Vulnerable Staff/Colleagues

Workshop 1.5
Aims of the session...

• Review the current challenges facing policing
• Examine the policing context and the challenges facing the service
• Academia and evidence-based policing
• Introduction of the Blue-light Wellbeing Standard
• Impact of wellbeing on those in policing
• Explore the strategic importance of leadership on employee wellbeing
• Explain how to build the wellbeing of individuals, teams and organisations
Dr Ian Hesketh

Senior Policy Adviser
Organisational Development
& International Faculty
College of Policing
Email: ian.hesketh@college.pnn.police.uk
The Challenges Facing Policing

• Police organisations are continuing to face high levels of challenge due to the reduction in resources available to them.

• Across the country the police forces have had to restructure and reduce their number of employees.

• Within the police profession there is growing concern at some of the possible consequences, such as increased levels of absence and burnout in police officers, and changes in police officer attitudes.
Policing Context...

• 25% real-terms reduction in Central Government funding to PCC’s 2010-11 to 2015-16

• 36,672 reduction in the size of the police workforce between March 2010 and September 2014

• £2.5bn savings forces planned to make between 2011-12 and 2014-15

• 16,659 reduction in the number of police officers between March 2010 and September 2014
Potential outcomes of these challenges...

- Some early indicators are of increasing levels of incivility towards the public, and of concerns about reduced empathy with victims of crime.

- Is an overstretched workforce that increasingly “complies” with policing initiatives rather than being committed to these initiatives fully engaging?

- “Too often, victim contact is viewed by officers as just another bureaucratic (our emphasis) requirement” (HMIC, 2014: 50-52)\(^1\)

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The Use of Theory?

• There is a growing recognition of the importance of evidence-based policing (EBP) (Neyroud, Ferreira & Vera, 2015)

• But it is argued that a fundamental disconnect still exists between science and policing organisations (Weisburd & Neyroud, 2011)

• Recognition that achieving strong collaborative relationships between researchers and police practitioners is not straightforward (Fyfe & Wilson, 2012)
He who hesitates is lost…BUT
Look before you leap
Too many cooks spoil the broth… BUT
Many hands make light work.
If at first you don’t succeed, try try try again..BUT
Don’t keep beating a dead horse.
Slow and steady wins the race…BUT
Time waits for no man.
Nothing ventured, nothing gained.. BUT
Better safe than sorry
There’s safety in numbers …BUT
Better to be alone than in bad company.
The Use of Social Science Theory?

- ...furthermore despite the identification of the need for the advancement of science in policing as being essential for legitimacy in the face of recessionary budget pressures, the social sciences have been largely neglected... (Weisburd & Neyroud, 2011)

- To date EBP research has focused mainly on crime control (Punch, 2015)
Resilience & Leaveism

- Prof Sir Cary Cooper - LUMS
- Fiona Meechan - MBS
- Prof Jonathan Houdmont – Nottingham Uni
- Dr Graham Hieke – Surrey Uni
- Dr Les Graham – Durham Uni
- Dr Jon Ivy – Lancaster
- Dr Jessica Miller – Bournemouth Uni
- Dr Noreen Tehrani - TA
- Prof John Harrison – Brunel
- Dr Emma Donaldson-Fielder - Affinity

Leadership

- Prof Jean Hartley – OU
- Prof Stuart Kirby - UCLan
- Dr Jonathan Smith – Angla Ruskin
- Prof Jack Greene – Northeastern Uni
- Emma Williams – CCCU
- Prof Nick Fyfe – SIPR
- Mike Lucas – OU
- Prof Steve Kempster – LUMS
- Dr Helen Bevan - NHS
NO DOUBT ABOUT IT. THIS IS THE WAY WE WANT TO GO.
Vid Clip Here
Blue-Light Wellbeing Standard

- The self-assessment tool should be used in conjunction with the General Assessment of Intervention & Need (GAIN) model promoted by the national working group.

- Access to the self-assessment will be provided through the PHE-funded web portal, with every force being provided with members' access.

- On the portal there are planning templates for use at different levels, from strategic to tactical delivery.

- Peer panels will follow established peer review methodology and enable the service to apply challenge and support in a very strengths-based approach that we feel is better suited to this area of new practice.

- The self-assessment is a living document that will grow as new research and practice deepens our understanding of ‘what works'.
<table>
<thead>
<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Leadership</td>
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<td>Absence Management</td>
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<td>Creating the Environment</td>
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<td>Protecting the Workforce</td>
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<td>Personal Resilience</td>
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### Leadership

<table>
<thead>
<tr>
<th>Leadership Requirements</th>
<th>Self Assessment Level</th>
<th>Peer Assessment</th>
<th>Notes and Evidence</th>
<th>Location of Evidence</th>
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<tbody>
<tr>
<td>The organisation has assessed and documented its Leadership requirements and priorities around embedding wellbeing</td>
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<td>The organisation can demonstrate the process for ongoing consultation and communication with staff on relevant workplace wellbeing issues. This should be through an appropriate agreement with staff associations</td>
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<td>Senior Management encourage a consistent and positive approach to employee wellbeing throughout the organisation</td>
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<td>There is an effective communication policy in place at all levels</td>
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<td>An effective policy and procedure to tackle bullying and harassment has been implemented, evaluated and is regularly reviewed</td>
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<td>Flexible working practices and family friendly policies are in place</td>
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<td>An effective policy is in place for whistle-blowing</td>
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<td>Effective policies are in place to manage disciplinary and grievance procedures</td>
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<td>A system is in place that recognises and rewards good work</td>
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<td>Managers understand and can explain the main issues that impact on the health and wellbeing of their team</td>
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<td>Line managers have relevant leadership and management training and this is documented in their personal records</td>
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<td>Line managers demonstrate regular joint working and shared decision making with employees and empower employees to work in an independent way</td>
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<tr>
<td>Line managers have documented training in how to have difficult conversations, developing people skills and resolving disputes</td>
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<tr>
<td>Employees are offered learning and development opportunities to maximise their potential and this is included in their annual review</td>
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<tr>
<td>There is evidence of managing organisational development and change appropriately</td>
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Blue-Light Wellbeing Standard

• Wellbeing is not an extra or an add on, there is a cultural change that needs to happen and this web resource has been established in a step towards facilitating that

• Wellbeing and resilience needs to become part of our daily business, part of everyone’s job and the responsibility of the individual

• This resource supports that by offering a platform to help shape a consistent wellbeing provision across all forces

• It will do this in two ways, not only is it a platform to host the new sector specific standard, it also provides a place for forces to learn from each other and share best practice and useful resources to help provide an opportunity for shared learning, avoiding duplication and providing the best support we can for our staff

• Initially at its 2017 launch it will be a provision solely for the police service, however it has been branded so that it can be developed and extended to cover not only all emergency or blue-light services should they wish, but potentially even wider public service too

DCC Andy Rhodes – NPCC Lead for Wellbeing & Engagement
This Standard demonstrates the police service’s commitment and determination to both understand and address the issue affecting its people, so that it can focus investment into prevention. The Standard's overarching focus is on creating a positive working environment in which the workforce can draw meaning and purpose from what is a challenging and hugely rewarding profession.

Professor Sir Cary Cooper, CBE
• Ethics and Integrity – CC Iain Spittal
• Workforce and the Future – Clare Davis
• Leadership – CC Giles York
• Wellbeing and Engagement – DCC Andy Rhodes
NPCC Wellbeing & Engagement Working group objectives 2017...
General Analysis, Intervention and Need

Hierarchy of Need | Level of Engagement | Available Services | Management Options

Universal | Fully Engaged | Line Management | CPD

© Hesketh & Rhodes 2015
General Analysis, Intervention and Need

Hierarchy of Need

Level of Engagement

Available Services

Management Options

Struggling to Cope

Engaged

Ambassadors

Dynamic Interventions

Universal

Fully Engaged

Line Management

CPD
General Analysis, Intervention and Need

Hierarchy of Need

Level of Engagement

Available Services

Management Options

- Not Coping
  - Not Engaged
  - Welfare/PIU/PSD
  - Plan

- Struggling to Cope
  - Engaged
  - Ambassadors
  - Dynamic Interventions

- Universal
  - Fully Engaged
  - Line Management
  - CPD

© Hesketh & Rhodes 2015
General Analysis, Intervention and Need

Hierarchy of Need
- Crisis
- Not Coping
- Struggling to Cope
- Universal

Level of Engagement
- Disengaged
- Not Engaged
- Engaged
- Fully Engaged

Available Services
- All
- Welfare/PIU/PSD
- Ambassadors
- Line Management

Management Options
- Exit/Recovery
- Plan
- Dynamic Interventions
- CPD
The fear isn’t strong enough for people to run, but is present enough for people to keep quiet and not to voice their bewilderment and distress about their experiences at work.

Prof Derek Mowbray
I told my boss I couldn’t come into work today because of a cold. I thought it seemed more of an acceptable reason than anxiety so bad I couldn’t leave the house.
Facets of Wellbeing

Overall Well-being

- Financial Well-being
- Physical Well-being
- Psychological Well-being
- Social Well-being
Police Wellbeing

91% of Police Officers have experienced stress and poor mental health at work.
Police Wellbeing

17% of people have suicidal thoughts in their lifetime.
Police Wellbeing

Long term Police Psychological Sick Leave up a third
Absence & Presenteeism

Absence: Among respondents who reported sickness absence in last 12 months, 29% indicated that one or more days of that absence was due to stress, depression or anxiety.

Presenteeism: Proportion of respondents that attended for work in the last 12 months despite feeling sick leave was justified

- Attended for work despite feeling they should have taken sick leave due to physical health state:
  - Never: 10%
  - Once: 22%
  - 2 or more times: 68%

- Attended for work despite feeling they should have taken sick leave due to stress, low mood, anxiety, or other problems with mental health and wellbeing:
  - Never: 35%
  - Once: 16%
  - 2 or more times: 49%

Police Federation Survey 2016
"Does your car have any idea why my car pulled it over?"
Wellbeing

“We need leaders throughout organisations who manage people by praise and reward and not by faulting, who can provide their staff with more autonomy and control over their jobs and who create a ‘good day at work’.”

Professor Sir Cary Cooper
Managing Health and Wellbeing in the Public Sector:

A Guide to Best Practice

Dr Ian Hesketh & Prof Sir Cary Cooper
Help Seeking – Line Manager Training

3,878 respondents were a line manager

Were you given any training on how to support someone who chooses to disclose having difficulties with mental health or wellbeing?

- Yes: 21%
- No: 73%
- Can't recall: 6%

What was the quality of that training?

- Adequate: 59%
- Good / Very good: 23%
- Poor / Very poor: 18%

Police Federation Survey 2016
WHY SHOULD YOU INVEST IN YOUR EMPLOYEES?

250%

STUDIES HAVE SHOWN THAT ORGANIZATIONS WITH A CAREER DEVELOPMENT PROGRAM DEMONSTRATE UP TO 250% HIGHER PRODUCTIVITY.

Scales, 2012

86%

OF BUSINESS & HR LEADERS BELIEVE THEY DON'T HAVE AN ADEQUATE LEADERSHIP PIPELINE.

Deloitte, 2014

Retention is 25% higher for employees who have engaged in company-sponsored mentoring.

Deloitte Research Brief, 2012

The ROI for companies that invest in coaching is 7 times the initial investment.

PricewaterhouseCoopers, 2011

51%

Only 51% of employers feel confident about retaining top talent as the economy improves.

World At Work Research Study, 2012

13%

Organizations with excellent cultural support for coaching have 13% stronger business results.

Bersin, 2011
Wellbeing

Environment

Creating an environment in which all employees can lead a meaningful and purposeful life.

Leadership

Knowing enough about your staff to be able to recognise when things are not right, and to have the skills to intervene both quickly and effectively.

Resilience

The ability to cope with adversity, and to be able to ‘bounce back’. Being able to deal with the stressors of every day life.

Employee Wellbeing

- Psychological
- Physiological
- Sociological
- Financial

© Hesketh 2014
An unhealthy workplace often has:

- Poor management
- Poor customer service
- High levels of absence
- Reduced productivity
- Unreasonably high work demands
• 92% of managers said they feel they have very good ‘people skills’
• Unfortunately, employees don’t agree!
• 32% don’t think their managers communicate openly and honestly with them
• 35% said managers do a lot of telling but not much listening
• 24% feel their manager is not committed to helping develop their career
• 34% of respondents said they need more support from their manager

(Britain at Work Survey, 2015)
Leadership

Know Yourself

Know Your Stuff

Know Your Staff
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<tbody>
<tr>
<td>1.</td>
<td>Let staff know when they have done a good job, recognition</td>
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<td>2.</td>
<td>Promote discretion and support localised decision making</td>
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<tr>
<td>3.</td>
<td>Ensure balanced workloads and even handedness</td>
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<tr>
<td>4.</td>
<td>Ensure a sensible approach to working hours based on risk/demand etc</td>
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<tr>
<td>5.</td>
<td>Promote an active social life</td>
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<tr>
<td>6.</td>
<td>Manage change sensitively and skilfully</td>
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<tr>
<td>7.</td>
<td>Sustain the good name of the Police Service through professionalism and quality</td>
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<tr>
<td>8.</td>
<td>Make goals specific and achievable, give credit where it is due</td>
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<tr>
<td>9.</td>
<td>Recognise fatigue/stress/anxiety/depression, and do something about it</td>
</tr>
<tr>
<td>10.</td>
<td>Create a culture where it is acceptable to seek help</td>
</tr>
</tbody>
</table>
Recent Publications...

- Hesketh, I., Cooper, C., (2017) 'Measuring the People Fleet: General Analysis, Interventions and Needs.' Strategic HR Review. Emerald