



Meeting	People Committee
Date	30 May 2024
Location	MS Teams
Title of Paper	Health and Wellbeing Programme – The Way Forward
Presented By	Katy Miller, Director of People & Development
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to provide members oversight of the key findings and recommendations from the recent independent review of Police Scotland’s Health and Wellbeing programme and the HMICS Frontline Focus – Wellbeing inspection and the way forward.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 Our 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 The recent independent review of Police Scotland's Health and Wellbeing Framework and the HMICS Frontline Focus – Wellbeing Inspection are an opportunity to provide us with a strategic focus and act as the foundations of a health and wellbeing programme moving forward.
- 1.3 Within this paper we aim to provide some background to each piece of work, present the key findings and align the recommendations to provide focus for the future development of a health and wellbeing programme which aligns with the commitment being made in our People Strategy.

2. FURTHER DETAIL ON REPORTING TOPIC

Independent Review of Police Scotland's Health and Wellbeing Programme (Thrivewise)

- 2.1 Over the past three years, Police Scotland / SPA's health and wellbeing offerings have evolved, incorporating various supportive measures such as occupational health, employee assistance programmes, trauma risk assessment, resilience assessments and wellbeing champions. However, a key challenge has been evaluating and assessing the impact of the wellbeing offerings on the workforce and the organisation as a whole.
- 2.2 The purpose of this independent evaluation, undertaken by Thrivewise who are 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 is to help 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 on future wellbeing impact measurement strategies. The evaluation aims 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.

Evaluation Approach

2.3 To evaluate the effectiveness and appropriateness of Police Scotland's health and wellbeing programme, this independent evaluation employed a qualitative methodology, integrating literature review, internal documentation analysis and semi-structured interviews with key stakeholders. This approach, designed to assess the wellbeing ecosystem as a whole rather than isolated initiatives, was grounded in the 'Explore and Embed Framework' developed by the University of East Anglia and RAND Europe. Using this approach, insights were gathered against five interdependent themes 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.

2.4 The key findings against each theme are summarised below:

2.4.1 Alignment to Thrive

- There is recognition within Police Scotland/SPA that workplace wellbeing is crucial and should be woven into the organisational fabric.
- The People Strategy and implementation plan underscore a commitment to prioritising wellbeing, with clear strategic objectives aimed at addressing the complete wellbeing of the workforce.

- There is concern regarding the actual implementation and the gap between the organisation's stated commitments and practical actions.
- The visibility of senior leaders in wellbeing initiatives is crucial for building trust and demonstrating a genuine commitment to wellbeing.

2.4.2 The Importance of Dialogue

- Effective workplace wellbeing in Police Scotland/SPA hinges on a continual dialogue with the workforce to ensure strategies evolve with their needs, aspirations, and perspectives.
- Your Voice Matters is infrequent and has limitations in providing timely, actionable wellbeing information point to a gap in understanding of drivers of wellbeing.
- Police Scotland/SPA has invested in the development of a wellbeing champions network and these individuals play a crucial role in disseminating wellbeing information and signposting to wellbeing supports.
- Recent procurement processes for occupational health and employee assistance programmes involved a range of stakeholders to ensure that the services are in line with workforce needs and address previously identified concerns.
- There is a need for clearer guidance on accessing health and wellbeing resources so that people can access the right supports at the right time.
- The hierarchical culture within policing poses challenges to open dialogue, suggesting a need for a more human-centric approach to encourage genuine communication across ranks.

2.4.3 Proactive Approach

- Police Scotland/SPA employs a wide spectrum of health and wellbeing interventions demonstrating a commitment to both individual and organisational wellbeing. However, most interventions are focused on supporting people once issues have

already arisen or that focus on individual resilience.

- There have been considerable attempts to identify those at higher risk of psychological ill-health due to the nature of their roles, in line with good practice. Police Scotland/SPA also enables individuals in any role to have a wellbeing assessment to enable timely support. However, low uptake of these suggests a lack of awareness and trust in the process.
- Stigma around mental health is a persistent challenge for policing in general and Police Scotland have ongoing efforts to address this, through lived experience programmes and training on mental health. Culture change takes time but early indicators of impact on attitudes and behaviours are encouraging.
- The role of interventions like Trauma Risk Management (TRiM) and the exploration of Trauma Impact Prevention Techniques (TIPT) illustrate ongoing efforts to address the impact of trauma within the force.

2.4.4 Sharing the Load

- There are a range of key players involved in creating a culture of wellbeing in Police Scotland/SPA, including external providers, line managers, senior leaders, wellbeing champions, peer facilitators/assessors, staff associations and trade unions.
- Research consistently shows that managers have a critical role in the success of a wellbeing strategy. Their effectiveness depends on their skills, knowledge and mindsets, but also on their capacity and empowerment.

2.4.5 Discerning Eye

- There are examples of 'deep dives' and internal reviews of particular wellbeing interventions and programmes, but most of these lack a robust theory of change and evaluation mechanisms to enable an assessment of their impact.
- There is considerable scrutiny of sickness absence data but a need for more multifaceted indicators that can capture the complexity of organisational wellbeing.

HMICS Frontline Focus – Wellbeing Inspection

- 2.5 In response to The HMICS Scrutiny Plan 2022-2025, HMICS committed to conduct a series of strategic reviews, focusing on the frontline, with the purpose of exploring challenges, identifying issues and providing recommendations to drive improvement. Wellbeing was selected as the first review of this nature, given its significant priority to Police Scotland/SPA and its impact on officers and staff.
- 2.6 The aim of the review, final report received on 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.

Inspection Approach

- 2.7 The latest HMICS Inspection Framework was used, which is based on the European Foundation for Quality Management (EFQM) Excellence Model and Best Value characteristics, to structure a risk-based and proportionate review, focused on improving the delivery of policing in Scotland. 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.
- 2.8 HMICS used a range of tools to gather information for this inspection, including engagement with organisations such as the SPA, the Scottish Police Federation and Lifelines Scotland (a project supporting the health and wellbeing of emergency responders), review of relevant documents, including policies, procedures and survey results, consideration of professional guidance, Attendance at relevant Police Scotland and SPA meetings and interviews with stakeholders and key members of staff.
- 2.9 Since the primary objective was to understand the perceptions of frontline officers and staff, HMICS used a combination of focus groups, interviews, and observation. An online polling platform to was set up to

capture views and comments directly from those taking part in focus groups and five divisions within Police Scotland were selected, to give a breadth of geography, size, function and a mix of both officers and police staff. Those divisions selected included Argyll and West Dunbartonshire (L Division), Forth Valley (C Division), Northeast (A Division), Contact, Command and Control Division (C3) and Criminal Justice Services Division (CJSD)

2.10 The key findings that emerged from the inspection are summarised below:

- HMICS found inconsistency across Scotland in the level of resource (human and financial) dedicated to support officer and staff wellbeing.
- HMICS found little evidence of a cohesive wellbeing strategy and while they found a great deal of effort, well-intentioned activity and wellbeing initiatives, they found no evidence of a mechanism to evaluate the worth of these, or to share best practice.
- Officers and staff cited organisational stressors as the primary factor they perceived as impacting negatively on their wellbeing, however HMICS found no recognition or reference to this in any of the work currently being undertaken in relation to wellbeing.
- HMICS heard that resourcing levels on the frontline are having a detrimental impact on the wellbeing of officers and staff, with those on the frontline feeling unable to provide the level of service they would wish. This results in diminishing job satisfaction.
- Cancellation of rest days and the inability to take rest days when requested has a significant impact on the wellbeing of frontline officers and staff. This impact is not the same throughout the organisation, with those on the frontline most affected by it.
- HMICS found inconsistency in the standard of physical working environments across the country. Working environments for frontline officers and staff were, in some cases, significantly lower in standard than those used by corporate functions and specialist divisions.
- Interviewees repeatedly cited that family, peer and line management support was critical in maintaining good wellbeing,

when experiencing life or work challenges.

- HMICS heard mixed views on the extent to which officers and staff felt that wellbeing was an organisational priority. While many considered that the organisational commitment to wellbeing had improved, many felt it was simply paid lip service.
- When those to whom HMICS spoke on the frontline experience points of crisis, they feel supported by their line managers and the wider organisation.
- HMICS heard that line managers have not received training in respect of wellbeing and that they rely on experiential learning. This has resulted in inconsistent levels of support from line managers.
- HMICS found an absence of face-to-face management conversations between line managers and those they supervise, at all levels in the organisation.
- HMICS did not find any evidence of a wellbeing impact assessment approach in considering how decisions or policies would impact on staff and officer wellbeing.
- Frontline officers and staff with whom HMICS spoke had only a vague awareness of wellbeing provisions and services provided by Police Scotland.
- HMICS found an absence of engagement with officers and staff about their wellbeing needs and a lack of evaluation of existing wellbeing provision.

Alignment of Recommendations and the way forward

- 2.11 The timing of both pieces of work has provided us with a huge amount of insights and indeed recommendations which we feel we must strive to align to develop a coordinated and effective way forward for health and wellbeing. We are committed to formally submitting an action plan to HMICS by 10 July 2024 which addresses the recommendations and advises on the progress against the areas for development for the health and wellbeing programme as a whole. Below we have attempted to align the recommendations from both pieces of work and outline action areas.

Independent Review (Thrivewise) Recommendations	HMICS Frontline Focus – Wellbeing Inspection Recommendations	Action Areas
<p>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.</p> <p>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.</p>	<p>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.</p>	<p>Develop a Theory of Change with key stakeholders as a first step (see below for further info).</p> <p>Revisit the People Strategy Implementation Plan to ensure a clear pathway of change is presented.</p>
<p>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.</p> <p>Recommendation 6 - Consider creating roles, such as Health and Wellbeing Guardians, to reinforce senior leaders' commitment to wellbeing</p>		<p>Build on the existing wellbeing champions network to foster a supportive, connected work environment.</p> <p>Look to expand a wellbeing network with the myriad of individuals already engaged in wellbeing roles within the organisation - ranging from wellbeing champions/SPOCS, TRiM coordinators and assessors and Lifelines facilitators.</p> <p>To include the concept of</p>

<p>and ensure it is integrated into all organisational decision-making processes.</p>		<p>establishing Health and Wellbeing Guardians at the senior leadership level across the country, holding the organisation accountable and ensuring that wellbeing considerations are integral to all decision-making processes.</p>
<p>Recommendation 4 - Develop and implement a communication strategy, which includes improving online resources as well as more engaging, participatory methods.</p>	<p>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.</p>	<p>Develop a cohesive communication and engagement strategy for 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 the lived experience series and wellbeing champions network, roadshows, town hall events, world cafes, unconferences and other participatory methods for engagement and dialogue.</p>

<p>Recommendation 5 - Adopt a systematic approach to identifying and addressing underlying risks to psychosocial wellbeing, including both operational and organisational stressors.</p> <p>Recommendation 2 - Explore options for introducing a wellbeing survey or pulse check to enable more timely and actionable feedback on wellbeing needs.</p>	<p>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.</p> <p>Recommendation 5 - Police Scotland should conduct wellbeing impact assessments when developing new and existing strategies, policies and procedures.</p>	<p>Establish a systematic approach to managing wellbeing, considering explore frameworks like What Works Wellbeing, ISO 45003, National Police Wellbeing Service's (NPWS) approach, and Police Care UK's PTEC (Police Traumatic Events Checklist).</p> <p>ISO 45003 offers a standard for managing psychosocial risks or stressors, emphasising the importance of risk assessments to identify and mitigate such hazards in the workplace.</p> <p>What Works Wellbeing provides a model that identifies five main drivers of workplace wellbeing - health, relationships, security, environment, and purpose - and offers a question bank for surveys and pulse checks designed to pinpoint these drivers.</p> <p>The National Police Wellbeing Service's (NPWS) approach of using bespoke psychological questionnaires and structured interviews for screening individuals in high-risk policing roles is a commendable practice.</p> <p>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</p>
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		<p>their exposure to trauma. It can be used flexibly - as a tool for personal reflection, as part of formal one-to-one supervision, or in support of Occupational Health processes.</p>
<p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p>	<p>Conduct a learning needs analysis, to ensure that Police Scotland/ SPA’s approach to managerial development in wellbeing is both effective and tailored.</p>
<p>Recommendation 10 - Adopt a process for ongoing reflection, assessment and improvement to continually evolve and</p>		<p>Implement a framework of ongoing reflection and iterative improvement. Consider existing good practice such as Evolve Workplace Wellbeing, The</p>

<p>mature the organisation's approach to wellbeing.</p>		<p>Blue Light Wellbeing Framework (BLWF), The Investors In People's (IIP) wellbeing framework.</p> <p>Evolve Workplace Wellbeing provide a suggested questions for reflection which are evidence-based, drawing on a wide variety of scientifically published and in-progress research work with varied organisations.</p> <p>The National Police Wellbeing Service has also developed a Blue Light Wellbeing Framework (BLWF), which is another 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.</p> <p>The Investors In People's (IIP) wellbeing framework is developed to provide value for organisations nurturing a culture of wellbeing. It looks at many overlapping elements - the quality and safety of the workplace, how people feel about their work and the culture they experience.</p> <p>Introduction of Organisational Development approaches to facilitate more participation and collaboration, potential to be the 'glue' that can unite</p>
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		<p>various elements of Police Scotland’s wellbeing initiatives.</p>
	<p>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.</p>	<p>Resource Deployment Unit Strategic Objectives 2024/25:</p> <p>Priority 1 - Force Mobilisation Plan Including Major Operations</p> <ul style="list-style-type: none"> • End-to-end process for mobilisation of officers • Introduction of automated processes into BAU • Scalable process to allow efficient deployment taking into consideration health and wellbeing of officers/staff deployed <p>Priority 2 - Operational Base Levels - Force Wide</p> <ul style="list-style-type: none"> • Updating of patrol plan process to include automation of data gathering • definition of different levels of support for OBLs: • Patrol planned, service level agreements, business led • publication and maintenance of OBLs on SCoPE <p>Priority 3 - Increasing Deployability /Maintaining Response Policing</p>

		<ul style="list-style-type: none">• Analysis of current shift patterns• Modelling of potential patterns to assess impact on response policing and business areas• Assessment of proposals to provide a single corporate shift pattern.• Introduction of shift assessment tools to assess impact of flexible working on business areas <p>Priority 4 Review of RDU Structure and Process</p> <ul style="list-style-type: none">• Recommendations from RDU review to allow common standards of service across all areas• Assessment of workload of all grades, utilising service catalogue, to define the roles which provide best value to the organisation.• Introduction of CPD to develop staff/ cross border working.• Processes to allow prioritisation of workload on a daily basis to support whole structure. <p>Priority 5 Capacity Management</p> <ul style="list-style-type: none">• Using data from RDU review project, introduce practices which allow support to
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		<p>be given across the board</p> <ul style="list-style-type: none"> • Introduction of workflow management tool • Service desk for non-operational tasks • Introduction of business rules and automation of transactions
	<p>Recommendation 4 - Police Scotland should ensure that its Estates Strategy promotes parity and ensures an appropriate standard of facilities are provided across its estate.</p>	<p>Ref - National Estates Masterplan</p> <p>Disposal or upgrade of buildings across the entire estate</p>

Conclusion

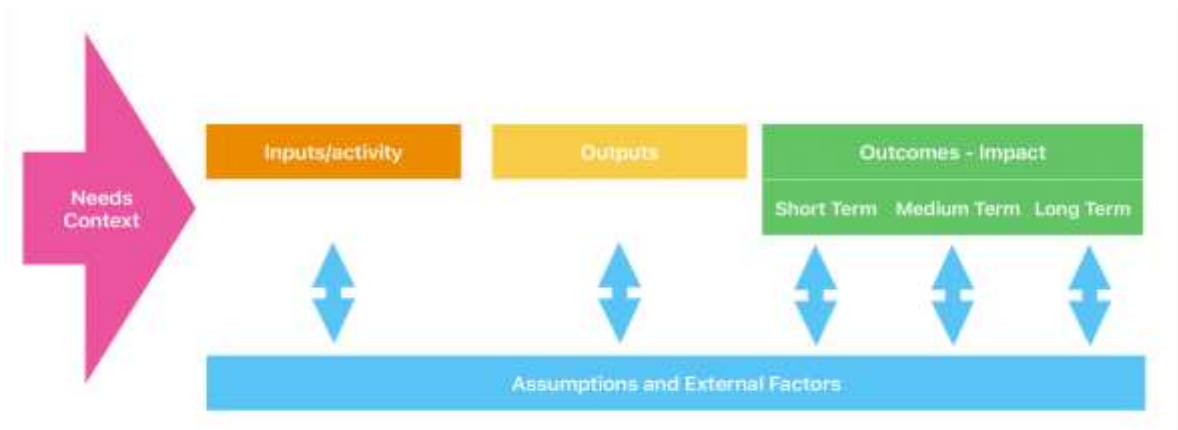
2.12 In conclusion, the independent evaluation of Police Scotland's health and wellbeing programme and the HMICS Frontline Focus – Wellbeing Inspection has revealed both strengths and areas in need of improvement across multiple dimensions of organisational health and wellbeing. Particular areas where the reports align include:

- The need to encompass organisational stressors in a systematic way to address the root causes of workplace wellbeing challenges and nurture the conditions for a thriving workforce. An organisational approach must be taken to this.
- We must build on the protective factors for health and wellbeing, which have been identified as time with family and friends; peer support; and line manager support. We must continue to evolve and invest in these peer-led interventions.
- The importance of people managers to the success of a wellbeing strategy, and the provision of health and wellbeing learning, training and development activity for line managers to ensure a

supportive, proactive and preventative approach.

Our Starting Point - A Theory of Change

- 2.13 We feel the next step for us is to collaborate with key stakeholders (Police Scotland/SPA and officer and staff associations and unions) to undertake a Theory of Change. This would enable us to develop a coherent narrative that connects goals, activities and impact i.e. officer and staff perception/mindset would be a barrier/enabler of the effectiveness of any wellbeing interventions.
- 2.14 A Theory of Change is a practical tool that paves the way for informed decision-making and evidence-based adjustments to programmes. It serves as an evaluation framework informing where data needs to be collected and why. An example layout for a Theory of Change is shown below:



3. FINANCIAL IMPLICATIONS

- 3.1 There are financial implications associated with this paper, albeit funding has been secured, which allows for the continuation of the various ongoing projects and the further integration and mainstreaming of wellbeing across the organisation in a meaningful way.

4. PERSONNEL IMPLICATIONS

- 4.1 There are resource implications associated with this paper 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 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.

