2	3.6	4.5	4.5	4.2	4.2	3.9
Enabling resources	5.2	4.9	5.9	5.6	5.3	4.9	4.6	5.0	5.6	5.4	5.2	5.3	5.1
Wellbeing support	3.7	3.4	5.8	5.6	4.4	4.1	4.7	4.2	4.2	4.5	4.1	4.1	4.1
L&D	5.6	5.4	6.1	5.9	5.7	5.4	5.0	5.8	5.6	5.7	5.6	5.7	5.4

Intersex is not reported due to too few responses

Overview

		Age					Years of service								
		16-24	25-34	35-49	50-64	65+	<1	1-2	2-3	3-5	5-10	10-15	15-20	20-30	30+
Wellbeing		4.7	4.2	4.8	5.6	7.0	6.8	5.4	4.9	4.3	4.4	4.6	4.8	4.9	6.0
Engagement		5.5	4.9	5.0	5.7	6.9	6.9	6.1	5.7	5.1	4.8	4.6	4.8	4.7	5.7
Workload		3.3	3.1	3.9	4.5	6.0	5.4	4.1	3.7	3.1	3.3	3.8	3.9	4.0	4.6
Role preparedness		7.8	7.7	7.8	8.1	8.7	7.7	7.8	7.8	7.7	7.7	7.6	7.8	7.9	8.3
Organisational justice		4.5	4.1	4.3	4.6	5.9	5.8	5.1	4.6	4.2	4.0	4.0	4.1	4.1	4.7
Psychological safety		4.4	4.5	5.0	5.3	6.2	5.2	5.0	4.7	4.6	4.6	4.8	4.9	5.0	5.8
Team support		7.4	7.2	7.3	7.4	7.8	7.8	7.4	7.3	7.2	7.2	7.2	7.3	7.3	7.5
Line manager support		7.2	7.1	7.1	7.2	7.9	7.9	7.5	7.1	7.0	7.0	7.0	7.0	7.0	7.2
Leadership quality		4.9	4.1	4.2	4.8	6.2	6.3	5.4	4.9	4.4	4.0	3.7	4.0	4.0	4.9
Enabling resources		5.6	5.2	5.2	5.5	6.2	6.4	5.8	5.6	5.3	5.1	5.0	5.1	5.0	5.5
Wellbeing support		4.6	3.9	4.3	5.0	6.3	6.6	5.3	4.8	4.2	3.9	3.6	4.1	4.1	5.0
L&D		6.1	5.6	5.6	5.8	6.5	6.9	6.2	5.8	5.7	5.5	5.4	5.5	5.4	5.8

Overview

Ethnicity						Religion								
	White	Black	Asian	Mixed	Other	No religion	Buddhist	Christian	Hindu	Jewish	Muslim	Pagan	Sikh	Other
Wellbeing	4.9	5.2	4.6	4.6	4.4	4.8	4.6	5.0	5.3	5.0	4.3	3.9	4.7	4.1
Engagement	5.2	5.3	5.1	4.8	4.9	5.1	4.7	5.4	5.4	5.1	5.0	4.8	5.0	4.5
Workload	3.8	4.3	3.8	3.6	3.7	3.7	4.0	4.0	4.5	4.1	3.7	3.4	3.9	3.5
Role preparedness	7.9	7.8	7.9	7.7	7.9	7.8	7.5	7.9	8.0	7.8	8.0	7.7	7.9	7.5
Organisational justice	4.3	4.5	4.3	4.1	4.4	4.2	4.1	4.5	4.5	4.1	4.2	3.7	4.6	3.6
Psychological safety	4.8	5.4	5.0	4.9	4.8	4.8	5.0	5.0	5.6	5.0	4.8	4.6	5.3	4.7
Team support	7.4	6.9	7.0	7.1	6.9	7.3	6.9	7.4	7.2	7.2	6.9	7.0	7.2	6.8
Line manager support	7.2	7.0	7.0	7.0	7.1	7.1	7.0	7.2	7.2	6.8	6.9	7.0	7.3	6.7
Leadership quality	4.4	4.7	4.4	3.9	4.1	4.3	3.6	4.6	4.7	4.2	4.5	3.8	4.2	3.7
Enabling resources	5.3	5.8	5.4	5.1	5.4	5.3	5.1	5.5	5.7	4.9	5.3	4.8	5.5	4.8
Wellbeing support	4.5	4.4	4.2	3.6	3.7	4.3	4.2	4.6	4.8	3.9	4.1	3.9	4.4	3.7
L&D	5.7	6.0	5.8	5.5	5.6	5.7	5.6	5.8	6.2	5.4	5.7	5.0	6.0	5.0

Overview

	Physical/mental impairment or neurodiversity		Type of condition									
	Any health condition	No health condition	ADHD	Autism	Visual impairment	Hearing difficulties	Learning difference	Long term illness	Mental health condition	Physical disability	Neurological or movement disorder	Other health condition
Wellbeing	4.0	5.1	3.7	3.9	4.6	4.6	3.8	4.1	3.4	4.1	4.2	4.0
Engagement	4.6	5.3	4.6	4.7	4.6	5.1	4.6	4.9	4.2	4.7	5.0	4.8
Workload	3.4	3.9	3.2	3.4	3.8	4.0	3.0	3.8	3.4	3.9	4.1	3.6
Role preparedness	7.5	7.9	7.4	7.4	7.3	7.9	7.4	7.7	7.4	7.6	8.1	7.7
Organisational justice	3.7	4.5	3.5	3.4	3.4	4.2	3.7	3.8	3.2	3.7	4.0	3.7
Psychological safety	4.5	4.9	4.4	4.3	4.7	4.9	4.5	4.7	4.2	4.7	4.9	4.6
Team support	6.9	7.4	6.8	6.6	6.6	7.0	6.9	6.8	6.6	6.8	7.0	6.8
Line manager support	6.7	7.2	6.7	6.6	6.4	7.0	6.6	7.0	6.5	6.8	6.9	6.8
Leadership quality	3.8	4.5	3.7	3.8	3.6	4.4	3.8	4.2	3.4	3.7	4.1	4.0
Enabling resources	5.0	5.4	4.9	4.9	4.6	5.3	4.8	5.1	4.8	5.0	5.4	5.1
Wellbeing support	3.8	4.5	3.7	3.8	3.9	4.4	3.8	4.1	3.4	3.8	4.0	4.1
L&D	5.3	5.8	5.2	5.1	4.7	5.4	5.3	5.3	5.1	5.3	5.5	5.4

Overview

		Currently on...					Have been on in the last 3 years...					
		Any limited duty	No limited duties	Adjusted duties	Recuperative duties	Restricted duties	Any limited duty	No limited duties	Adjusted duties	Recuperative duties	Restricted duties	
Wellbeing		4.0	4.9	4.1	3.8	4.0	4.1	5.1	4.1	4.1	3.9	
Engagement		4.2	5.2	4.2	4.1	4.3	4.4	5.4	4.4	4.5	4.3	
Workload		3.6	3.8	3.8	3.3	3.5	3.4	3.9	3.6	3.4	3.0	
Role preparedness		7.6	7.9	7.7	7.6	7.6	7.6	7.9	7.6	7.6	7.5	
Organisational justice		3.6	4.4	3.7	3.7	3.4	3.7	4.5	3.7	3.7	3.5	
Psychological safety		4.5	4.9	4.6	4.4	4.3	4.5	5.0	4.5	4.6	4.3	
Team support		6.9	7.4	6.9	6.8	6.9	7.0	7.4	6.9	7.0	7.1	
Line manager support		6.9	7.1	6.9	6.8	6.8	6.9	7.2	6.9	6.9	6.9	
Leadership quality		3.5	4.5	3.4	3.3	3.7	3.7	4.6	3.5	3.7	3.7	
Enabling resources		5.0	5.3	5.0	5.0	5.0	5.0	5.4	5.0	5.0	5.0	
Wellbeing support		3.6	4.4	3.6	3.2	3.9	3.7	4.5	3.7	3.6	3.8	
L&D		5.3	5.7	5.2	5.1	5.3	5.3	5.8	5.3	5.3	5.3	

Overview

Officers only

Shift pattern

	Office hours	Fixed shifts	Variable shifts
Wellbeing	4.9	4.0	4.0
Engagement	5.0	4.4	4.5
Workload	4.3	2.4	2.4
Role preparedness	7.9	7.5	7.4
Organisational justice	4.0	3.6	3.7
Psychological safety	5.0	4.3	4.3
Team support	7.5	7.3	7.2
Line manager support	7.3	6.8	6.8
Leadership quality	4.4	3.7	3.8
Enabling resources	5.3	4.8	4.9
Wellbeing support	4.7	3.7	3.7
L&D	5.9	5.3	5.4

Working location arrangement

On-site	Hybrid	Remote
4.1	4.7	4.3
4.6	4.8	4.5
2.7	4.1	3.0
7.5	7.9	7.9
3.7	3.8	3.7
4.4	4.8	4.5
7.3	7.3	7.1
6.9	7.2	7.0
3.9	4.2	4.1
4.9	5.3	5.2
3.8	4.6	4.1
5.4	5.8	5.7

Overview

Staff only

Shift pattern

Working location arrangement

	Office hours	Fixed shifts	Variable shifts	On-site	Hybrid	Remote
Wellbeing	6.0	5.1	4.8	5.2	5.9	6.1
Engagement	6.5	5.8	5.8	5.9	6.5	6.5
Workload	5.1	4.1	3.8	4.3	4.9	5.0
Role preparedness	8.3	8.2	8.0	8.1	8.3	8.4
Organisational justice	5.0	4.1	3.9	4.2	5.0	4.9
Psychological safety	5.3	4.8	4.6	4.8	5.4	5.3
Team support	7.5	7.1	7.0	7.2	7.5	7.6
Line manager support	7.5	7.0	6.9	7.0	7.6	7.7
Leadership quality	5.8	4.8	4.8	5.0	5.8	5.8
Enabling resources	6.1	5.3	5.1	5.3	6.1	6.2
Wellbeing support	6.3	5.2	4.9	5.3	6.3	6.4
L&D	6.2	5.7	5.6	5.8	6.2	6.1

Overview

Officers only

	For those on fixed shifts				For those on variable shifts				
	Shift type				Shift length				
	Day shifts	Day and night shifts	Day and late shifts	Night shifts	8 hours	9 hours	10 hours	11 hours	12 hours
Wellbeing	4.4	3.9	4.1	NA	4.5	4.1	3.8	3.8	4.1
Engagement	4.5	4.3	4.4	NA	4.7	4.5	4.3	4.0	4.3
Workload	3.5	1.9	2.7	NA	3.4	2.3	2.3	2.5	2.4
Role preparedness	7.7	7.4	7.5	NA	7.8	7.5	7.4	7.5	7.5
Organisational justice	3.6	3.6	3.6	NA	3.7	3.7	3.5	3.3	3.4
Psychological safety	4.4	4.3	4.2	NA	4.5	4.3	4.2	4.0	4.3
Team support	7.4	7.3	7.3	NA	7.4	7.3	7.2	7.0	7.5
Line manager support	7.1	6.6	7.0	NA	7.0	7.0	6.8	6.1	6.7
Leadership quality	3.9	3.6	3.7	NA	4.0	3.8	3.6	3.3	3.5
Enabling resources	5.0	4.7	4.9	NA	5.0	4.9	4.8	4.5	4.7
Wellbeing support	4.1	3.5	3.7	NA	4.1	3.7	3.7	3.6	3.6
L&D	5.6	5.2	5.3	NA	5.7	5.5	5.1	5.3	5.2

Overview

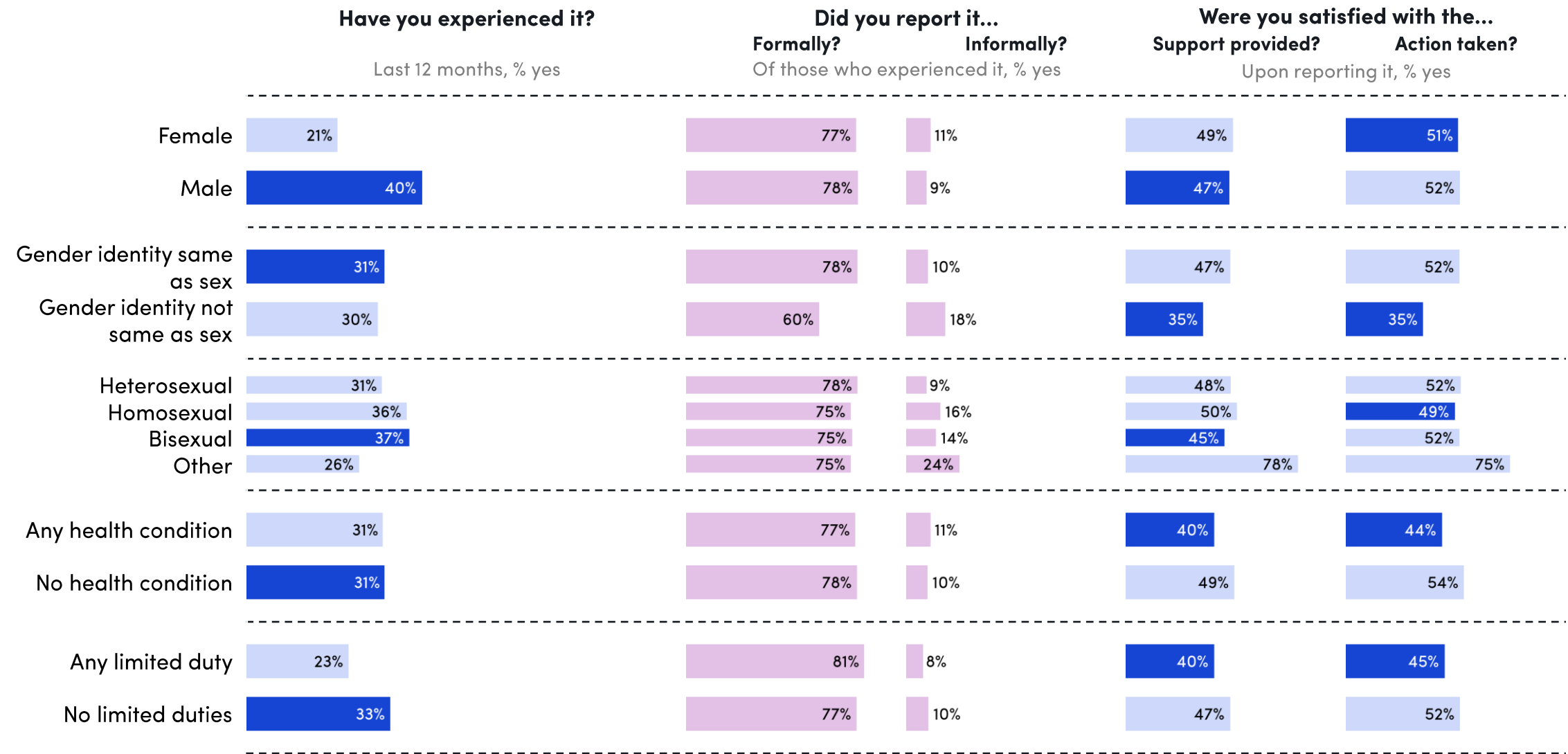
Staff only

Staff only		For those on fixed shifts					For those on variable shifts												
		Shift type				Shift length					Shift type				Shift length				
		Day shifts	Day and night shifts	Day and late shifts	Night shifts	8 hours	9 hours	10 hours	11 hours	12 hours	Day shifts	Day and night shifts	Day and late shifts	Night shifts	8 hours	9 hours	10 hours	11 hours	12 hours
Wellbeing	5.7	4.4	5.2	4.7	5.7	5.4	4.6	3.8	4.4	5.5	4.4	5.0	4.8	5.0	4.8	4.6	4.4	4.6	
Engagement	6.0	5.5	5.9	6.1	6.1	5.9	5.7	4.8	5.4	6.1	5.7	5.8	5.6	6.0	5.8	5.8	5.9	5.6	
Workload	4.9	3.5	4.2	3.0	4.8	4.3	3.5	2.4	3.7	4.4	3.4	3.9	3.0	4.0	3.7	3.5	3.6	3.6	
Role preparedness	8.4	8.0	8.2	8.4	8.4	8.3	8.1	7.9	7.9	8.2	8.0	7.8	7.8	8.1	7.9	8.1	8.0	8.0	
Organisational justice	4.5	3.7	4.1	3.9	4.4	4.2	4.1	3.5	3.6	4.5	3.8	4.0	3.9	4.1	3.9	3.9	3.6	3.8	
Psychological safety	5.3	4.5	4.6	4.4	5.2	4.7	4.7	4.9	4.5	5.1	4.4	4.6	4.5	4.7	4.5	4.4	4.4	4.6	
Team support	7.3	7.0	7.2	5.7	7.3	7.4	7.0	7.0	6.8	7.2	6.9	7.1	6.6	7.0	6.9	7.1	7.1	7.0	
Line manager support	7.3	6.8	7.1	6.8	7.1	7.2	7.2	7.0	6.5	7.2	6.7	7.0	5.4	7.0	6.8	6.9	6.5	6.6	
Leadership quality	5.4	4.3	4.9	4.7	5.3	5.0	4.6	4.0	4.3	5.3	4.7	4.8	4.8	5.0	4.6	4.7	4.9	4.8	
Enabling resources	5.8	4.8	5.5	4.9	5.8	5.4	5.1	4.4	4.5	5.7	4.8	5.2	4.3	5.3	4.9	4.9	4.9	4.9	
Wellbeing support	5.9	4.5	5.3	4.7	5.8	5.4	5.0	4.4	4.4	5.5	4.6	5.0	5.0	5.0	4.6	4.7	5.0	4.8	
L&D	6.0	5.4	5.9	4.6	6.0	5.9	5.8	5.6	5.1	6.0	5.5	5.8	4.8	5.8	5.7	5.6	5.4	5.4	

Overview

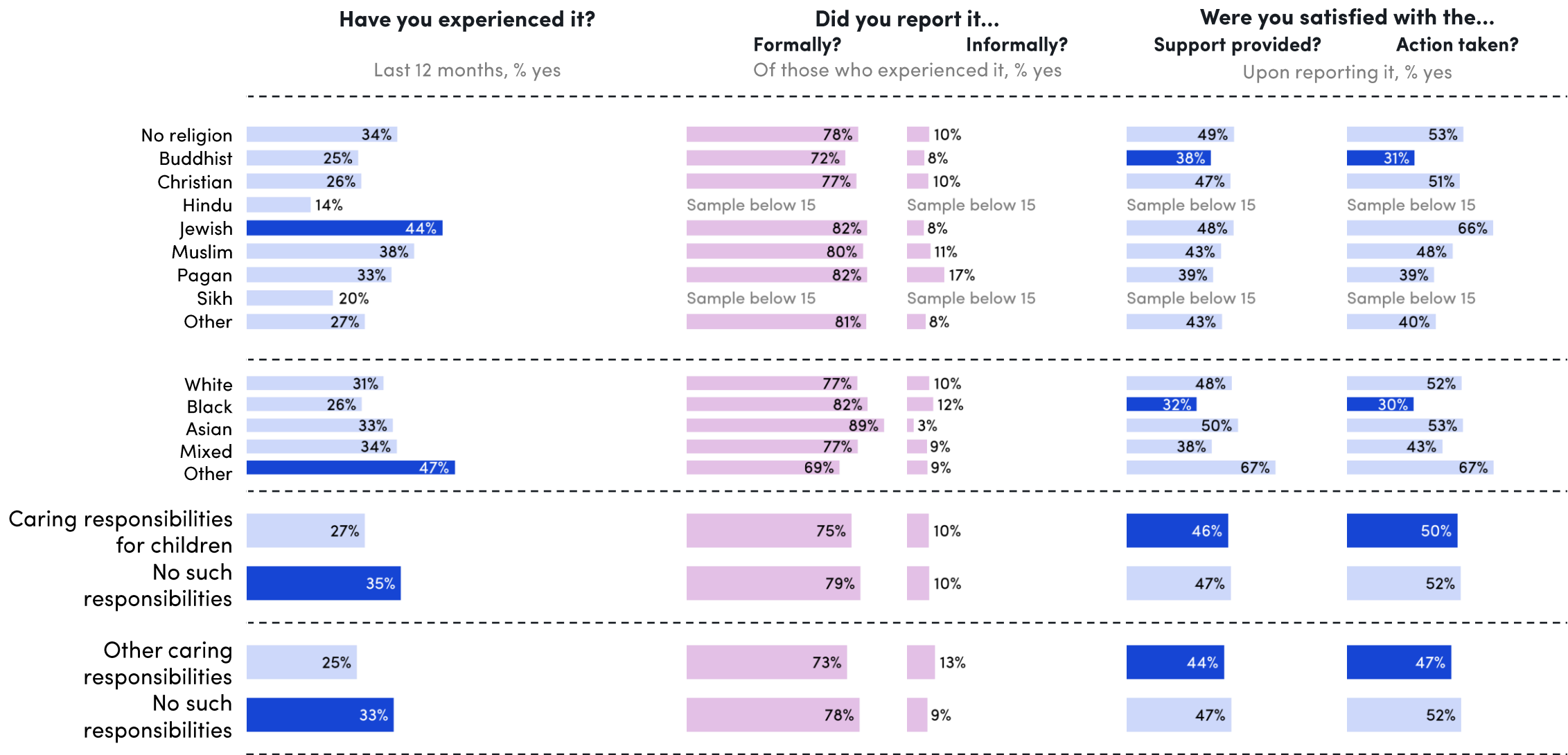
	Detective role		Caring responsibilities for children?		Caring responsibilities for others?	
	Detectives	Non-detective officers	Yes	No	Yes	No
Wellbeing	4.3	4.2	4.6	4.9	4.7	4.9
Engagement	4.6	4.3	5.0	5.2	4.9	5.3
Workload	3.0	3.1	3.7	3.8	3.8	3.7
Role preparedness	7.7	7.5	7.8	7.8	7.8	7.8
Organisational justice	4.1	3.9	4.1	4.3	4.2	4.3
Psychological safety	4.7	4.5	4.9	4.8	4.9	4.8
Team support	7.4	7.2	7.2	7.3	7.4	7.3
Line manager support	7.0	6.9	7.1	7.1	7.2	7.1
Leadership quality	3.9	3.5	4.2	4.4	4.2	4.4
Enabling resources	5.0	4.9	5.2	5.3	5.2	5.3
Wellbeing support	3.6	3.4	4.3	4.4	4.2	4.4
L&D	5.6	5.3	5.5	5.7	5.6	5.7

Assault by a member of the public

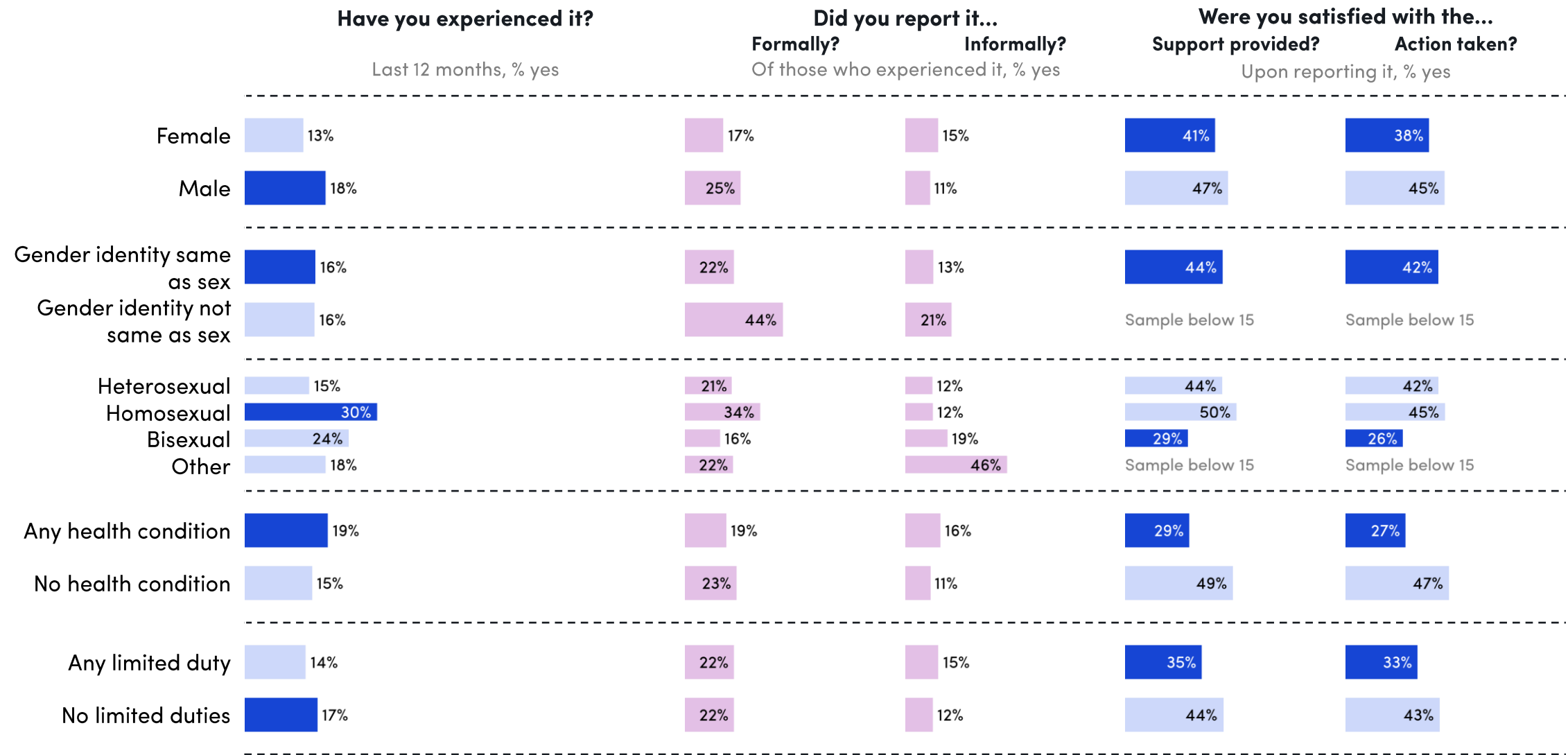


Intersex is not reported due to too few responses

Assault by a member of the public

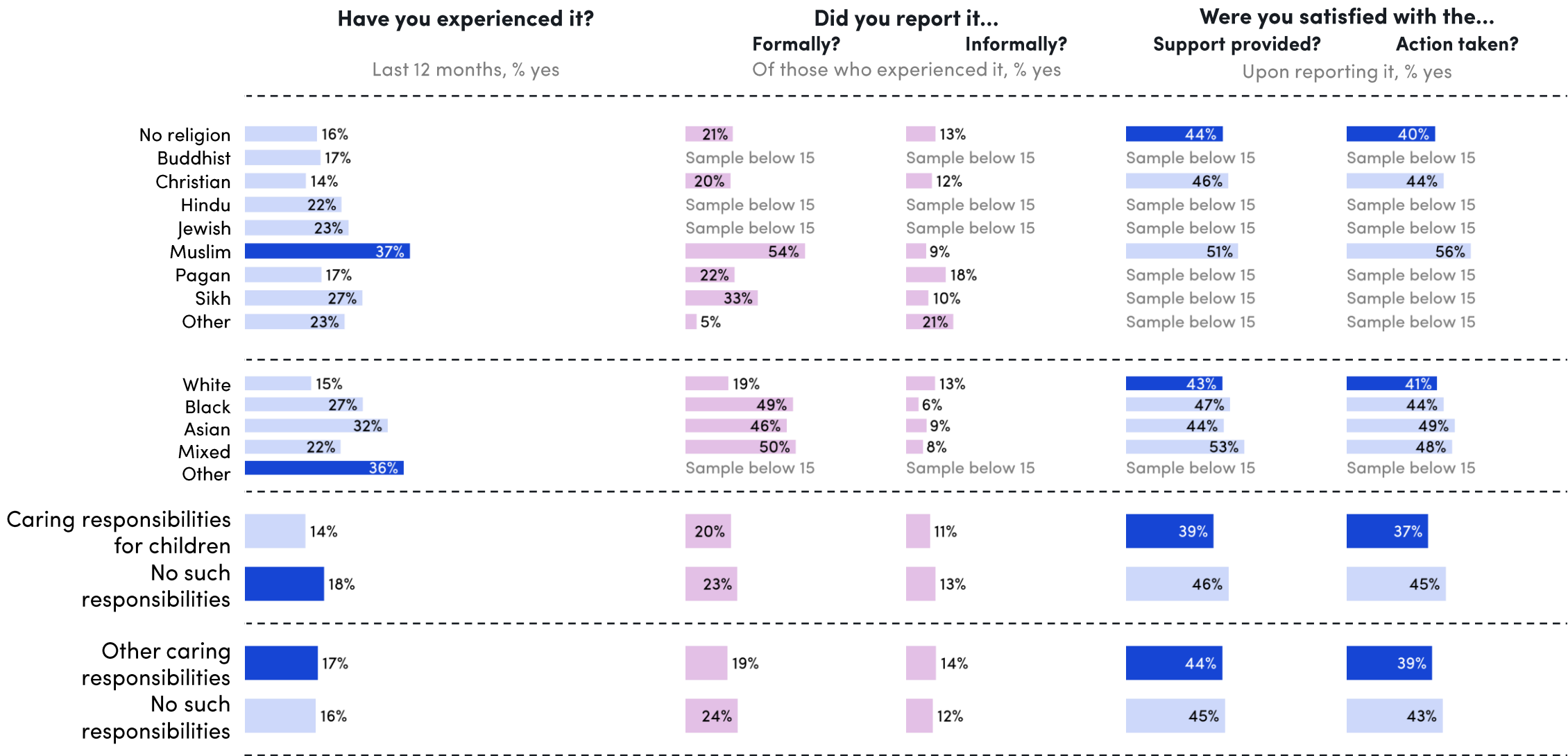


Discrimination by a member of the public

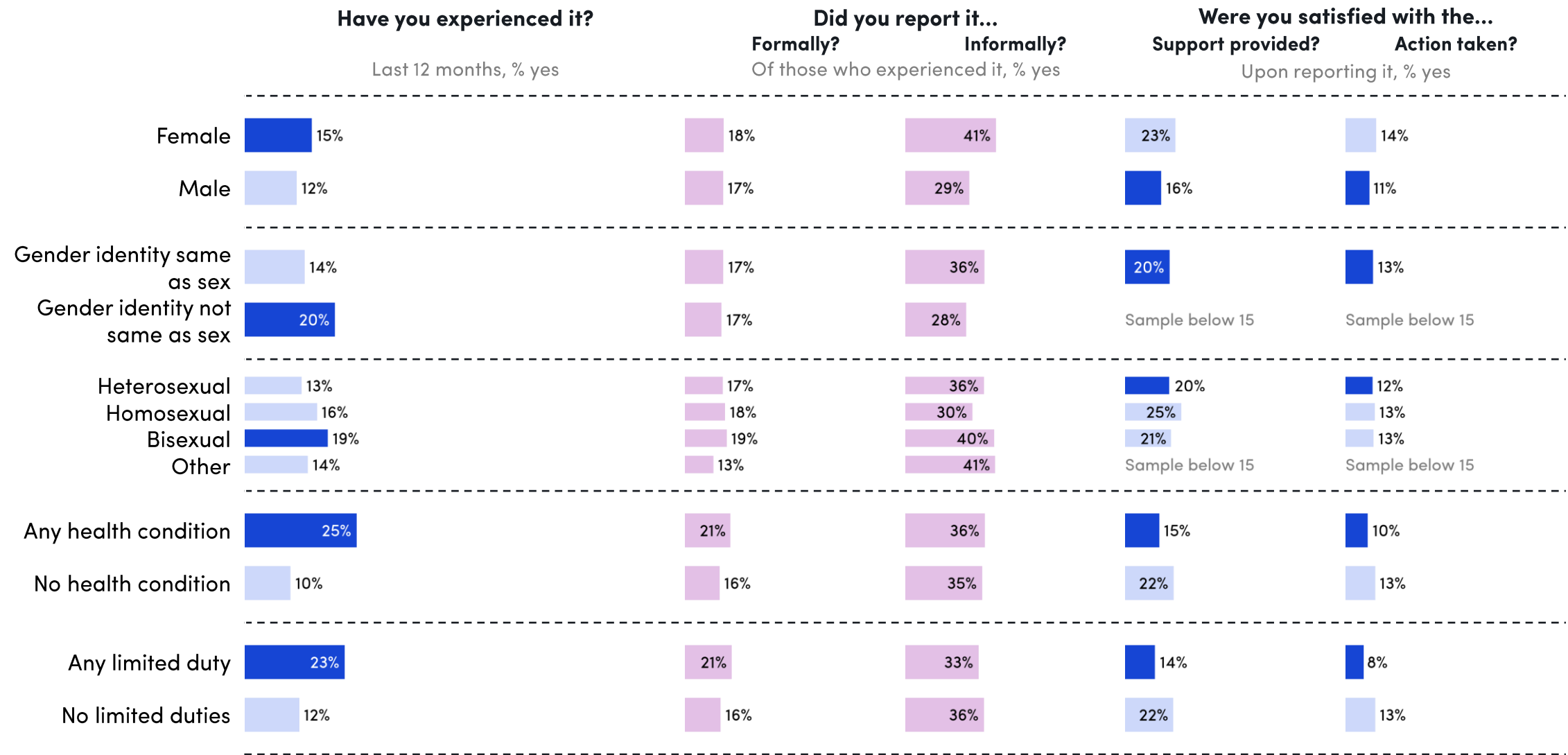


Intersex is not reported due to too few responses

Discrimination by a member of the public

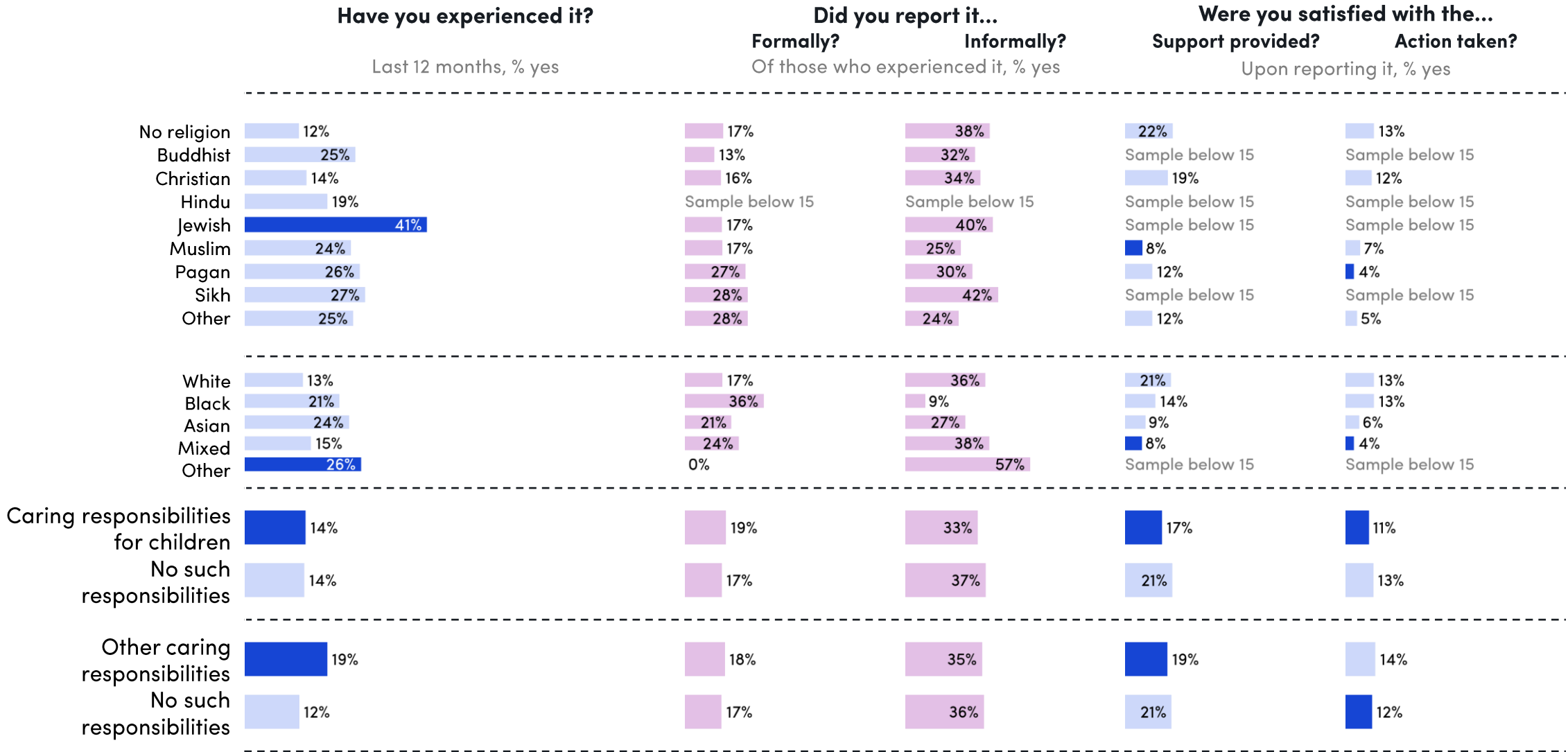


Bullying or harassment at work

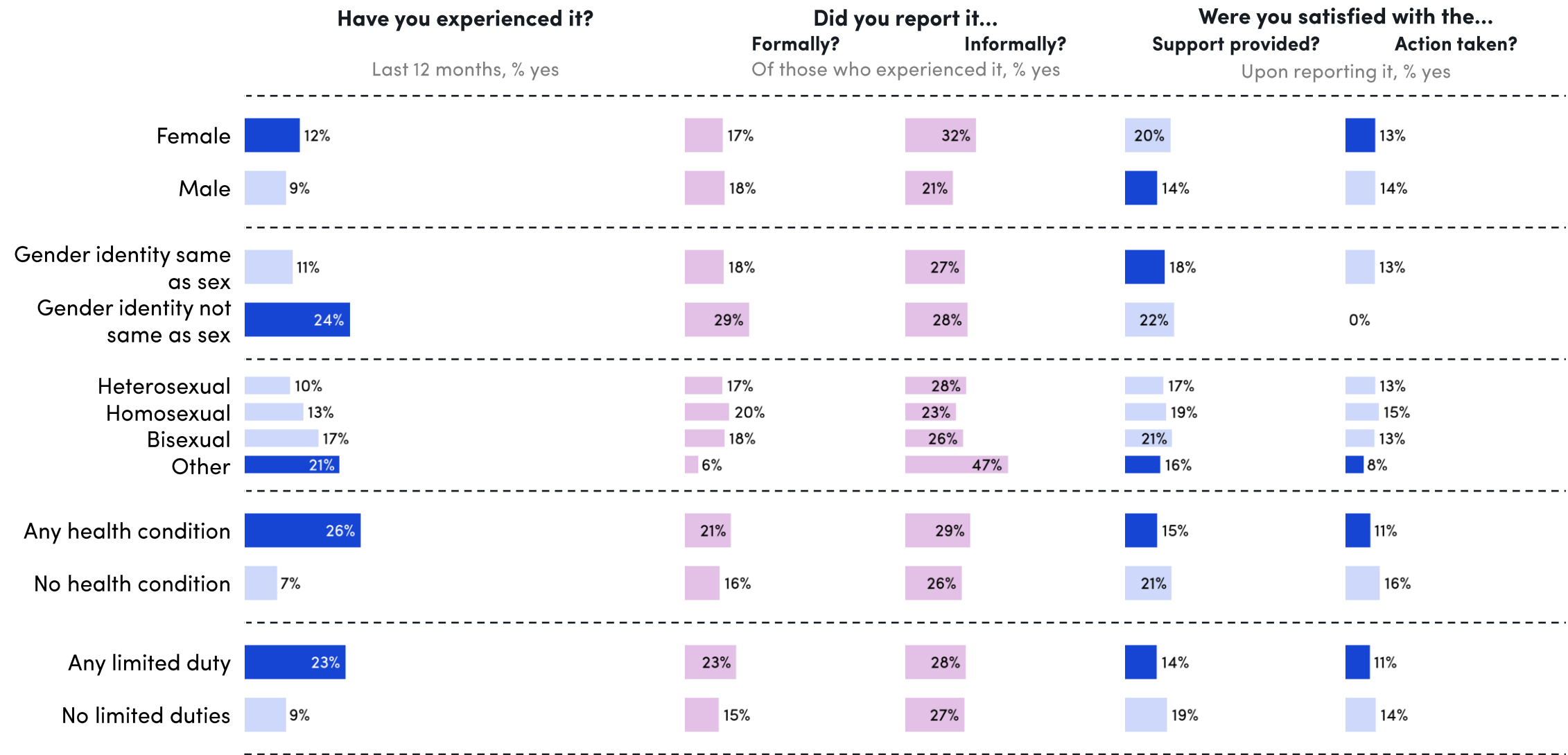


Intersex is not reported due to too few responses

Bullying or harassment at work

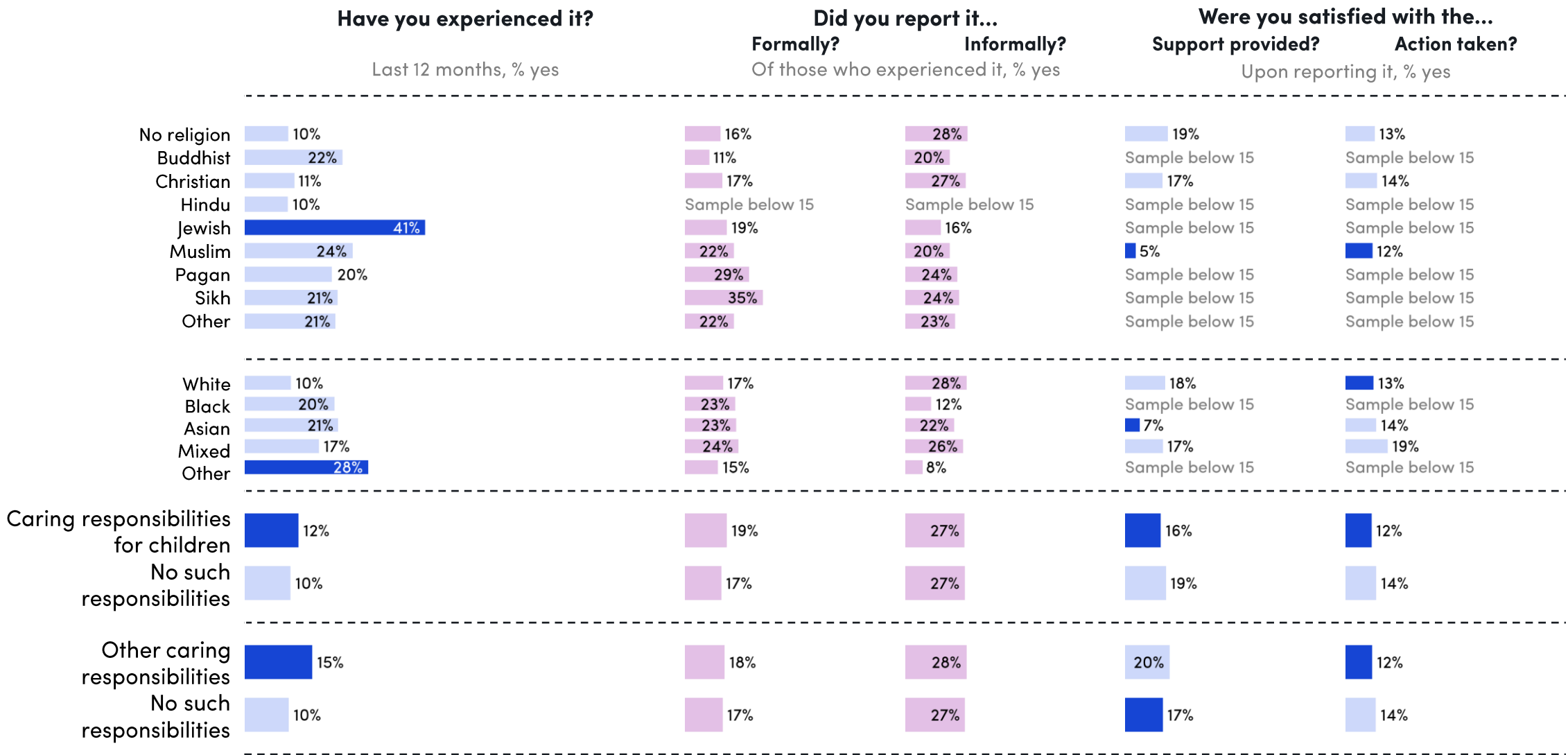


Discrimination by a member of the organisation



Intersex is not reported due to too few responses

Discrimination by a member of the organisation

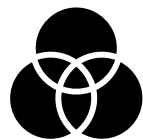




APPENDIX 4: METHODOLOGY

We believe these results can be trusted as they're representative of the workforce and pass data integrity checks

- 

The results represent the full workforce
 The results are **weighted** to counterbalance differences in response rates across groups. This ensures that groups with lower response rates are **appropriately represented in the survey results** through the assignment of larger weights to their responses.
- 

The report reflects a comprehensive range of views
 The **response rate was high enough** that, even though we didn't hear from everyone, we heard from enough people across a wide-range of roles, ranks and demographics to give us confidence that these results approximately **reflect the views of the full workforce**.
- 

We found no signs that the survey was undermined
 We **did not find any evidence** that anyone bulk submitted responses or gave unrealistically positive responses: there were hardly any responses completed in less than 5 minutes, very few duplicate responses and almost none giving the most positive response to every question.
- 

We created conditions in which respondents could be honest
 We gave assurance that results and data would not be shared in groups of fewer than 15 so respondents could be **confident their individual response wouldn't be identified**. Respondents were never asked for a name, nor were survey links personalised.

For groups with a small sample size, it may be worth treating their results as a range to prevent individual responses swaying the results

It's worth being cautious when examining the results for subgroups with a small sample size. One or two individuals' responses can skew the results. Therefore, it may be worth **treating results for small groups as though they are a range** (in statistical terms, a confidence interval).

How to calculate an appropriate range

1 Take the statistic in question

Illustrative example

In the last 12 months, how often have you...	Officer	Staff	PCSO	Specials & Volunteers
Come to work even when you did not feel well enough to perform your duties?	39%	29%	34%	8%

2 Take the suggested width of the range

Subgroup	Responses	Interval width
Police Officer	557	±4%
Police Staff	252	±6%
PCSOs	47	±13%
Specials & volunteers	40	±20%

See next slide for the equivalent tables for this report

3 Add and subtract the width to create the range

$[34\% - 13\%, 34\% + 13\%] = [21\%, 47\%]$

Therefore, we're confident that between 21-47% of PCSOs often or always come to work even when they did not feel well enough to perform their duties.

- Technical notes:
- Here, we're creating a 95% confidence interval for the statistic.
 - The suggested interval width is 1.96 multiplied by the standard error of the statistic.
 - Since the variable in question is binary, the standard error is a function of the mean (i.e. the proportion). Therefore, the suggested interval widths assume a mean of 25% or 75% (they are equivalent).
 - Therefore, technically, the subsequent confidence interval is only approximate.
 - Weights are included in standard error calculation – the higher the weights, the more volatile the statistic, so the wider the interval.

Survey response and suggested interval widths

Role	Responses	Interval width	Team	Responses	Interval width
Officer	32,469	±1%	Local – neighbourhood	5,078	±1%
Staff	20,812	±1%	Local – incident response	6,635	±1%
PCSO	1,343	±3%	Local – other	1,477	±3%
Specials & Volunteers	453	±4%	Road policing	1,144	±3%
			Operational support	3,978	±2%
			Public protection	4,250	±2%
			Dealing with public	2,693	±2%
			Criminal justice arrangements	2,717	±2%
			Investigations & inv. support	9,680	±1%
			Intelligence	2,536	±2%
			Force command	396	±6%
			HR & workforce mngmt.	4,455	±2%
			Tech/ICT	1,687	±2%
			Infrastructure/assets	554	±4%
			Finance, commercial & risk	1,160	±3%
			National – CTP	1,908	±2%
			National – NPCC	106	±11%
			National – Other	268	±6%
			Other function	3,644	±2%

Rank	Responses	Interval width
Constable	21,429	±1%
Sergeant	6,862	±1%
Inspector	2,573	±2%
CI	833	±4%
Supt	464	±5%
ACC +	77	±11%

Staff grade	Responses	Interval width
Practitioner	11,004	±1%
Supervisory manager	5,353	±2%
Middle manager	2,595	±2%
Senior manager +	647	±4%

Survey response and suggested interval widths

Sex (by role)	Responses	Interval width	Age	Responses	Interval width
Female – Officer	10,541	±1%	16–24	2,218	±2%
Male – Officer	17,914	±1%	25–34	11,933	±1%
Female – Staff	12,420	±1%	35–49	21,815	±1%
Male – Staff	6,436	±1%	50–64	12,936	±1%
			65+	572	±5%
Gender identity	Responses	Interval width	Years of service	Responses	Interval width
Gender identity same as sex	49,830	±0%	<1	1,640	±2%
Gender identity not same as sex	177	±8%	1–2	2,116	±2%
Gender identity (if different from sex)	Responses	Interval width	2–3	2,686	±2%
Man	60	±14%	3–5	5,825	±1%
Non-binary	45	±15%	5–10	11,085	±1%
Woman	46	±15%	10–15	5,681	±1%
Sexual orientation	Responses	Interval width	15–20	7,651	±1%
Heterosexual	41,077	±1%	20–30	15,204	±1%
Homosexual	2,068	±2%	30+	3,184	±2%
Bisexual	1,426	±3%			
Other	211	±7%			

Survey response and suggested interval widths

Religion	Responses	Interval width	Location working arrangement	Responses	Interval width
No religion	26,197	±1%	On-site	26,906	±1%
Buddhist	174	±8%	Hybrid	13,278	±1%
Christian	17,857	±1%	Remote	1,245	±3%
Hindu	225	±7%			
Jewish	141	±9%	Detective	Responses	Interval width
Muslim	767	±4%	Detectives	9,430	±1%
Pagan	238	±7%	Non-detective officers	22,041	±1%
Sikh	229	±7%			
Other	287	±6%	Caring responsibilities	Responses	Interval width
			Caring responsibilities for children	22,891	±1%
			No such responsibilities	27,828	±1%
			Caring responsibilities	Responses	Interval width
			Other caring responsibilities	12,570	±1%
			No such responsibilities	37,588	±1%
Ethnicity	Responses	Interval width			
White	45,688	±0%			
Black	567	±4%			
Asian	1,542	±3%			
Mixed	1,050	±3%			
Other	244	±7%			

Survey response and suggested interval widths

Health condition	Responses	Interval width	Limited duties (present)	Responses	Interval width
Any health condition	9,040	±1%	Any limited duty	6,415	±1%
No health condition	38,424	±1%	No limited duties	45,272	±0%
Health condition – specific condition	Responses	Interval width	Limited duties (present) – specific type	Responses	Interval width
ADHD	2,375	±2%	Adjusted duties	3,563	±2%
Autism	1,173	±3%	Recuperative duties	1,216	±3%
Visual impairment	96	±11%	Restricted duties	2,202	±2%
Hearing difficulties	466	±5%			
Learning difference	2,409	±2%	Limited duties (past 3 years)	Responses	Interval width
Long term illness	1,016	±3%	Any limited duty	14,222	±1%
Mental health condition	3,017	±2%	No limited duties	37,810	±1%
Physical disability	1,107	±3%			
Neurological or movement disorder	182	±8%	Limited duties (past) – specific type	Responses	Interval width
Other health condition	1,795	±2%	Adjusted duties	5,411	±1%
			Recuperative duties	6,066	±1%
			Restricted duties	5,719	±1%

Survey response and suggested interval widths

Shift pattern	Responses	Interval width			
Office hours	18,329	±1%			
Fixed shifts	11,012	±1%			
Variable shifts	12,105	±1%			
Fixed shifts - type	Responses	Interval width	Variable shifts - type	Responses	Interval width
Day shifts	2,766	±2%	Day shifts	2,287	±2%
Day and night shifts	3,933	±2%	Day and night shifts	4,127	±2%
Day and late shifts	2,909	±2%	Day and late shifts	4,009	±2%
Night shifts	27	±19%	Night shifts	53	±14%
Fixed shifts - length	Responses	Interval width	Variable shifts - length	Responses	Interval width
8 hours	2,059	±2%	8 hours	5,832	±1%
9 hours	2,341	±2%	9 hours	5,832	±1%
10 hours	3,116	±2%	10 hours	6,636	±1%
11 hours	171	±8%	11 hours	1,103	±3%
12 hours	1,183	±3%	12 hours	1,789	±3%

Notes on methodology

Data cleaning and validation:

We removed responses from individuals who did not consent to participate (these responses are not included in any total response number).

We have confidence in the validity of the data. Firstly, the completion time is not suspicious: nationally, only one response was completed in under three minutes and only 24 in less than five. This is evidence against the idea that someone may have sabotaged the survey by bulk submitting responses. Secondly, only five responses nationally are duplicates (that is, identical to an already submitted response). This reduces the probability that someone submitted multiple responses. Thirdly, only two responses nationally submitted the most favourable response to every question, reducing the risk that participants felt pressure to respond positively.

This report only includes responses from territorial police forces – it excludes responses from other policing organisations that took part.

Weighting:

To ensure the results are representative of the workforce, responses from groups with lower response rates were assigned bigger weights in the analysis. We took several characteristics into account to calculate the weight values: force, role, rank, 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.

The target population statistics for the weighting were kindly provided to us by the NPCC and are correct as of April 2026.

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.

Respondents who are not in the 33 'participating forces' were assigned a weight of 1, the mean weight, because there were too few responses from these forces to have a representative sample (even after weighting). Similarly, when an individual has not provided us with information about which subgroup of a given characteristic they identify with, they are treated 'neutrally' for that characteristic. That is, a proportion of the target population is an artificial category – the same proportion as the proportion of respondents who didn't give a response for that characteristic. Likewise, in the few 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 they are divided by the mean so that the mean weight becomes 1.

Notes on methodology

Index creation:

Each index was calculated by taking the mean of the Likert scale questions in that theme (plus eNPS for the engagement index) after the five-point Likert scale had been converted to a 0 to 10 scale (with 2.5, 5 and 7.5 the intermediate values and 10 corresponding to the most desirable option).

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.

Calculating results:

All results are weighted. Therefore, any results on a 0 to 10 scale (e.g. index scores, helpfulness out of 10 scores) are calculated as a weighted average. Percentages are calculating by summing the weights of the individuals in the numerator and dividing by the sum of the weights of those in the denominator.

Representativeness of results

We can only claim that these results are representative of the 33 participating forces, not all 43 territorial forces. While responses from the other 10 forces are included, we received too few to be able to claim the results reflect the views of the entire workforces of these forces.

We can only claim that these results are representative of those that take part in surveys since we can never know whether those who didn't take part would have given noticeably different responses. However, the response rate is high, and we received a good number of responses across a large range of roles, ranks and personal characteristics, giving us confidence that the results are representative of the workforce.

Comparisons with 2025 survey

Whenever a comparison with the 2025 survey results is made, the sample used to calculate the change solely consists of responses from forces that participated in both the 2025 and the 2026 surveys. This is to ensure a like-for-like comparison – the change value is not affected by which forces happen to be taking part.

In total, 24 territorial forces participated in both surveys. Of the 55,602 valid responses received from territorial forces in 2026, 34,491 (62%) were from forces that participated in both surveys. There were 35,253 responses in 2025 from forces participating in both surveys (87% of all valid responses from territorial forces).

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 2025
- Armed Forces Continuous Attitude Survey 2026
- Civil Service People Survey 2025

The surveys above have limited overlap in question sets. 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.