

<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>24 February 2021</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Wellbeing Report Quarter 3 2020</b>
<b>Presented by</b>	<b>Jude Helliker, Director of People &amp; Development</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

The purpose of this paper is to provide an update on Q3 Wellbeing activities and proposes next steps to continue to mainstream the wellbeing agenda.

Members are invited to discuss the content of this report.

## 1. BACKGROUND

- 1.1 The People Strategy enables the delivery of the Organisational Strategy and Annual Delivery Plan with one of the strategic outcomes being the creation of a 'Positive Working Environment'. The wellbeing of our people underpins all of the activities in the People Strategy.
- 1.2 The COVID-19 pandemic has changed the world we live in, with much of it out with our control. Police Scotland recognises that the wellbeing of our people throughout this challenging time is critical.
- 1.3 In addition to the wellbeing activities within the Annual Delivery Plan we have introduced a number of preventative/early intervention mechanisms in an attempt to reduce issues coming to fruition. This update aims to provide an overview of these activities.

## 2. QUARTER 3 ACTIVITY | CORE WELLBEING SERVICES

### 2.1 Employee Assistance Programme

- 2.1.1 EAP contacts in Q3 have fallen by 3% compared to Q2 this year and in comparison to Q3 2019/2020 are 10% lower.

There is normally a seasonal reduction in calls in December.

#### Employee Assistance Programme

	2018/19	2019/20	2020/21	Variance
Quarter 1	335	701	415	-41%
Quarter 2	386	588	511	-13%
Quarter 3	328	549	492	-10%
Quarter 4	338	611		
Total	1407	2449	1418	

- 2.1.2 Contacts to the EAP in Q3 are predominantly due to personal issues.

72% personal 28% work

- 2.1.3 Top 3 Personal Issues are:

- Mental Health
- Personal Relationships
- Bereavement

- 2.1.3 Top 3 Work Issues are:

- Work Related Stress
- Trauma at Work

- Shift Working

#### 2.1.4 EAP Covid-19 calls received

	Q1 2020/2021	Q2 2020/2021	Q3 2020/21
Covid-19 information Calls	4	0	0
Covid-19 Mental Health Calls	16	4	3

## 2.2 Occupational Health

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

### 2.2.2 Management Referrals

Q3 saw the reduction in management referrals continue.

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

#### Management Referrals

	2018/19	2019/20	2020/21	Variance
Quarter 1	850	975	575	-41%
Quarter 2	824	986	694	-30%
Quarter 3	968	949	759	-20%
Quarter 4	1085	806		
Total	3727	3716	2028	

### 2.2.3 Physiotherapy Referrals

Q3 referrals to physiotherapy increased by 13% on those submitted Q2.

#### Physiotherapy Referrals

	2018/19	2019/20	2020/21	Variance
Quarter 1	254	189	65	-66%
Quarter 2	244	176	108	-39%
Quarter 3	184	166	122	-26%
Quarter 4	233	134		
Total	915	665	295	

### 2.2.4 Specialist Medicals

During Q1 there were 2 driver’s medicals. Clinics were dedicated to specific medicals to allow a clearing of the back logs.

#### Drivers Medicals

	2018/19	2019/20	2020/21	Variance
Quarter 1	369	317	2	-99%
Quarter 2	321	316	531	68%
Quarter 3	362	296	668	126%
Quarter 4	400	318		
Total	1452	1247	1201	

### 2.2.5 Armed Policing Medicals

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

#### Armed Policing Medicals

	2018/19	2019/20	2020/21	Variance
Quarter 1	212	160	189	+18%
Quarter 2	196	156	145	-7%
Quarter 3	211	189	168	-11%
Quarter 4	201	181		
Total	820	686	502	

### 2.2.6 Recruitment Medicals

The average deferral rate for Q3 42%

Reasons for deferral:

- BMI
- Psychological
- Musculoskeletal
- Colour Vision

Recruitment Medicals

	2018/19	2019/20	2020/21	Variance
Quarter 1	114	298	104	-65%
Quarter 2	234	362	165	-54%
Quarter 3	196	294	138	-53%
Quarter 4	390	391		
Total	934	1345	407	

**2.2.7 Flu Jab**

A global shortage of the flu vaccine has resulted in Chemists and Supermarkets struggling to meet the demand. Our officers and staff are continuing to join waiting lists but there is no clear indication if they will receive the vaccine. The total claimed to date through expenses claims has been £7505.

**2.3 Trauma Risk Management (TRiM)**

2.3.1 Data suggests that, as a result of a number of national and local initiatives led by the TRiM Lead and wider team to promote the availability of the service, TRiM requests are increasing.

2.3.2 Quarter 3 statistics are currently lower than expected. Referrals actioned during November and December are still ongoing so final statistics will be updated in Q4 although still shows a slight increase on the previous year.

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

For both Q2 and Q3 the main reason for referrals consistently are for Road Policing Unit incidents and suicide incidents.

2.3.3 A TRiM promotional campaign is planned for early 2021 to raise awareness of the TRiM support service and trauma. The aim will be to run a yearly campaign for trauma in policing each year moving forward.

### **3. PREVENTION AND EARLY INTERVENTION**

As reported previously prevention continues to be an area of focus in response to the prevalence of psychological absence among our people.

#### **3.1 Mental Wellbeing Programme**

- 3.1.1 As part of the wellbeing investment, the Mental Wellbeing Programme, delivered in partnership with Eleos, launched on 30<sup>th</sup> November 2020 with a bespoke session for the Force Executive.
- 3.1.2 The pilot phase was planned to run from December 1<sup>st</sup> 2020 to 31<sup>st</sup> March 2021 which would provide external interactive training to around 1 third of the organisation (c. 7500 individuals) across 4 policing divisions namely, Greater Glasgow and Fife Local Policing Divisions, Operational Support Division and Corporate Services.
- 3.1.3 The programme is divided into modules and has something to offer all officers and staff with Module 4 concentrating on self-reflection. It gives all staff the capacity and time to concentrate on them, to recognise how stress manifests itself, what are the trigger points, prevention techniques and protection for our peers. Modules 2 and 3 target supervisors, raising awareness of the subject and giving them training and support to identify mental illness but more importantly the confidence to address the matter sensitively and signpost support. The programme aims to break down cultural barriers and assure our people that they can talk openly about mental wellbeing and are not alone.
- 3.1.4 Funding has been requested for next year to roll the programme out to the rest of the organisation whereby each and every staff member will have benefited from inputs designed specifically for Police Scotland.
- 3.1.5 Police Scotland will thereafter adopt a preventative, trauma informed approach to mental wellbeing as the business as usual, self-sufficient model which is currently in the development phase. This approach will be complimentary to the current Trauma Risk Management (TRiM) model.
- 3.1.6 The mental wellbeing programme launched mid-pandemic and was being delivered virtually via MS Teams. These small interactive sessions of 15-20 participants were working well with overwhelmingly positive feedback. Over 1000 sessions were delivered between 1<sup>st</sup> and 23<sup>rd</sup> December 2021 but due to growing

numbers of Covid-19 and the tighter restrictions announced by the Scottish Government in January 2020 the decision to suspend all non-essential training was taken by the Force Executive and all Eleos courses scheduled for Jan – March 2021 were cancelled.

- 3.1.7 Negotiations are ongoing with Eleos partnership to agree a revised approach to delivery which will be a blend of interactive virtual training with some pre-recorded online content and we are confident the training can re-commence, in a limited capacity, in the coming weeks.

### **3.2 87% Mental Health App**

- 3.2.1 As part of the Mental Wellbeing Programme Police Scotland have teamed up with 87%, a mental wellbeing 'app' that supports the wellbeing strategy. 87% was launched on December 1<sup>st</sup> 2020 at the same time as the Eleos training and is signposted throughout. Police Scotland have a designated area within the app, designed and maintained by the central wellbeing team, which holds wellbeing resources and signposts support. The app is available to the entire workforce with over 2323 colleagues signing up for an account in the first 23 days of launch. 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.

### **3.3 Your Health Matters**

- 3.3.1 The Wellbeing Investment planned for sleep and back clinics but due to Covid-19 we are not able to run these safely face to face. As an alternative, we are in negotiations with Optima to create a series of bespoke sleep and back podcasts which will be available on the intranet, the Wellbeing Hub and 87%. In the interim, a selection of material produced by Optima on these topics has been uploaded to the aforementioned platforms.

### **3.4 Art of Resilience Seminars**

A number of Art of Resilience seminars took place last year and proved hugely popular. Around 300 officers and staff attended 3 events and a further 3 were planned. We are working with the supplier and plan to run a series of webinars in February/March 2021. These will be opt in and advertised as continuous professional development.

#### **4. POLICE MUTUAL**

- 4.1 Police Scotland and Police Mutual are working in collaboration on a Financial Wellbeing Programme. In light of COVID-19, these face to face courses have transferred to the digital world and are being delivered virtually. They range in topic from savings to mortgage advice and have proven popular.
- 4.2 To look after the physical health of the workforce, PMAS agreed to fund Wellbeing MOTs. To ensure staff still receive support in this area, online material has been produced and a series of health self-check-up video bites have been made available to officers and staff across the country. One of these is specific to maintaining health during COVID-19.

#### **5. LIFELINES**

- 5.1 The Police Scotland Wellbeing Team are working with other Scottish emergency responders alongside Lifelines.

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

The focus is on maintaining resilience and preventing psychological injury by:

- helping individual responders and organisations understand what it is that keeps people well
- translating this knowledge into resources and strategies which promote positive coping, peer support and organisational resilience

A public sector Wellbeing collaboration group has also been established, chaired by Police Scotland, which provides a forum to discuss and share ideas and best practice.

#### **6. SPA AUDIT WELLBEING**

- 6.1 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 have been allocated to the wellbeing team and delivery of key priorities is well underway.

An audit action plan had been created in collaboration with the Governance, Audit and Assurance Team with key milestones



achieved in October and a further check point review due late January.

- 6.2 There will be a meeting arranged with the SPA HR Governance Team to review the audit outcomes with a further report then prepared for the Resources Committee.

## **7. RESPONSE TO COVID-19**

### **7.1 Wellbeing Hub**

A key objective of the response to the COVID-19 pandemic was to ensure that our people's wellbeing was a focus of all operational decisions and that they have access to relevant information on support available regardless of their working situation. A Wellbeing Hub, which brings together all relevant information, has been developed and launched and can be accessed both in work and at home from personal devices.

Within the Hub, support services and resources have been aligned to our four wellbeing strands; Psychological, Physical, Financial and Social, to ensure our people can access the support they need. The Hub also contains resources from external organisations such as NHS, SAMH and Oscar Kilo, and is updated regularly to respond to recurring themes and trends.

## **8. INSIGHTS**

- 8.1 There is a consistent trend across the core wellbeing service of TRiM of a sustained increase in utilisation. The data tells us that officers and staff are engaging directly with the support services available to them without the need to seek signposting through the Wellbeing Champions. This increase also suggests that the ongoing promotion and education around this is of continued significant value. TRiM training should be prioritised this year and can be delivered safely despite the pandemic.
- 8.2 To fully understand the impact of the wellbeing activity a robust set of measures continues to be refined. The analysis of the data, trends and learning will be incorporated throughout future updates.

All upskilling will be fully evaluated to measure increased knowledge and capability. Feedback will also be used to refine and improve the approach and content of all upskilling/development activity.

## **9 NEXT STEPS**

- 9.1 Due to increased demand on the TRiM cadre, training and development will be a priority to ensure assessors are supported and developed and new cadre members are recruited. Due to COVID-19 the Police Scotland licence has been extended and should be renewed later in 2021.
- 9.2 Work will continue with Eleos to ensure the mental wellbeing programme continues despite the challenges COVID-19.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 There are financial implications associated with this paper in that there is a requirement for significant investment required for activity to further integrate and mainstream wellbeing across the organisation in a meaningful way. A bid has been submitted for Reform funding which will keep the initiatives described above on track for the remainder of 2021 and into 2022.

## **11. PERSONNEL IMPLICATIONS**

- 11.1 There are no current implications.

## **12. LEGAL IMPLICATIONS**

- 12.1 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.

## **13. REPUTATIONAL IMPLICATIONS**

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

## **14. SOCIAL IMPLICATIONS**

- 14.1 There are no current implications for social impact.

**15. COMMUNITY IMPACT**

15.1 There are no current implications for community impact.

**16. EQUALITIES IMPLICATIONS**

16.1 There are no current implications for equalities impact.

**17. ENVIRONMENT IMPLICATIONS**

17.1 There are no current implications for environmental impact.

**RECOMMENDATIONS**

Members are invited to discuss the content of this report.