

Meeting	SPA People Committee
Date	02 September 2021
Location	MS Teams
Title of Paper	Wellbeing Q1 2021/22
Presented By	Susan Beaton, Head of People, Health and Wellbeing
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A - Wellbeing Audit

PURPOSE

The purpose of this report is to provide a review of Q1 2021/22 Wellbeing performance and activities.

Members are invited to discuss the contents of this paper

1. BACKGROUND

- 1.1 The Police Scotland People Strategy outlines the vision for Wellbeing and framework we use to embed wellbeing in its widest sense, into the organisation creating a positive working environment.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Audit

- 2.1.1 In August 2020 the Wellbeing function was subject to internal audit with 11 recommendations being made. The outcomes are threaded throughout the report and have been adopted as working practice/procedure. A synopsis of the recommendations and key actions undertaken is included at Appendix A.

2.2 Governance

- 2.2.1 The Wellbeing Governance Group, chaired by DCC Taylor, met on 2 July 2021. This primary board, attended by Force Executive and legislative Staff Associations will meet quarterly and provide members with a holistic view of wellbeing activity across the organisation alongside performance reporting in respect of core services and trend analysis.
- 2.2.2 The Tactical Wellbeing Group met for the first time on 14 July 2021. This group links support partners directly with divisions and business areas and those driving local People Plans. This structure will allow local autonomy to Commanders and Heads of Departments and encourage localism while allowing coordination of partner resources to provide equitable access and support for all.
- 2.2.3 A highlight report will be used to gather information on local wellbeing initiatives in advance of the Tactical Wellbeing Group which will be merged with central wellbeing trends, analysis and insights and fed up to the Wellbeing Governance Board to give an organisation wide picture of wellbeing activity and services.

2.3 Trends and analysis

- 2.3.1 A wellbeing dashboard has been created and will be available to business areas to allow them to analyse data and implement local measures and interventions.

2.3.2 Anonymised management information direct from Optima will be made available internally to support People Plans.

	Q1	Quarterly Variance
Officer sickness	6.19%	+1.14%
Staff sickness	7.93%	+1.91

Table One: Workforce Absence Rate Q1 2021

2.3.3 In Q1 2021/22 the highest cause for both long and short term absence is psychological reasons followed closely by respiratory issues which is a continuing trend. The core services and programmes updated on below aim to prevent further increase.

2.3.4 Insights taken from 87% reveal that 63.97% of our people are doing well in respect of employee wellbeing. The benchmark figure is 64.09%. People are accessing emotional support and self-help material with the most read articles being

- How to use the 80/20 relationship rule
- How to be more optimistic
- Help a depressed friend/colleague

2.3.5 17% of our people have registered with 87% and we expect this number to rise as more people attend the Eleos sessions. 62.50% of these users admit to feeling depressed.

2.4 Mental Wellbeing Programme

2.4.1 The mental wellbeing programme launched in November 2020 in partnership with Eleos. All training was cancelled from January 2021 due to increasing numbers of COVID-19 cases. However, COVID-19 compliant sessions delivered via MS Teams re-launched on 22 June 2021 and will run 4 days per week up until 31 March 2022. These small interactive sessions are available to supervisors across the organisation and provide tools and advice on self-resilience. The training is split into two 3-hour modules and are offered as continuous professional development with many Commanders choosing to make participation mandatory.

2.4.2 Over 2500 people managers attended sessions in phase 1 with a further 525 having completed training throughout June/July 2021 and 870 scheduled to attend in the coming months.

2.5 87% Mental Health App

2.5.1 As mentioned previously, membership to 87% mental wellbeing app is expected to rise further in response to the re-launch of Eleos training. The app is available to the entire workforce. Use of the app is predicated on explicit consent and once registered, a series of optional personal questions are asked. These questions allow Police Scotland access to a rich organisational picture in terms of mental wellbeing while maintaining absolute anonymity to the user. A private area has been built within the App which signposts EAP/Optima/TRiM as our core services. Popular articles accessible via the secure Police Scotland area include COP Strong and single parent guidance.

2.6 Occupational Health

2.6.1 The pandemic has impacted on referrals and medicals across the board with the biggest variance anticipated to be Q1 however, the figures are similar to those reported in Q1 2019/20.

2.6.2 Telephone consultations and remote physiotherapy sessions have become the norm and are proving popular as they are reducing the need to travel and have resulted in earlier appointment times being provided.

2.6.3 Dedicated clinics ensure we service all areas with driver and recruitment medicals clinics scheduled regularly at locations across the country. Armed Policing Medicals will be closely monitored to ensure compliance with the uplift in preparation of COP26.

	2019/20	2020/21	2021/22	Variance
Management referrals	975	575	803	+228 (40%)
Physiotherapy referrals	189	65	158	+93(143%)
Driver Medicals	317	2	373	+371(18550%)
Armed Policing Medicals	160	189	159	-30(-16%)
Recruitment Medicals	298	104	311	+207(200%)

Table Two: Optima activity Q1 year on year comparison

2.7 Your Wellbeing Assessment (YWA)

- 2.7.1 Q1 saw the soft relaunch of YWA. Divisions are being reminded, one division at a time of the benefits of requesting and submitting an assessment as well as the improvements that have been made to the assessment. The table below shows the increased uptake since the relaunch. YWA should now be viewed as a mental health MOT tool which is proactively looking for subtle changes to a person's mental health. This will enable Optima Health/HELPEAP to offer us improved tailored support.

	2019/20	2020/21	2021/22	Variance
Quarter 1	48	10	100	90 (900%)
Quarter 2	317	19		
Quarter 3	100	17		
Quarter 4	21	8		
Total	486	54	100	

Table Three: YWA assessment numbers by quarter

2.8 Employee Assistance Programme

- 2.8.1 HELPEAP reported a significant reduction in usage across all their portfolio in Q1 20/21, not specific to their Blue Light clients.

	2019/20	2020/21	2021/22	Variance
Quarter 1	701	415	486	71(17%)
Quarter 2	588	511		
Quarter 3	549	492		
Quarter 4	611	433		
Total	2449	1851	486	

Table Four: Officers and staff contacting EAP by quarter

- 2.8.2 Of the 486 officers and staff above who contacted HELPEAP in Q1 21/22, 317 went on to have a Mental Health Assessment (MHA) and 209 were subsequently offered counselling support.
- 2.8.3 The most common reason for MHA remains personal out-of-work mental health issues and the least common being work specific reasons.

2.9 TRiM (Trauma Risk Management)

- 2.9.1 The overall TRiM referral numbers continue an upward trend each quarter. A spotlight week at the beginning of 2021 highlighted the nature of TRiM, it's use, its benefits, how to access it and self-care

support. This has undoubtedly raised the profile of TRiM support and is now evidenced in the increase in contact with the team.

	2019/20	2020/21	2021/22	Variance
Quarter 1	54	87	102	15 (+17%)
Quarter 2	72	91		
Quarter 3	82	86		
Quarter 4	71	92		

Table Five: TRiM referral numbers by quarter

2.9.2 Additional TRiM statistics and evaluation can be provided moving forward. The figures presented here show the number of officers and staff supported through the TriM process each month alongside the numbers for interventions which include supervisor wellbeing checks, group briefings, 1:1 sessions, small group sessions and leaflets and resilience guidance.

2.9.3 Based on the number of referrals shown in table 11 (102), table 12 shows there are 4 times the number of people supported (430). There are 42% more people engaged with TRiM support over Q1 than have declined the offer of assistance. 1.3% of those supported requiring onward referral to the Employee Assistance Program (EAP).

2.10 TRiM Recruitment

2.10.1 A recruitment drive took place during Q1 2021, and added an additional 18 assessors to some evaluated key areas and secures resilience moving forward to COP26. An additional 8 assessors will be trained within Q2 which maximises the team numbers at 200 effective deployable personnel.

2.11 TRiM Training

2.11.1 Two online (the first in the UK, used as a UK wide pilot) TRiM courses have been completed with one further course to take place within Q2. Three refresher training courses will take place during Q2 for all TRiM team members with a CPD focus on suicide intervention/prevention (suicide incidents are the most referred incident type into the TRiM team).

2.12 COP26

2.12.1 Work is ongoing to work alongside both the COP26 Wellbeing Strategy and the BAU Wellbeing Strategy to determine the best approach for the TRiM support model for officers and staff from

Police Scotland as well as the requirement to support and/or signpost officers and staff from other supporting Police services. This will contribute to the ongoing evaluation and discussion within the "Pilot" Wellbeing Deployment Model SLWG that is underway between the TRiM Lead and SCD.

2.13 Your Health Matters

2.13.1 A sleep and back podcast was designed and delivered by Optima for our workforce. This was uploaded to the intranet, highlighted via the monthly newsletter and is available through the 87% App and has been widely used.

2.14 Police Mutual

2.14.1 Police Scotland and Police Mutual are working in collaboration on a Financial Wellbeing Programme. In light of COVID-19 these are being delivered virtually. They range in topic from savings to mortgage advice and have proven popular as CPD offerings.

2.14.2 Police Mutual supported a recent wellbeing event in E Division in June and delivered a series of 3 financial inputs. They are keen to continue this approach, subject to government guidelines, through attendance at future events at different divisions.

2.15 Lifelines

2.15.1 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.

2.15.2 This tri-service collaborative wellbeing approach, driven by the Reform Collaboration Group, has completed phase 1 and delivered a website hosting resilience material and signposting internal core services.

2.15.3 A tri-service Wellbeing collaboration group, chaired by Police Scotland, provides a forum to discuss and share ideas and best practice.

3. FINANCIAL IMPLICATIONS

3.1 There are financial implications associated with this paper however 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 implication 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 this paper.

8. COMMUNITY IMPACT

8.1 There are no community impact implications 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 paper.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

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APPENDIX A

Wellbeing Audit Recommendations August 2020

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

The Wellbeing Framework was circulated to key groups including SPF, ASPs, Unison and Unite alongside non legislative staff associations and feedback sought and will be put forward for inclusion in the next iteration of the People Strategy. The Framework has been brought to life recently through the creation of a series of people plans being driven at a local level and demonstrated through the planning for COP26.

CLOSED

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

The Police Scotland approach to wellbeing has been clearly articulated at the Wellbeing Governance Board, The Wellbeing Tactical Group and this structure was outlined in the end-of-year report. Objectives, actions and performance indicators for wellbeing are consistent with the approved People Strategy and reported through P&D governance to the Wellbeing Board. The central wellbeing team retain responsibility for delivery of core services such as wellbeing training, TRiM, occupational health and EAP and collate and cascade insights and information to individual departments.

CLOSED

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

An annual delivery plan has been submitted for Wellbeing. Key deliverables are the expansion of the TRiM cadre and delivery of CPD to existing assessors alongside the mainstreaming of wellbeing training into courses. Included on this plan is the creation of bespoke care packages for certain roles or departments and this work delivers against Police Scotland's wellbeing objectives. Central Wellbeing retain responsibility for delivery of all items included on the annual delivery plan which incorporates timescales and how success will be measured and monitored.

CLOSED

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

A wellbeing training plan has been developed aligned to the annual delivery plan. The plan covers virtual presentations, physical training delivered by the team, distributed learning encouraged through the creation of themed care packages and training delivered via 3rd party companies and organisations.

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Wellbeing continue to work closely with LTD to embed wellbeing into courses and the Eleos programme is scheduled into the strategic training calendar.

CLOSED

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

A review of high risk roles was undertaken involving representation from business areas already classified a high risk and opened wider to include others not currently falling within the high risk category. 7 areas reach the high risk threshold requiring annual medicals. A number of roles found to carry a lower level of risk require more tailored support and Wellbeing are working with the business area in this regard.

CLOSED

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

The Your Wellbeing Assessment is being rolled out incrementally over the coming year with the soft launch having taken place in Q3 2020. The success of the approach will be closely monitored and reported via the Wellbeing Governance Board to provide assurance that the wellbeing assessment is being utilised by staff who need it and it is helping Police Scotland understand the issues.

The causes of work related stress are being collated through active engagement with business areas and initial findings suggest partner agencies may hold the key to mitigation, for example COPFS. This document will mature and be reported through Wellbeing Governance Board with a suggested action plan for progression.

CLOSED

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

The ongoing effectiveness of the wellbeing provision is under constant review. Feedback forums have been established to gather insights from Wellbeing Champions located across the organisation, satisfaction is monitored via the Wellbeing Tactical Group and evaluation capture is included as part of all training delivered. Barriers that individuals may face in accessing support have been considered and progressed through active engagement with staff associations.

CLOSED

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

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A comprehensive set of indicators have been set that will be used to monitor staff wellbeing. These performance measures allow a clear view to be formed over the achievement of the wellbeing objectives and allow underlying trends and upcoming issues around wellbeing to be identified timeously.

A live dashboard has been created which draws a range of management information from various sources and gives a holistic visual tool showing TRiM, Occupational Health, EAP usage. It gives an indication of the financial health of the organisation drawing statistical data from Credit Union and PMAS alongside insights from 87% on physical and mental wellbeing.

CLOSED

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

The results of the Your Voice Matters survey have been collated by Durham University and shared with the Force Executive. These will be filtered to Heads of Departments and Commanders and used to inform the next iteration of the People Strategy. Local plans will be developed as a result of the survey results and all actions will be incorporated within the existing People Plans which are monitored through People Boards.

CLOSED

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

The Your Voice Matters survey collated a range of views from across the organisation which will now be analysed and addressed. In addition to that measures have been introduced to ensure detailed feedback is collected on wellbeing services and initiatives offered. An established complaints process exists for EAP and Occupational Health which allows the team to monitor satisfaction.

CLOSED

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

A clear governance structure in respect of wellbeing has been created. The People Strategy outlines the approach with People Plans setting out the local approach driven through individual People Boards. A Wellbeing Governance Board has been included into corporate governance as a primary board at strategic level and beneath this is the Tactical Wellbeing Group which connects key support partners with access to services and funds, direct to Divisions. A highlight report has been created and is collated in advance of the Tactical Group and used to inform the Wellbeing Governance Board on

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the performance and usage of core services alongside an indication of all the wellbeing initiatives ongoing across the organisation at local levels.

CLOSED

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