

Meeting	SPA People Committee
Date	28 February 2022
Location	Video Conferencing
Title of Paper	Health and Wellbeing Programme Review - Statement of Intent
Presented By	Jude Helliker, Director of P&D
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

This report provides Members with the Health and Wellbeing Programme review statement of intent which outlines what we will do and indeed are doing at present to gain relevant, realistic and impartial recommendations which 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.
- Outline of the progress which has been made to date.

Members are invited to discuss the contents of this report.

1. BACKGROUND

- 1.1 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.

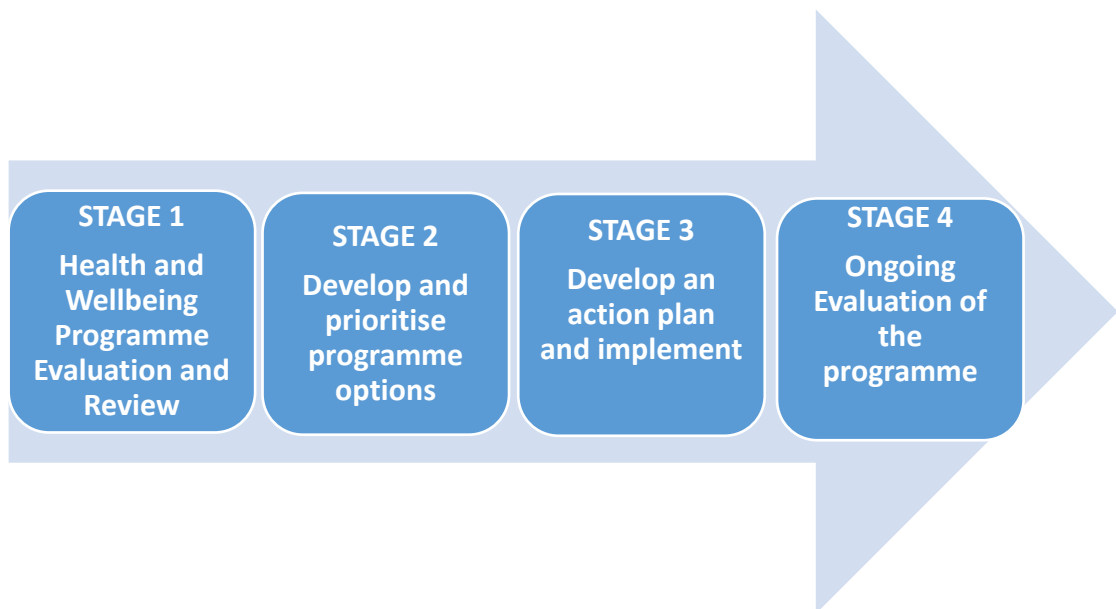
POSITIVE WORKING ENVIRONMENT		
Our people are supported through a positive working environment enabling them to serve the public.		
People Strategy: INSPIRING LEADERSHIP	People Strategy: POSITIVE ENVIRONMENT	People Strategy: ORGANISATIONAL HEALTH
Wellbeing Objective To equip managers with effective, 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.

- 1.2 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.
- 1.3 The Health and Wellbeing Programme, within which ‘Your Wellbeing Matters’ sits has experienced much change in recent times and given the recent 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 needed as a first step. This paper outlines our statement of intent in terms of the methodology we need to undertake to shape the direction of the Health and Wellbeing Programme in the months and years to come.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 METHODOLOGY

The team have identified an evidence-to-practice gap in health and wellbeing and are therefore adopting a 4 stage systematic approach to facilitate the uptake of evidence in practice. We believe that this process and approach will support the identification of evidence gaps, produce 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 (Q4 2021/22 – Q1 2022/23)

2.2.1 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);

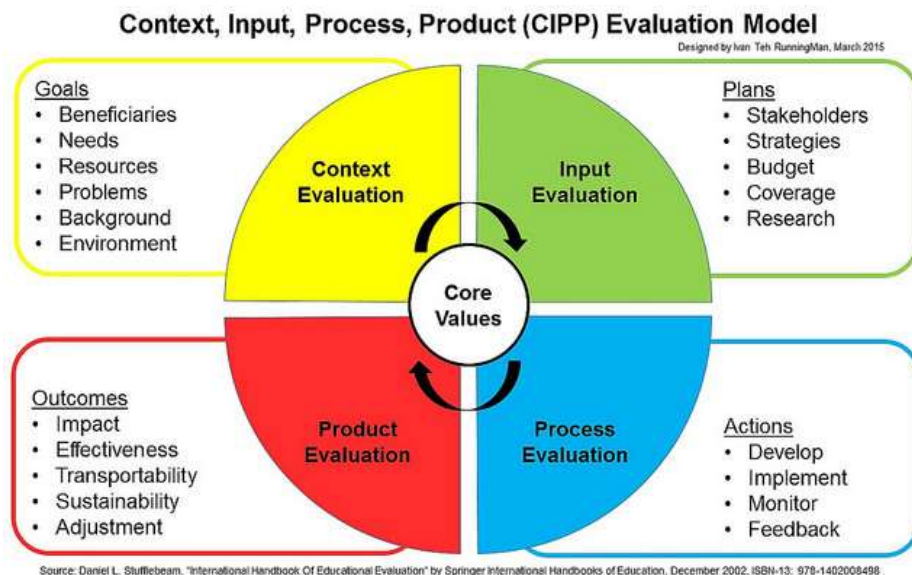
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- Evaluate the extent to which the objectives of the Health and Wellbeing Programme are pertinent to the needs, problems and issues it was designed to address;
- Evaluate the efficacy of the Programme and identify its most efficient and its most inefficient aspects;
- Identify and understand current needs, problems and issues.

2.2.2 We are using a Context, Input, Process, Product (CIPP) model for evaluation as this approach provides a holistic view of the programme by evaluating context, input, process and output. The model allows us to drill down into individual products and services within the wider programme. The model will enable us to ask 4 key questions:

- What should we do?
- How should we do it?
- Are we doing it as planned?
- Did it work?

2.2.3 The diagram below provides an overview of the evaluation model being utilised.



2.2.4 As for the mode and methods, we are utilising both quantitative and qualitative evaluation methods. Specifically, quantitative material collection is possible through questionnaires, literature survey, and thematic analysis of current data sets both that we collate and that of our colleagues and partners. For qualitative material collection,

the methods of short answer surveys, mapping and benchmarking of existing 'Blue Light' organisations health and wellbeing initiatives, strategies and actions plans, in-depth one to one interviews with current staff and stakeholders, reviews of meeting minutes and Divisional focus groups are being adopted. See progress to date (2.6) for further information.

2.3 STAGE 2 – Develop and prioritise health and wellbeing programme options (Q1/2 2022/23)

2.3.1 Stage 1 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.

2.3.2 This framework will aim to:

- Refine the description and definition of health and wellbeing;
- Refine health and wellbeing KPI's, objectives (SMARTER) and outcomes with consideration of inputs (new and existing);
- 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 (Q2/3 2022/23 – Q4 2023/24)

2.4.1 Stage 3 will bring the decisions that have been made and the priorities within the health and wellbeing framework to life, the action planning we 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 (Q2 2022/23 – Q4 2023/24)

2.5.1 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. Consideration must be given to:

- Types of programme evaluation i.e. CIPP evaluation model;
- Methods of collation i.e. H&W dashboard;
- The concepts of measurement validity and reliability.

2.6 PROGRESS TO DATE

2.6.1 The stage 1 health and wellbeing programme evaluation and review is very much the focus of the health and wellbeing team at present. A full overview of our evaluation and review plan is provided below. Our People Partners are proving to be an invaluable resource in this process, guiding us in how to navigate the organisation most effectively particularly in relation to the engagement of a board spectrum of stakeholders i.e. gaining insights from Regional People Boards membership.

2.6.2 We are ensuring that our evaluation is as equal, diverse and inclusive as possible. The review will consider all aspects such as gender, disability, ethnicity, religion and beliefs, and sexual orientation to ensure we have a true representation of the Police Scotland workforce.

Domain Under Study	Themes / Focus / Variable	Qualitative Tools	Quantitative Tools	Target Groups
Context	<p>Review People Strategy commitments and objectives</p> <p>Collation of Police Scotland population demographic data</p> <p>Governance structures.</p>	<p>Review of current strategy and evidence</p> <p>Mapping and bench marking of existing Blue Light organisations (Blue Light Together) health and wellbeing initiatives.</p> <p>Mapping and bench marking of workplace wellbeing good practice across all sectors.</p> <p>In-depth one to one interviews</p>	<p>Analysis of current demographic data sets</p> <p>Analysis of People Direct Service Desk data</p>	<p>Senior Leadership</p> <p>Wellbeing Governance Board Members</p>
Input	Content of the health and wellbeing programme	'Your Voice Matters' – findings analysis	'Your Voice Matters' – findings analysis to include action plan	Key External stakeholders and partners (Optima,

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	<p>'Your Health Matters' - four key areas of wellbeing; Physical, Psychological, Social and Financial</p> <p>Partner and Stakeholder contributions</p> <p>Mental Health at Work Commitment and Standards and Actions i.e. Wellbeing Impact Assessment.</p> <p>ISO international standards</p>	<p>Thematic analysis of key external stakeholders priorities and value add</p> <p>Short answer surveys</p> <p>In-depth one to one interviews</p> <p>Focus groups</p>		<p>Lifelines, Eleos, Police Treatment Centre, SPRA, Scottish Police Benevolent Fund, Scottish Police Credit Union, Police Mutual)</p> <p>Key Internal stakeholders and partners (Local Policing Divisions, National Specialist Divisions and departments, Organisational Support Departments, Wellbeing Champions, TRiM Assessors, Health and Wellbeing team, SPF, ASPs, Unison, Unite, SPA, 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.)</p>
Process	<p>Communications and Marketing</p> <p>Resources and tools</p> <p>Existing impact and evaluation methods i.e. wellbeing dashboard.</p> <p>Learning, training and development</p>	<p>Mapping and review of themes</p> <p>Short answer surveys</p> <p>In-depth one to one interviews</p> <p>Focus groups</p>	<p>Analysis of current data sets</p> <p>Questionnaire to evaluate the quality – use of Citizen Space</p>	<p>Key External stakeholders and partners (As above)</p> <p>Key Internal stakeholders and partners (As above).</p>
Product	<p>Impact and effectiveness of:</p> <ul style="list-style-type: none"> • HW-B programme • EAP • OH • Wellbeing Champions • TRiM 	<p>Short answer surveys</p> <p>In-depth one to one interviews</p> <p>Focus groups</p>	<p>Analysis of current data sets</p> <p>Questionnaire to evaluate the quality - – use of Citizen Space</p>	<p>Key Internal stakeholders and partners (As above).</p>

2.7 GOVERNANCE AND NEXT STEPS

2.7.1 At each stage of the process it will be important to share our recommendations and conclusions with the variety of stakeholders, both internally and externally, who have played a part. This will be done through oral presentations, papers and briefings. This dissemination of information will ensure that collectively we will understand the issues addressed by the programme, increase understanding and awareness about the types of support needed for successful implementation and ultimately inform programme improvement and growth. The decision making within this process will be governed through the Wellbeing Governance Board with the next meeting taking place in the 25 March 2022 where we plan to seek approval to proceed to Stage 2, the development and prioritisation of the health and wellbeing programme options.

3. FINANCIAL IMPLICATIONS

3.1 There are no specific 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 specific legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational issues raised in this paper.

7. SOCIAL IMPLICATIONS

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

8. COMMUNITY IMPACT

8.1 There are no specific 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 specific environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to discuss the information contained within this report.