



<b>Meeting</b>	<b>SPA People Committee</b>
<b>Date</b>	<b>28 February 2023</b>
<b>Location</b>	<b>Virtual Conference</b>
<b>Title of Paper</b>	<b>Q3 Wellbeing Report</b>
<b>Presented By</b>	<b>Nicky Page, T/Deputy Director of People and 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 Members with an oversight of Police Scotland Health and Wellbeing activity during Quarter 3 of FY 2022/23.

Members are invited to discuss the contents of this report.

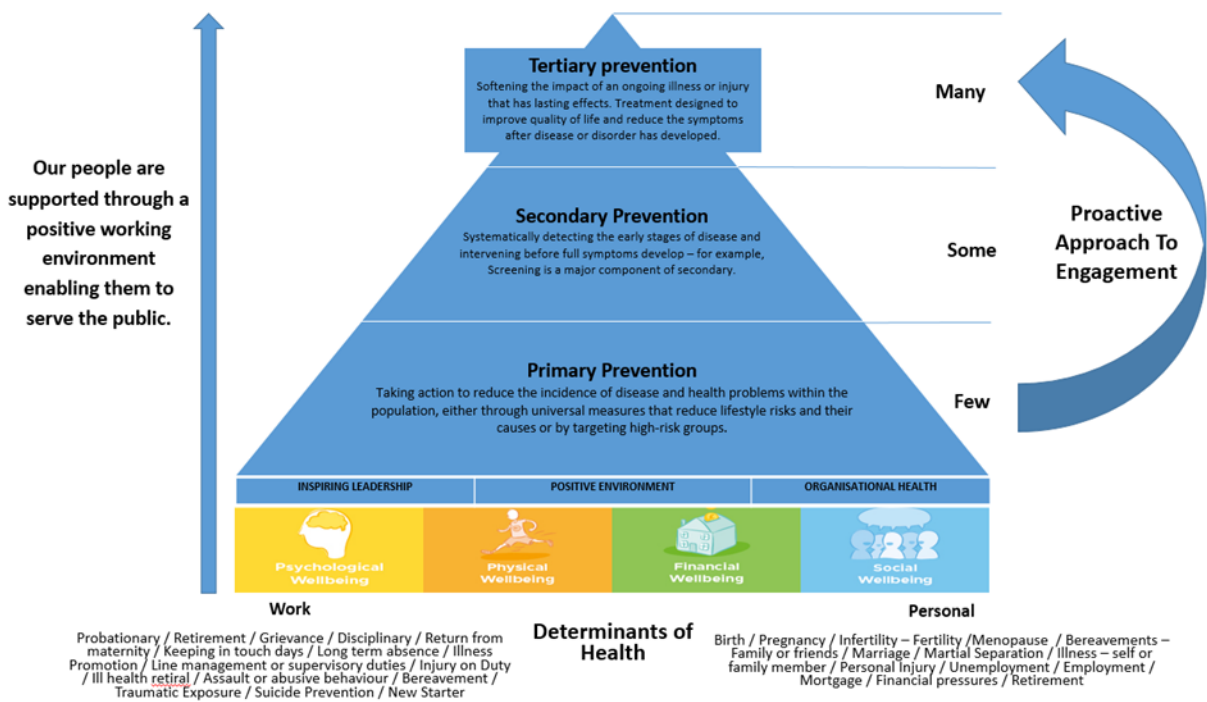
## 1. BACKGROUND

1.1 The People Strategy launched in 2018 has the wellbeing of our people embedded within the strands of the strategy. Our people's wellbeing is now being considered across all processes and activities and although much has been achieved since the launch of 'Your Wellbeing Matters' to establish core systems and support we must strive to further understand our people's needs. 'Your Wellbeing Matters' supports four key areas of wellbeing: Physical, Psychological, Social and Financial.

1.2 'Your Wellbeing Matters' is supported by the recent significant evaluation and review of all aspects of the Health and Wellbeing (HWB) programme. The review featured evidence in practice from all aspects of the organisation and aims to drive the development of next generation of the Health and Wellbeing Programme. An overview of the health and wellbeing priorities and the core elements of the framework which emerged from the review is provided below;

- Bring the health and wellbeing of our people to the top of the organisation's agenda.
- Develop a coordinated national approach to health and wellbeing, which is robust and driven by investment.
- Proactive engagement of our people in an ongoing health and wellbeing conversation through listening and understanding the need.
- Recognising the significant pressures on our people and develop the support of our people enabling them to achieve a better work, life balance.
- Adopt a person centred approach to all support pathways and programmes e.g. Employee Assistance Programme (EAP), Occupational Health (OH), Trauma Risk Management (TRiM), Wellbeing Champions.
- Prevention to become a primary focus.
- Reduce the stigma which still exists around health and wellbeing, particularly mental health and the seeking of support.
- Development and training of all officers and staff, with a specific focus on those in line management and senior ranks.
- Recognise the importance and role of peer support amongst our people.

1.3 The Health and Wellbeing Framework is driven by our core aim which is to support our people through a positive working environment enabling them to serve the public. The framework promotes a proactive, preventative and person centred approach intended to understand and consider what our people are experiencing both inside and outside of work. The framework also recognises the impact of significant moments on our people’s lives and the importance of providing ‘fit for purpose’ tools, and support which empowers and enables our people to take positive action in relation to their health and wellbeing.



1.4 The action planning stage of the review is ongoing and will bring to life the priorities and framework highlighted above. Below is an overview of recent activity within the Health and Wellbeing Action Plan areas.

## 2. HEALTH AND WELLBEING (HWB) PROGRAMME ACTIVITY

### Trauma Risk Management (TRiM)

2.1 Across Q3 there were 85 TRiM referrals amounting to a total of 451 individuals. The main reason for referral across Q3 remains suicide (24%) and road traffic collisions (RTC) (26%). This has been consistent for TRiM for the last nine years. Other referrals include 18% for sudden deaths, 5% for other fatality, 11% for violence against officers/staff, 11% for incidents with children and 5% for murders.

- 2.2 The TRiM team continues to provide invaluable support to all areas of the organisation and demand continues to be high. To build resilience across the TRiM team in order to maintain levels of service there are three foundation courses for new assessors planned for Q4 (one at the end of January, beginning of March and end of March). This will see the recruitment and training of 38 new assessors across key areas. A further course is planned for some additional co-ordinator roles specifically across the five specialist Divisions. Work has commenced to recruit the specialist co-ordinators.
- 2.3 We continue the development of our current cohort of TRiM assessors and co-ordinators; three refresher courses are planned. The first will take in the East in March with a further two (North and West) still to be agreed.
- 2.4 The TRiM procedure and guidance was reviewed at the end of 2022 following on from the Licence Renewal weekend in November. This event saw the development of a new TRiM training manual for all qualified assessors which resulted from a review of practices and training within Police Scotland following on from the wider TRiM evaluation. This manual will be disseminated throughout refresher training courses.

#### HWB Communications and Engagement

- 2.5 Health and Wellbeing Lived Experience Series - One of the key themes to emerge from the recent Health and Wellbeing Review was the role of lived experience and the unique knowledge and insight the sharing of lived experience can bring. With this in mind the HWB Team have developed a health and wellbeing 'Lived experience Series' which will feature officers and staff sharing their own experiences over the coming months. The first in this series was published on our intranet news pages (15th December 2022) and included within the Line Manager Toolkit (21st December 2022). The December piece focused on wellbeing over the festive period and contained a written story from an experience Officer about struggles over this time and how he keeps himself well. Guidance was also provided on support pathways and how to support our colleagues and teams.

#### Wellbeing Champions Network

- 2.6 A refresh of the Wellbeing Champions Network is currently being undertaken. The refresh, which will include a new recruitment and

note of interest process, an ongoing schedule of CPD for champions and embedded monitoring and evaluation methods, aims to fully equip our champions with the skills and confidence to support our people in terms of their health and wellbeing when needed.

- 2.7 The refresh will kick start in February 2023 with an opportunity for our existing champions to reaffirm their role with a note of interest and refresher training. The recruitment process will then be opened up to the rest of the organisation with the aim of engaging an organisationally and regionally driven network of Champions

HWB Learning, Training and Development

- 2.8 A People Manager Development Programme launches in April 2023, with the first module being Wellbeing / Mental Health, and has a focus on supporting our people and 'Promoting a Positive Workplace'. The programme will be mandatory for all line managers and forms part of the Your Leadership Matters programme. The programme is designed to support line managers to understand how to have supportive conversations, how to spot early signs of mental health and what tools they need to engage their people and ask about their wellness. The programme will be delivered to all line managers in various forms such as 'lunch and learns', spotlight discussion forums, coaching, on line 'empower hour' style learning events etc. and feedback will be gathered from the initial pilot to help inform the full roll out plan.
- 2.9 We are delighted that funding for the Lifelines Scotland project has also been identified from the Scottish Government to extend training provision and support until 30<sup>th</sup> September 2023.
- 2.10 Lifelines Scotland training continues with PPCW and G Division line management having been the key focus areas during this last quarter, as well as bespoke sessions for Disability and Carers Association (DACA) Committee Members to empower DACA further when supporting members. Bespoke sessions will also be provided to SEMPER, to provide support and provision for Black and Minority Ethnic (BME) officers and staff and also to some particular teams in need, to work as a primary preventative tool to help reduce the incidence of health issues in the future.
- 2.11 The HWB team are working with Lifelines on the development of a 'train the trainer' programme. The team plan to launch the programme in late February with the refreshed Wellbeing Champions Network and our HWB Advisory Group membership as the initial target audience. The programme will further expand our

capacity, initial aim of 80 trainers, to deliver crucial Lifelines resilience, self-care, supporting colleagues and post trauma support training through a Police Scotland and peer support lenses.

### HWB Governance and Support

- 2.12 The Health and Wellbeing Advisory Group is now in place. The main business of the group is to consider and develop solutions ensuring that our workforce feels supported, engaged and valued, and has access to appropriate health and wellbeing services. The first meeting took place on 25<sup>th</sup> October 2022, with over 20 representatives in attendance. Each of the meetings has a spotlight topic for discussion and on this occasion it was the cost of living and the impact it is having throughout the organisation. A huge amount of information was shared from all perspectives and some initial actions have been outlined by way of support, e.g. the development of a cost of living guidance and support document to include how to support and consider the health and wellbeing (psychological, physical, financial, social) of colleagues.
- 2.13 Operation Support - The HWB Team have been providing guidance and support for Operation Arkaig. HWB have worked with the Operation Lead to carry out a HWB operation impact assessment, which takes a holistic look at officer and staff wellbeing and the determinants involved. The assessment enables us to work together to ensure that a preventative approach is taken and that timely and appropriate support is in place.

### Environment

- 2.14 The HWB Team are working with the Sustainability team to explore the idea of a biodiversity and wellbeing garden at Tulliallan. The integrated approach to the project, which is at the feasibility stage, will help to ensure that the project is embedded within health and wellbeing outcomes.

### Preventative Measures

- 2.15 Police Scotland once again offered all officers and staff the chance to get the winter flu vaccination and to get the cost reimbursed. The scheme which ran until the end of December 2022 had an uptake of 1245 officers and staff this year.

Occupational Health and HELP Employee Assistance Programme -  
Optima Health

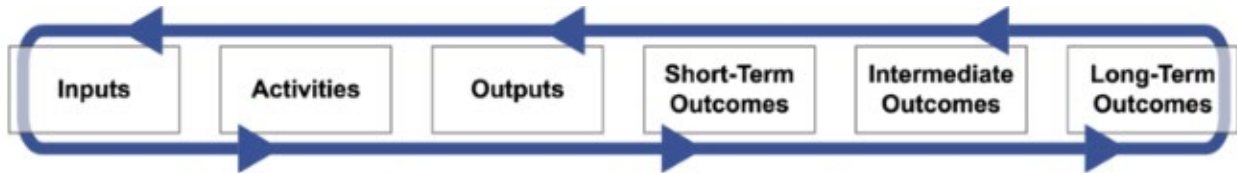
- 2.16 We have recently introduced a Service Delivery Escalation process which ensures that any Occupational Health or Employee Assistance Programme delivery matters are addressed formally and in a timely and appropriate manner. The processes, if required, include input from Health and Wellbeing, People Services and Procurement.
- 2.17 In terms of the wider service delivery, the tendering process for the new Occupational Health and Employee Assistance Programme contract is underway with a new contract due to commence in April 2024. Early engagement, through the Request for Information (RFI) process, with seven large Occupational Health / EAP providers, has been undertaken to explore what else is 'on the market' by means of support for our people. These insights will aid us in the development of the contract specifications with key areas such as mental health very much to the fore during the discussions.
- 2.18 The HWB team recently held a 'deep dive' session with representative with our current providers, Optima Health. The session, which had the Optima Health Chief Medical Officer, and Associate Director for Client Services in attendance, aimed to explore current challenges such as service delivery, resource resilience, NHS provisions, trauma support and IHR and IOD processes. The CMO committed to looking at Selected Medical Practitioner (SMP) resource as a priority. Optima Health also presented a number of new innovations which we will look to engage with over the coming months.

Ill Health Retiral

- 2.19 During Q3 the number of officers in the IHR process has reduced from 113 to 101. During Q3 we had 18 SMP appointments. The average time from referral to SMP appointment is around 13 months and so average time in the process until SPA approval remains around 15 months.
- 2.20 A new SMP has been appointed and we have received 17 appointments for January IHR cases and another six for Injury on Duty cases, so 23 SMP appointments in total. We have extra Posting Panels and SPA approval meetings scheduled for February and March.

## Monitoring and Evaluation

2.21 The ongoing Health and Wellbeing Programme Evaluation and Review was a step forward in terms of understanding the effectiveness of our current health and wellbeing offering and understanding the needs within the organisation but we recognise that this is just a first step and more is needed. Stage 4 of the current evaluation process has been outlined as the 'implementation of a systematic approach to performance measurement', enabling us to deliver a Health and Wellbeing Programme that is driven by evidence and data.



2.22 This approach will flow as above; the current HWB action planning process is adopting this approach aligning to strategic outcomes, such as the People Strategy, and ensuring all relevant outputs e.g. OH, EAP, TRIM, LTD, MI and HR data, can be utilised to evidence impact and performance. A health and wellbeing evaluation dashboard will be developed to allow us to collate, access and analyse the data critically. This has been placed as a health and wellbeing priority for the forthcoming year.

### **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 no personnel implications in this report.

### **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 equality implications in this report.

## 10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

## RECOMMENDATIONS

Members are invited to discuss the contents of this report