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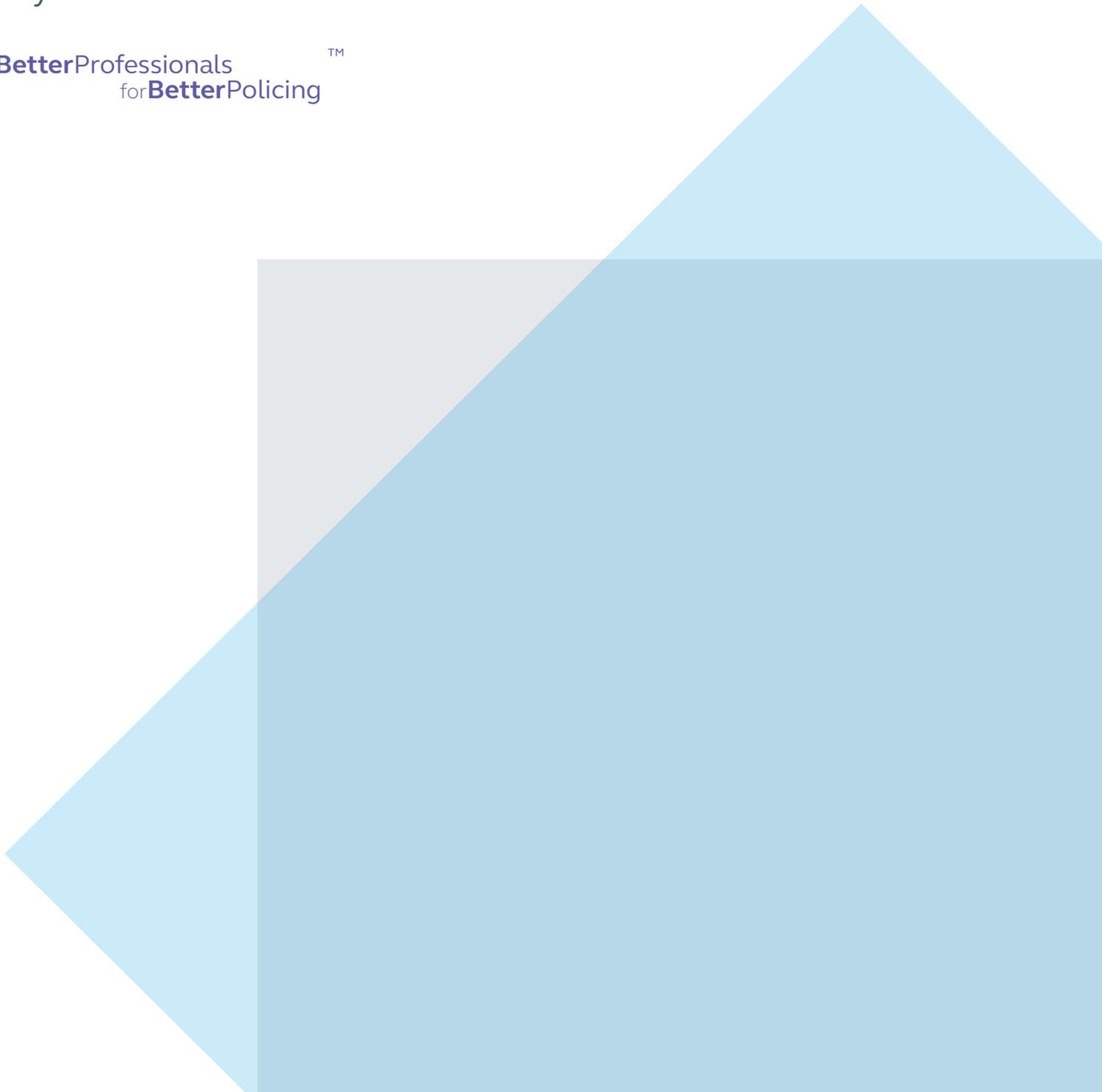
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# Blue Light Wellbeing Framework

Organisational Development and International faculty

May 2017

**Better**Professionals<sup>™</sup>  
for **Better**Policing



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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

Leadership	0.00%
Absence management	0.00%
Creating the environment	0.00%
Mental health	0.00%
Protecting the workforce	0.00%
Personal resilience	0.00%

	Fully developed (FD)	In development (ID)	Under-developed (UD)
Leadership			
Absence management			
Creating the environment			
Mental health			
Protecting the workforce			
Personal resilience			

# Leadership

Leadership	Self assessment level	Peer assessment			Notes and evidence	Location of evidence
		FD	ID	UD		
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						
There is an effective communication policy in place at all levels						
An effective policy and procedure to tackle bullying and harassment has been implemented, evaluated and is regularly reviewed						
Flexible working practices and family friendly policies are in place						
An effective policy is in place for whistle-blowing						
Effective policies are in place to manage disciplinary and grievance procedures						
A system is in place that recognises and rewards good work						
Managers understand and can explain the main issues that affect the health and wellbeing of their team						
Line managers have relevant leadership and management training and this is documented in their personal records						
Line managers demonstrate regular joint working and shared decision making with employees and empower employees to work in an independent way						
Line managers have documented training in how to have difficult conversations, developing people skills and resolving disputes						
Employees are offered learning and development opportunities to maximise their potential and this is included in their annual review						
There is evidence of managing organisational development and change appropriately						

# Absence management

Absence management	Self assessment level	Peer assessment			Notes and evidence	Location of evidence
		FD	ID	UD		
A clear attendance management policy is in place and procedures are known to staff						
The organisation maintains contact with absent employees to provide support and aid return to work						
Documented return to work procedures are in place and followed						
The organisation conducts and records return to work interviews and provides and records concerns/ appropriate support						
The organisation conducts specific risk assessments for individuals in high-vulnerability roles and takes into account a person's health status						
Reasonable adjustments are available to employees in line with recommendations made in a Statement of Fitness for Work						
The organisation collects and monitors absence rates and feeds these into a suitable assessment and intervention model, for example, the GAIN model (policing)						
Interventions are undertaken where patterns indicate trends of absence – Bradford Index findings do not necessarily lead to performance sanctioning						
Managers have participated in attendance management training and this is documented on their personal records						
The organisation monitors absence trends and designs and implements specific programmes to address the issues identified to reduce further absence						
The organisation's return to work policies are designed to support rehabilitation and early return to work, with adjustments made to accommodate this when necessary						
The organisation has a proactive system in place to support staff on long-term sick with returning to work and will raise awareness of and support staff with long-term conditions						

# Creating the environment

Creating the environment	Self assessment level	Peer assessment			Notes and evidence	Location of evidence
		FD	ID	UD		
All employees are aware of the need to create a workplace environment that is conducive to wellbeing and can communicate this to others						
All leaders can articulate the importance of creating an environment where people can experience meaning and purpose in their working life						
All employees, volunteers and contractors can demonstrate an awareness of the legal obligations in relation to health, safety and welfare in the workplace						
All employees, volunteers and contractors are aware of the Code of Ethics and the required frameworks of those representing the organisation						
All employees, volunteers and contractors are committed to providing a high-quality service on behalf of the organisation						
Frameworks and expectations briefings are given to all new staff, volunteers and contractors						
Systems are in place for staff to raise and resolve environmental issues, including management decisions and the way work is arranged						
All employees, volunteers and contractors are empowered to raise issues in relation to working conditions						
An internal engagement forum is in existence and is accessible by all						
There are identified health and safety representatives (trade union and/or company representatives) and all employees, volunteers and contractors are encouraged to engage with them if issues arise						
All employees, volunteers and contractors are aware of their duty to act with integrity						
There is a clear emphasis on preventing ill health across all policies and clear direction and organisational support around attending work while unwell						
All leaders have received health and safety management training						
The organisation holds regular meetings to discuss the working environment and actions and records general analysis, interventions and needs assessments						

# Mental health

Mental health	Self assessment level	Peer assessment			Notes and evidence	Location of evidence
		FD	ID	UD		
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 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 has effective processes to monitor the mental health of those in high-risk areas of work						
The organisation has implemented a mental wellbeing policy that follows the principles of the Health and Safety/Executives 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 which 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 an organisational level and regularly reviewed						
Education and development opportunities are routinely available to managers and staff to enhance their skills and knowledge around the workplace mental health issues						
Mental health awareness training is documented on personal records and is regarded as CPD/PDR						
Staff consultations/surveys take place that seek information on mental wellbeing of staff and also cover working conditions, communication, work life integration, staff support and work-related or other causes of stress, with action plans drawn up to address major issues						
The organisation provides a confidential support service in-house or externally to individuals who come forward with a problem						
The organisation ensures that change programmes are accompanied by support, information or targeted intervention programmes						
The organisation provides appropriate avenues of communication to keep staff at all levels informed of changes						
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						

# Protecting the workforce

Protecting the workforce	Self assessment level	Peer assessment			Notes and evidence	Location of evidence
		FD	ID	UD		
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						
Employees are supported in seeking help to treat alcohol or substance misuse issues, including providing readily available sources of further information and support						
Organisational code of conduct and behaviour in relation to alcohol and substances has been well established and well publicised						
New employees are made aware of how to access relevant policies, information and support services at the point of induction						
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 where to obtain support or signpost employees with a problem						
Employees have access to alcohol awareness training and it has been delivered to the majority of the employees						
Managers have access to information on how to identify the signs of alcohol/substance misuse and are aware of where to obtain support or signpost employees with a problem						
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 policies which are understood and applied consistently to support reasonable adjustments for people with disabilities						
Effective procedures are in place to enable discrimination or bullying to be reported and managed						
Dietary advice, particularly for shift workers, is available and accessible by all and the organisation supports healthy living programmes						

# Personal resilience

Personal resilience	Self assessment level	Peer assessment			Notes and evidence	Location of evidence
		FD	ID	UD		
Resilience training is available to help all employees identify potential issues						
The organisation actively promotes improving personal resilience and openly commits to workplace wellbeing programmes						
The organisation actively seeks ways to reduce sleep deprivation, for example, overtime policies, turn around times and working day limits						
Any on-site catering facilities provide healthier options that are actively promoted						
Rolling schedule of planned events to promote importance of healthy eating is in place						
Internal or external support is on offer for those who wish to lose weight and commit to a healthier lifestyle						
Information is made available on the benefits of physical activity and the organisation actively promotes physical activity						
The importance of minimum legally required breaks taken by all staff is communicated at all levels and employees are encouraged to undertake physical activity if they are engaged in sedentary roles, for example, office-based						
Staff are encouraged to take part in regular physical activity and opportunities to do so are actively promoted, for example, social, sports, leisure facilities						
Physical activity in the workplace and in the local area is actively encouraged and supported by the physical environment						
The organisation provides appropriate, acceptable and accessible information on healthy eating						
The organisation offers tailored programmes to improve understanding and take-up of physical activity						
The organisation promotes self-efficacy and encourages individuals to recognise their own limitations in the workplace						
The organisation promotes alternative methods of travel						

# General Analysis, Interventions and Needs (GAIN) pyramid



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## 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.

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