Blue Light Wellbeing Framework

Organisational Development and International faculty

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Foreword

I have worked closely with the UK police service for many years and have seen first hand the high levels of emotional labour associated with the profession. I have published research on police wellbeing, working closely with the NPCC Wellbeing and Engagement working group and the College of Policing. This research highlights the unique issues and complex challenges emergency service workers face in the workplace.

The Blue Light Wellbeing Framework is grounded in this research, together with Public Health England guidance. This framework provides invaluable advice and support in the key areas of leadership, environment and resilience, including some of the new risks faced by staff, such as exposure to indecent imagery.

The state of wellbeing is linked to physical and mental health. How we perform when we feel good is at the heart of getting wellbeing right. This framework demonstrates the police service's commitment and determination to understand and address the issues affecting its people, so that it can focus investment into prevention. The framework’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

50th anniversary professor of organisational psychology and health, Manchester Business School, President CIPD, President RELATE, President British Academy of Management.
Introduction

In 2013, the first National Police Chiefs’ Council (NPCC) wellbeing working group was set up to translate the research, carried out by Dr Ian Hesketh, into practice. CC Andy Rhodes from Lancashire Constabulary led the national working group on wellbeing and engagement. In May 2015, the NPCC unanimously agreed to sign up to the Workplace Wellbeing Charter, an evidence-based framework approved by the National Institute for Health and Care Excellence that is now explicitly referred to in the HMIC PEEL inspection program.

The National Policing Vision (2025) makes specific reference to the importance of workforce wellbeing and forces supported by partners such as Police Mutual, the Police Dependent’s Trust and MIND have made significant progress. Our focus and commitment has highlighted challenges, particularly in relation to emotional and psychological support, that have previously been hidden beneath the surface.

As the service has started to talk more openly about these issues, while working through the charter, it has enabled the College of Policing to develop a new police-specific framework that we believe is the first of its kind in law enforcement. This new Blue Light Framework contains learning from across the service, academia and Public Health England (PHE) to provide forces with a self-assessment tool that sets a new standard for policing.
# How to use this framework in the workplace

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The organisation has assessed and documented its leadership requirements and priorities around embedding wellbeing.

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.

Senior management encourage a consistent and positive approach to employee wellbeing throughout the organisation.

An effective communication policy is in place at all levels.

Flexible working practices and family friendly policies are in place.

There is an effective policy to manage disciplinary and grievance procedures.

An effective policy is in place for whistle-blowing.

Effective policies are in place to manage disciplinary and grievance procedures.

Flexible working practices and family friendly policies are in place.

Regularly reviewed.

There is an effective communication policy in place at all levels.

Senior management encourage a consistent and positive approach to employee wellbeing throughout.

Embedding wellbeing – the organisation has assessed and documented its leadership requirements and priorities around embedding wellbeing.

Leadership

Notes and evidence

Location of evidence

Evidence

FD

ID

UD

Peer assessment

Self-assessment

Leadership

College of Policing
### Absence Management

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<tr>
<th>Evidence</th>
<th>Notes and Evidence</th>
<th>PD ID</th>
<th>Level</th>
<th>Reasonable adjustments available to employees in line with recommendations made in Statement of Fitness for Work</th>
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<td>The organisation conducts specific risk assessments for individuals in high-vulnerability roles and takes into account a person's health status</td>
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<td>Interventions conducted to ensure employees return to work</td>
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<td>The organisation conducts return to work interviews and provides and records concerns and appropriate support</td>
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<td>The organisation maintains a proactive system in place to support staff on long-term sick with return to work</td>
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<td>The organisation has a proactive system in place to support staff on long-term sick with returning to work</td>
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<td>The organisation maintains contact with absent employees to provide support and aid return to work</td>
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<td>The organisation maintains absence trends and designs and implements specific programmes to address</td>
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<td>Improvements made to accommodate this when necessary</td>
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<td>The organisation’s return to work policies are designed to support rehabilitation and early return to work</td>
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<td>The organisation issuesmedian absence trends and designs and implements specific programmes to address</td>
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A clear attendance management policy is in place and procedures are known to staff.
Creating the environment

1. All leaders have received health and safety management training.
2. Support around attending work while unwell.
3. There are clear arrangements on recording ill health across all policies and clear direction and organisational arrangements.
4. All employees, volunteers and contractors are aware of their duty to act with integrity.
5. An internal engagement forum is in existence and accessible by all.
6. Systems are in place for staff to raise and resolve environmental issues, including management decisions.

Frameworks and expectations

1. The organisation holds regular meetings to discuss the working environment and actions and records general.
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4. The organisation holds regular meetings to discuss the working environment and actions and records general.

Notes and evidence

1. Location of evidence
2. FD ID
3. UD
4. Peer assessment
5. Self assessment

Creating the environment

All employees, volunteers and contractors are aware of the need to create a workplace environment that is conducive to wellbeing.

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A mental health and wellbeing statement of intent is in place and followed, which highlights promoting mental wellbeing to the organisation and addresses investment in workforce mental wellbeing.

The organisation is signed up to and engages with the MIND Blue Light pledge.

The organisation provides information to employees, and actively promotes reducing the stigma around mental ill health.

The organisation provides information about mental health and wellbeing, including work-related stress and additional further information readily available to staff at all levels.

The organisation has an effective means of identifying high-risk roles and monitoring changes in staff.

The organisation promotes regular mental health checks and provides mandatory sessions for those in high-risk areas of work.

The organisation acknowledges the requirement to provide specialist mental health support for complex conditions, for example, PTSD.

Social support groups, volunteering, and out-of-work activities are actively encouraged and supported by the organisation.

The organisation provides appropriate means of communication to keep staff at all levels informed of changes.

The organisation ensures that change programmes are accompanied by support, information, or targeted intervention programmes.

Staff consultations/surveys are held where the details of information on mental wellbeing is shared and also cover mental health awareness training is documented on personal records and is regarded as CPD/PDR.

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Staff consultations/surveys take place that seek information on mental wellbeing of staff and also cover working conditions, supervision, the place of each individual on mental wellbeing of staff and also cover stress, with action plans drawn up to address any issues.

The organisation provides a confidential support service in-house or externally to individuals who come forward with a problem.

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The organisation has implemented a mental wellbeing policy that follows the principles of the Health and Safety Executive’s Management Frameworks for stress and promotes mental health awareness.

The organisation ensures employees are aware that mental health and wellbeing issues are valid, and peoples seeking to address these issues are fully supported by the organisation at all levels.

The organisation has an individual performance review system in place that allows employees to comment on work-related and personal issues that affect their performance and enables training needs to be identified.

The organisation has a protocol in place for the use of risk assessments to prevent stress, conducted on an individual and organisational level and regularly reviewed.

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### Protecting the Workforce

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<th>Self-assessment</th>
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**Healthy Living Framework**

- The organisation has a statement of intent around all activity related to employee physical health and healthy eating.
- Food provided by or sold within the organisation meets government buying frameworks for healthy eating.
- The organisation accurately records all assaults on staff and reports all occurrences appropriately, including executive reporting mechanisms.
- The organisation has procedures in place to identify and assist with financial problems/crisis.
- A variety of wellbeing interventions are available to staff that are signposted, governed and monitored.
- The organisation actively promotes raising the awareness of key physical health indicators, for example, blood pressure, cholesterol, blood sugar.
- Alcohol policy includes guidelines on the use of alcohol on duty, including alcohol in the system during working hours.
- The organisation has policies which are understood and applied consistently to support reasonable adjustments for people with disabilities.
- Effective procedures are in place to enable discrimination of bullying to be reported and managed.
- The organisation has protocols in place to identify risks associated with an ageing workforce and strategies in place to support and monitor those individuals.
- The organisation has the facility to ensure that all significant incidents are debriefed and staff are aware of the support available.
- Staff representatives from various levels of the organisation are involved in developing or reviewing the policy, which addresses alcohol and other substances.
- Managers have access to information on how to identify the signs of alcohol/substance misuse and are aware of the support available.
- Peer support panels are established and are regularly used to challenge workforce wellbeing by the organisation, which then takes action on recommendations emerging from peer support work.
- The organisation has effective procedures in place to enable discrimination or bullying to be reported and managed.
- The organisation has a clear and well-established code of conduct and behaviour in relation to alcohol and substances, including support and guidance for staff.
- New employees are made aware of how to access relevant policies, information and support services at the point of induction.
- Organisational data on alcohol and substance misuse is regularly reviewed and monitored.
- The organisation actively promotes the awareness of physical health indicators, for example, blood pressure.
- The organisation has a statement of intent around all activity related to employee physical health and healthy eating.
The organisation promotes alternative methods of travel in the workplace.

The organisation promotes self-effacy and encourages individuals to recognise their own limitations.

The organisation offers tailored programmes to improve understanding and take-up of physical activity.

The organisation provides appropriate, accessible and acceptable information on healthy eating.

Physical activity in the workplace and in the local area is actively encouraged and supported by the organisation.

Physical activity is made available on the premises of physical activity and the organisation actively promotes the importance of minimum legally required breaks taken by all staff at all levels and employees.

Information is made available in the workplace and in the local area on the benefits of physical activity and the organisation actively promotes physical activity.

Internal or external support is on offer for those who wish to lose weight and commit to a healthier lifestyle.

Rolling schedule of planned events to promote importance of healthy eating is in place.

Any on-site catering facilities provide healthier options that are actively promoted.

Times and working days limits are reviewed and working conditions are reviewed to reduce stress and improve efficiency.

The organisation actively promotes improving personal resilience and openly commits to workplace resilience.

Resilience training is available to help all employees identify potential issues.

Notes and evidence

Location of evidence

Resilience training is available to help all employees identify potential issues.

Self-assessment

Peer assessment

FD ID UD

Resilience

Personal Resilience
Blue Light Wellbeing Framework
College of Policing

12

Crisis
Not coping
Struggling to cope
Disengaged

Universal

Engaged

Dynamic interventions
Ambassadors

Fully engaged
Plan

Not engaged
Welfare/PIU/PSD

Engaged
Exit/recovery

All

Not coping

Hierarchy

General Analysis, Interventions and Needs (GAIN) pyramid

Management options

Available services

Level of engagement

Hierarchy of need
About the College

We’re the professional body for everyone who works for the police service in England and Wales. Our purpose is to provide those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

college.police.uk