

## National Vulnerability Action Plan (NVAP)

### **Action Impact Toolkit**

#### **2.6.2 Officer/Staff Norms**



## Action Impact Toolkit Guidance Notes

The National Vulnerability Action Plan (NVAP) has been adopted by all forces across England and Wales and seeks to create a more coordinated, consistent and holistic policing response to vulnerability.

The aim of this toolkit is to help forces measure and track the impact of fully embedding an NVAP action within their force as well as providing suggested steps in the form of evidence-based activities and outputs that can be taken to achieve this. Long term impacts for both the organisation and externally (i.e. victims and the public) have been identified as well as suggested ways in which to measure these.

There are four parts to the toolkit:

### 1. Impact Statement

This is the **headline information** summarised from the logic model and supporting information. This sheet is provided for those who only require an **overview of the toolkit**.

This sheet provides the reader with the key information of:

- What do we mean? – clarifying the action objectives
- What do we need? – key activities for the force
- How do we know? – a few suggested impact measures

The sheet also sets out the long-term impacts the force could expect to see from embedding the action. There is one organisational impact, i.e. the impact on the workforce and how it operates, and one external impact i.e. the impact on victims, the public and communities.

### 2. Logic Model

**This is the main element of the Action Impact Toolkit.**

A logic model is a graphical representation of the relationships between a problem, action or intervention, and measurement of success. For more information see: <https://www.college.police.uk/research/practical-evaluation-tools>

There is one logic model per objective within the NVAP action and has the following elements:

- **Situation** – this provides an overview of the current situation in relation to the objective
- **Activities** – this column contains key activities that forces could put in place to help them achieve the objective
- **Outputs** – this column identifies main outputs from the force putting the activity in place
- **Short to Medium Term Impacts** – this column provides a number of impacts that the force could expect to see in the short to medium term from putting the activities in place. These will all link into the long-term impacts identified at the top of the sheet
- **Impact Assessment** – these are prompt questions for forces to encourage them to consider how they might best want to measure impact
- **Suggested Measures** – this column provides a number of suggested measures forces can use to help them measure impact. **These are not prescriptive.** Where relevant these have been linked to the PEEL Assessment Framework measures
- **Unintended Consequences** – this section identifies a number of consequences that may occur from embedding the action within the force which could be considered as having a negative impact on other areas of policing

*It is not expected that a force would put in all activities at once. In fact, some forces may find they are already doing some of the activities or alternatively will identify key gaps they can begin to address.*

### 3. Supporting Information

This part of the toolkit provides **additional information, evidence and key links** to the logic models as well as setting out which of the **policing perennial issues** are linked to the NVAP action.

The toolkits have been developed using a variety of evidence including a review of academic and grey literature, policies, guidance, inspection reports, PCC plans and force NVAP benchmarking reports, as well as conducting scoping chats with relevant departments and organisations. Forces have also been consulted throughout the development of the model with feedback collated and incorporated.

This sheet is intended for those who would like to find out further information on the activities suggested in the logic model.

### 4. Impact Realisation Plan

This part of the toolkit has been designed to help forces identify and prioritise which elements of the logic model they would like to focus on, what they will do to put the activity in place and to consider how they might want to measure the impact. **It is not expected that forces implement all the suggested activities at once.** This tool is similar to the Benefits Realisation Toolkit used by the VKPP Peer Review Team.

It may be helpful to ask a few questions to be clear about what you are trying to achieve:

- Why are we doing this?
- What do we want to achieve?
- What does success look like?
- Who will benefit and how?
- How will we track and measure the short, medium and long term impacts?

### Contacts

For any queries about the toolkit please contact: [VKPP@norfolk.police.uk](mailto:VKPP@norfolk.police.uk)

## VKPP IMPACT STATEMENT

## Action 2.6.2 Officer/Staff Norms

**Recognise that officer/staff norms will change from exposure to aspects of criminality/vulnerability and that these need to be re-set so that thresholds of acceptability are maintained**

<p><b>Objective 1: To re-set thresholds of acceptability through training and briefings ensuring officers and staff are better equipped to recognise individuals at risk of harm and respond to their vulnerability appropriately</b></p>	<p><b>Objective 2: Ensuring through supervision and leadership that officers and staff are better supported to re-set their thresholds of acceptability and thus recognise and respond to vulnerability-related risk consistently</b></p>
<p><i>What do we mean?</i> Training and briefings are provided which help officers/staff identify and re-set changes in their thresholds of acceptability ensuring they can still respond appropriately to vulnerability</p> <p><i>What do we need?</i> Officers and staff to have knowledge of and receive training in:</p> <ul style="list-style-type: none"> <li>• Signs of trauma, compassion fatigue and burn-out</li> <li>• Coping mechanisms</li> <li>• Identifying vulnerability and vulnerability-related risk of harm</li> <li>• Expected behaviours and attitudes</li> </ul>	<p><i>What do we mean?</i> The culture of the force is supportive in helping officers/staff re-set thresholds of acceptability ensuring they can still respond appropriately to vulnerability</p> <p><i>What do we need?</i> A compassionate and supportive culture that:</p> <ul style="list-style-type: none"> <li>• Ensures officers/staff feel safe and supported in the working environment</li> <li>• Trains supervisors in how to support the wellbeing of their staff and are themselves supported</li> <li>• Provides a range of wellbeing strategies that can be tailored to individual need</li> <li>• Takes learning and activates from Action 2.6.3 Recruitment</li> </ul>

**How do we know? Related PEEL Measures**

2.1 The workforce interacts with the public fairly and respectfully  
 9.1 The force understands the main factors that influence its workforce’s well-being, and takes effective action to address any related problems.  
 9.3 The force is effectively developing its workforce and first-line leaders.  
 10.2 The force’s leaders are visible and effective

### ORGANISATIONAL IMPACT

A supported and resilient workforce who can recognise and manage the effects of exposure to aspects of criminality/vulnerability (e.g. compassion fatigue, moral injury and vicarious trauma) leading to a healthier workforce, reduced sickness levels and increased retention.

### EXTERNAL IMPACT

Victims, communities and the public experience an appropriate level of response from police and are always treated with dignity and respect leading to improved relationships and better engagement.

**Action Detail**

**Recognise that officer/staff norms will change from exposure to aspects of criminality/vulnerability and that these need to be re-set so that thresholds of acceptability are maintained**

**Objective**

- To re-set thresholds of acceptability through training and briefings ensuring officers and staff are better equipped to recognise individuals at risk of harm and respond to their vulnerability appropriately
- Ensuring through supervision and leadership that officers and staff are better supported to re-set their thresholds of acceptability and thus recognise and respond to vulnerability-related risk consistently

**Long Term Impacts**

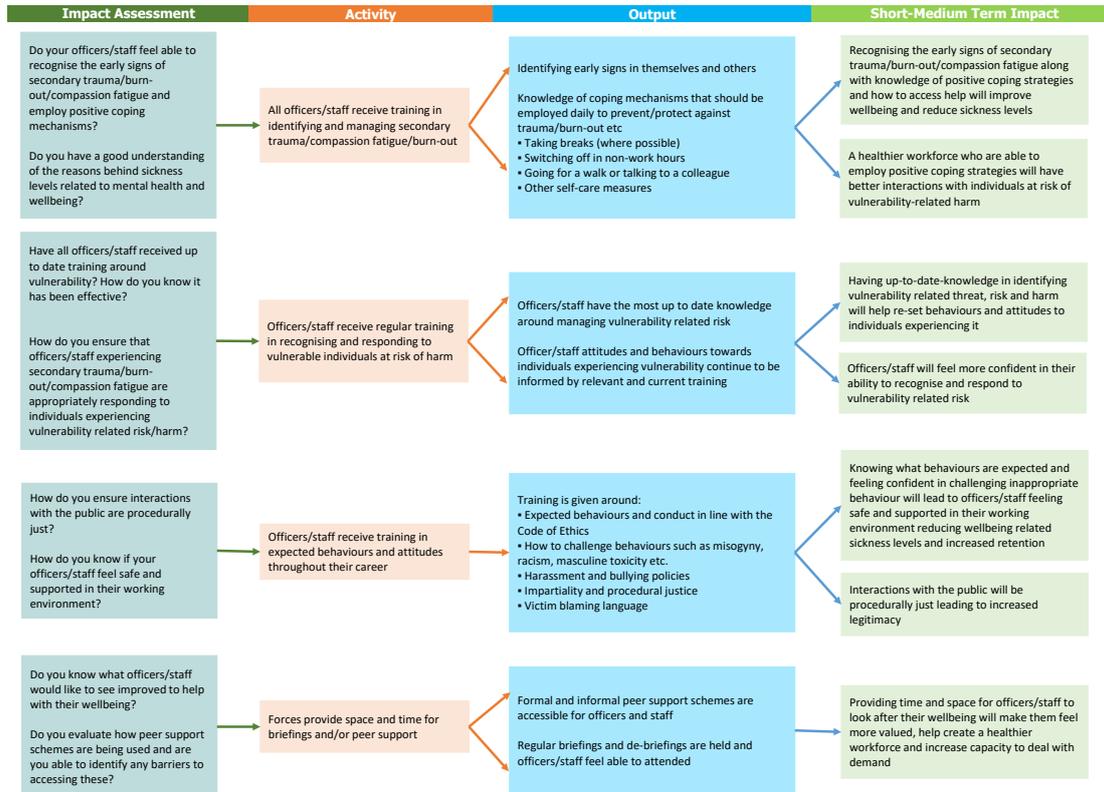
**Organisational:** A supported and resilient workforce who can recognise and manage the effects of exposure to aspects of criminality/vulnerability (e.g. compassion fatigue, moral injury and vicarious trauma) leading to a healthier workforce, reduced sickness levels and increased retention

**External:** Victims, communities and the public experience an appropriate level of response from police and are always treated with dignity and respect leading to improved relationships and better engagement

**Objective 1 - Training and Briefings**

**Situation**

- Current training programmes tend to focus on the extreme signs of secondary trauma/compassion fatigue/burnout meaning that early signs can go undetected and officers/staff use maladaptive coping mechanisms.
- Knowledge and understanding of vulnerability is constantly evolving and resulting changes in attitudes from training may not be sustained. Regular training will help to ensure knowledge and attitudes towards vulnerability are re-set.
- Expected behaviours and attitudes should be re-enforced throughout an officer's/staff member's career as these may change over time. Unchallenged behaviours such as misogyny, racism, harassment and bullying creates a working environment that does not feel safe, increasing the impact of trauma/burn-out/compassion fatigue.
- Within forces there is a continuous conflict between managing demand and performance with managing wellbeing. However, taking time to manage wellbeing effectively increases the capacity of the workforce available to manage demand.



**Suggested Measures**

**PEEL Measures:**

- 2.1 The workforce interacts with the public fairly and respectfully
- 2.1.1 Officers are effective at communicating and interacting with the public without bias. They consider the needs of their communities

- 9.1 The force understands the main factors that influence its workforce's well-being, and takes effective action to address any related problems.
- 9.1.2 The force is taking effective action to address any well-being challenges it has identified. It provides a good range of preventative and supportive measures, including enhanced support to those in high-risk roles or those experiencing potentially traumatic incidents.
- 9.1.3 The force's occupational health service provides support and interventions that improve officer and staff well-being.

**Other potential measures:**

- Sickness rates of officers/staff
- Reports of harassment and bullying within the force
- Use of existing audits, such as with Body Worn Video, to examine behaviours and attitudes of officers/staff

**Unintended Consequences**

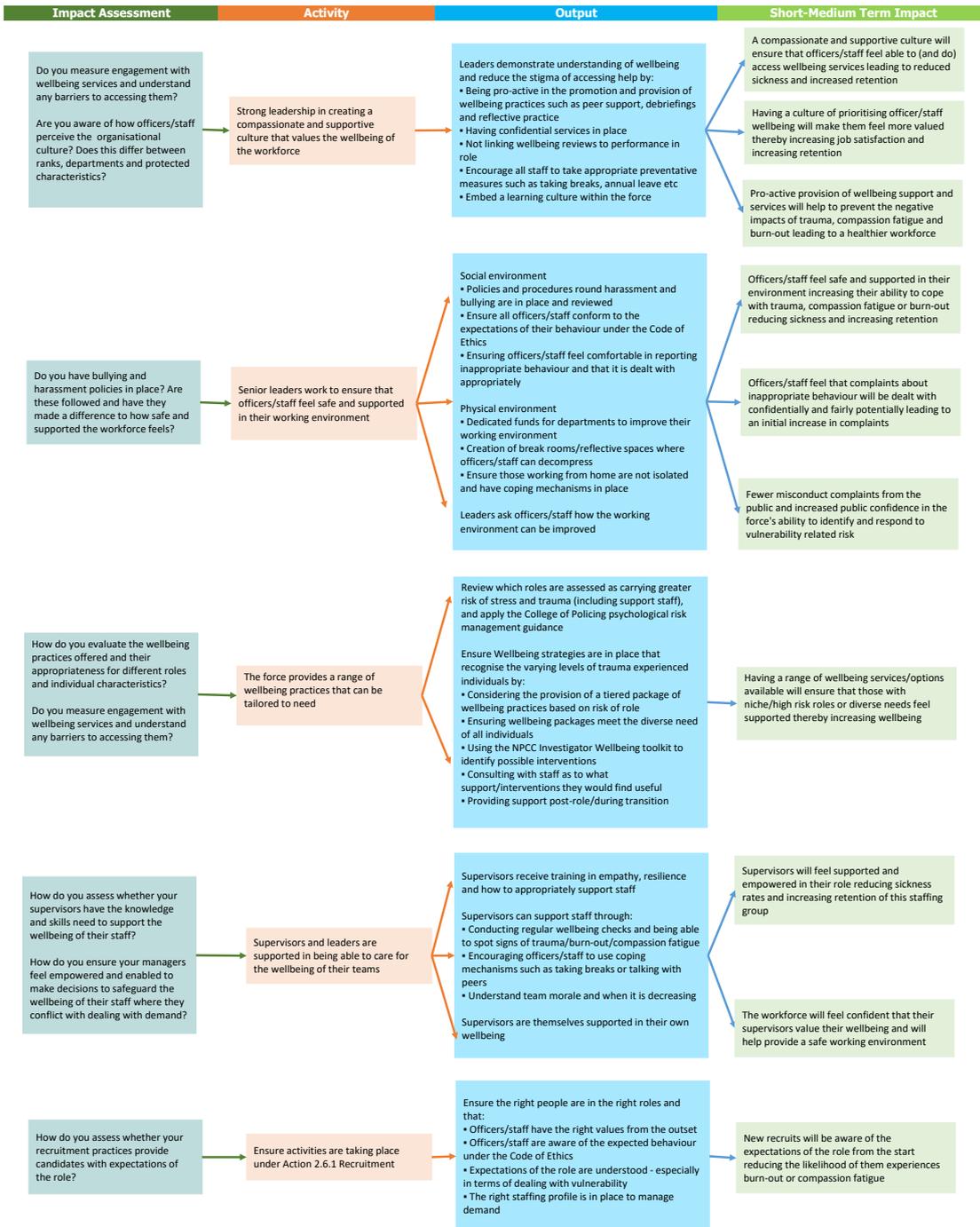
- Additional training may put pressure on already full training programmes and CPD days
- An increased awareness of trauma, compassion fatigue and burn-out may increase demand on wellbeing services
- Depending on the culture of the organisation there may be an initial resistance to invitations to training with officers/staff feeling they are seen as not performing well
- There may be an overload of messages coming from the training that need to be simplified and prioritised for officers/staff
- Taking time to manage wellbeing and receive training may initially reduce the capacity to manage demand

Consequences of not embedding this action are described in the College of Policing's Perennial Issues listed in the Supporting Information

## Objective 2 - Supervision and Leadership

### Situation

- The culture of the organisation is key to the wellbeing of officers/staff. If there is a perceived stigma around seeking help then officers/staff will not access the services provided.
- Forces often have a level of wellbeing packages in place but these can be seen as reactive rather than pro-active and not tailored to individual need, such as role related or individual characteristics.
- If behaviours and attitudes that are not in line with the Code of Ethics are not addressed, officers/staff will not feel comfortable in their working environment or confident in reporting issues.
- This links in with Action 2.6.3 Recruitment, to ensure that the individuals coming into the force know what the expected behaviour is, but also they have an understanding of the role.



### Suggested Measures

#### PEEL Measures:

- 9.1 The force understands the main factors that influence its workforce's well-being, and takes effective action to address any related problems.
- 9.1.1 The force clearly understands what factors have positive and negative effects on its workforce's well-being, as well as any related stress, in all areas of business. It uses this understanding to inform resourcing decisions, and aims to strike a balance between operational needs and looking after its people.
  - 9.1.2 The force is taking effective action to address any well-being challenges it has identified. It provides a good range of preventative and supportive measures, including enhanced support to those in high-risk roles or those experiencing potentially traumatic incidents.
  - 9.1.3 The force's occupational health service provides support and interventions that improve officer and staff well-being.

#### Other potential measures:

- Engagement levels of wellbeing practices by role and protected characteristic
- Use of confidential reporting methods
- Information on complaints made internally and by the public
- Staff surveys on working conditions as well as wellbeing

9.3 The force is effectively developing its workforce and first-line leaders.

- 9.3.1 The force effectively equips, develops and supports its first-line leaders to meet leadership standards, exemplify the behaviours expected of them and effectively support both teams and individuals.

10.2 The force's leaders are visible and effective

- 10.2.2 The force understands how senior and general leadership is perceived and understood throughout the workforce at all levels. It is taking action to improve standards of leadership.
- 10.2.3 Leaders throughout the force have a clear understanding of what is expected of them and are acting on those expectations

- Surveys focused on departmental/team morale
- Sickness levels and retention rates by role and protected characteristic
- Exit interviews

### Unintended Consequences

- Although research shows positive associations between the use of employee attitude surveys and improved employee wellbeing and organisational performance, if employees do not feel their views are being taken seriously, they may react with 'frustration, cynicism and a lack of preparedness to engage in discretionary effort and improvement behaviour' (Graham et al., 2019)
- A change in culture to a learning and supportive one may initially increase demand on supervisors as officers/staff feel more able to discuss issues with them. However, if this is not approached in the right way this may lead to higher sickness rates and poorer wellbeing of officers/staff
- Taking time-out for team meetings that are more focused on peer support and socialising may meet resistance due the work-demand on officers/staff

Consequences of not embedding this action are described in the College of Policing's Perennial Issues listed in the Supporting Information



## Logic Model Supporting Information

## Action 2.6.2 Officer/Staff Norms

### Action 2.6.2 Officer/Staff Norms

Recognise that officer/staff norms will change from exposure to aspects of criminality/vulnerability and that these need to be re-set so that thresholds of acceptability are maintained.

#### Organisational Impact (Long term):

A supported and resilient workforce who can recognise and manage the effects of exposure to aspects of criminality/vulnerability (e.g. compassion fatigue, moral injury and vicarious trauma) leading to a healthier workforce, reduced sickness levels and increased retention.

#### External Impact (Long Term)

Victims, communities and the public experience an appropriate level of response from police and are always treated with dignity and respect leading to improved relationships and better engagement.

### Perennial Challenges

The College of Policing have identified ten recurring perennial challenges within policing (College of Policing, 2020). Action 2.6.2 Officer/Staff Norms is linked to the perennial challenges of **Developing the Workforce** and **Staff Wellbeing**.

Issues identified within the perennial challenge of **Developing the Workforce** that link to the NVAP Officer/Staff Norms action include:

- Perceived lack of time available for training and development
- Lack of time for routine 121s/ performance management
- Supervisors can lack knowledge, skills, confidence to provide support (e.g. disclosure, wellbeing)
- Lack of skills in 'challenging conversations'
- Failure to identify and develop emotional intelligence
- Online training perceived as poor – more practical, immersive, experiential development required
- Lack of meaningful skills/capabilities audits – failure to understand workforce development needs
- Perception that development is focussed on policing roles rather than people
- Mandatory training perceived as 'knee jerk' rather than pre-emptive

Issue identified within the perennial challenge of **Staff Wellbeing** that link to the NVAP Officer/Staff Norms action include:

- Changing nature of work e.g. increasing exposure to suicides, CSE, etc. impacting on mental health of staff
- High levels of long term sickness absence
- Heavy workloads, changing priorities, limited resources and continuous challenging days leading to staff feeling mentally drained and reducing ability to engage with any support on offer
- Supervisors lack confidence to identify 'early signs' of mental health issues or wellbeing concerns & know what action to take
- Middle managers do not feel empowered to make decisions to safeguard the wellbeing of their staff where they conflict with dealing with demand
- Wellbeing support tends to be reactive, following an incident, rather than preventative
- Perceived stigma attached to mental health issues which may make staff reluctant to seek support
- Forces increasingly rely on supervisors to identify, understand and support the wellbeing needs of individuals, often as a result of reduced human resources and occupational health provision

#### Useful Links

[Oscar Kilo](#)

[NPCC Wellbeing of Investigators  
Toolkit](#)

[Code of Ethics](#)

[Supervisory Support](#)

**Objective 1**

*To re-set thresholds of acceptability through training and briefings ensuring officers and staff are better equipped to recognise individuals at risk of harm and respond to their vulnerability appropriately*

Activities	Evidence	Impact	Impact Assessment	Potential Measures for Objective 1
<b>All officers/staff receive training in identifying and managing secondary trauma/compassion fatigue/burn-out</b>	<p>Individuals do not always know they are experiencing trauma, particularly if it is being caused cumulatively over time. Although wellbeing training covers the definitions and symptoms of secondary trauma and PTSD, academics suggest that more training is required around the early identification of trauma. This would help individuals recognise the early signs and identify if what they are feeling is normal or if help is needed as well as being able to identify it in others. It should also be acknowledged that the impact of cumulative trauma, compassion fatigue and burn-out does not just affect front-line and investigative officers but also support staff who work with high risk material such as those working in analytical or intelligence roles (Duran &amp; Woodhams, 2021).</p> <p>Without training in how to identify and manage the early symptoms of trauma/burn-out/compassion fatigue, the coping strategies used by officers/staff can be maladaptive and detrimental not just to the individual but also their response to vulnerability. These strategies could include suppressing thoughts, avoiding walking at night, becoming hypersensitive to situations or conversely becoming de-sensitised. Therefore, training in positive coping strategies for processing trauma such as mindfulness, Eye Movement Desensitization and Reprocessing (EMDR) etc. could help officers/staff reduce the impact of exposure to trauma.</p> <p>Training in mental resilience, both at induction and as part of continuing professional development has been recommended as part of the Police Foundation's Strategic Review of Policing (Police Foundation, 2022).</p>	<p>Recognising the early signs of secondary trauma/burn-out/compassion fatigue along with knowledge of positive coping strategies and how to access help will improve wellbeing and reduce sickness levels</p> <p>A healthier workforce who are able to employ positive coping strategies will have better interactions with individuals at risk of vulnerability-related harm</p>	<p>Do your officers/staff feel able to recognise the early signs of secondary trauma/burn-out/compassion fatigue and employ positive coping mechanisms?</p> <p>Do you have a good understanding of the reasons behind sickness levels related to mental health and wellbeing?</p>	<p><b>PEEL Measures:</b></p> <p>2.1 The workforce interacts with the public fairly and respectfully</p> <p>2.1.1 Officers are effective at communicating and interacting with the public without bias. They consider the needs of their communities</p> <p>9.1 The force understands the main factors that influence its workforce's well-being, and takes effective action to address any related problems.</p> <p>9.1.2 The force is taking effective action to address any well-being challenges it has identified. It provides a good range of preventative and supportive measures, including enhanced support to those in high-risk roles or those experiencing potentially traumatic incidents.</p> <p>9.1.3 The force's occupational health service provides support and interventions that improve officer and staff well-being.</p>
<b>Officers/staff receive regular training in recognising and responding to vulnerable individuals at risk of harm</b>	<p>Vulnerability is an ever-changing landscape and constantly evolving which highlights the challenge of how officers/staff identify and respond to it (Public Health Wales NHS Trust, 2019).</p> <p>Training is extremely important for building knowledge about vulnerability, identifying own biases, and creating desirable attitudes (College of Policing, 2018). In addition it is key in enabling police officers/staff to consider the most appropriate support and intervention from partners (Home Office, n.d.). This should also include training around victim blaming language.</p> <p>An evaluation of the vulnerability training pilot for frontline police officers and staff by the College of Policing (2018) showed that training had some positive immediate impact on trainee attitudes around vulnerability. Key areas where there was significant and meaningful change included working in a trauma-informed way and an officer's role and response in dealing with vulnerability. However, understanding the effects of experiencing trauma did not change significantly and, in fact, there was an increase in belief that people get more accustomed to dealing with stress as a result of repeated exposure. In addition, a later evaluation of the training post-national rollout showed that the effect on staff attitudes and their understanding of the contributors of vulnerability was not sustained (College of Policing, 2019). This demonstrates the need for a rolling programme to enable the continual re-setting norms within policing. This is particularly important as thresholds of acceptability may change over time and so regular training is needed to make sure that knowledge, skills, behaviours and attitudes are kept up to date.</p>	<p>Having up-to-date-knowledge in identifying vulnerability related threat, risk and harm will help re-set behaviours and attitudes to individuals experiencing it</p> <p>Officers/staff will feel more confident in their ability to recognise and respond to vulnerability related risk</p>	<p>Have all officers/staff received up to date training around vulnerability? How do you know it has been effective?</p> <p>How do you ensure that officers/staff experiencing secondary trauma/burn-out/compassion fatigue are appropriately responding to individuals experiencing vulnerability related risk/harm?</p>	<p><b>Other potential measures:</b></p> <ul style="list-style-type: none"> <li>Sickness rates of officers/staff</li> <li>Reports of harassment and bullying within the force</li> <li>Use of existing audits, such as with Body Worn Video, to examine behaviours and attitudes of officers/staff</li> </ul>
<b>Officers/staff receive training in expected behaviours and attitudes throughout their career</b>	<p>Training should also be provided to officers and staff to ensure they are aware of the expected conduct, behaviours and attitudes as set out in the Code of Ethics and also the Competency Values Framework. This should also cover impartiality and the expectation that officers and staff are unprejudiced, fair and objective and that they do not discriminate against an individual or group (College of Policing, 2017).</p> <p>This also links to the concept of procedural justice and ensuring that individuals, communities and the public are treated in a procedurally fair and just way. However, training should also cover acceptable behaviour within the force, not just with the public. This should include harassment and bullying policies and how to challenge behaviours that do not fit with policing values such as misogyny and racism.</p>	<p>Knowing what behaviours are expected and feeling confident in challenging inappropriate behaviour will lead to officers/staff feeling safe and supported in their working environment reducing wellbeing related sickness levels and increased retention</p> <p>Interactions with the public will be procedurally just leading to increased legitimacy</p>	<p>How do you ensure interactions with the public are procedurally just?</p> <p>How do you know if your officers/staff feel safe and supported in their working environment?</p>	
<b>Forces provide space and time for briefings and/or peer support</b>	<p>The recent review conducted by the Police Foundation (2022) succinctly rebuts the argument that providing officers and staff with more time for briefings and/or reflective practice takes them away from operational activities. Providing officers/staff with time to take care of their wellbeing will improve sickness rates and thereby increase the capacity of the available workforce.</p>	<p>Providing time and space for officers/staff to look after their wellbeing will make them feel more valued, help create a healthier workforce and increase capacity to deal with demand</p>	<p>Do you know what officers/staff would like to see improved to help with their wellbeing?</p> <p>Do you evaluate how peer support schemes are being used and are you able to identify any barriers to accessing these?</p>	

**Objective 2**
**Ensuring through supervision and leadership that officers and staff are better supported to re-set their thresholds of acceptability and thus recognise and respond to vulnerability related risk consistently**

Activities	Evidence	Impact	Impact Assessment	Potential Measures for Objective 2
<b>Strong leadership in creating a compassionate and supportive culture that values the wellbeing of the workforce</b>	<p>Addressing the culture of the organisation plays a key role in ensuring officer norms remain within the thresholds of acceptability; both in reducing the stigma associated with officers/staff seeking help, but also in setting out and upholding the standard of behaviour expected from officers and staff when dealing with individuals experiencing vulnerability. Perceived organisational support can also help reduce negative and traumatic experiences in the work place and help to reduce the negative impact of anti-police sentiments from the public (Smith et al., 2021). Having a learning culture within the force can also have a positive impact on conduct with officers/staff more likely to engage in “proactive improvement behaviour” than if there is a culture of blame and fear of making mistakes (Graham et al., 2019).</p> <p>However, within forces there are often a number of 'sub-cultures' that exist between different ranks or departments which can be a barrier to change (Metcalf, 2017). Therefore strong leadership is required to ensure that the ethical values of the force are embedded throughout and that all levels of officers/staff feel supported.</p> <p>There can be a perceived stigma associated with police officers/staff seeking help, and although arguably this is changing within forces, it still exists to some extent. The long-standing culture of masculinity and self-reliance within policing can discourage help-seeking as disclosure of wellbeing or mental health difficulties are not seen to be in line with the 'accepted' police culture (Edwards &amp; Kotera; 2020, Evans et al., 2013). However, even when forces promote wellbeing support positively, there can also be an internal stigma from the officer/staff themselves around feelings of failure, not being deserving enough, and not wanting to add to others workloads (Police Foundation, 2022; Public Health Wales NHS Trust, 2019). Thus, a strong leadership that promotes an understanding and compassionate culture will support and encourage officers/staff to seek help where needed.</p>	<p>A compassionate and supportive culture will ensure that officers/staff feel able to (and do) access wellbeing services leading to reduced sickness and increased retention</p> <p>Having a culture of prioritising officer/staff wellbeing will make them feel more valued thereby increasing job satisfaction and increasing retention</p> <p>Pro-active provision of wellbeing support and services will help to prevent the negative impacts of trauma, compassion fatigue and burn-out leading to a healthier workforce</p>	<p>Do you measure engagement with wellbeing services and understand any barriers to accessing them?</p> <p>Are you aware of how officers/staff perceive the organisational culture? Does this differ between ranks, departments and protected characteristics?</p>	<p><b>PEEL Measures:</b></p> <p>9.1 The force understands the main factors that influence its workforce's well-being, and takes effective action to address any related problems.</p> <p>9.1.1 The force clearly understands what factors have positive and negative effects on its workforce's well-being, as well as any related stress, in all areas of business. It uses this understanding to inform resourcing decisions, and aims to strike a balance between operational needs and looking after its people.</p> <p>9.1.2 The force is taking effective action to address any well-being challenges it has identified. It provides a good range of preventative and supportive measures, including enhanced support to those in high-risk roles or those experiencing potentially traumatic incidents.</p> <p>9.1.3 The force's occupational health service provides support and interventions that improve officer and staff well-being.</p> <p>9.3 The force is effectively developing its workforce and first-line leaders.</p>
<b>Senior leaders work to ensure that officers/staff feel safe and supported in their working environment</b>	<p>Forces have a responsibility to provide a safe and supportive work environment that “actively seek out ways to provide their employees with the resources, training, and emotional support needed to fulfil their role safely, effectively, and with the utmost professionalism” (Smith et al., 2021).</p> <p>Organisational justice, and the perception that everyone within the organisation will receive fair treatment can help promote positive policing behaviours and strengthen identification with the force and its values (Bradford et al., 2014). However, this can be damaged where non-desirable behaviours such as bullying and harassment are not dealt with effectively. For example in the recent Op Hotton report where these behaviours were passed off as 'banter' effectively shifting the thresholds of acceptability (Independent Office for Police Conduct, 2022). This in turn can lead to non-reporting of incidents as officers/staff may feel that nothing will be done or that their complaint would not be treated confidentially and they wouldn't be taken seriously (Brown et al., 2018). It should also be noted that offensive behaviours within forces have been found to affect diverse members of the workforce disproportionately (Durham University, 2021). Feeling unsafe or uncomfortable within the working environment removes the essential coping strategy of being able to share concerns and experiences with peers.</p> <p>Working conditions also need to be considered when looking at officer/staff wellbeing. Being able to take breaks or decompress from the work at regular intervals is important for wellbeing, as is being able to switch-off in non-work hours. Having the time and space to do this can help officers/staff recover psychologically and physically from the demands of work (Graham et al., 2019). This became more difficult during the pandemic with an increase of officers/staff working from home. Therefore the role of the supervisor is crucial in helping to balance work within the team and ensure wellbeing is a priority.</p>	<p>Officers/staff feel safe and supported in their environment increasing their ability to cope with trauma, compassion fatigue or burn-out reducing sickness and increasing retention</p> <p>Officers/staff feel that complaints about inappropriate behaviour will be dealt with confidentially and fairly potentially leading to an initial increase in complaints</p> <p>Fewer misconduct complaints from the public and increased public confidence in the force's ability to identify and respond to vulnerability related risk</p>	<p>Do you have bullying and harassment policies in place? Are these followed and have they made a difference to how safe and supported the workforce feels?</p>	<p>9.3.1 The force effectively equips, develops and supports its first-line leaders to meet leadership standards, exemplify the behaviours expected of them and effectively support both teams and individuals.</p> <p>10.2 The force's leaders are visible and effective</p> <p>10.2.2 The force understands how senior and general leadership is perceived and understood throughout the workforce at all levels. It is taking action to improve standards of leadership.</p> <p>10.2.3 Leaders throughout the force have a clear understanding of what is expected of them and are acting on those expectations</p> <p><b>Other potential measures:</b></p> <ul style="list-style-type: none"> <li>• Engagement levels of Wellbeing practices by role and protected characteristic</li> <li>• Use of confidential reporting methods</li> </ul>

<p><b>The force provides a range of wellbeing practices that can be tailored to need</b></p>	<p>No one wellbeing service or intervention will be suitable for everyone. Feedback from consultations suggest that wellbeing services provided for forces are often generic and act as blanket support not necessarily catering for niche roles, leading to dissatisfaction with the level of support offered to those officers/staff in high risk roles and experience exposure to trauma and traumatic material on a daily basis. For this reason, there needs to be a range available to suit organisational and individual needs as well as tailored to the needs of individual roles.</p> <p>Some of this work is already being done though the NPCC Wellbeing of Investigators portfolio with the creation of the Wellbeing of Investigators toolkit which is hosted on the Oscar Kilo website. The toolkit pulls together a range of wellbeing interventions that have been used by forces as well as providing information on the costs, impacts, and implementation (College of Policing et al., 2022). An additional piece of work being done by the group is to identify a list of high risk roles to then understand what wellbeing provisions are in place for them to then inform a national wellbeing strategy.</p> <p>As well as tailoring wellbeing practices to roles, there should also be consideration of the diverse needs of the workforce. For example, the NHS have started to develop guidance on looking after the wellbeing of diverse colleagues, including faith-based counselling and one to one wellbeing coaching support for staff from Black, Asian and minority ethnicities (NHS England, n.d.).</p> <p>Staff consultation can improve wellbeing and performance, although this is dependent on whether the results of the survey are acted upon (Graham et al., 2019). Feeling able to contribute to organisational decision-making increases job satisfaction, wellbeing and professional commitment (Durham University, 2021).</p>	<p>Having a range of wellbeing services/options available will ensure that those with niche/high risk roles or diverse needs feel supported thereby increasing wellbeing</p>	<p>How do you evaluate the wellbeing practices offered and their appropriateness for different roles and individual characteristics?</p> <p>Do you measure engagement with wellbeing services and understand any barriers to accessing them?</p>	<ul style="list-style-type: none"> <li>•Information on complaints made internally and by the public</li> <li>•Staff surveys on working conditions as well as Wellbeing</li> <li>•Surveys focused on departmental/team morale</li> <li>•Sickness levels and retention rates by role and protected characteristic</li> <li>•Exit interviews</li> </ul>
<p><b>Supervisors and leaders are supported in being able to care for the wellbeing of their teams</b></p>	<p>Research has shown that officers with supervisors who have been trained in empathy and promoting resilience are more likely to recover after a traumatic incident, however only a fifth of line managers reported that they had been trained in supporting individual's wellbeing (Police Foundation, 2022). Training of supervisors in recognising the signs of trauma and being able to support those who are struggling is also promoted by the Police Foundation, however providing the time for training can be challenging due to the demand on policing and a focus on performance management rather than Wellbeing. Thus, there needs a change in focus to enable supervisors to become trained in supporting their team.</p> <p>In addition, front line supervisors are seen as the day-to-day role models, and therefore more influential of promoting ethical behaviour than senior leaders (Porter, 2015). "When supervisors are seen to have no tolerance for corruption and take it seriously, officers tend to follow suit (Lee et al., 2013)" (Sweeting, 2022). Thus, it is important to ensure supervisors are supported and empowered in demonstrating this behaviour.</p>	<p>Supervisors will feel supported and empowered in their role reducing sickness rates and increasing retention of this staffing group</p> <p>The workforce will feel confident that their supervisors value their wellbeing and will help provide a safe working environment</p>	<p>How do you assess whether your supervisors have the knowledge and skills need to support the wellbeing of their staff?</p> <p>How do you ensure your managers feel empowered and enabled to make decisions to safeguard the wellbeing of their staff where they conflict with dealing with demand?</p>	
<p><b>Ensure activities are taking place under Action 2.6.1 Recruitment</b></p>	<p>Officer wellbeing starts partially with ensuring the right people are in the right roles and the expectations around the role are known which in turn increases their resilience – values-based recruitment principles are recommended by both the College of Policing and VKPP to ensure this.</p> <p>Having a clear expectation of what is required of the role, especially in terms of dealing with vulnerability, will help to reduce burn out and compassion fatigue. Often frontline officers/staff have the perception that they are there to investigate crime and that it is the role of partner agencies to understand vulnerability (Public Health Wales NHS Trust, 2019).</p> <p>There is a link between Officer Norms and recruitment with ensuring that officers/staff with the values that match those of the organisation are employed in the first place. Having the right core values from the outset will help to ensure norms are re-set easily.</p> <p>Although the Code of Ethics should be embedded in all recruitment processes, there is a call for it to be strengthened by ensuring that these principles run through leadership training and are checked during professional development (Police Foundation, 2022). In addition, the Police Foundation promote the systematic use of reflective practice to encourage discussions around of the implications of the Code of Ethics for police decision making.</p> <p>Changing officer norms through burn-out and compassion fatigue can mean that these standards of behaviour are no longer upheld, reducing impartiality and fairness in approach and decision-making around vulnerability. Therefore, it is essential that the force has a culture where these principles are fully embedded to help support officers/staff in re-setting their norms and, as identified in the Recruitment Action Impact Toolkit, the force's values are continually re-enforced.</p>	<p>New recruits will be aware of the expectations of the role from the start reducing the likelihood of them experiences burn-out or compassion fatigue</p>	<p>How do you assess whether your recruitment practices provide candidates with expectations of the role?</p>	

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VKPP NVAP Impact

Action 2.6.2 Officer/Staff Norms

Impact Realisation for NVAP Impact – knowing what you are trying to achieve

Impact Realisation Plan		
Reporting Period:		Project Lead:
Prepared By:		Date Prepared:
<b>Objective 1:</b> To re-set thresholds of acceptability through training and briefings ensuring officers and staff are better equipped to recognise and respond to vulnerability appropriately		
Impact Owner:		
Impact Description:	<i>Organisational Impact: A supported and resilient workforce who can recognise and manage the effects of exposure to aspects of criminality/vulnerability (e.g. compassion fatigue, moral injury and vicarious trauma) leading to a healthier workforce, reduced sickness levels and increased retention</i>	<i>External Impact: Victims, communities and the public experience an appropriate level of response from police and are always treated with dignity and respect leading to improved relationships and better engagement</i>
Activity:	<i>What action do you plan to take? (See logic model for suggestions)</i>	<i>What action do you plan to take? (See logic model for suggestions)</i>
Output:	<i>What is the anticipated product of that activity? (See logic model for suggestions)</i>	<i>What is the anticipated product of that activity? (See logic model for suggestions)</i>
Impact Measurement:	<i>How will you measure the impact? How will you know it has been achieved? (See Supporting Information for suggestions)</i>	<i>How will you measure the impact? How will you know it has been achieved? (See Supporting Information for suggestions)</i>
Progress:	<i>Example: Officers/staff accessing training</i>	<i>Example: Complaints</i>
Next steps:		
Risks:	<i>Enter the risk/unintended consequence associated with the impact</i>	<i>Enter the risk/unintended consequence associated with the impact</i>
Risk Mitigation Strategy:		
Additional Comments		

<b>Objective 2: Ensuring through supervision and leadership that officers and staff are better supported to re-set their thresholds and thus recognise and respond to vulnerability consistently</b>		
<b>Impact Owner:</b>		
<b>Impact Description:</b>	<i>Organisational Impact: A supported and resilient workforce who can recognise and manage the effects of exposure to aspects of criminality/vulnerability (e.g. compassion fatigue, moral injury and vicarious trauma) leading to a healthier workforce, reduced sickness levels and increased retention</i>	<i>External Impact: Victims, communities and the public experience an appropriate level of response from police and are always treated with dignity and respect leading to improved relationships and better engagement</i>
<b>Activity:</b>	<i>What action do you plan to take? (See logic model for suggestions)</i>	<i>What action do you plan to take? (See logic model for suggestions)</i>
<b>Output:</b>	<i>What is the anticipated product of that activity? (See logic model for suggestions)</i>	<i>What is the anticipated product of that activity? (See logic model for suggestions)</i>
<b>Impact Measurement:</b>	<i>How will you measure the impact? How will you know it has been achieved? (See Supporting Information for suggestions)</i>	<i>How will you measure the impact? How will you know it has been achieved? (See Supporting Information for suggestions)</i>
<b>Progress:</b>	<i>Example: Sickness and retention levels</i>	<i>Example: Survey updates etc</i>
<b>Next steps:</b>		
<b>Risks:</b>	<i>Enter the risk/unintended consequence associated with the impact</i>	<i>Enter the risk/unintended consequence associated with the impact</i>
<b>Risk Mitigation Strategy:</b>		
<b>Additional Comments</b>		