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

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ESRC/BAM Manchester May 2014

ESRC Award No ES/K0056181/1
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”

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

HRM

Wellbeing

Performance

Route 1

Route 2

Cycle 3
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

![Diagram showing the relationship between increasing demands, reduced supply, community needs, service delivery, human resources, and organisational resilience.]

**Figure 1.** Resilience and the 'tipping point'

- **Community Needs** (crime control, order maintenance, social service)
- **Service Delivery** (Comprehensive Spending Review, Force reorganisation)
- **HUMAN RESOURCES**
  - Officer Numbers
  - Officer Capacity
- **Stoicism**
- **Wellbeing**
- **Support**
- **Service**

Increasing demands lead to reduced supply, impacting community needs and service delivery. Human resources, including officer numbers and capacity, are crucial for maintaining organisational resilience.

Institution: E.S.R.C. Economic & Social Research Council

[Cardiff Business School, Cardiff University]
Adverse Effects of Long Hours of Work

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

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80% ring: high levels of satisfaction / effective habits
20% ring: low levels of satisfaction / effective habits
91-79%: average levels of satisfaction / effective habits

Personal Wellness Profile: Subscales & Lifestyle Factors

7: Pace of Life

Subscale 7.1
Subscale 7.2
Subscale 7.3
Subscale 7.4
Subscale 7.5
Subscale 7.6

- 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

1. Satisfaction with Pressure with lifestyle
2. Coping Behaviours
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
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 cutbacks. Low participation in PWP\s 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