



Austerity and Wellbeing in Policing: A Case Study of a Wellness Programme

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Time for Justice

- ❖ Surveys of Inspecting ranks England and Wales (January 2011) and Scotland (September 2011)
- ❖ Response rates 52% and 40% (5,000 responses)
- ❖ Hours of work, recording hours of work, motivation for long hours of work, adverse health and social effects
- ❖ 1/3rd completed free text questions
- ❖ ESRC KEO focus on long hours of work and wellbeing involving OSH and HR professionals



Individual and Organisational Responsibilities towards Well-being

“individuals have a fundamental responsibility to look after their own health, but this demands an understanding of how individuals’ perceive the risks to their health”

“employers bear the primary responsibility for establishing the conditions and practices in the workplace which minimise the likelihood of people being made ill by their jobs” ... and in so doing to ... “move beyond the traditional health and safety agenda”

Dame Carol Black (2008) *Working for a Healthier Tomorrow*, London: TSO



Some 'Key' Findings

- ❖ Normalisation of long hours so that long hours become accepted and unchallenged
- ❖ Promotion offered as a reward for long hours
- ❖ Inequity across job roles – time greedy roles in CID and neighbourhood policing. Shift work becomes attractive.
- ❖ Hours gap – under-recording of actual hours, poor practice and incomplete record
- ❖ Health gap – under-recording of adverse health effects



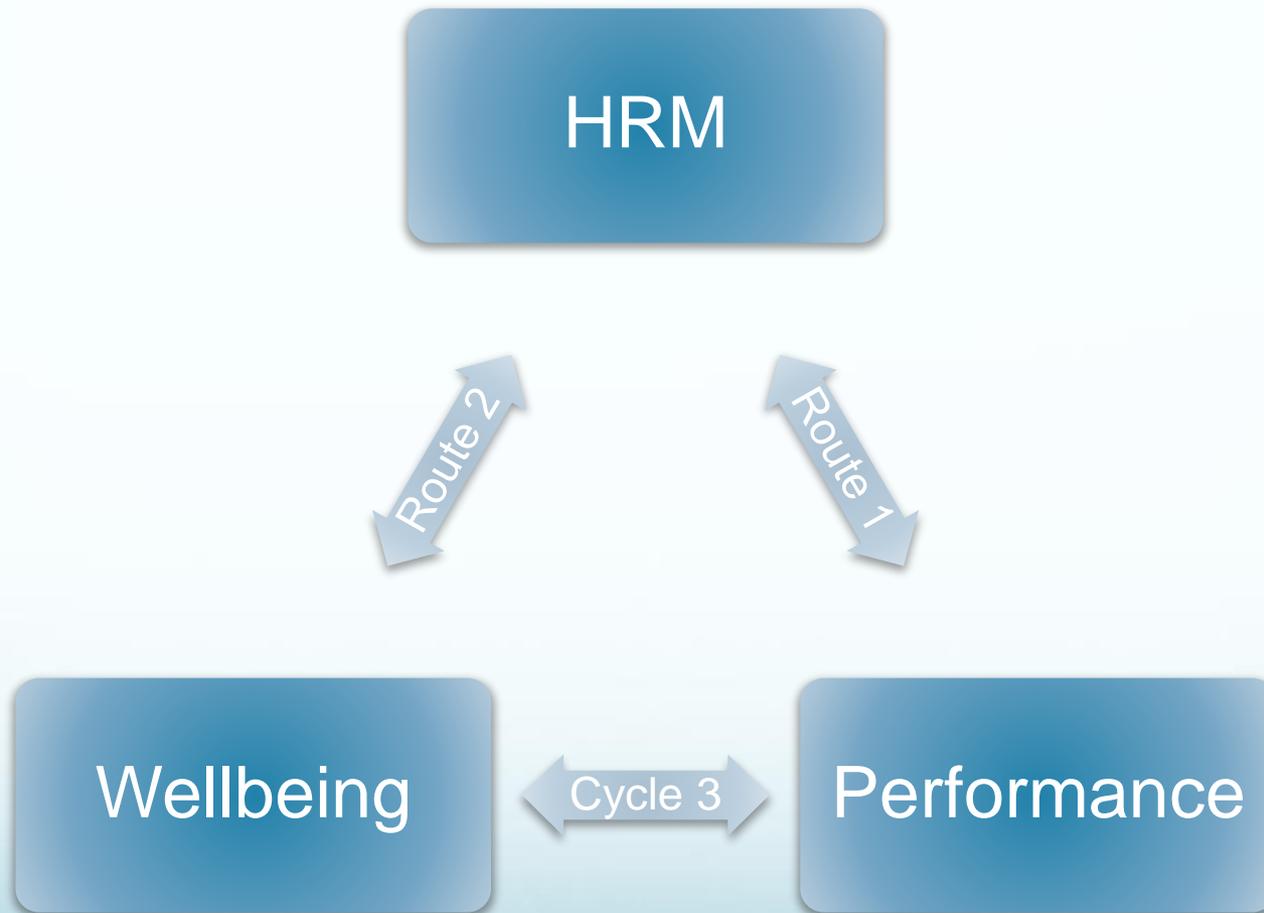
The Role of Middle Managers



- ❖ Vulnerable in any re-organisation (Redman et al 1997, BUPA, 2013)
- ❖ Critical to success of re-organisation (Caless)
- ❖ Commonly cited source of stress at work (CIPD People Management March 2014)
- ❖ Middle managers consistently the least resilient in any organisation (Robertson Cooper)
- ❖ “the best health adjustment that you can make for someone who is under too much pressure is to give them a great line manager” (Work Foundation)



HRM, Wellbeing and Performance



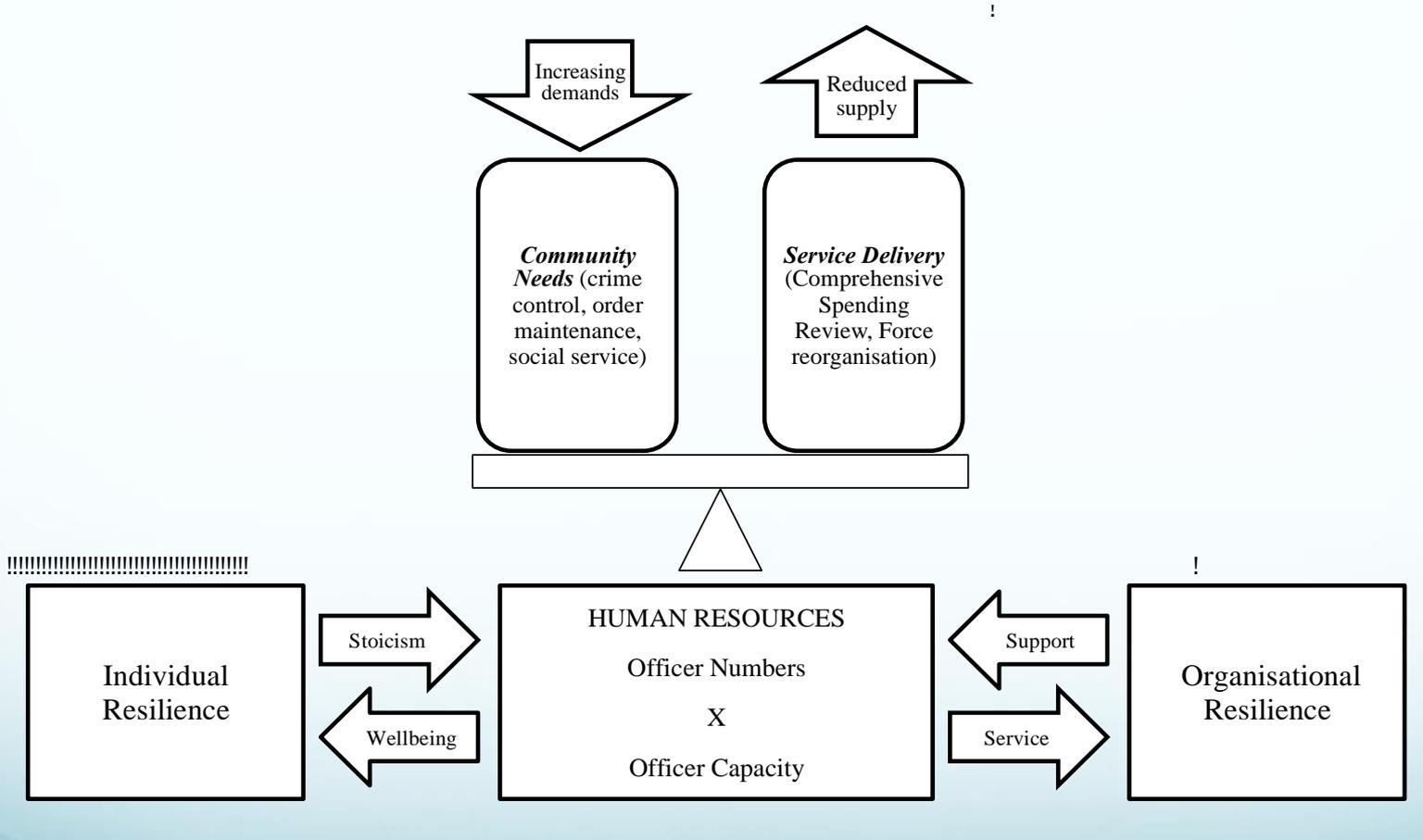


Common Well-being Policies

- ❖ Token responses – bananas, gym membership, yoga, meditation
- ❖ More comprehensive Employee Assistance Programmes
- ❖ Don't uncover or address underlying causes of well-being deficit



Well-being and Resilience





Adverse Effects of Long Hours of Work



| % Inspectors reporting adverse effects on ... | England and Wales Jan 2011 | Scotland Sept 2011 |
|---|----------------------------|--------------------|
| Health | 44.3 | 38.5 |
| Sleep | - | 52.1 |
| Energy levels | - | 54.1 |
| Work relationships | 12.2 | 11.1 |
| Family relationships | 53.0 | 56.8 |
| Social life | 44.0 | 50.6 |
| Community activities | - | 21.5 |
| Personal hobbies and fitness | - | 56.8 |
| N | 4,589 | 449 |



A Case Study Wellness Programme

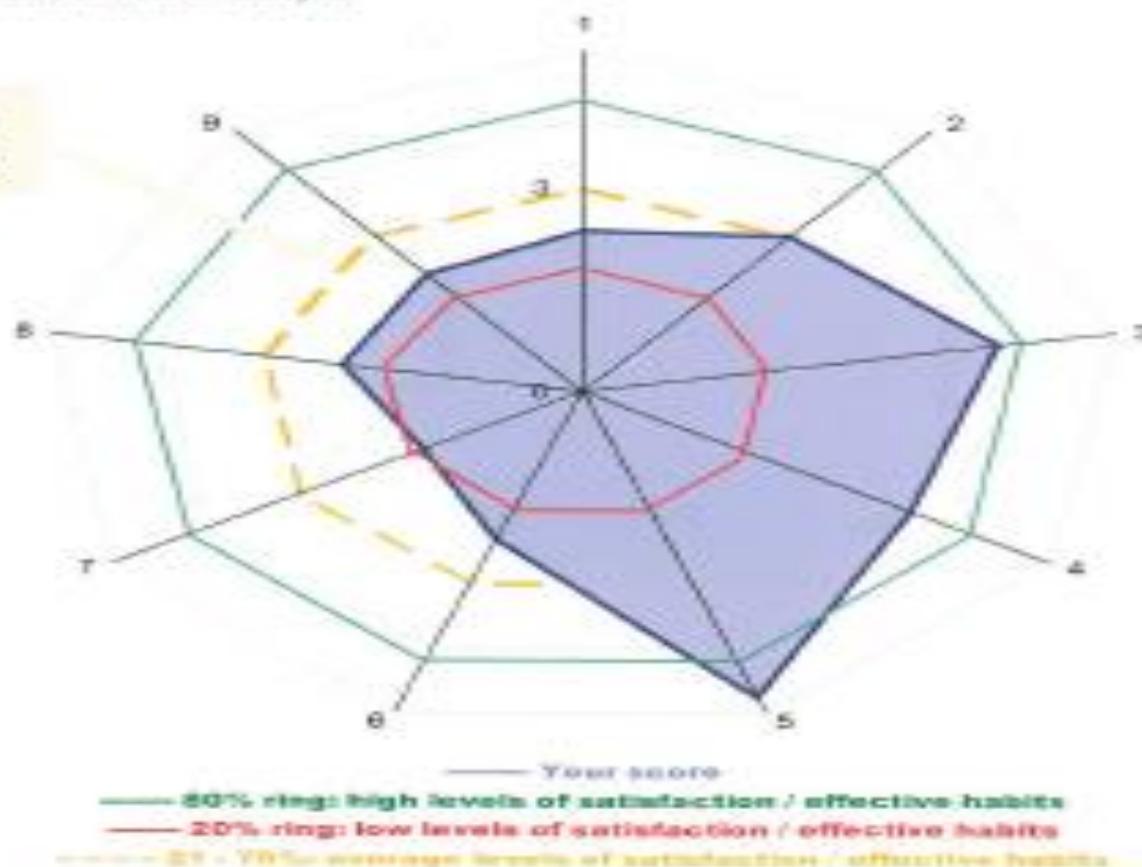
- ❖ ‘Pre-emptive’ programme
- ❖ Personal Wellness Profile
- ❖ Team Wellness profile (line managers)
- ❖ Strategic management link KPIs to wellness reporting (SMTs)

Personal Wellness Profile Whole Life: 9 Dimensions

Dimensions / Axes:

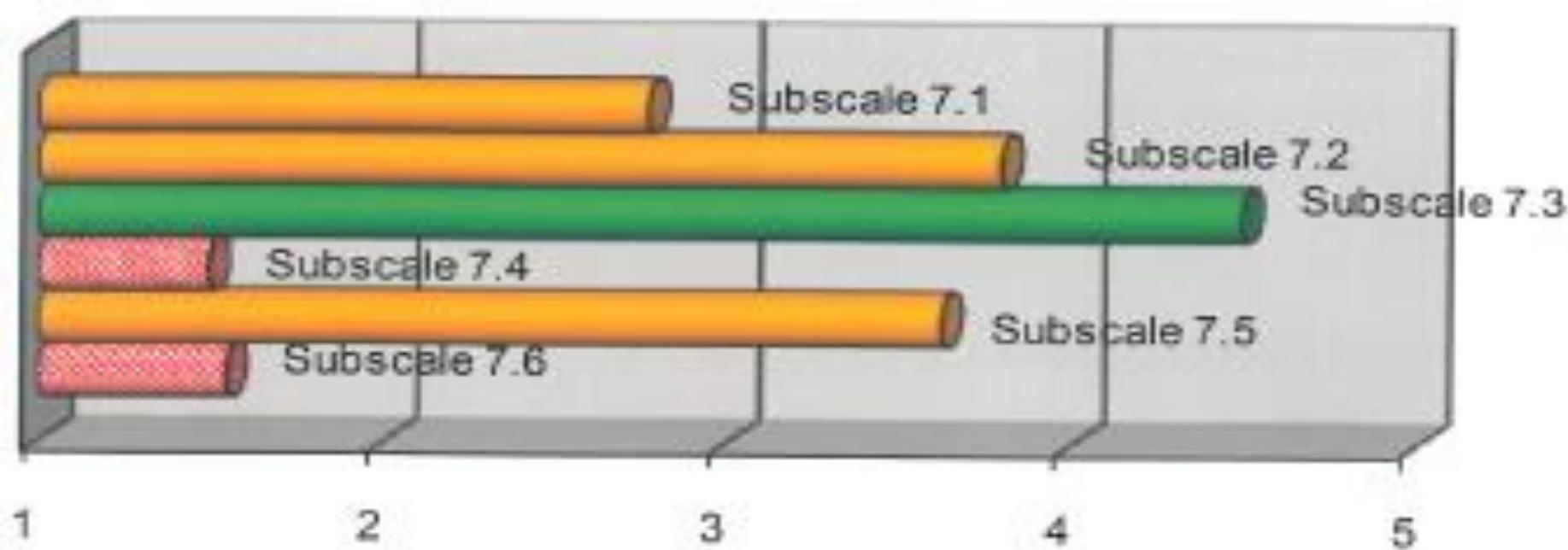
- 1: Satisfaction with Lifestyle
- 2: Coping with Pressure
- 3: Wellness Behaviours
- 4: Managing Personal Health and Work Issues
- 5: Attitudes towards an Active Lifestyle
- 6: Mental Well-being
- 7: Pace of Life
- 8: Physical Health
- 9: Stress

Latest Norms



Personal Wellness Profile: Subscales & Lifestyle Factors

7: Pace of Life



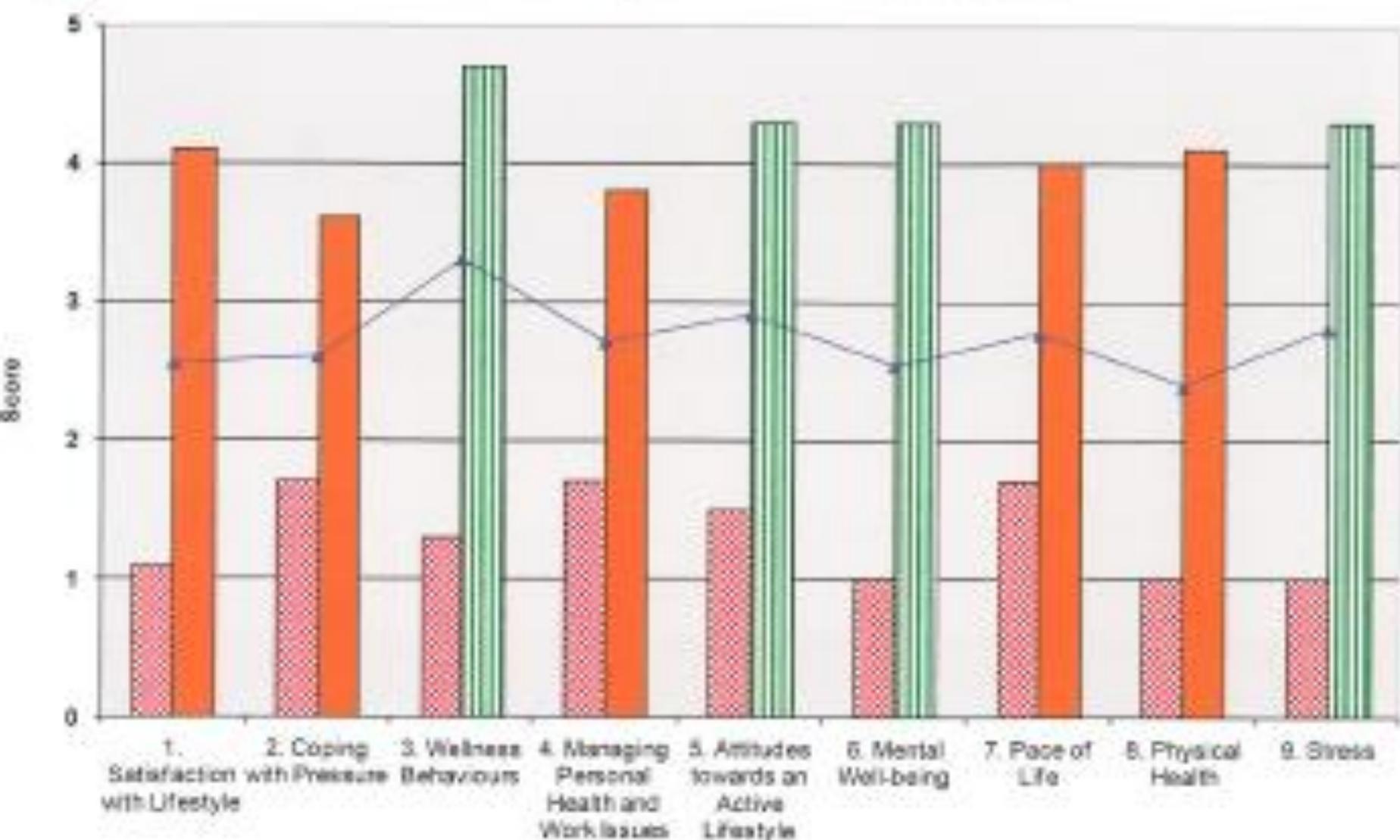
7.1 Volatility (or reactivity) 7.2 Ambitiousness

7.3 Social interaction and relaxation 7.4 Time-pressure

7.5 Perfectionism 7.6 Hyper-activeness

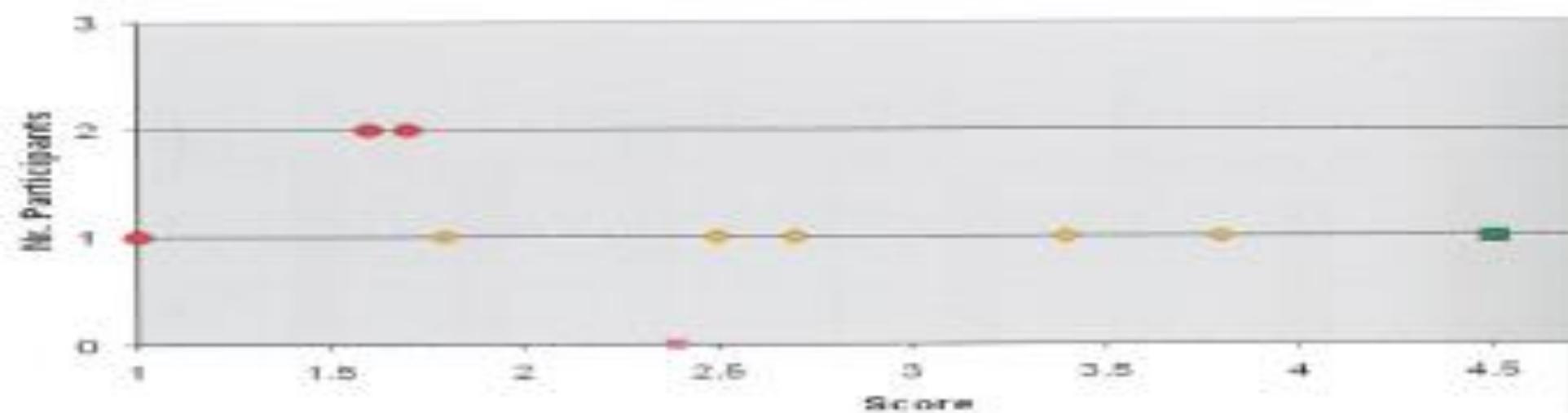
Team & Organisational Wellness Reporting

Organisational Wellness Report: 9 Dimensions



Team Report - 44 sub scales

9.1 Negative spill



9.2 Work environment





Outcomes and Reflections



- ❖ Implemented September 2009
- ❖ Austerity from June 2010
- ❖ Impact 1 Difficult to implement wellness programme due to cut backs. Low participation in PWPs and poor training of line managers (Inspecting Ranks).
- ❖ Impact 2 Extreme pressure on performance starts a downward cycle on wellbeing (Route 1 and cycle 3 in Figure 1). Adds to work tasks of already hard pressed line managers
- ❖ Hygiene factors undermined (health, safety and working conditions) so wellbeing and performance are undermined