

Meeting	Audit, Risk and Assurance Committee
Date	15 September 2020
Location	By video conference
Title of Paper	Staff Wellbeing Internal Audit Report
Presented By	Gary Devlin, Partner, Scott-Moncrieff
Recommendation to Members	For Discussion
Appendix Attached	Staff Wellbeing Internal Audit Report

PURPOSE

This paper presents our final report on the review of Staff Wellbeing.

The paper is presented for the Audit, Risk and Assurance Committee to consider the report, findings and management responses.

The paper is submitted for discussion.

1. BACKGROUND

- 1.1 To deliver effective public services, Police Scotland need to ensure their officers and staff are healthy, well, and at work. Workplace wellbeing policies enables people to reach their full potential in the workplace by supporting them with their mental, physical, emotional and psychological health and wellbeing.
- 1.2 We understand that Police Scotland has a range of support mechanisms in place including Your Wellbeing Matters, Occupational Health, the Employee Assistance Programme and a Network of advocates including Wellbeing Champions and TRiM assessors. The organisation also recognises that some roles within the force will need a greater level of support, for example those regularly dealing with traumatic and/or stressful incidents. We considered the robustness and appropriateness of these measures as part of our work.
- 1.3 We assessed Police Scotland's commitment to staff wellbeing in line with the People Strategy, ensuring there is an understanding of the key issues affecting the workforce, actions are being taken to address any weaknesses and that there is appropriate oversight in place.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Police Scotland has demonstrated a clear commitment to staff wellbeing, as referenced throughout the 2018 People Strategy. This has then been supplemented by the development of a Wellbeing Framework in June 2020. We understand that the intention of management is to move away from an initiative-led wellbeing service to a more strategic and mainstreamed approach, which we fully endorse. There remains a significant amount of work to be done to translate this commitment into clear actions, outcomes and measures of success and to ensure that these ambitions are realised.
- 2.2 We have noted that Police Scotland has implemented a variety of wellbeing initiatives over the years and continue to support a significant number of staff, particularly those in high risk roles. We are also aware that the team have been challenged by a number of absences and departures. When considering the recommendations included within this report, Police Scotland should ensure sufficient resource is available to continue to deliver ongoing initiatives and

support, whilst addressing the actions needed to implement and fully achieve the organisation's wellbeing objectives.

3. FINANCIAL IMPLICATIONS

- 3.1 The Internal Audit Report considers the impact our review findings may have on organisational risk registers. Committee members should consider this section when considering the overall implications of our findings.

4. PERSONNEL IMPLICATIONS

- 4.1 The Internal Audit Report considers Police Scotland's approach to the management of staff wellbeing, including strategic risks in this area relating to the delivery of an effective modern service. The report raises a number of significant issues that indicate a heightened level of risk in this area. Committee members should consider this section when considering the overall implications of our findings.

5. LEGAL IMPLICATIONS

- 5.1 The Internal Audit Report considers the impact our review findings may have on organisational risk registers. Committee members should consider this section when considering the overall implications of our findings.

6. REPUTATIONAL IMPLICATIONS

- 6.1 The Internal Audit Report considers the impact our review findings may have on organisational risk registers. Committee members should consider this section when considering the overall implications of our findings.

7. SOCIAL IMPLICATIONS

- 7.1 The Internal Audit Report considers the impact our review findings may have on organisational risk registers. Committee members should consider this section when considering the overall implications of our findings.

8. COMMUNITY IMPACT

- 8.1 The Internal Audit Report considers the impact our review findings may have on organisational risk registers. Committee members

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should consider this section when considering the overall implications of our findings.

9. EQUALITIES IMPLICATIONS

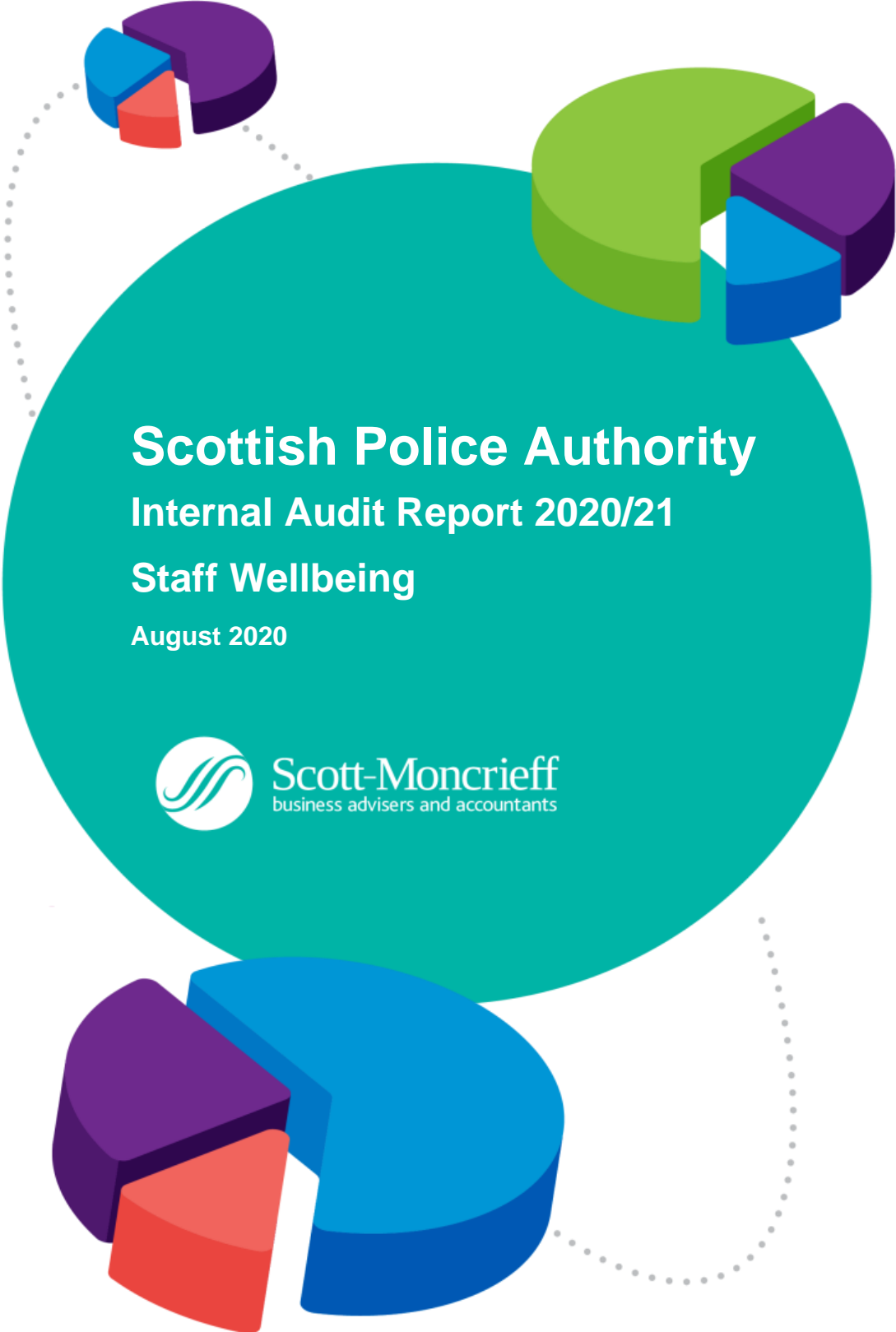
- 9.1 The Internal Audit Report considers the impact our review findings may have on organisational risk registers. Committee members should consider this section when considering the overall implications of our findings.

10. ENVIRONMENT IMPLICATIONS

- 10.1 The Internal Audit Report considers the impact our review findings may have on organisational risk registers. Committee members should consider this section when considering the overall implications of our findings.

RECOMMENDATIONS

Members are requested to note the report.



Scottish Police Authority Internal Audit Report 2020/21

Staff Wellbeing

August 2020



Scott-Moncrieff
business advisers and accountants

Scottish Police Authority

Internal Audit Report 2020/21

Staff Wellbeing

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<i>Audit Sponsor</i>	<i>Key Contacts</i>	<i>Audit team</i>
<i>Jude Helliker, Director of People & Development (Police Scotland)</i>	<i>Kirsty Garrick, Head of People & Engagement Partnering (Police Scotland) Steve Simpson, Head of Wellbeing & Inclusion (Police Scotland) Darren Paterson, Head of HR Governance (Scottish Police Authority)</i>	<i>Gary Devlin, Relationship Partner Elizabeth Young, Head of Internal Audit Sasha Sheppard, Lead Internal Auditor Lauren MacLean, Internal Auditor</i>

Executive summary

Conclusion

Police Scotland has demonstrated a clear commitment to staff wellbeing, as referenced throughout the 2018 People Strategy. This has then been supplemented by the development of a Wellbeing Framework in June 2020. We understand that the intention of management is to move away from an initiative-led wellbeing service to a more strategic and mainstreamed approach, which we fully endorse. There remains a significant amount of work to be done to translate this commitment into clear actions, outcomes and measures of success and to ensure that these ambitions are realised.

We have noted that Police Scotland has implemented a variety of wellbeing initiatives over the years and continue to support a significant number of staff, particularly those in high risk roles. We are also aware that the team have been challenged by a number of absences and departures. When considering the recommendations included within this report, Police Scotland should ensure sufficient resource is available to continue to deliver ongoing initiatives and support, whilst addressing the actions needed to implement and fully achieve the organisation's wellbeing objectives.

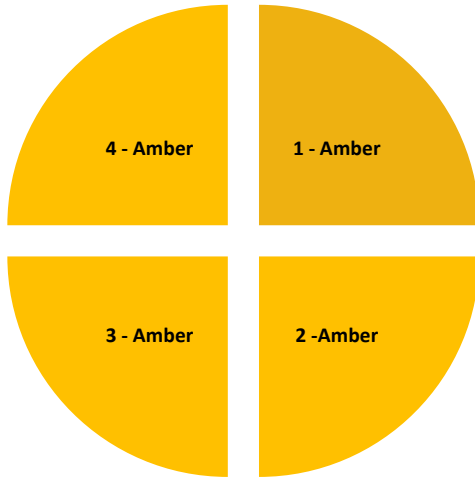
Background and scope

To deliver effective public services, Police Scotland need to ensure their officers and staff are healthy, well, and at work. Workplace wellbeing policies enables people to reach their full potential in the workplace by supporting them with their mental, physical, emotional and psychological health and wellbeing.

We understand that Police Scotland has a range of support mechanisms in place including Your Wellbeing Matters, Occupational Health, the Employee Assistance Programme and a Network of advocates including Wellbeing Champions and TRiM assessors. The organisation also recognises that some roles within the force will need a greater level of support, for example those regularly dealing with traumatic and/or stressful incidents. We considered the robustness and appropriateness of these measures as part of our work.

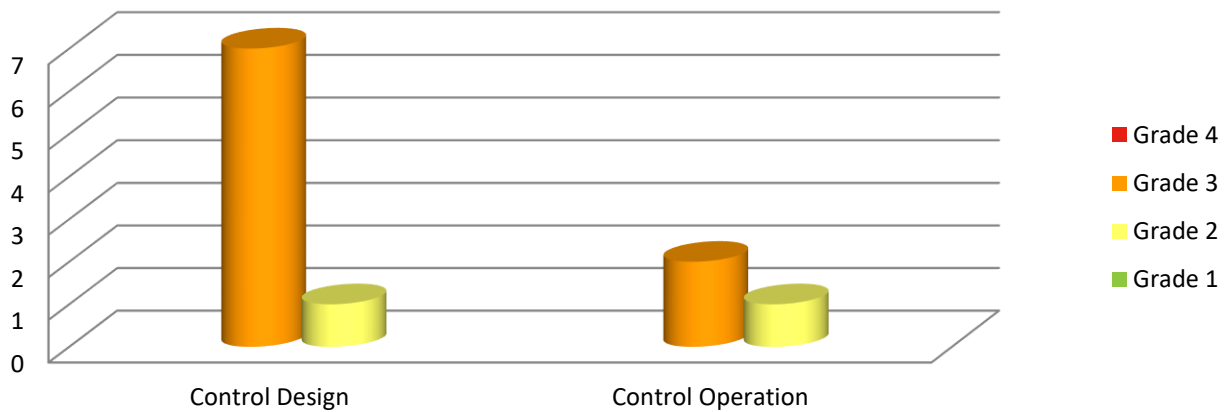
We assessed Police Scotland's commitment to staff wellbeing in line with the People Strategy, ensuring there is an understanding of the key issues affecting the workforce, actions are being taken to address any weaknesses and that there is appropriate oversight in place.

Control assessment



- 1 Strong commitment to staff wellbeing, with a clear policy and wellbeing approach in place. 8 The role and involvement of staff/officer representatives/trade unions is considered and reflected
- 2 There are processes in place to identify the key issues affecting officer and staff wellbeing, including risk assessing those roles that may need a greater level of support with the relevant support put in place to address these issues
7 Wellbeing is del
- 3 There is regular review of wellbeing issues including an assessment of key wellbeing indicators as well as seeking feedback from employees
4 Support mechanisms are communicated consistently across the country with consistency of take-up
5 Those that have
- 4 There is oversight of officer and staff wellbeing at an appropriately senior level within Police Scotland and ultimately by the SPA with regular monitoring and reporting in place on the effectiveness of the achievement of wellbeing objectives.

Improvement actions by type and priority



Eleven improvement actions have been identified from this review, eight of which relate to the design of controls. See Appendix B for definitions of colour coding.

Key findings

Good practice

- Police Scotland's People Strategy as presented to the SPA Board in August 2018 recognises the importance of staff wellbeing, with wellbeing and related issues referenced throughout the document. The Strategy includes a commitment to "*place the health and wellbeing of our people at the heart of our organisation's culture*" and one of the outcomes listed is to "*...have a strong focus on wellbeing*". The People Strategy includes a foreword from the Chief Constable, underlining that there is a commitment to these principles at the most senior level of Police Scotland.
- Police Scotland has approximately 200 Wellbeing Champions across the organisation representing both staff and officers. Each has undertaken 2.5 days of initial training which included Scotland's Mental Health First Aid Course. Police Scotland also has over 180 TRIM (Trauma Risk Management) Assessors and 18 TRIM Coordinators across all divisions to provide early intervention and support for officers and staff directly involved in a traumatic incident.
- We confirmed that the Wellbeing team use the staff intranet, which is available to all staff, to signpost the various wellbeing tools that in are place. We also reviewed various examples of posters and leaflets that have been circulated across the Force to communicate the support available. Each month, the wellbeing team put the spotlight on a specific wellbeing topic and communicate this to each division. As such we confirmed that initiatives are being well publicised and that all staff have access to review the support that is available.

Areas for improvement

We have identified a number of opportunities for improvement that, if implemented, would strengthen Police Scotland's control framework. They include:

- Ensuring Police Scotland's wellbeing approach is clearly and consistently articulated in all key documents and staff communications, supported by SMART objectives and a deliverable, fully resourced operational plan. In addition, arrangements should be put in place to ensure all key stakeholder groups are properly consulted on any future changes and their feedback documented, considered and responded to. Putting in place a training plan in place that sets out the training that each group should receive, with attendance at training monitored and followed-up.
- Ensuring up to date risk assessments are in place and that access to Your Wellbeing Assessments is appropriately rolled out to all relevant staff.
- Carrying out a gap analysis between the key issues captured in risk assessments and staff feedback, and the support currently offered to individuals. Regular feedback should be sought both on the wellbeing programme as a whole and on individual initiatives to help inform this.
- Agreeing a comprehensive set of wellbeing indicators that provide a clear picture of progress towards achieving wellbeing objectives and on key trends and issues. Regular reporting should be provided to key governance groups to ensure they have sufficient and up to date information to form an informed view of wellbeing performance.

These key issues are further discussed in the Management Action Plan below.

Impact on risk register

This review is linked to the following risks from the Police Scotland Risk Register (Dated January 2020):

- SPA Strat 003 SPA Accountability: SPA does not ensure Police Scotland delivers an effective modern service (risk score 8)

Given the findings of our review and that work remains ongoing to develop wellbeing services across Police Scotland, risks in this area remain heightened. Addressing the recommendations laid out within the Management Action Plan will assist Police Scotland in mitigating these risks and reducing the risk scores.

Acknowledgements

We thank all staff consulted during this review for their assistance and co-operation.

Management action plan

Control Objective 1: Police Scotland has shown a strong commitment to staff wellbeing at the highest level, with a clear policy and wellbeing approach in place



Amber

The role and involvement of staff / officer representatives / trade unions is considered and reflected in process and practice

1.1 Wellbeing Framework development and approval

Police Scotland has developed a Wellbeing Framework that is included as Appendix D to the People Strategy. The Strategy was presented to the SPA Board in August 2018 however the Wellbeing Framework was developed at a later stage. This was reviewed by the SPA Resources Committee in June 2020. The paper issued to the Resources Committee stated that *“Both frameworks were developed and progressed via P&D SMT and People and Professionalism Management Board and internal Governance structures (eg Health & Wellbeing Quarterly Meeting) with Trade Union/Staff Association representation.”* During the audit, we requested evidence to confirm the review and approval of the Framework by these governance groups. No documentation could be provided to evidence the discussion at the People and Development SMT or the People and Professionalism Management Board.

We confirmed per the October 2019 People and Development Operational Development agenda that the Framework had been tabled but no minutes were taken at this meeting to outline the discussion, any actions/changes arising, or approval of the Framework. A Corporate Finance and People Board Discussion Summary paper from December 2019 showed that it had been “agreed in principle for direction of travel”, with the Director of Change suggesting the inclusion of more information from the ongoing projects.

There is also a Health and Wellbeing Group in place that is made up of key stakeholders such as ACCs and representatives from the Association of Scottish Police Superintendents (ASPS), Scottish Police Federation (SPF), UNITE trade union and UNISON trade union (although it does not include the Wellbeing Commercial Manager or Wellbeing Co-ordinator and we understand the Wellbeing team are not involved in these discussions apart from performing a secretariat role when required. We reviewed the Health and Wellbeing Group papers from the last year but could find no evidence that the Framework had been discussed and approved by the Group. We noted that the Health and Wellbeing Group should meet quarterly (under their Terms of Reference) but met only twice in 2019/20, which may have impacted on their oversight of the Framework.

Risk

There is a risk that the framework has not been subject to appropriate scrutiny and input from key stakeholders, including trade union and staff association representation, which could lead to key issues not being fully explored or a lack of buy in from either the Wellbeing team or staff.

Recommendation

We recommend 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.

Management Action:

Grade 5
(Operatic

Management accepts this recommendation.

The Wellbeing Framework that is included in the People Strategy will be circulated to all key stakeholders and feedback sought. A review of this engagement and analysis of feedback will be carried out and key findings and recommendations will be reported to P&D SMT, PPMB and SPA Resources Committee. If required, any appropriate amendments will be made to the Strategy.

Action owner: Director of People and Development

Due date: 31 January 2021

1.2 Consistency and clarity of wellbeing approach

The People Strategy and Wellbeing Framework are aligned to the wider Serving a Changing Scotland Strategy and set out the three strategic themes:

- Inspiring Leadership;
- Positive Environment; and
- Organisational Health.

The Strategy highlights the importance of investing and focusing attention on staff wellbeing and includes a number of high level objectives such as ‘improving wellbeing’, ‘raising awareness of our shared responsibility for workforce wellbeing’ and ‘ensuring that wellbeing is included in policy and decision making’.

The Strategy includes a more detailed action plan with delivery of the wellbeing programme included as an action under the ‘Positive Environment’ strand. The Wellbeing Framework also includes an action plan that aligns to the Strategy’s three strategic aims, however the planned activities included do not directly correlate to the actions laid out in the Strategy. Instead, operating principles have been set up that link to planned activities and measures for success. It is unclear how the actions/activities contained in both documents map across.

Police Scotland also has a Health, Safety and Wellbeing Policy that is available to staff on the intranet. This outlines the various initiatives operating and services that Police Scotland offer to support individuals’ wellbeing. There is not yet a clear linkage or reference between the Framework and Policy. We also noted that four wellbeing pillars are used as a core part of the current wellbeing approach – psychological, physical, social and financial, with initiatives often communicated to staff through the ‘Your Wellbeing Matters’ Campaign. These pillars do not form part of the Framework and it is unclear whether they will remain in use in future.

Risk

Without a clear and consistent wellbeing approach, there is a risk that Police Scotland do not deliver an effective wellbeing service that clearly meets strategic objectives. This could result in the organisation being less effective in supporting staff remaining healthy, well and at work.

Recommendation

We recommend 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.

Management Action:

Management accepts this recommendation.

The four wellbeing pillars will remain our approach to wellbeing – psychological, physical, social and financial, with initiatives communicated to staff through the ‘Your Wellbeing Matters’ Campaign. Additional resources will be allocated to the wellbeing team to ensure that all wellbeing documents clearly align with key priorities and deliverables

There will be a review undertaken to ensure that the approach to wellbeing is consistent with the approved People Strategy and the People and Development Annual Delivery Plan. The key findings of this review will be reported to P&D SMT.

Action owner: Director of People and Development

Due date: 30 April 2021

1.3 Wellbeing objectives and action plan

A successful strategy should include SMART (specific, measurable, achievable, realistic and time-bound) objectives that set out exactly what the organisation is aiming to achieve and by when. We reviewed the content of both the People Strategy and the Wellbeing Framework and found that both lacked SMART objectives and were not yet supported by detailed, deliverable operational plans that articulated how these would be achieved, by whom and by when.

For example, we noted that the People Strategy includes high level aspirations and outcomes for staff wellbeing. These are then expanded upon in more detail, for example “*We place the health and wellbeing of our people at the heart of our organisation’s culture. We are committed to improving wellbeing and recognise that it is vital for building a healthy and engaged workforce, equipped to deal with the changing demands of policing in Scotland.*” This sets a vision as to the future direction of travel for Police Scotland around staff wellbeing.

We then considered the more detailed action plan included within the Strategy to understand the specific objectives and actions that were planned to deliver against these commitments. We noted that it includes a number of relevant actions, however as noted above these actions are not SMART and there is no clear plan articulating how they will be delivered. We then reviewed the Wellbeing Framework to identify whether SMART objectives and actions plans were included that articulated how the aspirations laid out in the People and Development Strategy would be delivered in practice. As noted under MAP 1.2 the Wellbeing Framework does not directly map to the Strategy and as such, we could see no direct detail as to how the People and Development Strategy would be delivered. We also noted the same issues in the Wellbeing Framework concerning the lack of SMART objectives.

A corresponding operational plan to articulate the detailed actions needed to deliver the objectives set out in the Strategy / Framework has not yet been developed. It is therefore unclear the actions Police Scotland need to deliver to achieve their wellbeing aspirations, who will be responsible for their delivery, the date by which they have been targeted for implementation and how progress and success will be monitored.

We obtained a Wellbeing Workstreams organogram dated January 2020 that documented eight key members of staff and the initiatives they are responsible for delivering. Since that date four members of staff have left or have been redeployed including the Wellbeing Manager. We could obtain no evidence of plans to replace these staff or that there are alternative measures in place to manage these responsibilities. It is therefore unclear who is responsible for taking ongoing and future projects forward.

There are also currently two short-life working groups that have been recently set up to look at wellbeing investment and previous wellbeing survey actions. We noted that neither the Health and Wellbeing Commercial Delivery Manager or the Wellbeing Co-ordinator participate in these groups and we found that the mechanisms of aligning their work with the Wellbeing team were unclear.

Risk

The lack of SMART objectives and a clear action plan creates a risk that Police Scotland will not deliver against its wellbeing aspirations, leading to a lost opportunity to improve the working lives and retention rates of staff across Police Scotland.

Recommendation

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.

Management Action:

Grade
(Design)

Management accepts this recommendation.

The Wellbeing Team will develop a clear plan which will be aligned to the People Strategy and the People and Development Annual Delivery Plan.

The plans that are developed will take account of team resources available to deliver these objectives and the key activities of the wellbeing function. In addition the wellbeing plans will clearly outline the responsibilities, key deliverables ,measure of success and timescales for each year of the plan that will be required to mainstream wellbeing across the organisation. This will articulate the role that the HR Business Partnering team has to ensure that their client groups are supported to ensure that wellbeing objectives are delivered at local, operational and strategic levels.

Action owner: Director of People and Development

Due date: 30 April 2021

1.4 Training plan

The Wellbeing team have provided key training to new line managers, Wellbeing Champions and TRIM assessors over the last two years. There are approximately 200 Wellbeing Champions across the organisation that have all undertaken a mental health first aid training course. In addition there are over 180 TRIM assessors across the service that are all foundation trained with some having undertaken a 2-day advanced course.

We noted however that Police Scotland does not have a training plan that sets out wellbeing training priorities for the organisation and a plan of how this will be delivered. For example, whilst we confirmed that new line managers have been trained, we also noted that there was no plan in place to provide this training to line managers that have been in post longer than two years.

We also reviewed the training records that had been retained and noted that whilst a list is maintained of course dates and the total number of attendees, detailed records are not maintained that would enable management to ensure that everyone who should have attended the training had in fact done so. As such there may also be gaps in the provision of this training to new line managers.

We also noted that there is no set refresher programme to ensure individuals' knowledge and skills remain up to date.

Risk

Without a training plan in place, there is a risk that Police Scotland do not adequately communicate the wellbeing policy/approach to staff and train line managers on how to deal with wellbeing issues, leading to staff not accessing available support at the appropriate time.

Recommendation

We recommend 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.

Management Action:

Management accepts this recommendation.

The development of a wellbeing training plan will be clearly articulated that will set out the training that has to be prioritised and delivered. The plan will also confirm the roles and responsibilities associated with the delivery of training. This will also have clear evidence of evaluation of the training that has been delivered.

Action owner: Director of People and Development

Due date: 30 April 2021

Grade 3
(Design)

Control Objective 2: There are processes in place to identify the key issues affecting officer and staff wellbeing, including risk assessing those roles that may need a greater level of support with the relevant support put in place to address these issues

Amber

Wellbeing is delivered in an efficient and effective manner (including taking into account the Best Value responsibilities of the Chief Constable and of the SPA)

2.1 Review of high risk roles

Police Scotland have a defined list of specialist roles that are deemed higher risk and therefore in line with police regulations are subject to yearly medicals conducted by Optima Health. Previously these post holders were also invited to a resilience assessment where they would meet once a year with a counsellor to discuss issues, their coping mechanisms and support. We understand that the uptake of this service was low and it was not considered a successful approach to support individuals. This has now been replaced by the 'Your Wellbeing Assessment' covered in MAP 2.2.

The most recent list of higher risk roles provided was from 2017 and includes:

- Family Liaison Officer
- Cyber Crime
- Under Cover
- Public Protection Unit
- Offender Management Unit
- Domestic Abuse Task Force
- Witness Protection
- Specialist Projects
- National Child Protection
- Rape Task Force
- Sexual Offences Liaison Officer
- Road Traffic Crash Investigators

We understand that there has been no more recent review of higher risk roles and there is no set timetable for this list to be reviewed in future.

Risk

There is a risk that Police Scotland fail to understand the key issues and areas of risk exposure, due to a lack of up-to-date risk assessment, leading to either gaps in support or resulting in an ineffective wellbeing approach.

Recommendation

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.

Management Action:

Grade 2
(Design)

Management accepts this recommendation.

It is acknowledged that a further review will be undertaken to identify arrangements for reviewing risk assessments; higher risk roles and roles which have identified support needs.

The outcomes from this review and policy will be presented to P&D SMT for consideration and approval.

Action owner: Director of People and Development

Due date: 30 April 2021

2.2 Wellbeing risk assessment

Over the last two years the Wellbeing team have piloted and launched 'Your Wellbeing Assessment', an online tool provided externally by Optima Health. This allows all staff, regardless of job role, to access an online assessment if they feel they need support. The rationale of opening this assessment to all staff is that Police Scotland recognise that the higher levels of exposure is not always where you would naturally expect them to be and all officers and staff have the potential of exposure to high levels of stress and witness to traumatic events. The main aim of the programme is to help spot the early signs of potential difficulties before they become substantial problems.

We understand that the Scottish Police Federation were involved in the decision to open up the Wellbeing Assessment to all staff, however no evidence could be provided to allow us to substantiate this.

The assessment process will consist of a staged approach that includes an online assessment that is initially triaged by Optima Health Clinical staff. Those who flag as at risk then receive a follow-up call and potentially a counselling referral.

Following a successful pilot, the initiative is in its first year. Whilst it remains live, it is currently not being advertised due to some issues that have arisen. We understand that staff have fed back concerns regarding the support they have received – commenting that discussion had been clinical and not the supportive mental health counselling that had been expected and that there have been some issues with pricing. This has been raised with Optima and the Wellbeing Team are awaiting a new proposal and pricing.

Although this is a key element of the support offered to individuals in higher risk roles, these resilience assessments are not mandatory.

Risk

There is a risk that individuals experiencing wellbeing issues are not identified timeously, leading to relevant support not being offered and a potential degradation in the individual's wellbeing. This could also result in increased absence rates and poor staff retention.

Recommendation

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.

Management Action:

Management accepts this recommendation.

There is a review being undertaken on 'Your Wellbeing Assessment' which is being carried out in partnership with our Occupational Health provider. The intent of these psychological assessments is that all officers and staff will have access to a voluntary and confidential process.

The outcomes of these wellbeing assessments will be reviewed by the Head of Wellbeing and Inclusion.

The success of the introduction of Your Wellbeing Matters in 2017 was the partnership and engagement working with key partners, stakeholders and providers.

We will develop a plan for the roll out of Your Wellbeing Assessment for 2020/21 which will include a similar engagement process. The plan will be presented to P&D SMT for consideration/approval.

Action owner: Director of People and Development

Due date: 30 April 2021

2.3 Effectiveness of wellbeing provision

As noted under MAP 2.2 the Wellbeing team do not have up to date insight from the Your Wellbeing Assessments to help them to understand the key wellbeing issues currently being experienced by staff. In addition, as discussed under MAP 3.2, the outputs from staff surveys and engagement have not been translated into formal action plans and outputs.

As such, it is unclear how Police Scotland has satisfied themselves that the wellbeing support offered to staff through the various ongoing initiatives is both appropriate and complete. This in turn means that Police Scotland cannot determine whether this meets the principles of best value in service provision.

Risk

There is a risk that Police Scotland does not have an up to date understanding of the current wellbeing issues being experienced by staff. This means they are unable to confirm that the right support is being made available in the most appropriate way, which could lead to individuals wellbeing suffering.

Recommendation

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.

Management Action:

Grade 3
(Design)

Management accepts this recommendation.

The wellbeing function receive weekly, monthly and quarterly updates through our EAP and OH Providers. Our partnership working with our providers ensures we are fully aware of any concerning trends or patterns. In addition, we receive monthly updates with Staff Associations and Unions, ensuring that we are up to date with current wellbeing issues.

A review of key information gathered from wellbeing feedback; trends/performance will be carried out and analysed in relation to the effectiveness and efficiency of the service provided. We will consider the recommendation with specific regard to removing barriers that may occur with accessing and getting support.

Action owner: Director of People and Development

Due date: 30 April 2021

Control Objective 3: There is regular review of wellbeing issues including an assessment of key wellbeing indicators as well as seeking feedback from employees

Support mechanisms are communicated consistently across the country with consistency of take-up

Those that have accessed services relating to wellbeing are satisfied with the service received

Appropriate management information in respect to wellbeing is captured and utilised

3.1 Key Wellbeing Indicators

We have been unable to evidence that an appropriate set of performance measures are in place to monitor progress towards the achievement of Police Scotland's wellbeing objectives. Prior to the development of the Wellbeing Framework, we found that some monitoring did take place but this wasn't comprehensive or outcome focused. We also noted that work has not yet commenced to consider how best to measure the new objectives of the Wellbeing Framework and People and Development Strategy.

We noted that there are a number of actions listed in the People and Development Strategy and Wellbeing Framework that have associated measures of success. These include, for example:

- Investment in our wellbeing champions network
- Increased utilisation of EAP and user feedback
- Increase in number of staff trained in Scottish Mental Health First Aid
- Feedback from our people via survey and engagement
- Absence support and monitoring

The Wellbeing team have not yet expanded to consider what the targets for each measure should be, current performance in each of these areas, the frequency with which they will be reported and key responsibilities around reporting and governance.

We also obtained copies of any current monitoring that takes place over wellbeing. We noted the following:

- There is regular review of the uptake of outsourced support provided by suppliers. Quarterly meetings are held that consider, for example, the uptake (by volume) of Occupational Health and Resilience Assessments
- Sickness absence rates are periodically monitored but are not a standing agenda item on key governance forums

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- We could find no other regular reviews of key wellbeing indicators such as instances of work-related stress, grievances, staff turnover and the uptake of all types of support offered.

Risk

Without a comprehensive set of wellbeing indicators that are regularly scrutinised by management and key governance groups, there is a risk that Police Scotland fail to identify trends in wellbeing and therefore miss opportunities to change the support offered to address issues arising.

Recommendation

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.

Management Action:

Grade 3
(Design)

Management accepts this recommendation.

People and Development produce a monthly dashboard of key indicators of the health of the organisation. It includes the indicators referenced in this document and is reviewed internally at governance boards and at a strategic level by the Force Executive and scrutinised by the Scottish Police Authority.

In quarterly meetings with our EAP and Occupational Health Providers we also undertake benchmarking with both private, public and 'blue light' organisations.

An analysis of existing indicators will be carried out with key governance groups to ensure requirements are being met on wellbeing information. The results of this analysis and recommendations will be reported to P&D SMT for consideration.

Action owner: Director of People and Development

Due date: 30 April 2021

3.2 Survey actions

We have noted several recent and planned examples of engagement with staff on wellbeing issues, including a 2016 staff survey and 'Pulse' survey and the 2018 'Change Readiness' survey. Although it was intended that action plans would be developed based on the findings of these surveys, these were not formalised and there is no evidence to substantiate whether actions were agreed or implemented.

In May 2020 a Survey Action Short-life Working Group was established to review the outcomes and recommendations from previous surveys, assess where these issues not been addressed and provide appropriate solutions where appropriate. This group is expected to run for six months and establish priority areas going forward. We understand that a force wide Wellbeing & Engagement survey is due to launch early in 2021, postponed from its original date of early 2020 due to challenges to organisational capacity.

Risk

The lack of response to feedback provided creates a risk that Police Scotland do not take appropriate action to address feedback / poor wellbeing performance issues. This means opportunities to improve wellbeing outcomes may be missed but can also be demotivating to individuals providing feedback, who may feel their voices have not been listened to.

Recommendation

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.

Management Action:

Grade 2
(Operation)

Management accepts this recommendation.

The Engagement and Wellbeing survey is a key piece of evidence for our organisation that will provide us with information about the opinions of our workforce on a wide range of aspects of Police Scotland.

The Chief Constable continues to be supportive and drive the launch of the new Engagement and Wellbeing survey proposed in February 2021

A review of the progress of the SLWG will be carried out which will identify resource requirements to deliver the review and a clear plan will be developed for priority actions and delivery will be presented to P&D SMT for consideration/approval.

Action owner: Director of People and Development

Due date: 28 February 2021

3.3 Feedback process

We noted that quarterly updates provided by external contractors provide data on satisfaction rates and complaints. These updates summarise the outputs of staff satisfaction surveys. Routinely, many staff do not complete the surveys, which may mean that Police Scotland do not get an accurate picture of the satisfaction rates. We also noted that other ad hoc feedback has been collected on initiatives such as an evaluation of the wellbeing champions, but again response rates have been poor and that this was not part of a comprehensive feedback gathering strategy.

Police Scotland have recently commissioned a peer review by Scottish Association for Mental Health to provide them with feedback. The results are expected in September and will be used to inform future decisions about wellbeing priorities and future provision.

We could obtain no evidence that there is a formal process of collecting and analysing feedback on all wellbeing initiatives.

Risk

There is a risk that Police Scotland do not adequately collate feedback on staff wellbeing, meaning they don't have a robust understanding of staff and officers' view leading to a failure to take corrective action.

Recommendation

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.

Management Action:

Grade 3
(Design)

Management accepts this recommendation.

The Engagement and Wellbeing survey is a key piece of evidence for our organisation that will provide us with information about the opinions of our workforce on a wide range of aspects of Police Scotland.

Feedback is obtained by the Wellbeing Team when they are responsible for the delivery of key activities such as the development and induction of 200 Wellbeing Champions. In addition, there are regular reviews of all TRiM activities and outcomes.

We will engage with the Wellbeing Team and Wellbeing Champions to identify what detailed feedback across specific wellbeing services and initiatives is to be collected. A plan will be developed to review this feedback and identify organisational learning/areas for improvement.

This plan will be presented to P&D SMT for consideration/approval.

Action owner: Director of People and Development

Due date: 28 February 2021

Control Objective 4: There is oversight of officer and staff wellbeing at an appropriately senior level within Police Scotland and ultimately by the SPA with regular monitoring and reporting in place on the effectiveness of the achievement of wellbeing objectives.



4.1 Governance and reporting

As noted under MAP 1.3 and 3.1, Police Scotland lack a clear and consistent set of wellbeing objectives and corresponding wellbeing indicators that would allow performance in both areas to be effectively monitored. No regular updates are therefore being provided in either area that allow governance groups to form an informed view of wellbeing performance.

We noted that the Health and Wellbeing Group's Terms of Reference has a 'reporting to' section that states that recommendations will be progressed through a range of existing governance depending on the nature of the proposal and the changes required. This may involve taking proposals to the Senior Leadership Board, the Scottish Police Authority, PNB Scotland etc.

We confirmed that whilst the SPA Resources Committee do receive regular updates relating to wellbeing (for example on the use of contracted out occupational health support), the requirement to do so is not stated in the committee's Terms of Reference. We also understand that the content of wellbeing updates is under development and further work is being done to improve the data provided and ensure comprehensive information is provided on a regular basis.

Risk

There is a risk of ineffective oversight due to inadequate reporting, leading to an inability of the Committee to effectively scrutinise and challenge progress made on staff wellbeing.

Recommendation

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.

Management Action:

Management accepts this recommendation

A review of Governance Reporting will be carried out including documentation submitted to each Governance Meeting to ensure that wellbeing forms a regular report at key internal and external forums, including the Resources Committee.

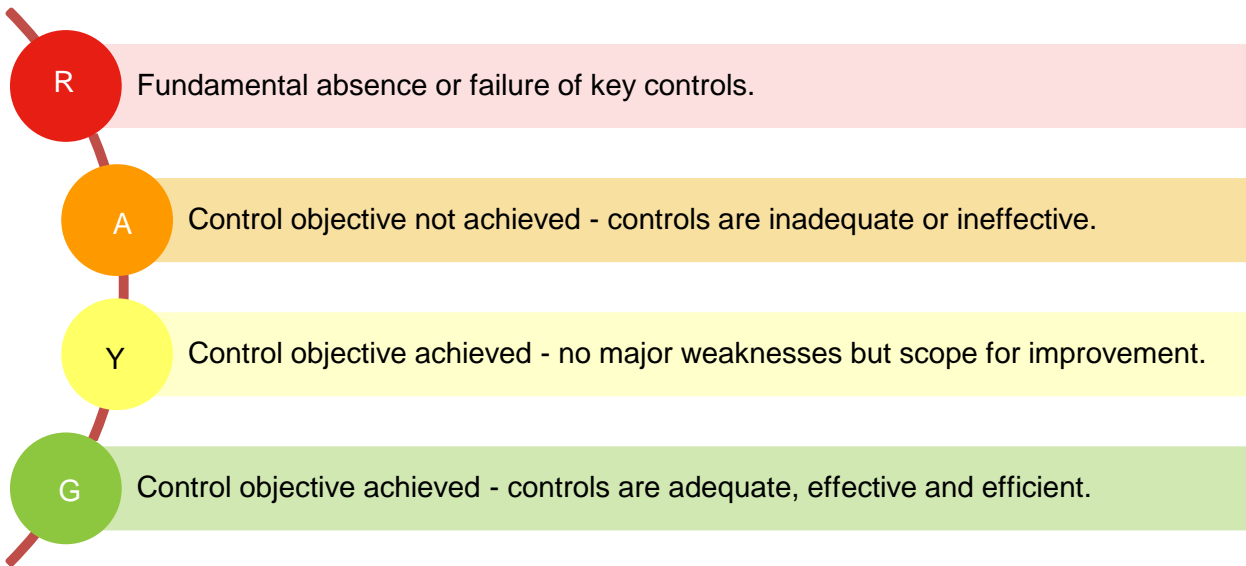
Action owner: Director of People and Development

Due date: 28 February 2021

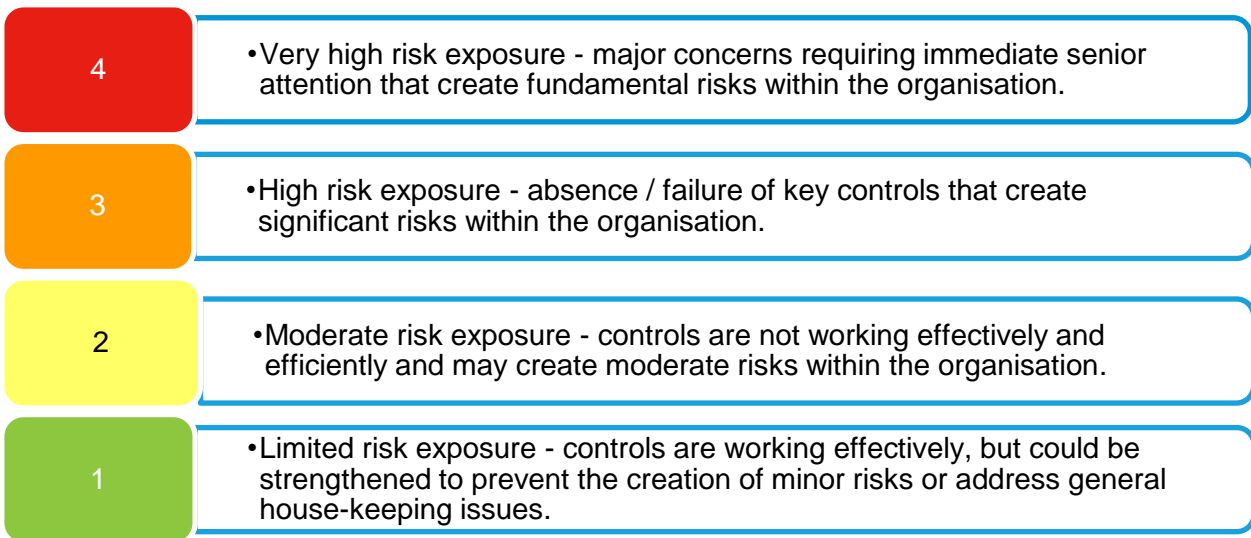
Grade 3
(Design)

Appendix A – Definitions

Control assessments



Management action grades



Appendix B – Action plan summary

Action No.	Recommendation	Management Response	Grade	Action Owner	Due Date
1.1	We recommend 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.	The Wellbeing Framework that is included in the People Strategy will be circulated to all key stakeholders and feedback sought. A review of this engagement and analysis of feedback will be carried out and key findings and recommendations will be reported to P&D SMT, PPMB and SPA Resources Committee. If required, any appropriate amendments will be made to the Strategy.	3	Director of People and Development	31 Jan 2021
1.2	We recommend 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	The four wellbeing pillars will remain our approach to wellbeing – psychological, physical, social and financial, with initiatives communicated to staff through the 'Your Wellbeing Matters' Campaign. Additional resources will be allocated to the wellbeing team to ensure that all wellbeing documents clearly align with key priorities and deliverables There will be a review undertaken to ensure that the approach to wellbeing is consistent with the approved People	3	Director of People and Development	30 April 2021

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Action No.	Recommendation	Management Response	Grade	Action Owner	Due Date
	reference the approach laid out in this document.	Strategy and the People and Development Annual Delivery Plan. The key findings of this review will be reported to P&D SMT.			
1.3	<p>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.</p> <p>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.</p>	<p>The Wellbeing Team will develop a clear plan which will be aligned to the People Strategy and the People and Development Annual Delivery Plan.</p> <p>The plans that are developed will take account of team resources available to deliver these objectives and the key activities of the wellbeing function. In addition the wellbeing plans will clearly outline the responsibilities, key deliverables ,measure of success and timescales for each year of the plan that will be required to mainstream wellbeing across the organisation. This will articulate the role that the HR Business Partnering team has to ensure that their client groups are supported to ensure that wellbeing objectives are delivered at local, operational and strategic levels.</p>	3	Director of People and Development	30 April 2021

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Action No.	Recommendation	Management Response	Grade	Action Owner	Due Date
1.4	We recommend 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.	The development of a wellbeing training plan will be clearly articulated that will set out the training that has to be prioritised and delivered. The plan will also confirm the roles and responsibilities associated with the delivery of training. This will also have clear evidence of evaluation of the training that has been delivered.	3	Director of People and Development	30 April 2021
2.1	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.	It is acknowledged that a further review will be undertaken to identify arrangements for reviewing risk assessments; higher risk roles and roles which have identified support needs. The outcomes from this review and policy will be presented to P&D SMT for consideration and approval.	2	Director of People and Development	30 April 2021
2.2	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.	There is a review being undertaken on 'Your Wellbeing Assessment' which is being carried out in partnership with our Occupational Health provider. The intent of these psychological assessments is that all officers and staff will	3	Director of People and Development	30 April 2021

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Action No.	Recommendation	Management Response	Grade	Action Owner	Due Date
	<p>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.</p>	<p>have access to a voluntary and confidential process.</p> <p>The outcomes of these wellbeing assessments will be reviewed by the Head of Wellbeing and Inclusion.</p> <p>The success of the introduction of Your Wellbeing Matters in 2017 was the partnership and engagement working with key partners, stakeholders and providers.</p> <p>We will develop a plan for the roll out of Your Wellbeing Assessment for 2020/21 which will include a similar engagement process. The plan will be presented to P&D SMT for consideration / approval.</p>			
2.3	<p>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</p>	<p>The wellbeing function receive weekly, monthly and quarterly updates through our EAP and OH Providers. Our partnership working with our providers ensures we are fully aware of any concerning trends or patterns. In addition, we receive monthly updates with Staff Associations and Unions, ensuring that</p>	3	Director of People and Development	30 April 2021

Action No.	Recommendation	Management Response	Grade	Action Owner	Due Date
	how different approaches to delivering support may assist individuals in overcoming these.	<p>we are up to date with current wellbeing issues.</p> <p>A review of key information gathered from wellbeing feedback; trends/performance will be carried out and analysed in relation to the effectiveness and efficiency of the service provided. We will consider the recommendation with specific regard to removing barriers that may occur with accessing and getting support.</p>			
3.1	<p>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.</p> <p>The Wellbeing team should also ensure when setting their indicators that:</p>	<p>People and Development produce a monthly dashboard of key indicators of the health of the organisation. It includes the indicators referenced in this document and is reviewed internally at governance boards and at a strategic level by the Force Executive and scrutinised by the Scottish Police Authority.</p> <p>In quarterly meetings with our EAP and Occupational Health Providers we also undertake benchmarking with both private, public and 'blue light' organisations.</p>	3	Director of People and Development	30 April 2021

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	<ul style="list-style-type: none"> 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. 	<p>An analysis of existing indicators will be carried out with key governance groups to ensure requirements are being met on wellbeing information. The results of this analysis and recommendations will be reported to P&D SMT for consideration.</p>			
3.2	<p>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</p>	<p>The Engagement and Wellbeing survey is a key piece of evidence for our organisation that will provide us with information about the opinions of our workforce on a wide range of</p>	2	Director of People and Development	28 February 2021

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Action No.	Recommendation	Management Response	Grade	Action Owner	Due Date
	<p>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.</p>	<p>aspects of Police Scotland.</p> <p>The Chief Constable continues to be supportive and drive the launch of the new Engagement and Wellbeing survey proposed in February 2021</p> <p>A review of the progress of the SLWG will be carried out which will identify resource requirements to deliver the review and a clear plan will be developed for priority actions and delivery will be presented to P&D SMT for consideration/approval.</p>			
3.3	<p>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.</p>	<p>The Engagement and Wellbeing survey is a key piece of evidence for our organisation that will provide us with information about the opinions of our workforce on a wide range of aspects of Police Scotland.</p> <p>Feedback is obtained by the Wellbeing Team when they are responsible for the delivery of key activities such as the development and induction of 200 Wellbeing Champions. In addition, there are</p>	3	Director of People and Development	28 February 2021

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Action No.	Recommendation	Management Response	Grade	Action Owner	Due Date
		<p>regular reviews of all TRiM activities and outcomes.</p> <p>We will engage with the Wellbeing Team and Wellbeing Champions to identify what detailed feedback across specific wellbeing services and initiatives is to be collected .A plan will be developed to review this feedback and identify organisational learning/areas for improvement.</p> <p>This plan will be presented to P&D SMT for consideration/approval.</p>			
4.1	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.	A review of Governance Reporting will be carried out including documentation submitted to each Governance Meeting to ensure that wellbeing forms a regular report at key internal and external forums, including the Resources Committee.	3	Director of People and Development	28 February 2021

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