



<b>Meeting</b>	<b>People Committee</b>
<b>Date</b>	<b>27 November 2024</b>
<b>Location</b>	<b>MS Teams</b>
<b>Title of Paper</b>	<b>Q2 Wellbeing Report &amp; Action Plan update</b>
<b>Presented By</b>	<b>Damian Shannon, Health &amp; Wellbeing Manager</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix 1 - HWB Plan Appendix 2 - HMICS Recommendations</b>

## PURPOSE

The purpose of this paper is to re-table the new Health & Wellbeing (HWB) Plan, including measures and timelines. Further to provide some data around HWB activity that took place in quarter two of this year.

Members are invited to discuss the content of this report.

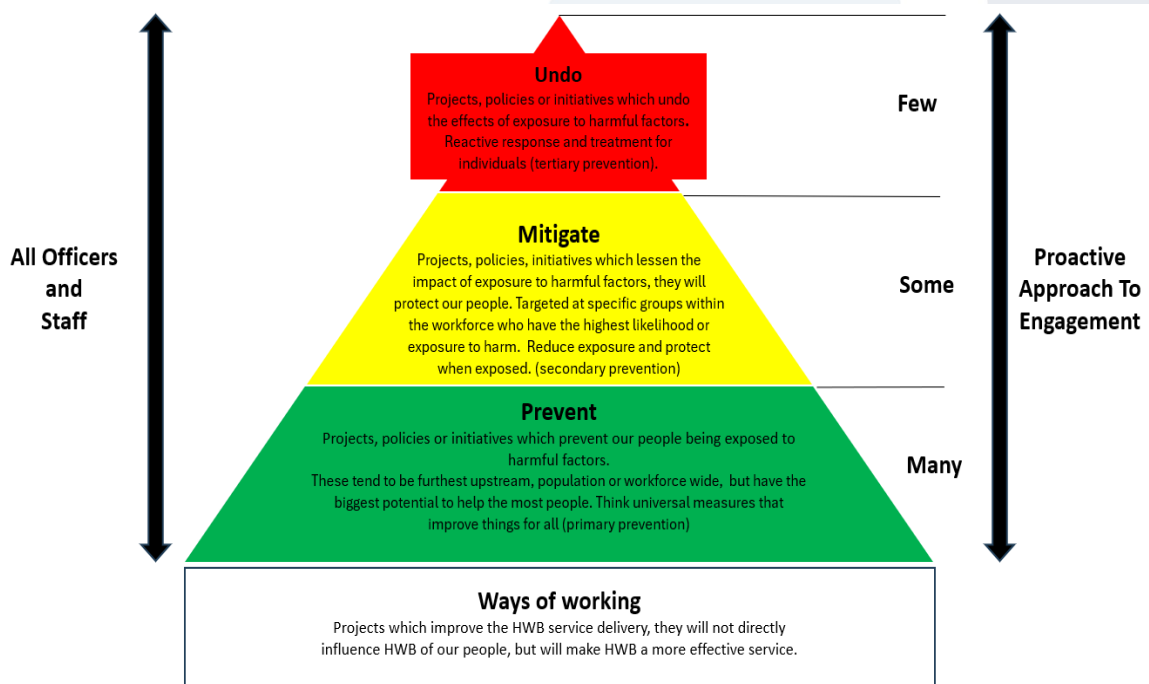
## 1. BACKGROUND

1.1 This paper presents an updated Health and Wellbeing (HWB) action plan (Appendix 1) to include a further level of detail as to the version tabled to this Committee in August 2024. The updated version includes estimated timelines, evidence/measures, and the link to the HMICS Frontline Focus – Wellbeing Inspection recommendation (Appendix 2). The paper will also provide some high-level updates against ongoing priority activity.

## 2. FURTHER DETAIL ON THE REPORT TOPIC

### Health and Wellbeing Programme Approach

2.1 The diagram below articulates our refreshed approach towards a proactive, preventative and person-centred health and wellbeing focus. The approach intends to understand and consider the needs of our people, ensuring that we don't only engage with our people in reaction to a wellbeing issue, but that we make an impact in terms of prevention and mitigation of factors. The focus (prevent, mitigate and undo) is depicted in colour within the plan. Please appendix 1 for the full plan.



## Dependencies & Achievability

- 2.2 We recognise there are dependencies that we need to consider to ensure the plan is both realistic and achievable. We continue to work with colleagues across People & Development and the wider organisations to consider and plan accordingly. These include:
- An imminent People and Development restructure consultation; it is hoped that this will begin in late October/early November 2024.
  - Force-wide and senior leadership support and engagement with the programme.
  - Force-wide engagement with and delivery of plan.
  - HWB team resources and expertise in place to undertake the plan.
  - Specific financial support if it is felt external expertise is needed to progress i.e. recent independent review of health and wellbeing conducted by external organisation, Thrivewise.

## Current Action Plan Update Areas

- 2.3 Whilst the development of the plan has been taking place many of the actions are already ongoing. A brief overview of some of the most prominent areas at present is provided below.

### **Workforce Mental Health and Suicide Prevention Action Plan - World Suicide Prevention Day**

- 2.4 "1 in 5 of us struggle with suicidal thoughts in our lifetime" (Samaritans). World Suicide Prevention Day was held on 10 September 2024, with the theme "changing the narrative on suicide". This year's associated call-to-action, set by the International Association for Suicide Prevention was 'Start the Conversation'. The Health and Wellbeing Team planned and delivered an interactive workshop to 78 people, exploring what suicide prevention currently looks like in Police Scotland/SPA and how we can help shape the future of this work within our organisation.
- 2.5 From the workshop discussions, we have taken the following actions:
- **Workforce suicide prevention mapping:** We have undertaken a mapping exercise which helps us to recognise

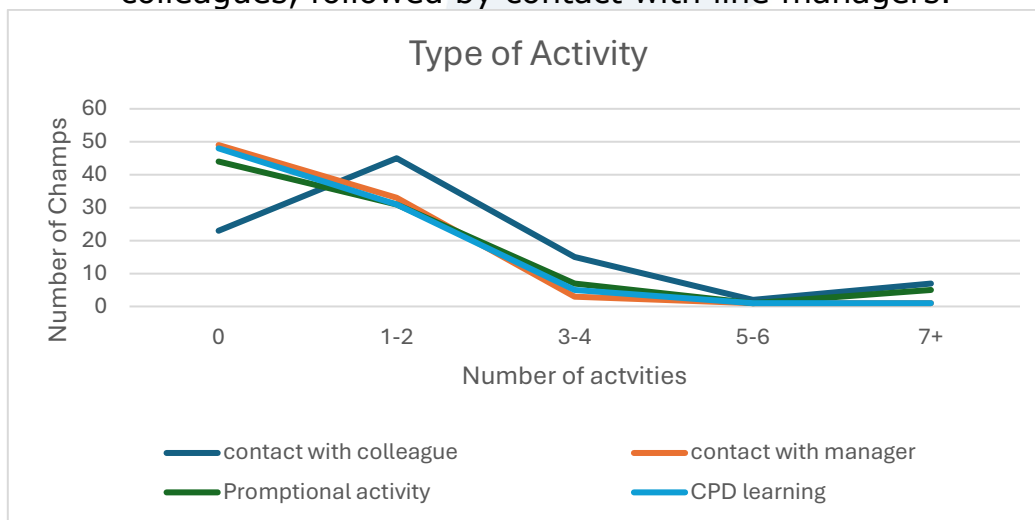
the existing work in this space and potentially how this work can be aligned to greater effect.

- **Lived experiences:** The importance of lived experience was raised at this session and ties into our plans to create some new lived experience videos.
- **Wellbeing learning programme content:** We are working with colleagues internally to update and enhance wellbeing content which exists in current learning programmes throughout PS/SPA. This is an ongoing/long-term piece of work but will ensure a well-considered, relevant wellbeing curriculum for officers, staff and those who are line managers to support them in undertaking their roles.

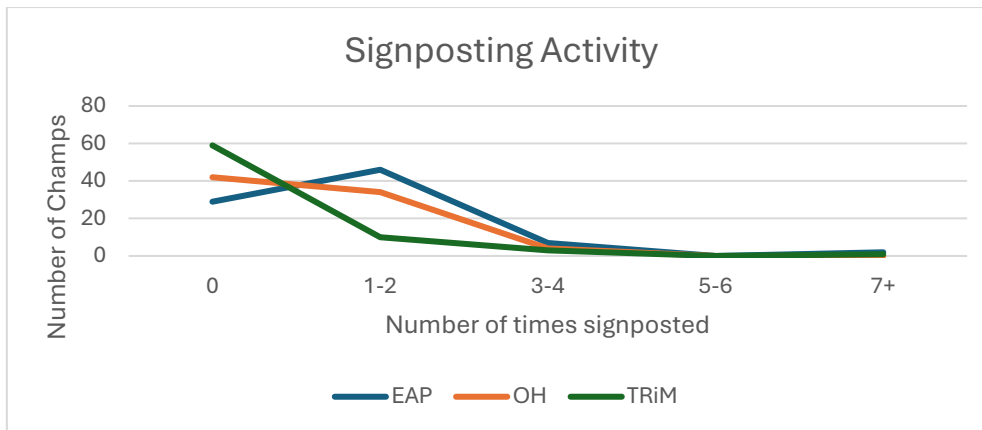
### Wellbeing Champions

2.6 The number of HWB champions is still at circa 240 across the organisation. The aim of the Wellbeing Champions network is to support colleagues' health and wellbeing. Champions can offer a confidential listening service, and they can also help by signposting people to relevant support. Our data for August shows us:

- we received 94 responses to the activity tracker.
- most champions spent 1-2 hours on Champion activities with 11 people reporting 7+ hours.
- The types of activity recorded by HWB Champions is on the graph below. Most activity is recorded as contact with colleagues, followed by contact with line managers.



- The signposting activity graph below shows most signposting is to our Employee Assistance Programme (EAP).



## The National Police Wellbeing Service (Oscar Kilo) Collaboration

2.7 Health and wellbeing are currently developing a memorandum of understanding with The National Police Wellbeing Service (Oscar Kilo). This will offer us an opportunity to not only access some of the good practice currently in place but also to work with the UK-wide blue light network to be at the forefront of new developments.

## Trauma Risk Management

2.8 Since April we have seen more than 340 referrals into the TRiM programme with an average of 7 officers/staff per referral. The main reason for referral continues to include road traffic collisions (RTC), suicide, sudden deaths and other fatalities.

2.9 We have implemented a post-TRiM direct-referral process into EAP which aims to ensure our officers and staff receive that prompt support when required.

2.10 Maintaining the network of co-ordinators is still an ongoing challenge. Officers move roles relatively often and keeping on top of these moves to ensure TRiM co-ordinator cover remains isn't easy. There has been a recruitment drive across many divisions with new assessors being trained in K, C, E and N Division. The 'note of interest' submission numbers were fantastic which shows a real willingness of colleagues to be involved in the delivery of support to others.

2.11 To support learning across the existing assessor and coordinator network 4 refresher training events have also been delivered over the last 8 weeks.

## Occupational Health (OH) and Employee Assistance Programme (EAP)

2.12 Health and wellbeing continue to work with our delivery partners, OH – Optima Health and EAP – Vivup, on the monitoring and performance of the service provided. Some headlines are summarised below:

### Occupational Health (OH)

- Since 1 April 2024 we have had 3180 touch points with Occupational Health through management referrals.
- This year has seen a significant increase in the number of recruitment medicals delivered with 678 to date due to our increase in intake numbers.
- Physiotherapy is also on the rise with 1249 assessments and treatments sessions delivered this year.
- The new My OH Portal was introduced at the beginning of September 2024. The portal will host all occupational health related activity moving forward and will provide us with a new level of data and insights through Power BI.
- The HWB team, in conjunction with the Optima Health clinical team, held a series of 'What makes a good referral' virtual sessions aimed at our line managers, with nearly 400 attending across the month.
- Since 3 September over 2140 officer and staff accounts have been created on the new portal.
- The chart below shows the level of activity managed on the portal between 3 September and 16 October this year:

Performance & Attendance Management		
Closed - all interventions complete	546	74.7%
In progress - appointment booked	53	7.3%
In progress - escalation to manager	24	3.3%
Draft	22	3.0%
In Progress	21	2.9%
Closed - Cancelled	21	2.9%
In progress - pending appointment booking	17	2.3%
Closed - Withdrawn	14	1.9%
Withdrawn	8	1.1%
FME Report Pending	4	0.5%
FME - Request Open	1	0.1%
<b>Total</b>		<b>731</b>

## **Employee Assistance Programme (EAP)**

- Since 1 April we have had 901 officer and staff contacts with the EAP service.
- 2507 sessions of support have been delivered, these vary from in-the-moment support via telephone, to virtual and face to face.
- This support also includes more specialist support in the form of Pure Cognitive Behavioural Therapy (CBT) and Eye Movement Desensitisation and Reprocessing therapy (EMDR) with over 90 sessions delivered to officers and staff to date.
- As of the end of August, 92% of clients receiving therapy were experiencing positive outcomes after the therapy.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There are financial implications associated with this paper, as more investment is needed which allows for the development of the various projects and the further integration and mainstreaming of wellbeing across the organisation in a meaningful way.

### **4. PERSONNEL IMPLICATIONS**

- 4.1 As mentioned at 2.2 health and wellbeing resources and expertise will be required to achieve the plan and this is something we will approach in more detail as we enter into the imminent People and Development restructure consultation.

### **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/SPA do not continue to prioritise the wellbeing of our people, then staff morale and public perception may be negatively affected.

**7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this paper.

**8. COMMUNITY IMPACT**

8.1 There are no community impacts associated with this paper.

**9. EQUALITIES IMPLICATIONS**

9.1 We will continue to work closely with our ED&I colleagues within the department to ensure all equalities are considered throughout our work, and when required we will complete the necessary EQHRIA process.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

Members are invited to discuss the contents of this report.



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**Appendix 1 – Health & Wellbeing Plan:**

HWB Goal	HWB Objective	Evidence / Measures	Time scales	HWB Action	HMICS Recom
<p>Improve workforce Mental Health and reduce suicide</p> <p><b>Impact statement:</b> Our people are valued and we have reduced the stigma of mental ill health</p> <p><b>Measure:</b> WHO 5 wellbeing score improves, Benchmarking Framework Output.</p>	D+D2:E29develop MH informed workforce	<p>WHO 5 wellbeing score. Workforce mental health and suicide prevention action plan production. Lifelines Scotland active facilitators and attendee numbers. Lifelines Scotland pre and post session evaluation. Annual Lifelines Scotland Level 3 evaluation. Wellbeing champs activity tracker completion and thematic analysis.</p>	Q2 - 2025	Develop and implement an overarching workforce mental health and suicide prevention action plan. The plan would drive this agenda and aim to connect work in this space throughout the organisations i.e PPCW, LTD, L&T.	<b>HMICS 1 &amp; 7</b>
			On going	Develop and deliver the Lifelines Scotland Facilitators programme to expand the reach of the project, target to reach the whole workforce with crucial resilience, self-care, supporting colleagues and post trauma support training through a Police Scotland/SPA and peer support lens.	<b>HMICS 6</b>
			On going	Deliver an effective and evaluated HWB Champions network. Build on the existing Wellbeing Champions Network to foster a supportive, connected work environment, where 2 way communication is valued.	<b>HMICS 2</b>
	Reduce the impact of exposure to trauma	Trauma tracker in place and used by Line manager. % of referrals to EAP post trauma exposure. TRiM referral volumes, active assessors and	Q4 - 2026	Scope out and develop a systematic approach to managing wellbeing to ensure that following injury, assault or exposure to trauma in the workplace, people are given appropriate and timely professional support. Approaches to consider include the development of trauma tracker, using PTEC ((Police Traumatic Events Checklist from PCUK), to enable line managers to monitor and take action.	<b>HMICS 2</b>

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		coordinators. Pre and post TRiM intervention outcomes.	Q2 - 2025 and then ongoing	Deliver effective and evaluated Trauma Risk Management service building on the existing programme.	
	Develop understanding of impact of operational pressures	WHO 5 wellbeing score. Uptake of wellbeing and resilience assessment. Outcome pre and post assessment.	Q3 - 2025	Develop innovative approach to wellbeing and resilience assessments, Approach to be informed by a full review and evaluation of the existing measures in place. Approaches to consider the National Police Wellbeing Service's (NPWS) approach of using bespoke psychological questionnaires and structured interviews for screening individuals in high-risk policing roles as a commendable practice	<b>HMICS 2</b>
			Q2 - 2025 and then on going	Collaborate with Health & Safety to develop understanding and utilise the data and insights and connect agendas particularly in relation to the impact on wellbeing of "undesirable circumstances". Key aspect is to develop a pathway for highlighting issues.	<b>HMICS 2</b>
	Reduce mental health stigma	Production of the communications strategy. Production of lived experience series. Engagement with communications through Google analytics data.	Q3 - 2025 and then on going	Work to ensure can access the right help at the right time, through the development of a cohesive communication and engagement strategy for health and wellbeing. LINKS to F15	
			Q3 - 2025 and then on going	Produce a series of lived experience pieces with clear sign- posting and call to action	
Set strategic direction for health and wellbeing which is equitable,	Set strategic, evidence informed direction for WB	WHO 5 wellbeing score. Annual benchmarking report. Production of HMICS improvement plan, HWB action plan	Q1 - 2025 and then on going	Conduct scoping exercise and implement bench marking framework of ongoing reflection and iterative improvement via Oscar Kilo and the blue light Wellbeing framework	<b>HMICS 1 &amp; 2</b>

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<p>evidence informed and evaluated</p> <p><b>Impact statement:</b> Our people receive an evidence informed, consistent service</p> <p><b>Measure:</b> Benchmarking Framework Output.</p>	<p>nationally, to be delivered locally</p>	<p>and corporate people plans. Accountability at local commander and management level i.e. reporting on corporate people plans.</p>	Q1 - 2025	Adopt and implement 'theory of change' methodology for individual streams of work with a focus on prevention which is informed by the people plan.	<b>HMICS 1</b>
			Q1 - 2025	Work closely with our People Partners on the development of the health and wellbeing aspect of the national corporate people plans. Providing Divisions and Departments with clarity on national health and wellbeing priorities and activities to be delivered and reported upon locally. Leaders are held to account through the governance structure in place to support the plan.	<b>HMICS 1</b>
			Q4 - 2025	Review health and wellbeing governance boards structures and reporting of wellbeing actions to ensure equitable programme is delivered and leaders are held to account.	<b>HMICS 1</b>
	Messaging on wellbeing is consistent and clear	<p>Production of the communications strategy. Engagement with communications through Google analytics data. Engagement of health and wellbeing network i.e. Wellbeing Champions, Lifelines Facilitators and TRiM team.</p>	Q3 - 2025	<p>Work to ensure people can access the right help at the right time, through the development of a cohesive communication and engagement strategy for health and wellbeing.</p> <p>To include the continued development of health and wellbeing intranet page, planning and delivering an annual health and wellbeing campaign calendar, promoting wellbeing through various initiatives such as Wellbeing Champions Network, roadshows, town hall events, world cafes, unconferences and other participatory methods for engagement and dialogue.</p>	<b>HMICS 7</b>
			Q1 - 2025	Develop and implement a quality assurance procedure and process within HWB for all communications and messaging.	<b>HMICS 7</b>

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			Q1 - 2025	Proactively manage organisational engagement opportunities, developing generic messaging for delivery by our advocates i.e. Wellbeing Champions, Lifelines Facilitators and TRIM team.	
			Q3 - 2025	Work with Corp Communications on monitoring the reach and impact of health and wellbeing communications	
	Evaluate initiatives to understand what works and how these are implemented equitably	WHO 5 wellbeing score is used and understood Health and wellbeing department to set organisational principles and approach for all health and wellbeing activity i.e joined up approach.	Q2 - 2025	Use Kirkpatrick model of evaluation of learning to demonstrate effectiveness in changing behaviour across all aspects of the health and wellbeing programme.	
			Q2 - 2025	Upskill HWB team on evaluation planning and delivery	<b>HMICS 2</b>
			Q2 - 2025	Develop pulse survey to check subjective wellbeing	<b>HMICS 2 &amp; 7</b>
Continuous improvement of the delivery and effectiveness of wellbeing services and corporate functions  <b>Impact statement:</b> Our	Deliver efficient and effective OH service	Performance management driven by KPI's and SLA's, to include: Number of referrals. Assessment booking times. Report completion times. Case closed/completed.	Ongoing	Develop and implement the My OH portal	
			Q3 - 2025	Improve operational delivery and uptake wellbeing and resilience assessments	
			Q2 - 2025	Develop person centred, sustainable, equitable and preventative neurodiversity offering	
			Ongoing	Continuous review and development of the IHR/IOD processes to include a deep dive in conjunction with SPA.	

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<p>service are effective and good quality, we get the right help to the right people at the right time</p> <p><b>Measures:</b> we monitor and take action on feedback from our service users</p>			Ongoing	Develop management information KPIs for performance management of OH supplier, implement feedback loop	
	Deliver efficient and effective EAP service	Performance management driven by KPI's and SLA's, to include: Number of contacts. New clinical usage. Support (and type) delivered. Outcomes after therapy.	Ongoing	Develop and implement the Employee Assistance Programme particularly the new stepped care model of support.	
			Ongoing	Define and promote line management EAP referral pathway	
			Ongoing	Develop management information KPIs for performance management of EAP supplier, implement feedback loop	
	Operate a well governed and safe service	WHO 5 wellbeing score Risk review completed, external partners forum formed. Wellbeing mitigation implemented to new policies and considered at board paper stage.	Q2 - 2025	Conduct annual Business Continuity Plan review	
			Ongoing	Manage, monitor and report on HWB risk with a clear/defined process for raising/reporting risks.	
			Q2 - 2025	Review wellbeing investigation / grievance process and guidance	
			Q2 - 2025	Give consideration to potential to the development of a Workforce Wellbeing Network to include the TRIM team, Wellbeing Champs, Wellbeing SPOCs, Lifelines facilitators, H&S colleagues.	<b>HMICS 2</b>
			Ongoing	Manage external stakeholders and partners via an external partners wellbeing group/forum inc MoUs & delivery plans.	

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			Q1 - 2025	Impact on wellbeing is considered and included in board papers	<b>HMICS 5</b>
<p>Develop a workforce who prioritise wellbeing</p> <p><b>Impact statement</b> : Our people's wellbeing is protected by systems, culture and conditions which are designed to help people to thrive.</p> <p><b>Measure</b>: WHO 5 scores increase</p>	Police Scotland learning products contain consistent wellbeing messages	WHO 5 wellbeing score Development and roll out of new content. PMDP, PLDP and YLM evaluation to include wellbeing.	Q1 - 2025	Work with Leadership & Talent (L&T) and Learning, Training and Development (LTD) to ensure that Police Scotland/ SPA's approach to managerial development in health and wellbeing is both effective and tailored	<b>HMICS 6</b>
			Ongoing	Influence HWB content in leadership and line manager programmes to include PMDP, PLDP and YLM.	<b>HMICS 6</b>
			Ongoing	Influence HWB content in probationer training and build on the latest introduction of Lifelines Scotland to the training.	<b>HMICS 6</b>
			Ongoing	Influence HWB content in learning programmes such as tutor cops, detective training, roads policing etc	<b>HMICS 6</b>
	Collaborate across silos to improve wellbeing	WHO 5 wellbeing score Access to organisational (H&S, RDU, Estates) data to understand and influence 'organisational stressors'. Wellbeing mitigation implemented to new policies and considered at board paper stage.	Q2 - 2025	Work with Health & Safety and Your Safety Matters colleagues to take a data led approach to wellbeing and early intervention	<b>HMICS 2</b>
			Ongoing	Work with RDU and Estates, identified as organisational stressors, to drive wellbeing as a priority within the strategic plans and delivery. RDU and Estates to lead on HMICS recommendations.	<b>HMICS 3 &amp; 4</b>
			Q1 - 2025	Work in partnership with the Policy team to mitigate wellbeing impact, implement a wellbeing aspect to board papers	<b>HMICS 5</b>
			Q1 - 2025	Work with leadership and talent My Career colleagues to host and evidence wellbeing conversation. Consideration within My Career Phase 2.	<b>HMICS 7</b>

## **Appendix 2 - Evaluation and Review Insights and Recommendations - HMICS Frontline Focus – Wellbeing Inspection:**

The aim of the review, final report received on the 10 April 2024, was to engage directly with frontline officers and staff to identify the issues they consider support or impact on their wellbeing, and to assess the work undertaken by Police Scotland/SPA to improve wellbeing. The objectives were to:

- Identify the factors that officers and staff consider support or impact their wellbeing.
- Assess the approach taken by Police Scotland in comparison to recognised professional guidance and approaches elsewhere.
- Engage with frontline officers and staff to assess their awareness of Police Scotland's approach to wellbeing, associated activities and the effectiveness of this approach.

The key recommendations to emerge from the review are summarised below:

- **Recommendation 1** - Police Scotland should develop a wellbeing plan that has appropriate governance, structure and activity, reflecting the People Strategy, and delivered equitably across the organisation.
- **Recommendation 2** - Police Scotland should implement effective actions to understand and address organisational stressors, including those caused by perceived unfairness in application of process/ procedures.
- **Recommendation 3** - Police Scotland should demonstrate flexibility in the deployment of resources across the entire organisation to reduce the impact of low resourcing levels on the wellbeing of frontline officers and staff.
- **Recommendation 4** - Police Scotland should ensure that its Estates Strategy promotes parity and ensures an appropriate standard of facilities are provided across its estate.
- **Recommendation 5** - Police Scotland should conduct wellbeing impact assessments when developing new and existing strategies, policies and procedures.
- **Recommendation 6** - Police Scotland should ensure that wellbeing training is provided to all line managers to ensure a supportive, proactive and preventative approach. Existing training should be reviewed and amended to reflect the new People Strategy.
- **Recommendation 7** - Police Scotland should promote a culture and embed a process of carrying out and evidencing frequent conversations with line managers, which includes a discussion on wellbeing.