



MANAGING A TEAM?



The CIPD Good Work Index (GWI) explains the vital link between line managers and wellbeing and performance. Line management quality is closely connected with employees' mental and physical health. Where line managers are considered open and approachable, employees are likely to say work has a positive impact on their wellbeing. As a line manager, you are essential to ensuring your staff do not feel overworked or stressed and are able to voice concerns (CIPD, 2025b).

You play a pivotal role in communicating organisational vision to your staff and shaping a positive organisational culture. You are the first line of support, influence work-life balance and model expected behaviours (Cardinus, no date).

Following the GWI findings, three recommendations have been proposed to SWP senior management to improve the provision of good work. The recommendations and your role in implementing them to drive a positive culture are explained below:

1

Be open to flexible working proposals

South Wales Police (SWP) is committed to supporting a family-friendly, inclusive working environment that allows for a good work-life balance (SWP, 2018). It is recommended that SWP establish a project group to consider the feasibility of introducing a part-time police officer entry route. This will ensure the Force continues to be seen as a flexible working employer and to drive an inclusive culture, reflective of the communities we serve.

Trust is increased when the Force is reflective of our communities and therefore it is essential that the Force is representative of all community backgrounds and genders to effectively serve our communities (CoP, 2025).

As a line manager you have the opportunity to create a positive culture through your openness to flexible working requests. Having an open approach, considering requests fairly and in compliance with the Employment Rights Act, will give your team confidence to have meaningful conversations and make an evidence-based decision (ACAS, 2024).

Findings show that flexible working has helped reduce employee burnout, increase productivity, promoted diversity and retain staff they would have otherwise lost. For example, when Zurich identified a lack of females in senior roles, they launched flexible working which led to a 66% increase in applications (Campbell, 2024).

So, be open to requests, become well-versed in your knowledge of procedures to assist staff making applications, be informed about Force policies and champion flexible working as a role model (CMI, 2020).

2

Mental health resilience training

Being mentally and physically healthy is an important element of good work (CIPD, 2025b). SWP's personal safety training has been rolled out to over 2800 officers (SWP, 2025d) and to improve mental health resilience, it is recommended that SWP employees receive mental health resilience training annually. CIPD (2022) outline your vital role in identifying poor mental health, through compassionate conversations. SWP is committed to supporting employees, encouraging a safe environment to discuss mental health and to ensure our line managers are equipped to aid their teams and signpost to support (Oscar Kilo, no date).

SWP offers a wide range of support resources and we encourage you to educate yourselves about the various support available. These include wellness action plans, blue light champions, counselling services and new courses such as mental health resilience training which supports staying mentally well in work. You are strongly encouraged to attend these sessions to help break down mental health stigma and 'macho' cultures and improve conversations about mental health. Research shows trained mental health managers are associated with better sickness absence, recruitment, retention and performance (Hassard, et al., 2024).

As a line manager, you are often best positioned to first spot poor mental health and therefore being equipped with the right skills can be vital in knowing what action to take before individuals reach breaking point. NHS England (no date) encourage line managers to get to know their team members individually in order to connect, whilst respecting how much individuals wish to share. These conversations assist in creating a psychologically safe setting where individuals feel listened too, seen and cared for, fostering better wellbeing in your teams.

Management Today (no date) findings show your actions have direct impact on wellbeing. A good line manager should nurture safe working environments and act as a 'gatekeeper' to risks that present threat to mental wellbeing and champion positive mental health. Your role is critical in creating happier, more engaged, productive teams and providing them with good work. The Force recognises that being a line manager can be stressful and bring mental health stresses of your own. Therefore lead with compassion for your team but use the Force's support tools and your own line manager for additional guidance and your own support (MHFA England, 2023).

3

Financial Wellbeing toolkit

The latest Police Federation survey revealed concerning insights into the financial wellbeing of police employees, with over 45% reporting financial concerns. The pressures are driven by wage increases below inflation levels, increased bills and other financial worries. Financial concerns have huge implications on the sustainability of policing, impacting recruitment, retention, absence and morale (PFEW, 2025g).

SWP has a range of financial wellbeing offerings and helpful material. To supplement this, it is recommended that a Financial Wellbeing toolkit is created to collate the support options available. As a line manager you are encouraged to promote, share and to raise awareness of the financial support available to your teams. This could be in your regular team meetings, 1-1s or if one of your team members raises concerns.

A key element of good work is that employees are fairly rewarded. There is a strong link between pay satisfaction, increased performance and job satisfaction (CIPD, 2025b). As SWP has little influence over salaries, it is important that employees are aware of other financial benefits that can offset the financial burden. Examples include salary sacrifice options, Wagestream and private medical intervention. CIPD state managers have a key role to play in reminding their teams of the existing benefits and how to access them (CIPD, 2025d).



For further information on these recommendations, visit the HR BOB page.



UK engagement levels reveal only 10% of workers feel engaged in their work, with poor communication and absence of manager engagement as a key disengagement driver, leading to feelings of sadness and being undervalued. The report highlights that as managers you often have the hardest role and can feel under pressure to improve organisational performance (Mayne, 2025). Therefore, utilise the support available to support your teams but equally, yourselves and strive for a positive workplace culture that provides work which is both fulfilling and engaging for your team and yourselves.

