



Meeting	SPA People Committee
Date	29 August 2024
Location	Video Conference
Title of Paper	Health and Wellbeing – Programme Action Plan
Presented By	Katy Miller, Director of People & Development
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Health and Wellbeing Action Plan

PURPOSE

The purpose of this paper is to provide Members with oversight of the Health and Wellbeing Programme approach and action plan moving forward.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 Our recently published People Strategy 2024-27 highlights the importance of officer and staff wellbeing throughout, and its first strategic objective is to prioritise wellbeing and keep our people safe, protected, and well-equipped. Under this objective, the strategy acknowledges the challenging nature of policing and the potential impact on health and wellbeing particularly mental health, prompting the need to prioritise the 'complete wellbeing' of the workforce. The desire for alignment around wellbeing is also evident in the People Strategy Implementation Plan, which commits to having "a coordinated approach to health, safety and wellbeing which meets the full needs of our people".
- 1.2 This paper aims to provide some background to the approach we propose to take with the health and wellbeing programme and outline a proposed health and wellbeing action plan. The recent independent review of Police Scotland's Health and Wellbeing Framework and the HMICS Frontline Focus – Wellbeing Inspection have provided us with a strategic focus and act as the foundations of the proposed approach and action plan.

2. FURTHER DETAIL ON REPORTING TOPIC

Evaluation and Review Insights and Recommendations - Independent Review of Police Scotland's Health and Wellbeing Programme (Thrivewise)

- 2.1 The purpose of the independent evaluation, undertaken by Thrivewise specialists in organisational health and wellbeing, was to address a key challenge in evaluating and assessing the impact of an ever-evolving health and wellbeing offering on the workforce and the organisation as a whole. The independent evaluation helped to bridge this gap by ascertaining the appropriateness and effectiveness of the current health and wellbeing approaches for the workforce of Police Scotland / SPA and to provide expert insight and guidance. The evaluation aimed to ensure that the wellbeing offerings continue to move in a direction that is beneficial for Police Scotland / SPA, while also laying down a framework for ongoing assessment and improvement.
- 2.2 To evaluate the effectiveness and appropriateness of Police Scotland's health and wellbeing programme, insights were gathered against five interdependent themes (Explore and Embed Framework) that together

produce a sustainable and mature approach to workplace wellbeing. These themes are:

1. Aligning to thrive – building the narrative of aligning wellbeing and productivity in your organisation.
2. The importance of dialogue – achieving continuous development through listening, imagining, piloting and evolving.
3. Proactive approach – building the will and finding the time to set out on a positive path to wellbeing.
4. Sharing the load – enlisting the involvement of senior leaders, people-focussed professionals and the wider workforce in your wellbeing efforts.
5. A discerning eye – reviewing all progress against key principles.

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

- **Recommendation 1** - Develop and implement a detailed action plan that translates the strategic aspirations of Police Scotland's wellbeing initiatives into specific, actionable, and measurable steps. This should include timelines, designated responsibilities and clear indicators of success.
- **Recommendation 2** - Explore options for introducing a wellbeing survey or pulse check to enable more timely and actionable feedback on wellbeing needs.
- **Recommendation 3** - Further leverage the power of peer support that already exists in the workforce for facilitating dialogue and collecting grass-roots feedback, ensuring a two-way communication channel between the workforce and senior stakeholders.
- **Recommendation 4** - Develop and implement a communication strategy, which includes improving online resources as well as more engaging, participatory methods.

- **Recommendation 5** - Adopt a systematic approach to identifying and addressing underlying risks to psychosocial wellbeing, including both operational and organisational stressors.
- **Recommendation 6** - Consider creating roles, such as Health and Wellbeing Guardians, to reinforce senior leaders' commitment to wellbeing and ensure it is integrated into all organisational decision-making processes.
- **Recommendation 7** - Develop a comprehensive, evidence-based development programme for line managers so they can lead for a culture of wellbeing. Ideally, this should be based on a learning needs analysis.
- **Recommendation 8** - Clarify the approach to local wellbeing initiatives and create a supportive environment where managers feel confident and empowered to support their team's wellbeing but in a way that is in line with consistent principles.
- **Recommendation 9** - Develop a Theory of Change to map out the expected pathways from activities to desired outcomes, providing a foundation for ongoing monitoring and evaluation.
- **Recommendation 10** - Adopt a process for ongoing reflection, assessment and improvement to continually evolve and mature the organisation's approach to wellbeing.

Evaluation and Review Insights and Recommendations - HMICS Frontline Focus – Wellbeing Inspection

2.4 The aim of the review 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.

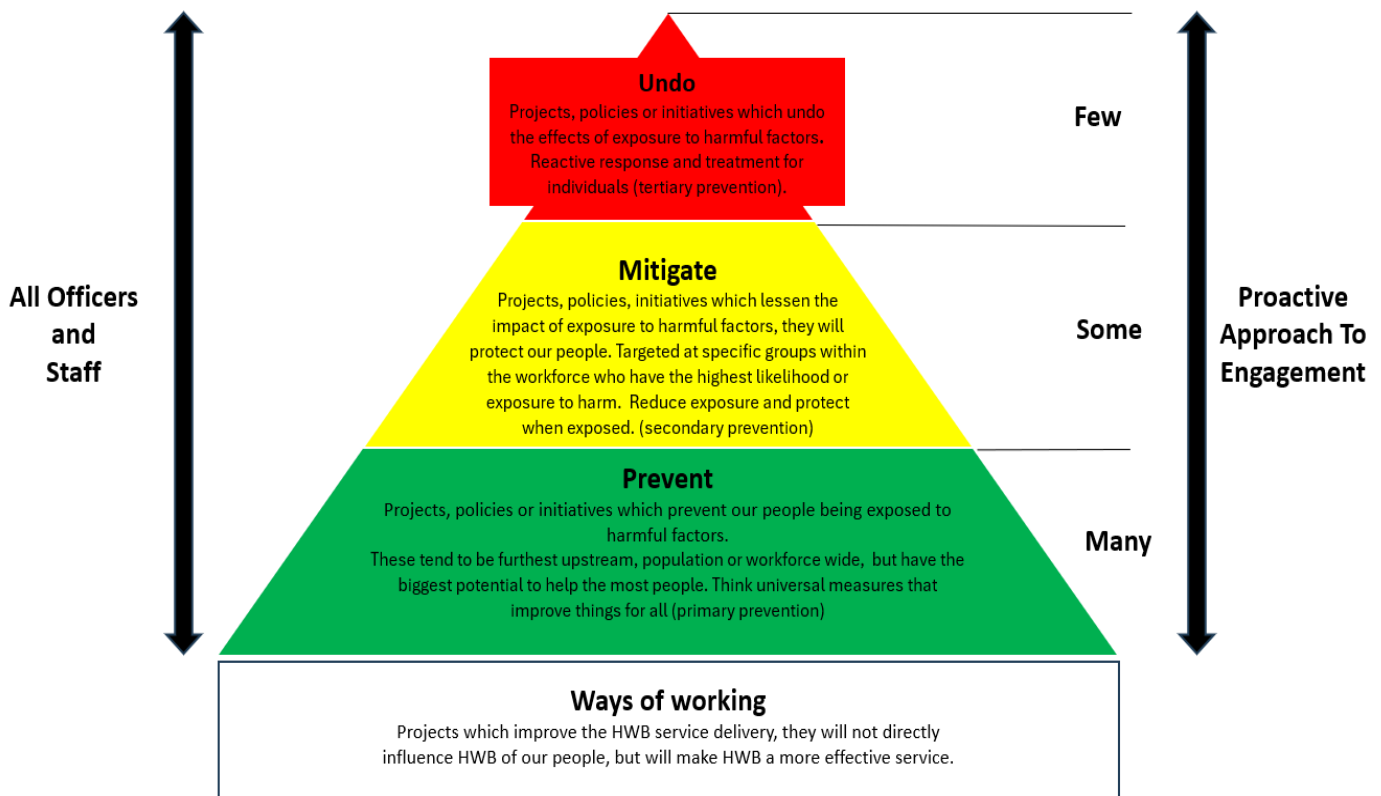
- Engage with frontline officers and staff to assess their awareness of Police Scotland's approach to wellbeing, associated activities and the effectiveness of this approach.

2.5 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.

Health and Wellbeing Programme Approach

- 2.6 The independent evaluation of Police Scotland's health and wellbeing programme and the HMICS Frontline Focus – Wellbeing Inspection have revealed both strengths and areas in need of improvement across multiple dimensions of organisational health and wellbeing. These insights alongside those gathered from the 2023 Policing and Trauma Conference hosted by the Scottish Police Authority have supported the further development of an organisational approach to health and wellbeing.
- 2.7 The health and wellbeing framework below has been further developed to encapsulate the emerging priority areas and the shift in focus and approach to health and wellbeing. The proactive, preventative and person-centred approach intends to understand and consider the needs of our people, ensuring that the engagement with our people is not just a reactive response but we also 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 see **Appendix A** for the full plan. An overview of the framework is highlighted below.



Health and Wellbeing Action Plan

2.8 The framework provides a foundation for our approach, but we must also consider the strategic aspects of the programme particularly linked to our People Strategy. The health and wellbeing programme action plan is driven by the People Strategy objectives and commitments which lead to the more specific health and wellbeing goals, which again are informed by the review and evaluation insights. These include:

- Improve workforce Mental Health and suicide prevention.
- Set strategic direction for health and wellbeing which is equitable, evidence informed and evaluated.
- Continuous improvement of the delivery and effectiveness of health and wellbeing services and corporate functions.
- Develop a workforce who prioritise health and wellbeing.

2.9 These goals enable us to be more centred on impact and effectiveness as well as reporting against indicators and measures in this space. Areas and tools we will focus on when considering the impact and effectiveness of the programme include:

- HWB Programme audit and benchmarking - against an independent set of standards, which have been tailored to meet the specialist needs of emergency services officers and staff. This could consider areas such as leadership, absence management, creating the environment, mental health, protecting the workforce, occupational health, and personal resilience.
- Organisational and area specific subjective health and wellbeing status i.e. Your Voice Matter and Pulse Survey through use of WHO 5 (World Health Organisation) assessment tool.
- Health and wellbeing outcomes pre and post support, intervention, training i.e. Kirkpatrick Evaluation Model for training which considers 4 levels of reaction, learning, behaviour and results.
- Programme utilisation and uptake.

- Communication and awareness.

2.10 Ultimately our aim is to outline a programme which allows us to continually develop our understanding of the needs our people, how their health and wellbeing is impacted and provide 'fit for purpose' tools and support which empowers and enables our people to take positive action (prevent, mitigate and undo) in relation to their health and wellbeing.

Dependencies & Achievability

2.11 We recognise to achieve and fulfil the action plan there are a number of dependencies that should be and are being considered. These are aspects we continue to work with colleagues across P&D and the wider organisations to consider and plan accordingly. These include:

- Force wide and Senior leadership support and engagement with the programme.
- Force wide engagement with and delivery of plan.
- Alignment with Divisions and department priorities and commitments.
- HWB team resources and expertise in place to undertake the plan. This will influence aspects such as the time period in which the action plan is delivered.
- 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

2.12 Whilst we have been undertaking the development of the plan we are aware that some areas have emerged as a priority, a brief overview of some of the most prominent areas at present is provided below.

Mental Health and Suicide Prevention

- 2.13 We recognise and are committed to the mental health of our officers and staff and have ensured that mental health and suicide prevention is a key focus within the proposed programme action plan moving forward. We have dedicated a stream of work within the plan to this area of which we have provided an overview below. Whilst some of the actions across prevent, mitigate and undo may take some time to fulfil we have ongoing work in this space which we continue to embed and evolve. An overview of this area is provided below with more information within the detailed plan in **Appendix A:**

HWB Goal

- Improve workforce Mental Health and suicide prevention.

HWB Impact statement

- Our people are valued and we have reduced the stigma of mental ill health.

HWB Objectives:

- Develop Mental Health informed workforce.
- Reduce the impact of exposure to trauma.
- Develop understanding of impact of operational pressures.
- Reduce mental health stigma.

HWB Actions:

- Develop and implement an overarching workforce mental health and suicide prevention/postvention action plan. The plan would drive this agenda and aim to connect work in this space throughout the organisation i.e Policing Together, Learning, Training and Development, Leadership and Talent, and link to external work such as CRUSE Scotland, Public Health and NHS Education for Scotland, Police Treatment Centre, Police Care UK, Oscar Kilo.
- Develop and deliver the Lifelines Scotland Facilitators, 110 at present, 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.
- Deliver an effective and evaluated HWB Champions network. Building on the existing Wellbeing Champions Network, 240 at

present, to foster a supportive, connected work environment, where two-way communication is valued.

- 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.
- Scope out and consider approaches such as the development of trauma tracker, using PTEC (Police Traumatic Events Checklist from Police Care UK), to enable line managers to monitor and take action.
- Deliver effective and evaluated Trauma Risk Management service building on the existing programme.
- 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.
- 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". A key aspect is to develop a pathway for highlighting issues.
- Produce a series of lived experience pieces with clear signposting and call to action.
- Work to ensure our people can access the right help at the right time, through the development of a cohesive communication and engagement strategy for health and wellbeing. 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.

- Develop and implement the Employee Assistance Programme particularly the new stepped care model of support for mental health and trauma.
- Define and promote line management EAP referral pathway
- Influence health and wellbeing content in leadership and line manager programmes including People Management Development Programme (PMDP), Police Leadership Development Programme (PLDP) and Your Leadership Matters (YLM).
- Influence health and wellbeing content in probationer training and build on the latest introduction of Lifelines Scotland to the training.

Improvements made to Police Officer Ill Health Retrial (IHR) and Injury on Duty processes (IoD)

Simultaneous Ill Health Retrial and Injury on Duty Determinations

- 2.14 Early in 2024, staff from Police Scotland have engaged with the Occupational Health Provider who oversee the Selected Medical Practitioner service to adopts a change of approach to separate Ill health retiral and Injury on Duty assessments, currently indicated by guidance. The new approach was supported through the working group looking for improvements in Ill Health Retrial and Injury on Duty that engages with the Scottish Police Federation and who fully supported this change. The new approach was started in March 2024 and though numbers so far wishing to progress this option remain small at this time, this approach will deliver further improvements to timescales. It will also minimise the need for officers and ex officers to revisit traumatic situations during separate medical appointments, an experience which was described by some as 're-traumatising' in their evidence to the Criminal Justice Committee.

Fast-tracking of IHR cases to Police Scotland's Director of People and Development for approval.

- 2.15 From May – November 2023, a trial took place to fast-track IHR cases to the Director of People and Development where they met the following criteria:

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- All key competencies required to be a police officer were permanently affected.
- The officer was permanently unfit for Regular employment (30 hours or more).

2.16 7 officers met the criteria during the evaluation timescale, taking an average of 27 days (ranging from 16-42 days) to progress from SMP appointment to sign off by the Director of P&D. In comparison, 8 officers who met the criteria from January – May 2023, prior to the introduction of the fast-track process, took an average of 61 days (ranging from 35-82 days) from SMP appointment to sign off by the Director of P&D. Therefore, the trial demonstrated a reduction in wait time for approval of 34 days per case on average. This trial showed the value in the decision to fast-track, albeit with a small number of individuals, in time saved to complete the process when there was no possibility of the officers being suitable for a role in policing. This fast-track process will now continue as standard practice and no issues were reported during the trial of this approach with all stakeholders in agreement to continue.

Numbers of Officers in IHR and IoD Processes and Average Waiting Times.

2.17 These figures are now reported on a quarterly basis to the People Committee of the Scottish Police Authority. May’s report noted the following:

"In the last 12 months, the review of the Ill Health Retirement (IHR) and Injury on Duty (IoD) award processes saw the implementation of a number of improvements. Currently, both processes are functioning well in terms of case progression and timescales. Regular oversight and checks are in place to identify cases where timescales indicate variance from norms and to ensure quick remedial action when necessary."

2.18 Cases awaiting finalisation at the end of the last 2 financial years as below.

Ill Health Retiral	No of Officers in process
March 2023	77
March 2024	59

Injury on Duty	No of Officers in process
March 2023	50
March 2024	39

Current Position

- 2.19 In June 2024, 7 Police Officer Ill Health Retiral cases were finalised with the Scottish Police Authority (SPA); 4 Injury on Duty cases were also finalised and approved by the SPA.
- 2.20 There are currently 57 officers actively in the IHR process. Of those 57 cases, 26 have either had their appointments with the Selected Medical Practitioner (SMP) or have one booked; 31 require an appointment and await receipt of GP or specialist reports to progress same.
- 2.21 Of those who had an SMP (IHR) appointment in June, the average wait for SMP appointment was 6 months. The average length of time for those officers approved for IHR by the SPA in June 2024 was 8 months from the start of the process.
- 2.22 Of those who had an SMP (IoD) appointment in June the average wait for SMP appointment was 8 months, a 6 month increase from May. The increase is due to 2 cases delayed by the requirement for further medical evidence. The longer-term average now is circa 5 months. The average length of time from start of process to approval of IoD by SPA was 8 months.
- 2.23 Progress of cases through both processes and updates on improvement to processes will continue to be reported to the People Committee.

3. FINANCIAL IMPLICATIONS

- 3.1 There are financial implications associated with this paper, as additional investment is required 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 There are personnel implications associated with this paper as due to the scale of the action areas identified.

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 impacted.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 There are no equalities implications in this report

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

Appendix A: Health and Wellbeing Action Plan

People Strategy 2024-27 Strategic Objective (Overarching)	People Strategy Implementation Plan Commitment (Overarching)	HWB Goal	HWB Objective	HWB Action	
				Way of Working	
Prioritise wellbeing and keep our people safe, protected and well-equipped	Coordinated approach to health, safety and wellbeing which meets the full needs of our people.	<p>Improve workforce Mental Health and suicide prevention</p> <p>Impact statement: Our people are valued and we have reduced the stigma of mental ill health</p> <p>Measure: HWB audit and benchmarking / Org and area specific wellbeing status / HWB Outcomes pre/post support, intervention, training / programme utilisation and uptake / communications and awareness.</p>	Develop MH informed workforce	Prevent	Develop and implement an overarching workforce mental health and suicide prevention/postvention action plan. The plan would drive this agenda and aim to connect work in this space throughout the organisation i.e PPCW, LTD, L&T, and link to external work such as CRUSE Scotland, Public Health and NHS Education for Scotland.
				Mitigate	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.
			Undo	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.	
				<p>Reduce the impact of exposure to trauma</p> <p>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.</p> <p>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. Police Care UK (PTEC) have categorised over 1,500 traumatic incidents to produce a checklist for officers and staff across all ranks and roles to assess their exposure to trauma. It can be used flexibly - as a tool for personal</p>	

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			<p>reflection, as part of formal one-to-one supervision, or in support of Occupational Health processes.</p>
			<p>Deliver effective and evaluated Trauma Risk Management service building on the existing programme.</p>
		<p>Develop understanding of impact of operational and organisational stressors</p>	<p>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</p>
			<p>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.</p>
		<p>Reduce mental health stigma</p>	<p>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.</p>
			<p>Produce a series of lived experience pieces with clear signposting and call to action</p>

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		<p>Set strategic direction for health and wellbeing which is equitable, evidence informed and evaluated</p> <p>Impact statement: Our people receive an evidence informed, consistent service</p> <p>Measure: HWB audit and benchmarking / Org and area specific wellbeing status / HWB outcomes pre and post support, intervention, training / programme utilisation and uptake / communications and awareness.</p>	<p>Set strategic, evidence informed direction for HWB nationally, to be delivered locally</p>	<p>Conduct scoping exercise and implement bench marking framework of ongoing reflection and iterative improvement. The framework should enable us to objectively measure progress, on a cyclical basis. The National Police Wellbeing Service have developed a Blue Light Wellbeing Framework (BLWF), which is a self-assessment tool to allow forces to benchmark their wellbeing provision against a set of themes and indicators relevant to the unique needs of the sector. The aspects of the framework include leadership, absence management, creating the environment, mental health, protecting the workforce, occupational health, and personal resilience.</p> <p>Adopt and implement 'theory of change' methodology for individual streams of work with a focus on prevention which is informed by the people plan.</p> <p>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.</p> <p>Review health and wellbeing governance boards structures and reporting of wellbeing actions to ensure equitable programme is delivered and leaders are held to account.</p>
			<p>Messaging on wellbeing is</p>	<p>Work to ensure our 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>

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			<p>consistent and clear</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> <p>Develop and implement a quality assurance procedure and process within HWB for all communications and messaging.</p> <p>Proactively manage organisational engagement opportunities, developing generic messaging for delivery by our advocates i.e. Wellbeing Champions, Lifelines Facilitators and TRiM team.</p> <p>Work with Corp Communications on monitoring the reach and impact of health and wellbeing communications</p>
			<p>Evaluate initiatives to understand what works and how these are implemented equitably</p>	<p>Use Kirkpatrick model of evaluation of learning to demonstrate effectiveness in changing behaviour across all aspects of the health and wellbeing programme.</p> <p>Upskill HWB team on evaluation planning and delivery</p> <p>Build on current introduction of World Health Organisation 5 wellbeing score to the Your Voice Matters, officer and staff survey, by developing a pulse survey to check subjective wellbeing at any given time within any given area of the organisations.</p>

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<p>Continuous improvement of the delivery and effectiveness of wellbeing services and corporate functions</p> <p>Impact statement: Our service are effective and good quality, we get the right help to the right people at the right time</p> <p>Measures: HWB audit and benchmarking / Org and area specific wellbeing status / HWB Outcomes pre/post support, intervention, training / programme utilisation and uptake / communications and awareness.</p>	<p>Deliver efficient and effective OH service</p>	<p>Develop and implement the My OH portal with a wider focus on line manager support in making and managing a good referral, linked to ongoing work on modified duties.</p>	
		<p>Improve operational delivery and uptake wellbeing and resilience assessments.</p>	
		<p>Develop person centred, sustainable, equitable and preventative neurodiversity offering.</p>	
		<p>Continuous review and development of the IHR/IOD processes and procedures.</p>	
		<p>Develop management information KPIs for performance management of OH supplier.</p>	
	<p>Deliver efficient and effective EAP service</p>	<p>Develop and implement the Employee Assistance Programme particularly the new stepped care model of support.</p>	
		<p>Define and promote line management EAP referral pathway</p>	
		<p>Develop management information KPIs for performance management of EAP supplier</p>	
	<p>Operate a well governed and safe service</p>	<p>Conduct annual Business Continuity Plan review</p>	
		<p>Manage, monitor, and report on HWB risk with a clear/defined process for raising/reporting risks.</p>	

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				Review wellbeing investigation / grievance process and guidance
				Consider potential to develop a Workforce Wellbeing Network to include the TRIM team, Wellbeing Champs, Wellbeing SPOCs, Lifelines facilitators.
				Manage external stakeholders and partners via an external partners wellbeing group/forum including MoUs & delivery plans.
				Revisit Royal Foundation and Blue Light Together approach to the wellbeing impact assessment of policy, practice and learning.
		Develop a workforce who prioritise wellbeing		Collaborate with LTD to conduct learning needs analysis across learning products to ensure consistent messaging. Develop timelines for review
		Impact statement : Our people's wellbeing is protected by systems, culture and conditions which are designed to help people to thrive.	Police Scotland learning products contain consistent wellbeing messages	Influence HWB content in leadership and line manager programmes to include PMDP, PLDP and YLM.
		Measure: HWB audit and benchmarking / Org and area specific wellbeing status /		Influence HWB content in probationer training and build on the latest introduction of Lifelines Scotland to the training.
				Influence HWB content in tutor cop learning programmes
				Influence HWB content of staff induction and build on the latest review of existing content.

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		HWB Outcomes pre/post support, intervention, training / programme utilisation and uptake / communications and awareness.		Work with Health & Safety and Your Safety Matters colleagues to take a data led approach to wellbeing and early intervention
				Work with RDU and Estates to drive wellbeing as a priority within the strategic plans and delivery
			Collaborate across silos to improve wellbeing	Work in partnership with the Policy team to mitigate wellbeing impact, working with us to revisit the Royal Foundation and Blue Light Together approach to the wellbeing impact assessment of policy, practice and learning.
				Work with leadership and talent My Career colleagues to host and evidence wellbeing conversation.
				Work with Learning, Training and Development and CPD colleagues to roll out empower hour sessions on hosting supportive conversations.

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