

Meeting	SPA Authority Meeting
Date	23 June 2022
Location	Video Conference
Title of Paper	Wellbeing Annual Report
Presented By	Jude Helliker, Director of People & Development
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to provide Members with an oversight of Police Scotland/SPA Health and Wellbeing activity.

The paper is submitted for discussion.

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.
- 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.

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	Wellbeing Objective	Wellbeing Objective
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.

2. FURTHER DETAIL ON THE REPORT TOPIC

Health and Wellbeing Programme Activity:

Trauma Risk Management (TRiM)

- 2.1 TRiM continues to be a fundamental part of the health and wellbeing structured support of officers and staff who have experienced traumatic incidents.

- 2.2 The TRiM team currently consists of 18 Co-ordinators and 168 Assessors but faces continuing challenges in terms of dedicated resources and coordinators and assessors turnover. Training across the team has continued throughout 2021/22 with the completion of 3 foundation level courses resulting in 20 new assessors. 3 refresher CPD courses with a focus on suicide prevention have also been completed with an attendance of 82% across the team.
- 2.3 The challenges faced through this turnover of personnel are exasperated given the year on year increase of the number of requests for TRiM support. During 2021-22 (458) we have seen a 32% increase in the number of requests for TRiM on 2020-21 (348).
- 2.4 This significant increase in requests has resulted in a 79% increase in supportive interventions delivered by the TRiM team.

	2021-22	2020-21	% Increase / (Decrease)
Number of requests for TRiM	458	348	32%
Number of supportive interventions	3403	1896	79%

- 2.5 Whilst our TRiM lead continues to review and evaluate the programme in attempt to understand this rise in engagement with the programme and initial findings suggest:
- A direct correlation with awareness campaigns and support nationally.
 - An increase in trust of the process and confidentiality especially leading to recurrent attendance at support sessions across the service.
 - An increase in awareness of TRiM amongst line managers and supervisors

Health and Wellbeing Learning, Training and Development

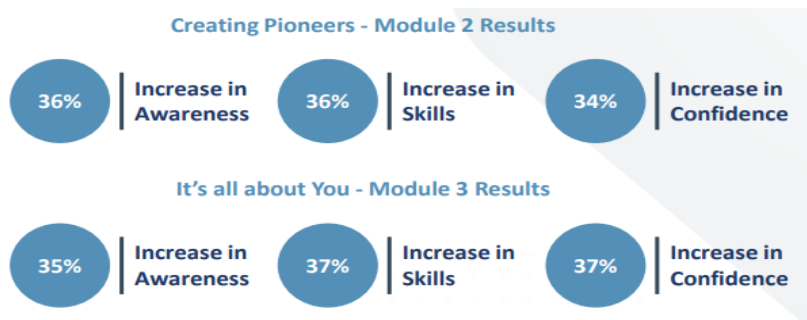
- 2.6 **Eleos Partnership** - Police Scotland/SPA and Eleos Partnership mental wellbeing programme was delivered throughout 2021/22. Whilst the programme was severely impacted by Op Urram and Op Talla a substantial impact was made across the organisation. Some of the key highlights from the programme include:
- 2.7 The programme, which was delivered in 3 phases, consisted of 2 core modules:

- Creating Pioneers – destigmatising psychological challenges, which discussed the stigma relating to psychological wellbeing and helped people to become a confident, person-centred colleague who supports improved individual and organisational psychological resilience.
- It’s all about you - Wellbeing Conversations – this was designed to help people to hold effective and meaningful discussions with team members around wellbeing and resilience and to enhance working relationships built on trust and mutual respect.

2.8 As part of the programme, the 87% Wellbeing app was also provided to all officer and staff. Uptake peaked at 18% of the workforce and usage (one log in or more) within the last quarter was 4.9% of the workforce.

2.9 Over the course of the programme there have been 2310 unique attendees, all attended virtually due to Covid-19 restrictions.

2.10 An overview of the impact of the modules is provided below:



2.11 The Health and Wellbeing team are working with Eleos to understand the challenges and barriers faced during the roll out of the programme to ensure that these insights shape the future direction of health and wellbeing learning, training and development activity. Some of these challenges include:

- Limited engagement from Senior Ranks - Lack of a top-down approach to talking about wellbeing and being seen as role models of support severely impacts organisational change. This is often down to a lack of knowledge, confidence, and awareness of the opportunities that wellbeing related skills present.
- Prioritisation over other commitments and ring fencing diary time - Working priorities and pressures compete with the ability to attend sessions and mean staff wellbeing is pushed down the priority order.

- Optional attendance - The optional nature of programmes means that typically, sessions are only attended by enthusiasts. This limits the reach and impact of the programme investment across the organisation.
- Access to technology - Many officers and staff missed out on live training due to not being able to access the sessions through a laptop, desktop or other device.

2.12 **Lifelines Scotland** project which has now been in place since summer 2021, with enforced breaks for Op Urram and Op Talla during this time, has adopted a targeted approach in terms of the training delivery with particular areas within Police Scotland/SPA, namely- Cybercrime, C3 and Forensics undertaking the training. The sessions have also been offered out to Wellbeing Champions and the SPF due to their crucial roles supporting and assisting our people.

2.13 To date 402 officers and staff have participated in the Lifelines training, all sessions have been virtual to this point. The Lifelines project consists of 3 modules, each of which should be completed in order, these include:

- Staying well, Understanding resilience and self-care (half day) - Learn more about what keeps us well. Discussion occurs on the things that threaten our wellbeing in our roles and what protects us, and how to stock our Psychological 1st Aid kits. Understand the impact of trauma and stress so we can recognise when we might need some help and where we can find this).
- Supporting your colleagues (full day) - This workshop looks at what we can do to strengthen supportive relationships. Participants learn how to have helpful conversations with colleagues, how to recognise signs that someone may be struggling and what to do when you are worried about someone.
- Post Trauma Support providing Psychological First Aid (full day) - This workshop helps participants to understand trauma and traumatic stress so they can recognise when themselves or colleagues may be at risk of psychological injury. It will equip them to give Psychological First Aid, the international best practice model for supporting people following trauma exposure.

2.14 The Lifelines project continues into 2022/23 with the aim of establishing a consistent approach to emergency services response in supporting those exposed to traumatic incidents. The Health and

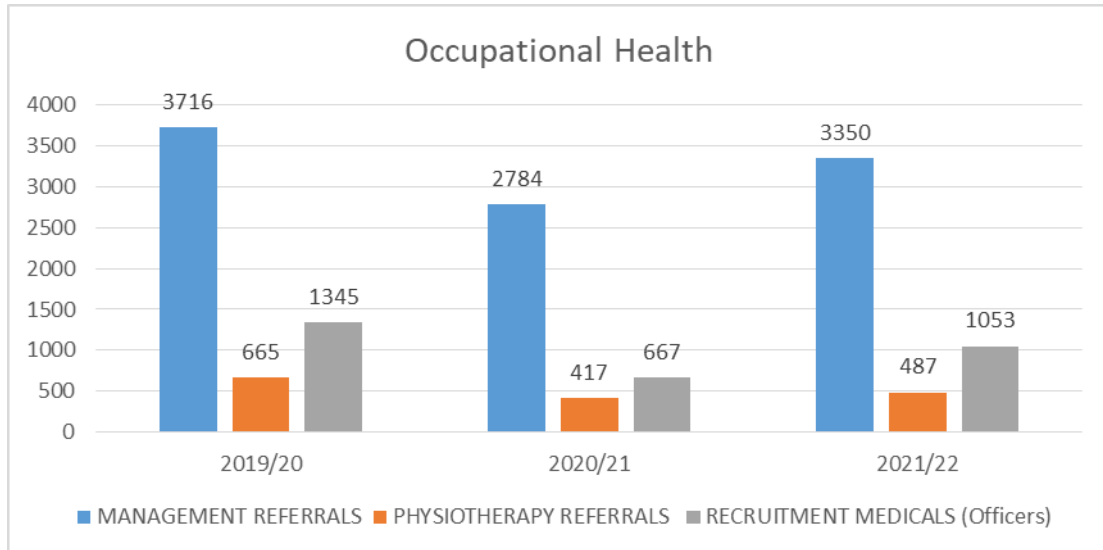
Wellbeing team are working with Lifelines on a delivery plan for the forthcoming year.

Wellbeing Champions Network

- 2.15 The wellbeing champion's network remains an integral part of the Health and Wellbeing programme and our ability to interact and understand the needs of officers and staff throughout the organisation.
- 2.16 We currently have 144 Wellbeing Champions throughout the organisation, however due to a number of retirements this figure is likely to reduce further in the coming months.
- 2.17 In terms of learning, training and development the Wellbeing Champions have taken part in the Eleos Mental Health Training and are now being supported by Lifelines Scotland who currently have additional CPD training offerings.
- 2.18 Over the last 12 months, Covid-19 and staff turnover within the central Health and Wellbeing team has provided much challenge in the delivery of the champions programme so at present we are working with the network of champions to evaluate and review the programme. The review of all aspects of the programme ranging from recruitment, to learning, training and development needs, to the support of the champions themselves, to measuring the impact of the champions.

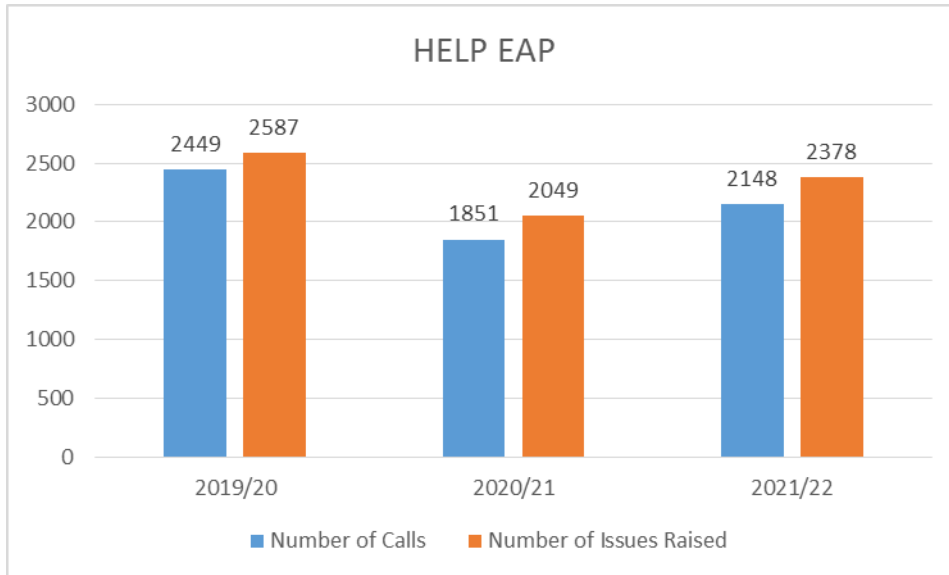
Optima Health – Occupational Health and HELP Employee Assistance Programme

- 2.19 Occupational Health – a 3 year overview of key aspects of occupational health provision is shared below. As can be seen 2020/21 saw a noted decrease in occupational health delivery due to the impact of COVID-19 but with the easing of restrictions delivery is returning to pre COVID levels.



- 2.20 The Health and Wellbeing team will be working with Optima Health to understand the data and identify a number of areas which require focus moving into 2022/23. The year-end review will take place on 16 May 2022 but some initial areas of focus include:
- 2.21 Over 30% of physiotherapy referrals are for lower back issues - Adoption of a more preventative approach to our health and wellbeing work, with the provision of more information and support for all officers and staff to take action earlier. As part of this, health and wellbeing will work with other areas within the organisation to review equipment usage.
- 2.22 Rejected referrals – during 2021/22 we have had over 400 rejected referrals. The team will work with Optima Health to understand why this is the case but Health and Wellbeing must also take a line manager and supervisor focus in terms of raising awareness of their role in the provision of occupational health in particular. This could be extended to a coordinated communications plan to increase officer and staff awareness and understanding of what occupational health can provide and support you with to manage expectations.
- 2.23 A blended model of delivery – whilst virtual consultations have provided efficiencies in some areas and enabled the service to continue we must recognise that in some cases officers and staff would like the option of both.
- 2.24 Use of data – Health and Wellbeing must ensure that all data available is analysed and utilised i.e. divisional and unit referral data sets per headcount can guide our work on awareness, targeting those with the highest rates.

2.25 **HELP Employee Assistance Programme** - A 3 year overview of HELP EAP use is displayed below. Similarly to occupational health services 2020/21 saw a noted decrease in HELP EAP usage with 2021/22 showing a significant uplift in the number of calls in particular. COVID-19 was most certainly a factor with less officers and staff seeking help and support.



2.26 The Health and Wellbeing team will be working with Optima Health to analyse the data and identify a number of areas which require focus moving into 2022/23. The year-end review took place on 16 May 2022, some initial areas of focus included:

2.27 Use of data – similarly to occupational health data, Health and Wellbeing must explore the ‘why’ behind trends and themes identified within the data. Two examples of how the data can shape our future focus are provided below.

2.28 Personal related issues – during 2021/22 there were 831 personal issues reported in relation to mental health (stress, anxiety, depression), it is clear that mental health must remain a key focus of work within learning, training and development.

2.29 Work related issues – 73 traumatic incidents at work were reported during 2021/22, we must ensure that Your Safety Matters and TRiM are informed and consulted in shaping of future support.

2.30 Calls not resulting in a mental health assessment – during 2021/22, 805 calls did not result in an assessment with referral/signposting to others services such as voluntary support, legal and debt support, and the GP/NHS taking place. Health and Wellbeing must ensure that all support pathways are established and provide a

reliable offer of support, with regular communication with all partners to understand any emerging officer and staff needs.

- 2.31 Feedback – the Health and Wellbeing team must have a mechanism by which it is an ‘ongoing conversation’ in terms of understanding how the service meets officer and staff needs i.e. a proposal to create a Health and Wellbeing advisory group has been tabled at the Wellbeing Governance Board, membership would include health and wellbeing representatives from throughout the organisations and staff associations.

Selected Medical Practitioner (SMP) Provision

- 2.32 Over the last 2 years, the Covid-19 health pandemic has had a major impact on our ability to process Ill Health Retirements (IHR) and Injury on Duty (IOD) requests. The main reason are backlogs in the NHS and our ability get medical reports in a timely manner, and a greatly reduced pool of SMPs available across the UK.
- 2.33 Following various proactive interventions and various discussions with Optima Health and other parties, the current position is now more positive. The SMP provision, which was the biggest risk for us, has now increased from one SMP to 6 SMPs and whilst they are not providing a full time provision, between them, our ability to progress the IHR / IOD cases is far better.
- 2.34 However, it has taken 2/3 months to identify them and get relevant paperwork and on-boarding arrangements progressed, therefore the true impact of the increased provision will see greater output as we move into the new financial year. This should allow for clearer tracking over 2022-2023.
- 2.35 Additional improvements have also been made to our internal processes from recording, tracking, challenging (where required) and ensuring all officers in the process have regular contact from the People Services team.

Looking to the future

- 2.36 **Health and wellbeing programme review** - The Health and Wellbeing programme evaluation and review is very much the focus of the Health and Wellbeing team at present with ongoing engagement of a variety of stakeholders, both internally and externally, taking place. As agreed at the last Wellbeing Governance Board, which took place on the 23 March 2022, the Health and Wellbeing team plan to present a draft programme priorities and framework (Stage 2) at the next meeting in June 2022, from which they will seek approval to proceed with the roll out and

implementation of the Health and Wellbeing Action Plan and Evaluation Structures (Stage 3 and 4).

- 2.37 **Covid-19 Rehabilitation Support** - The continued high transmission rates of coronavirus across Scotland and the large number of officers and staff who are absent the virus continues to present us with daily challenges. The Health and Wellbeing team are hearing from many who continue to feel the effects of the virus, and are dealing with and managing these effects on a daily basis. With this in mind health and wellbeing have been seeking avenues of support for those experiencing symptoms.
- 2.38 Oscar Kilo, the National Police Wellbeing Service, **have teamed up with Nuffield Health to develop an online COVID-19 rehabilitation programme for policing.** The programme is designed to support you if you are finding it difficult to recover from the long-term effects of Covid-19 and offers a unique blend of physical and emotional support, the self-managed programme can be tailored to your individual rehabilitation needs and provides the tools to help you recover and return to good health and wellbeing.
- 2.39 Health and Wellbeing have been in conversations regarding access to the programme and Oscar Kilo and Nuffield Health are happy for all Police Scotland/SPA staff to do so. The Health and Wellbeing team are currently working on a launch plan for the programme and hope to have this available to officers and staff in the coming weeks. Some key features of the programme include:
- 12 week online programme for anyone in UK Policing that's had Covid-19.
 - Contains a mix of physical and emotional wellbeing recovery tools including practical activities and short webinars.
 - Works well on both mobile devices and PC.
 - Provides the ability to track progress throughout with some short tests/measures.
 - All users with a .police.uk email address can instantly sign up and access the resources that are only available to those working in policing.
- 2.40 **Establish a Health and Wellbeing Advisory Group** - It is recognised that to get the best outcome for our people we need to engage with everyone who contributes, or could have a positive impact on the health and wellbeing of staff. To be effective, employee health and wellbeing needs to be part of the regular dialogue of our organisation and deeply embedded into our organisational culture.

- 2.41 Similarly, it is appreciated that the more stakeholders that are engaged, the broader the expertise, the wider the interest and impact that any health and wellbeing strategy or activity can have, when actions are put into practice. It was acknowledged previously that key stakeholders needed to be involved in the Health and Wellbeing work of the organisation and as a result, a Wellbeing Governance Board was established to strategically bring accountability.
- 2.42 A proposal was tabled at the last Wellbeing Governance Board that a Health and Wellbeing Advisory Group be established. The 2 groups would complement one another and collectively have oversight of ongoing wellbeing activity and initiatives being undertaken within the organisation. The Health and Wellbeing Advisory group will be able to:
- Encourage sharing of experience and expertise amongst stakeholders.
 - Ensure that information and resources are used fairly, transparently and effectively.
 - Ensure that planned wellbeing activity is based on research and analysis and meets the needs of officers and staff.
 - Ensure that any activity has relevant focus and measurable outcomes which actively support the aim and commitments of the 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.
- 2.43 The Wellbeing Governance board have asked that we review and consult on the membership, which would be driven by internal stakeholders who would demonstrate a direct commitment to health and wellbeing within their role, and resubmit our proposal at the next Wellbeing Governance Board in June 2022.

3. FINANCIAL IMPLICATIONS

- 3.1 There are financial implications associated with this paper, albeit funding has been secured, which allows for the continuation of the various ongoing projects and the further integration and mainstreaming of wellbeing across the organisation in a meaningful way.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications associated with this paper.

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 if 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 the content of this paper.

8. COMMUNITY IMPACT

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

9. EQUALITIES IMPLICATIONS

9.1 Equality and Diversity is an integral consideration in all work/projects we undertake. There are, however, no additional Equality and Diversity implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

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