



**HEDDLU
GOGLEDD CYMRU
NORTH WALES
POLICE**

Response Date:21/07/2026

2026/673 – Staff Satisfaction Survey

In response to your recent request for information regarding;

Please could you provide the results from the force's most recent staff satisfaction survey? (please also provide the date of this survey)

This year's survey has just closed therefore we don't have the results report yet.
Please find attached our local insights report from last years National Police Workforce and Wellbeing Survey 2025.

THIS INFORMATION HAS BEEN PROVIDED IN RESPONSE TO A REQUEST
UNDER THE FREEDOM OF INFORMATION ACT 2000, AND IS CORRECT AS AT 15/07/2026

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**Yn gwneud Gogledd Cymru'r lle mwyaf diogel i fyw, gweithio ac ymweld yn y DU
Making North Wales the safest place to live, work and visit in the UK**

NATIONAL POLICE WELLBEING SURVEY 2025

North Wales Police Local Report



OSCAR KILO

**The National Police
Wellbeing Service**



LEAPWISE

The National Police Wellbeing Survey 2025 aims to summarise key issues across the police workforce and build momentum for improvement

Context for this report

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

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

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

This report provides key insights from the new National Police Wellbeing Survey 2025. The survey is intended to provide essential information to national policing organisations and local forces about employee wellbeing and experience in England and Wales. Further analysis of the drivers of the wellbeing will follow (see planned publications, right) as bespoke local analysis. All forces have already received results dashboards with customised configuration (within 48 hours of survey close).

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

[Are there specific groups we need to pay attention to?](#)

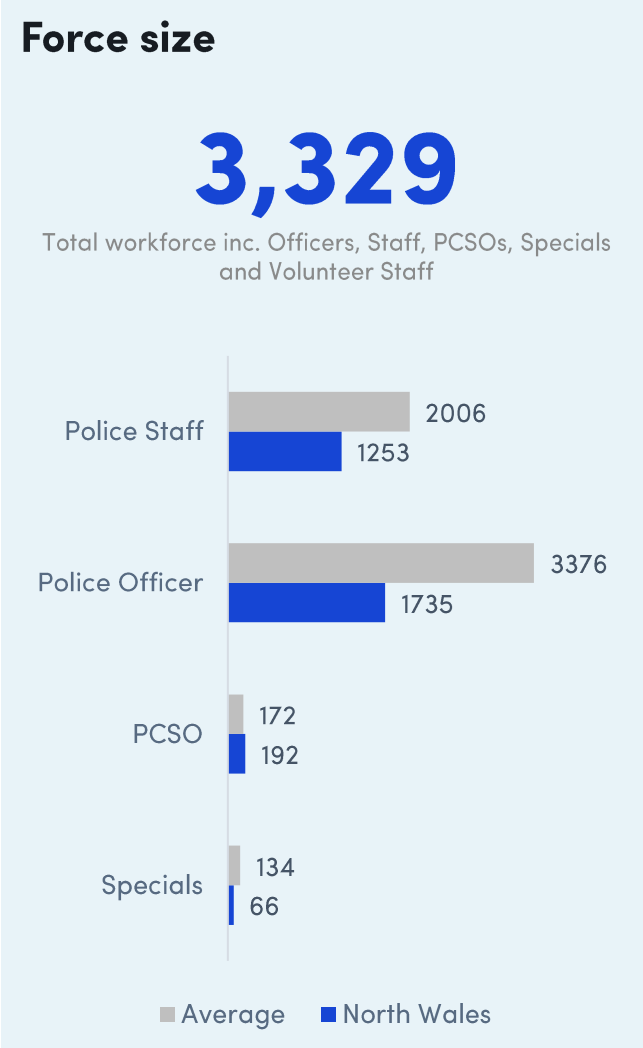
- [Differences by role](#)
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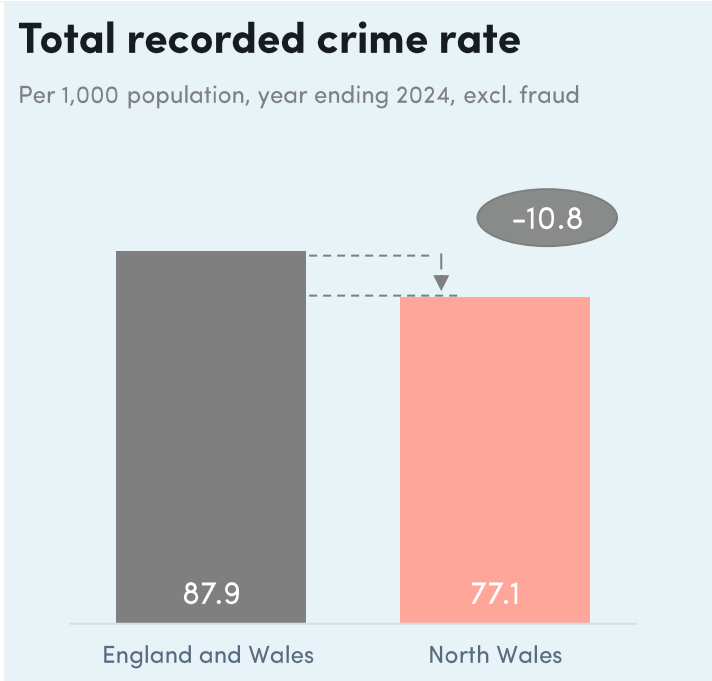
KEY FINDINGS

Police force overview & recent changes



PEEL Report 2023-2025

Outstanding	Good	Adequate	Requires improvement	Inadequate
Recording data about crime	Developing a positive workplace	Police powers and public treatment	Investigating crime	
		Preventing crime	Protecting vulnerable people	
		Responding to the public	Leadership and force management	
		Managing offenders		



Further info

Chief constable appointment	% of chief officer group new since Apr 24	Major op/structural changes since Apr 24
October 2022	-	-

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

Issues covered within our framework and this survey



National Police Wellbeing Survey results for North Wales Police

1,198 Total responses

36% Response rate

- Some subgroups have low sample sizes (see Appendix for which). We cannot estimate what these subgroups think as precisely. Therefore, please be aware that the 'true' result may be several percentage points higher or lower.
- In general, across the report, a darker shade of a colour represents a less desirable outcome.
- Statistics that are calculated using fewer than 30 responses are not reported. "NA" indicates that we received too few responses to report that statistic. Where necessary, we have aggregated categories so as to exceed the threshold of 30.
- All statistics have been calculated using weights to account for differing response rates.

Thematic Indices

The survey highlights strong team dynamics and line manager support at North Wales. However, perceptions of service leadership and overall wellbeing levels could be improved.

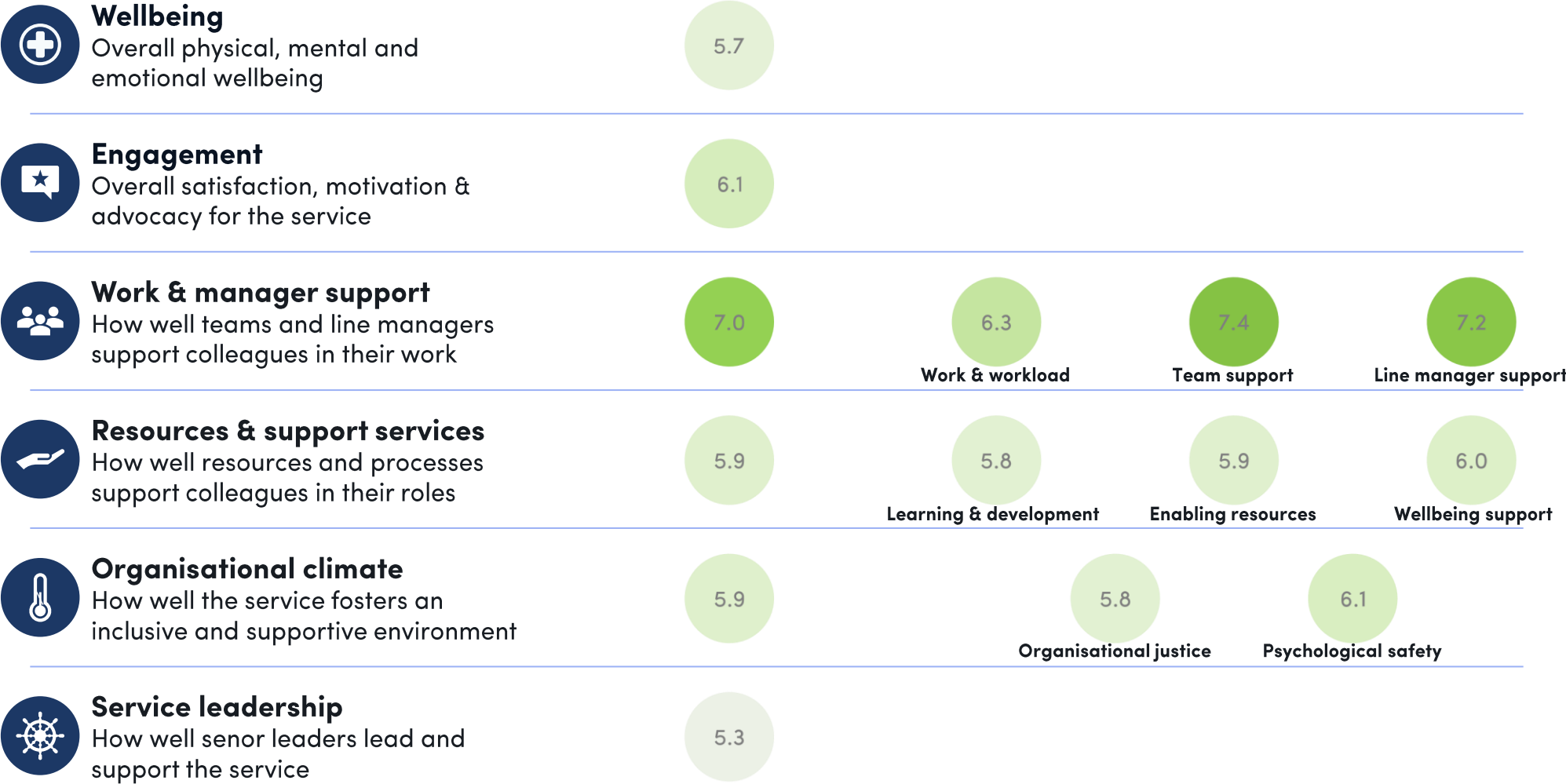
The survey is structured into thematic question sets, with indices calculated as a simple average of response scores for each question (or component sub-thematic indices).

Response rate
36% of 3,329

North Wales Police perform especially well on work and manager support and engagement, with lower scores for service leadership and overall wellbeing

Summary thematic indices (0-10)

Sub-thematic indices local averages (0-10)



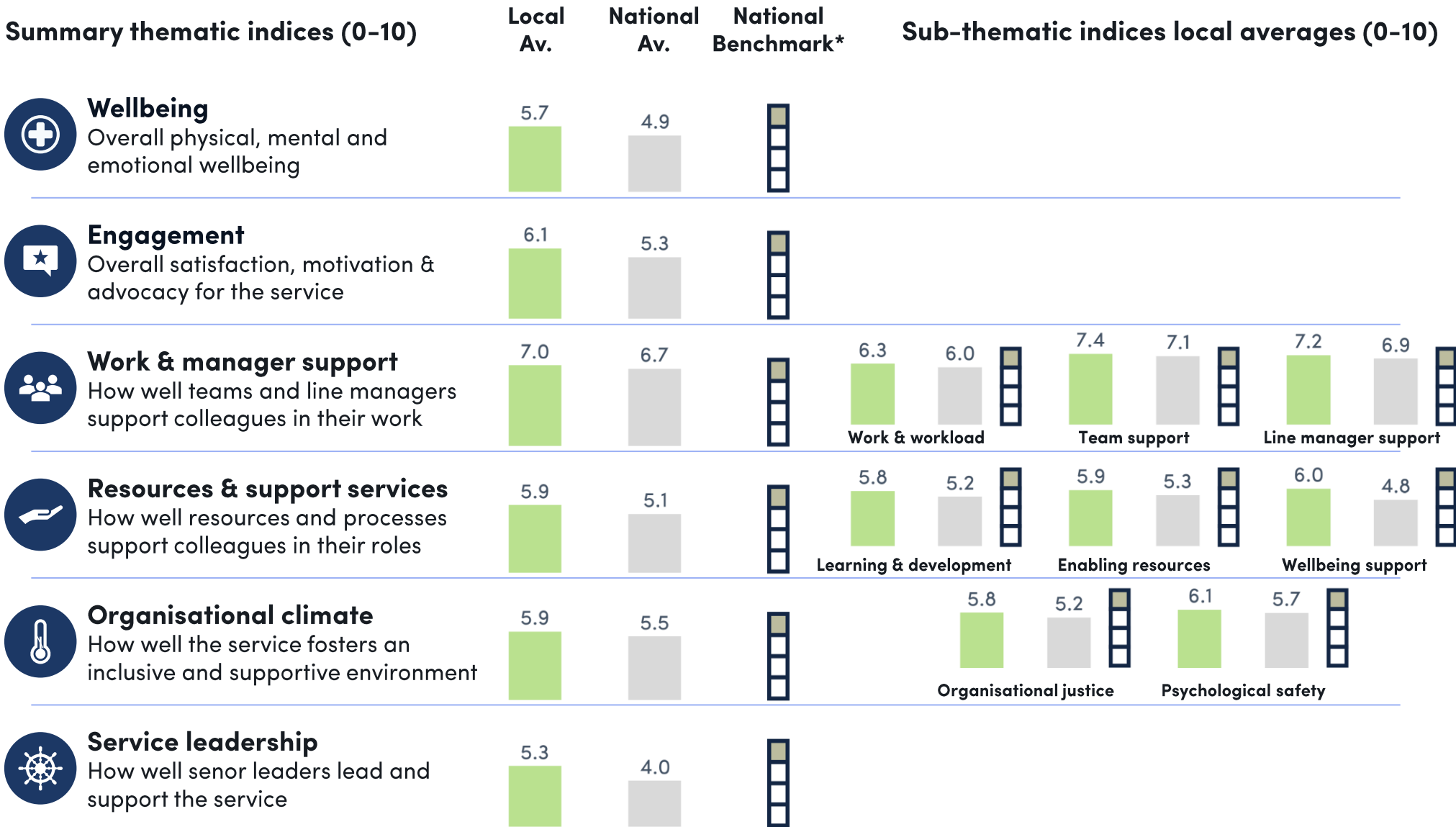
Thematic Indices

North Wales has fared better than the national average and is in the top quartile across all indices in the survey.

Despite service leadership and wellbeing support having the lowest scores compared to other areas for North Wales, the force appears to be doing significantly higher than the national average.

*Displays the force’s quartile ranking among 31 participating forces. Each bar highlights the quartile position for each index, with the top box representing the highest quartile (top 25%).

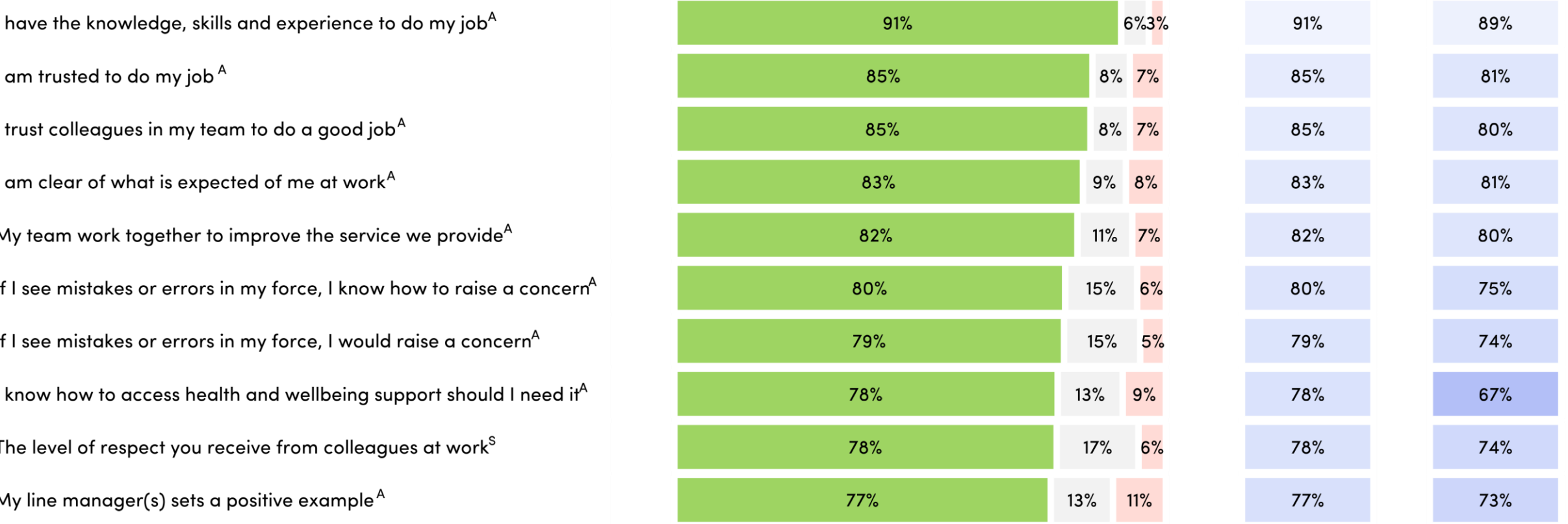
North Wales Police place in the top quartile for every thematic and sub-thematic index when compared to other forces in England and Wales



Respect from colleagues, team collaboration, and manager support are areas of strength in North Wales

What does the survey tell us? Employees report positive perceptions regarding their closest colleagues, with high scores for trust in colleagues, team collaboration, and line managers setting a good example. Other positive findings include willingness to raise concerns, feeling capable at work, and knowing how to access health and wellbeing support.

Top 10 questions with highest share of desirable responses



Superscripts key: The respondent was asked...

A	The extent they agree with the statement	O	How often the statement happens
C	How confident they are in the statement	S	How satisfied they are with the statement

Colour key:

Green	= percentage who chose either of the two most desirable options	% choosing either of the two most desirable options
Grey	= middle option	
Red	= two least desirable options	

Employees report finding it difficult to take enough breaks and low confidence in speaking up against senior leaders – these are both key challenge areas for the force

What does the survey tell us? Employees report feeling physically exhausted, with particularly low scores recorded around ability to take enough breaks and for confidence to speak up against senior leaders. While North Wales outperforms national findings in each of these areas, many of these scores remain low and could be improved.

Bottom 10 questions with lowest share of desirable responses

				Local	National
I feel confident to speak up against senior leaders ^C	22%	29%	50%	22%	20%
The fairness of the promotion system ^S	23%	44%	34%	23%	17%
Felt fatigue or physically exhausted by work ^O	23%	32%	45%	23%	16%
I find it difficult to take enough breaks ^A	27%	20%	53%	27%	24%
I feel that change is managed well in the force ^A	27%	38%	35%	27%	15%
I can contribute my view before decisions are made that affect me ^A	27%	34%	39%	27%	19%
The recognition you receive from your force for your work ^S	28%	35%	37%	28%	19%
I face unrealistic time pressures ^A	30%	24%	46%	30%	22%
If I raise a concern about workplace conduct, it'd be properly investigated ^C	31%	41%	28%	31%	24%
Come to work even when you did not feel well enough to perform your duties ^I	32%	40%	28%	32%	27%

Superscripts key: The respondent was asked...

A The extent they agree with the statement
C How confident they are in the statement

O How often the statement happens
S How satisfied they are with the statement

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% choosing either of the two most desirable options

Employee net promoter score

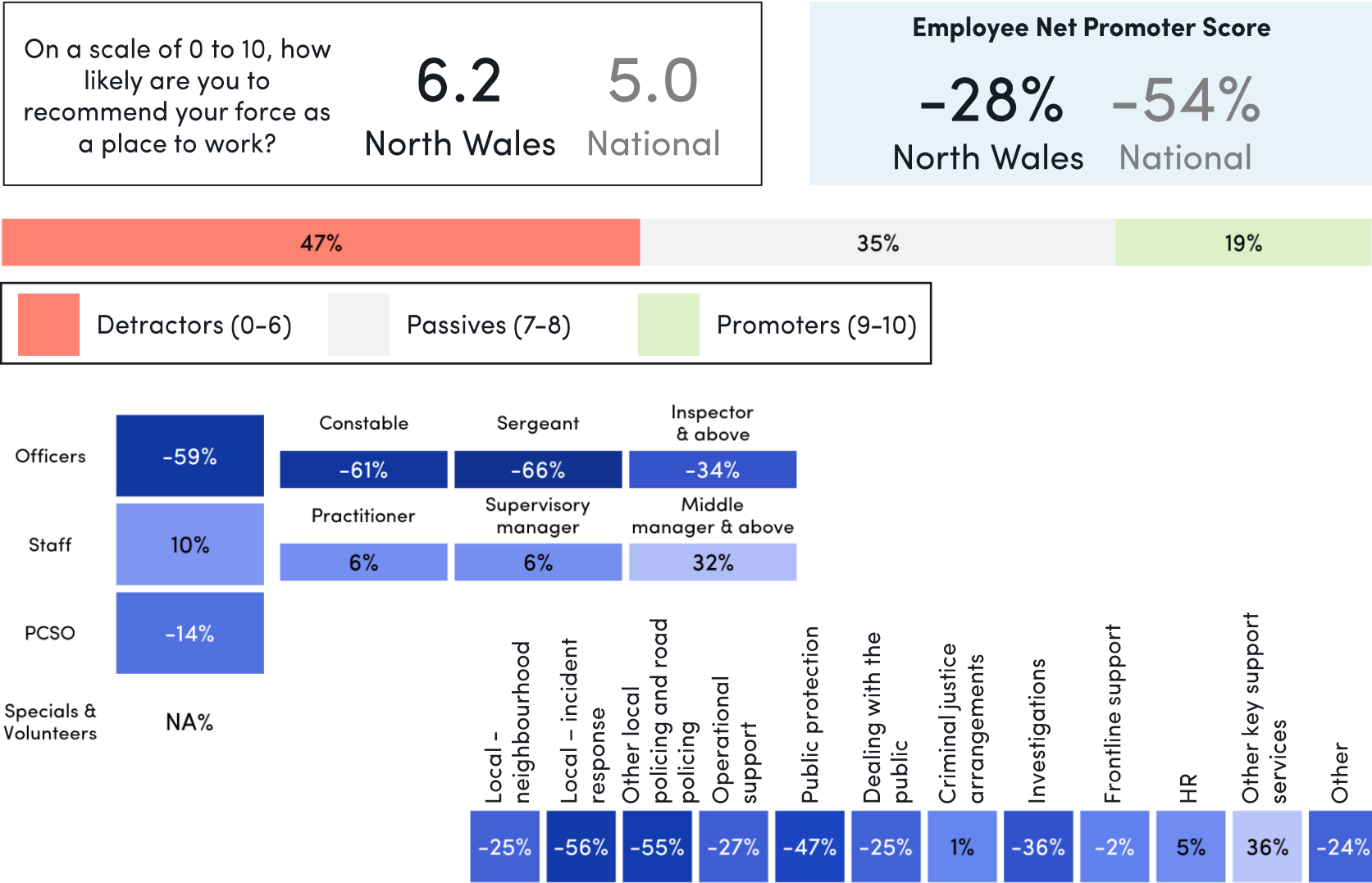
Why does this matter?

eNPS is a valuable measure of engagement, capturing how likely employees are to recommend their workplace. It offers a quick, comparable indicator of how supported and connected people feel at work.

What does this survey tell us?

Nationally, the eNPS for policing is much lower than other sectors. Hive HR estimated the 2024 eNPS to be -24% for the government sector, -1% for the education sector and +5% for the nonprofit sector.¹

North Wales has a much higher eNPS score than the national average; scores are significantly lower for officers compared to staff



Sources (all accessed July 2025):
¹[Hive. \(2024\). The employee engagement benchmarks](#)

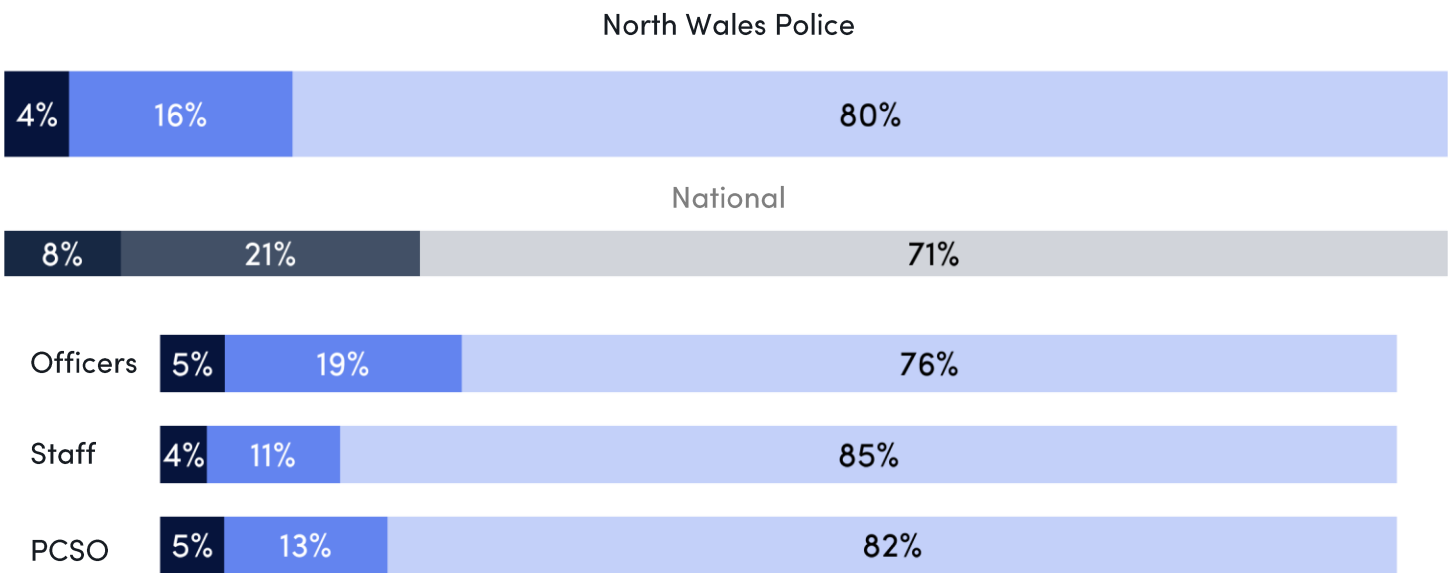
Deep dive: Intention to leave

Around 20% of the workforce reported an intention to leave their force or policing altogether, citing poor work-life balance and pay and benefits as the most common reasons

What does the survey tell us?

Positively, 80% of the workforce are considering staying for at least the next year. However, with 4% actively looking for a new job and a further 16% planning to or considering leaving within 12 months, there are concerns about retention. It is worth noting that the intention to leave is lower than the national average of 29%.

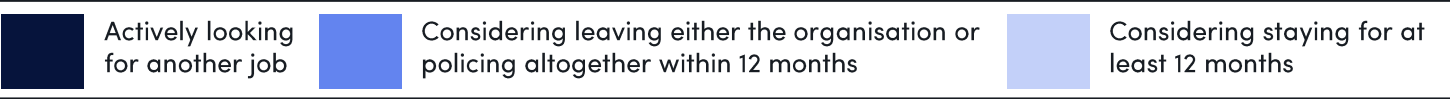
Looking across roles, a lower proportion of staff express an intention to leave compared to officers and PCSOs. This reflects the national trend, where the proportion is lower for staff (24%) compared to officers (32%) and PCSOs (33%). This highlights a need to address challenges around work-life balance in order to improve retention in the force.



Key reasons reported for wanting to leave



North Wales Police broadly reflects the national trend, where the most common reasons for considering leaving are better work-life balance, pay and benefits, and poor leadership.



Employees note positive changes around new equipment, improved wellbeing support and the appointment of a new chief constable that have occurred in the last 12 months

Key issues		What people are saying
New trousers: Employees appreciate the new trousers for their comfort and practicality	➔	"Keela trousers which offer more comfortable and practical working"
Wellbeing support: There is noticeable improvement in the support for employee wellbeing.	➔	"Wellbeing support has really improved"
New Chief Constable: The new Chief Constable is well-liked and respected for their leadership and positive impact.	➔	"New Chief Constable who is forward looking."
Right Care Right Person Protocol: The protocol is appreciated for ensuring that the right services handle appropriate tasks, reducing unnecessary workload.	➔	"Right care right person – so response officers are not attending jobs that other services should be attending."
Improved IT and Technology: Employees are pleased with the investment in modern technology and its positive impact on their work.	➔	"Making greater efforts to adopt technology for frontline roles."

Employees highlighted issues with the promotion process, leadership visibility and intense workloads as key things they would want to prioritise for change

Key issues		What people are saying
Promotion Process: Employees feel that the promotion process is unfair and should be based on actual performance and experience rather than interview skills.	➡	"Promotion based on experience/performance not just on what you say in an interview."
Leadership Visibility and Support: There is a desire for senior leaders to be more visible and supportive, engaging directly with staff at all levels.	➡	"Chief officers being more visible to staff and not just front line officers."
Workload and Staffing Levels: Employees are concerned about high workloads and insufficient staffing, which affects their ability to perform effectively.	➡	"Recruitment / Staffing levels are way too low."
Pay and Benefits: Many employees feel that their pay does not reflect their work and responsibilities, and they seek better compensation.	➡	"Pay, I can find the same role for a higher pay elsewhere."
IT Systems and Equipment: There is a need for improved IT systems and equipment to enhance efficiency and reduce frustration.	➡	"Better IT and equipment."

THEMATIC FINDINGS

How do colleagues experience their work in North Wales?

Wellbeing

Overall physical, mental and emotional wellbeing

While wellbeing challenges persist in North Wales, the force fares better than the national average in terms of physical, emotional and mental wellbeing

5.7

Why does this matter?

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

Area for prioritisation

Focus on addressing levels of fatigue, which are experienced often by 45% of the organisation.

In the last 12 months, how often (if at all) have you...	Overall Workforce			Local	National
	% Often or always	% Sometimes	% Rarely or never	% Often or always	% Often or always
Come to work even when you did not feel well enough to perform your duties?	28%	40%	32%	28%	35%
Felt fatigue or physically exhausted by work?	45%	32%	23%	45%	55%
Found your work to be emotionally exhausting?	35%	32%	33%	35%	46%
Felt stressed about your financial situation?	21%	22%	57%	21%	33%
Found it difficult to empathise with colleagues or family due to the demands of your job?	19%	25%	56%	19%	29%
Found it difficult to empathise with victims of crime due to the demands of your job	17%	22%	62%	17%	27%
Felt burnt out because of your job?	33%	31%	36%	33%	45%

Engagement

Overall satisfaction, motivation & advocacy for the service

While the workforce feels motivated by their work, fewer than half are satisfied by victim support provided by the force or the pay and benefits they receive

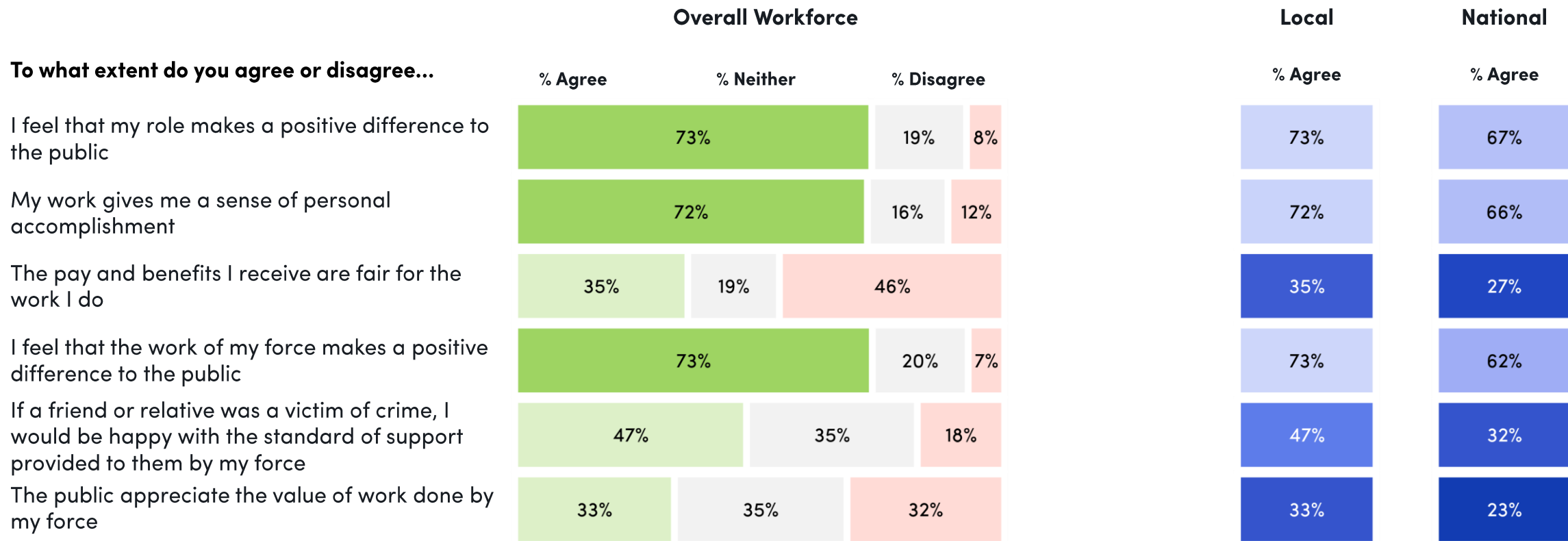
6.1

Why does this matter?

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

Area for prioritisation

Focus on addressing how employees feel the public values their work and pay and benefits packages.



Work & manager support

How well teams and line managers support colleagues in their work

Why does this matter?

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

Support from teams and line managers is a key strength at North Wales, with some targeted areas where this can be further strengthened



What does the survey tell us?

Nationally, the survey reveals that the workforce feel confident in their roles, but workload pressures on both officers and managerial staff roles drive unsustainable time demands. However, the immediate work environment through local teams and immediate line managers is a clear strength in policing within this challenging work context. In North Wales, we find a similar trend but with higher scores: team and line manager support is strong, though there is still room for improvement in addressing workloads.



Address workload issues for officers, particularly in frontline roles.

Learn from successes in team support to build more inclusive teams, especially for PCSOs.

Build on strong processes to enhance line management, particularly for sergeants.

Sub-index:
Work &
workload

While most of the workforce feel capable and trusted to do their job, around half report finding it difficult to take sufficient breaks and facing unrealistic time pressures

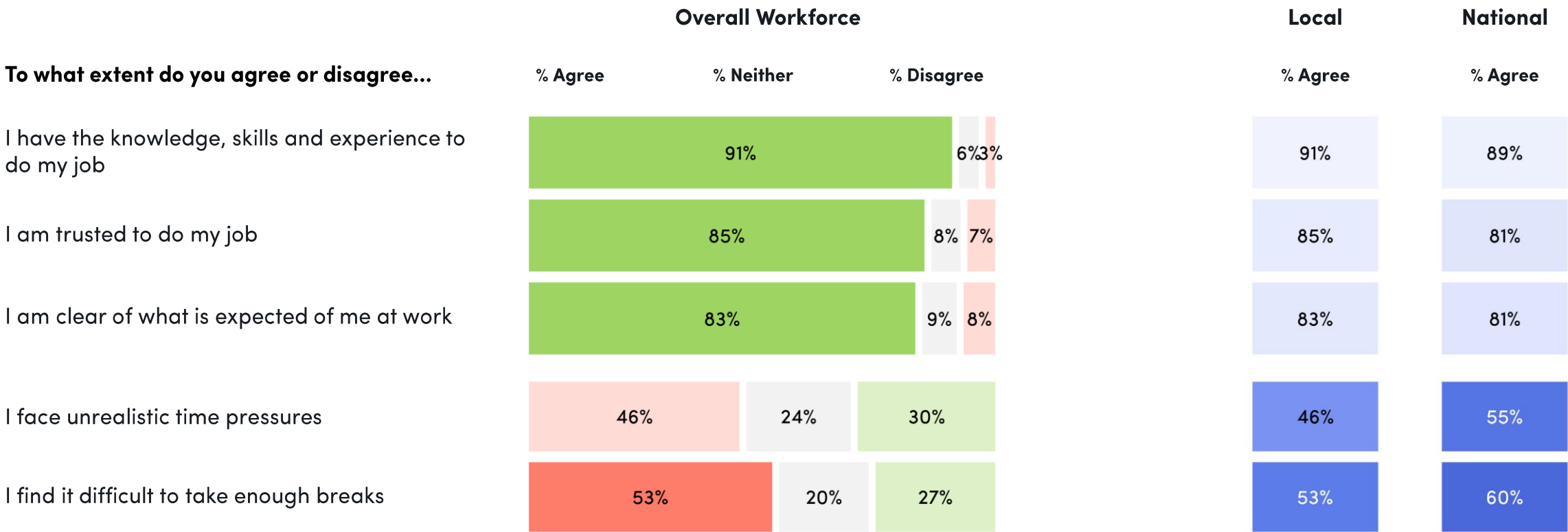
6.3

Why does this matter?

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

Area for prioritisation

Focus on addressing workload pressures, particularly for officers.



Sub-index:
Team support

Effective team dynamics are a strength as most of the workforce report high trust and collaboration, but there is scope for improving how disagreements are managed

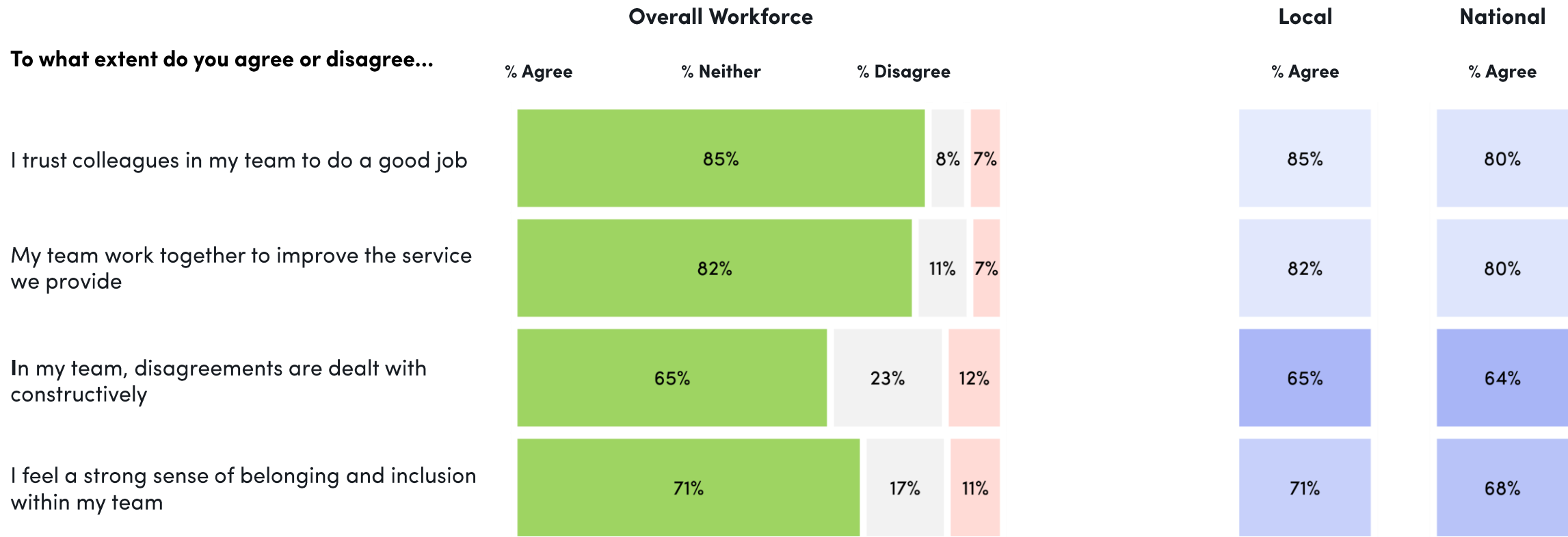


Why does this matter?

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

Areas for prioritisation

Maintain and enhance positive aspects, while addressing specific issues around constructive ways of managing disagreements.



Sub-index: Line manager support

Support from line managers is a clear strength in North Wales Police; there’s potential to improve how colleagues are supported to navigate change

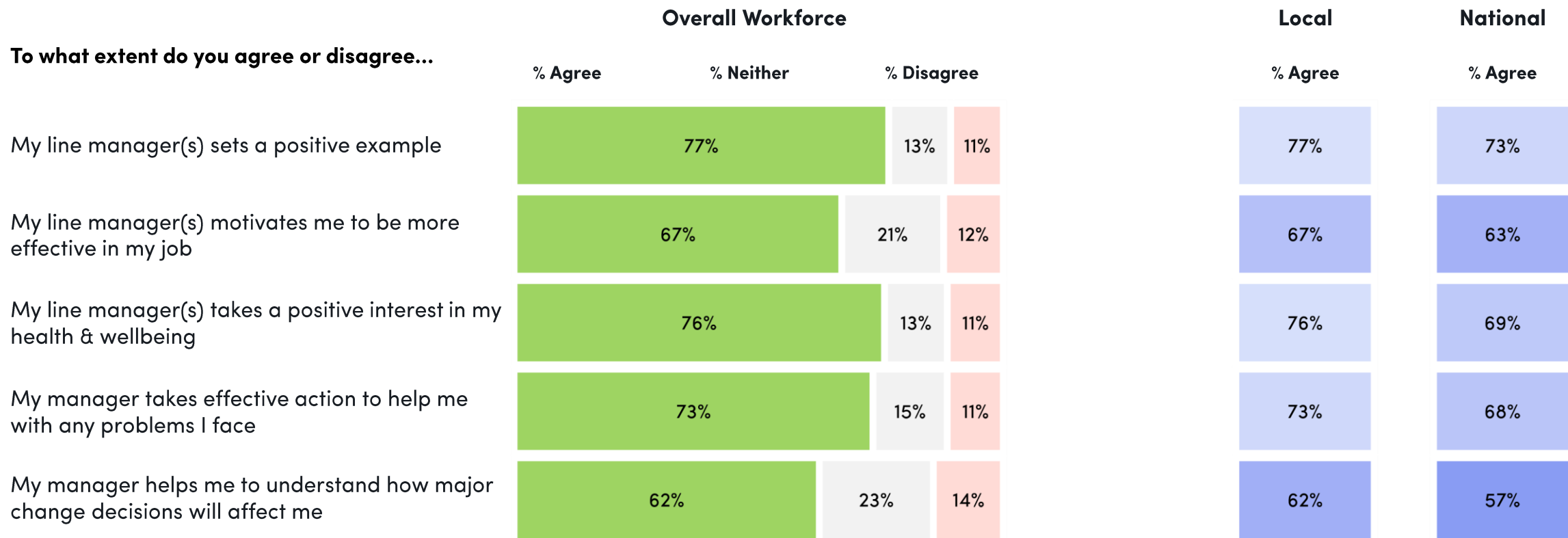


Why does this matter?

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

Areas for prioritisation

Maintain and enhance positive aspects, while exploring how managers can help colleagues understand the impact of organisational change.



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

While PDRs occur more often in North Wales than the national average, 1-2-1s remain too infrequent – with 10% reporting they have never had one with their line manager

What does this survey tell us?

1-2-1s and PDRs are not happening regularly across policing. In North Wales, nearly a third of the workforce have 1-2-1s at least once a month. But 10% have never had a 1-2-1 and 26% have not had a PDR in the last 12 months.

Although 1-2-1s occur more frequently among staff, even here only 37% have monthly 1-2-1s – similar to the national average.

The helpfulness of 1-2-1s and PDRs is rated well compared to the national average, but with room for improvement particularly among officers and PCSOs.

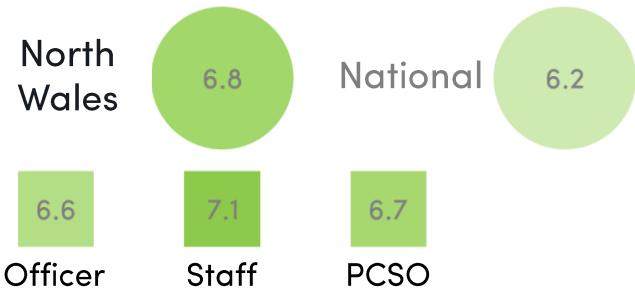
Areas for prioritisation

Systematise expectations around the frequency of 1-2-1s and address lower perceptions of helpfulness among officers and PCSOs.

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

	National	Your force	Officer	Staff	PCSO
At least once a month	28%	30%	27%	37%	24%
At least once a quarter	26%	21%	21%	21%	18%
At least once a year	36%	39%	38%	37%	54%
Never	10%	10%	13%	4%	5%

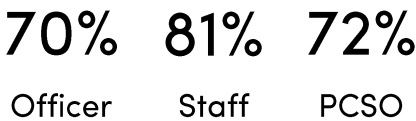
Helpfulness of 1-2-1s (average out of ten)



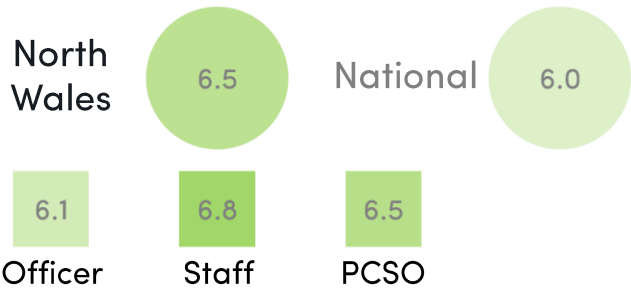
Have you had a PDR in the last 12 months?



have had a professional development review, career meeting or appraisal.



Helpfulness of PDRs (average out of ten)



Resources & support services

How well resources and processes support employees in their roles

Why does this matter?

Resources and support services ensure employees have the necessary tools, training and assistance to perform their duties effectively and safely. Adequate resources enhance operational efficiency, while support services provide the necessary backup to handle the physical and emotional demands of the job, leading to improved wellbeing and better community service.

While faring better than other forces nationally, the workforce indicate opportunities for further strengthening learning and development and enabling resources

5.9

What does this survey tell us?

Officers generally report poorer scores on these questions, with PCSOs also reporting the poorest perceptions in relation to the usefulness of training. While North Wales clearly exceeds the national average here, there is scope for further improvement in areas like this.



Address concerns of officers and especially PCSOs around the usefulness of the training they have received.

Address lower satisfaction levels with enabling resources and services, especially among officers.

Improve wellbeing support particularly for officers, with emphasis on work-life balance.

Learning & development

While learning & development opportunities are accessible, concerns over the quality and impact of training remain – despite higher scorers than the national average

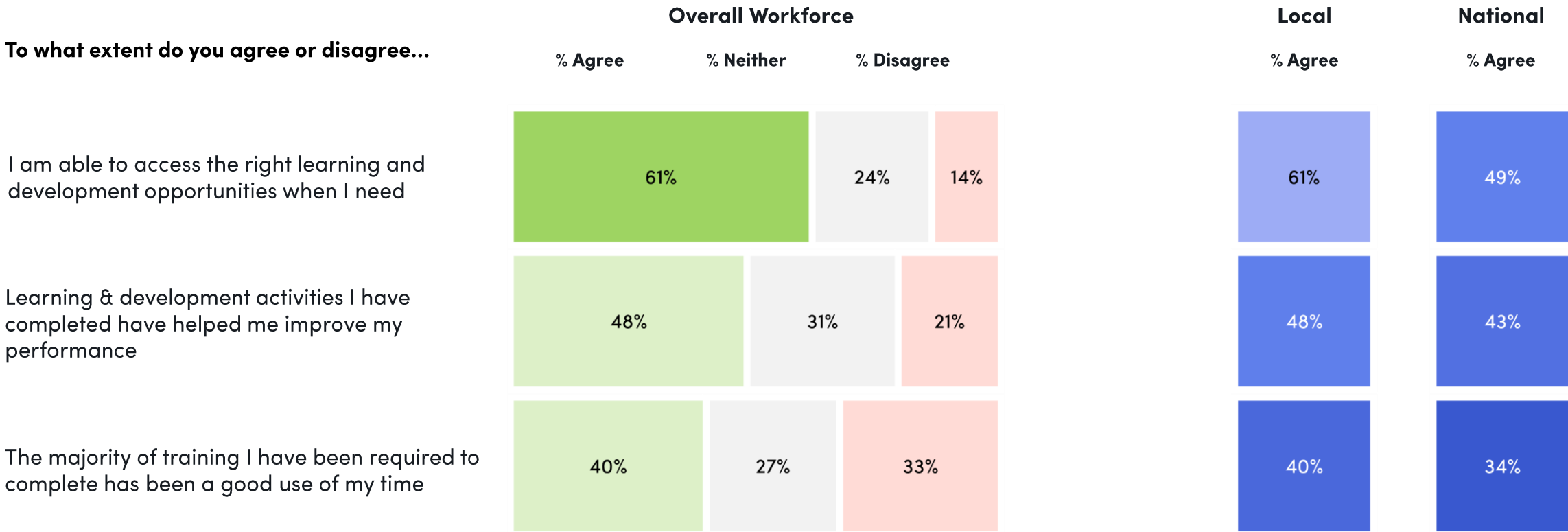
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Why does this matter?

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

Area for prioritisation

Address perceived usefulness of training within the workforce, especially among PCSOs and officers.



Enabling resources & services

Satisfaction with enabling resources and services is mixed, with noticeably positive perceptions of the standard of personal equipment, HR, and occupational health

5.9

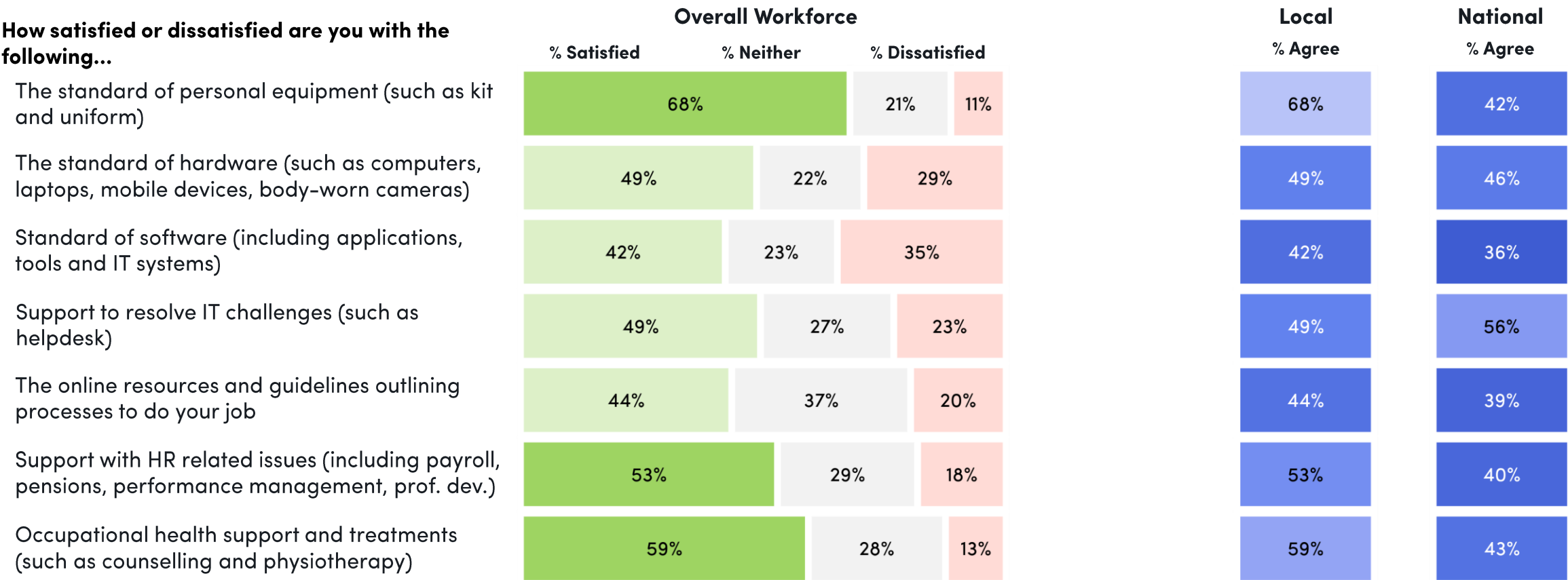
Why does this matter?

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

Areas for prioritisation

Address dissatisfaction with the standard of hardware, software and support to resolve IT challenges.

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



Key concerns raised relate to IT challenges, mobile devices, occupational health, HR and printer issues

Key issues		What people are saying
IT Challenges: Employees are frustrated with inconsistent IT support and lack of training.	➔	"IT challenges around software and installation is inconsistent. Little support around use/training of software."
Mobile Devices: Mobile devices are considered inadequate for daily tasks due to their small size and poor usability.	➔	"Mobile devices are poor – screens are small and keypads small – leaving eyes straining – not ideal for full-time use with Pronto etc."
Occupational Health Unit (OHU) Services: OHU services are seen as slow and unresponsive, causing frustration among employees.	➔	OHU services – slow to respond and rarely answer the questions posed as to fitness to work or regarding reasonable adjustments."
HR Department: The HR department is perceived as overwhelmed and unresponsive to employee needs.	➔	"The HR dept are so busy they just forget to assist when you ask for help. Emails can take months to be answered, if at all."
Printer Issues: Printer issues are a common problem, with frequent complaints about lack of ink and poor functionality.	➔	"Printers never work as they never have ink. Work mobile phones have terrible battery life."

Wellbeing support

Employees report that the force gives good support for health and wellbeing and they know how to access it, but support for work-life balance and families is rated lower

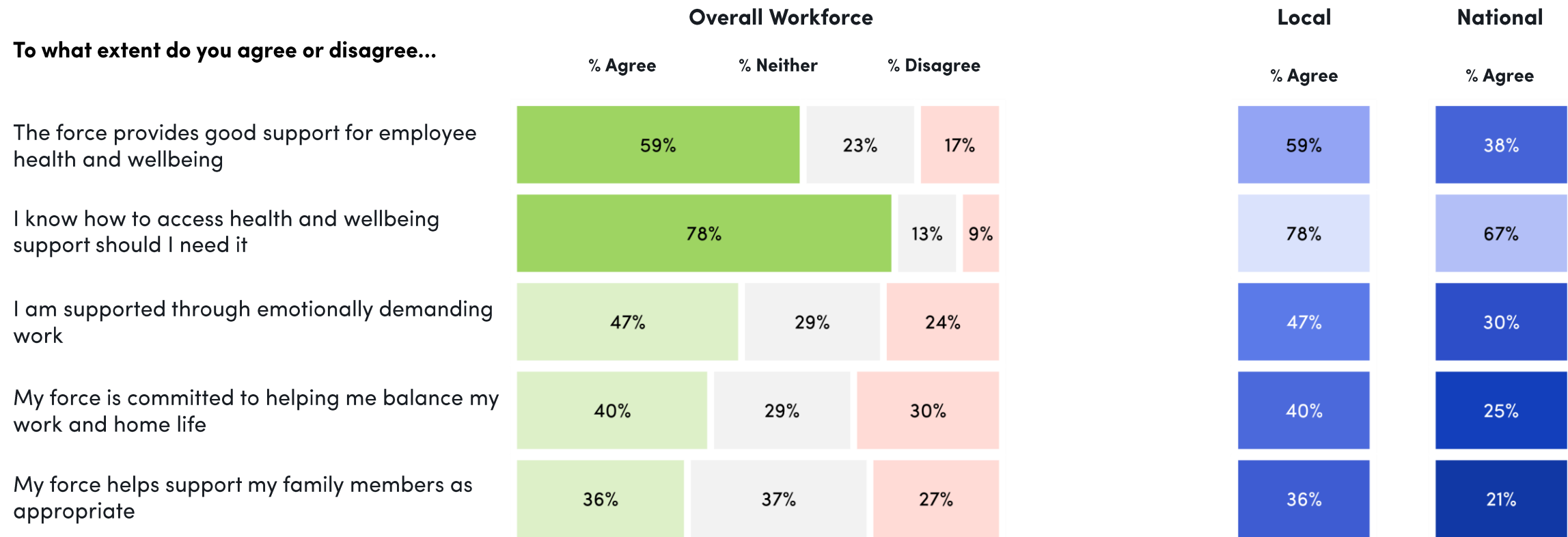


Why does this matter?

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

Areas for prioritisation

Strengthen support to help colleagues achieve work-life balance and provide better support for families as appropriate.



Sources of wellbeing support

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

What does this survey tell us?

In North Wales, most officers and staff reported they were most likely to go to their line managers or team if they experienced trauma or burnout. Nearly half would go to occupational health teams.

This is similar to the national trend, where the main sources of support the workforce reported they would go to were their line managers and colleagues.

However, 32% of officers and staff said they hesitate going to HR, and around 1 in 5 would hesitate going to their line manager or team.

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

			Based on role	
	Go to	Hesitate	Officers	Staff
My line manager(s)	69%	21%	63%	76%
Colleagues in my team	56%	18%	54%	59%
Occupational health team or wellbeing officers	46%	14%	42%	51%
Police Treatment Centre / Police Rehabilitation Centre	14%	7%	23%	3%
Intranet	10%	8%	8%	12%
Peer support colleagues	9%	12%	8%	10%
Human Resources	7%	32%	5%	10%
My union representative	6%	16%	6%	6%
Oscar Kilo	5%	5%	5%	4%
Other external support	4%	8%	5%	2%
My staff association	2%	12%	2%	1%
My staff network	2%	10%	2%	1%
Chaplaincy services	1%	15%	1%	1%

Organisational climate

How well the service fosters an inclusive and supportive environment

Why does this matter?

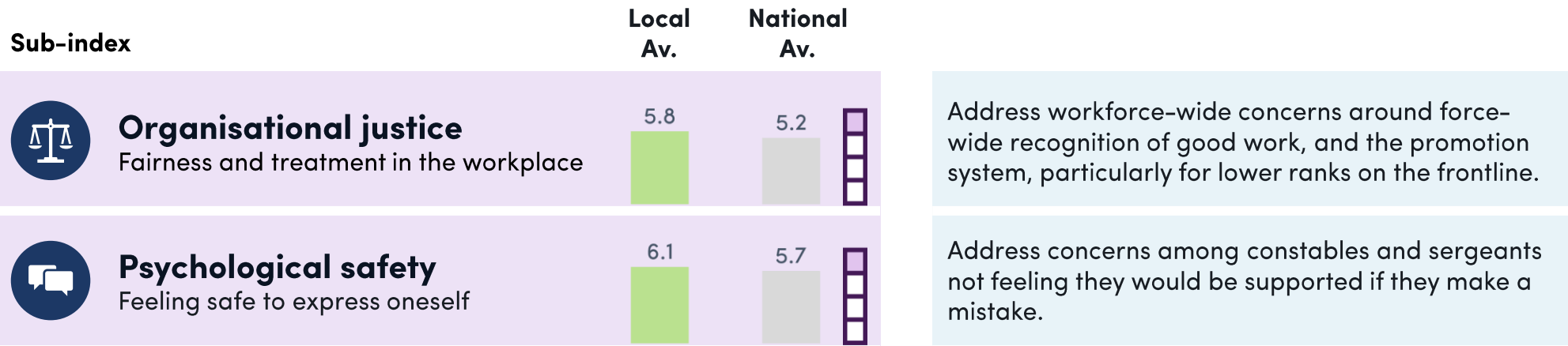
These factors significantly impact employee mental health, job satisfaction and productivity. Psychological safety ensures that employees feel safe to express themselves without fear of consequences, while organisational justice relates to the fairness of treatment within the workplace. Addressing these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

North Wales rates in the top quartile for organisational climate – exceeding the national average for both organisational justice and psychological safety



What does this survey tell us?

Overall, perceptions are mixed about force-wide recognition of good work and confidence in whether conduct-related concerns would be properly investigated if raised. Officers in lower ranks are particularly dissatisfied with the promotion system. Officers have the lowest confidence in receiving support for genuine mistakes. There is a lack of confidence across the force in disagreeing with or speaking up against the actions of senior leaders.



Organisational justice

The workforce is satisfied with the respect they receive from their line managers and colleagues, but force-wide recognition for their work needs improvement

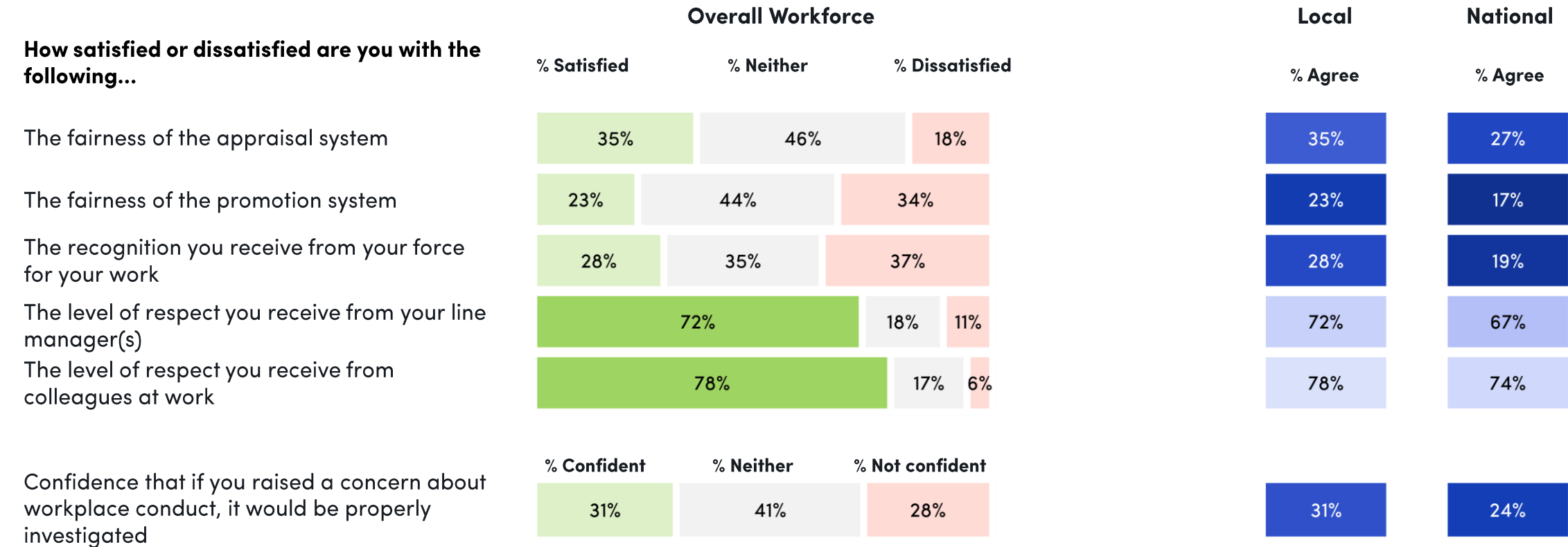
5.8

Why does this matter?

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

Areas for prioritisation

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



Psychological safety

Most of the workforce know how to and would raise concerns if they saw mistakes, but half lack the confidence to disagree with or speak up against senior leaders

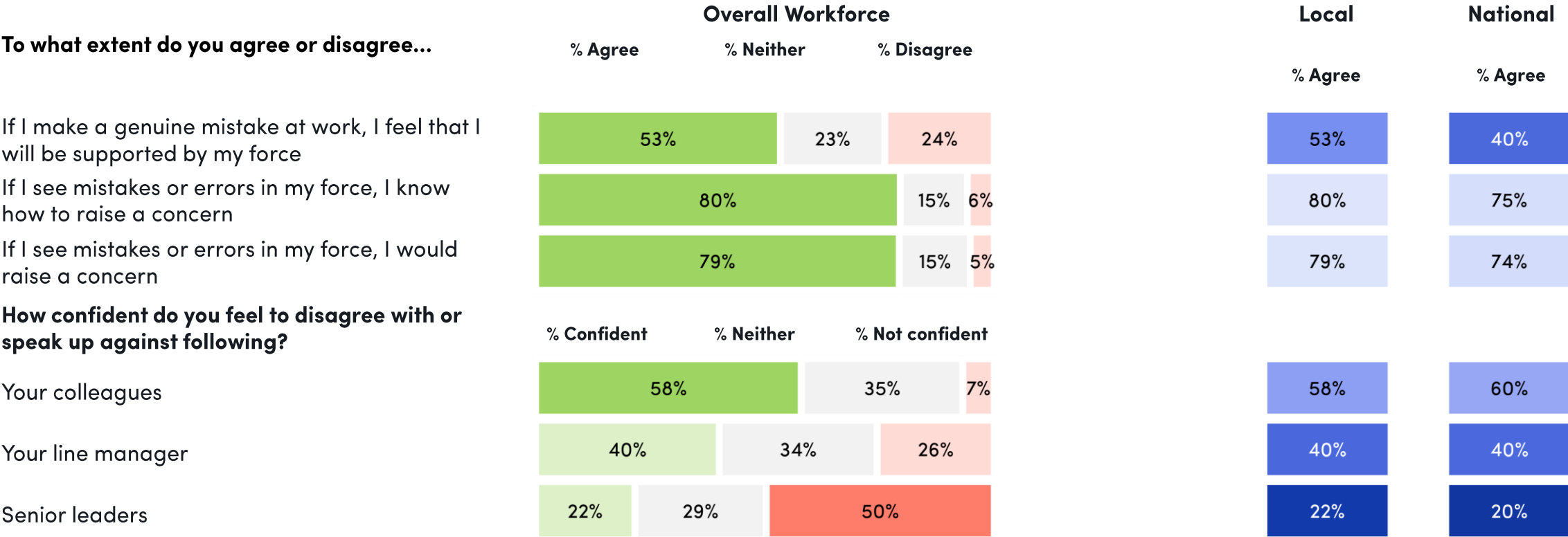
6.1

Why does this matter?

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

Areas for prioritisation

Address employees' concerns around not feeling supported when they make a mistake and lack of confidence in speaking up to senior leaders.



Service leadership

How well leaders lead and support the service

Most of the workforce feel senior leaders’ actions are aligned with organisational values, but 39% feel they don’t get to contribute before decisions are made

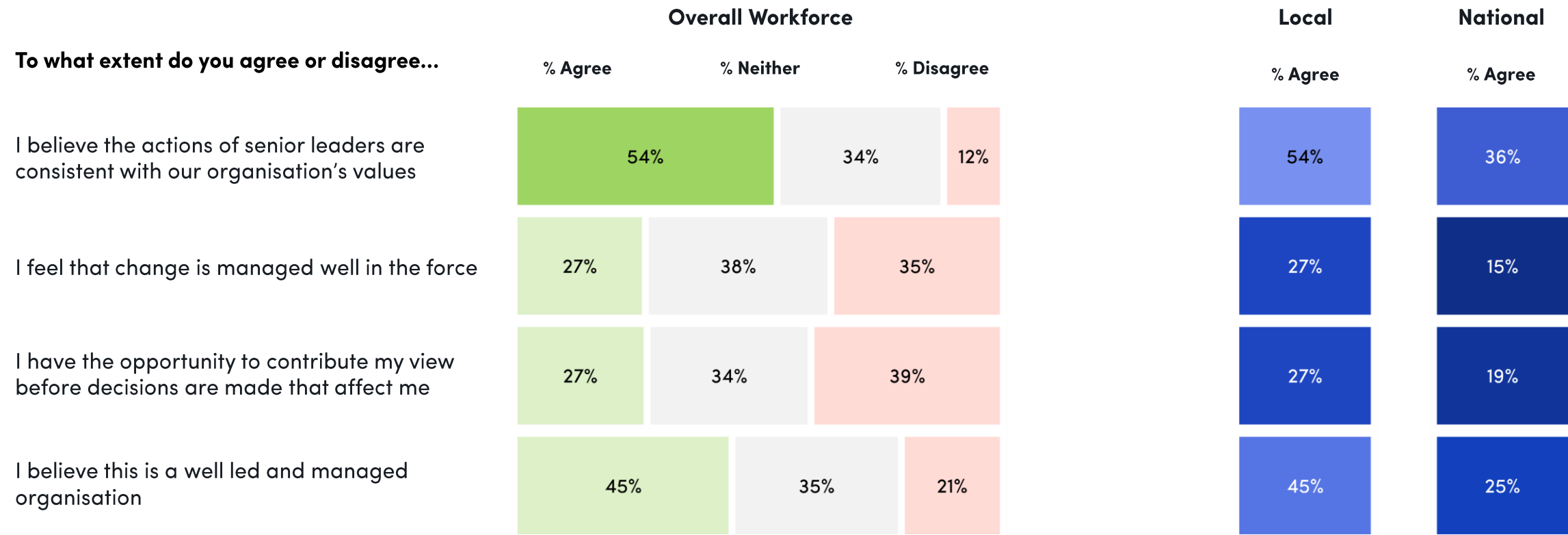
5.3

Why does this matter?

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

Area for prioritisation

Address concerns about leadership, particularly relating to employee engagement around change management.



Outlook

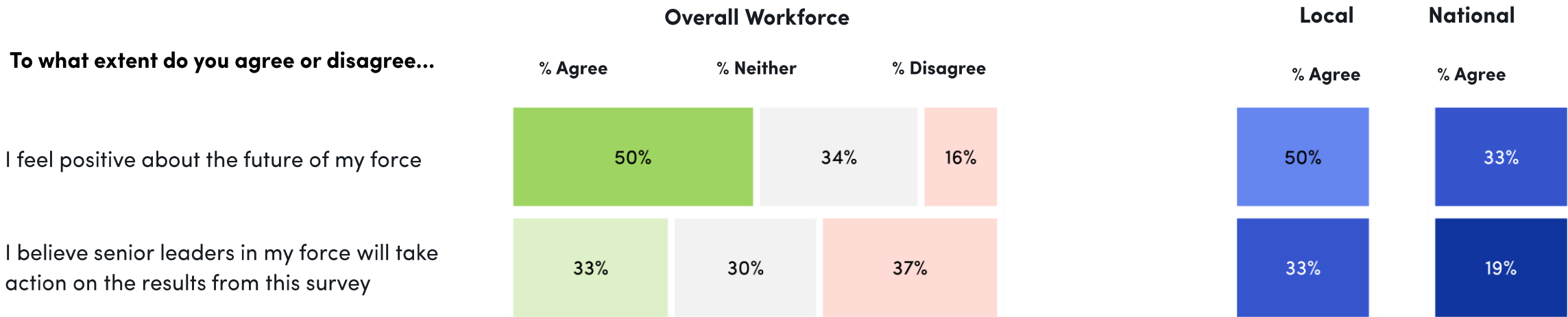
While 50% of employees feel positive about the future of the force, 37% doubt senior leaders will act on the survey findings

Why does this matter?

Understanding force outlook reveals how the workforce feel about the force’s future and whether they trust leaders to act – both are important for building confidence and credibility, which impact retention, morale, and performance.

Area for prioritisation

Communicate how the force will take forward the survey findings to build confidence in processes around employee engagement.



ARE THERE SPECIFIC GROUPS WE NEED
TO PAY ATTENTION TO?

DIFFERENCES BY ROLE

There are significant differences across the force: officers, particularly constables and sergeants, have the lowest scores across key areas, particularly service leadership

What does this survey tell us?

Nationally, specials and volunteers report the highest wellbeing scores, while officers report lower average scores across all areas. By rank, constables have the lowest average scores across all indices, which gradually improve with seniority with ACCs and above reporting the highest scores. Thematically, work and manager support is the highest performing thematic area nationally across all roles, ranks and grades, and also rises with seniority. Officers' perceptions of service leadership is particularly negative, driven by low average scores among lower ranks.

The survey shows that the overall trends in North Wales are generally consistent with the national results, although we are unable to report on results for specials & volunteers.

	Officer	Staff	PCSO	Specials & Volunteers	Constable	Sergeant	Inspector & above	Practitioner	Supervisory manager	Middle manager & above
Overall wellbeing	4.8	6.5	6.5	NA	4.7	4.6	5.8	6.5	6.6	6.6
Engagement	5.4	6.9	6.7	NA	5.3	5.1	6.5	6.9	7.0	7.0
Work & manager support	6.6	7.4	7.1	NA	6.7	6.4	6.9	7.3	7.2	7.7
Resources & support services	5.2	6.7	6.3	NA	5.1	5.2	6.4	6.6	6.4	7.0
Organisational climate	5.6	6.4	6.0	NA	5.5	5.6	6.4	6.3	6.1	6.9
Service leadership	4.7	5.9	5.7	NA	4.6	4.6	5.8	5.8	5.5	6.2

Wellbeing: Role

The strain of work is higher for police officers than other roles – with 60% often physically exhausted due to work, and almost half often emotionally exhausted or burnt out

What is the national picture?

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

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

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

What is the local picture?

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

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

Felt fatigue or physically exhausted by work?

Found your work to be emotionally exhausting?

Felt stressed about your financial situation?

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

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

Felt burnt out because of your job?

	Officer	Staff	PCSO	Specials & Volunteers
Come to work even when you did not feel well enough to perform your duties?	33%	24%	28%	NA%
Felt fatigue or physically exhausted by work?	60%	29%	34%	NA%
Found your work to be emotionally exhausting?	46%	23%	26%	NA%
Felt stressed about your financial situation?	29%	13%	10%	NA%
Found it difficult to empathise with colleagues or family due to the demands of your job?	27%	9%	11%	NA%
Found it difficult to empathise with victims of crime due to the demands of your job	25%	4%	5%	NA%
Felt burnt out because of your job?	47%	17%	19%	NA%

% selecting often or always

Wellbeing: Rank and staff role

Sergeants experience the highest levels of physical and emotional exhaustion, while constables report higher levels of compassion fatigue than other employees

What is the national picture?

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

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

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

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

What is the local picture?

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

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

Felt fatigue or physically exhausted by work?

Found your work to be emotionally exhausting?

Felt stressed about your financial situation?

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

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

Felt burnt out because of your job?

	Constable	Sergeant	Inspector & above	Practitioner	Supervisory manager	Middle manager & above
Come to work even when you did not feel well enough to perform your duties?	33%	36%	24%	24%	22%	21%
Felt fatigue or physically exhausted by work?	61%	64%	45%	27%	33%	28%
Found your work to be emotionally exhausting?	46%	54%	37%	20%	28%	22%
Felt stressed about your financial situation?	32%	24%	13%	15%	5%	6%
Found it difficult to empathise with colleagues or family due to the demands of your job?	30%	25%	11%	9%	9%	7%
Found it difficult to empathise with victims of crime due to the demands of your job	27%	22%	9%	5%	0%	8%
Felt burnt out because of your job?	48%	53%	27%	17%	17%	24%

% selecting often or always

Engagement: Role

While most of the workforce find purpose and impact in their work, only 18% of officers feel the pay and benefits they receive are fair for the work they do

What is the national picture?

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

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

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

What is the local picture?

To what extent do you agree or disagree...

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

My work gives me a sense of personal accomplishment

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

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

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

The public appreciate the value of work done by my force

	Officer	Staff	PCSO	Specials & Volunteers
I feel that my role makes a positive difference to the public	69%	75%	80%	NA%
My work gives me a sense of personal accomplishment	66%	79%	73%	NA%
The pay and benefits I receive are fair for the work I do	18%	55%	50%	NA%
I feel that the work of my force makes a positive difference to the public	66%	82%	74%	NA%
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	37%	59%	57%	NA%
The public appreciate the value of work done by my force	23%	44%	35%	NA%

% of respondents agreeing

Engagement: Rank & staff role

Levels of satisfaction with the support provided to victims of crime are lowest for sergeants, differing from the national trend where engagement increases consistently with seniority

What is the national picture?

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

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

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

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

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

What is the local picture?

To what extent do you agree or disagree...

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

My work gives me a sense of personal accomplishment

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

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

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

The public appreciate the value of work done by my force

	Constable	Sergeant	Inspector & above	Practitioner	Supervisory manager	Middle manager & above
I feel that my role makes a positive difference to the public	71%	58%	81%	74%	81%	74%
My work gives me a sense of personal accomplishment	67%	56%	84%	79%	83%	82%
The pay and benefits I receive are fair for the work I do	15%	16%	56%	55%	54%	57%
I feel that the work of my force makes a positive difference to the public	66%	59%	83%	80%	80%	91%
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	39%	27%	40%	61%	54%	58%
The public appreciate the value of work done by my force	22%	17%	46%	43%	58%	43%

% of respondents agreeing

Work & workload:
Role

Officers feel confident in their capabilities but face serious workload pressures; staff and PCSOs report roughly similar pressures across workload – with staff finding it harder to take breaks

What is the national picture?

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

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

What is the local picture?

To what extent do you agree or disagree...

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

I am trusted to do my job

I am clear of what is expected of me at work

I face unrealistic time pressures

I find it difficult to take enough breaks

	Officer	Staff	PCSO	Specials & Volunteers
I have the knowledge, skills and experience to do my job	88%	96%	85%	NA%
I am trusted to do my job	81%	91%	93%	NA%
I am clear of what is expected of me at work	80%	88%	89%	NA%
I face unrealistic time pressures	61%	30%	32%	NA%
I find it difficult to take enough breaks	68%	38%	31%	NA%

% of respondents agreeing

Work & workload: Rank & staff role

Workload and time pressures are consistently high across ranks for police officers, with supervisory managers reporting the most pressure among the staff cohort

What is the national picture?

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

Time pressures are consistently high across all ranks for officers.

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

What is the local picture?

To what extent do you agree or disagree...

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

I am trusted to do my job

I am clear of what is expected of me at work

I face unrealistic time pressures

I find it difficult to take enough breaks

	Constable	Sergeant	Inspector & above	Practitioner	Supervisory manager	Middle manager & above
I have the knowledge, skills and experience to do my job	85%	95%	97%	97%	97%	91%
I am trusted to do my job	79%	82%	91%	90%	93%	92%
I am clear of what is expected of me at work	82%	73%	84%	89%	90%	79%
I face unrealistic time pressures	62%	62%	43%	27%	47%	28%
I find it difficult to take enough breaks	66%	77%	65%	37%	42%	34%

% of respondents agreeing

Team support:
Role

Policing is underpinned by strong team dynamics across roles, with potential to improve how PCSOs feel disagreements are handled

What is the national picture?

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

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

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

What is the local picture?

To what extent do you agree or disagree...	Officer	Staff	PCSO	Specials & Volunteers
I trust colleagues in my team to do a good job	83%	86%	81%	NA%
My team work together to improve the service we provide	81%	83%	77%	NA%
In my team, disagreements are dealt with constructively	67%	64%	44%	NA%
I feel a strong sense of belonging and inclusion within my team	72%	72%	67%	NA%

% of respondents agreeing

Team support:
Rank & staff role

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

What is the national picture?

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

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

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

What is the local picture?

To what extent do you agree or disagree...

	Constable	Sergeant	Inspector & above	Practitioner	Supervisory manager	Middle manager & above
I trust colleagues in my team to do a good job	82%	83%	91%	86%	80%	88%
My team work together to improve the service we provide	79%	88%	87%	81%	83%	91%
In my team, disagreements are dealt with constructively	63%	77%	84%	59%	73%	79%
I feel a strong sense of belonging and inclusion within my team	70%	76%	84%	68%	79%	83%

% of respondents agreeing

Line manager support: Role

All roles feel relatively positive about their line management; scores are slightly lower for officers regarding support with health and wellbeing and change management

What is the national picture?

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

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

What is the local picture?

To what extent do you agree or disagree...

My line manager(s) sets a positive example

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

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

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

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

	Officer	Staff	PCSO	Specials & Volunteers
	75%	81%	67%	NA%
	63%	72%	68%	NA%
	71%	82%	74%	NA%
	68%	80%	74%	NA%
	59%	68%	62%	NA%

% of respondents agreeing

Line manager support: Rank & staff role

Most of the workforce across ranks and grades feel positively about their line managers, with sergeants and supervisory managers reporting lowest levels of supportive line managers

What is the national picture?

Across all ranks, perceptions of line management are relatively positive, with a slight dip in scores as rank increases up to the inspector level, followed by rising scores at the highest ranks.

This is reflected in previous NPWS which looked at supportive leadership and found high average scores across all ranks, except for superintendents and above who reported very high scores.

What is the local picture?

To what extent do you agree or disagree...

My line manager(s) sets a positive example

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

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

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

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

	Constable	Sergeant	Inspector & above	Practitioner	Supervisory manager	Middle manager & above
My line manager(s) sets a positive example	77%	66%	80%	80%	78%	89%
My line manager(s) motivates me to be more effective in my job	67%	53%	59%	70%	66%	80%
My line manager(s) takes a positive interest in my health & wellbeing	75%	58%	70%	82%	76%	82%
My manager takes effective action to help me with any problems I face	73%	55%	65%	80%	76%	77%
My manager helps me to understand how major change decisions will affect me	62%	50%	57%	66%	63%	73%

% of respondents agreeing

Learning & development: Role

PCSOs and officers are less positive about the training offer compared to other roles, which may reflect time pressures associated with their roles and the suitability of training available

What is the national picture?

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

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

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

What is the local picture?

To what extent do you agree or disagree...

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

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

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

	Officer	Staff	PCSO	Specials & Volunteers
I am able to access the right learning and development opportunities when I need	55%	72%	51%	NA%
Learning & development activities I have completed have helped me improve my performance	41%	59%	38%	NA%
The majority of training I have been required to complete has been a good use of my time	31%	54%	22%	NA%

% of respondents agreeing

Learning & development: Rank & staff role

Lower ranks are less likely to perceive training as effective and useful, though less than half of officers in every category feel that the training they have completed was a good use of time

What is the national picture?

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

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

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

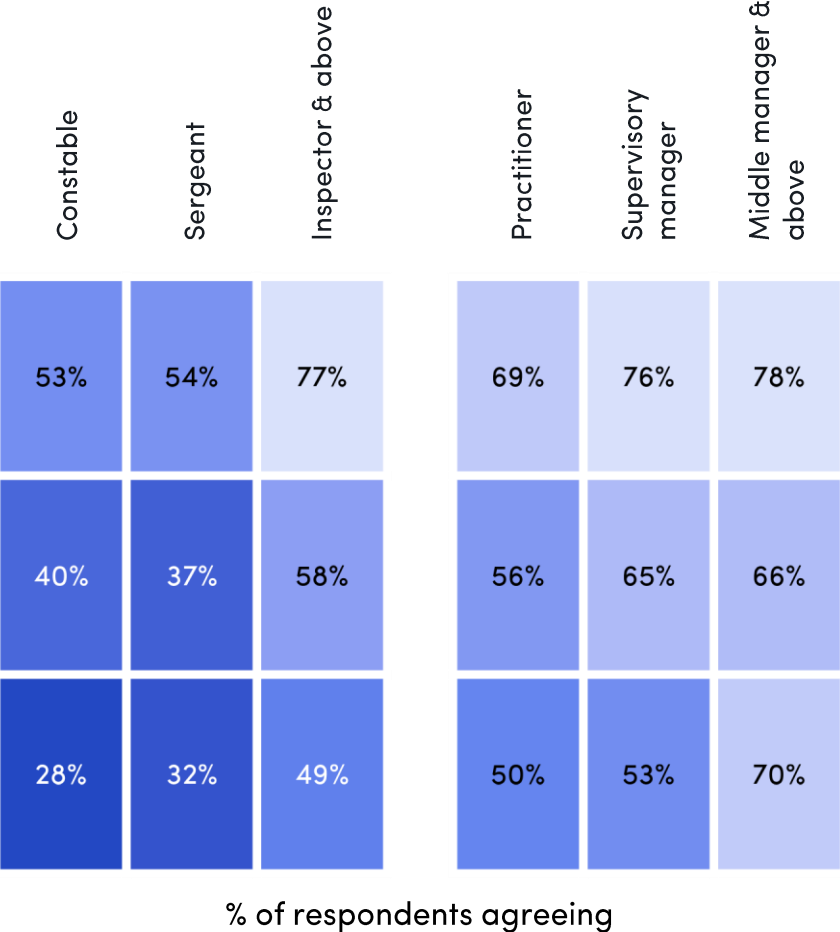
What is the local picture?

To what extent do you agree or disagree...

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

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

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



Enabling resources & services: Role

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

What is the national picture?

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

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

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

What is the local picture?

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

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

	Officer	Staff	PCSO	Specials & Volunteers
The standard of personal equipment (such as kit and uniform)	67%	73%	61%	NA%
The standard of hardware (such as computers, laptops, mobile devices, body-worn cameras)	38%	63%	59%	NA%
Standard of software (including applications, tools and IT systems)	29%	60%	53%	NA%
Support to resolve IT challenges (such as helpdesk)	50%	46%	69%	NA%
The online resources and guidelines outlining processes to do your job	37%	54%	47%	NA%
Support with HR related issues (including payroll, pensions, performance management, prof. dev.)	45%	65%	59%	NA%
Occupational health support and treatments (such as counselling and physiotherapy)	54%	67%	71%	NA%

% of satisfied respondents

Enabling resources & services: Rank & staff role

Satisfaction levels with enabling resources and services broadly increase with rank for officers, but among staff, supervisory managers report the lowest scores

What is the national picture?

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

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

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

What is the local picture?

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

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

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

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

Support to resolve IT challenges (such as helpdesk)

The online resources and guidelines outlining processes to do your job

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

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

	Constable	Sergeant	Inspector & above	Practitioner	Supervisory manager	Middle manager & above
The standard of personal equipment (such as kit and uniform)	63%	68%	96%	73%	73%	71%
The standard of hardware (such as computers, laptops, mobile devices, body-worn cameras)	35%	42%	61%	64%	58%	68%
Standard of software (including applications, tools and IT systems)	25%	31%	58%	60%	47%	67%
Support to resolve IT challenges (such as helpdesk)	50%	52%	47%	44%	38%	54%
The online resources and guidelines outlining processes to do your job	36%	33%	56%	56%	40%	56%
Support with HR related issues (including payroll, pensions, performance management, prof. dev.)	45%	40%	54%	65%	53%	73%
Occupational health support and treatments (such as counselling and physiotherapy)	51%	60%	61%	68%	53%	70%

Wellbeing support: Role

Most officers do not feel supported through emotionally demanding work or with their work-life balance and also report that the force does not provide enough support for their family members

What is the national picture?

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

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

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

What is the local picture?

To what extent do you agree or disagree...

The force provides good support for employee health and wellbeing

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

I am supported through emotionally demanding work

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

My force helps support my family members as appropriate

	Officer	Staff	PCSO	Specials & Volunteers
The force provides good support for employee health and wellbeing	44%	77%	68%	NA%
I know how to access health and wellbeing support should I need it	73%	84%	78%	NA%
I am supported through emotionally demanding work	34%	62%	59%	NA%
My force is committed to helping me balance my work and home life	21%	64%	51%	NA%
My force helps support my family members as appropriate	22%	53%	49%	NA%

% of respondents agreeing

Wellbeing support: Rank & staff role

Lower ranked officers report limited support for emotionally demanding work, work-life balance, and for families; senior staff also feel unsupported in emotionally challenging work

What is the national picture?

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

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

What is the local picture?

To what extent do you agree or disagree...

The force provides good support for employee health and wellbeing

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

I am supported through emotionally demanding work

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

My force helps support my family members as appropriate

	Constable	Sergeant	Inspector & above	Practitioner	Supervisory manager	Middle manager & above
	39%	47%	74%	74%	82%	81%
	66%	87%	98%	82%	96%	88%
	31%	30%	65%	63%	64%	52%
	20%	18%	37%	61%	63%	75%
	22%	17%	30%	49%	60%	71%

% of respondents agreeing

Organisational justice: Role

Most of the workforce feel respected by teams and line managers, but low levels of satisfaction with force-wide recognition and concerns about fairness in the promotion system need addressing

What is the national picture?

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

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

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

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

What is the local picture?

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

The fairness of the appraisal system

The fairness of the promotion system

The recognition you receive from your force for your work

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

The level of respect you receive from colleagues at work

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

	Officer	Staff	PCSO	Specials & Volunteers
	28%	46%	30%	NA%
	16%	31%	29%	NA%
	19%	38%	38%	NA%
	69%	75%	75%	NA%
	76%	80%	79%	NA%
% of satisfied respondents				
	26%	37%	33%	NA%
% of confident respondents				

Organisational justice: Rank & staff role

Satisfaction with force-wide recognition is better for higher ranks and grades, but confidence in force action on reporting workplace conduct remains relatively low across ranks and grades

What is the national picture?

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

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

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

What is the local picture?

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

The fairness of the appraisal system

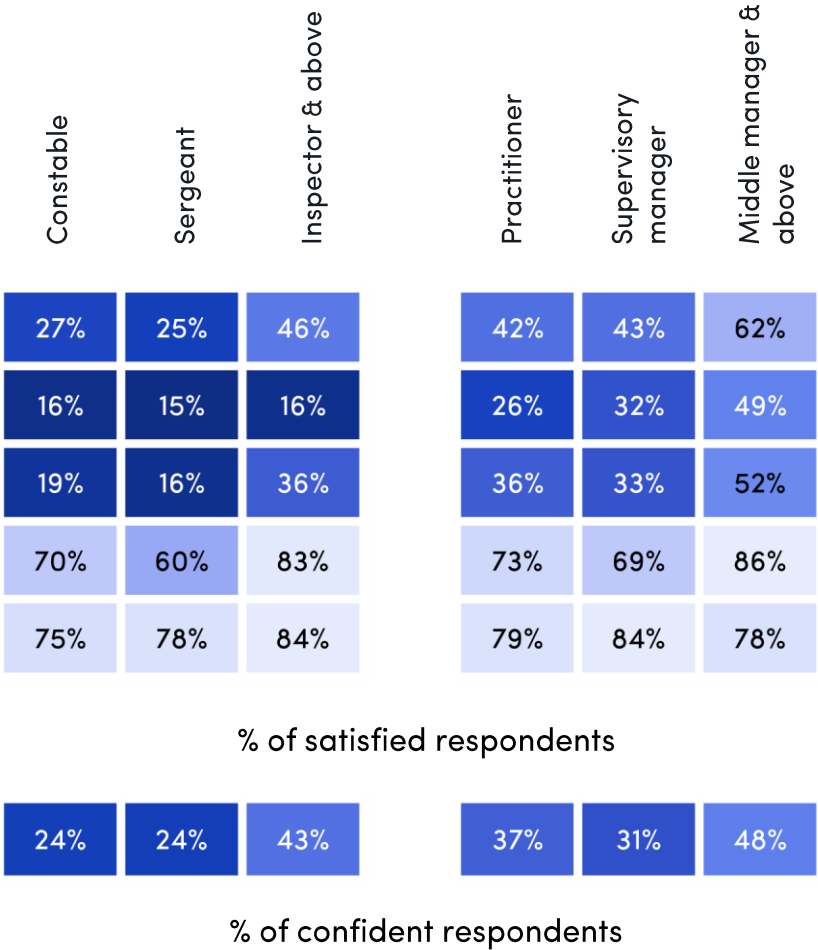
The fairness of the promotion system

The recognition you receive from your force for your work

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

The level of respect you receive from colleagues at work

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



Psychological safety: Role

Officers are less likely to feel supported if they make genuine mistakes; only around 1 in 5 officers, 1 in 4 staff, and 1 in 10 PCSOs feel confident speaking up against senior leaders

What is the national picture?

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

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

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

What is the local picture?

To what extent do you agree or disagree...

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

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

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

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

Your colleagues

Your line manager

Senior leaders

Officer	Staff	PCSO	Specials & Volunteers
40%	71%	57%	NA%
77%	84%	72%	NA%
77%	82%	75%	NA%
% of respondents agreeing			

62%	56%	40%	NA%
41%	42%	20%	NA%
19%	26%	9%	NA%
% of confident respondents			

Psychological safety: Rank & staff role

Constables and sergeants feel unsupported if they make genuine mistakes at work – with their scores on this metric being around half the level of those in other workforce sub-groups

What is the national picture?

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

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

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

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

What is the local picture?

To what extent do you agree or disagree...

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

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

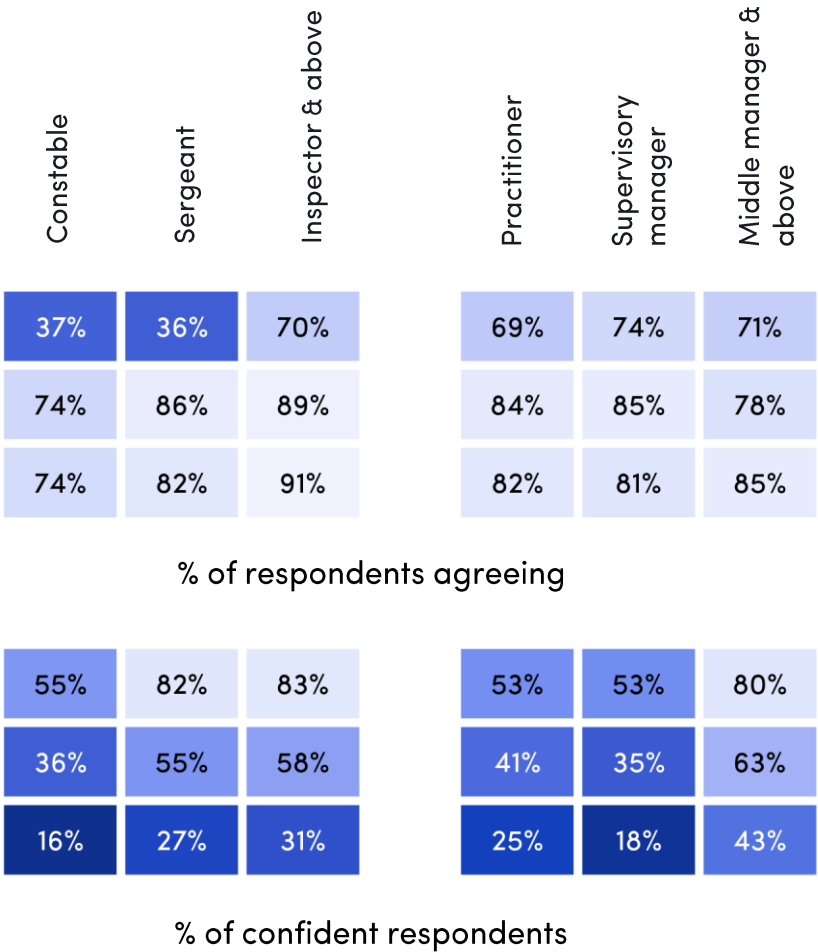
If I see mistakes or errors in my force, I would raise a concern

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

Your colleagues

Your line manager

Senior leaders



Service leadership: Role

Officers express the least confidence in service leadership, followed by PCSOs, with especially low scores around change management and engagement before decisions are made

What is the national picture?

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

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

What is the local picture?

To what extent do you agree or disagree...

	Officer	Staff	PCSO	Specials & Volunteers
I believe the actions of senior leaders are consistent with our organisation's values	47%	62%	48%	NA%
I feel that change is managed well in the force	18%	38%	29%	NA%
I have the opportunity to contribute my view before decisions are made that affect me	20%	37%	26%	NA%
I believe this is a well led and managed organisation	34%	56%	50%	NA%

% of respondents agreeing

Service leadership: Rank & staff role

Lower ranked officers – constables and sergeants – are much less likely to feel positively about service leadership than higher ranked officers and all staff

What is the national picture?

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

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

What is the local picture?

To what extent do you agree or disagree...

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

I feel that change is managed well in the force

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

I believe this is a well led and managed organisation

	Constable	Sergeant	Inspector & above	Practitioner	Supervisory manager	Middle manager & above
I believe the actions of senior leaders are consistent with our organisation’s values	47%	47%	60%	58%	60%	74%
I feel that change is managed well in the force	17%	11%	32%	36%	27%	41%
I have the opportunity to contribute my view before decisions are made that affect me	18%	17%	41%	33%	32%	50%
I believe this is a well led and managed organisation	32%	33%	58%	52%	52%	74%

% of respondents agreeing

Outlook

Confidence in action based on the survey is lowest among officers, with only 20% of constables and 17% of sergeants feeling senior leaders will act compared to 36% of more senior officers

What is the national picture?

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

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

Positive outlook on the future of the force increases with rank. Constables and sergeants are significantly less likely to feel optimistic about the future of their force compared to senior leaders. However, staff across different grades tend to have a more positive outlook than officers.

Lower ranks, up to chief inspector level, are much more likely to doubt that senior leaders will act on survey findings.

What is the local picture?

To what extent do you agree or disagree...

I feel positive about the future of my force

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

	Officer	Staff	PCSO	Specials & Volunteers
I feel positive about the future of my force	38%	64%	57%	NA%
I believe senior leaders in my force will take action on the results from this survey	21%	46%	38%	NA%

% of respondents agreeing

To what extent do you agree or disagree...

I feel positive about the future of my force

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

	Constable	Sergeant	Inspector & above	Practitioner	Supervisory manager	Middle manager & above
I feel positive about the future of my force	38%	30%	56%	62%	66%	72%
I believe senior leaders in my force will take action on the results from this survey	20%	17%	36%	42%	49%	56%

% of respondents agreeing

DIFFERENCES BY FUNCTION

There are significant differences across the force: those in local policing or public protection roles tend to report lower scores than those working in support functions

What does this survey tell us?

In North Wales Police, service leadership scores poorly across most functions, with particularly negative perceptions among those in incident response and other local policing and roads policing roles. Generally, scores are higher among those in support functions than those working in frontline roles.

More positively, work and manager support are a key area of strength across most functions, especially among those working in HR, criminal justice arrangements, and other key support services.

	Local – neighbourhood	Local – incident response	Other local policing and road policing	Operational support	Public protection	Dealing with the public	Criminal justice arrangements	Investigations	Frontline support	HR	Other key support services	Other
Overall wellbeing	5.9	4.6	5.6	6.0	4.9	5.8	6.1	5.6	6.2	6.4	7.1	6.3
Engagement	6.4	5.2	5.7	6.0	5.9	6.5	6.7	5.9	6.7	6.9	7.2	6.3
Work & manager support	6.8	6.6	7.0	7.3	6.8	6.8	7.4	6.9	6.9	7.6	7.9	6.6
Resources & support services	5.9	5.1	5.3	5.7	5.7	6.0	6.3	5.8	6.3	7.2	7.1	5.9
Organisational climate	5.7	5.5	5.5	6.0	6.0	5.8	6.3	5.8	5.9	6.7	6.9	5.9
Service leadership	5.2	4.7	4.6	5.3	5.2	5.3	6.0	5.1	5.8	6.0	6.4	5.5

Wellbeing: Function

Frontline roles – particularly those in incident response roles – are more likely to report poorer experiences on wellbeing metrics

What is the national picture?

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

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

What is the local picture?

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

	Local - neighbourhood	Local – incident response	Other local policing and road policing	Operational support	Public protection	Dealing with the public	Criminal justice arrangements	Investigations	Frontline support	HR	Other key support services	Other
Come to work even when you did not feel well enough to perform your duties?	32%	32%	30%	23%	35%	40%	16%	28%	28%	21%	19%	22%
Felt fatigue or physically exhausted by work?	42%	68%	55%	35%	61%	34%	30%	40%	43%	23%	25%	40%
Found your work to be emotionally exhausting?	35%	49%	38%	27%	56%	34%	30%	33%	28%	15%	16%	23%
Felt stressed about your financial situation?	20%	35%	19%	11%	21%	28%	25%	16%	17%	13%	6%	11%
Found it difficult to empathise with colleagues or family due to the demands of your job?	17%	34%	15%	11%	26%	17%	13%	20%	13%	6%	4%	13%
Found it difficult to empathise with victims of crime due to the demands of your job	11%	31%	11%	5%	15%	7%	11%	19%	0%	4%	0%	13%
Felt burnt out because of your job?	30%	55%	35%	28%	43%	25%	23%	31%	31%	14%	11%	21%
% selecting often or always												

Engagement: Function

Frontline roles are most concerned about compensation and the level of public appreciation the force receives – with just 11% of those in incident response feeling their pay and benefits are fair

What is the national picture?

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

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

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

What is the local picture?

To what extent do you agree or disagree...

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

My work gives me a sense of personal accomplishment

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

I feel that the work of my force makes a positive difference to the public
If a friend or relative was a victim of crime, I would be happy with the standard of support provided to them by my force

The public appreciate the value of work done by my force

	Local - neighbourhood	Local – incident response	Other local policing and road policing	Operational support	Public protection	Dealing with the public	Criminal justice arrangements	Investigations	Frontline support	HR	Other key support services	Other
I feel that my role makes a positive difference to the public	82%	67%	68%	79%	75%	81%	70%	71%	90%	68%	70%	77%
My work gives me a sense of personal accomplishment	77%	64%	62%	79%	71%	66%	75%	70%	81%	88%	76%	78%
The pay and benefits I receive are fair for the work I do	44%	11%	27%	28%	24%	54%	41%	33%	48%	56%	60%	59%
I feel that the work of my force makes a positive difference to the public	78%	61%	62%	66%	73%	71%	78%	77%	90%	87%	86%	74%
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	52%	41%	45%	39%	43%	51%	47%	42%	44%	61%	72%	36%
The public appreciate the value of work done by my force	32%	23%	30%	36%	23%	31%	45%	34%	32%	52%	45%	24%
% of respondents agreeing												

Work & workload: Function

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

What is the national picture?

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

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

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

What is the local picture?

To what extent do you agree or disagree...

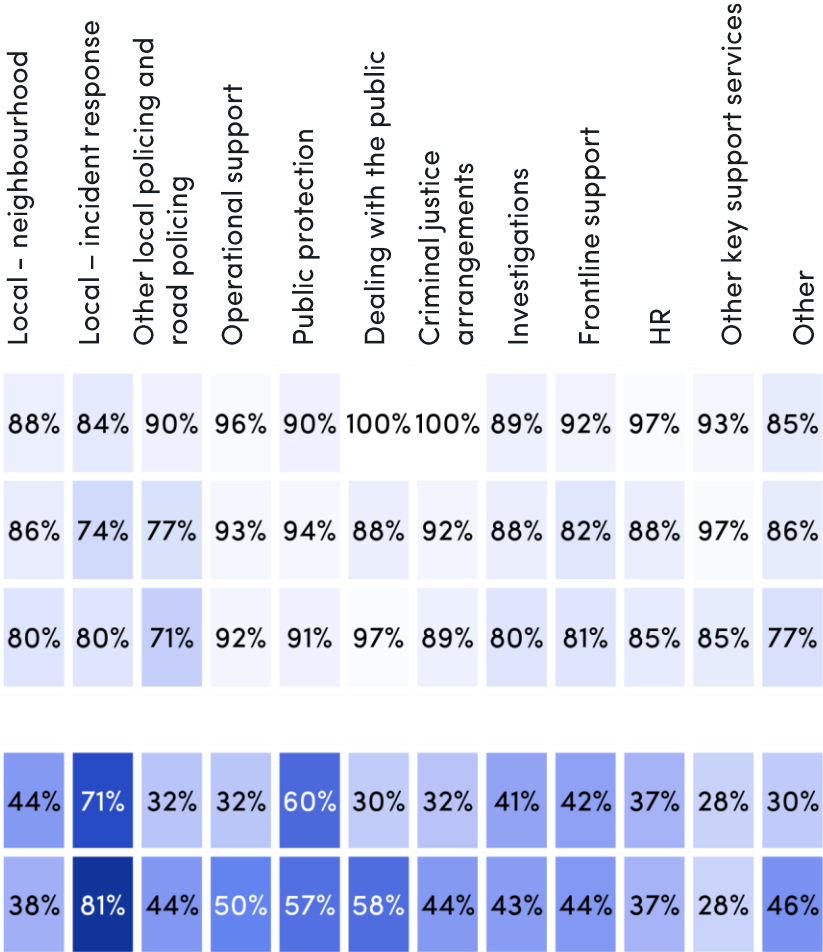
I have the knowledge, skills and experience to do my job

I am trusted to do my job

I am clear of what is expected of me at work

I face unrealistic time pressures

I find it difficult to take enough breaks



% of respondents agreeing

Team support: Function

Those in local neighbourhood, dealing with the public, frontline support, and ‘other’ roles feel less confident that disagreements will be dealt with constructively within their teams

What is the national picture?

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

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

What is the local picture?

To what extent do you agree or disagree...

I trust colleagues in my team to do a good job

My team work together to improve the service we provide

In my team, disagreements are dealt with constructively

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

	Local - neighbourhood	Local – incident response	Other local policing and road policing	Operational support	Public protection	Dealing with the public	Criminal justice arrangements	Investigations	Frontline support	HR	Other key support services	Other
I trust colleagues in my team to do a good job	82%	80%	89%	85%	91%	83%	91%	86%	72%	90%	93%	72%
My team work together to improve the service we provide	81%	80%	83%	82%	88%	83%	84%	81%	61%	89%	90%	71%
In my team, disagreements are dealt with constructively	55%	66%	72%	66%	68%	52%	69%	63%	54%	75%	75%	56%
I feel a strong sense of belonging and inclusion within my team	72%	70%	71%	72%	73%	61%	79%	69%	63%	76%	77%	71%
% of respondents agreeing												

Line manager support: Function

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

What is the national picture?

Overall, scores are relatively high for line management across all functions. Those in frontline roles show slightly less agreement with feeling that their manager takes a positive interest in their health and wellbeing and that their manager helps them to understand major change decisions.

What is the local picture?

To what extent do you agree or disagree...

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

Local - neighbourhood	Local – incident response	Other local policing and road policing	Operational support	Public protection	Dealing with the public	Criminal justice arrangements	Investigations	Frontline support	HR	Other key support services	Other
67%	81%	77%	83%	77%	69%	77%	75%	78%	86%	89%	55%
63%	69%	65%	66%	61%	62%	62%	62%	65%	83%	81%	62%
71%	76%	75%	76%	67%	74%	78%	76%	84%	83%	90%	62%
69%	71%	71%	80%	67%	79%	73%	76%	73%	80%	86%	67%
55%	66%	65%	67%	56%	55%	61%	56%	66%	74%	80%	52%

% of respondents agreeing

Learning & development: Function

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

What is the national picture?

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

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

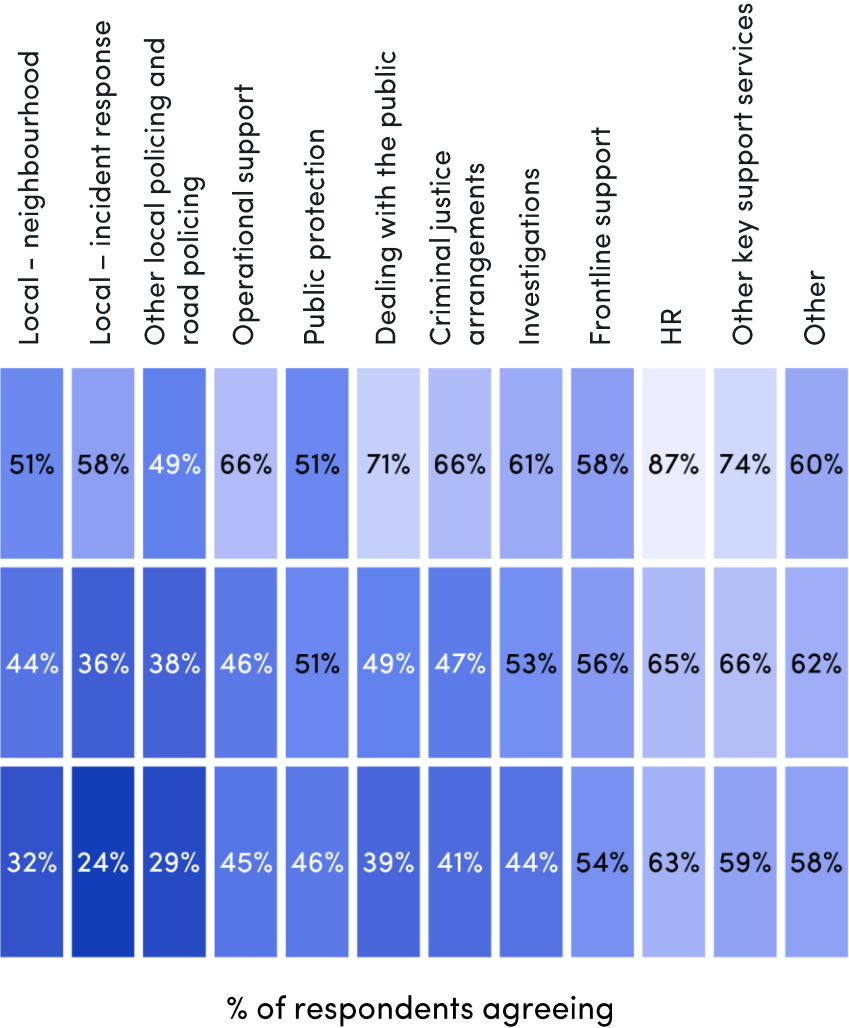
What is the local picture?

To what extent do you agree or disagree...

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

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

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



Enabling resources & services: Function

Those in frontline roles, particularly incident response, report lower satisfaction with enabling resources – with software standards and online resources attracting poorer scores

What is the national picture?

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

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

What is the local picture?

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

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

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

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

Support to resolve IT challenges (such as helpdesk)

The online resources and guidelines outlining processes to do your job

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

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

Local - neighbourhood	Local – incident response	Other local policing and road policing	Operational support	Public protection	Dealing with the public	Criminal justice arrangements	Investigations	Frontline support	HR	Other key support services	Other
70%	65%	61%	69%	62%	75%	76%	67%	62%	75%	74%	71%
50%	33%	35%	52%	55%	46%	62%	49%	53%	73%	73%	45%
41%	23%	30%	39%	42%	45%	55%	41%	58%	67%	67%	50%
66%	49%	40%	35%	64%	31%	48%	52%	49%	60%	47%	52%
42%	36%	35%	29%	49%	35%	56%	45%	48%	66%	50%	43%
51%	51%	39%	41%	43%	51%	56%	50%	53%	76%	72%	58%
65%	52%	57%	53%	48%	70%	65%	58%	50%	82%	73%	41%

Wellbeing support: Function

Those in incident response, public protection, and dealing with the public roles feel less supported with the demands of their work and their work-life balance than others across the force

What is the national picture?

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

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

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

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

What is the local picture?

To what extent do you agree or disagree...

The force provides good support for employee health and wellbeing

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

I am supported through emotionally demanding work

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

My force helps support my family members as appropriate

Local - neighbourhood	Local – incident response	Other local policing and road policing	Operational support	Public protection	Dealing with the public	Criminal justice arrangements	Investigations	Frontline support	HR	Other key support services	Other
62%	41%	43%	58%	47%	71%	81%	57%	61%	86%	81%	48%
76%	64%	81%	80%	79%	80%	89%	82%	65%	94%	88%	79%
49%	31%	43%	50%	32%	51%	62%	42%	61%	74%	69%	51%
38%	17%	36%	45%	28%	36%	56%	40%	52%	73%	79%	39%
48%	21%	34%	35%	26%	28%	38%	30%	63%	48%	78%	27%

% of respondents agreeing

Organisational justice: Function

There are concerns with the promotion system across all functions, with particularly low scores in other local policing and roads policing, dealing with the public, and ‘other’ roles

What is the national picture?

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

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

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

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

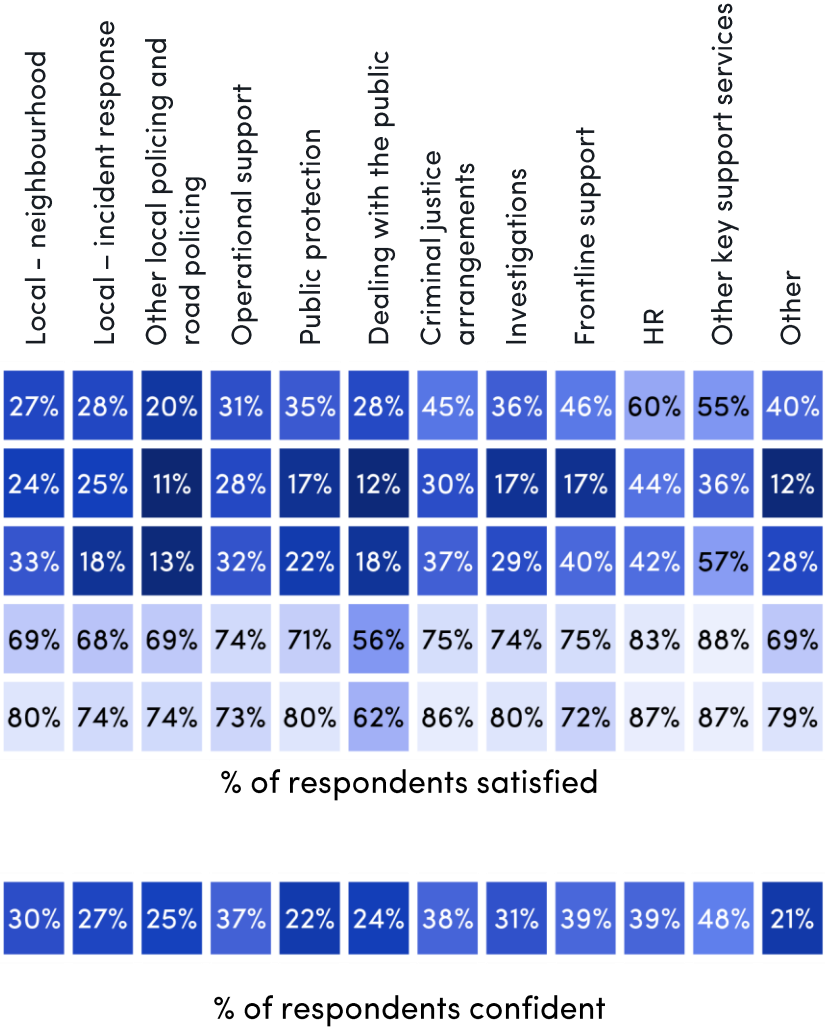
Confidence in workplace conduct investigations is low across all functions.

What is the local picture?

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

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

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



Psychological safety: Function

Around one-third or less of those in every workforce-sub group state that they would feel confident to speak up against senior leaders

What is the national picture?

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

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

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

What is the local picture?

To what extent do you agree or disagree...

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

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

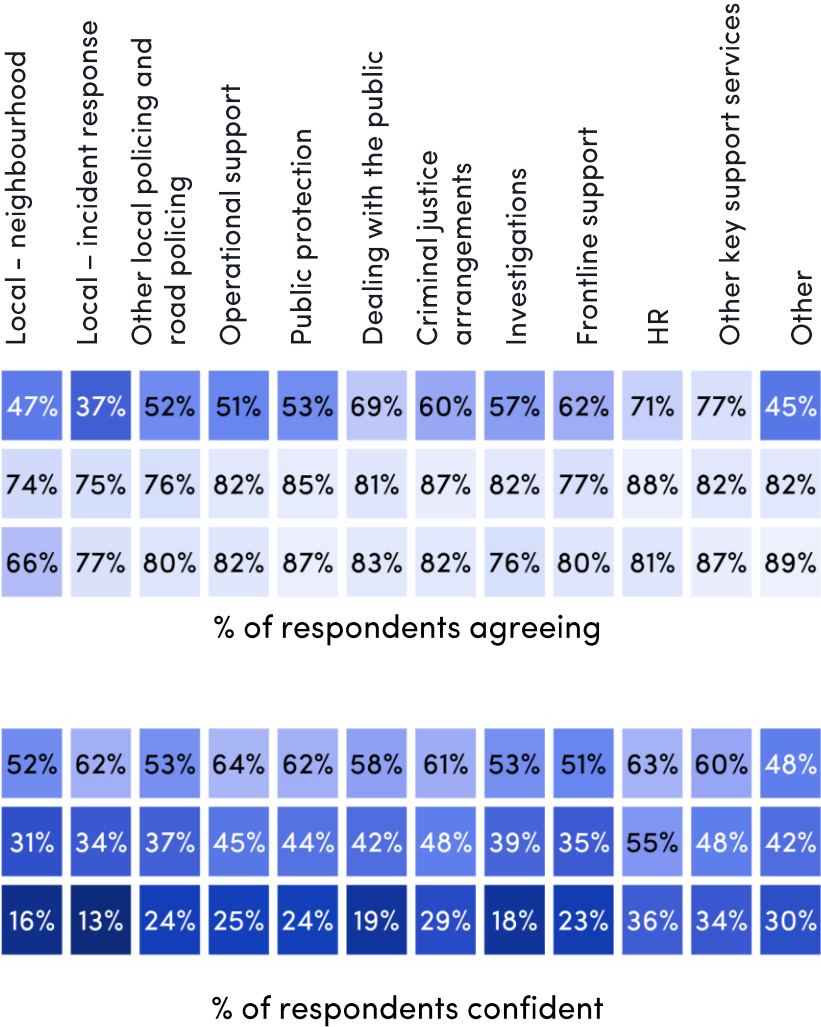
If I see mistakes or errors in my force, I would raise a concern

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

Your colleagues

Your line manager

Senior leaders



Service leadership: Function

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

What is the national picture?

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

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

What is the local picture?

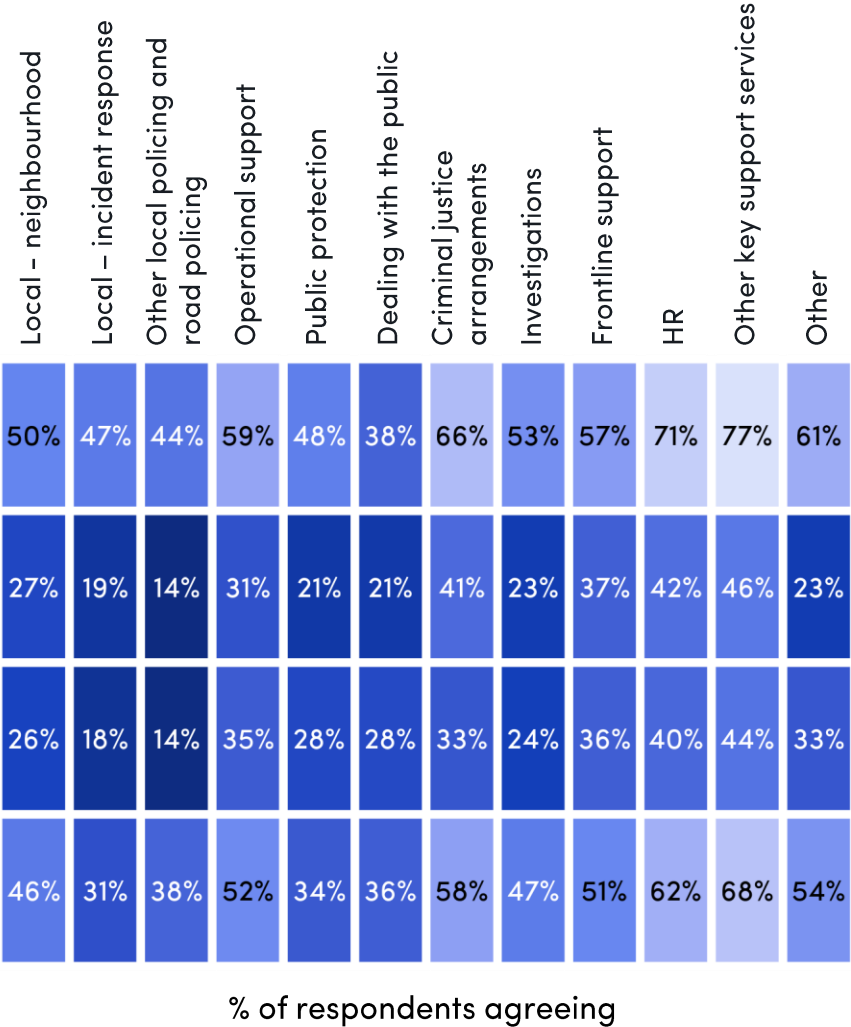
To what extent do you agree or disagree...

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

I feel that change is managed well in the force

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

I believe this is a well led and managed organisation



Outlook

Outlook on the force is least positive among frontline roles, with only 1 in 5 employees in incident response and other local or road policing roles believing senior leaders will act on survey findings

What is the national picture?

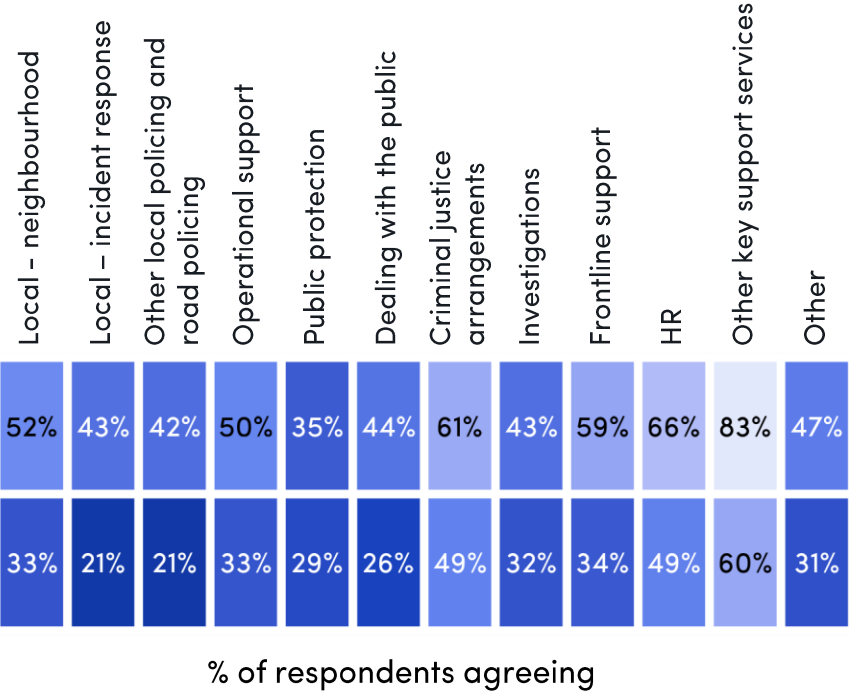
Frontline officers are less likely to feel positive about the future of their force or believe that senior leaders will take action based on the survey results.

What is the local picture?

To what extent do you agree or disagree...

I feel positive about the future of my force

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



DEMOGRAPHIC BREAKDOWNS AND PERSONAL EXPERIENCES

Outcomes vary by background, but differences are small

Sex		Female	Male	Acquired gender		Yes	No	Ethnicity		White	Ethnic minority	
	Overall wellbeing	5.8	5.5		Overall wellbeing	NA	5.7		Overall wellbeing	5.7	NA	
	Engagement	6.4	5.9		Engagement	NA	6.2		Engagement	6.2	NA	
	Work & manager support	7.1	7.0		Work & manager support	NA	7.1		Work & manager support	7.0	NA	
	Resources & support services	6.1	5.7		Resources & support services	NA	5.9		Resources & support services	5.9	NA	
	Organisational climate	6.0	6.0		Organisational climate	NA	6.0		Organisational climate	6.0	NA	
	Service leadership	5.5	5.2		Service leadership	NA	5.4		Service leadership	5.4	NA	
	Sexual orientation		Hetero-sexual		Other	Religion			No religion	Christian	Other	By health issue
Overall wellbeing		5.7	5.8	Overall wellbeing	5.6		5.9	5.2	Overall wellbeing	5.1	5.9	
Engagement		6.2	6.4	Engagement	6.1		6.3	5.7	Engagement	6.1	6.2	
Work & manager support		7.1	7.2	Work & manager support	7.0		7.1	6.4	Work & manager support	6.6	7.2	
Resources & support services		5.9	6.0	Resources & support services	5.8		6.1	5.3	Resources & support services	5.8	6.0	
Organisational climate		6.0	6.1	Organisational climate	5.9		6.1	5.4	Organisational climate	5.7	6.1	
Service leadership		5.4	5.4	Service leadership	5.2		5.6	4.7	Service leadership	5.1	5.5	

Notably, we find that overall satisfaction across all key areas initially declines and then remains relatively flat with years of service



In the survey, respondents were presented with ranges of years (for example, “5–10 years”). Where fewer than 30 respondents selected a given category, we have combined adjacent categories. The dots on the graphs represent the mid-point of an aggregated category.

Experiences: Assault

Rates of assault in North Wales are slightly below the national average, with reporting rates also aligned with the wider picture in England and Wales

What is the national picture?

Assault of the workforce by the public is high: Our figures suggest roughly 50,000 assaults on the police workforce have taken place in the last 12 months, and assault is far more common in policing than in the NHS (whose rate is 14%).

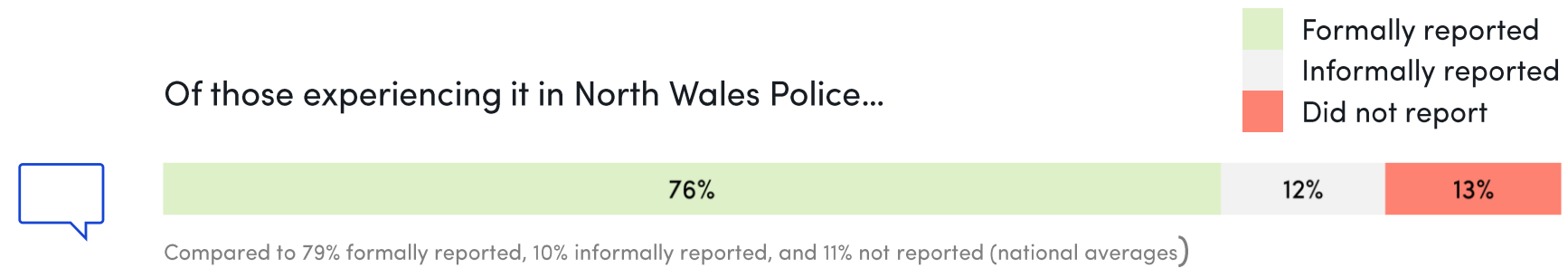
The reporting rate is encouragingly high. This is an area of strength. However, those who do report assault do not feel they are supported well while doing so.

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

What is the local picture?

29%
experienced assault

By members of the public in the last 12 months compared with 33% nationally



Those reporting the assault scored their satisfaction with the support they received on reporting 5.8 out of 10 on average, compared to the national average of 4.9

Experiences: Assault

Assault is commonplace among constables and sergeants, with over half of the latter stating they have been assaulted in the last 12 months

What is the national picture?

Almost half of constables and nearly 40% of sergeants and special constables have been assaulted in the last 12 months. This represents a markedly high rate for those putting themselves on the front line to serve others. Assault is frequent too for inspectors and PCSOs.

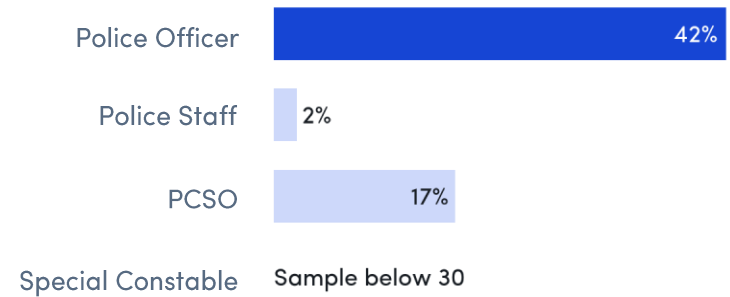
Rates are understandably lower for those further from the front line (staff and higher ranked officers), but assault still happens.

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

What is the local picture?

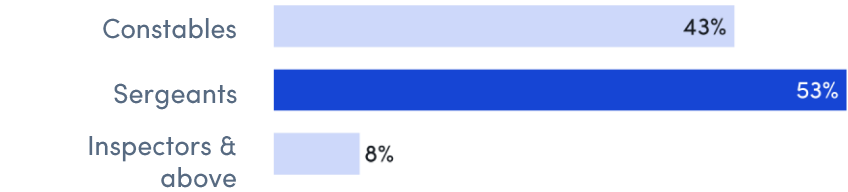
1. Frontline roles faced a substantial risk of assault in the past 12 months...

In the last 12 months, have you personally experienced assault or physical violence?



2. Assault rates for constables and sergeants were significantly higher than inspectors and above...

In the last 12 months, have you personally experienced assault or physical violence?



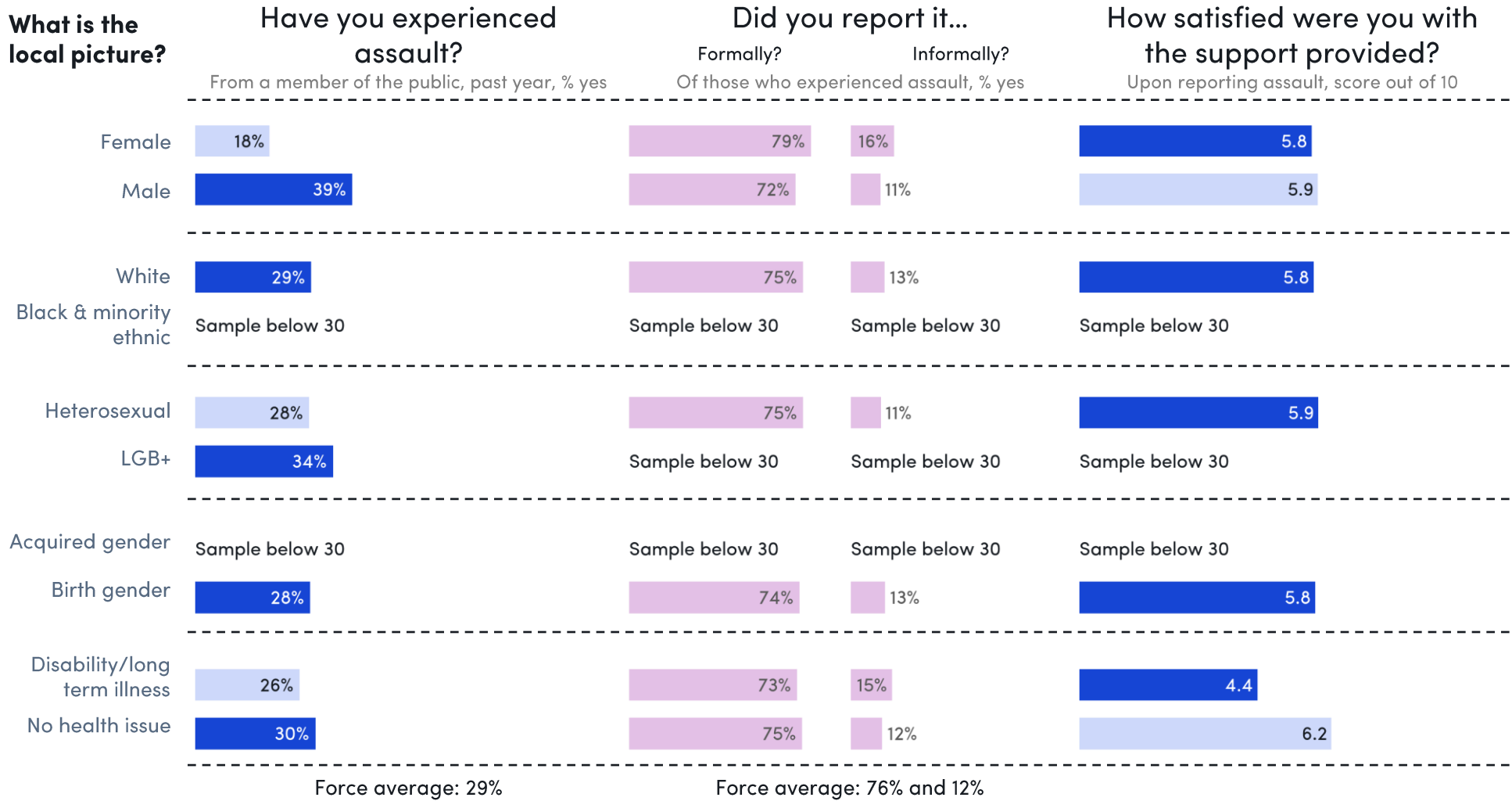
Experiences: Assault

Male and LGB+ employees were most likely to experience assault from a member of the public in the last 12 months

What is the national picture?

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

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



Experiences: Discrimination (external)

While employees in North Wales were less likely to experience discrimination from the public when compared to the national average, only 15% of those who did formally reported the incident

What is the national picture?

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

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

Our data suggests counteracting the belief that reporting discrimination won't lead to action being taken is the most effective way to increase reporting.

What is the local picture?

10%

experienced discrimination by a member of the public

In the last 12 months
compared with 17% nationally

Of those experiencing it in North Wales Police...



Formally reported
Informally reported
Did not report

Compared to 23% formally reported, 15% informally reported, and 62% not reported (national averages)

Those not reporting are primarily deterred by the concern that no action would be taken:

- 1) Belief that not action would be taken (56%)
- 2) Concerns about confidentiality (19%)
- 3) Thought it would take too much time (19%)

Nationally:

- (1) Belief that no action would be taken (59%)
- (2) Thought it would take too much time (23%)
- (3) Potential impact on the reporter's career (15%)

Sample too small to report satisfaction with reporting

Experiences: Discrimination (external)

PCSOs and officers were 9 and 6 times more likely to experience discrimination from the public respectively than staff

What is the national picture?

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

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

What is the local picture?

Percentage that experienced discrimination from a member of the public

Officers	12%	Constable	Sergeant	Inspector & above
		13%	16%	1%
Staff	2%	Practitioner	Supervisory manager	Middle manager & above
		3%	0%	0%
PCSO	18%			
Special Constables	NA%			
Volunteer Staff	NA%			

	Of those experiencing it...	Of those reporting it, satisfied with...	
	Reported	Support on reporting	Action taken
Officers	21%	NA%	NA%
Staff	NA%	NA%	NA%

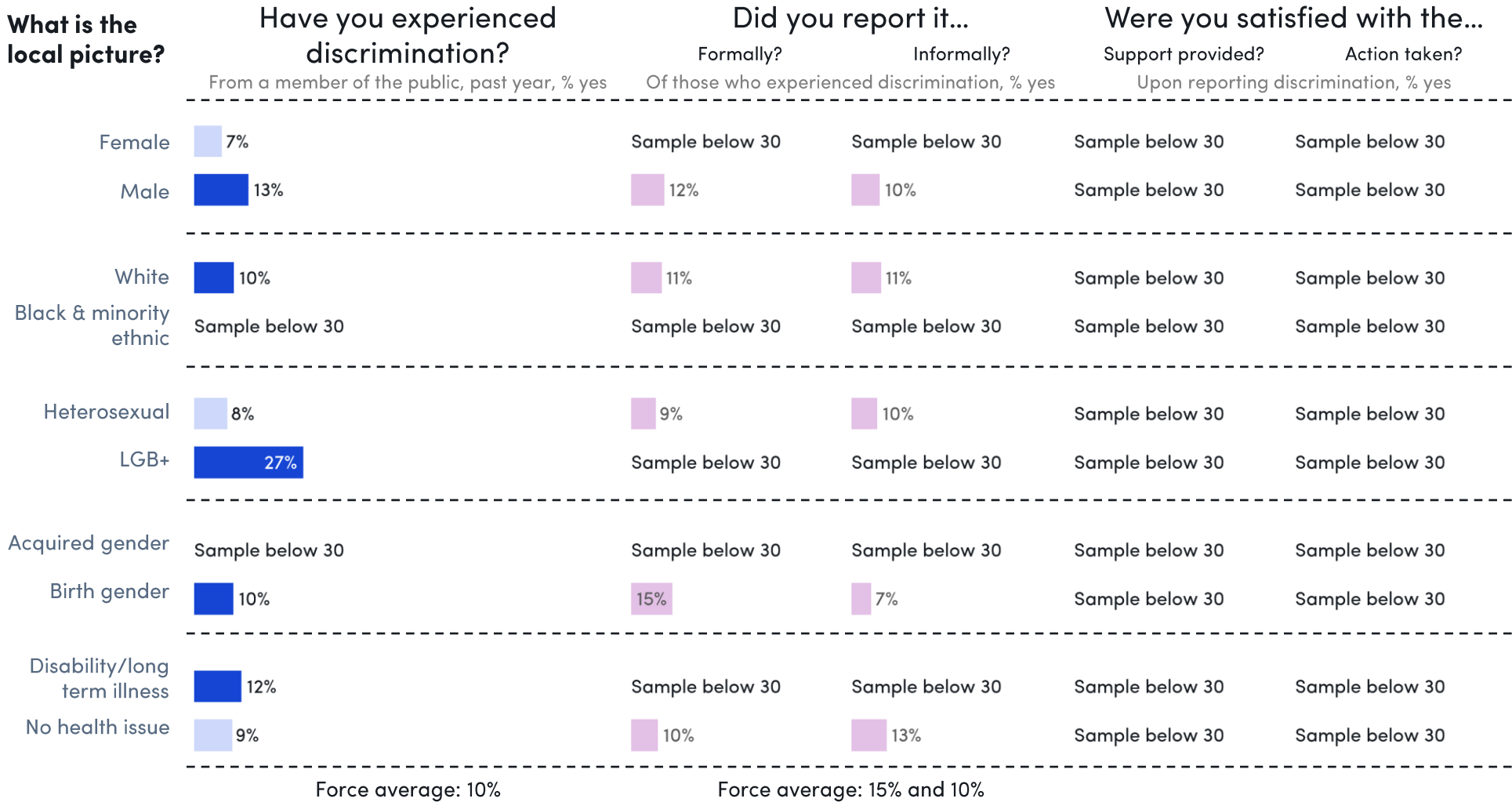
The top 3 reasons overall for not reporting:	Officer	Staff
Belief that no action would be taken	52%	NA%
Concerns about confidentiality	14%	NA%
Thought it would take too much time	12%	NA%

Experiences: Discrimination (external)

What is the national picture?

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

LGB+ employees were the most likely to experience discrimination from the public, with more than double the percentage found across every other demographic sub-group



Experiences: Bullying & harassment

Bullying and harassment is not uncommon and is significantly underreported, with just 18% who experienced it utilising formal reporting channels

What is the national picture?

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

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

What is the local picture?

12%

experienced bullying or harassment at work

In the last 12 months
compared with 16% nationally



Those not reporting are primarily deterred by the concern that no action would be taken:

- 1) Belief that no action would be taken (71%)
- 2) Potential impact on the reporter's career (62%)
- 3) Fear of being labelled a troublemaker (61%)

Nationally:

- (1) Belief that no action would be taken (63%)
- (2) Potential impact on the reporter's career (52%)
- (3) Fear of being labelled a troublemaker (47%)

Those reporting are dissatisfied with the process:

- Only 20% are satisfied with the support they received
- Only 12% are satisfied with the action taken

National averages: 20% and 12% respectively

Experiences: Bullying & harassment

Rates of bullying and harassment are roughly similar across staff, PCSOs, and officers, with constables being the most likely sub-group to experience this (15%)

What is the national picture?

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

What is the local picture?

Percentage that experienced bullying or harassment

Officers	14%	Constable	Sergeant	Inspector & above
		15%	11%	12%
		Practitioner	Supervisory manager	Middle manager & above
Staff	11%	12%	9%	13%
PCSO	12%			
Special Constables	NA%			
Volunteer Staff	NA%			

	Of those experiencing it...	Of those reporting it, satisfied with...	
	Reported	Support on reporting	Action taken
Officers	57%	7%	8%
Staff	45%	NA%	NA%

The top 3 reasons overall for not reporting:

	Officer	Staff
Belief that no action would be taken	73%	NA%
Potential impact on the reporter's career	69%	NA%
Fear of being labelled a troublemaker	61%	NA%

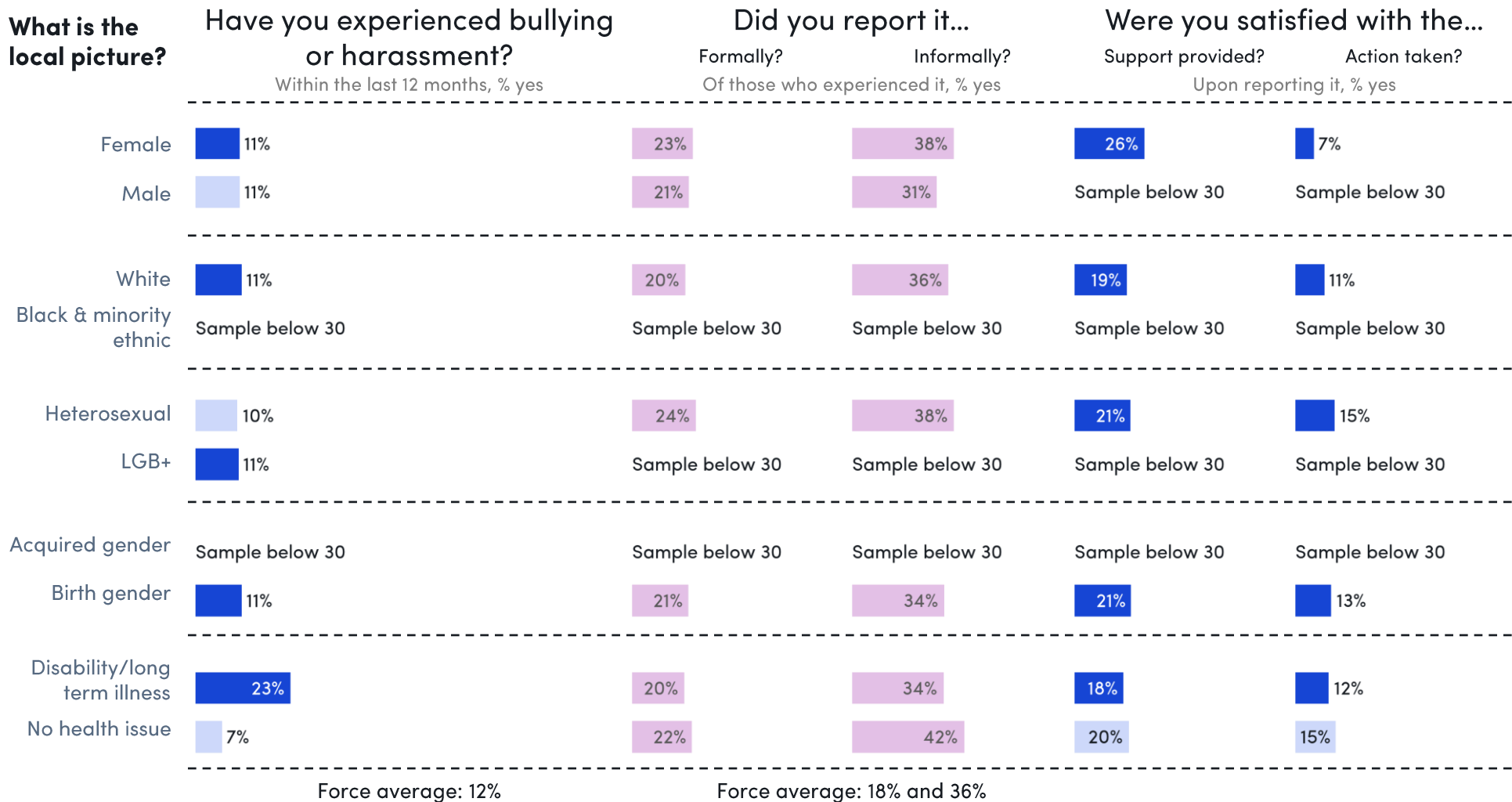
Experiences: Bullying & Harassment

What is the national picture?

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

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

Those with disabilities or long-term illnesses were more than twice as likely to have experienced bullying and harassment within the last 12 months than any other demographic sub-group



Experiences: Discrimination (internal)

While discrimination from those inside the force is roughly half as common in North Wales versus the national average, formal reporting is again low (13%) with over half not reporting at all (54%)

What is the national picture?

A considerable proportion of the workforce have experienced discrimination in the last 12 months and there is significant underreporting of it.

There is strong discontent with the support received and action taken upon reporting. Notably, this is far more negative than we saw with discrimination by a member of the public (12% and 17% satisfaction versus 41% and 41%). This discontent is similar to that which the workforce has for reporting bullying and harassment.

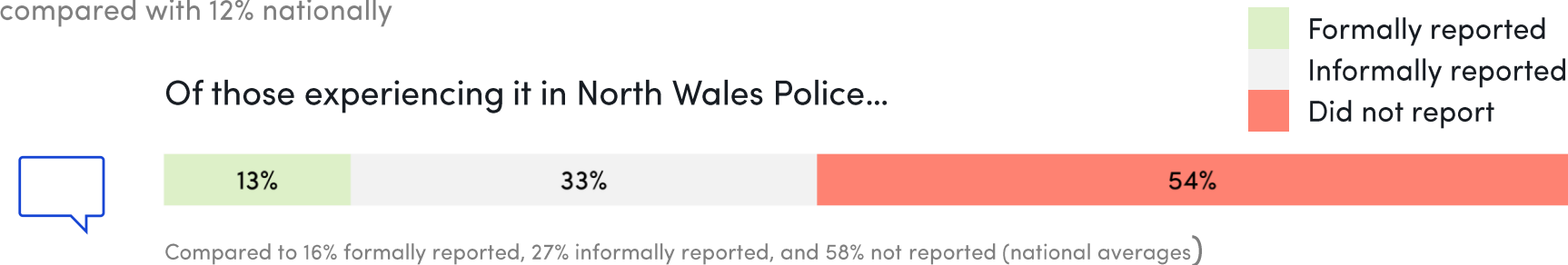
Multiple reasons prevent someone who has experienced discrimination from within the organisation from reporting it – more variety than with discrimination from the public. Counteracting the belief that reporting discrimination won't lead to action being taken would be the most effective way to increase reporting.

What is the local picture?

7%

experienced discrimination by a member of the organisation

In the last 12 months compared with 12% nationally



Those not reporting are primarily deterred by the concern that no action would be taken:

- 1) Belief that no action would be taken (69%)
- 2) Fear of being labelled a troublemaker (49%)
- 3) Concerns about confidentiality (36%)

Nationally:

- (1) Belief that no action would be taken (67%)
- (2) Potential impact on the reporter's career (48%)
- (3) Fear of being labelled a troublemaker (44%)

Those reporting are dissatisfied with the process:

- Only 26% are satisfied with the support they received
- Only 17% are satisfied with the action taken

National averages: 17% and 12% respectively

Experiences: Discrimination (internal)

Officers are more than twice as likely to experience discrimination from colleagues than staff or PCSOs, with constables (9%) and sergeants (10%) most likely to experience this

What is the national picture?

13% of officers and 14% of PCSOs report experiencing discrimination from within the organisation – with the highest rates reported by inspectors, followed by sergeants. Compared with cases of bullying and harassment, reporting rates are lower, but satisfaction with the force’s response is similar – fewer than 20% of officers and staff report being satisfied with the support they received, and only 12% report being satisfied with the action taken upon reporting.

What is the local picture?

Percentage that experienced discrimination from a member of the organisation

Officers	9%	Constable	Sergeant	Inspector & above
		9%	10%	6%
Staff	4%	Practitioner	Supervisory manager	Middle manager & above
		5%	2%	4%
PCSO	4%			
Special Constables	NA%			
Volunteer Staff	NA%			

	Of those experiencing it...	Of those reporting it, satisfied with...	
	Reported	Support on reporting	Action taken
Officers	49%	NA%	NA%
Staff	NA%	NA%	NA%

The top 3 reasons overall for not reporting:	Officer	Staff	
	Belief that no action would be taken	NA%	NA%
	Fear of being labelled a troublemaker	NA%	NA%
	Concerns about confidentiality	NA%	NA%

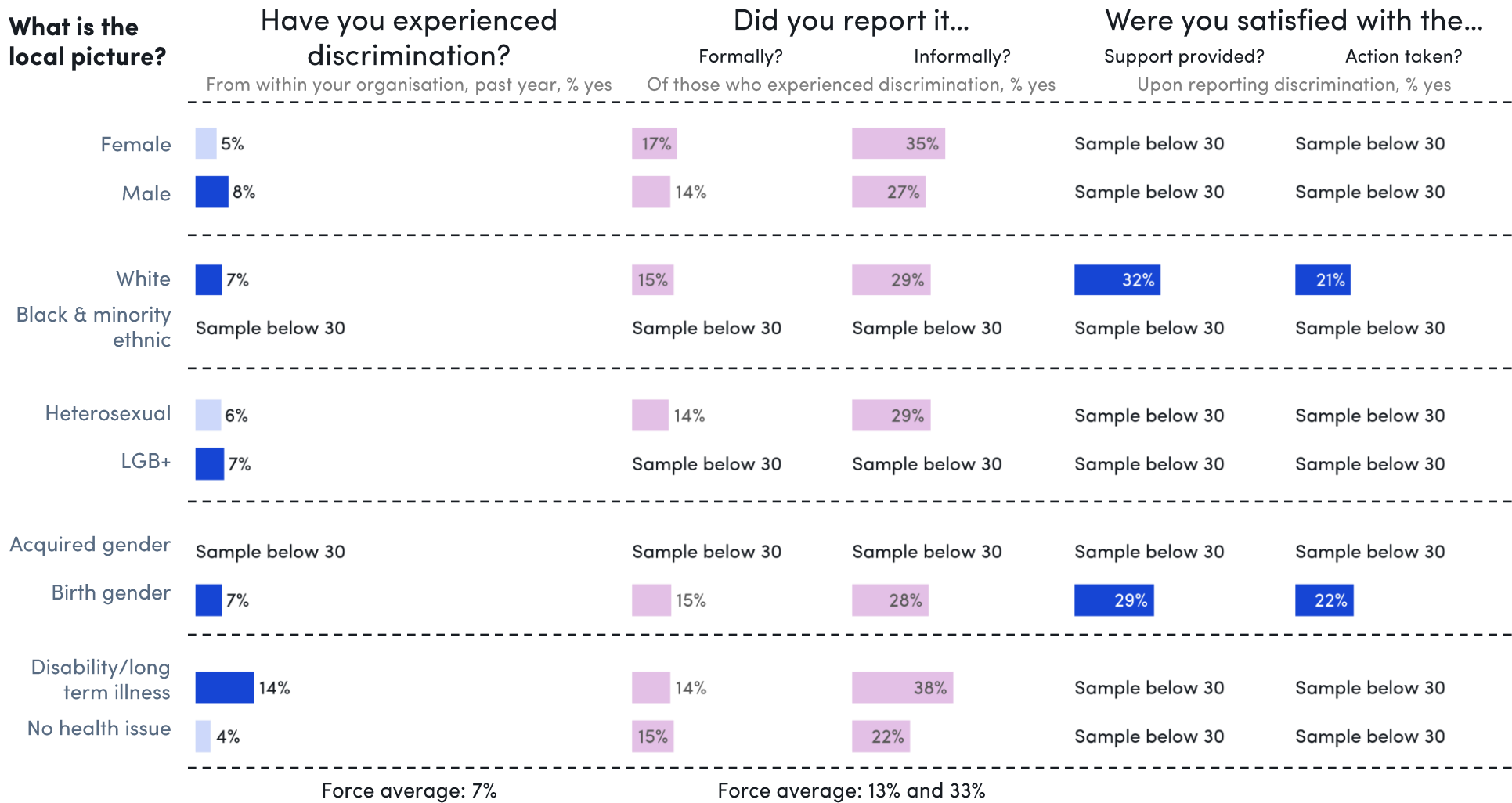
Experiences: Discrimination (internal)

What is the national picture?

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

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

Those with disabilities or long-term illnesses are about twice as likely to have experienced discrimination from colleagues when compared to every other demographic sub-group



Next steps: There are three options for tailored support for your force

Momentum is building nationally to turn insight into action. The National Key Findings Report is complete, and the upcoming NPWS Depth Report will highlight key drivers of wellbeing nationally, building the foundations for targeted improvements. Oscar Kilo is considering national action planning events, while continuing to develop its offer for forces based on survey findings.

To support local progress, there are three cost-effective additional support options available to you. You can purchase the Enhanced Insights Report for deeper data analysis, opt into the Action Planning Support Package to guide strategic implementation, or engage in Bespoke Consultancy for customised, hands-on-expertise to tackle foundational issues. Each path is designed to build on your NPWS results and drive meaningful improvements. Please book any additional Leapwise support required as soon as possible to avoid disappointment or delay.

 **Enhanced local insights**

- 1. In-depth report with 3 deep dives**, inc. analysis of custom questions & segmentations, data on local context, and identification of top 10 issues & key drivers
- 2. Comms report** to share key findings back with the workforce

Booked

 **Action planning support**

- 1. Long-list of evidence-based actions** that might address presenting issues
- 2. In person action planning workshops** to support force decision-making

Booked

 **Bespoke consultancy**

Leapwise has helped forces to:

- Build more **inclusive, high-performance cultures**
- Develop **leadership models** that support performance
- Support effective **workforce and capacity planning**

Leapwise has received repeat engagements and trusted referrals from every single client partner

“ I engaged Leapwise in this work because of their developed understanding of policing across the UK and their ability to work with and optimise the contribution of all senior leaders... They lived up to high expectations ”

Chief Constable Mike Cunningham, College of Policing

LEAPWISE

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APPENDICES

Appendix 1: Survey response

Role	Responses
Police Officer	587
Police Staff	519
PCSO	58
Special Constable	10

Rank	Responses
Constable	412
Sergeant	110
Inspector	34
Chief Inspector	12
Superintendent & above	11

Role	Responses
Practitioner	353
Supervisory manager	67
Middle manager	54
Senior manager and above	23

Function	Responses
Local - neighbourhood	101
Local - incident response	214
Other local policing and road policing	75
Operational support	72
Public protection	98
Dealing with the public	50
Criminal justice arrangements	60
Investigations	145
Frontline support	37
HR	85
Other key support services	102
Other	120