

Meeting	SPA People Committee
Date	31 August 2022
Location	Video Conference
Title of Paper	Health and Wellbeing Programme Review - Statement of Intent
Presented By	Jude Helliker, Director of People & Development Damian Shannon, Health and Wellbeing Manager
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The Health and Wellbeing Programme review statement of intent outlines what we will do and outlines impartial recommendations which will enable us to develop and implement the next generation of the Health and Wellbeing Programme and individual elements. More specifically this includes:

- Outlining the 4 stage process the health and wellbeing team are undertaking to shape the next generation of the health and wellbeing programme.
- Outlining the progress which has been made to date.
- Outlining the health and wellbeing priority areas and framework

Members are invited to discuss the contents of this report.

1. BACKGROUND

The People Strategy was developed, and launched in 2018 as an enabler to deliver the Force’s strategic outcomes. The wellbeing of our people has been embedded within the strands of the strategy as can be seen below. As a result, consideration of our people’s wellbeing should continue to be given across all processes and activities and although much has been achieved since the launch of ‘Your Wellbeing Matters’ to establish core systems and support we must strive to further understand our people’s needs and how they can be effectively met.

POSITIVE WORKING ENVIRONMENT Our people are supported through a positive working environment enabling them to serve the public.		
People Strategy: INSPIRING LEADERSHIP	People Strategy: POSITIVE ENVIRONMENT	People Strategy: ORGANISATIONAL HEALTH
Wellbeing Objective To equip managers with effective, informative and practical tools and guidance to support officer and staff wellbeing.	Wellbeing Objective To create a safe, positive and healthy working environment for all officers and staff.	Wellbeing Objective To embed a culture where the management of health and wellbeing are integrated into all aspects of the organisation.

The ‘Your Wellbeing Matters’ approach supports four key areas of wellbeing; Physical, Psychological, Social and Financial. The strategic aim of the ‘Your Wellbeing Matters’ programme, is to promote and embed an inclusive approach to wellbeing within Police Scotland and the SPA, taking proactive measures and promoting good practice to ensure that our Officers and Staff feel informed, valued and supported.

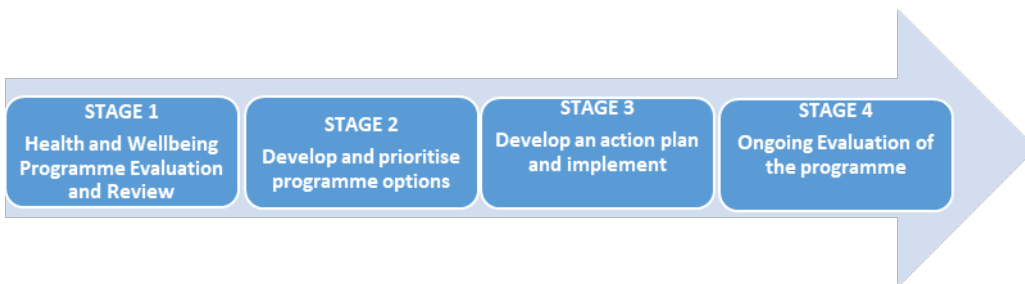
The Health and Wellbeing Programme, within which ‘Your Wellbeing Matters’ sits has experienced much change in recent times and since the amalgamation of Health & Wellbeing functions within the People Services portfolio into what is now ‘People, Health & Wellbeing’ it is felt that a full and robust review of the Health and Wellbeing Programme is required.

This paper outlines the 4 stage process the Health and Wellbeing team are undertaking to shape the next generation of the health and wellbeing programme along with progress that has been made to date.

2. FURTHER DETAIL ON REPORTING TOPIC

2.1 Methodology

The team have identified an evidence-to-practice gap in health and wellbeing and have therefore adopted a 4 stage systematic approach to facilitate the uptake of evidence in practice. We believe that this process and approach has supported the identification of evidence gaps, produced practice-based evidence, demonstrate efficacy, support dissemination to improve awareness, and facilitate programme/intervention adaptations and adoption. An overview of the 4 stage process and progress to date is provided below.



2.2 STAGE 1 – Health and Wellbeing Programme Evaluation and Review

The Health and Wellbeing Programme evaluation and review will:

- Measure the impact of the overall Health and Wellbeing Programme against its objectives; and more specifically 4 key services and projects within the wider programme, namely TRiM, Wellbeing Champions, Employee Assistance Programme (EAP) and Occupational Health (OH);
- Evaluate the extent to which the objectives of the Health and Wellbeing Programme are pertinent to the needs, problems and issues it was designed to address;
- Evaluate the efficacy of the Programme and identify its most efficient and its most inefficient aspects;
- Identify and understand current needs, problems and issues.

2.3 STAGE 2 – Develop and prioritise health and wellbeing programme options

Stage 2 will inform and provide relevant, realistic and impartial insights and conclusions which will enable us to develop a Health and Wellbeing Framework moving forward into 2022 and beyond. This framework will aim to:

- Refine the description and definition of health and wellbeing;

- Develop a process and criteria for choosing health and wellbeing interventions and projects, considering both the new and existing;
- Describe our approaches to workforce and stakeholder involvement in prioritisation;
- Include existing strategy and objectives within these processes.

2.4 **STAGE 3 – Develop an action plan and implement**

Stage 3 will bring the decisions that have been made and the priorities within the health and wellbeing framework to life, the action planning will provide us with clear direction in terms of programme implementation and required change. The action plan will help us to:

- Identify the key components of a work plan, expanding on activities and time scales;
- Apply action planning tools and processes to our health and wellbeing programme.

2.5 **STAGE 4 – Ongoing Evaluation and Review of the programme**

Robust evaluation and review methods must be embedded into the health and wellbeing programme to allow us, at any given point, to fully assess the impact of the overall Health and Wellbeing Programme against its objectives and to determine the efficacy of the programme and its many parts.

PROGRESS TO DATE

2.6 **STAGE 1 - Health and Wellbeing Programme Evaluation and Review**

The stage 1 health and wellbeing programme evaluation and review has been one of the key focuses of the health and wellbeing team in 2022. The importance of engaging and listening to our people cannot be emphasised enough with the insights enabling us to determine the impact of all aspects of the health and wellbeing programme at present whilst also shaping and driving the future. The engagement of both key internal and external stakeholders has taken many forms, with tools and communications channels such as survey templates, emails, one to one meetings and group meetings utilised. An overview of some of the groups and areas the team have heard from is included in the table below:

Internal stakeholders	External stakeholders
ACC Criminal Justice / Major Crime and Public Protection / Operational Support / Organised Crime CT and Intel / Partnership and Prevention / Professionalism and Assurance /	Police Mutual
ACC Local Policing East / North / West / Divisional Commanders	Eleos
Digital Information / Finance / Strategy and Analysis / P&D	Police Treatment Centre
SPA	Lifelines
E & D - Equality and Diversity (The Diversity Staff Associations, Christian Police Association Scotland, Disability Carers Association, Scottish LGBTI Police Association, Scottish Police Muslim Association, Scottish Women's Development Forum, SEMPER Scotland, LGBT Allies.)	SPRA
SPF- Scottish Police Federation	Scottish Police Benevolent Fund
Wellbeing Champions	Scottish Police Credit Union
TRiM Coordinators / TRiM Assessors	Public Health Scotland
ASPS / Unison / Unite	Optima Health
Wellbeing Leads / Wellbeing SPOC's / Wellbeing Boards - some exist within Divisions and Departments	Tri Service Wellbeing Group

2.7 What Our People Are Telling Us

The engagement of our people has provided a huge amount of insights which allow us to further understand the needs, problems and issues our workforce are currently experiencing. The insights also support us in assessing the efficacy and effectiveness of the current programme. A sample of some of the comments and insights captured are provided below. It is evident that there are a wide range of themes emerging which have influenced the development of health and wellbeing priority areas and framework.

- *"Calls to EAP when people are feeling stressed/ have been referred from TRiM process- people then being turned away because EAP decide it must be too serious and 6 counselling*

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sessions wouldn't suffice- leaves the person in a worse position. A recurring issue."

- *"Calls to EAP resulting in very unhelpful responses to the point our people don't want to refer to them."*
- *"The service (Optima Health) being provided is sporadic."*
- *"Emails going unanswered from Optima and calls not being made to our people when they've been organised."*
- *"I think the weakness is not perhaps in the process but more the reluctance of the staff to engage or trust the processes. Staff understand the stresses that come with the work – the exposure to difficult situations and the pressure of working in difficult environments – but I think staff feel if they reach out for help it might be seen as a sign of weakness and that you are unable or unfit to do your job."*
- *"HWB can also be used as a 'tick box' for the organisation to say they've put procedures in place but no good if attitude remains that productivity is all that matters."*
- *"As far as I can see there is absolutely nothing in place to tackle the inevitable issues this increased trauma will result in. Only received 1 TRIM session within 21 years' service."*
- *"They need to be obligatory as people worry about spending time not working or being seen as weak + not able to cope."*
- *"Started with PS Jan 2021/worked from home. Have no awareness of Wellbeing apart from EAP."*
- *"Wellbeing knowledge is limited to the intranet page."*
- *"It could be helpful to find out about local groups where you can go walking, swimming, cycling. Some of these things not all staff wish to do with colleagues. / Relaxation classes e.g. Yoga."*
- *"I previously organised health screenings for staff through a grant that I obtained from Police Care UK. The feedback was really positive and I think if Police Scotland had funding for more of these then it would really boost morale and make a difference to staff wellbeing."*
- *"Worried in regards to the transition to agile working/hot desking and its making people feel less part of the organisation and more like a visitor when in the office."*
- *"Time off booking in advance for family holidays getting consistently declined."*
- *"If you are drowning in work the last thing you have time to do is go to a 2 hour wellbeing talk: it's not that these opportunities are not appreciated, it's just not dealing with the root cause of the real problems."*
- *"Rest days being cancelled."*
- *"Police assaults not being taken seriously."*
- *"Aware we have a wellbeing room in the building but I wouldn't feel comfortable spending time there as it seems to*

fly in the face of productivity targets/ETARMIS monitoring + attitudes against working from home.”

2.8 **STAGE 2 - Develop and prioritise health and wellbeing programme options**

The huge array of feedback and views gathered has allowed us to further define what health and wellbeing means to our people, with some priority areas emerging which provide us with a strategic focus and act as the foundations of a health and wellbeing framework, more info on the priority areas is provided below.

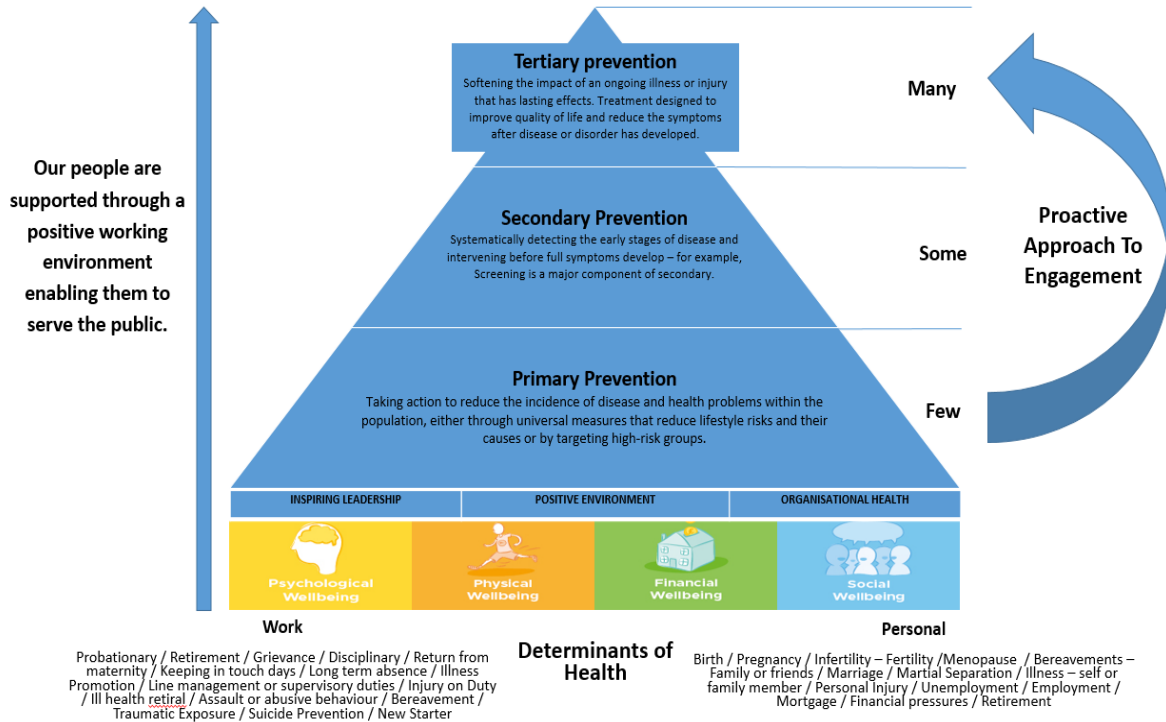
Health And Wellbeing Priority Areas

- Bring the health & wellbeing of our people to the top of the organisations agenda.
- Develop a coordinated national approach to health and wellbeing, which is robust and driven by investment.
- Proactive engagement of our people in an ongoing health and wellbeing conversation through listening and understanding the need.
- Recognising the significant pressures on our people and develop the support of our people enabling them to achieve a better work / life balance.
- Adopt a person centred approach to all support pathways and programmes i.e. EAP, OH, TRiM, Wellbeing Champions.
- Prevention to become a primary focus.
- Reduce the stigma which still exists around health and wellbeing, particularly mental health and the seeking of support.
- Development and training of all officers and staff, with a specific focus on those in line management and senior ranks.
- Recognise the importance and role of peer support amongst our people.

2.9 **Health And Wellbeing Framework Model**

The health and wellbeing framework has been developed to encapsulate the emerging priority areas and the shift in focus and approach to health and wellbeing. The framework is driven by our core aim which is to support our people through a positive working environment enabling them to serve the public. The proactive, preventative and person centred approach intends to understand and consider what our people are experiencing both inside and outside of work. Recognising the impact of significant moments on people's lives and providing 'fit for purpose' tools and support which

empowers and enables our people to take positive action in relation to their health and wellbeing.



2.10 STAGE 3 – Develop a series of action plans and implement

It is clear that our people require a health and wellbeing programme with a strong foundation, namely Employee Assistance Programme, Occupational Health, TRiM and Wellbeing Champions, providing core principles for the growth of the many other areas that have emerged throughout the evaluation and review. These areas bring the priorities and health and wellbeing framework to life and require further action planning which will provide us with clear direction in terms of programme implementation. More information is provided below on the emerging key health and wellbeing components and a brief overview of the action required to influence change.

2.11 Employee Assistance Programme / Occupational Health

- Adopt a more Person Centred approach:
 - Customer service and communication
 - Services driven by need
 - Blended model of interaction - F2F/video and telephone
 - Increase Optima Health understanding of our organisation
- Shift focus to prevention i.e. Your Wellbeing Assessments, Health MOT's.

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- Address limitations such as Trauma and more serious condition support.
- Communicate what can be expected of the EAP / Occ Health services with our people.
- Line manager awareness training and support.

2.12 **TRiM**

- Improved referral system for those following TRiM that require specialist trauma support with links back in to the wellbeing team and management/HR to aid workplace support, adjustments and recovery
- The development of a Trauma Informed Training Program across Police Scotland for our own officers and staff.
- The introduction of a specific TRiM budget for training, expenses etc. for which will aid with cross Division cover and support
- More permanent TRiM Co-ordinator roles where they can support the referrals but also development and training, link to regional HWB roles.
- Trauma support pathways are developed and all work in relation to Trauma within PS is linked.
- The research into the effectiveness and efficiency of TRiM is ongoing.

2.13 **Wellbeing Champions**

- Must become nationally not locally driven.
- Relaunch of the programme needed to remove the impression of it being a 'tick box' exercise.
- Diversify and define the role, reduce the number of champions
- Structure needed in terms of recruitment / governance / monitoring and evaluation / training.
- Commitment to develop and support the champions, investment required.
- The research into the effectiveness and efficiency of the Wellbeing Champions is ongoing.

2.14 **Governance and Strategy**

- Development of HWB Advisory Group led by the national HWB team and membership to include HWB Leads SPOC's.
- Health and wellbeing groups throughout the organisation to strategically fit with national priorities.
- Mapping required across all organisational priorities, defining the role of health and wellbeing i.e. YSM, PPCW.
- Annual Health and wellbeing operational plan to be developed and governed through HWB Advisory Group.

2.15 **Health and Wellbeing Resource**

- Must increase the presence of the HWB team nationally to provide direction and support.
- National team requires a full complement of health and wellbeing staff and expertise.
- Explore the potential for regional Health and Wellbeing roles.
- External funding is repeatedly secured within divisions to progress areas of work i.e. Police Care UK, can we have a role in the support of these initiatives?

2.16 **Environment**

- Better utilisation and adaptation of our spaces (estates & facilities) to support our health and wellbeing.
- Availability of internal funds to support this i.e. wellbeing rooms dotted throughout the organisation which have been externally funded.
- Health and wellbeing info visible to all, with up to date and impactful messaging in communal areas throughout the organisations. Adopt digital screens.
- Utilise existing facilities better i.e. gyms, outdoor spaces.

2.17 **Communications**

- Annual communications plan is needed which is driven by 'significant moments' and lived experience, key engagement tools and catalyst for positive action.
- Reignite Your Wellbeing Matters (Psychological / Physical / Financial / Social) substance behind the slogan. With a revamp of intranet, resources, monthly newsletters, email signatures etc.
- Communications are supported by valid and reliable support pathways, tools, and awareness packages to enable our people to take action.
- Communications plan is driven by evidence and impact.

- National roll out and support of our communications plan through HWB Advisory Group.

2.18 **Engagement**

- Development of a Peer Support Network driven by 'significant moments'.
- Use of activities which appeal to our people, vehicle for engagement i.e. physical activity, humour.
- HWB presence on the ground to engage with officers and staff i.e. development of the HWB Advisory Group.

2.19 **Preventative Approach Measures**

- Wellbeing Impact Assessment on all policy, practices and roles i.e. change programmes.
- Health and Wellbeing Assessments and MOT's i.e. Mandatory Mental Health MOT for high risk roles / Lifestyle and health MOT – Bi-annually.
- Re introduction of Fitness Testing an area to explore further.
- Prevention should be a core theme within EAP/OH contracts.

2.20 **Learning, Training and Development**

- HWB to become a stream within all LTD activity i.e. signposting.
- Targeted/evidence led approach to training need and delivery.
- Delivered by our people and through our voice, investment needed in train the trainers.
- Driven by realistic expectations on time i.e. Bite Size learning
- Line management and Senior Ranks focus, can some aspects of HWB training become mandatory?
- Behaviour / Skill Based / Address the limitations of Technology.
- Robust monitoring and evaluation of HWB LTD activity.
- HWB Input request process to be developed.

2.21 **Monitoring & Evaluation**

- Adopt an evidence led approach to all our work.
- Consider HWB objectives and outcomes to better determine impact.
- Understand what and why we collect our data.
- Use of an analyst to interpret and cline insight from our data i.e. trends (sickness absence (long and short term) / overtime etc.)

- Processes needed to capture wider organisational influence i.e. project proposal and principles.

2.22 **External Partners / Support Pathways**

- Form a HWB external partner forum.
- Introduction of a Memo of Understanding and annual delivery plans for all external partners.
- All externally contracted partners brought in to address an evidenced gap.
- HWB Business Partner position to lead on this.
- Develop new collaborations and strategic partnerships.

2.23 **Mental Health**

- Implement the Mental Health at Work Commitments to improve and support the mental health of our people.
- Reduce the stigma i.e. senior rank influence.
- Collaborate effectively internally and externally i.e. develop PPCW link.
- Suicide Prevention focus needed amongst our people.

2.24 **Critical Areas Which Require Research and/or Support**

- Research required to further understand the severity of the mental health problems our people are experiencing and the determinants which are contributing to these problems.
- People, Health and Wellbeing currently undertaking research into the reported annual increase in officer / staff reporting absence due to psychological issues. This deep dive will aim to:
 - Reveal insights into the 'why' behind this increase
 - Identify patterns and trends within absence, where the organisation can look to improve or change to support our people with mental health challenges particularly if work related (directly or indirectly).
 - Develop an informed improvement plan which will make recommendations as required based on the findings.
 - Adopt a case study approach, using a benchmark sample of the absence data available i.e. 40% of recorded absence lasting longer than 28 days over the last 3 years.
 - Use the information that is available on the Scope system (i.e. length of service, posting, age, gender etc.) and cross refer to look at other determinants, for example, is the person a shift worker, how often that person had their rests days cancelled etc.

- Others areas requiring research include the impact of the cost of living / financial pressures / hybrid working / organisational change / long covid / addictions.

2.25 **Organisational Areas To Consider And Strategically Align With:**

- The new People Strategy.
- EDI Strategy.
- Your Voice Matters recommendations and in particular the development of an engagement toolkit.
- Role of research and insights team i.e. YSM N Division Survey.
- Regional People Plans.

2.26 **Governance and Next Steps**

The review has highlighted that a fundamental challenge in relation to health and wellbeing is communication channels within our workforce, and the accessibility of relevant platforms for officers/staff to table health and wellbeing matters.

On 20 July 2022, Strategic Leadership Board members approved further development and implementation of the Health and Wellbeing Action Planning and Evaluation Structures (Stage 3 and 4) as well as the formation of a Health and Wellbeing Advisory Group which differs in its purpose and remit, as outlined on the table below:

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	Wellbeing Governance Group EXISTING	Health and Wellbeing Advisory Group PROPOSED
PURPOSE	The group provides governance, approval and oversight to all proposals and projects related to health and wellbeing within Police Scotland/SPA. The group will promote solutions development through effective stakeholder engagement and partnership working.	The Health and Wellbeing Advisory Group, has the responsibility for the organisation-wide joined-up preventative approach to Your Wellbeing Matters.
	The main business of the group is to consider and develop solutions ensuring that our work force feels supported, engaged and valued and has access to appropriate health and wellbeing services.	
REMIT	Ensure that the aims and commitments outlined in the People Strategy as are progressed.	To deliver on the Health and Wellbeing programme by identifying and understanding emerging health and wellbeing trends and developing and introducing preventative measures.
	Provide executive and strategic oversight, governance and co-ordination of ongoing Health and Wellbeing activity.	To identify, support and share best practice internally within health and wellbeing business networks and across the organisational network.
	Monitor the progress and impact of key Wellbeing activities.	To provide a consistent national approach for all business areas associated with Health and Wellbeing regarding Your Wellbeing Matters.
	Provide clear leadership, direction and commitment, and provide a platform for discussion / agreement on key decisions and emerging matters and trends.	To promote and ensure the health and wellbeing of police officers and staff within the organisation remains a priority.
	Ensure benchmarking and sharing of best practice internally and with other organisations.	To enhance internal governance structures and communication channels to capture operational and organisational learning to identify improvement opportunities.
	Consider research and analysis of the wellbeing needs of our workforce.	
	Review existing Force policy, process and practice as it relates to wellbeing.	
	Ensure support of the vision and values outlined in the Policing 2026 agenda and People Strategy with specific reference to wellbeing.	
	Examine how we continue to manage and support the impact of organisational change.	
	STAFF	DCC Professionalism, Digital and Transformation Director People and Development
MEMBERS	Director People and Development ACCs Head of People, Health & Wellbeing Health & Wellbeing Manager SPF, ASPs , UNISON, UNITE Representative Forensics Services Representative ICT, Representative Finance Enterprise Risk Manager	Health and Wellbeing Leads / SPOCS from Local Policing, Specialist Divisions and Corporate functions incl. SPA / Forensics as nominated via Commanders / Head of Depts. SPF, ASPs, UNISON, UNITE, Staff Diversity Associations (namely DACA, Scottish LGBTI Police Assc., CPA, SEMPER, SWDF, RPOAS)
FREQUENCY	Quarterly	Bi-Monthly or otherwise as directed by the Chair. To run at least 4 week ahead of the Wellbeing Governance Board. This will allow the governance timelines to be met should there be any papers from the Advisory Group to be escalated to the Board.

The membership will be driven by internal stakeholders (HWB leads and SPOC's) and staff associations who demonstrate a direct commitment to health and wellbeing within their role, act as champions and role models, ultimately supporting us to understand needs and bring about positive change. It is hoped that by having collective oversight of ongoing health and wellbeing activity and initiatives being undertaken within the organisation, both nationally and locally, and by having improved governance, the Health and Wellbeing Advisory Group will be able to:

- Ensure that all health and wellbeing activity is aligns with the national health and wellbeing framework and approach and meets the needs of officers and staff.
- Ensure that information and resources are used fairly, transparently and effectively.
- Ensure that any activity has relevant focus and measurable outcomes which actively support the aim and commitments of the health and wellbeing strategy. Avoid duplication of effort and oversee development of joined-up ways of working
- Assist with the collection of relevant data and information in order to measure progress and monitor effectiveness.
- Encourage sharing of experience and expertise amongst stakeholders.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications associated with this paper however, the reviews as detailed will lead to funding request at the appropriate juncture.

4. PERSONNEL IMPLICATIONS

- 4.1 The Health and Wellbeing review will be led by the Health and Wellbeing manager who will be supported by the wider Health and Wellbeing team on individual elements of the review and evaluation.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are no reputational implications associated with this paper.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

- 8.1 There are no community impact implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 Equality, diversity and human rights must be a key consideration throughout not only the health and wellbeing review process but also in the development and implementation of the next generation of the health and wellbeing programme. EQHRIA's will be completed for each aspect of the programme. Ongoing engagement continues with E&D Colleagues regarding all aspects of the programme.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environment implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.