

<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>19 February 2020</b>
<b>Location</b>	<b>The Barracks, Stirling</b>
<b>Title of Paper</b>	<b>Wellbeing</b>
<b>Presented By</b>	<b>Jude Helliker</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

The purpose of this report is to provide Members with an update in relation to the current Wellbeing initiatives and support, and an update in relation to the Engagement and Wellbeing survey.

Members are invited to discuss the content 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. One of the three strands of the People Strategy was to create a Positive Environment for our people and a key activity within in that was to embed a wellbeing programme, taking proactive measures to ensure our people feel informed, valued and supported.
- 1.2 This paper seeks to provide an overview of some of the resources available to staff and officers to enable individuals to maintain their wellbeing, and to identify and manage any challenges they have.
- 1.3 Wellbeing, and the support provided, covers a range of matters, including physical, financial, social and psychological wellbeing. Given the recent focus on psychological wellbeing both in the media and in Parliament this will be the focus of this paper.

## 2 FURTHER DETAIL ON THE REPORT TOPIC

### 2.1 Existing Wellbeing initiatives

- 2.1.1 When our people's wellbeing is already impacted this manifests as symptoms and, in the main, our current initiatives are in response to those. There are a number of mechanisms in place to provide a wide range of support:
- 2.1.2 **Occupational Health & Employee Assistance Programme** - All staff and officers have access to both the OHP and the EAP, with quarterly statistics on use, reported via the SPA Resources Committee to identify and respond to any trends emerging, particularly around known risk factors.
- 2.1.3 **'Your Wellbeing' assessment** – is a resilience tool for self-assessment and screening purposes, improving our ability to identify psychological issues at an early stage and provide support to help reduce the risk of more significant difficulties developing.
- 2.1.4 **Trauma Risk Management (TRiM) approach** – the model of support used to provide peer to peer support for officers and staff who are directly involved in potentially traumatic incidents.

TRiM is automatically deployed locally providing an initial independent person to speak to and referrals, where appropriate, are made to Optima via the EAP which provides telephone or face to face counselling as required.

- 2.1.5 **Wellbeing Champions** – as well as line managers and peer support, dedicated Wellbeing Champions offer Officers and Staff guidance and signposting to the most appropriate support available to them on a confidential basis.
- 2.1.6 **Backup Buddy** - the Backup Buddy app has recently been developed, specifically for officers and staff in recognition of the risk to mental health that is associated with police work. Individuals can download the app to their personal devices to access useful information across a range of problems, and in relation to maintaining good mental health and spotting warning signs.
- 2.1.7 **Intranet Site** – as well as signposting to all of the above support available, the wellbeing intranet site provides links to external support sites, such as SAMH and the Mental Health Foundation.
- 2.1.8 **Internal Training** – specific input has been provided to date for EERP, Criminal Justice, Negotiators, Family Liaison Officers, Forensic Services and Contact Command and Control Division, as well as open sessions for anyone to sign up to. These sessions aim to help people to understand the importance of self-care, when and how to use the services available to them and how to build personal resilience.
- 2.1.9 **Working Groups** - In response to the increase in assaults to Officers a working group has been established to both review the support that is received in the event of an assault along with looking at how we reduce the numbers of assaults on Officers. This is at an early stage and further updates will be provided.
- 2.1.10 **MOT4MEN** – Four workshops were delivered by charity MENSELF in Greater Glasgow Division. Participants received advice on the proactive management of their health and wellbeing as well as information on where to seek help and support if needed. Evaluation feedback was unanimously positive.
- 2.1.11 **Lifelines** – Funding has been secured and we are working with colleagues in SFRS, SAS and the NHS to progress this work. This will provide online information and resources for responders, their friends and family as well as training courses on wellbeing and resources to help organisations embed wellbeing in the workplace.
- 2.1.12 **Senior Leaders Forum** - Wellbeing Champion, Supt Iain Thomson presented an input on 17 December 2019, underlining the collective responsibility of all leaders in the organisation to

promote and support wellbeing through awareness of the impacts of leadership behaviours and the need to work together to challenge stereotypes and create positive environments.

- 2.1.13 **Wellbeing Project Officer** – following funding from Police Care UK, an appointment has been made to Highland and Islands Division to lead the delivery of a 'See Me In Work' Action Plan which will align to the current Wellbeing framework.
- 2.1.14 **Police Treatment Centre** – the Police Treatment Centre offers a dedicated two week, structured Psychological Wellbeing designed specifically for Serving Officers with mild to moderate anxiety and depression, and stress related issues.
- 2.2 Organisational Factors
  - 2.2.1 Work is required to identify the underpinning **organisational factors** that impact our people's wellbeing. We have information from previous surveys that will inform this and, working collaboratively with Staff Associations and Unions, these will be prioritised and action taken. These may include demand, resourcing, rank ratio reviews, working environments, meal break and rest day cancellations.
  - 2.2.2 These priorities will also inform the refresh of the Chief Constable's commitments for the coming year.
  - 2.2.3 The proposed Wellbeing and Engagement survey, and the Strategic Workforce plans will provide further and current evidence to inform Executive decisions regarding investment and focus.
- 2.3 Wellbeing and Engagement survey
  - 2.3.1 A commitment has been made to undertake a Wellbeing and Engagement survey which will be open to all officers and staff, with Durham University Business School having been contracted to deliver this.
  - 2.3.2 The questions set will be based on workplace factors; wellbeing, attitudes and behaviours with the addition of a sub set relating to diversity, equality and inclusion.
  - 2.3.3 The survey was initially intended to be undertaken in February 2020, however, due to operational demands, this is no longer viable. A number of options are being considered in relation to the timing of the survey, with key considerations including:

- that a clear communications plan is delivered to staff and officers in relation to the survey which includes what has been delivered since the last survey;
- ensuring that sufficient time is given to consultation with staff associations and trade unions;
- that staff and officer participation can be maximised; and
- there will be capacity to respond to the findings in an appropriate timeframe of these becoming available, including identifying organisational and local actions with the progress tracked through the People Boards.

2.3.4 A decision has not yet been taken as to the timescales for delivery, however the commitment to undertaking the survey is unchanged.

2.3.5 We seek to stabilise the survey landscape and are in conversation with the SPF on how we take the key learnings from previous surveys, including Prof. Duxbury's, and address the issues raised.

## 2.4 Response to Suicides

2.4.1 Suicide is a personal tragedy which impacts heavily on all involved. The loss of any officer or staff member is of significant concern and we continue to do all we can to support those directly impacted by such loss.

2.4.2 From research we know that entrapment, defeat, humiliation and loss can be pre-cursors to suicide, however the causes of suicide are complex and multi-faceted and its impact is felt across the breadth of Scottish society. Within Police Scotland, we will focus on supporting resilience, raising awareness throughout the Service and providing training for line managers.

2.4.3 Recognising the broader experience available in Scotland, we are connecting with external organisations to inform our thinking, including the National Suicide Prevention Leadership Group, and will seek independent validation and review of the support mechanisms we have in place to identify opportunities to develop and improve our services.

2.4.4 In our recent experiences, local management teams responded quickly and professionally to support colleagues, and in turn received additional support. DCC Taylor authored a message on the Police Scotland intranet which reiterated the mechanisms available for our people to access support should they require it.

2.4.5 Every death in service is unique and we seek to understand the circumstances of each case.

## 2.5 Challenges

2.5.1 The current budgetary constraints present a significant challenge to our ability to create a positive environment. The well documented deficiencies in the existing asset base, including the estate, has a direct impact on individual wellbeing across the organisation.

2.5.2 Our responsibility is to ensure that appropriate funding is secured and this formed part of P&D's 2020/21 budgeting submission. This was escalated to the Corporate Finance and Resources Board and was supported, ensuring that work can continue to be developed; including line manager training on mental health and the promotion of Wellbeing Assessments.

## **3 FINANCIAL IMPLICATIONS**

3.1 There are no direct financial implications associated with this report.

## **4 PERSONNEL IMPLICATIONS**

4.1 This report details the current support available to staff and officers in relation to mental wellbeing. Mental wellbeing is an increasing challenge for our people and if effective support is not delivered this will have significant personnel implications.

## **5 LEGAL IMPLICATIONS**

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

## **6 REPUTATIONAL IMPLICATIONS**

6.1 If effective wellbeing support is not delivered this will have a significant negative impact on the organisations reputation. This is already being presented publically.

## **7 SOCIAL IMPLICATIONS**

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

**8 COMMUNITY IMPACT**

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

**9 EQUALITIES IMPLICATIONS**

- 9.1 There are no direct equality implications associated with this paper.

**10 ENVIRONMENT IMPLICATIONS**

- 10.1 There are no direct environmental implications associated with this paper.

**RECOMMENDATIONS**

Members are invited to discuss the content of this paper.