

<b>Meeting</b>	<b>SPA Board Meeting</b>
<b>Date</b>	<b>24 September 2019</b>
<b>Location</b>	<b>Falkirk Town Hall Theatre, Falkirk</b>
<b>Title of Paper</b>	<b>Wellbeing</b>
<b>Presented By</b>	<b>Jude Helliker – Director People and Development</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes</b>  <b>Appendix A – Measures and Metrics People Strategy 2018-21</b>  <b>Appendix B – Measures and Metrics Wellbeing Programme</b>

**Purpose**

The purpose of this paper is to provide an overview of the impact of activities within the People Strategy on our people's wellbeing.

Members are invited to discuss the content of this paper.

## **1. BACKGROUND**

- 1.1 The People Strategy enables the delivery of the Annual Delivery plan with one of the strategic outcomes being the creation of a 'Positive Working Environment'. The wellbeing of our people underpins all of the activities in the People Strategy and is as vital as the values the Service has pledged.
- 1.2 We know from research that culture, management and working conditions are critical factors and drive the promotion and improvement of wellbeing. These drivers work together to produce safe, engaged and committed people who are empowered to deliver enhanced results for the organisation through their service to the public.
- 1.3 How we police Scotland continues to change and work such as Strategic Workforce Planning will impact our people's wellbeing. Demand continues to rise and change which challenges capacity and resourcing.
- 1.4 Significant work resulted in 'Your Wellbeing Matters' being launched in 2017 and some success was achieved in terms of raising awareness. This has been seen as something separate from other activities and we have started, and will continue, to mainstream wellbeing throughout all activities.
- 1.5 We recognise that these initiatives are, mainly, when our people's wellbeing is already impacted. The next phase of work will identify organisational factors and other indicators which may lead to the prevention of these happening in the first place.
- 1.6 It can be challenging to prioritise, define and measure the impact of any activity on wellbeing, however, there are a number of organisational indicators which will help to build a picture of progress which this paper aims to provide

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

### **2.1 Prioritisation**

- 2.1.1 Our people have their voices heard in a variety of ways. We have built positive working relationships with our Staff Associations and Unions and this provides a channel to hear the things that matter most to our people. We continue to work with these partners to inform our priorities.

- 2.1.2 The launch of the 'Wellbeing Champions' and their network, our OHP and EAP providers, partners, along with People Direct and intranet hits all indicate areas of focus.
- 2.1.3 The role of leaders in both knowing their people, contributing and influencing initiatives is also a vital channel.
- 2.1.4 The outputs of the 2015 organisational survey, 2016 pulse survey, 'Change Readiness' survey last year and the most recent Wellbeing survey in four divisions providing a baseline to track the impact of change, were consistent in their themes where our people indicated they felt their wellbeing and development was not prioritised by the leadership.
- 2.1.5 The initial work undertaken prior to the launch of 'Your Wellbeing Matters', and the information that our partners and others gave us, identified that there was a lack of knowledge in relation to the availability of help and support systems for our people. Work then focussed on raising awareness and ensuring that our people knew where to go when they required support.
- 2.1.6 We also learnt that our people lacked confidence in discussing and addressing issues related to their wellbeing. Work started to create environments which facilitate open conversation and considers staff wellbeing in decision making. Early indications covered in 3.6 suggest that this is shifting
- 2.1.7 The Chief Constable led the initial work with some activities undertaken as a result of his direction.
- 2.1.8 All of the above channels enables us to identify the key activities that, in our experience, judgement and research, will have the greatest impact.

## 2.2 **Impact of activity**

- 2.2.1 Initial activity was in response to the information gathered above and recognise that some of the activities could address the symptoms and not, necessarily, the root cause. A force wide Wellbeing & Engagement survey will assist us in the next phase of this work.
- 2.2.2 Research tells us that, in the majority of people, the relationship they have with their line manager is the most important factor. The skills, knowledge and confidence the line manager has in creating a positive environment for their people and teams is vital for improvements to be made and felt.

2.2.3 Within the Change activities, consideration was given to the impact on people of the changes but this was limited to operational changes and specific wellbeing measures were not incorporated. The recent Wellbeing survey, mentioned in 2.4, is the start to addressing this and will inform thinking and prioritisation going forward.

2.2.4 Not everything that is achieved can be quantified. The qualitative information is also important to monitor and we continue to define, as far as possible, the achievements in both terms.

2.2.5 Appendix A & B proposes measures that could evidence progress and impact. A is the broader organisational activity and B relates to the activities under the Wellbeing programme. These, in isolation are not necessarily direct measures but indicative of progress.

2.2.6 Progress of the Wellbeing initiatives do date are as follows:

2.2.7 Increase in usage of **EAP** service from <0.5% in 2015/16 to 6.5% in 2018/19 and continuing to rise. This indicates a positive response to the raising of awareness. Last full year increase 2017/18 – 1180 cases 2018/19 1407 cases, an increase of 19%.

**Counselling** sessions provided in last 3 years:

	Telephone Counselling Sessions	Face to Face Counselling Sessions	E-Counselling Sessions	Total	Movement
2016/17	723	384	23	1130	
2017/18	837	478	61	1376	+22%
2018/19	963	464	74	1501	+9%

2.2.8 OH referrals are now more accurate and relevant in nature - numbers of **rejected referrals** have reduced by 25% from 2014 – 2019.

2.2.9 20% of budgeted **resilience assessments** taken up by specialist post holders. With the pilot completed in N Division, participation is currently 23%, where access now extends beyond specialist posts. There is still work to be undertaken to improve the take up to enable earlier interventions.

Specialist **trauma support** provided in last 3 years:

	Individuals Receiving PTSD	Movement	Annual Cost

OFFICIAL

	Treatment		
2016/17	49		£69.4K
2017/18	72	+47%	£110K
2018/19	101	+40%	£114K

2.2.10 This is in line with trends seen in policing and is likely to increase further. If the resilience assessments are taken up more frequently we anticipate an impact on the support numbers and costs.

2.2.11 Evaluation of staff supported by **CBT/EMDR** has shown a reduction in trauma symptoms of up to 93% and improvements in mental wellbeing of up to 94%. This treatment has enabled staff to return to work, free of debilitating symptoms as well as assisting affected staff to sustain attendance at work, impacting number of absence days lost.

2.2.12 **TRiM** – There was a 15% reduction in the number of TRiM referrals from 2017/18 to 2018/19; these had remained fairly constant in 2015/16 and 2016/17. There may be a correlation between this reduction and individuals self-referring for support via EAP. This is still an important support tool with over 180 TRiM assessors available across the Service who do this on a voluntary basis.

2.2.13 12.5% of new probationers have received support for **Neurodiversity**. Since Q4 2018, more than £41,000 in costs spent, has been reclaimed from DWP.

2.2.14 There are 200 **Wellbeing Champions** across the Service with 310 contacts recorded in 2018 versus 191 from 1 January to 21 July 2019. If this trend continues, this will mean a 23% increase on the year. The top three contact themes are: mental health/stress, personal/relationship issues and work issues. Whilst this is seen as an important part of the support system, we will continue to monitor the effectiveness of the role and the geographical spread of resource to ensure the need is continuing to be met.

2.2.15 The common theme through all of the quantitative and qualitative data is that the mental health of our people continues to surface as a priority and we proposed that a combined approach is now required. This theme will be developed as part of the tri-partite Lifelines work.

## 2.3 Next Steps

- 2.3.1 Following Resources Committee on the 10<sup>th</sup> September it was agreed that any further updates will be provided on a quarterly basis in advance of an update to the full board.
- 2.3.2 The metrics proposed in appendixes A and B will be confirmed within the next quarterly update and will incorporate measures on the impact of change initiatives more broadly.
- 2.3.3 A force wide Wellbeing & Engagement survey will launch early in the New Year, partnering with Durham University Business School who have experience of working with 30+ Forces across the UK. The results from this will identify organisational factors that impact our people's wellbeing and will inform any further delivery plan which can then be quantifiably tracked. This will also highlight hotspots where learning can be applied in a targeted way.
- 2.3.4 We will confirm measures and reporting cycles on those measures whilst recognising that the change required is a significant one and that this will impact in the medium and long term. We propose to move to a quarterly update.
- 2.3.5 We will utilise all data available to inform budgeting decisions for 2019/20 to ensure that funding is in line with key demand and priorities.
- 2.3.6 Integrating wellbeing considerations at every level of the organisation and in all decision making processes will help to ensure that the responsibility for the health of the organisation is shared by all.

## 3 FINANCIAL IMPLICATIONS

- 3.1 There are financial implications associated with this paper in that research indicates a correlation between good employee wellbeing and organisational performance. In order to succeed in building capacity and resilience, workplace wellbeing activities must address both individual and occupational risks, including physical and cultural impacts.

## 4. PERSONNEL IMPLICATIONS

- 4.1 There are no current personnel implications.

**5. LEGAL IMPLICATIONS**

5.1 There are legal implications associated with this paper. Police Scotland requires to be compliant with the Health & Safety at Work etc. Act 1974 in doing everything reasonably practicable to provide a safe and healthy workplace with adequate welfare facilities.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There are reputational implications in that families and friends will be impacted by our people's wellbeing and inform their view on our aspiration to be 'the best Service to work for'.

**7. SOCIAL IMPLICATIONS**

7.1 There are no currently no social implications.

**8. COMMUNITY IMPACT**

8.1 There are no current implications for community impact.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no current implications for equalities.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no current implications for environmental impact.

**RECOMMENDATIONS**

Members are invited to discuss the contents of this report.

# Appendix A: Measures & Metrics



## ANNUAL POLICE PLAN 2019/20 | POSITIVE WORKING ENVIRONMENT

Our People are supported through a positive working environment enabling them to serve the public

### PEOPLE STRATEGY 2018 - 21

#### INSPIRING LEADERSHIP

#### POSITIVE ENVIRONMENT

#### ORGANISATIONAL HEALTH

To equip managers with effective, informative and practical tools and guidance to support officer and staff wellbeing

To create a safe, positive and healthy working environment for all officers and staff

To embed a culture where the management of health and wellbeing are integrated into all aspects of the organisation

##### Creation of Leadership Framework

###### Measures/Metrics:

- Movement in the number of grievances, in particular against direct Line Managers
- Wellbeing & Engagement results benchmarked

##### Revised Promotions Approach

###### Measures/Metrics:

- Reduction in time spent in pool
- Higher success rate from selection processes
- Increase in capability evidenced through higher 'scores' through selection

##### Increase Capacity

###### Measures/Metrics:

- Quantifiable capacity created as a result of 'Modified Duties' and ET/Grievances/Complaints work e.g. reduction in time taken from investigation to outcome and published timescales met

##### Coaching Support Programme

###### Measures/Metrics:

- Wellbeing & Engagement results benchmarked
- % of Leaders attending at each rank
- Upskilling and application evidenced in the course evaluation

##### Revised Recruitment & Selection Approach

###### Measures/Metrics:

- Reduction in time from application to outcome
- Improved retention figures in hotspots
- Increase exit survey responses and act on data
- Increase in transfers for hard to fill posts
- SLAs met

##### Strategic Workforce Plan

###### Measures/Metrics:

- People feel their skills are utilised and valued
- Reduction in rest day cancellation
- Reduction in overtime costs and TOIL
- Reduction in absences

##### Talent Management Programme

###### Measures/Metrics:

- Decrease time spent to attain each rank
- Increase the movement of officers across Service

##### Introduction of 'My Career'

###### Measures/Metrics:

- % completed and % development plans in place, random sampling on quality
- Wellbeing & Engagement results benchmarked

##### Review of mental health related absence to understand volumes of work related stress versus clinical diagnosis – develop action plan

###### Measures/Metrics:

- Reduction in mental health related absence

##### Engage Effectively with our People

###### Measures/Metrics:

- Completion %s of local engagement plans with actionable insight
- Wellbeing & Engagement results benchmarked
- Review and action from quantitative and qualitative feedback from each engagement event

##### Wellbeing & Engagement Survey

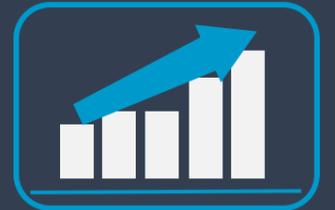
###### Measures/Metrics:

- Improved response rates – target 50%
- Increase in wellbeing results
- % local action plans in place with progress monitored via People Boards

##### Review of SOPs

###### Measures/Metrics:

- Reduction in number of SOPs
- Increase 'hits' on Policy Hub
- Less calls to People Direct



# Appendix B: Measures & Metrics



## ANNUAL POLICE PLAN 2019/20 | POSITIVE WORKING ENVIRONMENT

Our People are supported through a positive working environment enabling them to serve the public

### WELLBEING PROGRAMME

#### INSPIRING LEADERSHIP

#### POSITIVE ENVIRONMENT

#### ORGANISATIONAL HEALTH

To equip managers with effective, informative and practical tools and guidance to support officer and staff wellbeing

To create a safe, positive and healthy working environment for all officers and staff

To embed a culture where the management of health and wellbeing are integrated into all aspects of the organisation

##### Training provision for line managers.

###### Measures/Metrics:

- Increased capability/knowledge demonstrated through evaluation of events
- % of leaders attending events
- Decrease in grievances against direct managers

##### Promotion of our Employee Assistance Programme (EAP)/TRIM

###### Measures/Metrics:

- Increase usage of EAP
- Increase % of TRiM deployment
- Decreased absence work related stress
- CSTAT results (feedback from users)

##### Mainstreaming Wellbeing

###### Measures/Metrics:

- % of policies and procedures incorporating wellbeing
- All induction includes wellbeing input
- % of wellbeing champions v target
- Equality and Human Rights Impact Assessment process includes wellbeing

##### Financial Education on a range of topics

###### Measures/Metrics:

- Number of attendees/% to total population
- Increased knowledge demonstrated through evaluation of events
- Decrease in calls/contacts re 'finances'

##### Attendance Management

###### Measures/Metrics:

- Return to work discussions % completed
- Decrease % of recurring absence types
- % ASM completed
- Insight from umbers of reasonable adjustments

##### Mental Health framework

###### Measures/Metrics:

- Increase in numbers of people trained in mental health
- Reduction in mental health related absences/grievances
- Tri partite partnership working plan implemented

##### The streamlining and reforming of all wellbeing related SOPS and Guidance

###### Measures/Metrics:

- Increased number of hits
- Reduction of calls to People Direct

##### General uptake of support available

###### Measures/Metrics:

- % of resilience assessments completed
- % of flexible working requests granted v requested
- Increased usage of telephone and e counselling

##### Wellbeing Champion network

###### Measures/Metrics:

- Increased number of champions
- Geographic spread reflective of need
- Upskilled in key themes with knowledge demonstrated through evaluation of training

##### Access to comprehensive wellbeing support literature and information

###### Measures/Metrics:

- Increase in usage of EAP
- Increase in approaches to Wellbeing Champions
- Increase in usage of wellbeing partner organisations
- Reduction of absence of work related stress

##### Provision of free flu vaccinations for officers and staff

###### Measures/Metrics:

- % increased number of vouchers issued
- Reduction of flu/cold related absences

##### The creation of a wellbeing library resource

###### Measures/Metrics:

- Increased usage of resources from the wellbeing library
- Evaluation scores of usefulness of resources from users

