



WELLBEING OF INVESTIGATORS

Partnership Group
Overview of key findings



Organisation: Health

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Culture

How do you get the right culture to ensure wellbeing is a key priority for all?

The NHS have had a challenging few years due to COVID and this has naturally had an impact on staff. There is a National Direction in relation to wellbeing for NHS employers, as outlined in the [NHS People Plan](#). It can be difficult to get the approach right locally however our values are key in linking to wellbeing, such as Compassionate management, being Open and Trustworthy.

We also have to adhere to The Care Quality Commission (CQC) regulations that stipulate in Regulation 18;

Staff must receive the support, training, professional development, supervision and appraisals that are necessary for them to carry out their role and responsibilities. They should be supported to obtain further qualifications and provide evidence, where required, to the appropriate regulator to show that they meet the professional standards needed to continue to practise.

We run regular campaigns, one of which is to encourage NHS Staff to have Health and Wellbeing Conversations. Health and wellbeing conversations are intended to be regular, supportive one-to-one coaching-style conversations that focus on NHS people's wellbeing. The conversations aim to consider the whole wellbeing of an individual, to identify any areas of their life where further support may be required. Managers are supported with a that aim to support and empower them in conducting these discussions.

In Wirral Community Health and Care Trust we also send out weekly emails to all, along with a regular Wellbeing Newsletter. This communication is supported by regular VLOGS and BLOGS from the Chief Executive and Leadership Team to ensure Wellbeing remains on the agenda.

We have a Wellbeing Group that comes together to discuss latest interventions and how to support the workforce. We also ask that each area of work has a Wellbeing Guardian who is not an executive. Wellbeing Guardians look at what we are doing in the workplace and hold us to account in relation to effectiveness. They report directly to the Board of Directors and report on whether we are locally delivering what we say we are.

Team Leaders also have a monthly checklist that includes core components of their role which they have to report on including:

- Team Meetings
- Clear objectives
- Appraisals

In summary, we focus on awareness to ensure a positive working environment. Driven by senior leadership, we invest in leaders of all levels to ensure they are able to support the wellbeing of their teams by having all the information they need to do so.

Protect and Prepare

What pre-employment and in role screening do you undertake?

We have a national structure to our recruitment in the NHS. This involves:

- Right to work
- Work health screening completed by Occupational Health via an online questionnaire
- Disability and Equality Acts
- COVID risk assessment – to determine if they are in any high risk or vulnerable group in relation to COVID

Wellbeing is a key theme in our recruitment process, particularly for leadership. When we are interviewing for Senior Manager roles, we now ask the questions ‘how will you promote wellbeing in your team?’ to ensure we are recruiting leaders with the right mind-set.

Our induction processes signposts new employees to wellbeing support as well as broader support within the organisation through occupational health and staff networks.

How do you manage and monitor demand to ensure the wellbeing of your workforce?

Much like in policing, demand is a significant issue for our workforce. We work closely with trade unions to understand impact of demand on the workforce and how we can better support. We have a policy that specifically supports mental health and also utilise the HSE Policy on support in relation to equality and diversity.

We have a monthly reporting structure on targets and service contacts and ensure regular supervisory 1:1s to ensure progress but to also check whether individuals have everything they need to meet with the demand.

We are looking at the little things we can do to relieve pressures, such as organisational barriers and hindrances, small processes that may be making things more difficult. They are often minor issues but can make a significant difference to people.

We also review areas of high staff turnover to understand whether the demands of the job are too much. This is done via exit interviews and leaver questionnaires which can be done anonymously online or in a meeting with a HR representative.

Is wellbeing a key component in staff training, if so, what does this look like?

In March 2022 we will relaunch our Leadership Qualities Framework, this includes mandatory training for managers and in which wellbeing is included. We are reviewing our onboarding process as part of this, to include an online tool for prospective leaders to complete. Similar to a pre-induction for those who have been successful, this will include questions about wellbeing.

Our aim is to ensure line managers have the right training and tools, and ensuring what should be happening is happening.

Assessment and Evaluation

How do you evaluate the effectiveness of any occupational health and human resources interventions?

We undertake a series of interventions to assess wellbeing. Our monthly Team Leader checklist includes measures on appraisals which include wellbeing discussions and are required to be fed back monthly.

We participate in the national NHS staff survey which is held between October and December, which all NHS staff are required to complete. There are also local pulse surveys which we hold once a month, based around wellbeing and the People Promises set out in the People Plan.

Evaluating effectiveness of interventions can be challenging, but we do so via feedback through our engagement with staff. Feedback from the survey, pulse surveys and through our Wellbeing Guardians is key to ensuring our interventions are efficient and effective.

Engagement

How do you communicate your intent around wellbeing and share best practice?

We have a calendar of events for wellbeing, which is shared through our communication channels. Our Wellbeing group play a key role in shaping our response to these events, feeding initiatives and support to Wellbeing Champions who help embed or run locally.

Our Chief Executive Team also feature in regular communication messages about wellbeing, through VLOGS and BLOGS which are popular with the workforce. These messages include key issues such as recognition, signposting to support and can also be a mechanism to remind people of self care and to ensure they take their leave and rest days.

How do you recognise and reward your staff?

We are relaunching our Annual Awards (they have been paused due to Covid). This is an event in May/June where people can be nominated by their teams or their line managers against a set of categories. We have regular staff award ceremonies as we recognise the positive impact these can have on our employees.

We also have local recognition processes such as the 'Shout Out' scheme, where staff can nominate colleagues locally for recognition.

We also encourage line managers to recognise and give thanks for good work through team meetings, 1:2:1s, supervision and contact meetings etc. Our Chief Executives also give regular thanks through their VLOGS and BLOGS, recognising effort during times of peak demand or crisis. We also have tactical command meetings 3 times a week where we thank staff and show recognition to various teams as highlighted by attendees.

Organisation: Prison Service

Daniel Cooper, Governor & Sue Harris, HR Lead

[Risely Prison](#)



Culture

How do you get the right culture to ensure wellbeing is a key priority for all?

Her Majesty's Prison and Probation Service are under the Ministry of Justice, for whom Wellbeing is high on the agenda. We have a People Plan which is our overarching strategy, within which are a number of strands, one of which is Wellbeing. We have a Wellbeing Committee who meet monthly, and hold events to support staff, e.g. team bike ride, access to gyms etc.

We have Post Incident Care and have a trauma informed approach with informal personal support. As part of this, we hold structured post incident debriefs and hot debriefs, check on psychological safety and have a peer led group to help and support staff. At induction we provide an input to assist in better management of stress.

As an organisation, we use [PAM Assist](#) who are the Occupational Health support agency who offer counselling and support services to staff.

We do our best to ensure that colleagues are made to feel valued using a multi-faceted approach. We have support for staff with peer led support teams and through the Governor. We hold Wellbeing Days where there is a full shutdown and bespoke events are held such as providing free breakfast and signposting to support. We have also developed the use of Safe Spaces, which are dedicated rooms staff can use when they need some quiet time.

As Civil Servants, we benefit from the "[For You, By You](#)" charity for Civil Servants, who provide personal support on finances, bereavement, stress, and Wellbeing to all Civil Servants. They have a website where details are provided and services can be accessed.

As an organisation, we have Trauma Risk Management (TRiM) Teams and do much to ensure we attract the right people into these roles. This requires ensuring they are sufficiently qualified, have the necessary people skills and are empathetic to those on the front line. This sits separately to the traditional support provided by managers following post incident debriefs.

As a standard approach, we regularly hold the following interventions:

- Touch point conversations approximately every 8 weeks with staff – this is a face to face conversation of staff with manager
- Improve meetings with managers
- Forums to meet staff on the wings

There is a Ministry of Justice Initiative for proactive Mental Health Allies, who signpost and try to understand the conditions of work. These roles complement the existing Care Teams already within the prison and act as champions.

Protect and Prepare

What pre-employment and in role screening do you do?

As a Prison Service, we hold suitability interviews which includes robust vetting and physical health assessments. We share and signpost new starts to support during the induction process so that everyone is aware of what is available to them in times of need.

How do you manage and monitor demand to ensure the wellbeing of your workforce?

We train and develop first line managers to ensure that they are more aware of the needs of others and how the impact of the role can affect wellbeing. They are developed to support, listen, learn and provide feedback. We have also developed a new appraisal system to assist managers in managing demand and to ensure we have discussions on wellbeing.

In relation to what our staff are exposed to, we have a key work session with every prisoner to assess them and conduct the following:

- Risk assessments
- Review to understand the prisoners we have
- Make arrangements for staff who are looking after prisoners who have committed sexual offences/foreign nationals, etc. (This is due to the fact they may be exposed to vicarious trauma through reviewing prisoner files and any reaction from talking to the prisoners.) They are offered reflective sessions as further support.
- We have performance targets, and an 80% performance target to ensure use of force refresher training is completed.

Is wellbeing a key component in staff training, if so, what does this look like?

We hold wellbeing events at least once a quarter, these can comprise of health checks, assisting with gym programs, bike rides and staff engagement. Further to this we are also including wellbeing into existing training for managers to ensure they are upskilled, with a particular emphasis on emotional intelligence and difficult conversations. Much of this training is mandatory, which ensures that all our supervisors are equipped with the skills to undertake their role. We also offer coaching and mentoring for staff, along with a comprehensive training provision for those who wish to develop.

Assessment and Evaluation

How do you evaluate the effectiveness of any occupational health and human resources interventions?

Evaluating interventions is difficult as it is often hard to quantify. We hold a National Annual People Survey to obtain feedback on how we are doing as a management team and as a prison. We also review sickness absence on a regular basis, with a supportive approach in managing absence where weekly monitoring meetings are held to review data and to ensure that there is support in place for those who are absent.

We also have an Annual Fitness Test for prison officers which comprises of a bleep test and strength test, and there is support available to staff to help them complete this.

We have prisoners who may be in separation due to long term and complex mental health issues. The staff who work in these areas are provided with reflective practice sessions due to the nature of the day to day work they are doing and their interaction with these prisoners.

Staff who are on permanent nights are provided annual occupational health assessments.

Engagement

How do you communicate your intent around wellbeing and share best practice?

We have a communication statement around our People Plan, giving an overarching view on our approach to Wellbeing. We also have a Wellbeing Calendar, ensuring regular communication through our internal channels of key events and awareness raising days. The Governor completes a Weekly Blog that will often contain wellbeing messages, which is shared by senior leaders. We encourage managers and peers to share and push information on wellbeing to teams and networks to ensure awareness is raised. We have a statement in our People Plan.

How do you recognise and reward your staff?

We have a dedicated reward and recognition budget, overseen by a recognition panel. Nominations are made to the panel and a variety of rewards can be granted from simple things such as chocolates or breakfast vouchers, through to agreements to start late.

We also have formal recognition such as National Awards, Regional Awards and local recognition for significant number of years' service. There are also adhoc recognition opportunities such as vouchers, seasonal thank you hampers at Christmas and line management recognition through local processes.

Organisation: Policing

Detective Superintendent Pete Thorp, South Yorkshire &
Sarah-Jayne Bray, Thames Valley Police
[The National Police Chiefs Council \(NPCC\)](#)



Culture

How do you get the right culture to ensure wellbeing is a key priority for all?

Officer wellbeing is driven nationally by strategic policing partners including the National Police Chief's Council, the [College of Policing](#), HMICFRS and the Home Office. [Oscar Kilo](#), the National Police Wellbeing Service play a key role in setting the standards via the OK Blue Light Framework which is scrutinised by the HMICFRS during PEEL inspections.

At a local level, each force will have completed the Blue Light Framework, which is a benchmarking processes setting out required standards to effectively manage wellbeing in policing. The framework is created around the following key themes and requires forces to provide evidence against activity:

- Absence Management
- Creating the Environment
- Leadership
- Personal Resilience
- Mental Health
- Protecting the Workforce

In response to the OK Framework, the majority of forces will have created a Wellbeing strategy that usually sits within a broader People strategy.

Oscar Kilo also provide a variety of resources and wellbeing interventions which are available to forces however forces will often create their own interventions through their occupational health departments and in collaboration with regional colleagues. Sports and social are hugely important to local forces and most will have a variety of teams and clubs across a range of activities from football to fishing, rambling to swimming.

In most forces, wellbeing has a clear governance that aligns to the people plan and feeding single points of contacts/champions to ensure the message is effectively cascaded to the front line. All will engage trade unions and the Police Federation as part of these discussions, all of whom play a key part in developing and supporting interventions. There are also many support organisations such as [Police Care](#) and [Police Sports UK](#).

Trauma informed policing is a fast developing area for police wellbeing, with a number of forces engaging in trauma informed training that also encourages an internal awareness. A number of studies have been undertaken on this area, with a few forces engaging as pilot forces and the College of Policing have provided guidance to forces on how to take this forward locally.

In relation to Investigator Wellbeing, the NPCC have also created a [national wellbeing toolkit](#) and we work closely with the HMICFRS to ensure scrutiny on forces in relation to how they manage high risk

roles. We have recently created a new Investigator Resilience Action Plan in collaboration with the HMICFRS that will give even greater focus to the wellbeing of investigators in the future.

In summary, we have lots of support nationally through dedicated services but also through the NPCC portfolio structure with lots of areas looking to develop meaningful interventions to support our front line.

Protect and Prepare

What pre-employment and in role screening do you do?

All employees undergo a vigorous vetting process set to national standards, with enhanced requirements for roles that are identified as high risk. In terms of psychological screening, high risk roles will be subject to annual screening that aims to identify if further support is needed. The national NPCC Wellbeing of Investigators Sub Group is currently exploring minimum standards of support for all high risk roles that includes pre, during and post role screening. Oscar Kilo also provide support via [Emergency Services Trauma Intervention Programme](#), [Trauma and Risk Management \(TRiM\)](#) and [psychological surveillance](#).

Whilst not a national requirement of the promotion process, many forces will also regularly ask wellbeing based questions at promotion boards, to ensure prospective supervisors understand the expectations and duty of care responsibilities placed upon them as leaders.

How do you manage and monitor demand to ensure the wellbeing of your workforce?

Demand is a key issue for policing, as for most emergency services. It is usually considered in two forms; Operational Demand and Organisational Demand. From a national strategic perspective there are lots of work streams that are reviewing demand with key partners such as the Home Office, NPCC and the College of Policing. The HMICFRS also undertake regular inspections where they focus in part on demand as part of the PEEL programme. It is therefore imperative that forces have a clear plan on how they understand and manage demand. The majority of forces will have undertaken this via comprehensive demand reviews, many using Process Evolution, and will be developing localised responses to better understand and manage demand.

In terms of organisational demand, forces are focussing on continuous improvement with a significant emphasis on innovation and efficiency. Most will have a strategic innovation/productivity/efficiency board as part of their governance, that will highlight areas to improve bureaucracy and efficiency. As previously stated, organisational demand is a key issue for decreasing officer wellbeing and is a focus on the OK Annual survey.

Oscar Kilo produce an annual survey, supported by Durham University, that focusses on wellbeing and engagement. The survey also looks at organisational fairness and internal procedural justice, which scores forces on hindrances and barriers that employees can encounter in the workplace. This in turn has encouraged forces to be more proactive in understanding organisational demand by way of policies, procedures and resourcing. Individual force activity will differ on how they tackle this depending on their results. The HMICFRS will also review and scrutinise forces on internal demand as part of PEEL inspections.

Is wellbeing a key component in staff training, if so, what does this look like?

The OK framework encourages training for supervisors in supporting wellbeing, particularly mental health, and also for individual training on key issues like personal resilience and stress. As a result, a number of forces have trained supervisors in managing mental health and have also trained Mental Health First Aiders, [Blue Light Champions](#) and/or wellbeing SPOCs. The training is usually be-spoke to forces and will be different in each. Oscar Kilo however has a number of promoted training programmes such as their [Peer Support Programme](#) and Emergency Services Trauma Intervention Programme, where you can engage in 'train the trainer' events to bring greater consistency nationally.

The College of Policing oversee standards in policing, particularly in relation to skills and competencies via the [Competency and Values Framework](#) (CVF). Forces are required to align their mandatory training and most discretionary training with the CVF to ensure consistency. Each force however will have its own way of delivering training and ensuring that their staff are confident and competent in the workplace. Most will manage this via their People Strategies, with regular training needs analysis and skill audits.

Assessment and Evaluation

How do you evaluate the effectiveness of any occupational health and human resources interventions?

This is an area that has probably lacked focus in the response to improving wellbeing and most forces are becoming aware of the need to be evidenced based in their interventions. Practices will differ from force to force but best practice includes comprehensive business cases for new interventions, developing of specific wellbeing funding streams that require scrutiny and building wellbeing interventions into existing scrutiny and accountability boards.

The OK Framework encourages forces to incorporate wellbeing into regular supervisory 1-2-1s, with a number of forces building wellbeing into Personal Development Reviews. OK also run the annual wellbeing survey and the majority of forces run their own internal surveys to help understand staff wellbeing. The Police Federation also have a Pay and Morale survey that touches upon wellbeing issues, as well as a broader Wellbeing Survey that is due to be merged with the former to minimise survey fatigue. Findings are fed back to forces to enable them to tailor their strategies in response to key findings. Furthermore, the HMICFRS also scrutinise forces on their response to staff wellbeing which again encourages an ongoing focus on improvements and interventions.

Police has a process known as Reflective Practice, usually used as part of early intervention of possible misconduct but also as part of a learning organisational culture. A number of forces are encouraging RP as a way of looking at individual wellbeing and there are other interventions that are also promoted locally and nationally such as Wellness Action Plans. The Wellness Action Plans encourage individuals to focus on what would help improve their personal resilience, what can trigger a change in their wellbeing and how supervisors can support them in the workplace.

Engagement

How do you communicate your intent around wellbeing and share best practice?

Nationally, OK have an engaged communication team who message local forces via SPOCs to highlight emerging best practice and upcoming events. Colleagues are encouraged to submit best practice for sharing with colleagues at events or online via the website.

At a local level, most forces will have a communication strategy linked to their wellbeing work that ensure regular engagement with the workforce. Channels such as the intranet, newsletters, force emails are key with many forces having an online, one stop show type portal of all wellbeing interventions.

How do you deal with reward and recognition?

Policing has a long history of recognising staff through awards and commendations at both a local and national level. Majority if not all forces will have a series of awards including Commendations, Force Awards and Recognition events that celebrate achievement and recognise the commitment of staff. Police Federation also have annual award ceremonies and we have a clear governance process to nominate colleagues for royal honours such as QPMs and OBEs.

Reward is a topical issue for investigators particularly and work is ongoing around remedying the disparity in pay between response officers and investigator colleagues. Some forces currently offer bonus or special priority payments for certain roles, depending on factors such as risk, safety and complexity.

Reward is wider than monetary issues, most forces will be engaged in a local reward scheme with many signed up to the Blue Light Card that offers discounts at a variety of restaurants, shops and entertainment venues.

Further to the above, supervisors in most forces are encouraged to engage in regular local recognition through Performance Development Reviews and similar or in a more informal fashion through thank you letters and cards.