

Wellness and Stress Management Procedure

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PROCEDURE OVERVIEW.

Wiltshire Police and the OPCC for Swindon and Wiltshire are committed to protecting and improving the health and wellbeing of their staff, by adopting policy and practice that enables the organisation and individuals to embrace health and wellbeing in the workplace. The objective of this procedure is to provide a suitable framework by which Wiltshire Police and Swindon and Wiltshire OPCC can comply with health and safety legislation and identify and proactively manage organisational risk factors which can result in work related physical and mental ill health. The procedure recognises that work-related stress can affect the mental and physical health of its employees and work-related stress is a health and safety issue which is taken seriously by both organisations.

GLOSSARY OF TERMS.

Term	Meaning
RIDDOR	Reporting of Injuries Diseases and Dangerous Occurrences Regulations
HSE	Health and Safety Executive

MONITORING and REVIEW.

The Wellbeing and Stress Management Procedure document will be monitored and reviewed every three years by the Head of Health and Safety. The Force Occupational Health and Safety Committee and Strategic People Board will all oversee and monitor the effectiveness of the procedure, delivery plans and other measures to reduce work related stress and promote health and wellbeing. The Occupational Health and Safety Committee will be responsible for approval and monitoring the procedure document and its implementation on a regular basis.

PROCEDURE.

1. Legal Requirements.

The **Health and Safety at Work etc Act 1974** is the primary piece of legislation covering occupational health and safety in the United Kingdom. Section 2 of the Act requires the employer to ensure, so far as is reasonably practicable, the health, safety and welfare of all its employees. This includes the provision and maintenance of a safe working environment, so far as is reasonably practicable, without risks to health and adequate as regards facilities and arrangements for their welfare at work.

Section 7 of the Act requires all employees to take reasonable care of their own health and safety and that of those who may be affected by their acts and omissions at work.

It is also the responsibility of all employees to co-operate with their employer to ensure they can fulfill their legal obligations.

The Management of Health and Safety at Work Regulations 1999 require the employer to make a suitable and sufficient assessment of:

- a. The risks to the health and safety of his employees to which they are exposed whilst they are at work; and
- b. The risks to the health and safety of persons not in his employment arising out of or in connection with the conduct by him of his undertaking.

The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 place an absolute duty on organisations to report specified injuries, diseases and dangerous occurrences in the workplace to the local regional office of the Health and Safety Executive (HSE).

The HSE Management Standards advocate a preventative approach to reducing work related stress. The approach involves targeting six main working conditions (demands, control, support, relationships, role and change) and specifies management practises that will help to ensure that these potential sources of stress do not actually act as stressors for employees in the workplace. Although not legally binding, the HSE Management Standards are encouraged and provided as best practice. These standards are supported and adopted by Wiltshire Police and the OPCC and are integral part of our wellbeing being strategy, in order to promote and support the health, safety and welfare of all its employees.

2. Wiltshire Police and OPCC Wellbeing Strategy and Vision.

‘We will ensure that wellbeing is considered in every key decision made within Wiltshire Police that directly impacts the workforce. We promise to provide all staff with the information, help and support they need to take care of themselves both physically and mentally. We are committed to making Wiltshire Police and the OPCC an environment where people want to work and where staff thrive for their entire careers.’

Wellbeing is everyone’s responsibility; to achieve our vision everyone plays a part. While life is full of obstacles and barriers to good wellbeing, the solution often starts with ourselves:

- Individuals: have a responsibility to engage with wellbeing lifestyle behaviours.
- Managers and Leaders: have a responsibility to monitor the wellbeing of their staff and team, providing guidance, signposting and engaging with our wellbeing provision.
- The Organisation: has a legal and moral responsibility to provide its entire work force with the information to support their wellbeing, both physically and mentally.

The overarching Wiltshire Police and OPCC Wellbeing Strategy 2025 – 2028 recognises the unique challenges and stresses inherent in policing, our Wellbeing Strategy is

committed to fostering a supportive environment that prioritises mental, physical and emotional health. The wellness action and delivery plan sets our key deliverables within the strategy over the next three years.

3. Blue Light Wellbeing Framework.

The Blue Light Wellbeing Framework (BLWF) was introduced through the College of Policing in 2017. It contains learning from across the service, academia and the UK Health Security Agency to provide a self-assessment tool that sets a new standard for wellbeing in policing showing commitment to health and wellbeing.

Wiltshire Police and the OPCC are committed to supporting and progressing the Blue Light Framework and after the introduction of an updated Framework in 2024 Wiltshire Police have worked to self-assess our wellbeing provision across the seven pillars of the Framework. The results have been used to guide the future of wellbeing within Wiltshire Police, identifying areas of focus across the lifespan of this Strategy.

Wiltshire Police and the OPCC are also committed to the 'Blue Light Together' charter, the 'Mental Health & Work Commitment'. The charter commits us to knowledge sharing between Emergency Services, while the commitment guides us through a set of standards for supporting the mental health of emergency workers and is endorsed by the Royal Foundation.

We are also aligned with the NPCC Wellbeing & Engagement working group and Oscar Kilo, a web resource funded by Public Health England (PHE) that contains the College of Policing Blue Light Wellbeing Framework. Wiltshire Police will utilise the evidence-based self-assessment tool tailored to the needs of policing, to continuously improve how we support our people.

4. Police Covenant.

Wiltshire Police and the OPCC are fully committed to and have signed up to the Police Covenant, which is a pledge to help those who serve this country and specifically to recognise the bravery, commitment, and sacrifices of those who work or have worked in policing. The covenant also states that the families of serving officers and staff are supported and that former members of the police workforce in England and Wales are not disadvantaged as a result of working in policing.

5. Operation Hampshire.

Operation Hampshire is committed to changing the culture in support of our officers and staff by considering the impact and reacting accordingly to the individual's needs.

Operation Hampshire is embedded within Wiltshire Police and governed through the Operation Hampshire Steering Board. Working with the national lead, local lead, the Health & Safety team and chief officers we will strengthen the message and ensure that all officers and staff are aware of the 7-point plan on responding to assaults on emergency services workers.

6. Stress.

What is Stress?

Stress is the adverse reaction people have to excessive pressures or other types of demands placed on them. There is a clear distinction between pressure, which can be a motivating factor and stress which can occur when this pressure becomes excessive.

Stress is experienced when a person cannot cope with the pressures and demands placed upon them either in their work and/or personal lives.

Stress in our Organisation.

The working environment of police officers and operational police staff members means that they may have to face traumatic incidents often with confrontational, face to face contact with the public, dealing with bereaved family members, and dealing with death or serious injury. All staff can be expected to carry the memories of difficult work related experiences which may impinge on their job for example, dealing with fatal road traffic incidences, cases of child abuse, control room operators managing stressful incidents and word processing operators typing fatal road traffic collision reports.

Additional pressures are created by the demands staff place upon themselves, based on their own needs and perceived or actual expectations of themselves. These can also be exacerbated by personal circumstances. The HSE guidance document entitled "Striking the balance between operational and health and safety duties" also recognises the inherently stressful, unpredictable and dangerous nature of operational police business and sets out the expectations on the police service in relation to the management of these situations.

Definition of Stress.

The Health and Safety Executive defines stress as "the adverse reaction people have to excessive pressure or other types of demand placed on them". This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

7. Health and Safety Executive – Management Standards.

The Management Standards have been produced by the HSE to reduce the levels of work related stress reported by British workers. The Management Standards represent a set of conditions that reflect high levels of health, wellbeing and organisational performance.

The Management Standards and supporting processes are designed to:

- Help simplify risk assessment for work related stress.
- Encourage employers, employees and their representatives to work in partnership to address work related stress throughout the organisation.

- Provide the yardstick by which organizations can gauge their performance in tackling the key causes of stress.

The Management Standards cover six key areas of work design that, if properly managed, are associated with improved health and wellbeing, higher productivity and improved attendance. The six Management Standards cover the primary sources of stress at work. Please refer to [Appendix A](#) for full details of the standards.

These are:

- **Demands** – includes issue like workload, work patterns and the work environment.
- **Control** – how much say the person has in the way they work.
- **Support** – includes the encouragement sponsorship and resources provided by the organisation, line management and colleagues.
- **Relationships** – includes promoting positive working to avoid conflict and dealing with unacceptable behavior.
- **Role** – whether people understand their role within the organisation and whether the organisation ensures that they do not have conflicting roles.
- **Change** – how organisational change (large and small) is managed and communicated within the organization.

The Health and Safety Executive's Management Standards are used as a tool to manage emotional well being across the Force. A managing wellbeing and personal risk assessment template is in place to assist Line Managers, Human Resources Business Partners, Occupational Health Staff with managing the wellbeing of officers and staff associated with work practices. The template should be used to record discussions and completed in consultation with the staff member and at the time of the discussion and can be used in a variety of circumstances including:

- PDR's.
- 121's where staff indicate wellbeing concerns.
- Return to work interviews.
- Case conferences.
- Workplace assessments by OHU staff.
- OHU management referrals.
- Wellness Action Plans

8. Wellness Delivery and Communications.

Wiltshire Police have a dedicated Wellness Delivery Manager to drive the Wellness Strategy, as part of this work a [Wellness SharePoint](#) site has been developed and launched on the Force SharePoint system. All staff and management have full access to the site which provides information and advice relating to organisational and individual health and wellbeing.

9. Information and Training.

Staff receive information and training in relation to health and wellbeing and wellness in the workplace as part of learning and development training programs and modules, including police officer and police staff induction, management training and risk assessment training. The health and wellbeing training session is provided by the Occupational Health Unit and incorporates stress management, TRiM, early intervention, resilience and self-awareness and responsibility. The Force also have a number of well-established employee support groups for menopause support, cancer support and Police Tots for new and expectant mothers and fathers.

10. HR Business Partnering.

Wiltshire Police and the OPCC is committed to promoting a healthy and productive workplace through developing effective policies for managing people issues. By adopting progressive people management practices such as flexible working, good line management and involving and consulting with our employees, the organisation will be able to contribute to the wellbeing of staff and will see higher levels of commitment and satisfaction and a reduction in levels of stress.

Wiltshire Police and the OPCC work closely with staff support networks and staff associations using the consultation framework to ensure meaningful and appropriate communication and consultation on organisational change. Communications strategies are prepared and delivered detailing clear time frames and information regarding the reasons for the proposed changes. Suitable employee consultation arrangements are in place including suitable opportunities for employees to influence change proposals where appropriate.

11. Occupational Health Department and wider support.

Wiltshire Police and the OPCC employ a professional OHU department providing comprehensive occupational health services. The includes a full time mental health nurse practitioner. Wiltshire Police have also trained and equipped a number peer supporters to support officers and staff.

Wiltshire Police also have a number of fully trained Oscar Kilo 9 wellbeing dogs and their handlers.

- Provide specialist advice and guidance to the Force in line with government legislation.
- Provide support and guidance for managers to allow them to manage staff with health related issues.
- Provide practical and confidential occupational health support for all staff.
- Provide access to various services that aim to support staff in relation to their work (see below)
- Provide advice and guidance on health work practices, working closely with managers, people services and staff to ensure all aspects of health are explored in

relation to the work environment.

- Provide information to all employees regarding healthy work practices and support system in the workplace are discussed during the induction programme, occupational health provides information regarding stress management and self care.
- This includes health issues that affect work as well as health issues that are caused by, or are affected by work

12. Employee Assistance Programme.

Wiltshire Police and OPCC also offer a twenty four hour employee's assistance program, this is accessible to all officers and staff and their families for free confidential advice and support.

13. Trauma Risk Incident Programme (TRiM).

Wiltshire Police recognises the importance of providing psychological support to staff subject to operational incidents identified as traumatic and in the preceding years have implemented a number of methods such as the appointment of a welfare officer and critical incident debriefing to address this issue.

Since 2006, the Force has adopted Trauma Risk incident Management (TRiM). TRiM is a highly effective tool to assist with early identification of problems that may lead to sickness absence and works by using set factors and questions to assess an individual's response to a particular situation or incident, thereby providing a structured and consistent approach for management to apply. The Force employ a TRiM Coordinator within the OHU team.

RELATED DOCUMENTS and Authorised Professional Practice.

GRA 184 Health, Wellbeing and Stress Management.

DATA PROTECTION AND FREEDOM OF INFORMATION.

Any information relating to an identified or identifiable living individual recorded as a consequence of this procedure will be processed in accordance with the Data Protection Act 2018, UK General Data Protection Regulations and the [Data Protection Policy](#).

This document has been assessed as suitable for public release.

HUMAN RIGHTS AND EQUALITY IMPACT.

This procedure has been drafted to comply with the principles of the Human Rights Act 1998 and Equality Act 2010. Members of Wiltshire Police administering this procedure are responsible for ensuring that in its application, those to whom the procedure applies, shall not receive less favourable treatment because of their age, disability, gender re-assignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

APPENDIX A.

Health and Safety Executive Management Standards.

Demands.

The standard is that:

- Employees indicate that they are able to cope with the demands of their jobs, and
- Systems are in place locally to respond to any individual concerns.

What should be happening or states to be achieved:

- The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work.
- People's skills and abilities are matched to the job demands.
- Jobs are designed to be within the capabilities of employees, and
- Employees concerns about their work environment are addressed

Control.

The standard is that:

- Employees indicate that they are able to have a say about the way they do their work, and
- Systems are in place locally to respond to any individual concerns.

What should be happening or states to be achieved:

- Where possible, employees have control over their pace of work.
- Employees are encouraged to use their skills and initiative to do their work
- Where possible employees are encouraged to develop new skills to help them undertake new and challenging pieces of work.
- The organisation encourages employees to develop their skills.
- Employees have a say when breaks can be taken, and
- Employees are consulted over their work patterns.

Support.

The standard is that:

- Employees indicate that they receive adequate information and support from their colleagues and superiors; and
- Systems are in place locally to respond to any individual concerns.

What should be happening or states to be achieved:

- Systems are in place to enable and encourage managers to support their staff.
- Systems are in place to enable and encourage employees to support their colleagues.
- Employees know what support is available and how and when to access it.
- Employees know how to access the required resources to do their job
- Employees receive regular and constructive feedback, and
- The organisation has policies and procedures to adequately support employees.

Relationships.

The standard is that:

- Employees indicate that they are not subjected to unacceptable behaviours e.g. bullying at work
- Systems are in place locally to respond to any individual concerns.

What should be happening or states to be achieved:

- The organisation promotes positive behaviours at work to avoid conflict and ensure fairness.
- Employees share information relevant to their work.
- The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour.
- Systems are in place to enable and encourage managers to deal with unacceptable behaviour, and
- Systems are in place to enable and encourage employees to report unacceptable behaviour.

Role.

The standard is that:

- Employees indicate that they understand their role and responsibilities; and
- Systems are in place locally to respond to any individual concerns.

What should be happening or states to be achieved:

- The organisation ensures that, as far as possible, the different requirements it places upon employees are compatible.
- The organisation provides information to enable employees to understand their role and responsibilities.
- The organisation ensures that, as far as possible, the requirements it places upon employees are clear, and

- Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.

Change.

The standard is that:

- Employees indicate that the organisation engages them frequently when undergoing an organisational change, and
- Systems are in place locally to respond to any individual concerns.

What should be happening or states to be achieved:

- The organisation provides them with timely information to enable them to understand the reasons for the proposed change
- The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals.
- Employees are aware of the probable impact of any changes to their jobs. If necessary employees are given training to support any changes to their jobs.
- Employees are aware of the timetables for changes, and
- Employees have access to relevant support during changes.

^ Revision History

Version	Date	Summary of changes
6.0	29.05.2025	Standard review – procedure aligned to new Force and OPCC Wellness Strategy for 2025