

SIO WELLBEING DEFENDABLE DECISIONS

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A large graphic on the right side of the slide. It features a large, light blue circle with a dark blue border. Inside the circle, the letters 'SIO' are in a large, bold, black font. Overlaid on the 'SIO' is the word 'WELLBEING' in a smaller, grey, sans-serif font. The background of the circle has a blue, abstract, glowing pattern. The circle is surrounded by other overlapping circles in various shades of blue.

SIO WELLBEING

RECRUITMENT, RETENTION & WELLBEING
OF INVESTIGATORS

SIO DEFENDABLE DECISIONS

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SIO DEFENDABLE DECISIONS

INTRODUCTION

Police decision making is often complex, challenging and involving risk.

- Decision makers, within the police, have been well served through the development and publication of the National Decision Model (NDM). This has been further enhanced through the publication of the NPCC Risk Principles, encouraging a positive approach to risk and, importantly, providing top cover for decision makers.

- These tools serve general policing well but, in the case of the NDM, its scope is limited in complex criminal investigations. The NDM can only stretch so far to address nuance, or multi-faceted and bespoke considerations.

This short guide does not replace NDM, nor does it need to, given the NDM is an effective decision-making tool.

- This guide has been designed to support SIO decision making by articulating how SIO decisions can be different to operational policing decisions, highlighting how something more than an 'NDM Spin' is required.

This guidance does not set out all the information in one place. It is meant to be a short reference tool that SIOs can use to consolidate and then move to where they need to go – in terms of resources and reference material.



SIO DEFENDABLE DECISIONS FOUNDATIONS

When embarking on SIO decision making, these reference points should be at your fingertips and used extensively as part of rationalised (and defensible) decision making. These documents are continually referenced in this guidance.

✓ WHAT

The Major Crime Investigation Manual (MCIM)

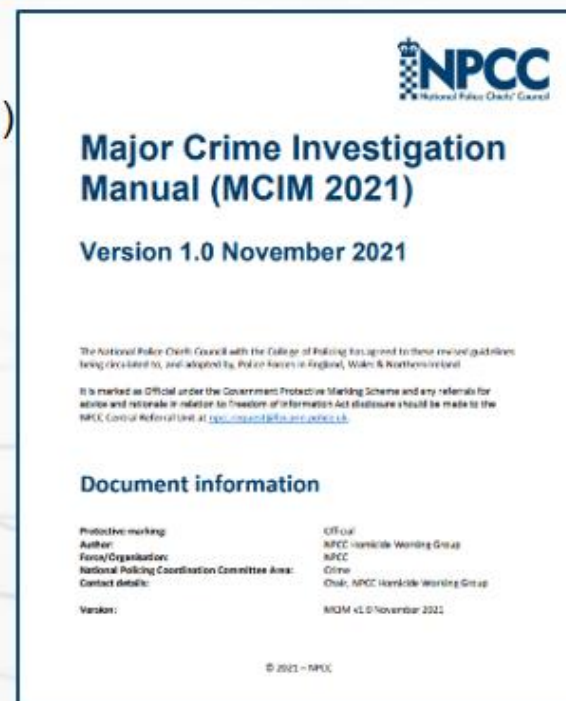
✓ WHERE

College of Policing website

✓ WHY

The definitive guidance document for SIOs

[Major Crime Investigation Manual](#)



✓ WHAT

National Decision Model

✓ WHERE

Authorised Professional Practice

✓ WHY

Key framework to underpin and frame decision making

[National decision model](#) | [College of Policing](#)



✓ WHAT

NPCC Risk Principles

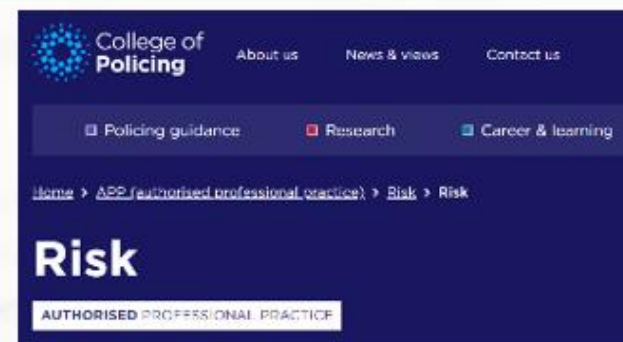
✓ WHERE

College of Policing website

✓ WHY

Sets expectations of decision makers, supporting positive decision making

[Risk](#) | [College of Policing](#)



✓ WHAT

Authorised Professional Practice (APP)

✓ WHERE

Authorised Professional Practice

✓ WHY

Catalogue of national best practice

[APP \(authorised professional practice\)](#) | [College of Policing](#)



SIO DEFENDABLE DECISIONS TO POLICY OR NOT TO POLICY

SIO policy writing is subjective and not readily definable. Currently, there is not a national standard of 'how' policy is captured, with many practices in operation. These include MS Word documents; emails sent to self; incident management systems or pen and paper.

Policy is how the SIO articulates their decision making, in a way that is defensible. This doesn't have to be 'policy' in the official PIP3 / PIP2 Manager sense, it can be a capture of key decisions that have been made in response to an investigation.

It therefore means that for an SIO decision to be defensible, it needs to be recorded in some way.

How this is done is at the discretion of the SIO. As a minimum though, it is suggested that it should contain the following:



- A clear presentation of what the decision is and that you made it
- A rationale that either:
 - Allows someone to understand why you made that decision or;
 - Allows you to remember why you made that decision if challenged
- Some kind of audit / time stamp sufficient to withstand scrutiny

CONSIDER:

- Policies are not actions. Actions stem from policy.
- It is unlikely that every decision needs a policy entry.
- Is the decision captured elsewhere (e.g. on a CAD, application or investigation)?
No need to duplicate if there is sufficient detail elsewhere. Signpost instead.
- The level of detail in your rationale should correlate to the amount of risk in the decision. What is likely to be subject of scrutiny? What could be contentious?
- **Remember** – policy is about putting a future person in your shoes at that time, with the information you have. Give them sufficient detail to visualise that and understand why you made the decision that you did.



- For further information, refer to:
[MCIM – 1.6 Policy Files – Page 43](#)
- Policy File Template (suggestion):
[MCIM – Appendix C – Page 163](#)
- Policy File Aide Memoire:
[MCIM – Appendix D – Page 165](#)

SIO DEFENDABLE DECISIONS

MY WORLD

My World is the starting page for this quick reference guide. As the SIO, you are at the centre of a metaphorical complex and challenging world. Decisions need to be made around yourself; your team; your work and; your cover.

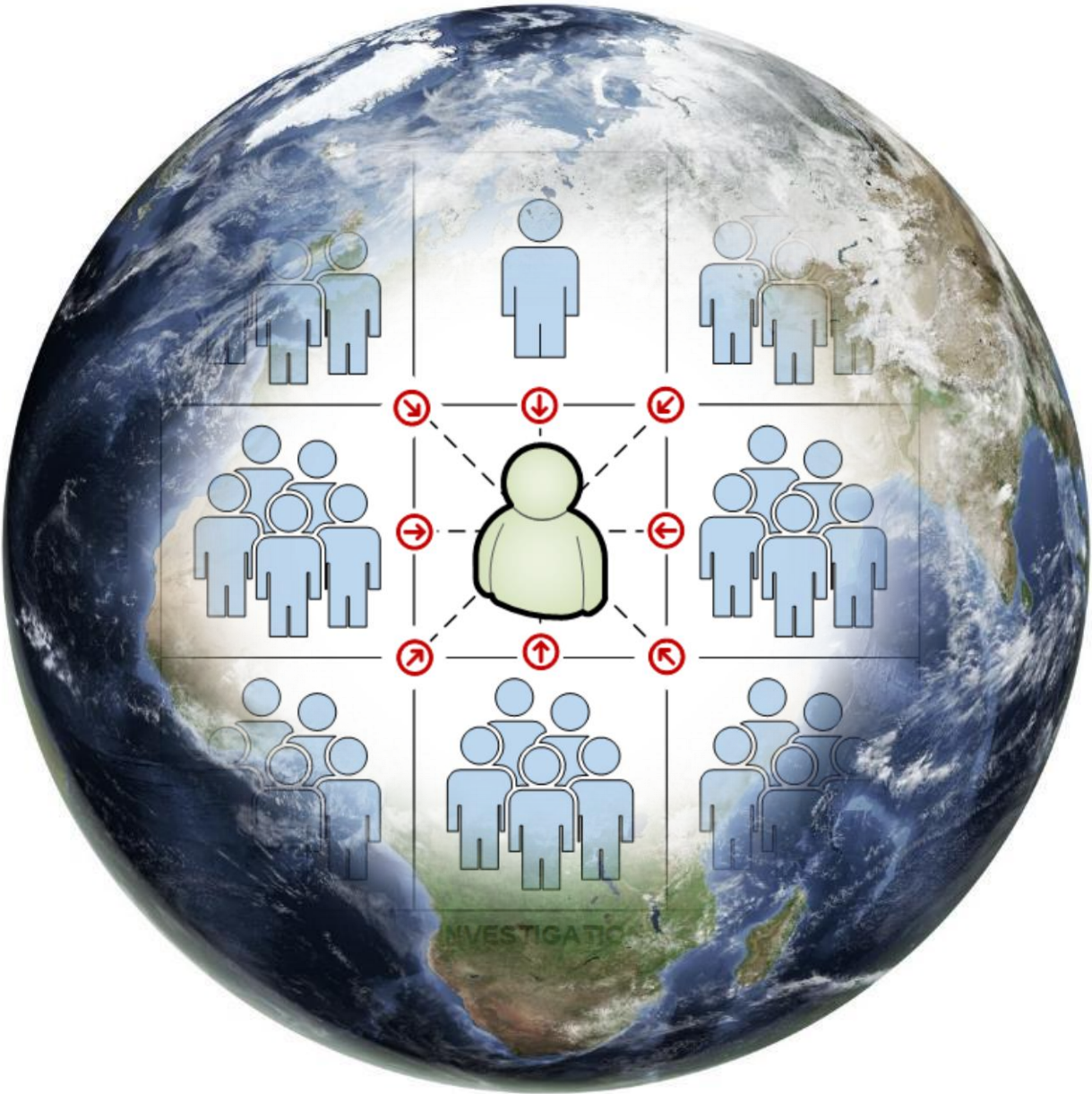
Click on the relevant button below to go to that section. There is a button on all the subsequent pages that allow you to come back here.

Know Yourself

Know your Staff

Know your Stuff

 MY SELF	
<ul style="list-style-type: none">• Self-Care / Wellbeing• Translating self-care to decision-making	
 MY TEAM	
<ul style="list-style-type: none">• Staff Wellbeing• Working with finite resources	
 MY WORK	
<ul style="list-style-type: none">• Making & Recording Decisions	
 MY COVER	
<ul style="list-style-type: none">• Managing Upwards• Ensuring top cover is in place	



SIO DEFENDABLE DECISIONS

MY SELF


SIOs, and those responsible for managing them, should recognise that intensity of pressure could have an adverse effect on general health, welfare and performance in the role.

This applies to SIOs and their teams.

Pressure may be intensified by high profile critical incidents that attract increased public, media and political scrutiny.

Where possible the SIO should delegate work that does not require their direct management, cognisant of the recipient's capacity, ensuring they are not overburdened.

All component parts are operating under pressure.

- 
- The work is important, **but so are you!**
 - Know yourself and build in actions that support your wellbeing
 - Time out to refresh is a valuable use of time
 - Know what support is in place and use it
 - Talk, share and use peer support

SUPPORT

- TRiM
- Employee Assistance Programme
- Federation / UNISON
- Wellbeing of Investigators Toolkit
- Pause Points
- Peer Support Programme
- Mental Health First Aid
- Oscar Kilo
- Occupational Health
- College of Policing



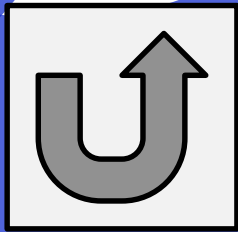
- Resilience & Wellbeing:
[MCIM – 1.3.1 – Page 15](#)

[The National Police Wellbeing Service | Oscar Kilo](#)

SIO DEFENDABLE DECISIONS

MY TEAM

Return to
'MY WORLD'



The SIO together with their line manager / PIP4 should prepare a wellbeing strategy for the investigation, which should include:

- Documenting the importance of wellbeing.
- Monitoring of the hours worked, encouraging adequate rest and leave.
- Psychological risk assessments to identify risks (where applicable).
- Signposting where staff can get support.

The chart on the left provides some examples of health & wellbeing support levels.

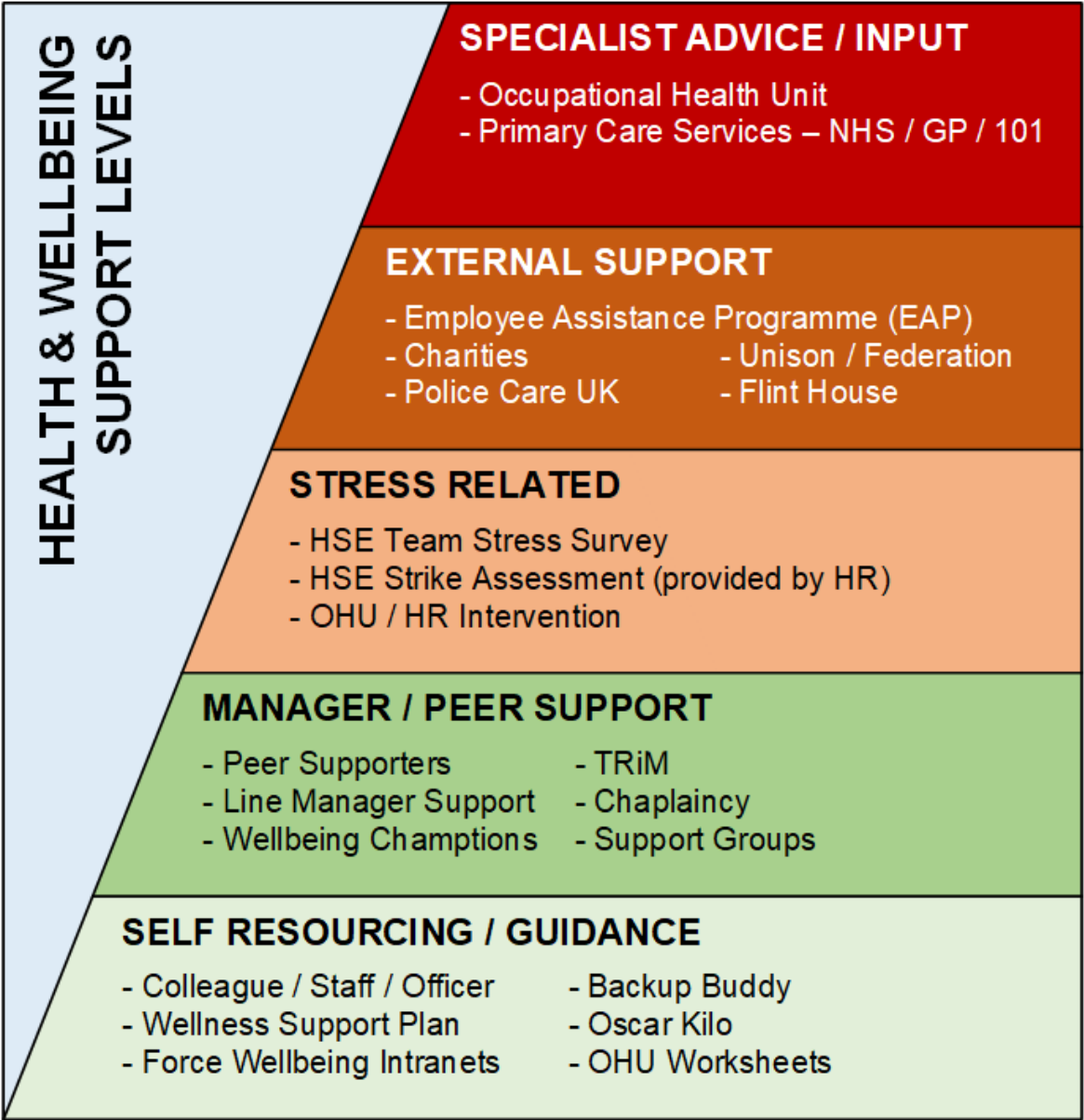
The College of Policing Blue Light Wellbeing Framework is a sector-specific framework for the emergency services with risk assessment templates. See also the Oscar Kilo website for information

Wellness Support Plans (WSP) are an excellent way to engage with the team and understand their unique triggers and how they are best managed

REMEMBER

“Chief Officers and SIOs will need to manage finite resources, considering the abilities and experience of their investigators, and the personal wellbeing of individuals under their command.”

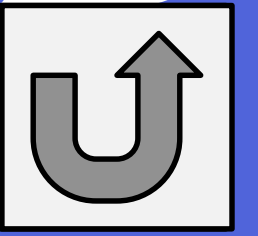
[Major Crime Investigation Manual – Strategic Management]



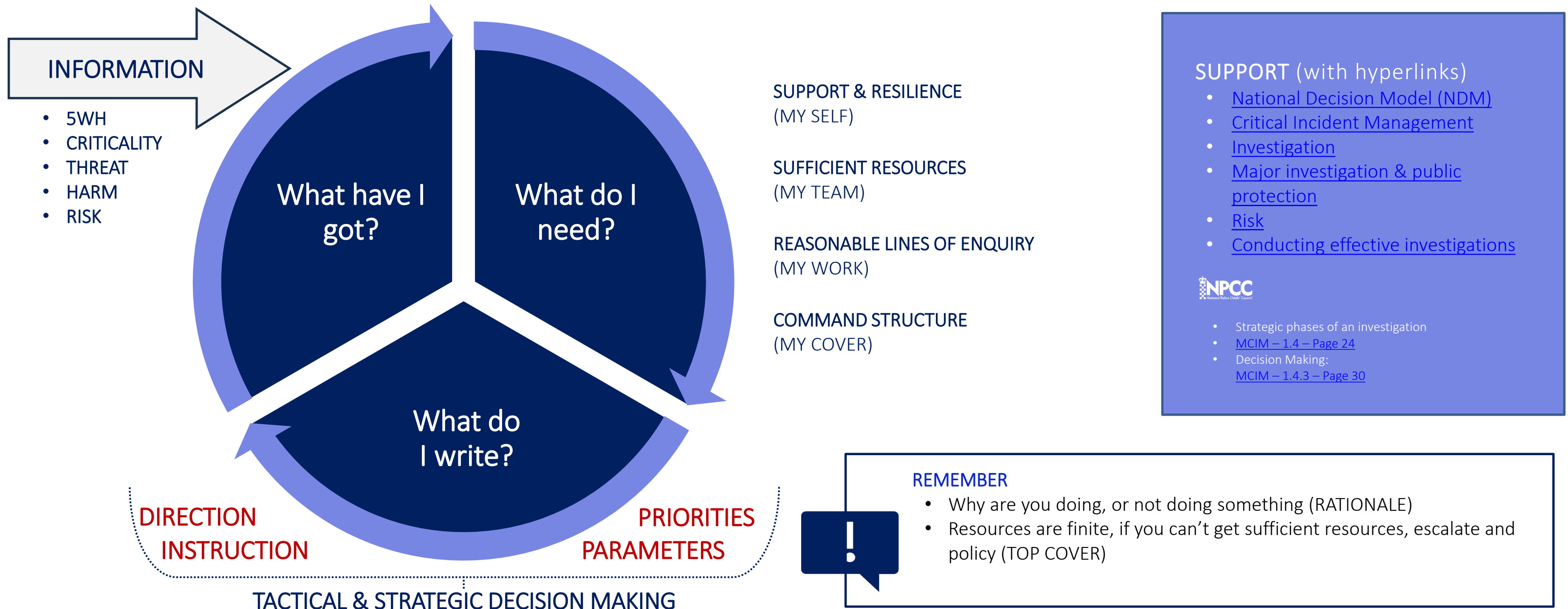
SIO DEFENDABLE DECISIONS

MY WORK

Return to
'MY WORLD'



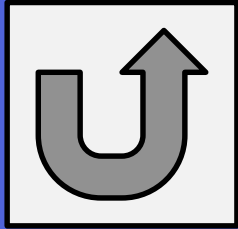
This will be the 'engine room' of decision making, covering aspects of the investigation under consideration. As a result, a 'quick reference' guide cannot cater for every eventuality. Instead, principles are set out, to prompt considerations. Fortunately, there is a plethora of advice available, primarily through the College of Policing, to support decision making.



SIO DEFENDABLE DECISIONS

MY COVER

Return to
'MY WORLD'



Chief Officers have overall responsibility for the management of criminal investigations. They are also responsible for the health & safety of the workforce*.

Chief Officers, through the lens of the NPCC Risk Principles, support decision makers to take a positive approach to risk.

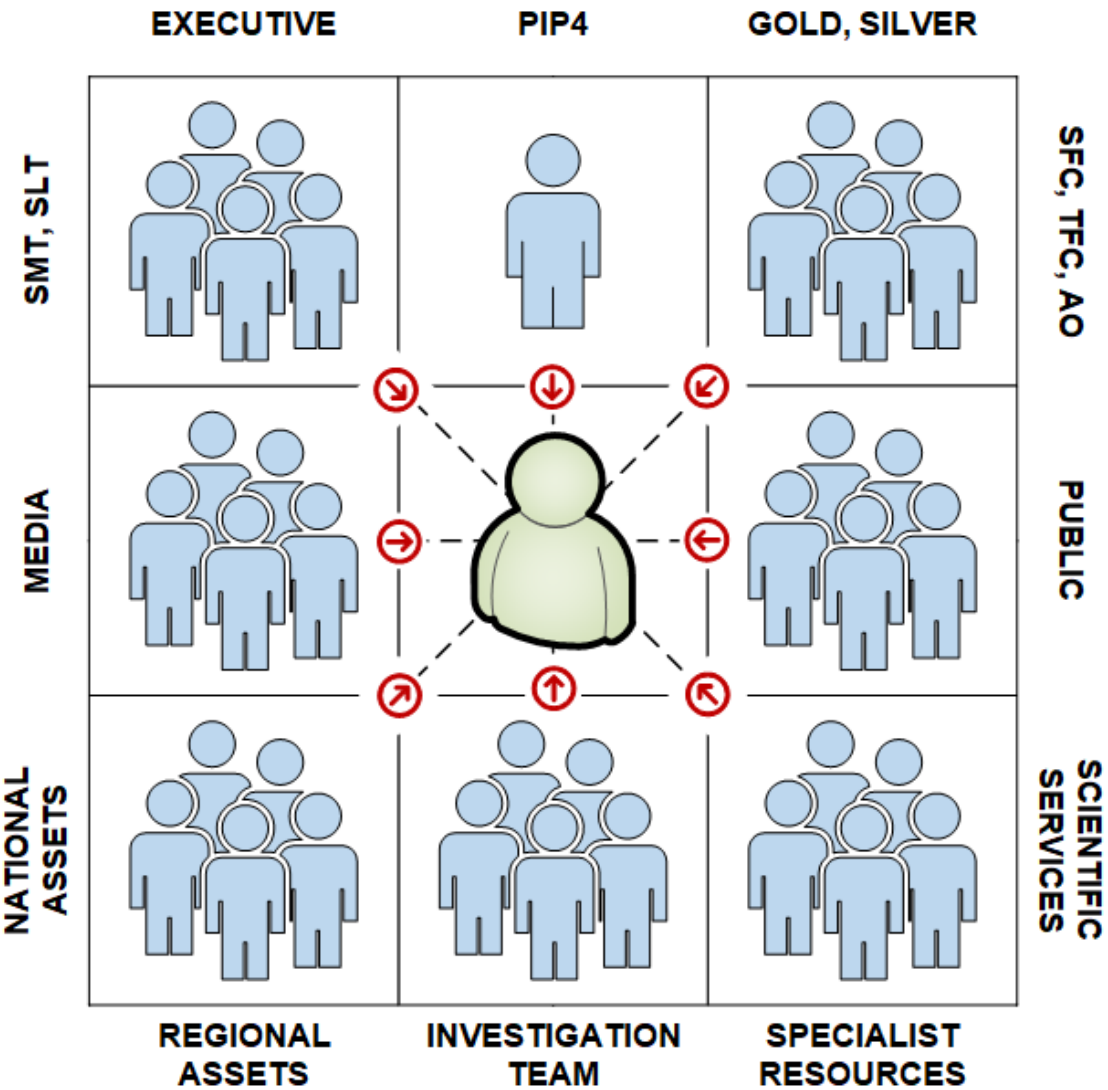
They accept that making rational, effective and defendable decisions can be difficult especially in the complex environment of policing, which is characterised by uncertainty, multiple views of a particular problem and numerous possible intervention points and solutions.

They are expected to support decision makers, specifically: Risk decisions should, therefore, be **judged by the quality of the decision making**, not by the outcome.

This is why defendable decision making – using clear and concise policy – is critical.

* The Management of Health & Safety at Work (1999) Regulations state: *“Every employer shall ensure that his employees are provided with such health surveillance as is appropriate having regard to the risks to their health and safety which are identified by the assessment.”*

Being an SIO is a High-Risk role.



CONSIDER:

- In high profile or complex investigations an effective police response may benefit from the deployment of a strategic investigator (PIP4)
- If you need more support, resources ask and commit it to policy
- A policy examining the difficult situation you are in, as the SIO, and the difficult decisions you need to take (MATURE ASSESSMENT)



- Strategic Investigator (PIP4): [MCIM – 1.3.3 – Page 17](#)
- Chief Officer: [MCIM – 1.3.4 – Page 19](#)



SIO DEFENDABLE DECISIONS BIBLIOGRAPHY

- [Major-Crime-Investigation-Manual-Nov-2021.pdf \(college.police.uk\)](#)
- [National decision model | College of Policing](#)
- [Risk | College of Policing](#)
- [Conducting effective investigations | College of Policing](#)
- [Wellbeing of investigators toolkit | Oscar Kilo](#)
- [Investigation | College of Policing](#)
- [Critical incident management | College of Policing](#)
- [Major investigation and public protection | College of Policing](#)

CONTACT US

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If you wish to improve your local Investigator Wellbeing Provision, or wish to learn more about the NPCC Recruitment, Retention and Wellbeing of Investigators then please get in touch. We have all 43 forces engaged in the group and are able to support you with any issues regarding the capacity and capability of investigators. Whether it's the completion of the HMICFRS Investigator Resilience Plan, issues around attraction or general queries around how to improve localised provision, we are happy to help.



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[Investigator Wellbeing Toolkit](#)



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