

<b>Meeting</b>	<b>SPA Authority Meeting</b>
<b>Date</b>	<b>30 June 2021</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Wellbeing Report Annual Report</b>
<b>Presented By</b>	<b>Jude Helliker, Director of People &amp; Development</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A – Wellbeing Audit Recommendations</b>

**PURPOSE**

The purpose of this report is to provide the members with a review of the 2020/21 wellbeing performance and activities, our continued response to COVID-19 and proposals for next steps to continue to mainstream the wellbeing agenda.

Members are invited to discuss the contents of this report.

## **1. BACKGROUND**

- 1.1 The People Strategy enables the delivery of the Organisational Strategy and 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.
- 1.2 The past year has been unique with the COVID-19 pandemic changing the world we live in, and how the organisation operates. Our people have been asked from day one to take unprecedented measures to protect their family, friends, colleagues and communities, creating a heightened sense of anxiety and uncertainty. Police Scotland recognises that the wellbeing of our people throughout this challenging time, and post pandemic as we return to a new normal, is critical.
- 1.3 This update documents the wellbeing activities within the Annual Delivery Plan, how we responded to the internal audit and our next steps to further embed and mainstream the wellbeing agenda.

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

### **2.1 PROGRESS UPDATE**

- 2.1.1 Significant investment was secured for additional wellbeing initiatives in 2020/21 and a short life working group (SLWG) established, comprising of key stakeholders and staff associations, to determine the most effective and high impact approach to allocating the spend. These were incorporated into the wellbeing annual delivery plan and are described in more detail below.
- 2.1.2 In addition to the financial investment, resources were allocated to wellbeing to drive forward and deliver the various projects.
- 2.1.3 We continue to work with Optima to ensure that the most up to date information is available in accordance with our reporting schedule to the Scottish Police Authority.
- 2.1.4 We continue to support and maintain our established wellbeing network, which involves Wellbeing Champions, TRiM Assessors and TRiM Coordinators. These valued volunteers are committed to making this network a key part of the organisation's wellbeing journey and the strategic vision to embed wellbeing into everything we do.

- 2.1.5 Wellbeing training is now included on key courses including Probationer Training, Staff Induction, First Line Manager, Victim Identification and Family Liaison Officer. In response to COVID-19, an interim virtual presentation was recorded and has proven popular for inclusion on internal training and wider, in divisional briefings.
- 2.1.6 The Wellbeing Investment planned for sleep and back clinics and labelled this under Your Health Matters. Due to COVID-19 we are not able to run these safely face to face. As an alternative, Optima created a bespoke sleep and back podcasts launched on the intranet and on 87%. A selection of material produced by Optima on these topics has also been uploaded to the aforementioned platforms. Wellbeing will continue with the Your Health Matters programme and extend it further to encompass all the ongoing activity under the four strands of overall health namely physical, social, psychological and financial.

**2.2 QUARTER 4 ACTIVITY | CORE WELLBEING SERVICES**

**2.2.1 EMPLOYEE ASSISTANCE PROGRAMME**

EAP contacts in Q4 have fallen by 12% compared to Q3 this year and in comparison to Q3 2019/2020 are 29% lower.

The overall reduction for the year 2020/2021 compared to 2019/2020 is 24%.

**Employee Assistance Programme**

	2018/19	2019/20	2020/21	Variance
Quarter 1	335	701	415	-41%
Quarter 2	386	588	511	-13%
Quarter 3	328	549	492	-10%
Quarter 4	338	611	433	-29%
Total	1407	2449	1851	-24%

Contacts to the EAP in Q4 are predominantly due to personal issues.

74% personal 26% work

Top 3 Personal Issues are:

- Mental Health
- Personal Relationships
- Physical Health

Top 3 Work Issues are:

- Work Related Stress
- Trauma at Work
- Shift Working

## 2.2.2 OCCUPATIONAL HEALTH

COVID-19 continues to have an impact on OH demand and the provision of service delivery. Tele-consultations have continued as normal. Face to face consultations are not being carried out in line with government guidelines.

### Management Referrals

Q4 saw the reduction in management referrals continue.

This reduction in referrals has allowed Optima Health to prioritise the reintroduction of Hepatitis B immunisations.

### **Management Referrals**

	2018/19	2019/20	2020/21	Variance
Quarter 1	850	975	575	-41%
Quarter 2	824	986	694	-30%
Quarter 3	968	949	759	-20%
Quarter 4	1085	806	756	-6%
Total	3727	3716	2784	-25%

### Physiotherapy Referrals

Q4 referrals to physiotherapy increased by 13% on those submitted Q2.

### **Physiotherapy Referrals**

	2018/19	2019/20	2020/21	Variance
Quarter 1	254	189	65	-66%
Quarter 2	244	176	108	-39%
Quarter 3	184	166	122	-26%
Quarter 4	233	134	122	-9%
Total	915	665	417	-37%

### Specialist Medicals

Q2 to Q4 there were additional clinics dedicated to specific medicals to allow a clearing of the back logs.

**Drivers Medicals**

	2018/19	2019/20	2020/21	Variance
Quarter 1	369	317	2	-99%
Quarter 2	321	316	531	68%
Quarter 3	362	296	668	126%
Quarter 4	400	318	141	-55%
Total	1452	1247	1342	7%

Armed Policing Medicals

Armed policing continue to assist with the population of the specialist clinic slots ensuring that no Firearm Officer has to have their specialism suspended due to the lack of a medical appointment

**Armed Policing Medicals**

	2018/19	2019/20	2020/21	Variance
Quarter 1	212	160	189	+18%
Quarter 2	196	156	145	-7%
Quarter 3	211	189	168	-11%
Quarter 4	201	181	172	-5%
Total	820	686	674	1%

Recruitment Medicals

The average deferral rate for Q4 36%

Reasons for deferral:

- BMI
- Psychological
- Musculoskeletal
- Colour Vision

## Recruitment Medicals

	2018/19	2019/20	2020/21	Variance
Quarter 1	114	298	104	-65%
Quarter 2	234	362	165	-54%
Quarter 3	196	294	138	-53%
Quarter 4	390	391	260	-31%
Total	934	1345	667	-50%

## Flu Jab

A global shortage of the flu vaccine has resulted in Chemists and Supermarkets struggling to meet the demand. The total claimed to date through expenses claims has been £23,881.97

### **2.2.3 TRAUMA RISK MANAGEMENT (TRIM)**

Data suggests that, as a result of a number of national and local Initiatives led by the TRiM Lead and wider team to promote the availability of the service, TRiM requests are increasing. A TRiM Awareness Week (week of the 8<sup>th</sup> February) highlighted topics of; What is TRiM, How to Access TRiM, Recognising the Signs, Self Help and Building Resilience. This received wide organisational positive feedback and raised some key questions and training needs across the organisation. This has undoubtedly led to an increase in the usage and contact with the TRiM Team and raised the profile of this very important service.

Quarter 4 statistics are 15% higher on the previous year with a consistent trend of increased referrals throughout 2020/21; 24% increase on the previous year. The figures for Q4 will be higher than currently reported as the TRiM support process can take on average three months so more complex referrals for January, February and March have still to be fully reported throughout April, May and June respectively.

	2018/19	2019/20	2020/21	Variance
Quarter 1	34	54	87	33 (+61%)
Quarter 2	35	72	91	19 (+26%)
Quarter 3	52	82	86	4 (+5%)
Quarter 4	41	73	84	11 (+15%)
Total	162	281	348	+67 (+24%)

For all Q1- Q3 the main reason for referrals were consistently Road Policing Unit (RPU) incidents and suicide incidents. In Q4 23.8% of

referrals related to sudden deaths, 22.6% for RPU incidents and 21.4% for suicide incidents. The remaining referrals 14.3% incidents involving children, 6% assaults on officers, 6% related to murder incidents, 3.6% other fatalities and 2.4% related to death with police contact/custody.

A current program of development across the TRiM Team is continuing during in 2020/21 with a program or additional recruitment and training of TRiM Co-ordinator and Assessors, CPD/Refresher Training and a significant training program aligned to the NES Trauma Informed Workplace Training Program.

#### **2.2.4 MENTAL WELLBEING PROGRAMME**

Police Scotland are working alongside the Eleos Partnership to deliver resilience training to staff and officers as part of the mental wellbeing programme. The programme is designed to break down barriers and cultural 'sensitivity' when discussing mental health. Phase 1 was modular training delivered by practitioners with experience in emergency services and the Armed Forces. The training gives our people practical tips and tools to look after their own mental wellbeing, encourages peer support through recognition of stress and ensures supervisors are equipped to have potentially awkward conversations with individuals and know what support is available to signpost.

The programme was launched mid-pandemic which on a practical level proved difficult but was absolutely vital to support our people, many of whom had been working exclusively from home during an exceptionally busy time. Around 2500 people attended the 167 sessions delivered in phase 1 (November - December 2020) but due to growing numbers of Covid-19 and the tighter restrictions announced by the Scottish Government in January 2021, the decision to suspend all non-essential training was taken by the Service Executive and all Eleos courses scheduled for Jan – March 2021 were cancelled. As an interim measure, additional digital product was provided by the supplier in the form of a series of short video bites. These focused on stress, the environment, cognitive, habits and were released on a weekly basis.

Phase 2 of the training will recommence in the coming months in a revised format.

	Completed Course	Employees Trained
Quarter 1	n/a	n/a
Quarter 2	n/a	n/a
Quarter 3	136	2288
Quarter 4	32	205
Total	168	2493

### 2.2.5 87% MENTAL WELLBEING APP

87% is a mental wellbeing application available to officers and staff. The app has been designed by a team of psychologists and on registration it asks a series of wellbeing questions to assess individual wellbeing. The questions are based on 7 categories with 35 sub categories. Over 4000 accounts have been created and use is predicated on explicit consent. Once registered, a series of optional personal questions are asked which provide anonymised aggregated management data. This data is presented on a dashboard and provides a rich organisational picture of wellbeing and will allow proactive interventions.

Early insights show that officers and staff are looking for support with Self-Esteem, therefore as an organisation, the wellbeing team in collaboration with business partners can look at ways to improve this by providing key tools from our partners such as learning a new skills by way of CPD.

	Invited	Registered	Percent Registered
Quarter 1	n/a	n/a	n/a
Quarter 2	n/a	n/a	n/a
Quarter 3	24287	4004	16.40%
Quarter 4	24480	4124	16.80%
Total	24480	4124	16.80%

### 2.2.6 LIFELINES

Lifelines Scotland is a national tri-service project aimed at supporting the emotional and psychological wellbeing of people working, volunteering or retired from ambulance, fire and police services in Scotland.

All three services contributed £48k and the funding was matched by the Scottish Government. In addition to a full community of support



via the online hub and mobile application, the project will deliver trauma informed training, a preventative approach to dealing with trauma and will compliment TRiM which is reactive support following exposure to trauma.

Lifelines have recruited a trainer dedicated to Police Scotland who is now working with Cybercrime and Forensics to design and deliver training to prevent trauma. This pilot will be evaluated and extended to other critical roles in 2021/22.

A public sector Wellbeing collaboration group has been established, chaired by Police Scotland, which provides a forum to discuss and share ideas and best practice. Both Lifelines and the tri-service will continue to work in collaboration to ensure best practice.

### **2.2.7 ART OF RESILIENCE SEMINARS**

The Art of Resilience is a seminar created and facilitated by Dr Martin Davies. Martin was an NHS psychologist and uses his talent as a cartoon illustrator and his own life story to engage participants and give them really useful, practical tools to build resilience. His unique presentation style has resulted in overwhelmingly positive feedback and a queue of people waiting to enrol on his next course. 5 seminars took place pre-Covid-19 with 449 delegates and a further 2 online webinars were delivered in March 2021.

As a result of the feedback and word of mouth Martin is now working closely with some divisions to deliver additional seminars which will be funded from their own budget lines.

	Completed Courses	Employees Trained
Quarter 1	5	449
Quarter 2	paused	paused
Quarter 3	paused	paused
Quarter 4	2	60
Total	2	60

### **2.2.8 WELLBEING CHAMPIONS**

An established network of over 150 trained Wellbeing Champions are located across the country to offer Officers and Staff guidance and signpost appropriate support. Any information disclosed will not be shared unless there are exceptional circumstances.

Quarterly/Monthly meetings have been set up with the wellbeing champion SPOCs and the Service Wellbeing Sergeant to share good practice.

### **2.2.9 POLICE MUTUAL**

Police Scotland and Police Mutual are working in collaboration on a Financial Wellbeing Programme. In light of Covid-19, these face to face courses have transferred to the digital world and are being delivered virtually. They range in topic from savings to mortgage advice and have proven popular.

To look after the physical health of the workforce, PMAS agreed to fund Wellbeing MOTs. To ensure staff still receive support in this area, online material has been produced and a series of health self-check-up video bites have been made available to officers and staff across the country. One of these is specific to maintaining health during Covid.

### **2.2.10 WELLBEING AUDIT**

An internal audit of Wellbeing commenced in June 2020 conducted by Azets (formerly Scott-Moncrieff). The audit assessed Police Scotland's commitment to staff wellbeing in line with the People Strategy. It examined the wide range of support mechanisms including Your Wellbeing Matters, Occupational Health, the Employee Assistance Programme and the wide network of volunteer Wellbeing Champions and Trauma Risk Management (TRiM) assessors.

The audit recognised that Police Scotland demonstrate a clear commitment to staff wellbeing that is referenced throughout the People Strategy and augmented further by the development of the Wellbeing Framework. The report made a series of recommendations for improvement.

In August 2020 the audit concluded and Police Scotland were presented with a report outlining four control measures which were subdivided into 11 recommendations (Appendix A).

In October 2020 additional resources were allocated to the Wellbeing function to backfill a number of vacant posts and provide resilience to the existing team. Work commenced at a pace to address all points within the Action Plan.

In liaison with colleagues from Governance, Audit and Assurance (GAA) a more detailed management action plan was drafted which

identified 84 action stages and regular progress checks were scheduled to chart progress.

8 of the recommendations have now been closed. 2 require additional evidence although are on track for closure with the due date being 31<sup>st</sup> April 2021 and 1 hinges on the Your Voice Matters Survey and requires an extension. The agreed closure date for 3.2 was 28 February 2021 which was never achievable due to the two part format of the survey. A later date in October 2021 is being negotiated.

Of note, Wellbeing in relation to COP26 is subject to a further audit by HMICS.

### **2.3 NEXT STEPS**

The paper shows the breadth and depth of the work ongoing to improve the wellbeing provisions in place across the organisation and demonstrates a clear change in approach to the daily management of the function in line with the audit recommendations.

The creation of an interactive dashboard will allow us to monitor trends and the geographical breakdown alongside the demographic information will allow local interrogation and provide Commanders and managers the opportunity to identify issues and implement early interventions.

We will continue to focus of the Your Health Matters programme ensuring we take a holistic approach to wellbeing and consider physical, social, financial and psychological factors. We will continue to mainstream wellbeing into the organisation and support the strategic delivery of the People Strategy and the local delivery of people plans.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There are financial implications associated with this paper which are incorporated into the P&D budget for 2021/22.

### **4. PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications associated with this report

### **5. LEGAL IMPLICATIONS**

- 5.1 There are legal implications associated with this paper in that Police Scotland requires to be compliant with the Health & Safety at Work

Act 1974. There is direct correlation between an individual's wellbeing and their working environment. We must do everything reasonably practical to provide a safe and healthy workplace for our people.

**6. REPUTATIONAL IMPLICATIONS**

6.1 There are reputational implications associated with this paper in that Police Scotland do not continue to prioritise the wellbeing of our people then staff morale and public perception may be negatively impacted.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this report

**8. COMMUNITY IMPACT**

8.1 There is no community impact associated with this paper

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equalities implications associated with this paper.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications associated with this report

**RECOMMENDATIONS**

Members are invited to discuss the contents of this report.

**APPENDIX A**

**Wellbeing Audit Recommendations August 2020**

R1.1 - Wellbeing Framework Development and Approval – HIGH RISK (3)

Recommendation that the Framework is circulated to key groups and any questions or issues raised appropriately responded to. Future amendments should follow the appropriate approval process evidence of the feedback, review and approvals process retained to evidence the engagement that has taken place.

CLOSED

R1.2 - Consistency & Clarity of Wellbeing Approach – HIGH RISK (3)

Recommendation that Police Scotland clearly articulates their approach, objectives, actions and performance indicators for wellbeing and ensures that these are consistent with the approved People Strategy. This should allow a clear line of sight between the high-level aims agreed with the SPA Board and the actions and initiatives that will be delivered to achieve that. All other wellbeing documents should be reviewed to ensure that they clearly reference the approach laid out in this document.

CLOSED

R1.3 - Wellbeing Objectives and Action Plan – HIGH RISK (3)

Following the recommendation in MAP 1.2, we recommend that the Wellbeing team develop a clear plan as to what actions they are going to take each year to deliver against Police Scotland's wellbeing objectives. The operational plan should set out who will be responsible for delivering each of the actions, the target date for delivery and how success will be measured and monitored to allow management to effectively demonstrate that is delivering its wellbeing strategy.

This plan should take account of the team resources available to deliver each of the actions and ensure that the agreed actions/objectives are appropriately owned and resourced.

CLOSED

R1.4 - Development of training plan – HIGH RISK (3)

Recommendation that a training plan is developed that sets out the training that should be prioritised and to whom it should be delivered. Police Scotland should ensure that it has staff in place to deliver this training effectively. Once a plan is in place, attendance to training events should be monitored, with non-attendance followed up appropriately.

CLOSED

R2.1 - Review of High Risk Roles – MEDIUM RISK (2)

## OFFICIAL

Police Scotland should ensure there is a policy in place for refreshing their wellbeing risk assessment. This assessment should ensure that it captures higher risk roles in need of annual medicals, as well as roles that may have a lower level of risk but may require more tailored support.

CLOSED

### R2.2 - Wellbeing Risk Assessment – HIGH RISK (3)

Police Scotland resolve the Your Wellbeing Assessment issues and set out a plan as to how this wellbeing assessment will be rolled out over the coming year.

This success of the approach should be closely monitored by an appropriate governance group to give assurance that the wellbeing assessment is being utilised by staff who need it and it is helping Police Scotland understand the issues.

ON TRACK DUE FOR CLOSURE 31 APRIL 2021

### R2.3 - Effectiveness of Wellbeing Provision – HIGH RISK (3)

A gap analysis should be carried out between the key wellbeing issues identified through risk assessments and staff surveys, and the support currently on offer, to ensure that an effective and efficient service is being offered. This should include considering the barriers that individuals may face in accessing support and considering how different approaches to delivering support may assist individuals in overcoming these.

ON TRACK DUE FOR CLOSURE 31 APRIL 2021

### R3.1 - Key Wellbeing Indicators – HIGH RISK (3)

The Wellbeing team should set out a comprehensive set of indicators that will be used to monitor staff wellbeing. When doing this, the team should ensure that their performance measures allow a clear view to be formed over the achievement of the wellbeing objectives, but also allow underlying trends and upcoming issues around wellbeing to be identified timeously.

The Wellbeing team should also ensure when setting their indicators that:

- Reliable data is readily available to allow the indicators to be readily assessed.
- The indicators cover outcomes as well as activity – for example whilst the volume of people accessing support may be useful to know, it is also important to know whether individuals' wellbeing is improving as well for example in terms of satisfaction, decreased absence rates, and so on.
- A sufficient level of detail is included to allow a comparison against wellbeing indicators across different roles and locations. This will help to identify whether there are outliers that warrant further investigation.
- Reporting formats and frequencies are agreed with key governance groups to ensure that they have sufficient information to come to an informed view of wellbeing.

OFFICIAL

CLOSED

R3.2 - Survey Actions – MEDIUM RISK (2)

Police Scotland should ensure that the Survey Action Short-life Working Group is adequately resourced to complete its review within the six-month time period. A clear plan should be produced setting out the priority actions agreed, the resources needed to deliver these, target completion dates and responsible owners. This plan should be approved by an appropriate governance group. It is also important to communicate to staff that action is being taken in response to the feedback they have given to ensure that they realise that the organisation values their input and carefully considers any points raised.

EXTENSION REQUESTED UNTIL 31 OCT 2021

R3.3 - Feedback Process – HIGH RISK (3)

In addition to the periodic staff surveys referred to in MAP 3.2, we recommend that the Wellbeing team ensure a more detailed level of feedback is collected on specific wellbeing services and initiatives offered. This will allow the team to understand which initiatives are most successful and potentially also the reason why uptake may be lower than expected in certain roles or locations.

CLOSED

R4.1 - Governance and Reporting – HIGH RISK (3)

In line with MAP 3.1, we recommend that a clear governance structure is set out that documents the reporting to be provided to each governance group along with the frequency of this.

CLOSED