

<b>For Information</b>	
<b>Public</b>	<b>Public</b>
<b>Report to:</b>	<b>Strategic Resources and Performance Meeting</b>
<b>Date of Meeting:</b>	
<b>Report of:</b>	<b>Chief Constable</b>
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<b>Agenda Item:</b>	<b>9</b>

\*If Non Public, please state under which category number from the guidance in the space provided.

## **STAFF HEALTH AND WELLBEING**

### **1. Purpose of the Report**

- 1.1 The purpose of this report is to provide and update summary of the work being undertaken in relation to Health and Wellbeing since the previous report, dated 8<sup>th</sup> November 2018.

### **2. Recommendations**

- 2.1 It is recommended that this report is noted by the Police and Crime Commissioner for Nottinghamshire.

### **3. Reasons for Recommendations**

- 3.1 To provide the Police and Crime Commissioner with an update on the current position.

### **4. Health and Wellbeing Overview**

#### **Health and Wellbeing Overview**

Wellbeing means many different things to different people, from physical, psychological and financial wellbeing. Staff and officers within Nottinghamshire Police are under increasing pressure from the changing demands of day to day policing which has a human cost to our people, including compassion fatigue, to physical exhaustion or secondary trauma. Changes due to austerity have also had an impact on officer and staff financial health.

Since the previous review work has continued to bring wellbeing to the forefront of the organisation, through effective governance, supportive policies, technology and initiatives, regularly reviewed and evaluated to ensure we are doing our best for our people.

#### 4.1 Accountability

In July 2019 responsibility for Organisational Health and Wellbeing in its entirety transferred to People Services and Organisational Development (PSOD). Prior to this Citizens in Policing had primacy with PSOD responsible for wellbeing integration into policy.

September 2019 will also see the introduction of a new Wellbeing Officer Post.

#### 4.2 Governance

Since the last report the established governance structure has become embedded and a flow between the meetings is taking place in the form of a tactical wellbeing (silver) and health and wellbeing planning meeting (gold) where decisions and enabling is being made at appropriate levels. SPoCs were established in relation to wellbeing themes, namely physical, mental and financial health who feed into the tactical wellbeing on an operational level.

Following the transfer of wellbeing to PSOD a review and refresh of the terms of reference, membership and governance for both meetings is taking place to ensure they remain relevant. This review included the SPoCS and the thematic areas which has resulted in a plan for a new operational governance structure which consists of nominated Chief Inspector SPoCs who will have a defined job description, receive appropriate training and who cover all areas of health and wellbeing geographically, the rationale behind changing from thematic from geographic was due to many issues dovetailing into more than one wellbeing theme along with the proximity of a SPoC to those who need them.

#### 4.3 Strategy

The Health and Wellbeing strategy has been reviewed and refreshed. This included identifying best practice nationally and consultation through the health and wellbeing framework. The strategy places responsibility on both the organisation and the employee to look after both individual and organisational wellbeing. A tactical plan – which includes a communications strategy for wellbeing – will sit alongside the strategy, due to be launched in October to coincide with national mental health day and the results of a recent staff survey.

#### 4.4 Communications

Communication forms a valuable part of wellbeing. Corporate communications are commencing a refresh of the force intranet and will review the accessibility of wellbeing material and communications, ensuring that information is easily accessible, up to date and relevant. “Tip of the Week” relating to health and wellbeing is up and running, with individuals given the opportunity to make comments and ask questions. This is monitored and responded to by PSOD. A new “Health and Wellbeing” inbox has been set up and will be launched in October alongside the strategy.

## 4.5 Initiatives

A review of the current offerings in force is being conducted and will be collated centrally, this along with the staff survey results will form part of the wellbeing plan and will include evaluations to identify what works and will also ensure that initiatives are being applied fairly and consistently across the organisation. Coaching training and qualifications were procured through the College of Policing to increase the capacity of this existing support function.

Back-up Buddy has now been launched. This is a mobile phone app available on android and apple phones. It contains advice about mental health conditions, symptoms and what helps. It also contains good news stories written or in video of officers who have gone through poor mental health and it also has a significant bank of support agencies that officers can use or signpost to. It has been available for around a year and is free for officers to download onto their personal mobile phones.

The organisation is utilising Remploy who have been commissioned by the government to provide vocational support to anyone employed and needing wellbeing support. A caseworker can work with employees for up to a year to develop resilience, coping strategies and work on achieving positive wellbeing. Staff and officers can refer to the service via a secure, confidential link on a monthly basis.

The organisation has commissioned a provider to deliver mindfulness during 2018 and 2019. It has been delivered to a cross section of departments and is aimed at building wellbeing resilience in staff by enabling them to be more mindful and in the moment rather than overthinking and worrying. A free app called “presentmind” mindfulness was also provided to all who want to continue to practice mindfulness.

The organisation continues to provide peer to peer supporters who are available to speak to colleagues confidentially and signpost if necessary. Contact management have recently worked with PMAS to offer free health screenings for offices and staff and there are plans to utilise this PMAS’ resource again later in the year when it next becomes available.

A staff survey took place throughout the organisation, driven by PSOD with the support of the Chief Officer Team. The survey completion rate exceeded that of the previous survey achieving 47% completion. Durham University are currently compiling the results and these will be published as part of the wellbeing launch. The results will be reviewed against the wellbeing plan to ensure that the plan is appropriate and will then be checked against the strategy.

The organisation signed up to the Dying to work charter in December 2018, a charter that seeks to achieve greater security for terminally ill workers.

A review of all HR policies is taking place, some of the initial policies prioritised were grievance – now replaced with our dispute resolution policy aimed at early

intervention and our new attendance management policy which again seeks to ensure early support. The former puts in place measures to remedy issues to negate, where appropriate the need to raise a grievance, for example, by having a trained mediator function. The forces mediator capacity is being increased, sharing resources with Nottinghamshire Fire and Rescue so that we can provide this service across organisations where appropriate. The new attendance management policy sees a new step in place to manage attendance before more formal measures are implemented, for example, attendance support meetings, to support an individual in their return to work.

PROUD to lead is currently a two day course aimed at Sgts and staff equivalents which covers leadership, the competency and values framework (CVF) and managing conversations. From October 2019, this course will be extended by one day to include training on the new attendance management procedure and wellbeing “spotting the signs”. This one day training will be extended to cover both sgts, inspectors and police staff equivalents. Part of the communications plan will be to ensure that all of the material provided during this course will be available and accessible.

Confidential discussions with BME officers are taking place as a result of the Panel of Friends meeting. These discussions aim to identify barriers for BME officers in relation to retention and progression. Following the completion of these discussions an evaluation and review will take place to identify what can be put in place to support these officers.

A regional review of the organisations Occupational Health Provision is due to Commence and the finding will form part of the wellbeing plan.

## **5. Financial Implications and Budget Provision**

5.1 Financial implications considered are:

Cost of sickness absence

Cost of health and wellbeing initiatives

## **6. Human Resources Implications**

6.1 Refreshed policies that support wellbeing will require training of HR advisors who will in turn advise the organisation but should lead to reduced future demand by achieving successful earlier and more successful resolutions. PSOD now own the wellbeing portfolio in its entirety and as mentioned in the main body of the report, are introducing a wellbeing officer post to complement the existing wellbeing and policy officers.

## **7. Equality Implications**

7.1 Potential disability related claims. Some mitigation comes from policies and procedures that consider protected characteristics.

## **8. Risk Management**

- 8.1 Any risk identified will be reported, reviewed and recorded through the appropriate wellbeing governance.

## **9. Policy Implications and links to the Police and Crime Plan Priorities**

- 9.1 The implications on policy will be identified through the review of all PSOD policies with the view to making changes, where appropriate to support wellbeing. A healthy and engaged workforce contributes to the forces priorities of being an employer of choice and the OPCC strategic priority in relation to transforming services and delivering quality policing.

## **10. Changes in Legislation or other Legal Considerations**

- 10.1 There are no changes in legislation or other legal considerations in relation to this report.

## **11. Details of outcome of consultation**

- 11.1 Consultation regarding the wellbeing strategy took place at the health wellbeing framework planning meeting which included staff associations and the federation.

## **12. Appendices**

- 12.1 This graph shows the last available data relating to working hours lost through psychological illness.

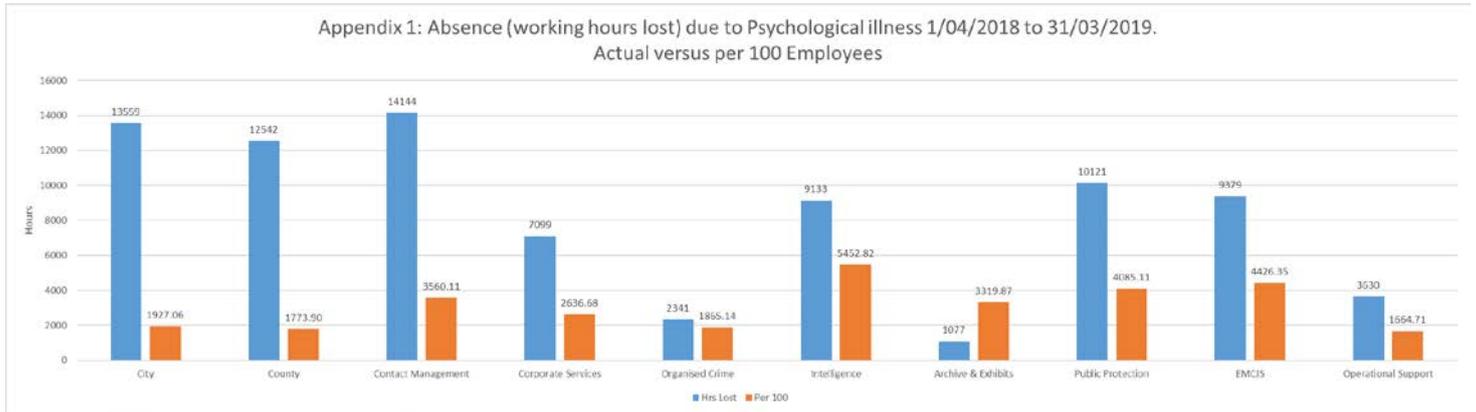
## **13. Background Papers (relevant for Police and Crime Panel Only)**

None

NB

See guidance on public access to meetings and information about meetings for guidance on non-public information and confidential information.

Health & Wellbeing – Appendix 1



Total working hours lost to absence due to psychological illness is 83,025 for the period 01/04/2018 to 31/03/2019 (full year). Average – 6,918 hours per month.

Per 100 employees enables direct comparison between departments.

Intelligence top the table with 5,452 working hours lost per 100 employees. Second are EMCJS with 4,426. Public Protection are third with 4,085 hours lost per 100 employees.

(All figures are taken from DMS)

In terms of the last 4 years data then a total of 370,410 working hours have been lost to absence which has been coded by the Line Manager as ‘Psychological Illness’.

If a figure of £60 per hour cost to the organisation is used then this equates to £22,224,600.

The year on year figure (working hours lost) has seen a decrease over the last 4 years.

2015/2016 – 106,540

2016/2017 – 95,060

2017/2018 – 85,785

2018/2019 – 83,025

• Caution should be exercised when interpreting this data and it should only be used as a general guide. Ideally, the data should be compared against total hours lost and hours lost to psychological illness; however, this comparable information is not available.